

City of Hurst

Annual Budget Plan and Municipal Services Fiscal Year 2017-2018

Section 102.007, of the Local Government Code, requires that the following notice be posted with the City's Approved Budget:

This budget will raise more total property taxes than last year's budget by an amount of \$995,008, which is a 6.69 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$150,302.

| Record Vote of each Councilmember | | | | | |
|-----------------------------------|-----------------------|-------------------------------|---------|---------|--------|
| Name | Place | For | Against | Abstain | Absent |
| Richard Ward | Mayor | Votes in case of a tie | | | |
| Henry Wilson | Place 6/Mayor Pro Tem | X | | | |
| David Booe | Place 1 | X | | | |
| Trasa Cobern | Place 4 | X | | | |
| Bill McLendon | Place 5 | X | | | |
| Larry Kitchens | Place 2 | X | | | |
| Nancy Welton | Place 7 | X | | | |

| Tax Rate | Adopted FY 2016/2017 | Proposed FY 2017/2018 |
|------------------------|----------------------|-----------------------|
| Property Tax Rate | \$0.5879/\$100 | \$0.58094/\$100 |
| Effective Tax Rate | \$0.55101/\$100 | \$0.54840/\$100 |
| Effective M&O Tax Rate | \$0.427972/\$100 | \$0.430599/\$100 |
| Rollback Tax Rate | \$0.58846/\$100 | \$0.58094/\$100 |
| Debt Rate | \$0.1262521/\$100 | \$0.1158976/\$100 |

The total amount of municipal debt obligations secured by property taxes for the City of Hurst is 63.86 million. Of that amount 31.68 million is directly secured by and payable from I&S property tax revenue and 32.18 million is secured by property taxes but payable from other revenue sources.

Visit our website at: www.hursttx.gov

APPROVED OPERATING BUDGET

For Fiscal Year
October 1, 2017 - September 30, 2018



Richard Ward
Mayor

City Council

Henry Wilson, Mayor Pro Tem
Trasa Cobern
Nancy Welton

David Booe
Bill McLendon
Larry Kitchens

Clay Caruthers
City Manager

Clayton Fulton
Executive Director Strategic & Fiscal Services

Paul Brown
Managing Director Finance

Joni Baldwin
Budget Director

CITY OF HURST
LIST OF PRINCIPAL OFFICIALS
September 30, 2017
CITY COUNCIL

Richard Ward
Henry Wilson
David Booe
Trasa Cobern
Bill McLendon
Larry Kitchens
Nancy Welton

Mayor
Mayor Pro Tem, Place 6
Councilmember, Place 1
Councilmember, Place 4
Councilmember, Place 5
Councilmember, Place 2
Councilmember, Place 7



From Left Back Row: David Booe, Bill McLendon, Mayor Pro Tem Henry Wilson, Larry Kitchens
From Left Front Row: Trasa Cobern, Mayor Richard Ward and Nancy Welton

MANAGEMENT TEAM

Clay Caruthers

City Manager

Allan Heindel

Deputy City Manager

Rita Frick

City Secretary

Steve Moore

Police Chief

David Palla

Fire Chief

Malaika Farmer

***Executive Director of Administration &
Customer Service***

Steve Bowden

Executive Director Economic Development

Matia Messemer

Executive Director Human Resources

Greg Dickens

Executive Director Public Works

Clayton Fulton

***Executive Director of Strategic & Fiscal
Services***

John Boyle

City Attorney





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Hurst

Texas

For the Fiscal Year Beginning

October 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Hurst, Texas for its annual budget for the fiscal year beginning October 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

HOW TO USE THIS BUDGET DOCUMENT

The City of Hurst Budget Document provides comprehensive information about City policies, goals, objectives, financial structure, operations and an organizational framework that shows how City services are maintained and improved for fiscal year 2017-2018. A main objective of the Budget Document is to communicate this information to readers (Hurst citizens, the public and other governmental entities) in a manner that is clear, concise and understandable. At the front of the budget is a Table of Contents that will aid the reader in finding specific information quickly and also provides a summary of the major topics. At the back of the budget, the "Budget Glossary" beginning on page 398 will be helpful to a reader not familiar with governmental terms. After reviewing the glossary, the reader should have a better understanding of the programs, services and resources available to the City by reviewing the major sections of the budget in the order they are presented. The Budget is divided into eight major sections: Introduction, Long Term Strategic Plans, Budget Summary, General Fund, Enterprise Fund, Other Funds, Capital Improvements and Appendix. Highlights of the sections are as follows:

INTRODUCTION: The City Manager's Budget Message, pages 1 to 17, should be read first. The Message provides an overview of accomplishments for fiscal year 2016-2017, and policy decisions made during the budget preparation process that influenced the 2017-2018 budget. The message summarizes the contents of the budget with goals and objectives of the City clearly outlined. In addition, the Introduction section contains a City Organizational Chart followed by information about the City in the "Hurst Profile." The reader can read about the physical location of the City, the history of Hurst, services offered by the City and significant demographic information.

LONG TERM STRATEGIC PLANS: This section details the long-term strategic plans developed by City Council and City Management. The City Council is committed to setting goals and policies that are in the best interest of the citizens of Hurst. To assist with this process, the City provides several opportunities for citizens to express the wants and needs of their community. Each year in December, the city sends out a citizens' survey for them to rate the performance of the City and make any comments. Residents are also invited to attend the Town Hall Forum which is held each year in February. These plans are used to shape the current budget and to prepare to meet future challenges. Strategic planning is an essential component of the annual budget and multi-year financial planning processes.

BUDGET SUMMARY: This summary section for all funds discusses the budget preparation process that begins at the first of every year and formally ends in September, with numerous steps in-between. An explanation of the financial structure of the City is provided that shows how revenues and expenditures are reported by Fund, a self-balancing set of accounts designed to track specific revenues, and the uses of those revenues. A summary of all funds on pages 71-73 draws the operating funds and capital funds together.

GENERAL FUND: This major section of the budget will show the reader how the General Fund receives a greater variety of revenues and finances a wider range of governmental activity than any other fund. For fiscal year 2017-2018, the General Fund budgetary process resulted in positive benefits for Hurst citizens. The City will enhance its level of services while maintaining a stable operations and maintenance tax rate. The Crime Control District (Anti-Crime), Community Services Half-Cent Sales Tax Funds and the Storm Water Management Fund will continue to provide General Fund expenditure relief.

How To Use This Budget continued

ENTERPRISE FUND: This fund encompasses the operations of the City's water and wastewater system. The name of the Enterprise Fund is derived from its establishment, as a stand-alone enterprise, where revenues are generated to cover all operating and capital expenses of the operation, much like a private business. The task of budgeting for this fund is a challenge, since the weather has an enormous impact on the consumption of water, which in turn affects the purchase of treated water and sanitary sewer treatment, the fund's largest expenditures. The City is dependent upon an outside source for both water supply and wastewater treatment, and their annually adjusted service charges are difficult to predict. Sound financial management by City Officials has provided stability for this proprietary fund over the years.

OTHER FUNDS: This section provides the reader with a detailed look at the City's internal service, debt service and special revenue funds. Especially significant is information on pages 309 to 330 concerning the Community Services Half-Cent Sales Tax Fund. The revenues generated by one-half percent additional sales tax approved by voters in January of 1993 are largely responsible for the extremely positive position of the budgets since that time. The impact is felt across all funds from this revenue source and provides significant tax relief to Hurst citizens for future as well as current budgets. On September 9, 1995, voters overwhelmingly approved another one-half percent sales tax for crime control and prevention purposes. In May 2010, voters approved the Anti-Crime sales tax for an additional twenty years. The Anti-Crime Fund is located on pages 331 to 334. The Storm Water Management Fund located on pages 339 to 348 will provide significant improvements to the City's drainage system during fiscal year 2017-2018 and for future years.

CAPITAL IMPROVEMENTS: The reader can obtain an overview of all City capital improvement projects that have been approved as funded and maintained in the City's comprehensive "Capital Improvement Program" (CIP). Information is provided to the reader primarily about current Public Works and Community Services projects. These projects are funded from a variety of sources, including fund balance reserves, grants and the sale of long-term bonds. The operating impact of projects is also summarized in this section. The City publishes a separate CIP document providing detailed information for all funded and unfunded projects.

APPENDIX: The Appendix contains detailed information about the City's revenues and expenditures that are the basis of the Budget Document. The multi-year financial projections estimate revenues and expenditures over a five-year period. Projections are made for the General Fund and the Enterprise Fund, which comprise the majority of the City's revenues and expenditures. The reader will see that the majority of resources are expended on personnel costs, which are necessary to provide quality services to Hurst citizens. A listing of full time equivalent positions by division is provided in the Budget Summary.

How To Use This Budget continued

The Finance Department staff works very hard to improve the Budget Document each year and participates in GFOA's Distinguished Budget Presentation Award Program. This award is the highest form of recognition in governmental budgeting. The City of Hurst has received the award for the last twenty-nine consecutive years. The following lists the special recognitions received from GFOA from 1991 through 2013:

-) Fiscal Year 1991 – 1992 received Especially Notable recognition as a Policy Document, Operations Guide and Communications Device
-) Fiscal Year 1992 – 1993 received Especially Notable recognition as a Policy Document, Operations Guide and Communications Device
-) Fiscal Year 1995 – 1996 received a rating of Outstanding as an Operations Guide
-) Fiscal Year 1996 – 1997 received a rating of Outstanding as a Policy Document and Communications Device
-) Fiscal Year 2002 – 2003 Received a rating of Outstanding as a Policy Document
-) Fiscal Year 2012 – 2013 Received a rating of Outstanding as a Policy Document

The reader is encouraged to contact the City concerning any comments or questions about this Budget Document. The City Hall mailing address is 1505 Precinct Line Road, Hurst, Texas, 76054, or call 817-788-7000, the main City Hall number. For more information about the City of Hurst, please go to www.hursttx.gov

HURST★TEXAS

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HURST★TEXAS

INTRODUCTION



September 30, 2017

The Honorable Mayor and
Members of the City Council
City of Hurst, Texas

Staff is pleased to present the City of Hurst, Texas, Annual Operating Budget for Fiscal Year 2017-2018. This budget reflects the positive financial condition of the city, and the updated mission of the Hurst City Council to:

Provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

The city accomplishes this mission through the utilization of sound fiscal policy, a conservative approach in revenue and expenditure forecasting, adherence to the city's Code of Ideals, and continuation of programs designed to promote excellent customer service.

Several factors continue to ensure the strength of the city's budget and services, including:

- a professional and visionary Mayor and City Council with over one-hundred years combined experience;
- a strategic planning process for realization of short-term and long-term goals;
- monitoring economic conditions and utilizing a Fiscal Management Contingency Plan to ensure risk areas are identified and addressed before they become major issues;
- collection of a half-cent sales tax for crime control and prevention purposes and collection of an additional half-cent sales tax for parks, recreation and economic development projects allowing for a higher level of service;
- net growth in residential and commercial property valuations over the past decade;
- conservative revenue budgeting practices during both good and bad economic times; and,
- past and present redevelopment and maintenance efforts.

BUDGET OVERVIEW

The 2017-2018 budget continues to reflect the City Council's conservative fiscal policy direction. The major objectives of the budget process are to identify cost saving measures and to provide funding to implement the City Council's strategic plans.

Design

The city utilizes a hybrid zero-base/program/line item budget approach in which all budget requests are tied to city strategies and programs, and must be justified every year. The resulting outcome of this process is the implementation of a very conservative budget. Departments have again taken a

General Fund

The General Fund faces some new challenges for the 2017-2018 Budget. The previous fiscal year saw decreases in sales tax that were absorbed through our strategic sales tax reserve; however, those losses had to be offset in the 2017-2018 Budget. Fortunately, property values increased in 2017 providing additional ad valorem tax revenue to offset sales tax losses. The adopted **General Fund** budget represents a 3.54%, or \$1,230,426, increase. Most city operations are financed within the General Fund, and the overall cost increase includes employee pay adjustments, an increase in health care costs, and an enhanced level of services. Economic stability and results of a regional salary survey support an approved 2.5% increase in full-time salaries, and a small percentage of employees will also receive an additional market adjustment. On an annual basis, Human Resources surveys several neighboring cities to assess the competitiveness of pay and benefits. Market adjustments for 2017-2018 were approved for approximately ten full-time employees. Other significant personnel changes include the addition of a full-time jailer, increased staffing hours at Chisholm and Central Aquatic Centers, and an increased number of part-time workers receiving benefits under state and federal guidelines. The additional jailer is necessary to appropriately staff the expanded jail space at the city's new Justice Center. Staffing hours are being increased for lifeguards at the city's aquatic centers to ensure safe operations for the recently remodeled and expanded facilities. And, several part-time employees will begin receiving retirement and medical benefits under the Texas Municipal Retirement Act and the Affordable Care Act based on the number of hours worked. Health care costs represent nearly half of the total General Fund personnel increase of \$967,460. Hurst employees remain competitively compensated in comparison to similar cities.

The city will continue to move forward with capital replacement programs with final City Manager approval throughout the year. Approved 2017-2018 capital expenditures and infrastructure maintenance projects within the General Fund total \$3.4 million. Maintenance of streets, facilities, fleet, and technology hardware will cost approximately \$6.69 million citywide. Ongoing infrastructure maintenance mitigates and delays more costly replacement of assets in the future.

Non-Personnel related increases include an increase in marketing and community outreach including programs such as reading programs in partnership with the HEB and Birdville ISDs, fitness equipment at the senior center, increased multi-family housing inspections, and various public safety equipment maintenance costs. Perhaps most importantly, the city authorized the purchase of light duty bunker gear for our fire personnel. This lighter duty gear will provide our personnel the ability to wear less bulky gear and cut down on their exposure to carcinogens. The lighter duty gear will be worn when responding to medical and other non-fire specific calls and allows for increased performance on the scene when not wearing the heavy duty bunker gear. The increased costs are necessary to continue to provide the service levels our community expects. Cost increases are largely offset by a steady increase property tax revenue.

Debt Service Fund

The **Debt Service Fund** accumulates ad valorem (property) tax dollars and pays principal and interest on the city's taxable indebtedness. Annual costs remained relatively flat as compared to prior year. Refinancing over the past decade has provided substantial savings for the city. Staff and City Council evaluate the city's tax rate, debt position, and infrastructure needs on an annual basis. Bonds are issued for capital projects, including public safety, public works infrastructure, facilities and other assets.

If the Community Services special revenue sales tax were not available, the city's property tax rate would need to be raised by approximately 18 cents to fund the programs currently underway. The city is projected to receive about \$5.16 million in gross sales tax revenues in fiscal year 2017-2018 from this source. Economic Development incentives in the amount of \$354,570 will need to be deducted from the overall revenue generated.

Enterprise Fund

The **Enterprise Fund** is operated as a stand-alone utility business providing water and sewer services to Hurst residents and commercial customers. This fund's approved operating budget increased by 2.97% or \$605,071. The City of Hurst does not own or operate its own wastewater plant. As such, the city contracts with the City of Fort Worth and the Trinity River Authority for the provision of wholesale water and wastewater services. Unfortunately, the City of Hurst has limited ability to control wholesale costs, which have increased by 42% over the past seven years. For fiscal year 2017-2018, wholesale costs are projected to increase by approximately \$325,357 or 3.65%. Also of importance, is the replacement of the Walker Branch Sanitary Sewer Trunk line which will cost the city \$7.9 million over the next twenty-six years. The city's Public Works Department monitors water usage and system capacity on a 24/7 basis. The city uses well water and other means to lower maximum hour and daily demands of water, which helps control wholesale costs as much as possible.

During budget preparations, city staff along with the Ft. Worth City Manager to discuss contract options and the challenges the city face due to rising wholesale costs. Unfortunately, little control to change the contract terms; however, we were successful in getting Ft. Worth to consider some small revisions to help with operations. For fiscal year 2017-2018 wholesale costs represent approximately 41% of the operating budget. With such a significant portion of our budget being passed back to Ft. Worth, we are actively working to place additional information on our utility bills to educate consumers about the driving force behind our rates.

It has been the city's financial policy to pass through additional charges originating from the city's wholesale contracts with the City of Fort Worth for water purchase and wastewater treatment. By placing that information on the customers' bills we hope to better educate our utility customers. For fiscal year 2017-2018 a 2.5% increase in water and sewer rates was approved for commercial and residential consumers. The higher fees will address a 3.65% increase in wholesale costs, and revenue fluctuations recognized over the past several years.

Personnel costs represent only 18% of Enterprise Fund expenditures with the vast majority of costs related to wholesale operations and system depreciation and maintenance. The Enterprise Fund includes the same market rate increase of 2.5% for wages that is included in General Fund. In the Enterprise Fund, other increases include increased credit card processing fees, increased meter replacements EPA mandated water testing, and the purchase of a meter reader truck to replace one that has reached the end of its useful life.

Anti-Crime Half-Cent Sales Tax Fund

The **Anti-Crime Half-Cent Sales Tax Fund** budget decreased by 1.33%, or \$73,959. This decrease was needed given the budgeted decrease in sales tax revenue. Staff was able to decrease the budget by reducing some of our maintenance, capital, and indirect costs. The new Justice Center and related parking approved by voters, opened to the public in February 2015. The new facilities provide the following: a secure and effective Municipal Court room; improved locker rooms for officers with appropriate accommodations provided to female officers for the first time; more private interview rooms; safer conditions for handling of prisoners; a much improved investigative laboratory; a more functional dispatch center to receive and handle 911 calls; secure

the past 18 months, including staff changes and staff reorganization. The organizational changes were prompted by the promotion of the Assistant City Manager/Fiscal Services to City Manager. Throughout the many changes these groups continued to provide excellent customer service to the city staff. Often the work that goes on behind the scenes to support our frontline services goes unnoticed. These three departments work together in developing the budget and ensuring we can provide and fund our services while also informing our community. Fifteen full time employees provide exceptional customer service in managing a workforce of over 350 full time positions, managing a budget over \$75 million, and our programs and services to a community of nearly 40,000.

The city is performing preliminary design on a new animal control center with the potential of adding the city's first dog park. Staff is working with community partners on a preliminary site that will provide opportunities to partner with education institutions and possibly other cities. In addition to a multi-jurisdictional center, we are also exploring partnering with the Humane Society to handle most adoption activities. We are still in the land acquisition and preliminary design stages. We anticipate being able to begin full design in 2017-2018 with construction to follow shortly after designs are approved.

The 2016-2017 budget included funding for an economic redevelopment study. The study identified 13 neighborhood areas where we will work to engage those smaller cross sections of our community. The plan may result in the city's offering of enhanced development incentives targeting small local businesses in these areas. City staff will also link all development, code enforcement, and redevelopment efforts back to the plan's goals and objectives.

- ***Provide for a competitive salary and benefit structure for City employees in order to attract, and retain qualified staff to operate the City's programs and services.*** The operating budget continues to provide competitive wages and benefits for all employees. Personnel salaries and benefits continue to be the major cost factor in the operating budgets with 72% of the General Fund Operating Budget being utilized for personnel costs.

After four years of substantial health care claims costs, the City is expecting some leveling in cost for 2017-2018. Employees share in the cost of health coverage, and the current cost-sharing model offers a strong and benefit in comparison to our neighboring cities. The insurance provision beats national averages making this benefit a meaningful attraction for great candidates joining the organization.

Employees are offered participation in a wellness program which will now be called Healthy Hurst and be infused with activities from the Healthy Hurst community wellness efforts. As part of the program, tobacco cessation assistance is offered to employees. Continuing into 17-18, employees who are tobacco users will be required to pay an additional monthly amount towards their health care insurance. This surcharge will not apply if an employee elects to receive medical treatment or chooses to go through a tobacco cessation program.

- The city also offers the following benefits: life insurance, long-term care and disability insurance, dental coverage, a deferred compensation plan, participation in social security (many cities in Texas opted out of social security in the 1980's), tuition reimbursement, longevity pay, attendance pay, flexible spending accounts, ten holidays per year, and paid time off for vacation and sick leave. The city regularly reviews salary and benefit levels to ensure those offered to employees remain competitive. By comparison to other North Tarrant County cities, Hurst provides a generous total compensation package which supports Council's goal for attracting great candidates and retaining excellent staff. Please see ***Identify areas of financial risk that may impact the budget*** section of the transmittal letter for more information on benefits and health care costs.

and redevelopment efforts. The October 1, 2017 CIP document covers the city's current redevelopment plans. Recently, a new shopping center anchored by a prototype Wal-Mart Neighborhood Market opened near the Heritage Village Area called The Shops at Hurst. Four older, somewhat dilapidated buildings were removed and replaced with an attractive new 90,000 square foot shopping center anchored by a much-needed new grocery store. The design used was the latest prototype for the grocer, Walmart Neighborhood Market. The shopping center significantly improved amenities for shoppers and will provide a substantial gain in property and sales tax revenue within the project area. This private sector redevelopment project was preceded by the city's construction of a new Senior Center and Fire Station just west of the new shopping center site. The city also continues roadway improvements in the Pipeline corridor with 50% financial participation from Tarrant County. A new voter-approved Justice Center opened within Hurst Town Center and construction of the new six level, 140-room hotel adjacent to HCC is well underway. The Bellaire/Southeast Hurst is the next focus in the Transforming Hurst program. Planning consultants have recently completed an in-depth Redevelopment Plan Study and will work closely with Economic Development staff, City Council, the neighborhoods and the private sector. It offers an overall, general review of the whole City with the primary focus being on Southeast Hurst. All redevelopment and infrastructure maintenance projects will help ensure that the City of Hurst remains a sustainable, safe, and dynamic place for all individuals to live, work, and play. These projects will also help accomplish part of the City's mission to ensure Hurst remains a viable community.

- ***Identify areas of financial risk that may impact the budget.***

Healthcare: One of the primary financial risks continues to be escalating employee and retiree health care costs. The city is self-insured and pays actual claims as well as fees to a third party administrator (CIGNA) that manages the program. Costs have outpaced the city's health care budget over the past several years due to increasing medical costs and increasing claims activity and the city has been able to manage these costs through cost containment strategies, wellness efforts, and operating budget adjustments. This year the City made a substantial change by introducing and incentivizing a healthcare plan providing coverage for only in-network providers. Staff utilizes consulting services to review its plan and participant charges each year. The city continues to use CIGNA given their competitive fixed fee structure and their offering of greater medical discounts within its network of physicians and other services. It is also important to note that the city carries "stop-loss" coverage that transfers claims costs to CIGNA once the city's share of a participant's claims reaches \$100,000 per incident. The city also has an aggregate stop-loss amount at \$5.2 million. Information regarding the city's Self-Insurance Loss Reserve Fund is located in the Other Funds section of this document.

Retirements: City of Hurst staff are loyal to the organization, and often enjoy long-term careers in Hurst. This means a substantial portion of the city's employees are eligible for retirement. Financial exposure associated with retirements includes the payment of accrued but unused sick and vacation benefits, hiring and training costs, and associated reorganizations. The city caps the amount of sick and vacation time that is eligible for payment to retirees. To ensure operations continue smoothly in the face of increasing retirements, the city has successfully utilized leadership development programs and the "right fit" new hire process that matches candidates with the organization's *Code of Ideals*. The city has successfully filled several management-level positions with both internal and external candidates using this process. The city has earmarked reserves in its Special Projects Fund to fund expenditures, associated with retirements.

Public Safety Wages: The City of Hurst provides excellent public safety services to its citizens and is widely recognized for its quality of service and care. The City is able to attract and keep great team members in these departments due in part to leading the local municipal market in starting salaries for Police Officers and Firefighters/Paramedics. The compensation model is unique to

in strategic areas of the city. Private developers are being encouraged to move forward with projects adjacent to and surrounding new city facilities.

BUDGET ISSUES

Conservative Budgeting Approach

The continuation of conservative financial and operational policies has guided the development of the budget for the upcoming year. This conservative approach is critical to the 2017-2018 budget due to uncertain economic conditions in the retail sector and State of Texas continued legislative efforts to minimize revenue opportunities and local control. The city's two primary revenue sources, property tax and sales tax, are facing challenges in two different aspects; worsening economic conditions for retailers and legislative changes. Court revenue has been in decline in recent years due to state legislative changes and national perception regarding law enforcement. For the 2017-2018 budget, property tax revenue is expected to increase overall by around 6.69% and is driven by increases in property values. This increase is helping to offset decreases in other revenue category but future laws may cap the amount of property tax revenue received by citizens. Sales tax revenue is budgeted at a net decrease of around 1.3%. The adopted budget includes a 1.5% allowance for uncollectable property tax revenue and an 8% allowance for uncollectable sales tax revenue. Economic conditions have a more direct and quicker impact on retail sales. As such, the sales tax allowance is higher than the property tax allowance. There is no change in the city's sales tax rate as it is already equal to the maximum rate allowed by state law (2%). The property tax rate is approximately 7/10 of a cent lower than the prior year with higher property values. Personnel costs remain budgeted at full employment although vacancies will occur throughout the year. The city also maintains strong fund balances or reserves for emergency needs. The city will continue to practice a conservative operational approach with the economy being seemingly tested by domestic policy and global events daily.

Property Tax Revenues

Each year the General Fund works through the challenge of setting the property tax rate to fund services and programs. The proposed budget cannot be prepared without the Certified Tax Roll received July 25th from the Tarrant Appraisal District (TAD). Once the roll is received, the tax rate is set based on both the debt rate needed to pay for the city's bonded indebtedness and funds necessary for maintenance and operations in the General Fund. The tax rate distribution for 2017-2018 allocates 80.05% of the adopted rate (\$0.58094) to operations and 19.95% to debt. This is a favorable distribution given an accepted benchmark maximum of 25% allocated to debt service.

The tax roll values are an unknown until TAD certifies the Final Roll. Property value appraisals for next year's budget will begin in January 2018. From tax years 2007 to 2017, values have gone up by \$692 million and now total \$3.37 billion. Net taxable values in tax year 2017, which fund the 2017-2018 budget, increased 8.28%. When exemptions, protested values and the Senior Tax Freeze impacts are considered, the net taxable value increase of approximately 7.42% is positive when compared to conservative budget projections calling for values to be between flat and 2% growth. This year's increase represents value growth in Hurst due to an improving regional economy and Hurst's premier location in the Dallas/Fort Worth metroplex. The Council's recognition of capital and economic development needs coupled with decreasing revenue in sales tax and court fines led the council to adopt the roll back rate. This means the City will see an increase in total property tax revenue of 6.69% or \$995,008. Tax exemptions (e.g., disabled veteran, senior citizen and homestead exemptions) offered to property owners will provide over \$4 million in property tax relief for the 2017-2018 budget.

The city has been proactive in informing the state and federal congressional delegations of the need to allow local control over tax policy and the need for an Internet sales tax. An important issue is that local sales tax revenues could be adversely affected in future years should Texas not remain origin-based in collection of sales taxes for “brick-and-mortar” sales. This issue arose in the discussions of the Streamlined Sales Tax simplification process that would render all Internet and catalog sales taxable while streamlining tax law to make all states follow a destination-based sales tax model for all eligible transactions. Currently, the majority of the states favor the collection of sales tax at the point of destination because it is a simple method of assessing and collecting tax. In Texas, taxes are collected at the point-of-sale regardless of where goods are delivered (for most non-Internet based sales). As such, local taxing units and not the state, can lose tax revenues under a scenario where taxable sales delivered out of a taxing unit’s jurisdiction exceeds the value of taxable sales delivered into their jurisdiction. Hurst has been a member of a coalition of Texas cities that are protesting destination-based collections. The City of Hurst is supportive of any legislative effort that allows origin based taxation for in-person transactions and favors destination-based taxation for any Internet transaction that requires direct delivery of the merchandise to the purchaser or business to be held for customer pick-up. Fortunately, an agreement between the State of Texas and Amazon.com will set a precedent for federal legislation to call for Internet sales tax collections in a destination-based manner.

Multi-Year Financial Overview

To this point, the Budget Message has focused mainly on financial policies and goals that guide the development of the budget for the upcoming year. Long-term financial goals and issues are examined each year through the preparation of the Multi-Year Financial Overview, which covers ten years. Decisions for the upcoming year were not made without considering the long-term financial effects.

LONG TERM FOCUS

Multi-Year Financial Overview

The Overview is an essential component of each year's budget process. Expenditures are projected at an estimated growth rate, and funding strategies are developed to provide for this growth. Potential revenue sources, cost-saving strategies and debt issuance are considered before property tax rate changes or utility rate changes are factored into the plan to balance the projected budgets. Excerpts from the Multi-Year Financial Overview, and the five-year summary of the long-term plan, are located in the Long Term Strategic Planning Section of this document. The Multi-Year Financial Overview is presented to the City Council in July or August prior to budget workshops held each year.

Capital Improvements Program

An important long term planning document is the Capital Improvements Program (CIP). The CIP identifies existing and future needs, funding sources and project maintenance and operation costs. The goal of the CIP is to identify and plan for future capital programs and to estimate cost impacts. The plan is comprised of a complete listing of funded and unfunded capital project needs that are identified by each operating department. The projects are prioritized and ranked, taking into consideration the timing and immediate needs of the projects. A separate CIP document has been prepared as of October 1, 2017, and is summarized as part of the 2017-2018 budget document.

A funding source that addresses long-term capital project needs for the General Fund is the Debt Service Fund, which pays principal and interest payments on General Obligation bonds and Certificates of Obligation. From 1987 to 1994, the city chose not to issue bonds because any new

- Work with Planning Consultant to complete final recommendations for Redevelopment Plan and implementation of action plans.

Revenue Sharing Success and Future Tool: Approximately fifteen year ago, Simon Property Group, owners of North East Mall, approached city officials and requested their participation in the expansion of the mall, a practice that has become increasingly prevalent between developers and cities in a competitive retail environment. Simon's plans evolved from the addition of one anchor tenant, and remodeling, to a major expansion with three additional anchor tenants and expanded specialty shops, and the addition of an adjacent retail center called The Shops at North East Mall. The city began participation in the projects under two sales tax participation agreements with Simon approved by both the City Council and the Hurst Community Services Corporation Board. Both agreements were capped by the number of years and shared dollars. If the developer exceeds revenue projections, the city's commitment in new sales tax revenues will be paid off sooner. If the developer does not exceed revenue projections, all principal and interest remaining unpaid at the end of the term will be forgiven. The developer exceeded sales expectations in the Shops area and the city reached early payoff in 2009. After this point, the city began receiving 100% of Shops sales tax earnings and this is reflected within this document's financial summaries. It is expected that the city will continue sharing revenue on the Mall agreement until the end of the contract term in March 2023. The resulting savings under the agreement will be well over \$10 million.

The projects were determined to be financially beneficial through a comprehensive cost/benefit analysis, which verified city projections of an annual net benefit to the city of approximately \$7 million dollars over a 20-year period. In addition, the city benefits from the expanded employment base of around 3,000 jobs. Of primary importance, the project was deemed necessary to preserve the financial integrity of the city's sales tax base. The mall area makes up approximately one third of the city's sales tax base. The North East Mall expansion with its generation of additional sales tax, and property tax revenues, and its positive effect on the area's economy, is considered an investment for years to come. To view a current lineup of mall stores, please visit <http://www.simon.com/mall/north-east-mall/stores>.

The revenue sharing agreements with Simon Property Group are considered the model for subsequent, smaller-scale agreements entered into by the City of Hurst and other companies. The city creates all economic development agreements under Chapter 380 of the Texas Local Government Code. A successful 380 agreement was approved by City Council to assist Texas Appliance move into Hurst and occupy a "big-box" retail space previously occupied by CompUSA. The space was vacant for several years and generated some much needed retail traffic within Hurst Town Center. The city also entered into recent 380 agreements to encourage major projects and redevelopment in aging areas of the city. Those include a 380 Agreement with Burk Collins Company that allowed for the construction of 90,000 square foot Shops at Hurst with a new Walmart Neighborhood Market and a tax incentive for an entertainment venue, IFLY, an indoor skydiving spectacular with regional draw. All agreements are capped by time or dollar amount and provide long-term financial benefit to the city. The City will continue to entertain 380 agreements; however, we will be vigilant to ensure the city does not share sales tax beyond what is required to provide basic services to the project and does not transfer costs to our residential taxpayers.

North Tarrant Expressway Impact: The State of Texas recently completed the reconstruction and widening of State Highway 183 that crosses the City of Hurst from its west to east boundaries. The city has termed this freeway as our "fifty-yard line." City staff is working diligently with the state and private developers to take advantage of the freeway improvements and was recently recognized by TXDOT as implementing the most active redevelopment plan of the five cities impacted. The state purchased right-of-way throughout the highway corridor and many aging buildings were demolished to make room for the new highway. City staff sees this as a great opportunity to replat existing property for new businesses to call home. In-N-Out Burger opened just north of the highway where an

General Fund. Additional fee evaluations were performed and implemented, vacant positions were frozen indefinitely and a new storm water management fee was implemented. Economic conditions stabilized in 2010-2011 allowing the city to return to Level I of the plan. Sales tax revenue began rising after almost two years of decline and property values became less volatile. The city's proactive steps to address economic downturns allowed the General Fund to continue operating at a surplus in all of these years. The 2017-2018 budget will continue to support quality services and programs that Hurst residents and businesses have come to enjoy and expect, even in the face of ongoing economic uncertainty. As the attached budget indicates, signs of economic concern are evident and the budget remains conservative. The Fiscal Management plan is an important component of the long-term strategic planning process and allows the city to proactively maintain the city's financial stability.

SUMMARY

The city's positive financial condition attained through economic development efforts and appropriate multi-year planning efforts will help the city continue to provide quality city services. Staff presented a conservative budget to City Council that maintains service levels in all operational areas. The city will continue to retain and attract staff that will be committed to the organizational *Code of Ideals* that emphasizes a strong customer service philosophy. Staff will also continue its journey within a program entitled *Good to Great: The Hurst Way!* Supervisor training will be the main point of emphasis in the coming year. The City Council and staff remain focused and committed to providing efficient and cost-effective services and programs to the Citizens of Hurst as outlined in the City of Hurst Strategic Plan. It is our goal to protect and enhance the city's tax base and other important revenue sources, and to continue to monitor and react to ever changing economic conditions. The city's economic redevelopment programs are energizing the entire city and staff as new city facilities are being completed and private businesses continue to seek Hurst as a favorable location. Through these conservative and focused efforts, the city will be able to continue to provide quality public services to all Hurst residents and guests.

Sincerely,

A handwritten signature in cursive script that reads "Clay Caruthers". The signature is written in black ink and has a long, sweeping tail that extends to the right.

Clay Caruthers,
City Manager



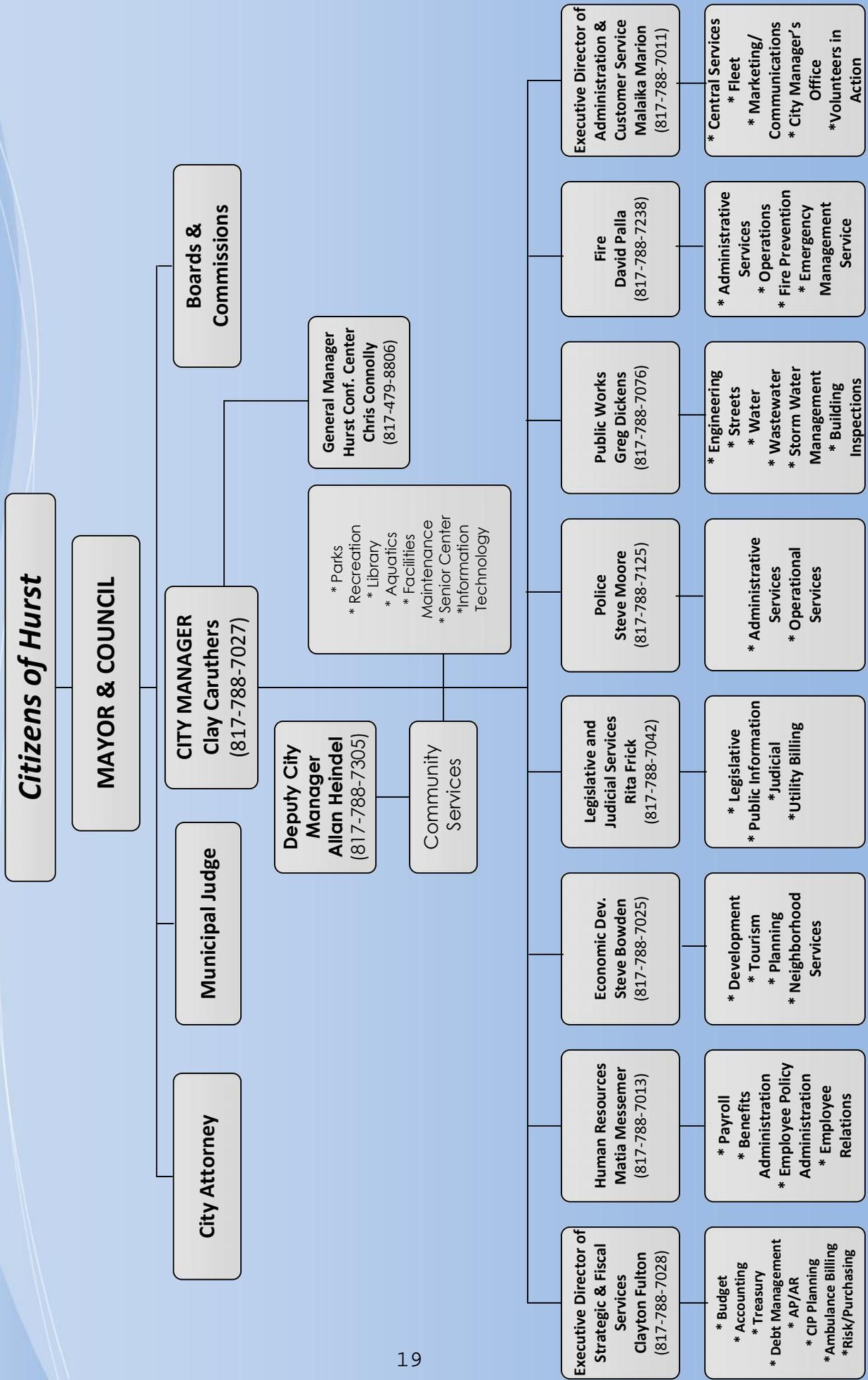
The City of Hurst

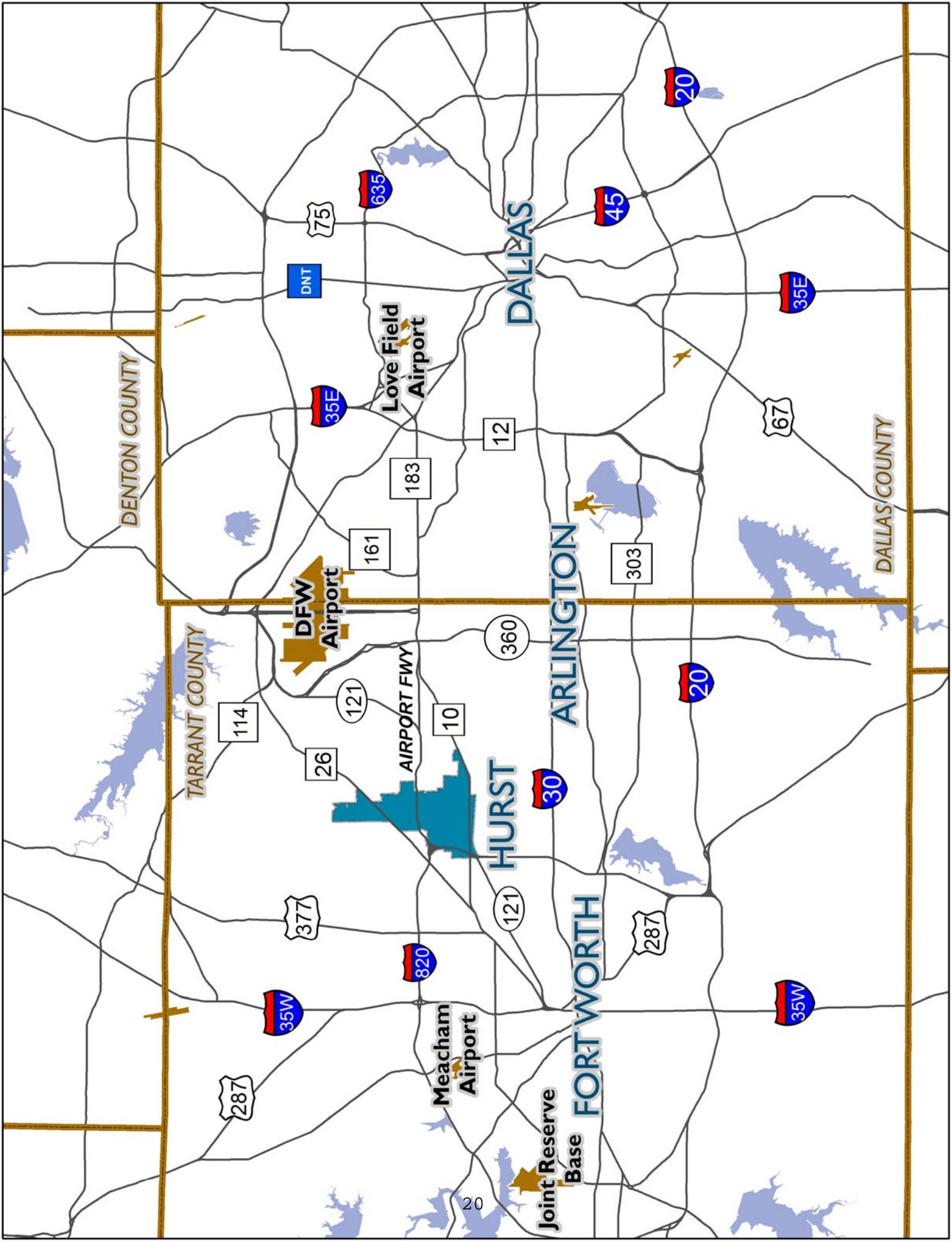
MISSION STATEMENT

The Mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

HURST CITY HALL, LOCATED ON THE NORTHWEST CORNER OF PRECINCT LINE RD. AND STATE HWY 121.

CITY OF HURST





HURST PROFILE

GEOGRAPHY

The City of Hurst is located in North Central Texas in Northeast Tarrant County approximately 9 miles from downtown Fort Worth on SH 121, the Airport Freeway, and approximately 18 miles from downtown Dallas. Hurst's centralized location on Airport Freeway provides quick access to both Dallas and Fort Worth metropolitan areas and is 15 minutes away from one of the world's busiest airports, Dallas/Fort Worth International.

The City has a total land area of 10 square miles or 6,380 acres. Of the 10 square miles of land area, 334 acres are used for municipal purposes. Current development statistics estimate that Hurst is 97% developed with 222 acres of undeveloped land remaining.

HISTORY

The City of Hurst was officially founded in 1870 and named after the William L. Hurst family. The family settled approximately one mile north of the present Highway 10 (Hurst Boulevard). When the railroad came through the settlement in 1903, the local station was named Hurst Station, but growth slowed when the rail routes were changed and routed through Arlington. In 1949, Hurst had its first post office when the Souder family added a postal station to the corner of their grocery store, a service to 1,000 residents.

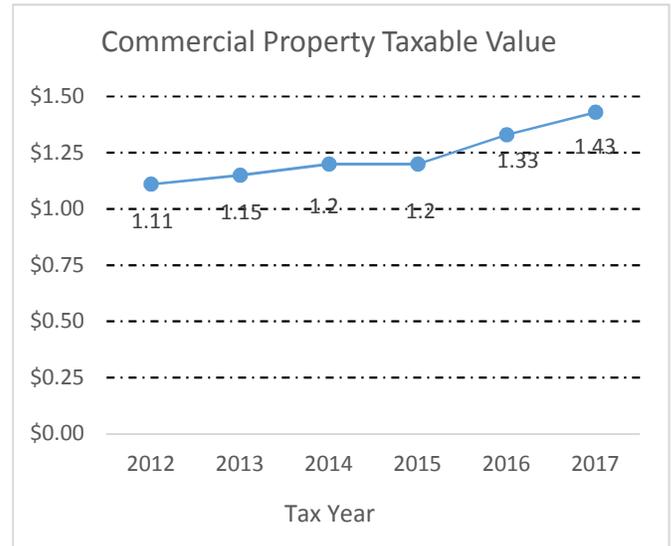
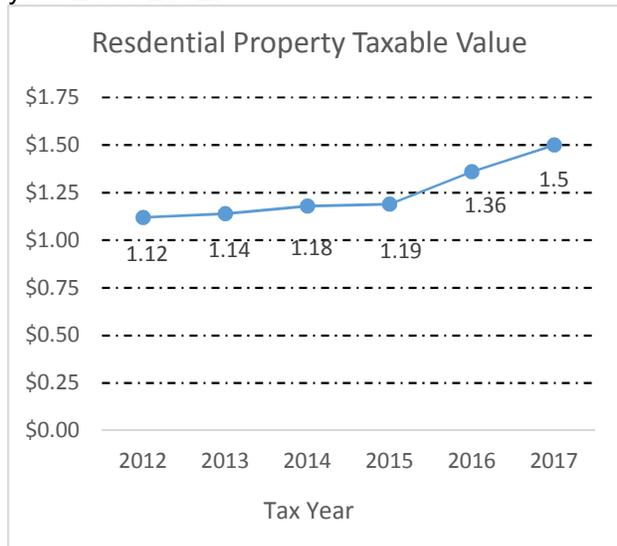
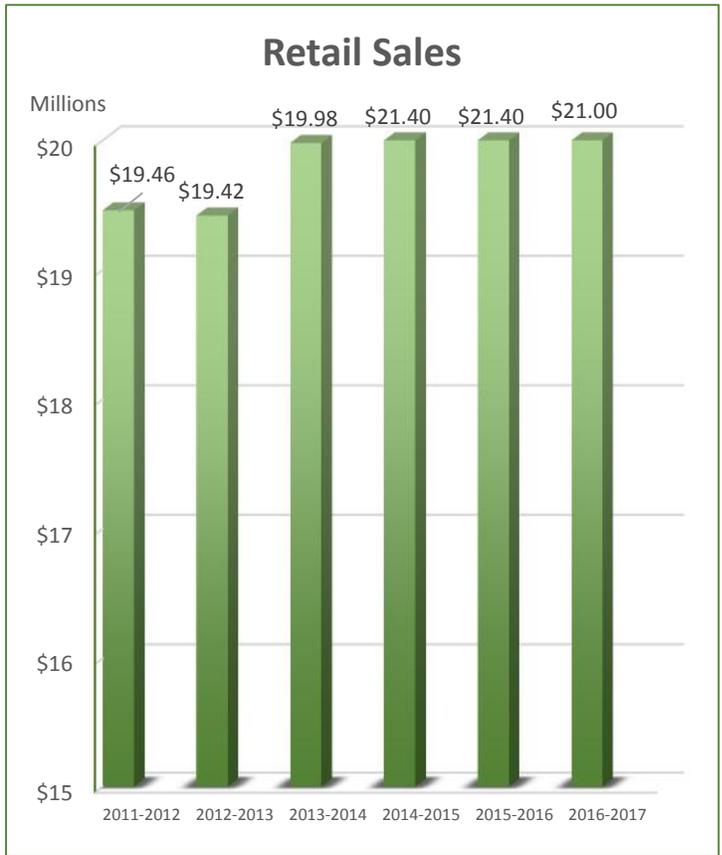
The City was incorporated as a general law city on September 25, 1952 with a total population of 2,700. The community experienced a growth surge in the 1950s when Bell Helicopter located on Hurst's southeastern boundary and again in the 1970s with the completion of D/FW airport in 1974. The 1980 census reported the population of Hurst as 31,449. The 2000 Census Population Count was 36,273. The 2010 Census Population count was 37,337. Current Population figures for Hurst total 39,814.

FORM OF GOVERNMENT

Hurst now operates under a home-rule charter adopted in 1956, which provides for a council-manager form of government. The Mayor and six Council members are elected at-large. The Council is responsible for all matters of policy and is also the authority for levying taxes, securing revenues, authorizing expenditures of City funds, and incurring City debts. The City Manager is directly responsible to the City Council, and each of the City's nine department heads report to him. An organizational chart is included in the Introduction Section of the Budget. In addition, eleven boards and commissions assist the City Council in deciding matters of policy and procedures and meet on various issues throughout the year.

DEMOGRAPHICS AND ECONOMICS

Hurst is considered a major retail-commercial center of the northeast Tarrant County area. North East Mall and a number of quality shopping centers throughout the City provide residents with a wide variety of goods and services from which to choose. A major expansion of North East Mall and new development adjacent to the mall, Shops at North East Mall, was completed approximately eleven years ago. The graph to the right displays the impact of this major development/redevelopment effort. Sales tax revenues grew at record pace until the Great Recession began in December 2007. The City only budgets approximately 92% of estimated sales tax earnings so, sales tax losses related to economic conditions are managed proactively. The mall, which is owned by The Simon Group, is classified as a super-regional mall, with seven major retail anchors, and provides substantial sales tax revenues and property tax revenues to the City. The City collects 2% of sales and use receipts from businesses within the City. A total of \$20,995,187 was collected for fiscal year 2016-2017, a .08% increase over collections in fiscal year 2011-2012.



Of 18,131 property accounts in the City, 11,511 are residential accounts. The remaining 6,620 are from commercial accounts. Over the past five years, property values have increased by \$320 million dollars from \$2.23 billion to \$2.93 billion, a 22.27% increase due primarily to an increase in property values. (Amounts per Tarrant Appraisal District July 25, 2017 Certified Tax Roll.)

Ten Largest Taxpayers

| <u>Name of Taxpayer</u> | <u>Nature of Property</u> | <u>2016/2017 Taxable Assessed Valuation</u> | <u>% of Total Taxable Assessed Valuation</u> |
|---------------------------------|---------------------------|---|--|
| Melvin Simon & Associates, Inc. | Shopping Mall | \$141,901,901 | 5.97% |
| Simon Property Group T | Shopping Mall | 63,350,000 | 2.66% |
| Westdale Hills 2013 LP | Apartments | 39,218,107 | 1.65% |
| Kelly Moore Paint Co | Paint Store | 31,073,885 | 1.31% |
| Cooks creek 255 LLC | Apartments | 28,100,000 | 1.18% |
| Dillard's Properties Inc. | Shopping Center | 24,552,744 | 1.03% |
| Wal-Mart Real Estate Bus Trust | Shopping Center | 22,252,840 | 0.94% |
| Mayfair Station LLC | Shopping Center | 20,577,880 | 0.87% |
| Macy's Tx I LP | Shopping Center | 18,595,301 | 0.78% |
| Valley Oaks Apartments | Apartments | 18,443,717 | 0.78% |
| | | <u>\$408,066,375</u> | <u>17.03%</u> |

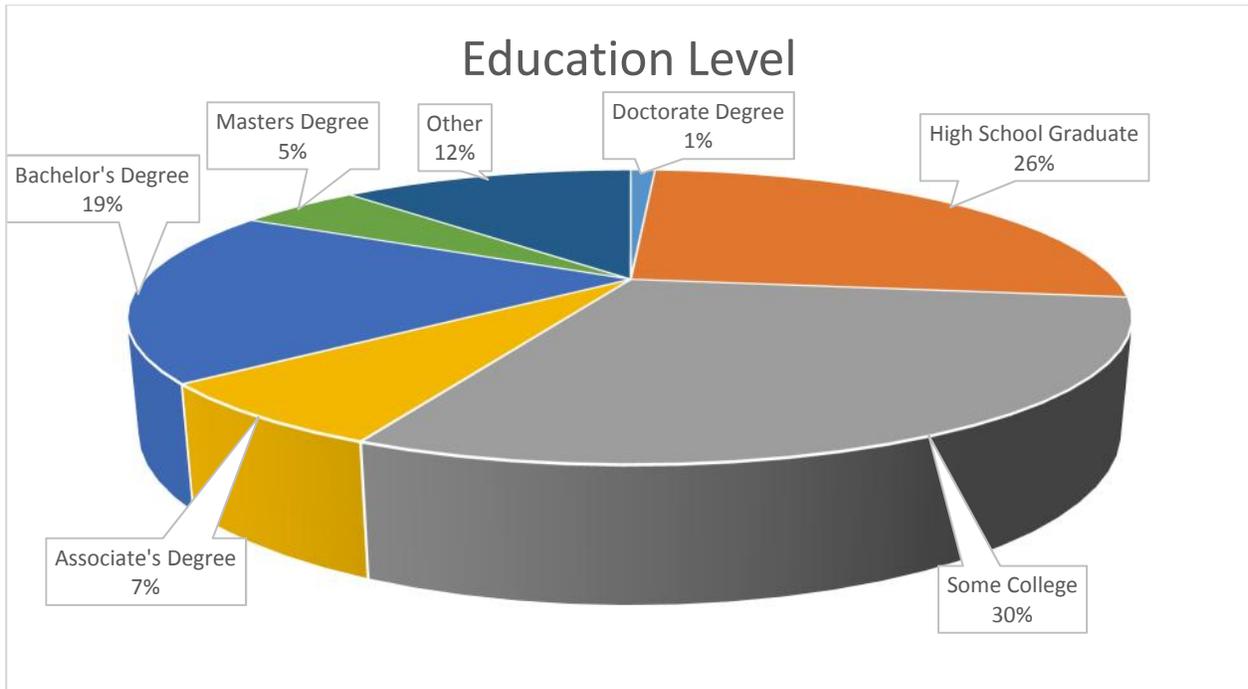
Source: Tarrant Appraisal District July 25, 2017 Tax Roll

Ten Largest Employers

| <u>Employer</u> | <u>FT/PT Employees</u> | <u>Rank</u> | <u>Percentage of Total City Employment</u> |
|---|----------------------------|-------------|--|
| Bell Helicopter Textron-Hurst | 3,800 | 1 | 18.40% |
| North East Mall (Collective employment of stores other than major employers) | 1,706 | 2 | 8.26% |
| Shops at Northeast Mall (Outside) | 800 | 3 | 3.87% |
| Tarrant County College | 575 | 4 | 2.78% |
| Walmart Supercenter | 479 | 5 | 2.32% |
| City of Hurst | 400 | 6 | 1.94% |
| Dillard's Department Store | 338 | 7 | 1.64% |
| Macy's | 231 | 8 | 1.12% |
| J.C. Penney Company | 225 | 9 | 1.09% |
| Target Superstore | 210 | 10 | 1.02% |
| Total | <u>8,764</u> | | <u>42.44%</u> |

Source: City of Hurst September 30, 2016 Comprehensive Annual Financial Report

Population with a median age of 39 years has increased from 37,360 in 2013 to 39,814 in 2017. Additionally, population estimates were updated upon completion of the 2010 Census. The average household income has increased by 10% over a five year period from \$70,026 in 2013 to \$78,547 in 2017. The educational level is 62% above high school graduate.



Overall the City's demographics and economics are positive and represent a stable community. Population figures will remain relatively flat with changes related to redevelopment efforts in the future.

COMMUNITY INFORMATION

Being centrally located, the Hurst-Euless-Bedford area (also known as the Mid-Cities) can tap into the abundant cultural, sports, and recreational amenities that Dallas and Fort Worth offer. Citizens of Hurst have easy access to some of the Nation's finest museums, zoos, symphonies, ballets and operas. Amusement facilities such as Six Flags Over Texas, Hurricane Harbor Water Park, Fort Worth's Sundance Square and historic stockyards are all within easy driving distances.

Numerous sporting activities are available year-round to the avid sports enthusiast. The Dallas Cowboys Football Team, Texas Rangers Baseball Team, the Dallas Mavericks Basketball Team, the Dallas Stars National Hockey League Team, as well as the Frisco Rough Riders Baseball Team play their home games within a 20-30 minute drive. Cowboys' stadium hosted the 2010-2011 Super Bowl, the Texas Rangers earned a spot in the World Series for the second time in 2011 and the Dallas Mavericks won the World Championship.

The American Airlines Center serves as the home arena for both the Stars and Mavericks. This venue is one of the most technologically advanced sports venues in the U.S. and will also become the site for numerous other events. Fans can reach the American Airlines Center by boarding a train in Hurst and traveling to Victory Station in Dallas. Texas Motor Speedway is less than a 20-minute drive from Hurst, located at the Alliance Airport development. The Dallas Cowboys'

stadium, now located in Arlington, has opened across the street from The Ballpark in Arlington which is home to the Texas Rangers. Both of these stadiums are approximately 15 miles from quality hotels located in Hurst Town Center (1505 Precinct Line Road/Hurst, Texas). Professional golf, tennis, indoor soccer, outdoor soccer, karate championships and other events are also scheduled locally. Collegiate sports are available through a local university network, which includes Southern Methodist University, Texas Christian University, the University of North Texas, the University of Texas at Arlington and Texas Wesleyan University.

Medical facilities in the area are recognized as being among the best in the D/FW metroplex. Harris Methodist H-E-B Hospital is fully equipped to meet today's medical needs with state-of-the-art technology. This hospital furnishes patients with a full range of health services in completely modern facilities and has access to CareFlite airborne ambulance to provide quick transport in the most immediate emergencies. In addition to acute care services, Harris H-E-B offers comprehensive programs for the treatment of alcoholism, other chemical dependencies and psychiatric care. The Edwards Cancer Center, located on the hospital campus, brings radiation therapy to northeast Tarrant County for the first time and offers a full range of comprehensive cancer care. Hurst is also home to a large network of quality physicians as well as Southwest Surgical Hospital and Cook Children's pediatric facilities.

The City is directly tied into the Tarrant County 9-1-1 emergency response system. Advanced life support ambulance service, is provided through the Hurst Fire Department.

SCHOOL DISTRICTS

Educational facilities within the City are primarily provided by the Hurst-Eules-Bedford and Birdville Independent School Districts. The HEB ISD consists of nineteen elementary schools, five junior high schools, three senior high schools, a career education center, and a center for vocational education of the handicapped. Of these facilities, seven elementary schools, one junior high school and one senior high school are located in the City of Hurst. Approximately 22,762 students are enrolled in HEB ISD schools serving the City of Hurst and more than 1,342 teachers service the students.

The Birdville Independent School District has one elementary school located in northern Hurst. The district coordinates numerous activities with HEB ISD and the two work closely together to provide quality education services to their students. Scholastic programs in all of Hurst's school systems consistently meet and exceed the state's accreditation standards. Area students consistently match or outperform other students in the state on scholastic tests and on college entrance exams. Extracurricular activities are also an important part of the student experience in HEB and Birdville ISDs. Each district has had academic, athletic and fine arts programs crowned as State or National Champions.

The commitment to quality learning also extends to higher education. Tarrant County College Northeast Campus offers a wide range of curriculum in occupational, basic studies and continuing education courses. The Northeast Campus opened its doors in the fall of 1968, and the site has expanded to 187 acres with eighteen buildings that house almost a quarter of a million square feet of floor space.

Northeast Campus enrollment is approximately 15,342. 500 full-time equivalent employees and faculty members service these students. Numerous two-year degree plans are available and a majority of the courses offered may be transferred to four-year universities. This campus is fully accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

In 2005, Dallas Baptist University opened a satellite campus in Hurst. This campus offers accredited courses in a variety of Undergraduate and Graduate programs. Dallas Baptist also

hosts several professional development seminars at the site each year. The University of Phoenix recently opened a campus near Hurst City Hall.

CITY SERVICES

The City of Hurst municipal government consists of seven operating departments each responsible for providing a variety of services to the citizens that live here. They include: Community Services, Fire Department, Police Department, Fiscal Services, Judicial and Legislative Services, Public Works, Economic Development and Administration/General Services.

The Community Services Department is the administrative arm of the Parks, Recreation, Aquatics, Senior Citizens Center, and Library Divisions. It is primarily responsible for managing, planning, coordinating and directing the activities of these divisions. It also administers the Parks Donation Fund, Community Services Half-Cent Sales Tax Fund, the Facilities Maintenance Division and responds to citizen comments and requests. Community Services also administers the Information Technology Division. This division is responsible for maintaining the City's extensive network of servers, PC's and various software programs. Providing technical support and training are also achieved by this division. In addition to the above, the department administers the Volunteers in Action (VIA) Program, which was the first municipal volunteer program in the State of Texas and is known as one of the most successful. The program is celebrating its thirty-fifth year anniversary and has saved Hurst citizens over \$5 million in tax dollars. Parks and Recreation personnel maintain eighteen city parks, two aquatics centers, and a tennis center, one historical site, a multi-purpose recreation center and the Senior Citizens' Activity Center. The 30,000 square foot Senior Center offers many "open" activities for members including games, billiards, fitness and other activities. These activities are called "open" because members are not required to pre-register. Seniors simply show up and have fun. The Facilities Maintenance Division maintains all other facility sites citywide. The Library offers a diverse collection of materials in various formats. An outstanding literacy program provides additional services to the community, including reading improvement and a GED program. In 2014, \$7.5 million in Certificates of Obligation were issued to reconstruct Chisholm Aquatics Center. In 2016, the City issued \$5.4 million in Certificates of Obligation to renovate Central Aquatics Center and repair the roof at the Recreation Center.

The Fire Department provides the citizens of Hurst with fire protection, emergency medical services, emergency rescue and hazardous material response. The Fire Department focuses on four primary services: Fire Prevention, Fire Operations, Emergency Management and Ambulance/Emergency Medical Services (EMS). Fire Prevention focuses on reducing the potential for fire and loss of life in the City. Fire Operations is responsible for providing fire suppression, rescue and emergency medical service. All firefighters are trained as emergency medical technicians. Emergency Management monitors weather conditions, warns citizens of severe weather activity and educates the public on how to react to emergency situations. The Ambulance/EMS division provides for the emergency care and transportation of the sick and injured within the City. The Fire Department operates Emergency Medical Services with two front-line ambulances. In 2017, the city issued tax notes in the amount of \$1.18 million for the purchase of a 150 foot ladder truck.

The Police Department's role is to enforce local, state and federal laws and to protect the citizens of Hurst from crime and disorder. The Operational Services and Administrative Services Divisions perform a variety of law enforcement functions and services. Operational Services handles emergency and non-emergency calls for police service. It also provides for the timely investigation of felony and misdemeanor violations of the law. Administrative Services is responsible for maintaining criminal records, prisoner detention, internal affairs, crime prevention

and operation of the 9-1-1 communications center. The Police Department has two storefronts in operation in order to make Hurst police officers more accessible to the public and to reduce criminal activity. One is in North East Mall, located near the entrance to Sears, and the other is on Highway 10 at 752 E Pipeline Road. The City has entered into an inter-local agreement with the City of Bedford for a sharing arrangement Police Storefront which moved the Police storefront to 752 E Pipeline Road. The new location houses three officers along with the Crime Victim's Assistance Coordinator and a Mental Health Coordinator. In fiscal year 1995-1996, the Department began administering the Anti-Crime Half Cent Sales Tax Fund, utilized for crime control and prevention purposes. The Anti-Crime Half Cent Sales Tax Fund was approved by voters for an additional twenty years in May 2010. In May 2012, voters approved a general bond election in the amount of \$16.5 million to construct a new Criminal Justice Center with parking facilities. The 61,000 square foot building opened in Spring of 2015 and accommodates the Police Department as well as Municipal Court.

The Fiscal Services Department provides for the processing of all financial data in a timely, accurate and cost effective manner. This allows the department to monitor budgetary requirements, to invest the City's funds for safety, liquidity and yield, and to comply with all city, state and federal laws. Individual divisions include Finance, Budget, Support Services including Purchasing and Risk Management.

The Human Resources Department supports city leadership and staff through human capital development and planning, policy administration, administering compensation systems including direct and indirect pay (benefits), employee relations, and the employee life cycle.

Legislative and Judicial Services provide various support functions to the City of Hurst through the City Secretary's Office. The City Secretary's Office, as the Public Information Division of Legislative and Judicial Services, provides a broad range of administrative and clerical support for the City. The office maintains all ordinances, resolutions, vital statistics and minutes from City Council and Boards and Commissions meetings. This department also administers the judicial and legislative divisions. The Judicial division or Municipal Court division, is a criminal court having jurisdiction over Class C Misdemeanors occurring within the city limits that include traffic citations, parking tickets, as well as state law and city ordinance violations. The legislative division is made of a governing body that makes decisions and formulates policies based on community issues. Legislative and Judicial Services also administers the Utility Billing Department.

The City of Hurst Public Works Department is comprised of four divisions: Buildings and Neighborhood Services, Engineering, Water and Sanitary Sewer, Streets and Drainage. The Building Inspections/Neighborhood Services Division strives to enhance the quality of life for Hurst residents by diligently and logically enforcing local, state and federal regulations pertaining to the construction, use, or occupancy of buildings and land. The department also reviews policies and regulations to enhance development opportunities, broaden the tax base, and increase employment opportunities within the community. Engineering seeks to ensure that all water and sanitary sewer, drainage and paving improvements are designed and constructed in accordance with accepted principles and practices. Water Utilities provides safe and pure drinking water in sufficient volumes and under adequate pressure to city water customers. The Street Division performs quality maintenance of streets, properly maintains all traffic control devices and provides for the safe and efficient movement of traffic along city streets. The Storm Water Management Division ensures that all City drainage systems are properly maintained in compliance with the state required Storm Water Management Plan.

Administration is the City Manager's Office, which oversees the general operation of all City departments and works closely with the City Council to ensure that the residents of Hurst receive the highest quality of life possible. The Department administers the General Services Department, the Hotel/Motel Occupancy Tax Fund, the Sanitation Contract and communications

including media relations and content on the City's website. Administration also oversees the new Hurst Conference Center. The HCC is a 50,000 square foot venue designed to handle a wide range of events from corporate meetings to intimate social gatherings. Additional HCC information can be found at (www.hurstcc.com).

The City's website (www.hursttx.gov) allows citizens to access vital information and services 24 hours a day, 7 days a week. Interactive functions include the City's mapping system, "Request for Action" form, subscription to Business/Residential e-mail alert system, and subscription to the Library Monthly Calendar. There are many other features that appeal to visitors, businesses and residents including on-line forms, databases, financial information and events calendar.

The Economic Development Department is responsible for administering and developing programs to retain, expand and attract business to Hurst and to coordinate development activities in conjunction with civic and public groups. Also included in this department is Community Development which is responsible for developing programs, policies and regulation to enhance development opportunities.

The General Services Department includes the Hurst Conference Center Division. The remaining General Services duties include, general fleet management and repair, garage operations, the printing of city materials, ambulance billing and the management of franchise utilities.

HURST★TEXAS



LONG-TERM STRATEGIC PLAN

Overview:

The City Charter establishes the City Council as the governing body of the City and gives them the responsibility to formulate the policies and plans of the City government. The Council meets with City management and staff at several points in the year to assess the effectiveness of service delivery and to develop plans for future service enhancements (The City's Multi-year financial plan is located in the Appendix section).

To enhance the effectiveness of this ongoing planning and review process, Council met with staff in 1999 for the first annual strategic review session. At this meeting, the City's mission statement was adopted and initial strategic plans were reviewed. While this process has been repeated each year since its inception, for FY 18 we reevaluated the process and developed our first vision statement and established 6 strategic priorities which will be highlighted in the Strategic Plan included in this budget.

The following timeline outlines the integration of the strategic planning process into the budget cycle.

- ◆ **March** – City Council establishes long-term goals and reviews the Strategic Planning Document.
- ◆ **March** – City Staff reviews and defines objectives for each identified City Council Strategy.
- ◆ **March** – City Staff begins budget process utilizing feedback from City Council on priority Programs.
- ◆ **July/August** – Multi-Year Financial Overview-City Council's first review of the budget including new services and programs being recommended.
- ◆ **August** – Budget Work Session-City Council finalizes annual budget.
- ◆ **January/February** – "Annual Report to the Community" reviews progress in attaining the City Council's Strategic Plan and Goals.

Vision:

The City of Hurst is a sustainable, safe, and dynamic place for all individuals to live, work and play

Mission:

The mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.



LONG-TERM STRATEGIC PLAN

Issues Identified:

Each year the City Council reviews the current status of City services and discusses internal and external factors, which impact them. Many issues are reviewed, including but not limited to:

- ◆ Multi-Year Financial Plan
- ◆ Budgeting and Financial Forecasts
- ◆ Infrastructure Maintenance
- ◆ Public Safety Issues
- ◆ Capital Improvement Program
- ◆ New Development
- ◆ Redevelopment
- ◆ Fiscal and Environmental Conditions
- ◆ Community Relations
- ◆ Impact of the North East Mall Development
- ◆ Performance Measures
- ◆ Contracting Services

Departmental Action Plans Developed:

In March of 2017, the City Departments reviewed the City Council policy direction that was agreed upon at the Strategic Planning Session. All of the City Council goals are shown on pages 29 through 37. Specific goals were then chosen in all areas to have objectives revised and/or created and will serve as the policy direction in planning the 2017-2018 Budget. The goals chosen will be shown in the performance measures section of each division throughout the document. Objective timelines are 0-3 years short-term, 3-10 years intermediate-term and 10 plus years are long term. Objectives and timelines are tied to performance measures throughout the budget document.

Strategic Planning Calendar

| <u>Year 2017</u> | |
|------------------|--|
| March 25th | City Council Strategic Planning Session |
| April 5 – 7 | Department Head Planning Session |
| April-June | Department Budget Preparation and City Manager Review |
| July 29th | Multi Year Financial Planning and Action Planning Work Session |
| August 15th | City Council Budget Workshop |
| <u>Year 2018</u> | |
| February | City Council Strategic Planning Session |
| March | Department Head Planning Session |

STRATEGIC PLAN

HURST ★ TEXAS



PUBLISHED SEPTEMBER 2017

AN INTRODUCTION

STRATEGIC PLANNING: The process that moves us forward

The City of Hurst has enjoyed a proud tradition of developing an annual strategic plan to guide the city's budget and serve as a road map for the coming fiscal year. Each year, council and staff solicit citizen feedback through tools such as our citizen survey and Town Hall Forum to determine community interests. The results we receive are then distilled down into our strategic priorities and divisional goals. This process has served the City of Hurst well. Our citizens, volunteers, staff and the city council work together to ensure that Hurst remains a vibrant community that continues to attract residents and businesses.



FRONT ROW (L to R):

Councilmember Trasa Cobern, Mayor Richard Ward, Councilmember Nancy Welton

SECOND ROW (L to R):

Councilmember David Booe, Councilmember Bill McLendon, Mayor Pro Tem Henry Wilson,
Councilmember Larry Kitchens

THE ANNUAL UPDATE

A FOCUS ON VISION, VALUES AND PRIORITIES

While we are proud of past practices, sometimes our traditions must grow and evolve. We must continually review and analyze our approach to ensure we meet the needs of our citizens today and tomorrow.

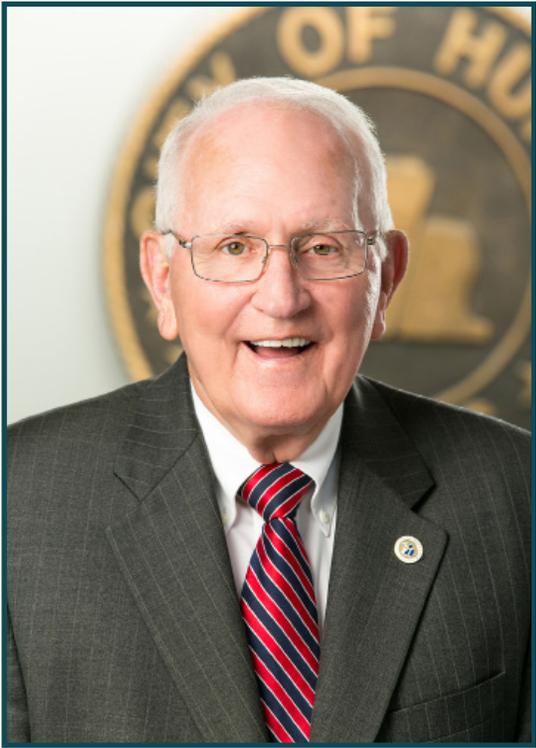
The City of Hurst's mission has been to "provide cost-effective programs and responsive services to enhance the quality of life in Hurst." While this mission has served our community well, after nearly 20 years of dramatic change since that mission statement was created, it was time to reevaluate our mission and goals. Our community is aging and service needs are growing, which must be balanced against limited resources. A new strategic plan will address these challenges, identify opportunities and serve as a management tool to guide the city over the next several years.

In the spring of 2017, council took the opportunity to create a new vision statement and a set of community values. Council also clearly defined the city's strategic priorities. In turn, the management team was asked to take a more involved role in developing action plans and work programs to follow council's overall strategic plan.

“ This year's process was aimed at providing a stronger link between staff's work programs and council's strategic plan. ”

*Clay Caruthers
City Manager*





“ Strategic planning ensures the future of Hurst remains vital and growing. ”

*Mayor
Richard Ward*



THE PROCESS

PLANNING FOR A BETTER TOMORROW

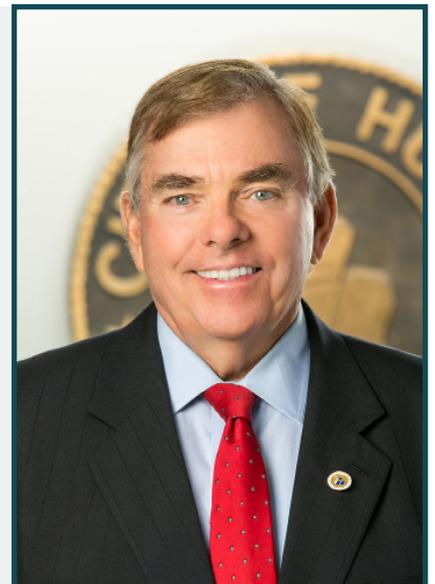
The budget planning process is dictated by our fiscal year, which begins on October 1 and ends September 30, and by state and local regulations. The process provides for citizen input and ensures transparency. To make sure we meet all our state and local requirements, we begin work preparing for the next year's budget shortly after we implement the current year budget. At any given time, the city is generally working on three years' worth of budgets; evaluating and auditing the previous year, implementing and monitoring

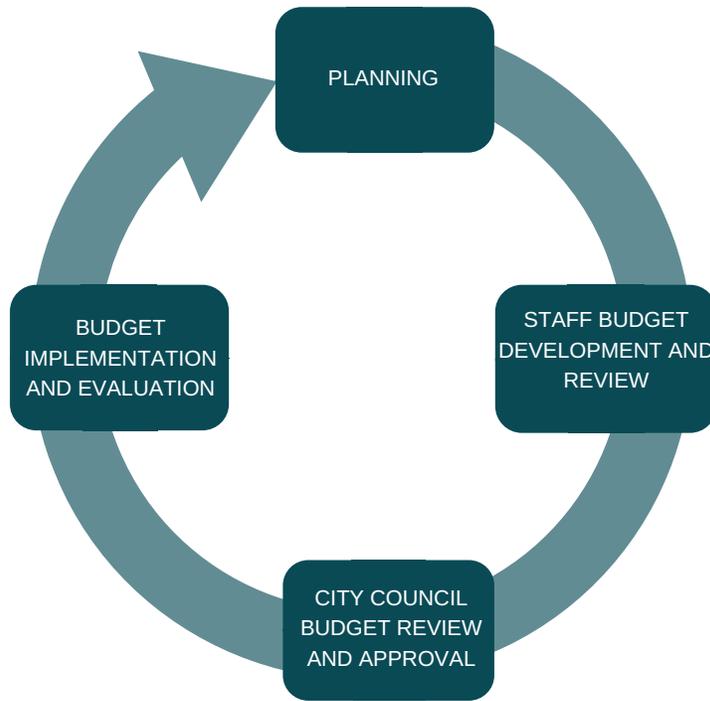
the current year, and planning for the next year.

As you can see on the following page, council utilizes information received from the citizen survey and Town Hall Forum to develop the city's strategic plan and upcoming budget. Each year, staff meets with city councilmembers to discuss strategic priorities. While the process itself did not substantially change this year, the city focused more on using the Hurst Way model to develop a strategic plan that will be used to guide city council and staff over the next several years.

“ Strategic planning provides direction and vision for the city so we define what we want Hurst to be and can work collectively. It gives direction for staff to build programs to meet those expectations. ”

*Henry Wilson
Mayor Pro Tem*





STRATEGIC PLAN AND BUDGET PROCESS

PLANNING

January

- Annual report distributed

February

- Citizen survey
- Town Hall Forum

March

- Council strategic planning sessions

STAFF BUDGET DEVELOPMENT & REVIEW

April

- Staff strategic planning session
- Budget process begins

May

- Departmental budgets & action plans completed
- City manager budget review with departments

June

- Performance measures developed
- City manager finalizes preliminary budget

CITY COUNCIL BUDGET REVIEW & APPROVAL

July

- Multi-year financial planning session

August

- Council budget workshop
- Public hearings on tax rate & budget

September

- Council considers approval of budget & tax rate
- Strategic plan published

BUDGET IMPLEMENTATION & EVALUATION

October

- New fiscal year budget begins

November

- Previous year audit process begins

A SOLID FOUNDATION

BUILDING ON OUR PAST FOR FUTURE SUCCESS

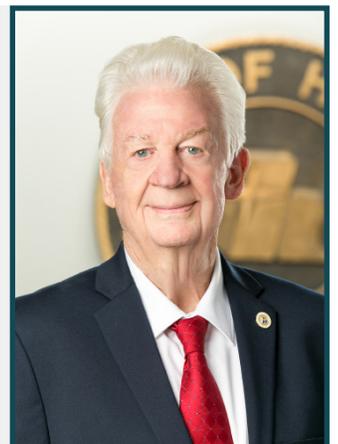
With the Hurst Way and the previous mission statement to build from, we had a solid foundation on which to update our strategic plan. The goal is to align the council's strategy with each department's daily work activities.

In order to expand that foundation for the changing future of Hurst, the council established a vision, refined their mission, established community values and set strategic priorities to guide the FY 2018 budget and beyond. The concept is reflected in the diagram on the following page.



“ You have to start somewhere to get where you are going. Strategic planning provides a sharing of ideas. It takes a team to get there. ”

*Bill McLendon
Councilmember*





It gives us goals to obtain and lets us get better acquainted with staff.



*Nancy Welton
Councilmember*



ADMINISTRATION



RESULTS

ACTION STEPS

STRATEGIC PRIORITIES

COMMUNITY VALUES

MISSION STATEMENT

VISION STATEMENT

POLICY

VISION AND MISSION

SERVING AS OUR NORTH STAR

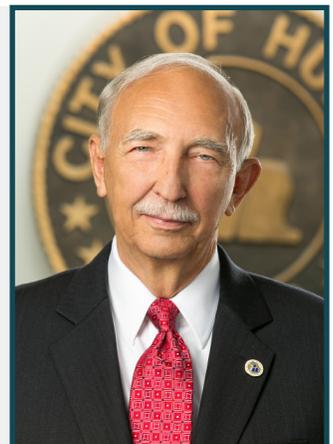
The city's mission statement was established in 1999 and has guided the city through times of economic growth and recession. While the mission statement is reviewed annually, it has rarely been changed. Well-crafted mission statements do not need to be changed each year. However, after nearly 20 years, it was necessary to review and edit it to ensure it would align with the overall strategy for the city.

Until this year, the city never had a formal vision statement. The city's vision statement is used to illustrate what we strive to become and how we see our community now and in the future. The mission statement outlines what will be done to ensure the city progresses towards its vision. Council discussed and developed a vision statement and then updated the mission statement for the FY 2018 strategic plan.



“ Strategic Planning provides guidelines to set in motion the future vision of Hurst into defined goals and objectives toward execution. ”

David Booe
Councilmember





VISION STATEMENT

The City of Hurst is a sustainable, safe and dynamic place for all individuals to live, work and play.

MISSION STATEMENT

The mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community,

COMMUNITY VALUES

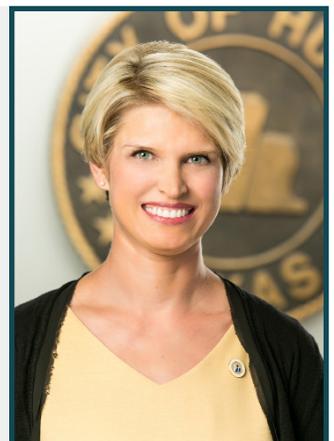
PRINCIPLES THAT MAKE US STRONGER TOGETHER

Following the development of a new vision statement and a revised mission statement, council established community values to help guide the city staff and city council as they conduct their respective business in managing the affairs of the city. Council identified these values, or ideals, as the foundation for a strong community.



“ If you don't know where you want to go you could end up anywhere. Strategic planning serves as a road map. ”

*Trasa Cobern
Councilmember*





COMMUNITY VALUES

RESPECT

**Committed to being courteous and understanding of
one another**

STEWARDSHIP

**Committed to prudent stewardship in the
pursuit of excellence**

POSITIVE ENVIRONMENT

**Committed to ensuring the City of Hurst is well maintained,
clean and secure, leading to an enjoyable living experience**

INCLUSIVENESS

**Committed to providing opportunity for the public to share
in guiding the future direction of Hurst**

STRATEGIC PRIORITIES

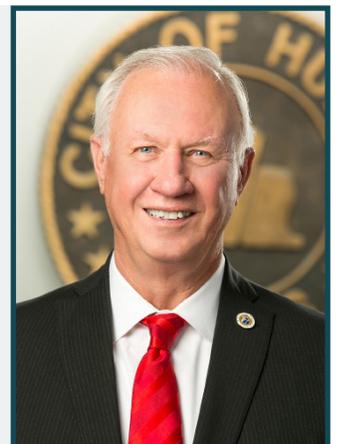
SETTING THE DIRECTION FOR FY 2018 AND BEYOND

Using the vision, mission and values as a guide, the council established their strategic priorities for FY 2018 and beyond. These priorities provide a direction for city staff in planning and evaluating their daily actions. The priorities allow staff to have clear direction and focus areas to ensure we are able to achieve our mission and vision.



“ If you don’t know where you’re going, you can go in any direction. The planning process provides direction and focus for the future. ”

*Larry Kitchens
Councilmember*



STRATEGIC PRIORITIES

REDEVELOPMENT



THE CITY OF HURST WILL CREATE A REDEVELOPMENT PLAN ENGAGING WITH THE PRIVATE SECTOR, IDENTIFYING POTENTIAL CITY INVOLVEMENT AND FOCUSING ON NEIGHBORHOOD AND COMMERCIAL REVITALIZATION.

PUBLIC SAFETY



CONTINUE TO PROVIDE EXCELLENT AND RESPONSIVE SERVICES TO ENSURE POSITIVE COMMUNITY AWARENESS AND WELL-BEING.

LEADERSHIP



THE CITY OF HURST WILL LINK ALL OPERATIONS TO THE STRATEGIC PLAN AND THE HURST WAY.

INNOVATION



THE CITY OF HURST WILL COMMIT TO A CULTURE OF INNOVATION AND EFFICIENCY BY FOCUSING ON CONTINUOUS PROCESS IMPROVEMENT AND CUSTOMER SERVICE PROGRAMS.

ECONOMIC VITALITY



IDENTIFY EXTERNAL AND INTERNAL INFLUENCES ON THE FINANCIAL CONDITION OF THE CITY AND CREATE STRATEGIES TO ADDRESS CHALLENGES.

INFRASTRUCTURE



MONITOR AND INCLUDE NEW METHODS TO ENSURE QUALITY INFRASTRUCTURE BY IMPROVING STRATEGIC PARTNERSHIPS AND CONTINUALLY INVESTING IN AND REVITALIZING AGING INFRASTRUCTURE.

THE HURST WAY

THE BASIS FOR HOW OUR ORGANIZATION WORKS

The city developed what is known as The Hurst Way in 2013. The Hurst Way has become the filter through which we look to make decisions that reflect our mission.

THE HURST WAY

Having a passionate approach to work life, serving to the highest standard and contributing to the sustainability of Hurst.

PUBLIC SERVICE

We passionately serve the community while demonstrating level five leadership qualities within our circle of influence. We are empowered to develop an exceptional quality of life for our community through professional and ethical public service.

CUSTOMER SERVICE

We do our very best to serve our customers selflessly, no matter what title we hold or whom we're serving. We are committed to providing exceptional customer service while being responsive to the needs of the community.



FINANCIAL SUSTAINABILITY

We responsibly manage our resources allowing the city to provide a desirable level of programs and services to the public now and in the future.

CODE OF IDEALS

FOUNDATION OF CUSTOMER SERVICE IN OUR ORGANIZATION

Hurst employees worked together to identify principles that would lead to excellent customer service in 2001. The Code of Ideals serves to guide our interactions with anyone who lives, works, shops or plays in our city, or relies on the services we provide.

CODE OF IDEALS:

HONESTY

WE WILL BE FAIR AND HONEST IN OUR RELATIONS WITH CUSTOMERS STRIVING TO ACHIEVE THE HIGHEST LEVEL OF INTEGRITY AND TRUSTWORTHINESS.

RESPECT

WE WILL BE RESPECTFUL, COURTEOUS AND UNDERSTANDING OF OUR CUSTOMERS' NEEDS AND WILL ALWAYS TREAT THEM AS WE WOULD WANT TO BE TREATED.

DEDICATION

WE WILL HOLD OURSELVES ACCOUNTABLE TO ENSURE THAT SERVICES ARE PROVIDED TO THE BEST OF OUR ABILITY IN A RESPONSIBLE, DEPENDABLE AND TIMELY MANNER.

TEAMWORK

WE ARE PART OF A TEAM ON MANY LEVELS. EMPLOYEES OF THE CITY OF HURST ARE MOTIVATED, COOPERATIVE AND DEDICATED TEAM PLAYERS. WE ASSUME A SENSE OF RESPONSIBILITY FOR OUR ACTIONS TO ENSURE OUR SUCCESS AS INDIVIDUALS, AS DEPARTMENTS AND AS A CITY.

PROFESSIONALISM

WE WILL STRIVE TO DEMONSTRATE COMPETENCY, KNOWLEDGE AND EFFICIENCY IN OUR JOBS THAT EXCEED THE EXPECTATIONS OF OUR CUSTOMERS.

POSITIVE ATTITUDE

WE ARE WILLING TO DEMONSTRATE A SPIRIT OF FRIENDLY CUSTOMER SERVICE BY PROVIDING HELPFUL AND RESPONSIVE ASSISTANCE IN A CARING AND CONSIDERATE MANNER.

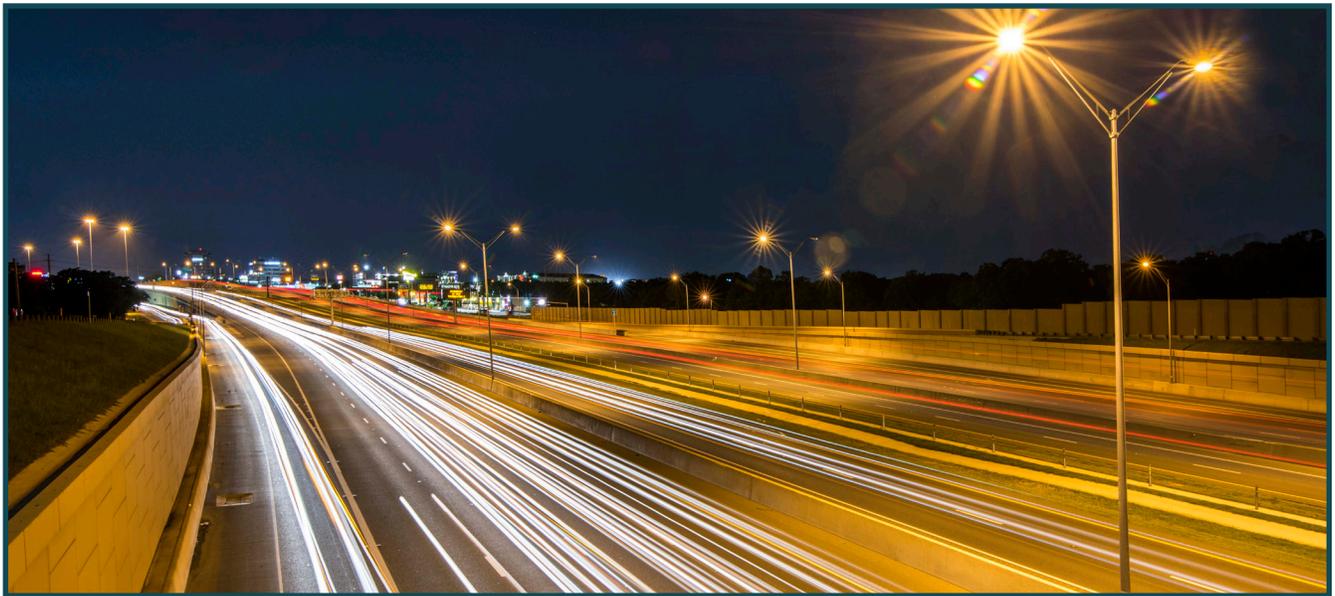
WORK ENVIRONMENT

WE ARE COMMITTED TO SAFETY AS THE FOUNDATION OF A CLEAN, SECURE WORK ENVIRONMENT THAT IS CONDUCIVE TO AN ENJOYABLE WORK EXPERIENCE. WE WILL CONTINUALLY WORK TO IMPROVE OURSELVES AND DELIVERY OF OUR SERVICES THROUGH TRAINING, INNOVATION AND A COMMITMENT TO EXCELLENCE.

MOVING FOWARD

HEADED ON THE PATH TO SUCCESS

By developing a new, comprehensive strategic plan, council provided direction to staff on the outcomes they hope to achieve over the next few years. It serves as the primary management tool to connect decision making and work plans to council's vision and to share with the public the city's vision for the community. Staff has made great progress towards using this new strategic plan for FY 2018, but acknowledge there is still work to do. As we implement the elements of our strategic plan for FY 2018, we will continue to review and refine our work plans. In the coming year, we will work to ensure our performance measures align with strategic priorities and provide an avenue to ensure accountability and community sustainability. You can see the detailed divisional work plans in the FY 2018 budget and how each division used the strategic plan to develop their annual work plans and budget.



For more information about our budget, please visit
hursttx.gov/budget.

HURST★TEXAS

RESPECT STEWARDSHIP POSITIVE ENVIRONMENT INCLUSIVENESS

HURST ★ TEXAS

City of Hurst Code of Ideals

The employees of the City of Hurst have worked together to identify guiding principles that focus attention on exemplary customer satisfaction. We hold these principles as universal and essential to our success, which we establish as our Code of Ideals.

This *Code of Ideals* will serve as the philosophical cornerstone to guide our interactions with anyone who lives, works, shops, or plays in our City, or relies on the services we provide. It is the heart of those characteristics that we all agree comprise the best in an organization and ourselves.

HONESTY – We will be fair and honest in our relations with customers, striving to achieve the highest level of integrity and trustworthiness.

RESPECT – We will be respectful, courteous, and understanding of our customers' needs and will always treat them as we would want to be treated.

DEDICATION – We will hold ourselves accountable to ensure that services are provided to the best of our ability in a responsible, dependable, and timely manner.

TEAMWORK – We are part of a Team on many levels. Employees of the City of Hurst are motivated, cooperative, and dedicated Team players. We assume a sense of responsibility for our actions to ensure our success as individuals, as Departments, and as a City.

PROFESSIONALISM – We will strive to demonstrate competency, knowledge, and efficiency in our jobs that exceeds the expectations of our customers.

POSITIVE ATTITUDE – We are willing to demonstrate a spirit of friendly customer service by providing helpful and responsive assistance in a caring and considerate manner.

WORK ENVIRONMENT – We are committed to safety as the foundation of a clean, secure work environment that is conducive to an enjoyable work experience. We will continually work to improve ourselves and the delivery of our services through training, innovation, and a commitment to excellence.



We hold the *Code of Ideals* as the key that unlocks our potential for exemplary customer service, for satisfaction in a job well done, and for pride in ourselves and our organization. Our leaders have empowered us to deliver quality service, and we will work together to achieve this goal.

MULTI YEAR FINANCIAL OVERVIEW

The Multi Year Financial Overview is a planning document and is the product of a process, which is updated each year. It serves as a guideline for budgeting and for managing the resources of the city. The format includes a review of growth factors in revenues and expenditures for five fiscal years. Essential to the process is the inclusion of projected new programs and capital replacements unique to each department.

| CITY OF HURST MULTI YEAR FINANCIAL OVERVIEW FOR FISCAL YEAR 2017 - 2018 | |
|--|--|
| <i>Date</i> | <i>Activity</i> |
| March 25 | City Council Strategic Planning Session held. |
| April 5 - April 7 | New or changed Strategic Plans from City Council communicated to Department Heads for inclusion in 2017-2018 budget process. |
| May 5 | Departments present Multi Year Financial Plan information. |
| April - May | Finance reviews Plan as completed. |
| June | Meet with City Manager. |
| July | Final review before printing. |
| July 29 | Multi-Year Financial Planning work session. |
| August 15 | City Council Workshop. |

The Multi Year Financial Overview 2018-2022 summary pages for the General Fund and Enterprise Fund follow on pages 43 to 46. The Multi Year Financial Overview was presented on July 29th, one month before the final reading and adoption of the operating budgets; therefore, the overviews are based on preliminary budget projections. As such, figures included in the plan may or may not tie to adopted budget amounts. A copy of the documents can be obtained by contacting the Fiscal Services Department.

CITY OF HURST
GENERAL FUND
MULTI YEAR FINANCIAL OVERVIEW
2018 – 2022

**CITY OF HURST
MULTI-YEAR FINANCIALS PLAN
GENERAL FUND EXPENDITURES & NET REVENUES
JULY 29, 2017**

| | ACTUAL 2011-12 | ACTUAL 2012-13 | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 | MYFP 2018-19 | MYFP 2019-20 | MYFP 2020-21 | MYFP 2021-22 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|-------------------------------|---------------------|---------------------|---------------------|---------------------|
| PUBLIC SERVICES | | | | | | | | | | | |
| Legislative | 40,899 | 42,364 | 44,274 | 49,476 | 48,773 | 49,530 | 49,530 | 50,273 | 51,027 | 51,792 | 52,569 |
| Judicial | 473,674 | 455,670 | 491,968 | 498,816 | 524,196 | 538,568 | 557,815 | 566,182 | 574,675 | 583,295 | 592,045 |
| Public Information | 325,363 | 347,177 | 342,040 | 367,131 | 402,769 | 398,527 | 420,828 | 427,140 | 433,548 | 440,051 | 446,652 |
| TOTAL | \$839,936 | \$845,211 | \$878,282 | \$915,423 | \$975,738 | \$986,625 | \$1,028,173 | \$1,043,596 | \$1,059,250 | \$1,075,138 | \$1,091,265 |
| ADMINISTRATION | \$505,718 | \$529,011 | \$547,238 | \$570,849 | \$569,747 | \$517,700 | \$546,379 | \$554,575 | \$562,893 | \$571,337 | \$579,907 |
| NON-DEPARTMENTAL | \$1,492,408 | \$1,663,110 | \$1,546,933 | \$1,776,042 | \$1,637,044 | \$1,828,449 | \$2,400,095 | \$2,436,096 | \$2,472,638 | \$2,509,727 | \$2,547,373 |
| GENERAL SERVICES | | | | | | | | | | | |
| Community Development | 424,881 | 272,722 | 438,046 | 445,763 | 467,331 | 505,372 | 532,808 | 540,800 | 548,912 | 557,146 | 565,503 |
| Economic Development | 0 | 166,418 | 181,087 | 196,901 | 198,592 | 208,198 | 214,748 | 217,969 | 221,239 | 224,557 | 227,926 |
| TOTAL | \$424,881 | \$439,140 | \$619,133 | \$642,664 | \$665,923 | \$713,570 | \$747,556 | \$758,769 | \$770,151 | \$781,703 | \$793,429 |
| HUMAN RESOURCES | 226,996 | 261,163 | 255,563 | 328,876 | 299,460 | 354,763 | 383,650 | 389,405 | 395,246 | 401,175 | 407,192 |
| FISCAL SERVICES | 405,843 | 343,068 | 361,346 | 369,127 | 408,661 | 360,011 | 387,224 | 393,032 | 398,928 | 404,912 | 410,985 |
| POLICE | \$8,936,930 | \$9,377,899 | \$9,363,757 | \$9,538,034 | \$9,792,149 | \$10,515,093 | \$10,840,128 | 11,002,730 | 11,167,771 | 11,335,287 | 11,505,317 |
| FIRE | | | | | | | | | | | |
| Fire | 5,948,348 | 5,971,027 | 6,197,557 | 6,349,496 | 6,625,324 | 6,672,007 | 6,857,106 | 6,959,963 | 7,064,362 | 7,170,327 | 7,277,882 |
| EMS/Ambulance | 1,209,096 | 1,234,200 | 1,266,856 | 1,238,990 | 1,237,044 | 1,290,931 | 1,343,430 | 1,363,581 | 1,384,035 | 1,404,796 | 1,425,868 |
| TOTAL | \$7,157,444 | \$7,205,227 | \$7,464,413 | \$7,588,486 | \$7,862,368 | \$7,962,938 | \$8,200,536 | \$8,323,544 | \$8,448,397 | \$8,575,123 | \$8,703,750 |
| PUBLIC WORKS | | | | | | | | | | | |
| Bld. Insp./Neighborhood Svcs | 702,444 | 776,756 | 574,300 | 640,645 | 672,424 | 657,032 | 692,278 | 702,662 | 713,202 | 723,900 | 734,759 |
| Engineering | 287,268 | 294,020 | 289,801 | 299,905 | 304,380 | 291,127 | 298,553 | 303,031 | 307,577 | 312,190 | 316,873 |
| Streets | 2,098,637 | 2,141,114 | 2,059,772 | 2,184,931 | 2,242,515 | 2,400,287 | 2,504,737 | 2,542,308 | 2,580,443 | 2,619,149 | 2,658,437 |
| TOTAL | \$3,088,349 | \$3,211,890 | \$2,923,873 | \$3,125,481 | \$3,219,319 | \$3,348,446 | \$3,495,568 | \$3,548,002 | \$3,601,222 | \$3,655,240 | \$3,710,068 |
| COMMUNITY SERVICES | | | | | | | | | | | |
| Administration | 415,396 | 485,307 | 485,378 | 507,641 | 544,835 | 574,262 | 580,869 | 589,582 | 598,426 | 607,402 | 616,513 |
| Facilities Maintenance | 410,936 | 433,020 | 449,095 | 562,082 | 592,292 | 644,983 | 661,659 | 671,584 | 681,658 | 691,883 | 702,261 |
| Parks | 2,026,038 | 2,174,198 | 2,088,744 | 2,066,754 | 2,333,552 | 2,398,170 | 2,479,832 | 2,517,029 | 2,554,785 | 2,593,107 | 2,632,003 |
| Recreation | 1,228,216 | 1,253,248 | 1,237,793 | 1,316,239 | 1,351,361 | 1,356,009 | 1,403,089 | 1,424,135 | 1,445,497 | 1,467,180 | 1,489,188 |
| Aquatics | 431,849 | 440,420 | 411,927 | 281,250 | 225,567 | 481,566 | 511,610 | 519,284 | 527,073 | 534,980 | 543,004 |
| Hurst Senior Center | 402,612 | 436,117 | 445,292 | 522,068 | 523,853 | 545,124 | 563,077 | 571,523 | 580,096 | 588,797 | 597,629 |
| Library | 1,531,017 | 1,511,564 | 1,497,206 | 1,578,981 | 1,648,896 | 1,678,056 | 1,745,910 | 1,772,099 | 1,798,680 | 1,825,660 | 1,853,045 |
| TOTAL | \$6,446,064 | \$6,733,874 | \$6,615,435 | \$6,835,015 | \$7,220,356 | \$7,678,170 | \$7,946,046 | \$8,065,237 | \$8,186,215 | \$8,309,008 | \$8,433,644 |
| GRAND TOTAL | \$29,524,569 | \$30,609,593 | \$30,575,973 | \$31,689,997 | \$32,650,765 | \$34,265,765 | \$35,975,355 | \$36,514,985 | \$37,062,710 | \$37,618,651 | \$38,182,931 |
| Revenues | \$32,990,109 | \$33,444,143 | \$34,116,786 | \$35,000,002 | \$35,468,746 | \$35,929,476 | \$35,975,355 | \$36,404,669 | \$36,439,669 | \$36,824,220 | \$37,214,015 |
| FUND BAL INCREASE / (DECREASE) | \$3,465,540 | \$2,834,550 | \$3,540,813 | \$3,310,005 | \$2,817,981 | \$1,663,711 | \$0 | (\$110,316) | (\$623,041) | (\$794,431) | (\$968,916) |

* Includes 0.81% value gain FY 2013
 * Includes 2.3% value gain FY 2014
 * Includes 3.65% value gain FY 2015
 * Includes -5.2% value loss FY 2016
 * Includes 12.3% value gain FY 2017
 * Includes 8.28% value gain FY 2018

CITY OF HURST
ENTERPRISE FUND
MULTI YEAR FINANCIAL OVERVIEW
2018 – 2022

CITY OF HURST
MULTI-YEAR FINANCIAL PLAN
ENTERPRISE FUND
REVENUES, EXPENDITURES & WORKING CAPITAL
July 29, 2017

| | ACTUAL 2011-12 | ACTUAL 2012-13 | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-2017 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 | MYFP 2018-19 | MYFP 2019-20 | MYFP 2020-21 | MYFP 2021-22 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|-------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUES | | | | | | | | | | | | |
| Water Sales | 12,104,735 | 12,362,704 | 11,765,842 | 12,102,172 | 12,313,146 | 12,801,500 | 12,850,000 | 12,905,042 | 13,421,244 | 13,823,881 | 13,823,881 | 14,376,836 |
| Sewer Charges | 6,107,524 | 6,362,344 | 6,313,501 | 6,405,513 | 6,655,896 | 6,673,500 | 6,750,000 | 6,750,000 | 7,020,000 | 7,230,600 | 7,230,600 | 7,519,824 |
| Other Cities Wastewater | 565,583 | 562,795 | 538,004 | 551,327 | 622,588 | 550,000 | 600,000 | 600,000 | 560,000 | 565,000 | 570,000 | 575,000 |
| Penalties | 450,588 | 415,754 | 376,828 | 365,172 | 295,937 | 400,000 | 378,000 | 378,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Indirect Cost - PEG Fee | 0 | 0 | 0 | 31,954 | 31,954 | 31,954 | 31,954 | 0 | 0 | 0 | 0 | 0 |
| Interest Earnings | 95,817 | 80,774 | 75,720 | 80,752 | 96,486 | 97,000 | 73,885 | 99,000 | 80,000 | 85,000 | 90,000 | 90,000 |
| Other | -11,055 | 72,342 | 12,737 | 111,607 | 53,426 | 25,000 | 32,000 | 90,063 | 25,000 | 25,000 | 25,000 | 25,000 |
| TOTAL REVENUES | \$19,313,192 | \$19,856,713 | \$19,082,632 | \$19,648,497 | \$20,069,433 | \$20,578,954 | \$20,715,839 | \$20,822,105 | \$21,506,244 | \$22,129,481 | \$22,139,481 | \$22,986,660 |
| EXPENSES | | | | | | | | | | | | |
| TOTAL OPERATING | \$16,703,642 | \$17,309,617 | \$18,011,669 | \$18,998,439 | \$19,683,534 | \$20,381,924 | \$20,067,900 | \$20,986,995 | \$21,428,812 | \$21,748,765 | \$22,293,225 | \$22,886,698 |
| Current Debt Service | \$2,100,616 | \$2,137,791 | \$1,900,387 | \$1,895,970 | \$1,981,716 | \$1,785,161 | \$1,785,161 | \$1,760,407 | \$1,760,407 | \$1,567,305 | \$1,454,013 | \$1,337,109 |
| Depreciation Projects | \$177,632 | \$1,192,895 | \$960,755 | \$509,698 | \$1,322,712 | \$835,000 | \$1,366,294 | \$230,000 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXPENSES * | \$18,981,890 | \$20,640,303 | \$20,872,811 | \$21,404,107 | \$22,987,962 | \$23,002,085 | \$23,219,355 | \$22,977,402 | \$23,189,219 | \$23,316,070 | \$23,747,238 | \$24,223,807 |
| Less Depreciation | \$1,473,837 | \$1,443,446 | \$1,477,734 | \$1,540,496 | \$1,573,083 | \$1,629,636 | \$1,590,860 | \$1,590,862 | \$1,613,862 | \$1,645,112 | \$1,620,112 | \$1,660,112 |
| NET EXPENSES | \$17,508,053 | \$19,196,857 | \$19,395,077 | \$19,863,611 | \$21,414,879 | \$21,372,449 | \$21,628,495 | \$21,386,540 | \$21,575,357 | \$21,670,958 | \$22,127,126 | \$22,563,695 |

BUDGET PROCESS

DEFINITION AND AUTHORITY

The budget is a financial plan for a fiscal year of operations that matches all planned revenues and expenditures with the services provided to the residents of the City based on established budgetary policies. The City Charter establishes the City of Hurst's fiscal year as October 1 through September 30. The City Charter requires that the City Manager submit the proposed budget and budget message for the upcoming fiscal year to the City Council, at least thirty-five (35) days prior to October 1 of each year. Upon receipt of the proposed budget, the City Council is required to set a date and place for a public hearing to discuss the budget. According to:

Sec. 5.03. Publication of notice of public hearing.

"At the meeting of the council at which the budget and budget message are submitted, the council shall determine the place and time of the public hearing on the budget, and shall cause to be published a notice of the place and time not less than seven (7) days after date of publication, at which the council will hold a public hearing."

Prior to the public hearing, the proposed budget is a Public Record as stated by:

Section 5.02. Budget - A public record.

"The budget and budget message and all supporting schedules shall be a public record in the office of the city clerk open to public inspection by anyone. The city manager shall have five (5) copies of such budget and any budget message deposited in the Hurst Public Library for examination by interested persons." (Res. No. 879, 4-9-85)

At the hearing, the Council gives all interested persons an opportunity to be heard for, or against, any expenditure account or revenue estimate. The City Charter binds the City Council to adopt a budget prior to the beginning of the fiscal year. The City Council will adopt the budget ordinance and approve the tax rate for the coming fiscal year during the same meeting.

BUDGET AMENDMENT PROCESS

Amendments to the budget can be made after adoption. According to Section 5.11-1 of the City Charter, the City Council may amend the budget by ordinance during the fiscal year, if such amendment will not increase the total of all budget expenditures. The total budget may be increased if such expenditures are necessary to protect public property or the health, safety, or general welfare of the citizens of Hurst. If the total budget is increased during the fiscal year, the City must follow proper notice and public hearing schedules as prescribed for adoption of the original budget. According to Section 5.11-2 of the City Charter, the Council may by ordinance amend the budget so as to appropriate excess revenue to purposes they deem appropriate if, at any time, the total accruing revenue of the City shall be in excess of the total projected revenue in the budget. Proper notice and public hearing schedules, as prescribed for adoption of the original budget, must be followed. By budget ordinance, the City Manager is authorized to make inter-department and inter-fund transfers during the fiscal year, if necessary.

Budget Process continued

STRATEGIC PLANNING PROCESS

On March 25, 2017, the City Council met with City Management to review the Council's goals and establish long-term Strategic Plans. These Plans focus on improving current services, implementing new services, and planning new initiatives to enhance the Quality of Life in the City of Hurst. City departments utilize those Strategic Plans to define service levels, update short-term divisional objectives, and propose budget enhancements during the budget process.

BUDGET PREPARATION

The functions of preparing and analyzing the 2017-2018 budget were performed by the City Manager's Office and Budget Department. The budget process was initiated on April 5, 2017, during the Staff Planning Session. Department heads were updated on the City Council's Strategic Plans and budget preparation packets were distributed. After careful re-estimation of fiscal year 2016-2017 expenditures and revenues, each projected line item was justified with cost estimates to provide current service levels for the new-year. Any increases or decreases from the prior year's budget were explained. In May, the departments submitted preliminary 2017-2018 budgets with Supplemental Program Requests. Meetings were held with each department to review each line item for both the current budget and the proposed budget to determine if service levels were to be maintained, improved, or reduced. Revenues were projected as accurately as possible in order to set priorities for proposed expenditures. After final review by the City Manager, issues were addressed in workshops held with the City Council during the month of August.

MULTI-YEAR FINANCIAL PLAN

Multi-year projections have become an integral part of the budget process as estimates of future financial operating conditions are provided to the City Council. Historical data, as reconciled to the CAFR, plus growth assumptions for each line item are combined to provide projections that indicate the City's future fiscal position. The multi-year projections identify any potential problem in matching projected revenues with anticipated growth in expenditures. One important result of the multi-year financial overview has been the ability to project when tax supported bonds can be sold while stabilizing the tax rate, therefore, drawing together the operating budgets and the Capital Improvements Program. Also, alternative tax rate strategies have been addressed during recent Multi-Year Financial Reviews, which assisted in balancing future budgets.

In May, the Department Directors prepared the additional four-year budgetary projection based on current budget and anticipated growth factors. This information was utilized in the annual Multi-Year Financial Overview presented to the City Council on July 29th. Selected Multi-Year Financial Overview schedules are located in the Long Term Strategic Planning section, pages 29 to 49.

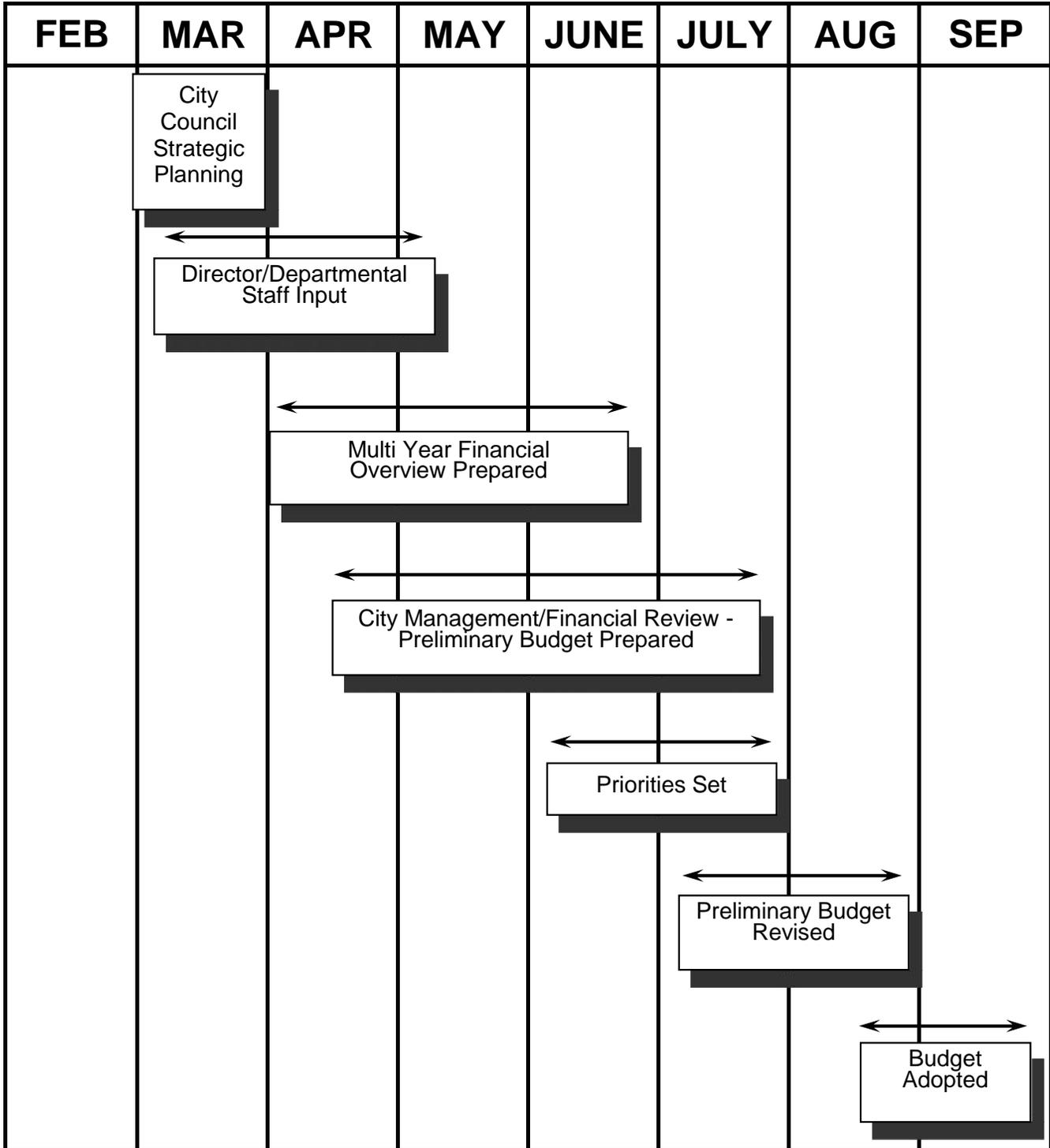
PUBLIC HEARING AND BUDGET ADOPTION

On August 15th, the City Council reviewed the Preliminary Budget and set a time and place for the Public Hearing. The City Council voted on and approved the budget on September 12th with the final reading on September 26th. After the budget's adoption, monthly financial reports are issued so that the budget can be monitored and controlled during the fiscal year.

**CITY OF HURST
BUDGET CALENDAR
FOR FISCAL YEAR 2017 - 2018**

| <i>Date</i> | <i>Activity</i> |
|---------------|---|
| March 20 - 24 | Employee Budget Process Meetings and Training Sessions |
| March 25 | City Council Strategic Planning Session |
| April 5 - 7 | Staff Strategic Planning Session |
| May 5 | Capital Improvement Program Training Sessions |
| May 5 | Departments Submit Base Budget Justifications, Adjustments to Base, New Programs, and Multi-Year Financial Projections (mBudget) |
| May 5 | Departments Submit 2017-2018 Revenue Projections |
| May / June | Departmental/City Manager Reviews |
| June 2 | Departments Submit Capital Improvement Projects (Oracle Projects) |
| June 16 | Departments Submit Program Budget Summaries tied to City Council's Strategic Plan (goals, objectives, division analysis and performance measures) |
| July 7 | Departments Submit Revised 2016-2017 Revenue Projections |
| July 25 | Certified Tax Roll Received from Tarrant Appraisal District |
| July 29 | Multi-Year Financial Planning Work Session |
| August 8 | City Council Reviews and Approves Debt Service Tax Rate (If proposed tax rate exceeds the effective rate, two public hearings must be scheduled & held) |
| August 8 | Board and City Council Public Hearings to consider Crime district Budget and First Reading of Ordinance for Adoption of Crime District Budgets |
| August 12 | Finance Publishes Notice of 2017 Tax Year Proposed Property Tax Rate including the effective and roll back tax rates and Notice of Public Hearing on Budget |
| August 15 | City Council Budget Workshop & Set Time & Place for Public Hearing on Budget |
| August 22 | Public Hearing to Consider Tax Rate and Public Hearing on Proposed Budget (if needed) |
| August 22 | Hurst Community Development Corporation |
| August 22 | Final Reading, Adoption of Crime District Budget |
| August 29 | Second Public Hearing to Consider Tax Rate (if needed) |
| September 12 | Reading of Ordinance for Adoption of Budget and Tax Rate |
| September 26 | Final Reading, Adoption of Operating Budget and Tax Rate |

BUDGET PREPARATION PROCESS 2017-2018



The above chart indicates the time frame for major segments of the City's budget preparation process from February to September. Not shown is a timeline for monitoring and control of adopted budgets that spans a twelve month period. Financial reports are issued on a monthly basis to assist the departments in the ongoing process.

BUDGETARY FINANCIAL POLICY GUIDELINES

Numerous financial policy guidelines are followed for the fiscal management of the City and enable the City to maintain financial stability. They are reviewed annually. The policies are long standing and provide guidelines for current decision-making processes and future plans. Some of the most significant guidelines pertaining to the budget are as follows:

OPERATING BUDGET POLICIES

Balanced Budget

The Budget should be balanced with revenues being equal to or greater than current expenditures/expenses using the following strategies in order of priority: improve productivity, shift the service or payment burden away from the city, improve revenues, create new service fees or raise existing fees based on the cost of services, reduce or eliminate programs, use fund balances, if available, increase property taxes, and lastly, reduce or eliminate services.

The 2017-2018 budget was balanced primarily due to conservative expenditure budgeting combined with growth in both property tax revenue. The following revenue sources are major contributors to balancing the budget and will provide savings to the General Fund in associated expenses.

-) Community Services Half Cent Sales Tax Fund will provide savings of \$4,059,663
-) Anti-Crime Half Cent Sales Tax Fund will provide a savings of \$5,628,892

These sources are examples of a "service or payment burden being shifted away from the City" since an estimated 75% of the half percent sales tax revenues are collected from consumers who shop in Hurst but live outside the City. Expenditures continue to be conservatively estimated with every dollar backed by written justification.

General and Administrative Charges

The General Fund is compensated by the Enterprise Fund, Fleet Service Fund, Anti-Crime Fund, Half Cent Sales Tax Fund, Storm Water Management Fund, Hurst Conference Center Fund and Commercial Vehicle Inspection Fund for the general and administrative services provided such as management, finance and personnel, as well as the use of City streets by Enterprise Operations. The following intragovernmental revenue transfers for 2017-2018 are budgeted:

-) Enterprise Fund will contribute \$3,599,911.
-) Fleet Service Fund will contribute \$229,325.
-) Community Services Half Cent Sales Tax Fund will contribute \$678,600.
-) Anti-Crime Half Cent Sales Tax Fund will contribute \$1,762,314.
-) Other Indirect costs will contribute \$158,856.

General Fund Reserves

The General Fund balance should be adequate to handle unexpected decreases in revenues plus a reasonable level for extraordinary unbudgeted expenditures. The minimum fund balance should be 90 days computed separately from designated components of the fund balance. A surplus typically exists in the General Fund each year and is transferred to a Special Projects Capital Fund after 90 days fund balance allowance is considered.

Financial Policy Guidelines continued

Capital Budget Policies

New capital programs will not be budgeted and implemented until the full annual operating and maintenance costs and financial impacts of the program are known. The replacement of existing capital that is worn out, broken or costly to maintain will not be deferred in order to protect the City's capital investment. A multi-year capital improvement plan is updated annually and is available as a separate document. The funded portion of the multi year capital improvement plan is located in the Capital Improvements section of this document.

REVENUE POLICIES

Property Tax

The tax rate should fall within a reasonable range of comparable cities and should be adequate to produce the revenues needed to pay for approved City services. The tax rate will not exceed the rollback rate as computed by State of Texas Truth in Taxation laws. The Notice of Effective Tax Rate is located in the Appendix on pages 392. The City adopted a tax rate decrease of approximately .07% cents to \$.58094 per \$100 valuation for 2017-2018.

Section 5.42 of the City's Charter limits the maximum tax rate to \$1.50 per \$100 property valuation. This is one dollar lower than the \$2.50 allowed by state laws. The City's total tax rate provides funding for general debt and operations. So, any increase in operations or debt costs must be absorbed by growth in property values, any offsetting reductions in costs, or by an increase in the tax rate. Debt issued for proprietary purposes shall primarily be supported by associated revenues (e.g. water and wastewater fees for Enterprise Fund debt). However, the city may pledge the City's taxing authority to proprietary fund debt as a way to lower risk to investors and associated costs.

Tax exemptions impact revenues generated from property taxes and debt service payments. The City grants a 20% homestead exemption, \$35,000 senior citizen exemption, \$35,000 disabled citizen exemption, and up to a \$12,000 disabled veteran exemption. The City has for many years granted the maximum homestead exemption, which began at 40% and decreased by law to 20%. The senior citizen exemption and disabled citizen exemption increased from \$30,000 to \$33,000 for fiscal year 1995-1996. The exemptions were increased again from \$33,000 to \$35,000 in fiscal year 2000-2001. These exemption changes are a direct result of the Anti-Crime Half Cent Sales Tax implementation in 1995 which was renewed in May 2010 by the voters for an additional twenty years.

In addition to the exemptions offered by the City, senior and disabled residents will again benefit from an adopted "tax limitation" this year. In September 2003, Texas voters approved a constitutional amendment that authorized a local option tax limitation on residential homesteads of persons disabled or 65 years of age or older (seniors). The City of Hurst exercised its local option by adopting the tax limitation on February 10, 2004. The tax limitation works by ensuring that a senior or disabled homeowner will not have a municipal tax bill any higher than the amount owed in the year in which he/she became eligible for the limitation (by turning 65 or becoming disabled). Those who were 65 or disabled when the tax limitation was adopted automatically became eligible to receive the tax benefit. However, the law states that the limitation does not provide retroactive benefits. The City will continue to see a compounding impact in future revenue due to this relatively new law. The senior and disabled tax limitation will provide \$560,000 of tax relief to eligible taxpayers in 2017-2018. The Finance Department has included tax limitation estimates in its long-range plans.

Financial Policy Guidelines continued

Sales Tax

Sales tax revenue projections shall be conservative due to the volatile nature of this economically sensitive revenue source. The 2017-2018 sales tax projections, including the sales tax reserve, have been adjusted to account for recent downward trends and other indicators related to sales tax. While still healthy, the sales tax reserve has been reduced allowing for an increase in budgeted sales tax; however, we anticipate actual collections to decrease by approximately -1.36%. During 2016-2017, the City saw monthly sales tax decreases averaging around 2.3%. Fiscal year 2017-2018 marks the sixteenth year of a 20 year sales tax sharing agreement with the developer of North East Mall. Under this agreement, the developer receives a rebate for a portion of sales taxes earned above the rates prior to the expansion of North East Mall and the construction of Shops at North East Mall. The developer's rebate is capped in both time and total dollars. The shops portion of the agreement reached maximum value during the 2008-2009 year allowing the City to begin collecting 100% of associated sales tax earnings in 2009-2010. A reduction in the Mall rebate sharing percentage from 80% to 75% in 2010-2011 will generate an estimated \$300,000 and \$100,000 of one-time revenue for the General and Half-Cent Sales Tax Funds in subsequent years respectively.

Utility Rates

The City will adopt annual utility rates that will generate revenues adequate to cover operating expenses and meet the legal requirements of bond covenants. Depreciation is also budgeted to plan for adequate capital replacement in water distribution and sewage collection systems. The water and sewer rates for fiscal 2017-2018 are listed on page 218. The water and sewer rates for 2017-2018 budget year will increase by 4.00%. This increase is due to increased wholesale water and wastewater costs and ongoing debt service and capital improvement needs. Additional financial policies for the Enterprise Fund are located on pages 214 to 215.

Investment Policies

The City's investment policy is more restrictive than the State's Public Funds Investment Act. The stated goals of the investment policy, in order of importance, are safety of principal, liquidity, yield, and public trust. Investments made by the City will be in conformance to policies contained in the City of Hurst Investment Policy, adopted August 8, 2017. Interest earnings are distributed to accounting funds according to ownership of the invested dollars. This revenue is budgeted for each fund in the annual budget. Each month, the Finance and Investment Committee meets to review investment activity and monitor the investment policies and procedures of the City.

Other Revenue Policies

The City continually strives to obtain additional major revenue sources as a means to balance the budget. In January 1993, voters adopted an additional 1/2 percent sales tax for Community Services purposes. In September of 1995, voters overwhelmingly approved an additional 1/2 percent sales tax for crime control and prevention purposes and voted to extend the tax for an additional twenty years in May 2010. In fiscal year 2008-2009, Council approved a new Storm Water Management fee that will provide for drainage improvements throughout the City while providing expenditure relief to the General and Debt Service Funds. User fees and charges are reviewed annually to ensure they are comparable to the cost of providing services.

Debt Management Policies

The City's debt management policy is conservative. It is summarized below. This policy can also be found in the Other Funds Section on pages 290-292.

1. The City will diligently monitor its compliance with bond covenants.

Financial Policy Guidelines continued

2. The City will maintain good communications with bond rating agencies regarding its financial condition. The City's present ratings are (Moody's) Aa2 and (Standard & Poors) AA.
3. An analysis will be prepared for each long term financing activity that shows the impact on current and future budgets for debt service and General Fund Operations.
4. Debt capacity will be calculated annually. New debt will be issued only when sufficient capacity exists under existing tax rates or when voters or the City Council approve an increase in the tax rate to service new debt.

This policy and planned debt issuances will continue to be addressed in the City Council's annual Strategic Planning meeting held in March each year.

FINANCIAL PLAN

PURPOSE OF FINANCIAL PLAN

The main purpose of a financial plan is to guide the City in financing cost effective services, programs and capital needs, while focusing on a stabilized tax levy and appropriate levels for fees and service charges as prescribed by approved financial objectives. The annual audit, internal audits, and review of Monthly Financial Reports assure the compliance of financial objectives.

FUND ACCOUNTING

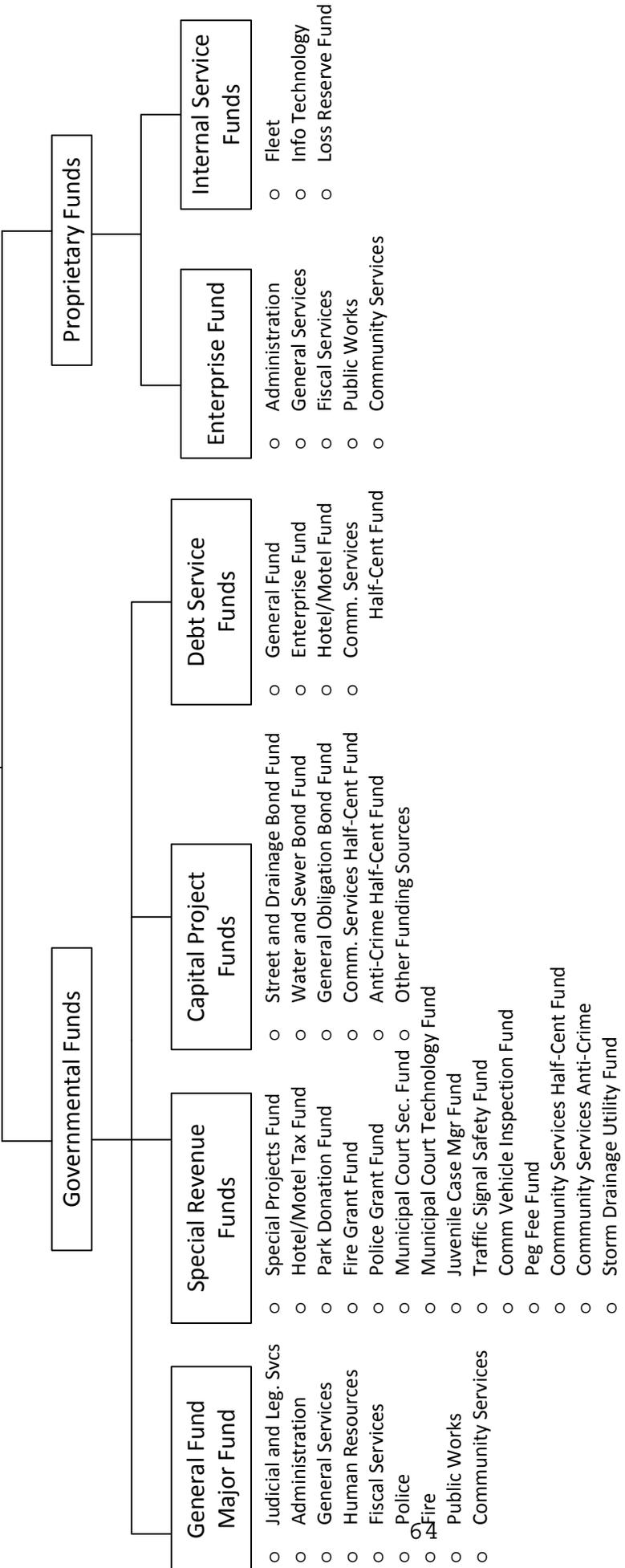
All City accounts are organized on the basis of funds, or account groups, and each is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Using these accounts, the revenues and expenditures/expenses are budgeted and approved before the beginning of each fiscal year by an ordinance passed by the City Council.

The various funds are primarily grouped by two types, governmental fund and proprietary fund types. Governmental funds finance most of the City's functions and include, but are not limited to, the General Fund, Debt Service Fund, Special Revenue Fund, and Capital Projects Funds. Proprietary funds are used to account for the City's organizations and activities which are similar to those often found in the private sector. The Enterprise Fund is the City's main proprietary fund and the Hurst Conference Center, Storm Drainage Utility, Information Technology, Fleet Services, and Loss Reserve funds are the remaining proprietary funds. Governmental accounting further classifies funds into major and non-major categories. The City's major operating funds include: the General Fund, Community Services, Half Cent Sales Tax Fund, Anti-Crime Fund, and Enterprise Fund. All other debt service, capital projects and operational funds are considered non-major. Descriptions of all funds are included in the respective sections along with supporting information and in-depth analysis.

OPERATIONAL STRUCTURE

Each operational fund is comprised of departments, which are major organizational units of the City. Each department has overall management responsibility for one or more divisions. For all divisions, mission statements and descriptions stating responsibilities, goals and objectives (indicating direction) and performance measures (indicating progress) are presented. Expenditure summaries list the subtotal expenditures/expenses for categories such as personnel services, materials and supplies and capital outlay. Personnel summaries indicate the title and number of full-time equivalent positions in each division. Program analyses are also provided highlighting the past 2016-2017 budget, the current and future level of service, cost savings measures, new programs and capital outlay for the 2017-2018 budget, future projects and plans/expectations for the division. The following chart indicates the funds included in each section of the budget with their respective departments and divisions, if applicable.

City of Hurst
Budgetary Funds



Financial Plan Continued

The following table lists City departments and the funds they use.

| DEPARTMENT | Governmental Funds | | | | | | | | | | Proprietary Funds | | | | |
|--|--------------------|----|---|----|----|----|-----|----|-----|----|-------------------|----|--|--|--|
| | GF | SR | C | DS | HC | AC | SDU | EF | HCC | IT | FL | LR | | | |
| Legislative and Judicial Services | ✓ | ✓ | | | | | | ✓ | | | | | | | |
| Administration | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | | | | | | |
| General Services | ✓ | ✓ | | | | | | ✓ | | | ✓ | | | | |
| Human Resources | ✓ | | | | | | | | | | | | | | |
| Fiscal Services | ✓ | | | ✓ | | | | ✓ | | | | ✓ | | | |
| Police | ✓ | ✓ | | | | ✓ | | | | | | | | | |
| Fire | ✓ | ✓ | | | | | | | | | | | | | |
| Public Works | ✓ | | ✓ | | | | ✓ | ✓ | | | | | | | |
| Community Services/Parks, Recreation, Aquatics, Library, Senior Center | ✓ | ✓ | ✓ | | ✓ | | | ✓ | | ✓ | | | | | |

Governmental Funds

- G - General Fund
- SR - Special Revenue
- C - Capital Projects
- DS - Debt Service
- HC - Half Cent
- AC - Anti Crime

Proprietary Funds

- EF - Enterprise Fund
- HCC - Hurst Conference Center
- IT - Information Technology
- FL - Fleet Fund
- LR - Loss Reserve
- SDU - Storm Drainage

FUND DESCRIPTIONS

General Fund

The General Fund is the primary operating fund of the City. The General Fund is used to account for all revenues and expenditures not accounted for in other designated funds. It receives a greater variety and amount of revenues and finances a wider range of governmental activities than any other fund. The General Fund is primarily supported by the ad valorem tax, general sales tax, franchise taxes, licenses and permits fees, fines and miscellaneous revenue sources. General Fund expenditures support the following major functions: legislative & judicial services, administration, general services, fiscal services, police, fire, public works and community services. All programs which are justified, efficient and serve the needs of the community are adequately funded. Service levels are increased substantially through indirect participation in the General Fund by the Half Cent Sales Tax Fund and the Anti-Crime Tax Fund.

Enterprise Fund

The Enterprise Fund is used to account for the provision of water and wastewater services to the residents of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service, billing and collection. The operations of the Enterprise Fund are financed and operated in a manner similar to private business enterprises where the expenses (including depreciation) of providing services are recovered primarily through user charges.

Other Funds

The Internal Service funds are the Fleet Service Fund, the Information Technology Fund and the Loss Reserve Fund. The Fleet Service Fund and Information Technology Fund were established to charge user departments for vehicle and computer maintenance and replacement costs, respectively. The self-funded Loss Reserve Fund records all activity for the employee health care benefit program.

The Debt Service Fund's purpose is to provide for principal and interest payments for the City's General long-term debt obligations.

The Fourteen Restricted Funds are the, the Special Projects Fund, the Hotel-Motel Tax Fund, the Park Donation Fund, the Fire Grant Fund, the Police Grant Fund, the Municipal Court Building Security Fund, the Municipal Court Technology Fund, the Juvenile Case Manager Fund, the Traffic Signal Safety Fund, the Commercial Vehicle Inspection Fund, the Video and Cable Provider Peg Fee Fund, the Storm Drainage Management Fund, the Community Services Half Cent Sales Tax Fund, and the Anti-Crime Half Cent Sales Tax Fund. They were established to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

Other Proprietary or Enterprise Funds provision of water and wastewater services has historically been the City's only proprietary or enterprise operation. As such, the City's budget continues to label water and wastewater operations as the "Enterprise Fund." The City recently constructed and opened a state-of-the-art conference center as its third proprietary or enterprise operation. Staff will continue to classify water and wastewater operations as the City's Enterprise Fund, but will also account for the Hurst Conference Center Fund as an enterprise fund.

Financial Plan continued

Capital Improvement Funds

Street Bond Funds account for the financing and construction of various street projects. The projects primarily involve street reconstruction and enhancement that will add to the value and life of the infrastructure with very little impact on current operating costs. Many projects provide substantial savings to the operating budgets by reducing maintenance costs.

Drainage Bond Funds account for the financing and construction of various drainage projects. All drainage projects reduce operational costs for future years.

Water and Sewer Bond Funds account for capital improvement programs and capital equipment financed by bond sales. Although this fund is part of the Enterprise Fund, it is included in this section because the projects are addressed by priority and funding in the Capital Improvement Program. The ongoing capital improvement program for the replacement of utility mains and lines does not add operating costs to the Enterprise Fund budget.

The General Obligation Bond Fund accounts for the voters' adopted 2005 \$11.8 million bond program and 2012 \$16.5 million bond program. The General Obligation Bond Fund will ensure all debt issued for voter approved projects is appropriately expended. Creation of a separate GO bond fund also assists the City in complying with arbitrage calculation requirements. New or expanded facilities constructed with GO bond funds increase the city's operational costs for utilities and maintenance.

Tax Notes in the amount of \$1.18 million were issued to purchase a new 150 foot ladder truck.

Other Project Funds account for other project funds utilized by the City to manage pay-as-you-go projects. For example, the Special Projects Fund is used to account for Council and City Manager approved projects, which are funded by operational reserves.

BUDGETARY ACCOUNTING BASIS

Accounting procedures according to Section 5.11-3 of the City Charter shall be maintained to record in detail all transactions affecting the acquisition, custodianship and disposition of anything of value. They shall be reported to the City Council and to the public, as necessary, to show the full effect of transactions upon the finances of the City. The City's accounting records for general governmental operations are maintained on a modified accrual basis according to Generally Accepted Accounting Principles (GAAP). The revenues are recorded when actually received, and expenditures are recorded when the liability is incurred (for example, with purchase orders). Accounting records for the City's utilities and other proprietary funds are maintained on a full accrual basis with the exception of outstanding debt principal, which is included in the budget. For example, expenditures are recognized when a liability is incurred, and revenues are recognized when they are obligated to the City. Depreciation is budgeted as an operating expense. The budgetary basis follows GAAP except that fund balances/retained earnings are presented in the budget, a measure of available spendable resources. Unexpended appropriations for budgeted funds lapse at fiscal year end. Encumbrance accounting is used for all funds; however, appropriations of Capital Bond Funds uses a full encumbrances method of budgetary accounting which means that appropriations lapse at year end only to the extent of the unencumbered balance. Revenues are budgeted on a cash basis. Indirect cost allocations to the General Fund are considered revenues in budgeting, but are a reduction to expenditures in the accounting system at year-end.

BUDGET TYPE

For each operational fund, the 2017-2018 Budget is a program budget prepared on a line item basis. The comprehensive budgetary process requires line item justification by departments each year. The City Manager then presents budget programs and special issues to the City Council, but line item justifications are available for all budgetary requests if needed. The approved operational

Financial Plan continued

budgets are included in the Comprehensive Annual Financial Report (CAFR) for comparison purposes. Any excess revenues over expenditures for the General Fund are transferred to the Special Projects Fund at the end of the fiscal year to purchase unfunded budget needs approved by the City Council.

BOND RATING INFORMATION

The City issued Sales Tax Revenue Refunding Bonds and General Obligation Refunding Bonds in fiscal years 2002-2003, 2003-2004, 2006-2007, 2008-2009, 2010-2011, 2011-2012, 2012-2013, 2014-2015, and 2015-2016. Proceeds from the sale of these bonds were used to refund, or "refinance," outstanding debt in order to achieve savings for the City. Such financial management has allowed the City to maintain extremely favorable ratings from bond rating agencies. The ratings are as follows:

| | Moody's Investor Services | Standard & Poors |
|---------------------------|------------------------------|---------------------|
| General Obligation Bonds | Aa2 | AA |
| Water & Sewer Obligations | Aa2 | AA |
| Half Cent Sales Tax Bonds | Aa3 | AA |

DISTINGUISHED BUDGET PRESENTATION AWARD

GFOA established the Distinguished Budget Presentation Awards Program in 1984 to recognize exemplary budget documentation by state and local governments as well as public universities and colleges. Entities participating in the program submit copies of their operating budget to GFOA for review within ninety days after budget adoption. After a preliminary screening, eligible budgets are sent to three independent reviewers who are members of GFOA's Budget Review Panel. Using extensive criteria, the reviewers evaluate the effectiveness of the budget as a policy document, a financial plan, an operations guide and a communication device.

GFOA's goal is to serve government finance by providing education and information, by developing new technology, by representing the state and local finance officers' positions before legislative and regulatory bodies, and by establishing standards of excellence and avenues for networking.

To receive the award, budgets must be judged "Proficient" in all four major award categories by two of the three out-of-state reviewers. The highest rating is "Outstanding." To be judged "Outstanding," all three reviewers must agree for a specific category. The City has received the Distinguished Budget Presentation Award for the Fiscal Year 2015-2016 budget. In addition to receiving the Distinguished Budget Presentation Award for twenty-nine consecutive years, the City has received the following special recognitions:

Previously

-) **Outstanding as a Policy Document**
-) **Outstanding as a Policy Document and Communications Device**
-) **Outstanding as an Operations Guide**
-) **Especially Notable as a Policy Document, an Operations Guide and a Communications Device**

CERTIFICATE OF ACHIEVEMENT

The Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the City for its comprehensive annual financial report for fiscal year ended September 30, 2016. The City of Hurst has received forty-two Certificates of Achievement, for excellence in Financial Reporting.

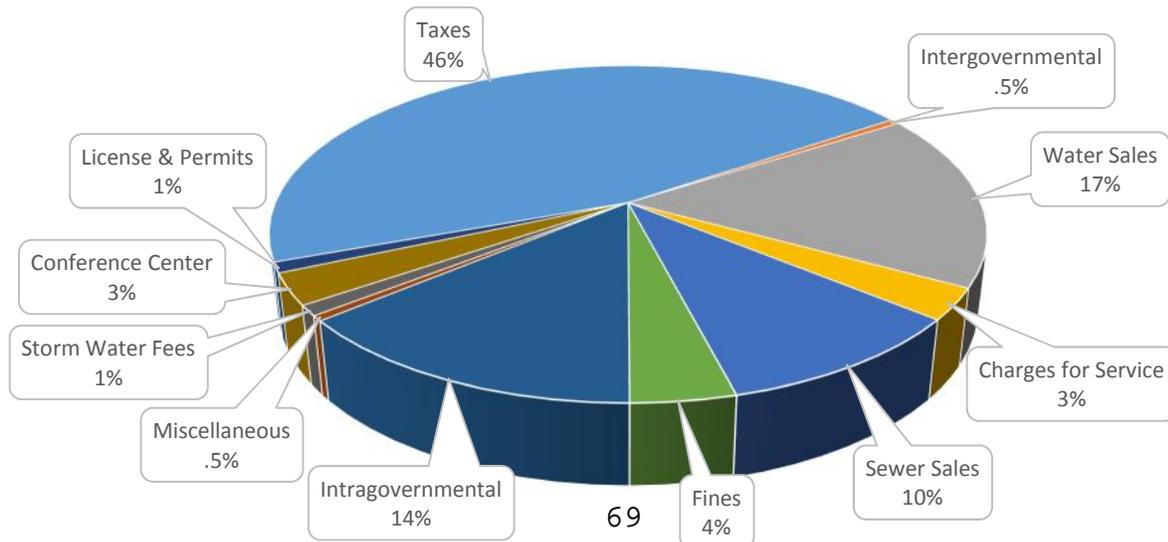
ALL OPERATING FUNDS SUMMARY

Revenues by Source and Expenditures/Expenses by Classification are presented for the General Fund, Community Services Half-Cent Sales Tax Fund, Anti-Crime Half-Cent Sales Tax Fund, Enterprise Fund, Storm Water Management Fund, Municipal Court Security Fund, Municipal Court Technology Fund, Juvenile Case Manager Fund, Traffic Signal Safety Fund, Commercial Vehicle Inspection Fund, Fleet Service Fund, Information Technology Fund, PEG Fee Fund and Conference Center Fund. The Community Services and Anti-Crime Half-Cent Sales Tax Funds, Municipal Court Security and Technology Funds, Commercial Vehicle Inspection Fee Fund, as well as Traffic Signal Safety Fund are included because revenue and expenditures of those funds are directly related to General Fund operations. The two Internal Service Funds are included because the funds have operational costs such as Personnel Services. Please note, however; that Intragovernmental Revenues are overstated by the amount of user fees charged for internal services, which equals \$3,756,671 for fiscal year 2017-2018. It is also important to note that the use of reserves in the Information Technology, Fleet, Enterprise, Conference Center, Anti-Crime, Storm Water Management Fund and Court Technology funds are not shown below. The City will utilize approximately \$1 Million in reserves to balance the budget (cash-basis) and purchase replacement equipment in each of these funds.

REVENUES BY SOURCES

| | Actual 2015-2016 | Budgeted 2016-2017 | Estimated 2016-2017 | Approved 2017-2018 | Variance Between 2016-2017 & 2017-2018 Budgets |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------------|--|
| Taxes | 34,658,887 | 33,725,688 | 34,908,058 | 34,788,738 | 3.2% |
| License and Permits | 796,618 | 693,500 | 875,418 | 774,000 | 11.6% |
| Intergovernmental | 485,587 | 339,895 | 353,095 | 359,907 | 5.9% |
| Charges for Services | 2,002,909 | 1,982,975 | 2,020,948 | 2,036,977 | 2.7% |
| Fines | 2,725,329 | 3,048,000 | 2,814,018 | 3,012,600 | -1.2% |
| Intragovernmental | 10,161,395 | 10,212,635 | 10,152,635 | 10,185,677 | -0.3% |
| Water Sales | 12,313,146 | 12,801,500 | 12,850,000 | 13,170,000 | 2.9% |
| Sewer Sales | 7,278,484 | 7,223,500 | 7,350,000 | 7,420,000 | 2.7% |
| Storm Water Mgt. Fees | 1,098,286 | 1,091,100 | 1,088,912 | 1,091,100 | 0.0% |
| Miscellaneous | 610,705 | 393,900 | 570,571 | 612,963 | 55.6% |
| Conference Center | 1,938,179 | 2,069,328 | 2,005,470 | 2,279,014 | 10.1% |
| TOTAL | <u>\$74,069,525</u> | <u>\$73,582,021</u> | <u>\$74,989,125</u> | <u>\$75,730,976</u> | <u>2.9%</u> |

Taxes increased due to an 8.28% increase in taxable values. Water and sewer sales are expected to increase based an adopted 4% rate increase. Fines decreased -1.2% due to lower municipal court fines due to turnover an injury. Miscellaneous revenue increased 55.6% due to an anticipated increase in investment earnings. License and permits increased 11.6% due to an increase in apartment inspections, alarm permits and increased animal adoptions. Charges for Services increased 2.9% mainly due to the re-opening of Central and Chisholm Aquatics Center after its remodel and reconstruction respectively and an increase in ambulance billing revenues. The Hurst Conference Center is estimated to generate (\$2,244,691) in its eighth year of operations as its customer base continues to grow. Intergovernmental increased 5.9% due to an increase in police grant programs. Intragovernmental decreased -.3% due in part to decreased indirect participation from anti-crime due to declining sales tax.

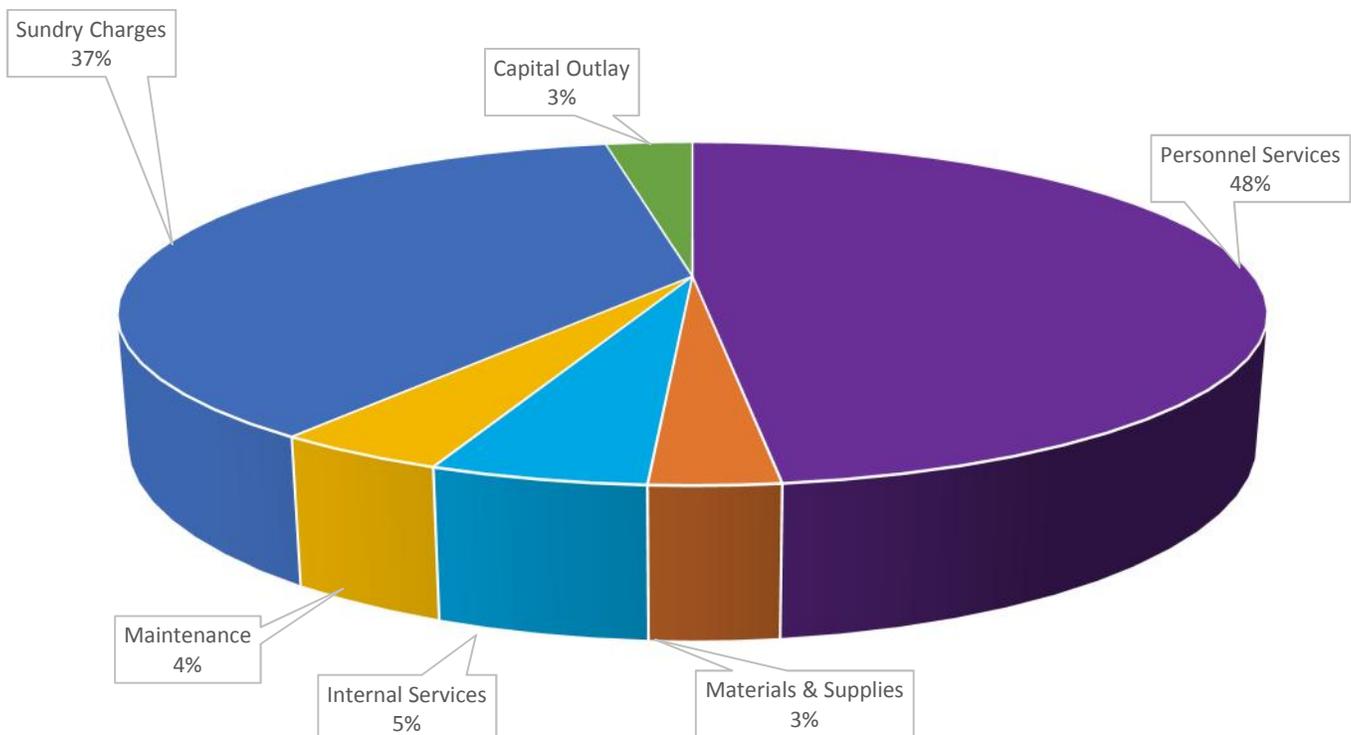


EXPENDITURES/EXPENSES BY CLASSIFICATION

| | Actual 2015-2016 | Budgeted 2016-2017 | Estimated 2016-2017 | Approved 2017-2018 | Variance Between 2016-2017 & 2017-2018 Budgets |
|------------------------|-----------------------------|-------------------------------|--------------------------------|-------------------------------|---|
| Personnel Services | 33,999,223 | 35,363,845 | 35,375,951 | 36,563,902 | 3.4% |
| Materials and Supplies | 1,904,566 | 2,237,880 | 2,034,915 | 2,296,453 | 2.6% |
| Maintenance | 2,860,525 | 3,469,684 | 3,176,302 | 3,412,479 | -1.6% |
| Sundry Charges | 24,920,870 | 26,978,022 | 25,826,008 | 27,759,778 | 2.9% |
| Internal Services | 3,539,193 | 3,519,041 | 3,536,140 | 3,529,041 | 0.3% |
| Capital Outlay | 6,801,025 | 7,213,593 | 11,178,208 | 2,309,548 | -68.0% |
| TOTAL | <u>\$74,025,402</u> | <u>\$78,782,065</u> | <u>\$81,127,524</u> | <u>\$75,871,201</u> | <u>-3.7%</u> |

Personnel Services shows a 3.4% increase, which includes a citywide pay increase for employees as well as an increase in health care costs. Materials and Supplies increased 2.6% primarily due to an increase in Public Safety supplies. Maintenance decreased -1.6% due to a one time transfer of maintenance to capital outlay for a drainage project in Public Works. Sundry increased 2.9% primarily due to an increase in wholesale water costs. Internal Services increased .3% primarily due to the addition of user fees from the Hurst Conference Center. Capital outlay decreased by -68% due to the completion of the renovation of Central Aquatics Center and Recreation Roof Repair Projects. Capital expenditures are one-time costs that will fluctuate from year to year. Overall the City's expenditures decreased -3.7% over the previous year. These decreases will allow the City to provide an enhanced level of service in 2017-2018 while remaining below municipal measures of inflation.

EXPENDITURES BY CLASSIFICATION



**CITY OF HURST
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCES
FISCAL YEAR 2017-2018**

| OPERATING FUNDS | | | | | | | | | |
|--|--------------------|---------------------|-----------------------------|------------------------|--------------------------------|--|---|---------------------|-----------------------------|
| | General Fund | Enterprise Fund | Storm Water Management Fund | Conference Center Fund | Anti-Crime Half Cent Sales Tax | Community Services Half Cent Sales Tax | Court, Public Safety and Other Special Revenues | Fleet Services Fund | Information Technology Fund |
| Beginning Balance 10/01/16 | \$8,400,000 | \$15,350,329 | \$496,232 | \$96,000 | \$6,095,245 | \$2,915,809 | \$1,314,834 | \$3,121,753 | \$2,391,818 |
| REVENUES | | | | | | | | | |
| Taxes | 24,612,110 | | | | 5,279,876 | 4,810,751 | 86,000 | | |
| Licenses and Permits | 774,000 | | | | | | | | |
| Charges for Services | 2,036,977 | | | | | | | | |
| Storm Water Mgmt. Fees | | | 1,091,100 | | | | | | |
| Water Sales | | 13,170,000 | | | | | | | |
| Sewer Sales | | 7,420,000 | | | | | | | |
| Fines/W & S Penalties | 1,690,000 | 378,000 | | | | | 944,600 | | |
| Miscellaneous | 185,000 | 189,063 | 4,900 | | 91,000 | 27,000 | | 95,000 | 21,000 |
| Intergovernmental/Grants | 248,262 | | | | 111,645 | | | | |
| Intragovernmental | 6,429,006 | 0 | | | | | | 1,772,002 | 1,984,669 |
| Conference Center Sales | | | | 2,279,014 | | | | | |
| Total Revenues | 35,975,355 | 21,157,063 | 1,096,000 | 2,279,014 | 5,482,521 | 4,837,751 | 1,030,600 | 1,867,002 | 2,005,669 |
| Total Available Resources | 44,375,355 | 36,507,392 | 1,592,232 | 2,375,014 | 11,577,766 | 7,753,560 | 2,345,434 | 4,988,755 | 4,397,487 |
| EXPENDITURES | | | | | | | | | |
| Legislative & Judicial Services | 1,028,173 | | | | | | 160,493 | | |
| Administration | 546,379 | | | 2,244,691 | | | | | |
| Non-Departmental | 2,400,095 | 314,160 | | | | | | | |
| General Services | 747,556 | 1,612,882 | | | | | | | |
| Human Resources | 383,650 | | | | | | | | |
| Fiscal Services | 387,224 | 603,710 | | | | | | | |
| Police | 10,840,128 | | | | 5,482,521 | | 604,522 | | |
| Fire | 8,200,536 | | | | | | | | |
| Public Works | 3,495,568 | 18,142,543 | 1,277,635 | | | | | | |
| Community Services | 7,946,046 | 313,700 | | | | 3,329,663 | | | |
| Fleet Services | | | | | | | | 1,725,948 | |
| Information Technology | | | | | | | 25,024 | | 2,240,802 |
| Capital Improvements | | 230,000 | | | 466,353 | 730,000 | | 190,000 | 201,200 |
| Less Depreciation | | (1,590,862) | (86,919) | | | | | (481,789) | (489,789) |
| Debt Service | | 1,760,407 | | | | 1,331,753 | | | |
| Total Expenditures | 35,975,355 | 21,386,540 | 1,190,716 | 2,244,691 | 5,948,874 | 5,391,416 | 790,039 | 1,434,159 | 1,952,213 |
| ENDING BALANCE | 8,400,000 | 15,120,852 | 401,516 | 130,323 | 5,628,892 | 2,362,144 | 1,555,395 | 3,554,596 | 2,445,274 |
| Designated/Reserved | 0 | 9,072,511 | 473,577 | 129,429 | 1,500,000 | 1,000,000 | | 3,554,596 | 2,445,274 |
| Undesignated | 8,400,000 | 6,048,341 | | | 4,128,892 | 1,362,144 | 1,555,395 | | |
| Total Fund Balance 9/30/18 | \$8,400,000 | \$15,120,852 | \$473,577 | \$129,429 | \$5,628,892 | \$2,362,144 | \$1,555,395 | \$3,554,596 | \$2,445,274 |
| Change in Fund Balance 2016-2017 to 2017-2018 | \$0 | (\$229,477) | (\$22,655) | \$33,429 | (\$466,353) | (\$553,665) | \$240,561 | \$432,843 | \$53,456 |

The Summary of Revenues, Expenditures, and Changes in Fund Balances is comprised of Operating Funds, grant/misc funds and Capital Projects Bond Funds. Please note that debt service and less depreciation is not included in the expense by classification graph shown on page 70. Please also note that all changes in fund balances are explained on page 73. \$1.8 million in tax notes were issued in 2017 for the purchase of a new ladder truck for Fire. Fleet and Information Technology Funds shown above reflect fund balance whereas the summary sheets on pages 272 and 280 reflect net expenses.

**CITY OF HURST
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCES
FISCAL YEAR 2017-2018**

| | DEBT SERVICE FUND & SPECIAL REVENUE FUNDS | | | | CAPITAL PROJECTS FUND | | | | Operating & Capital Project Bond Funds TOTAL |
|--|---|--------------------|--------------------|-----------------------------|-----------------------|------------------------------|--------------------------|-----------------------|--|
| | Debt Service Fund | Hotel/ Motel Fund | Park Donation Fund | Fire and Police Grant Funds | Special Projects Fund | Street & Drainage Bond Funds | Water & Sewer Bond Funds | Other Funding Sources | |
| Beginning Balance 10/01/16 | \$400,000 | \$1,513,169 | \$436,682 | \$143,027 | \$16,174,008 | \$3,338,862 | \$875,363 | \$4,129,593 | \$67,192,724 |
| REVENUES | | | | | | | | | |
| Taxes | 3,345,276 | 630,000 | | | | | | | \$38,764,013 |
| Licenses and Permits | | | | | | | | | \$774,000 |
| Charges for Services | | | | | | | | | \$2,036,977 |
| Storm Water Mgmt. Fees | | | | | | | | | \$1,090,000 |
| Water Sales | | | | | | | | | \$13,170,000 |
| Sewer Sales | | | | | | | | | \$7,420,000 |
| Fines | | | | | | | | | \$3,012,600 |
| Miscellaneous | (161,599) | | 85,000 | | 75,000 | 10,000 | 3,000 | | \$624,364 |
| Intergovernmental/Grants | | | | 207,799 | | | | | \$567,706 |
| Intragovernmental | | | | | 1,166,947 | | | | \$11,352,624 |
| Conference Center Sales | | | | | | | | | \$2,279,014 |
| Total Revenues | 3,183,677 | 630,000 | 85,000 | 207,799 | 1,241,947 | 10,000 | 3,000 | | \$81,092,398 |
| Total Available Resources | 3,583,677 | 2,143,169 | 521,682 | 350,826 | 17,415,955 | 3,348,862 | 878,363 | 4,129,593 | \$148,285,122 |
| EXPENDITURES | | | | | | | | | |
| Public Services | | | | | | | | | \$1,188,666 |
| Administration | | 134,533 | | | | | | | \$2,925,603 |
| Non-Departmental | | | | | | | | | \$2,714,255 |
| General Services | | | | | | | | | \$2,360,438 |
| Human Resources | | | | | | | | | \$383,650 |
| Fiscal Services | | | | | | | | | \$990,934 |
| Police | | | | 98,254 | 1,800,000 | | | | \$18,825,425 |
| Fire | | | | 45,150 | | | | | \$8,245,686 |
| Public Works | | | | | 3,204,918 | | | 1,034,275 | \$27,154,939 |
| Community Services | | 89,780 | | | 100,000 | | | 325,000 | \$12,104,189 |
| Fleet Services | | | | | | | | | \$1,725,948 |
| Information Services | | | | | | | | 500,000 | \$2,765,826 |
| Capital Improvements | | | 50,000 | | | 724,785 | 698,012 | | \$3,290,350 |
| Debt Service | 3,225,276 | 362,200 | | | | | | | \$6,679,636 |
| Total Expenditures | 3,225,276 | 586,513 | 50,000 | 143,404 | 5,104,918 | 724,785 | 698,012 | 1,859,275 | \$88,706,186 |
| ENDING BALANCE | 358,401 | 1,556,656 | 471,682 | 207,422 | 12,311,037 | 2,624,077 | 180,351 | 2,270,318 | \$59,578,936 |
| Designated/Reserved | 358,401 | 810,000 | 0 | 179,674 | 8,000,000 | 2,624,077 | 180,351 | 2,270,318 | \$32,598,208 |
| Undesignated | | 746,656 | 471,682 | 0 | 4,311,037 | | | | \$27,024,147 |
| Total Fund Balance 9/30/18 | \$358,401 | \$1,556,656 | \$471,682 | \$179,674 | \$12,311,037 | \$2,624,077 | \$180,351 | \$2,270,318 | \$59,622,355 |
| Change in Fund Balance 2016-2017 to 2017-2018 | (\$41,599) | \$43,487 | \$35,000 | \$36,647 | (\$3,862,971) | (\$714,785) | (\$695,012) | (\$1,859,275) | (\$7,570,369) |

The use of \$88,706,186 in appropriate funds will decrease the beginning Fund Balances/Retained Earnings to \$59,578,936 at the end of fiscal year 2017-2018, of which \$32,598,208 are undesignated reserve funds. The table on the following page indicates the reason for projected changes in all fund balances of a total of (\$7,570,369).

ANALYSIS OF CHANGES IN FUND BALANCES/RETAINED EARNINGS

The following table indicates the reasons for projected changes in fund balances/retained earnings of (\$7,570,369):

| Fund | 2016-2017 Year End | 2017-2018 Year End | Difference | Explanation |
|---|-----------------------|-----------------------|----------------------|--|
| General Fund | \$8,400,000 | \$8,400,000 | \$0 | Budget balanced and provides for at least 90 days of operations. Any savings will be transferred to the Special Projects Fund. |
| Enterprise Fund | \$15,350,329 | \$15,120,852 | (\$229,477) | Retained earnings are expected to decrease due to depreciation costs, which do not impact the fund's cash position. The retained earnings at year end will continue to allow for 90+ days of operational funding. |
| Storm Water Management Fund | \$496,232 | \$473,577 | (\$22,655) | Fee collections in 2017-2018 will cover current expenditures. Now in its 10th year of operations, the city is utilizing \$22,655 in fund balance to complete one time maintenance and drainage improvement projects approved for 2017-2018. |
| Conference Center Fund | \$96,000 | \$129,429 | \$33,429 | For fiscal year 2017-2018, the City has budgeted conservatively. The City feels the Conference Center will break even for this year, however; any short falls will be covered by Hotel/Motel fund reserves. |
| Anti-Crime Fund | \$6,095,245 | \$5,628,892 | (\$466,353) | The decrease in undesignated fund balance is due to the planned radio tower lease payment from reserves and the continuance of a \$3 million economic contingency reserve. For fiscal year 2017-2018, the city restricted funds in the amount of \$1.5 million to partially fund an animal control center. |
| Community Services Half Cent Sales Tax | \$2,915,809 | \$2,362,144 | (\$553,665) | Current revenues will cover 2017-2018 operating costs. The decrease in undesignated fund balance is due to one-time pay-as-you-go capital costs to improve parks, recreation and aquatics. |
| Court, Public Safety and Other Special Revenues | \$1,314,834 | \$1,555,395 | \$240,561 | Increase is primarily due to a 2.5% Cost of Living increase in Building Security Fund, Court Technology Fund and Juvenile Case Manager Fund. The Police Department will utilize \$100,000 in one time capital outlay from the city's Red Light Camera Fund. |
| Fleet Services Fund | \$3,121,753 | \$3,554,596 | \$432,843 | Depreciation is included in this change in fund balance. For 2016-2017 \$424,000 of Police, Fire and City wide vehicles will be replaced. |
| Information Technology Fund | \$2,391,818 | \$2,445,274 | \$53,456 | The increase in balance is due in part to a new user fee transfer from the Hurst Conference Center. |
| Debt Service | \$400,000 | \$358,401 | (\$41,599) | Funds remaining are comprised of interest earnings and delinquent tax collections and will remain in the fund. Collection rates higher than 98.5% could result in a higher ending balance. |
| Special Projects | \$16,174,008 | \$12,311,037 | (\$3,862,971) | Decrease assumes that allocated funds for specific projects will be spent and the city's policy to maintain an \$8 million dollar economic contingency reserve will remain in effect. All planned projects require final approval from the City Manager or Council before commencement. |
| Hotel Motel/Park Donation | \$1,949,851 | \$2,028,338 | \$78,487 | Current revenues will sufficiently offset current operating and debt-related expenditures. The city designates \$810,000 as a debt service reserve in Hotel/Motel Fund. |
| Fire and Police Grants | \$143,027 | \$179,674 | \$36,647 | Expenditures are only for those goods and services as approved by the agencies awarding the grants. |
| Capital Project Bond Funds | \$8,343,818 | \$5,074,746 | (\$3,269,072) | The decrease in Bond Fund balances are due to the anticipated completion or partial completion of projects in fiscal year 2017-2018 such as Pipeline Phase II. |
| Totals | \$67,192,724 | \$59,622,355 | (\$7,570,369) | |

REVENUE DESCRIPTIONS, EVALUATIONS AND PROJECTIONS

TAXES

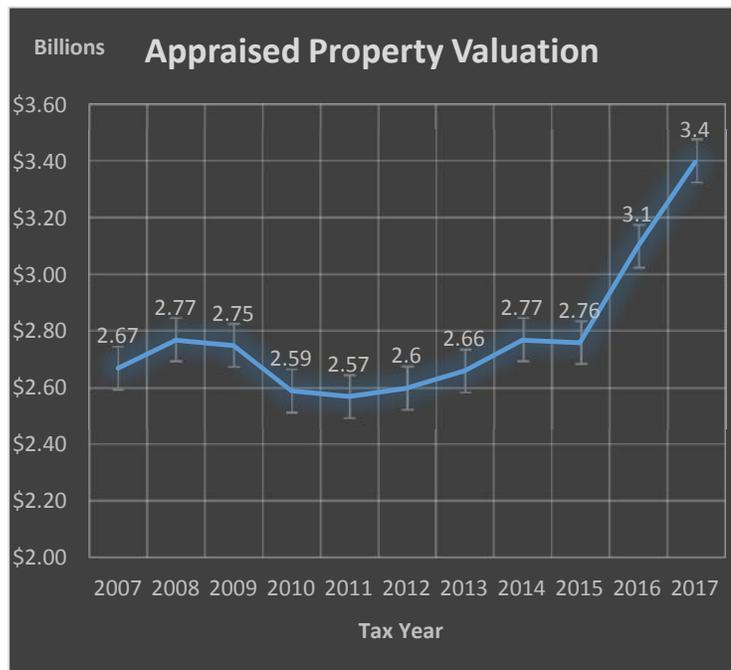
The revenues from taxes are classified as General Property Taxes, Consumer Taxes and Franchise Taxes in the General Fund operating budget. These charges are levied to provide for general municipal services and benefits to the citizens.

General Property Taxes are assessed on real and personal property as of January 1 each year. The \$0.4650424 tax rate for the General Fund is 80.05% of the total tax rate of \$0.58094 per \$100 valuation and is set by the City Council. This tax is established by ordinances and comprises 35% of the 2017-2018 General Fund revenues. Property tax collections are projected to increase by 8.77% from the previous year's budget. The approved tax rate for 2017-2018 was decreased \$0.00696 from \$0.5879 to \$0.58094 as compared to the prior year. Private developers continue to make substantial investment in areas where the City has done the same. The budget includes a property tax collection rate of 98.5%, which is equal to the previous year.

Each year the tax rate, as approved by the City Council, is largely dependent upon revaluation by the Tarrant Appraisal District to reflect current market values. For tax years 2007 to 2017, a cumulative increase in property values of approximately \$730 million or \$73 million per year was recorded. This represents approximately \$364,601 per year in revenue for operations and debt service. Tax year 2017 had an increase of approximately \$352 million. This net decrease includes \$14.8 million in new properties along with \$337.20 million in higher residential and commercial property values.

All tax information relative to budgetary decisions is not available until July 25th of each year when the certified tax roll is received from the Chief Appraiser. At that time, other revenue sources and expenditure priorities are considered in preparing a tax rate for the new budget year.

Consumer Taxes are collected by the State from the sale of goods and services. The General Fund receives the following portions of these taxes from the State: Sales Tax - 1% of each dollar taxed within the City, and Mixed Beverage Tax - 1.5% (or 10.7143% of the State's 14%) of each dollar taxed within the City. Sales tax revenues are the second largest source (25%) of General Fund revenues and have been significantly affected by aggressive retail development during the last decade. The North East Mall and Shops at North East Mall are the primary retail centers within the City.



The expansion of Highway 183/121 completed in October of 2014 and the resulting redevelopment of Hurst's highest trafficked intersection of Precinct Line Road and the Highway, also known as the 50-yard line, created one of the City's most exciting redevelopment

opportunities ever. To date, ten new restaurants have been established at this prominent intersection including Dairy Queen, Slim Chickens, Golden Chick, Pei Wei, Potbelly Sandwich Shop, In N Out Burger, Subway, Starbucks Coffee House, a new Outback Steakhouse Restaurant, and a new Abuelo's. Two more restaurants will open soon at this same intersection, the much anticipated Corner Bakery and Jack in the Box.

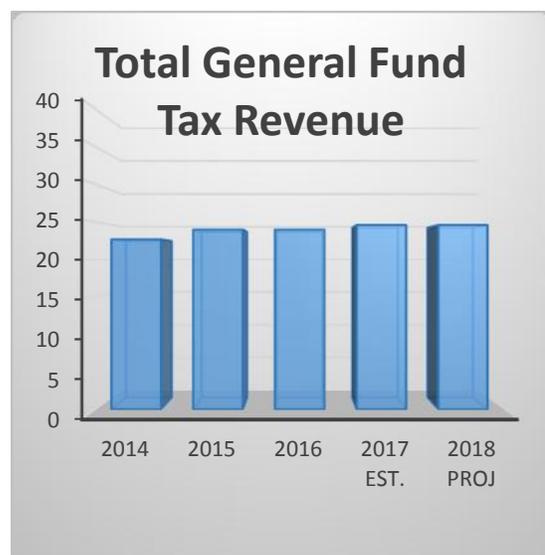
For fiscal year 2016-2017, 108 new businesses opened in Hurst in the last 12 months occupying 390,000 square feet and driving occupancy to a high of 95.3%. The second largest redevelopment in the City's history included the 10 acres of land at Precinct Line Road and Pipeline Road which transformed dilapidated empty buildings into new 90,000 square feet of Shops at Hurst Shopping Center anchored by a much needed Walmart Neighborhood Market as well as an additional 50,000 square feet of other new stores like Advance Auto Parts, Dollar Tree and Pizza Hut. New restaurants continue to add to the great selection already in Hurst with 138 spread throughout the City including Pollo Loco, Slim Chickens, Burritos Locos, La Real Michocana Ice Cream, California Tacos and the new Gyros restaurant at North East Mall.

Hurst Crossing, a new shopping center currently under construction, has a new Chick-fil-A and Care Now with a Natural Grocers and Rusty Tacos now open and a Smoothie King soon to open. Three other new 10,000 s.f. shopping centers are under construction now and will offer new retailers like Chicken Salad Chick and Burning Rice Korean BBQ.

North East Mall continues to be one of the premier malls in the metroplex and state with numerous new stores over last 12 months including a newly expanded Victoria's Secret and Bath N Body as well as a new Pink, Love Culture and White Barn Candle Company.

High occupancy figures in the City's large-scale retail corridor support the fact that Hurst is truly a desirable location for major retailers. Businesses remain viable and continue to move to Hurst in the wake of the Great Recession. The City entered into a sales tax sharing agreement with Simon Properties as an incentive to redevelop North East Mall and The Shops at North East Mall. The Shops agreement was paid in full in 2008-2009 allowing the City to begin collecting full sales tax amounts generated by the Shops in 2009-2010. In 2010-2011, the tax sharing percentage related to North East Mall dropped by five percent (5%). This resulted in additional sales tax revenue of approximately \$300,000. The additional revenue will help fund new budget issues faced by the City. For example, Hurst will continue dedicating additional resources to the funding of health care and post-employment benefits. Consumer sales taxes have been budgeted to increase 5.19% compared to the prior year budget based upon recent trends. The City does not budget for full collection of sales taxes. The budgeted reserve of \$1,000,000 and conservative collections estimate place the net 2017-2018 General Fund sales tax budget in a position to absorb economic losses without a reduction in service levels.

Franchise Taxes are collected primarily from utilities and are fees charged for the privilege of continued use of public property and municipal rights of way. A 4% fee on the gross receipts of public utilities will continue to be collected in 2017-2018. The sanitation system collection service pays 10% of total customer billings for garbage and recycling collections. Franchise revenues account for 8% of General Fund revenues and are projected to increase from the prior year's budget. Wholesale cost decreases caused electric, telephone and other video services to decrease by 18.07%. Overall, franchise fees are projected to increase 5.30% for next year.



As a group, General Property Taxes, Consumer Taxes, and Franchise Taxes account for 68% of the General Fund revenues for fiscal year 2017-2018. They are projected to increase by approximately 1% from the previous year's budget. The effect of the sales tax sharing agreement for North East Mall and the early payoff of the Shops of North East Mall Agreement has been factored into the projections. Local and national economic indicators, such as the Consumer Price Index and unemployment data, are considered in making forecasting decisions, but collection trends are analyzed monthly and serve as the basis for the 2017-2018 projections for revenues, which have demonstrated more reliability. Extrapolation is used when there is no apparent trend or seasonal fluctuation.

LICENSES AND PERMITS

License and permit revenues include fees charged by the City for business licenses and permits for general construction. Fees are charged for City inspection of electrical, plumbing, and mechanical installations. This category accounts for 2% of General Fund revenues. The Building Inspections/Neighborhood Services division continues to focus on code enforcement and inspections of redevelopment projects within the City. Overall Licenses and Permits increased 14.29% in 2017-2018 as compared to 2016-2017.

CHARGES FOR SERVICES

Service Charges include the fees charged by the City for the public use of services and facilities. Charges to developers for rezoning and plat review activities are included in this category as are revenues from the sale of maps and codes. Fee structured programs in community services are also included in this category. The budgeted revenues in most categories are close in comparison to the previous year. The City offers ambulance service through the Fire Department and associated billing collection services are contracted to a private company. During 2012-2013, the City switched companies and began an aggressive collection project. This caused revenues to increase. This project is now complete and collections have returned to normal. The Senior Citizen Center is seeing increased memberships and have implemented new programs to attract senior citizens. Revenues for 2017-2018 are projected to increase 3.14%. For 2017-2018, total charges for services are projected to increase by \$54,002 and account for 6% of General Fund revenues.

FINES

Fines are revenues received by the city mainly from Municipal Court for Class "C" misdemeanor violations occurring within the corporate City limits. They also represent library fines that are collected during the year. Fines account for 5% of total General Fund revenues. Projections are based on a level adequate to make traffic enforcement effective. Municipal Court fine collections are projected to decrease by (8.33%) in fiscal year 2017-2018 due to retirements and temporary shortage of staff.

MISCELLANEOUS REVENUES

Miscellaneous revenues account for 1% of revenues and consist primarily of interest earnings from the investment of city funds. All funds of the city are constantly 100% invested in certificates of deposit, obligations of the U.S. Treasury, discount notes, interest bearing money market accounts, savings accounts, or in investment pools. Interest rates declined in 2001 to 2004 as the economy entered a shallow but lingering recession in March 2001. In response to the recession, the Federal Reserve lowered the Federal Funds Rate thirteen times, bringing rates down from 6.5% to a 40 year low at 1.00%. This fundamental shift in the Treasury market caused a dramatic decrease in interest earnings. Interest rates subsequently rose with the Federal Funds Rate ending Fiscal Year 2007 at 4.75%. However, the Nation entered the Great Recession and the Fed cut rates several times. The current Federal Funds rate is in a target range of 0.00% to 0.25%. Maturing investments continue to be reinvested in lower yielding

instruments. Staff will continue to monitor economic conditions on an ongoing basis throughout the year. The City's Investment Policy received its latest annual renewal on August 8, 2017.

INTRAGOVERNMENTAL

The intragovernmental revenue source contributes 18% to citywide revenues and is projected to decrease (.33%) from the previous year. The Enterprise Fund continues to reimburse the General Fund for a proportional share of salaries, building costs and sundry charges that have been totally absorbed by the General Fund, but are applicable to the enterprise operation of the City. The indirect cost allocation category also contains a cost allocation transfer from the Community Services Half Cent Sales Tax Fund and Anti-Crime Half Cent Sales Tax Fund that will reimburse the General Fund for salary, maintenance and operation costs. The Fleet Fund will see a decrease of (7.07%) due to staff shortages. The Commercial Vehicle Fund and the Storm Drainage Utility Fund also participate in a projected reimbursement of overhead costs related to their operations.

WATER AND SEWER REVENUES

Water and Sewer revenues are received primarily from water sales to City utility customers and sewer charges. Fiscal year 2017-2018 water sales account for 17% of citywide revenues and are projected to be slightly higher than the previous year budget primarily due to weather patterns and an increase in water rates. Sewer charges account for 10% of city wide revenues. Other revenue sources consist of penalties, service and miscellaneous fees and investment earnings. Water and sewer rates for 2017-2018 will increase on average by 4% for the City utility customer. The increase is due primarily to the City of Fort Worth proposing a wholesale water rate increase totaling 3.65%. The financial policy objective for water and wastewater rates is to ensure that rates are adequate to meet all operating needs; to meet or exceed bond covenant tests and to provide sufficient working capital levels to be fiscally responsible; and to provide a reliable and fiscally strong utility system.

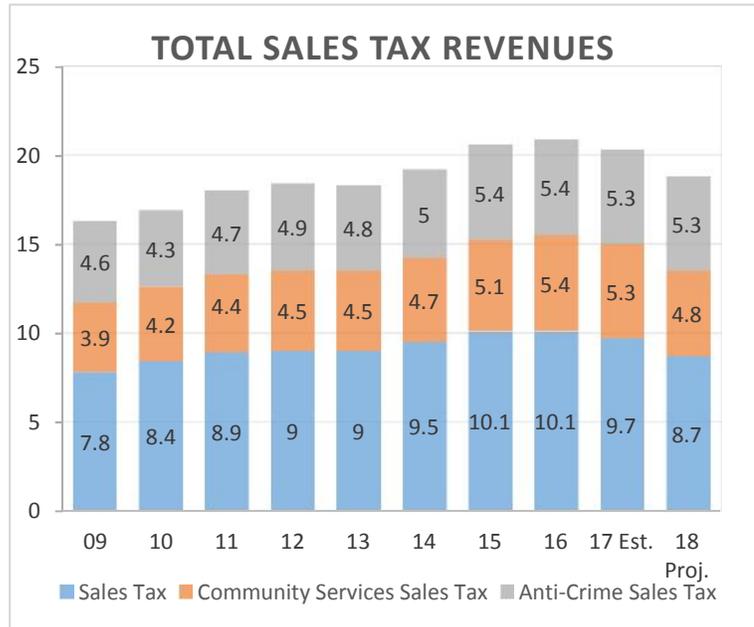
COMMUNITY SERVICES HALF CENT SALES TAX REVENUES

For nearly two decades, the Community Services half percent (Half Cent) sales tax revenue has been a contributing factor to the City's positive financial condition. Sales tax receipts are projected to be \$4,810,751 for fiscal year 2017-2018. This figure is net of the portion of the Simon Properties revenue sharing agreement allocated to the Community Services Half Cent Sales Tax fund. Revenues were conservatively estimated to ensure financial stability. Use of the funds is restricted to Community Services' purposes but provides significant tax relief to Hurst citizens. . If this revenue source was not available, the property tax rate would need to be raised eighteen cents to fund the 2017-2018 related expenditures.

ANTI-CRIME HALF CENT SALES TAX

The Anti-Crime Half Cent Sales Tax is in its twentieth full year as a revenue source and will provide tax relief to the General Fund by funding expanded crime prevention and enforcement programs.

Overwhelming and continued voter support of the Anti-Crime half percent sales tax in May 2010 resulted in a twenty-year extension of the program. This tax is collected primarily from non-resident consumers and is not included in the sharing agreement with North East Mall. So, the City receives full benefit from the half-cent tax levied on applicable sales and services. Fiscal year 2017-2018 sales tax revenues are projected at \$5,279,876. Legislation allows the Anti-crime Fund to impose local sales and use tax on the residential use of gas and electricity. It is estimated that this will generate an additional \$150,000 per year. If this revenue source was not available, the property tax rate would need to be raised eighteen cents to fund the 2017-2018 related expenditures.



The total 6% sales tax projected for fiscal year 2017-2018 for the General Fund, Community Services Half Cent Sales Tax, and Anti-Crime Half Cent Sales Tax Funds is \$18.8 million dollars, as seen in the associated Sales Tax graph.

EXPENDITURE/EXPENSES DESCRIPTIONS, EVALUATIONS AND PROJECTIONS

PERSONNEL SERVICES

Organizational Growth:

After establishing the Code of Ideals in 1999, and fully permeating the organization with the meaning of the Code, we are now focusing our efforts on “Honoring the Code” as the foundation for all interactions. At his first all employee conference as City Manager, Mr. Caruthers challenged Team Hurst to Honor the Code in all things. At the recent second conference, we are building on Honoring the Code, by doing so “The Hurst Way”. This idea is based one of the principles from Jim Collins’ book “Good to Great”, continuing the organizational development effort that began in 2013. The Hurst Way is the scorecard we use to deliver services to Hurst citizens, and it is comprised of three components. First Public Service, we passionately serve the community while demonstrating level five leadership qualities within our circle of influence. We are empowered to develop an exceptional quality of life for our community through professional and ethical public service. Second, Customer Service, we do our very best to serve our customers selflessly, no matter what title we hold or whom we’re serving. We are committed to providing exceptional service while being responsive to the needs of the community. Third, Financial Sustainability, we responsibly manage our resources allowing the city to provide a desirable level of programs and services to the public now and in the future. The Hurst Way is the scorecard by which we will measure all programs, services, and decisions.

This year, the City will embark on programs encouraging employees to apply The Hurst Way to their daily work lives through process improvement efforts and storyboarding. These programs will support City Council priorities in leadership and innovation coming directly from Team Hurst members. The senior leadership team is championing these efforts under the guidance of two department heads. The Executive Director of Administration and Customer Services will be providing storyboarding opportunities across the organization, and the Executive Director of Strategic and Fiscal Services will be educating the organization even further on the Hurst Way Scorecard.

Additionally, we will be introducing “Where We Learn”, a centralized repository for development opportunities. It will give employees opportunities to explore concepts and improve skills, knowledge, or competencies in four areas, Leadership development, Employee Growth, Technical Competencies, and Supervisor Learning. The City will be strategically adding to the content and number of opportunities for growth available within each category.

Organizational Structure:

Fiscal year 2017-2018 brings some of the substantive changes to organizational structure the City has experienced in about five years. With recent leadership retirements, the new City Manager has rearranged the senior leadership team eliminating two Assistant City Manager positions and creating two new Executive Director positions, the Executive Director of Administration and Customer Service, and the Executive Director of Strategic and Fiscal Services. These structural changes have supported the City Council’s strategy for emphasizing leadership efforts linked to The Hurst Way, and provided a focus on excellent customer service delivery through improving on processes within departments. Encouraging innovation balanced with financial sustainability, hiring supervisors are completing needs analysis to determine what skills are needs to fill any gaps rather than directly replacing each position as is. This has resulted in several budget neutral organizational structure changes to divisions including environmental services, police leadership, the Hurst Conference Center staff, communications, and utility billing. The City is anticipating even more retirements in the coming fiscal years, and each retirement will generate an analysis for alignment with the City’s vision,

Expenditure/Expenses Descriptions continued

mission, strategic priorities and values. The Hurst Way components will act as the filter for determining the ideal long-term organizational structure for Hurst.

City of Hurst Benefits:

The City of Hurst will provide quality services and programs with a responsive staff of approximately 427 full-time equivalent budgeted positions for fiscal year 2017-2018. Salary and benefits make up a major portion of the Operating Budgets. The City offers competitive total compensation, and the goal is to try and maintain this advantage. By comparison to seven other northeast Tarrant County cities, Hurst comparably provides employees with a 2 to 1 retirement match, Life insurance, Long-Term Disability insurance, Health insurance, dental insurance. Hurst is one of four that provides attendance pay, is one of three that provides unlimited sick leave accrual, and is one of three to contribute to social security. Direct pay and benefits are considered in total when evaluating the compensation system.

The City and employees share in the cost of health insurance. For the 2017-2018 fiscal year employees will pay between 0.25% and 5.25% of their base annual salary plus \$70 or \$90 per month for employee and dependent health care based on their coverage choices. This equates to the City covering approximately 80% - 97% of the cost of health insurance for employees and dependents. The City requires employees and eligible spouses who are tobacco users to contribute an additional thirty dollars per month. The City provides dental insurance at no cost for the employee with the option for employees to add dependents at their own expense.

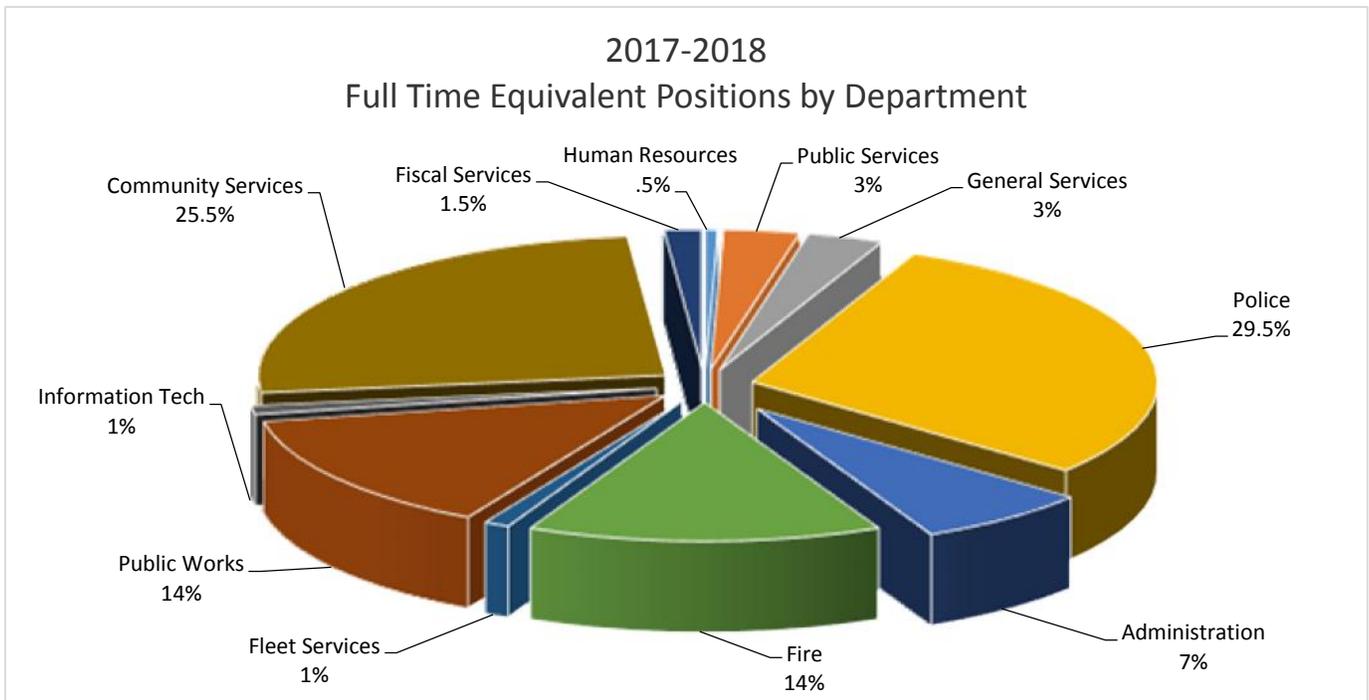
Managing the cost of healthcare while sustaining benefits continues to be a challenge for employers, including the City. Several strategies have been considered and implemented to maintain the balance of cost. This year, the city introduced an in-network only plan option for health insurance. Claims incurred continue to be the largest expense tied to health and dental care, so the City remains committed to wellness efforts. Employees and their eligible dependents may participate in the City's Wellness Program and receive incentives for participation. Programs include health screenings, educational opportunities, flu shots, and individualized coaching with an experienced Wellness Coordinator.

The City of Hurst participates in the Texas Municipal Retirement Systems (TMRS) for eligible employees. Since November 2000, any employee of the city who was a member of TMRS would be eligible to retire and receive a service retirement annuity if the member has at least 5 years of credited service and is at least age 60 or has at least 20 years of credited service at any age. The employee contribution for the Texas Municipal Retirement System is 7% of employee wages and the City matches contributions 2:1 in retirement. Employee contributions are tax deferred. City employees participate in the Federal Social Security program and the City matches employees' contributions. Employees working 1,000 hours or more have a third method for retirement savings through contributing to a deferred compensation plan (457 plan) with tax-deferred dollars.

Regular full-time employees receive longevity pay that is based on the number of completed years of service starting at four dollars per month for each year and increasing to a maximum of \$210 per month with thirty years of service.

Additional benefits for regular full-time employees include 15 days of accrued sick leave per year with unlimited carry over allowance and a minimum of 10 vacation days and 9 holidays per year. The city offers partial reimbursement of tuition upon satisfactory completion of job-related courses subject to the Education Tuition Reimbursement program guidelines. A variety of rewards and recognition programs are also provided to employees.

It is a financial policy of the City to fund positions at their full annual cost for budgetary purposes even if it is projected that vacancies might occur. Personnel Services are a major portion of the budget at 72% of the General Fund. A personnel table of approved full-time equivalent positions by department/division for four years and an analysis of changes for fiscal year 2017-2018 are shown below.



Please note the above graph does not include Seasonal Positions.

Analysis of Full-Time Equivalent Positions

The total number of authorized full-time equivalent positions in the 2017-2018 budget increased from 421.73 to 427.32.

CITY OF HURST
2017 - 2018 PERSONNEL DISTRIBUTION

| | Actual 2014-15 | Actual 2015-16 | Actual 2016-17 | Budget 2017-18 | Additions/ Reductions 2017-18 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------------------------|
| GENERAL FUND | | | | | |
| Legislative & Judicial Services | | | | | |
| Legislative | 0 | 0 | 0 | 0 | 0 |
| Judicial | 6.75 | 6.74 | 6.75 | 6.24 | (0.51) |
| Public Information | 3.78 | 4.21 | 4.5 | 4.5 | 0.00 |
| Subtotal | 10.53 | 10.95 | 11.25 | 10.74 | (0.51) |
| Administration | | | | | |
| Administration | 3 | 3 | 3 | 3 | 0 |
| Non-Departmental | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 3 | 3 | 3 | 3 | 0 |
| General Services | | | | | |
| Community Development | 5 | 5 | 5 | 5 | 0 |
| Economic Development | 1 | 1 | 1 | 1 | 0 |
| Subtotal | 6 | 6 | 6 | 6 | 0 |
| Human Resources | | | | | |
| Human Resources | 3 | 3 | 3 | 3 | 0 |
| Fiscal Services | | | | | |
| Finance | 4 | 4 | 3 | 3 | 0 |
| Subtotal | 4 | 4 | 3 | 3 | 0 |
| Police | | | | | |
| Subtotal | 98.5 | 94.58 | 92.5 | 93.5 | 1.00 |
| Fire | | | | | |
| Fire | 47.85 | 47.64 | 47.64 | 47.5 | (0.14) |
| EMS | 10 | 10 | 10 | 10 | 0 |
| Subtotal | 57.85 | 57.64 | 57.64 | 57.5 | (0.14) |
| Public Works | | | | | |
| Bldg Insp./Neighborhood Svs | 6.05 | 6.24 | 6.74 | 6.74 | 0 |
| Engineering | 2 | 2 | 2 | 2 | 0 |
| Streets | 13.11 | 13.11 | 13.11 | 13.11 | 0 |
| Subtotal | 21.16 | 21.35 | 21.85 | 21.85 | 0 |
| Community Services | | | | | |
| Administration | 4 | 4 | 4 | 4 | 0 |
| Facilities Maintenance | 2 | 2 | 2 | 2 | 0 |
| Parks | 19 | 19 | 19 | 19 | 0 |
| Recreation | 20.61 | 19.37 | 20.35 | 22.56 | 2.21 |
| Aquatics | 9.98 | 0.04 | 10 | 9.97 | (0.03) |
| Senior Center | 8.36 | 8.26 | 8.2 | 8.43 | 0.23 |
| Library | 23.89 | 23.58 | 23.09 | 24.8 | 1.71 |
| Subtotal | 87.84 | 76.25 | 86.64 | 90.76 | 4.12 |
| GENERAL FUND TOTAL | | | | | |
| | 291.88 | 276.77 | 284.88 | 289.35 | 4.47 |

CITY OF HURST
2017 - 2018 PERSONNEL DISTRIBUTION

| | Actual 2014-15 | Actual 2015-16 | Actual 2016-17 | Budget 2017-18 | Additions/ Reductions 2017-18 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------------------------|
| ENTERPRISE FUND | | | | | |
| General Services | | | | | |
| Non-Departmental | 0 | 0 | 0 | 0 | 0 |
| Support Services | 5.69 | 6.66 | 6 | 6 | 0 |
| Subtotal | 5.69 | 6.66 | 6 | 6 | 0 |
| Legislative & Judicial Services | | | | | |
| Utility Billing | 9 | 9 | 9 | 9 | 0 |
| Subtotal | 9 | 9 | 9 | 9 | 0 |
| Fiscal Services | | | | | |
| Support Services | 7 | 7 | 6 | 6 | 0 |
| Subtotal | 7 | 7 | 6 | 6 | 0 |
| Public Works | | | | | |
| Engineering | 5.73 | 6 | 6.24 | 6.24 | 0 |
| Water | 19.74 | 19.05 | 19 | 19 | 0 |
| Wastewater | 9 | 9 | 10 | 10 | 0 |
| Subtotal | 34.47 | 34.05 | 35.24 | 35.24 | 0 |
| Community Services | | | | | |
| Facilities Maintenance | 1 | 1 | 1 | 1 | 0 |
| Site Maintenance | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 1 | 1 | 1 | 1 | 0 |
| ENTERPRISE FUND TOTAL | 57.16 | 57.71 | 57.24 | 57.24 | 0.00 |
| STORM DRAINAGE UTILITY FUND | | | | | |
| Public Works | | | | | |
| Engineering | 1 | 1 | 1 | 1 | 0 |
| Drainage | 4 | 4 | 4 | 4 | 0 |
| Subtotal | 5 | 5 | 5 | 5 | 0 |
| STORM DRAINAGE TOTAL | 5 | 5 | 5 | 5 | 0 |
| HURST CONFERENCE CENTER | | | | | |
| Administration | 22.3 | 23.42 | 24.24 | 21.74 | (2.50) |
| Subtotal | 22.3 | 23.42 | 24.24 | 21.74 | (2.50) |
| HCC FUND TOTAL | 22.3 | 23.42 | 24.24 | 21.74 | (2.50) |
| FLEET SERVICE FUND | | | | | |
| General Services | | | | | |
| Equipment Services | 5 | 5.5 | 5.5 | 5.5 | 0 |
| Subtotal | 5 | 81B 5.5 | 5.5 | 5.5 | 0 |
| FLEET SERVICE FUND TOTAL | 5 | 5.5 | 5.5 | 5.5 | 0 |

CITY OF HURST
2017 - 2018 PERSONNEL DISTRIBUTION

| | Actual 2014-15 | Actual 2015-16 | Actual 2016-17 | Budget 2017-18 | Additions/ Reductions 2017-18 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------------------------|
| INFORMATION TECHNOLOGY FUND | | | | | |
| Community Services | | | | | |
| Information Technology | 6 | 6 | 6 | 6 | 0 |
| IT FUND TOTAL | 6 | 6 | 6 | 6 | 0 |
| HALF CENT FUND | | | | | |
| Community Services | | | | | |
| Parks | 1 | 1 | 1 | 1 | 0 |
| Recreation | 1.2 | 1.36 | 1.5 | 2.24 | 0.74 |
| Aquatics | 3.03 | 0.04 | 0.04 | 3 | 2.96 |
| Library | 3.63 | 3.58 | 3.58 | 3.5 | (0.08) |
| Subtotal | 8.86 | 5.98 | 6.12 | 9.74 | 3.62 |
| HALF CENT FUND TOTAL | 8.86 | 5.98 | 6.12 | 9.74 | 4 |
| ANTI-CRIME HALF CENT FUND | | | | | |
| Police | 30 | 30 | 30 | 30 | 0 |
| ANTI-CRIME HALF CENT TOTAL | 30 | 30 | 30 | 30 | 0 |
| POLICE GRANT FUND, JUVENILE CASE MGR FUND, COURT SECURITY FUND | | | | | |
| Police | | | | | |
| Mental Health Coordinator | 1 | 1 | 1 | 1 | 0 |
| Subtotal | 1 | 1 | 1 | 1 | 0 |
| Legislative & Judicial Services | | | | | |
| Juvenile Case Manager | 1 | 1 | 1 | 1 | 0 |
| Court Security | 0.98 | 1.69 | 0.75 | 0.75 | 0.00 |
| Subtotal | 1.98 | 2.69 | 1.75 | 1.75 | 0.00 |
| POLICE/JCM/COURT TOTAL | 2.98 | 3.69 | 2.75 | 2.75 | 0 |
| CITY WIDE TOTAL | 406.88 | 414.07 | 421.73 | 427.32 | 5.59 |
| | 81C | | | | |

MATERIALS AND SUPPLIES

This object classification is for expendable materials and operating supplies necessary to conduct departmental activity and is consumed through use. For all funds, this classification increased over the prior year in an amount of \$58,573 or 2.6%. The increase is partially due to a one-time purchases of protective gear for Fire and ticket writers for Police. Increased Budgets were adjusted for all line item accounts to reflect historical usage levels, support service enhancements and economic trends.

INTERNAL SERVICES

The Internal Services classification records user charges for the Fleet Service Fund and Information Technology Fund. For Fleet Services, the formula developed for the charge back system is designed to generate a dollar amount over the life of any given vehicle equal to the total operating expense associated with that vehicle and its replacement cost. Information Technology charges back operating costs based on direct and indirect expenses associated with supporting each division's information service needs. Local Area Network usage is one factor included in the formula. Overall, internal service charges increased \$10,000 or 0.3% for 2017-2018 due to the establishment of a vehicle accidents budget in Police.

MAINTENANCE

All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, infrastructure and land are included in this classification. Overall, maintenance decreased \$57,205 or -1.6% in 2017-18. Cost decreases are primarily related to reduced contract amounts for custodial services and the transfer of maintenance for police vehicles to Fleet Services which utilized fund balance to fund.

SUNDRY CHARGES

Sundry Charges consist of miscellaneous items that are not in the supply or maintenance category. This classification may be used for services provided by private professional organizations, by public utilities, for outside consultants, or payment of claims on damages against the City. Sundry charges increased by \$781,756 or 2.9%, for the 2017-2018 budget year. The increase is primarily related to a substantial increase in wholesale water and wastewater and costs. Other increases and decreases are spread out among departments for professional services, indirect cost allocations, utility costs and other miscellaneous expenditures.

CAPITAL OUTLAY

This classification is for expenditure/expenses for acquiring fixed assets including land or existing buildings, land improvements and new or replacement equipment such as machinery, furniture and fixtures, vehicles and computer hardware and software. Capital Outlay shows a decrease of \$4,904,045 or -68%, from the previous year. This decrease is explained by the cyclical nature of capital purchases. Capital equipment replacement is typically funded through budgeted straight line depreciation based on useful life. For current year expenditures, the largest capital replacements are for Community Services pay-as-you go projects, such as Vivagene Copeland Park for \$400,000, and Jaycee Baker Playground Replacement for \$250,000. Public Works will be re-furbishing a sewer vac truck for \$185,000 as well as purchasing a utility vehicle for the Water Division. Information Technology will be doing a Digital Storage System Replacement for \$100,000, and Firewall Replacement for \$60,000. Fleet will be purchasing four vehicles totaling \$190,000.

HURST★TEXAS

GENERAL FUND

The General Fund is the primary operating fund of the City. The General Fund is used to account for all revenues and expenditures not accounted for in other designated funds. It receives a greater variety and amount of revenues and finances a wider range of governmental activities than any other fund. The General Fund is primarily supported by the ad valorem tax, general sales tax, franchise taxes, licenses and permits fees, fines and miscellaneous revenue sources. General Fund expenditures support the following major functions: legislative and judicial services, administration, general services, human resources, fiscal services, police, fire, public works and community services. All programs which are justified, efficient and serve the needs of the community are adequately funded. Service levels are increased substantially through indirect participation in the General Fund by the Half-Cent Sales Tax Fund and the Anti-Crime Tax Fund. The major consideration in budgeting revenues is the increase or decrease in property values, which comprise the ad valorem tax base. For the 2017-2018 budget year, taxable property values increased by 8.28%. Due to this increase in values, the city approved a tax rate decrease of approximately 0.07 cents which is below the effective tax rate of \$0.54840 but equal to the rollback rate of \$0.58094 per \$100 valuation. The effective tax rate represents the rate necessary to generate the same property tax revenue as in the prior year. Please visit the Texas Comptroller's website at www.comptroller.texas.gov for more information on the effective tax rate and other topics associated with the city's collection of property taxes. Additional tax rate analysis is located on pages 84 to 92. An activity schedule for each function begins on page 100 and continues to 217. Included for each operational area is a summary of expenditures, a personnel schedule, mission statement, division description, prior year results and accomplishments, future initiatives, goals, objectives, and performance measures. Line Item Detail and Capital Outlay by Program are not provided in this budget document. The Budget Division or Public Information Division will provide a 2017-2018 line item and capital outlay detail budget upon request. The information can also be found on the City's website at www.hursttx.gov.

**GENERAL FUND
PERCENTAGE COMPARISON TO
LAST YEAR'S BUDGET**

| GENERAL FUND REVENUES | | | |
|------------------------------|------------------|------------------|-----------------|
| Source | 2016-2017 | 2017-2018 | Variance |
| General Property Taxes | 11,786,164 | 12,809,341 | 8.68% |
| Consumer Tax | 8,658,249 | 8,924,769 | 3.08% |
| Franchise Taxes | 2,930,000 | 2,878,000 | -1.77% |
| Licenses and Permits | 693,500 | 774,000 | 11.61% |
| Intergovernmental | 235,850 | 248,262 | 5.26% |
| Charges for Services | 1,982,975 | 2,036,977 | 2.72% |
| Fines | 1,840,000 | 1,690,000 | -8.15% |
| Miscellaneous Revenues | 168,000 | 185,000 | 10.12% |
| Intragovernmental | 6,450,192 | 6,429,006 | -0.33% |
| Total Budget Increases | \$34,744,929 | \$35,975,355 | 3.54% |

General fund property tax revenues increased by 8.68%. Property values increased 8.25% from the prior year. In 2017, the city refinanced and paid off a portion of existing debt obligations providing savings to the General Fund in the amount of \$160,890. Consumer taxes are expected to increase by 3.08% next year. Growth in consumer taxes is expected to exceed the budgeted 3.08% increase, but the city lowers anticipated earnings by at least \$800,000 in each year's budget. This conservative "sales tax reserve" protects the city from economic downturn. Franchise taxes decreased (1.77%) primarily due to the lower rates charged by utility companies. Licenses and Permits increased 11.61% due to an increase in building inspections, alarm licenses and apartment inspection permits. Charges for Services increased by 2.72% primarily due to the re-opening of Chishom and Central Aquatic Centers. Fines are projected to decrease (8.15%) due to public safety retirements, and temporary staff shortages, and indignant defense mandates.

| GENERAL FUND EXPENDITURES | | | |
|----------------------------------|------------------|------------------|-----------------|
| Source | 2016-2017 | 2017-2018 | Variance |
| Public Services | 996,469 | 1,028,173 | 3.18% |
| Administration | 569,081 | 546,379 | -3.99% |
| Non Departmental | 2,191,305 | 2,400,095 | 9.53% |
| General Services | 731,588 | 747,556 | 2.18% |
| Fiscal Services | 275,860 | 387,224 | 40.37% |
| Human Resources | 367,959 | 383,650 | 4.26% |
| Police | 10,493,724 | 10,840,128 | 3.30% |
| Fire | 7,923,654 | 8,200,536 | 3.49% |
| Public Works | 3,418,703 | 3,495,568 | 2.25% |
| Community Services | 7,776,586 | 7,946,046 | 2.18% |
| Total Budget Increases | \$34,744,929 | \$35,975,355 | 3.54% |

In fiscal year 2017-2018, expenditures for all departments include a cost of living adjustment of 2.5% for all full time employees. An increase in group insurance in the amount of \$300,000 will impact the General Fund in 2017-2018. A comprehensive discussion of revenues and expenditures is located on pages 47 to 77.

**CITY OF HURST
2017-2018 APPROVED BUDGET
GENERAL FUND
REVENUES BY SOURCE**

| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
|------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| <u>TAXES</u> | | | | | | |
| GENERAL PROPERTY TAX | | | | | | |
| Current | \$9,910,924 | \$10,611,686 | \$10,837,709 | \$11,671,164 | \$11,671,164 | \$12,694,341 |
| Delinquent | 55,730 | 47,119 | 9,144 | 50,000 | 100,000 | 50,000 |
| Penalty & Interest | 70,130 | 59,749 | 64,421 | 65,000 | 65,000 | 65,000 |
| CONSUMER TAXES | | | | | | |
| City Sales Tax | 10,086,852 | 10,756,525 | 10,823,317 | 9,403,249 | 10,560,000 | 9,557,309 |
| Revenue Commitment | (605,778) | (630,372) | (759,423) | (940,000) | (836,967) | (827,540) |
| Bingo Tax | 47,582 | 43,882 | 44,013 | 45,000 | 43,994 | 45,000 |
| Mixed Beverage Tax | 133,097 | 165,744 | 157,238 | 150,000 | 156,008 | 150,000 |
| FRANCHISE TAXES | | | | | | |
| Electric | 1,429,024 | 1,365,317 | 1,331,526 | 1,395,000 | 1,346,000 | 1,363,000 |
| Gas | 412,179 | 389,088 | 310,968 | 300,000 | 329,000 | 315,000 |
| Telephone | 222,055 | 200,627 | 178,664 | 190,000 | 185,000 | 185,000 |
| Other Telecom | 128,441 | 161,145 | 201,570 | 190,000 | 200,000 | 200,000 |
| Allied Waste Systems | 408,152 | 394,905 | 428,379 | 390,000 | 382,000 | 390,000 |
| Cable TV | 169,892 | 170,495 | 176,638 | 175,000 | 181,000 | 175,000 |
| Other Video Services | 270,724 | 313,312 | 295,365 | 290,000 | 256,000 | 250,000 |
| TOTAL TAXES | \$22,739,004 | \$24,049,222 | \$24,099,529 | \$23,374,413 | \$24,638,199 | \$24,612,110 |
| <u>LICENSES AND PERMITS</u> | | | | | | |
| Alarms | 82,150 | 90,960 | 116,150 | 85,000 | 121,828 | 100,000 |
| Building Inspection | 560,278 | 537,258 | 548,981 | 500,000 | 609,912 | 550,000 |
| Paving Inspection | 3,700 | 3,857 | 15,367 | 5,000 | 13,000 | 5,000 |
| Itinerant Merchants | 4,240 | 2,150 | 3,050 | 1,500 | 1,000 | 1,000 |
| Animal Shelter | 28,613 | 32,945 | 32,106 | 32,000 | 38,184 | 38,000 |
| Apt. Inspection Fees | 60,256 | 50,494 | 80,964 | 70,000 | 91,494 | 80,000 |
| TOTAL | \$739,237 | \$717,664 | \$796,618 | \$693,500 | \$875,418 | \$774,000 |
| <u>INTERGOVERNMENTAL</u> | | | | | | |
| FEMA Grants | 0 | 55,568 | 55,049 | 0 | 0 | 0 |
| HEB School Officer Proj. | 146,108 | 150,490 | 155,005 | 153,850 | 153,850 | 158,468 |
| Police Grants | 0 | 87,204 | 87,612 | 82,000 | 84,000 | 89,794 |
| TOTAL | \$146,108 | \$293,262 | \$297,666 | \$235,850 | \$237,850 | \$248,262 |

**CITY OF HURST
2017-2018 APPROVED BUDGET
GENERAL FUND
REVENUES BY SOURCE**

| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|-------------------------------|
| <u>CHARGES FOR SERVICES</u> | | | | | | |
| Zoning & Platting | \$7,951 | \$13,554 | \$11,353 | \$10,850 | \$14,848 | \$10,850 |
| Recreation Classes | 373,097 | 373,435 | 342,701 | 362,090 | 317,990 | 340,000 |
| Senior Citizens Center | 100,125 | 114,211 | 120,898 | 121,560 | 129,585 | 125,377 |
| Tennis Program | 106,188 | 108,886 | 114,080 | 125,000 | 125,000 | 130,000 |
| Athletics | 190,250 | 160,660 | 146,030 | 182,975 | 145,000 | 160,000 |
| Meeting Room Rent | 60,887 | 51,340 | 55,684 | 50,000 | 44,450 | 44,250 |
| Aquatics | 259,316 | 144,986 | 327,891 | 400,000 | 400,000 | 425,000 |
| Misc. Com. Services | 7,169 | 7,874 | 10,148 | 5,500 | 7,075 | 6,500 |
| Weed Mowing | 20,775 | 22,725 | 22,525 | 20,000 | 22,000 | 20,000 |
| Ambulance/EMS | 738,120 | 668,680 | 851,600 | 705,000 | 815,000 | 775,000 |
| TOTAL CHARGES | \$1,863,878 | \$1,666,351 | \$2,002,910 | \$1,982,975 | \$2,020,948 | \$2,036,977 |
| <u>FINES</u> | | | | | | |
| Municipal Court | 1,957,525 | 1,794,263 | 1,577,181 | 1,800,000 | 1,545,000 | 1,650,000 |
| Library | 47,440 | 43,517 | 39,520 | 40,000 | 38,947 | 40,000 |
| TOTAL FINES | \$2,004,965 | \$1,837,780 | \$1,616,701 | \$1,840,000 | \$1,583,947 | \$1,690,000 |
| <u>MISCELLANEOUS REVENUE</u> | | | | | | |
| Interest Income | 46,358 | 22,311 | 77,983 | 75,000 | 94,884 | 92,000 |
| Other | 127,109 | 141,578 | 106,721 | 75,000 | 68,209 | 75,000 |
| Gas Permits/Royalties | 84,997 | 59,771 | 16,305 | 18,000 | 19,829 | 18,000 |
| TOTAL MISC. REVENUE | \$258,464 | \$223,660 | \$201,009 | \$168,000 | \$182,922 | \$185,000 |
| <u>INTRAGOVERNMENTAL</u> | | | | | | |
| Fleet Services Indirect | 203,702 | 239,461 | 238,094 | 246,767 | 246,767 | 229,325 |
| Enterprise Indirect Cost | 2,472,034 | 2,518,833 | 2,586,035 | 2,555,027 | 2,555,027 | 2,626,161 |
| Enterprise 5% St. Rental | 900,945 | 913,779 | 935,323 | 971,273 | 971,273 | 973,750 |
| Storm Water Management | 84,817 | 77,964 | 82,566 | 83,521 | 83,521 | 83,856 |
| Sales Tax Indirect | 637,088 | 687,994 | 697,801 | 675,302 | 675,302 | 678,600 |
| HCC Indirect | 0 | 0 | 0 | 0 | 0 | 25,000 |
| Other Police Indirect | 200,000 | 0 | 100,000 | 110,000 | 50,000 | 50,000 |
| Anti-Crime Indirect Cost | 1,866,545 | 1,774,032 | 1,814,494 | 1,808,302 | 1,808,302 | 1,762,314 |
| TOTAL INTRAGOV. | \$6,365,131 | \$6,212,063 | \$6,454,313 | \$6,450,192 | \$6,390,192 | \$6,429,006 |
| GRAND TOTAL | \$34,116,787 | \$35,000,002 | \$35,468,746 | \$34,744,929 | \$35,929,476 | \$35,975,355 |

**CITY OF HURST
COMPARISON OF TOTAL APPRAISED VALUE, TAX RATE
AND LEVY FOR TAX YEARS 1998-2017**

| TAX YEAR | TOTAL APPRAISED VALUE | TAX RATE PER \$100 | LEVY AFTER EXEMPTION |
|----------|-----------------------|--------------------|----------------------|
| 1998 | 1,484,416,457 | 0.546 | 6,824,367 |
| 1999 | 1,560,369,148 | 0.536 | 7,049,309 |
| 2000 | 1,736,479,898 | 0.511 | 7,510,557 |
| 2001 | 1,990,145,060 | 0.501 | 8,495,489 |
| 2002 | 2,137,562,699 | 0.499 | 8,934,778 |
| 2003 | 2,233,039,963 | 0.499 | 9,423,287 |
| 2004 | 2,327,424,716 | 0.499 | 9,899,828 |
| 2005 | 2,502,046,748 | 0.499 | 10,618,765 |
| 2006 | 2,574,160,983 | 0.518 | 11,464,527 |
| 2007 | 2,673,796,881 | 0.535 | 12,332,382 |
| 2008 | 2,772,595,823 | 0.535 | 12,603,087 |
| 2009 | 2,751,506,843 | 0.535 | 12,407,165 |
| 2010 | 2,593,396,959 | 0.578 | 12,662,645 |
| 2011 | 2,568,681,226 | 0.578 | 12,571,616 |
| 2012 | 2,597,638,282 | 0.608 | 13,438,215 |
| 2013 | 2,659,992,684 | 0.608 | 13,824,741 |
| 2014 | 2,760,458,224 | 0.606 | 14,366,498 |
| 2015 | 2,755,387,869 | 0.611 | 14,438,190 |
| 2016 | 3,130,451,166 | 0.588 | 15,475,137 |
| 2017 | 3,366,379,373 | 0.581 | 16,668,038 |

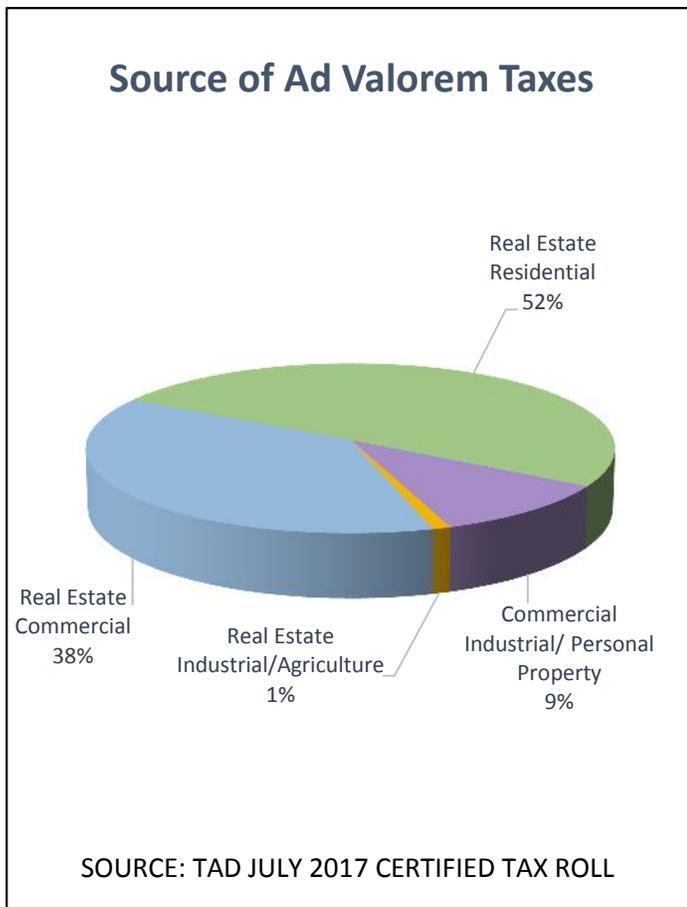
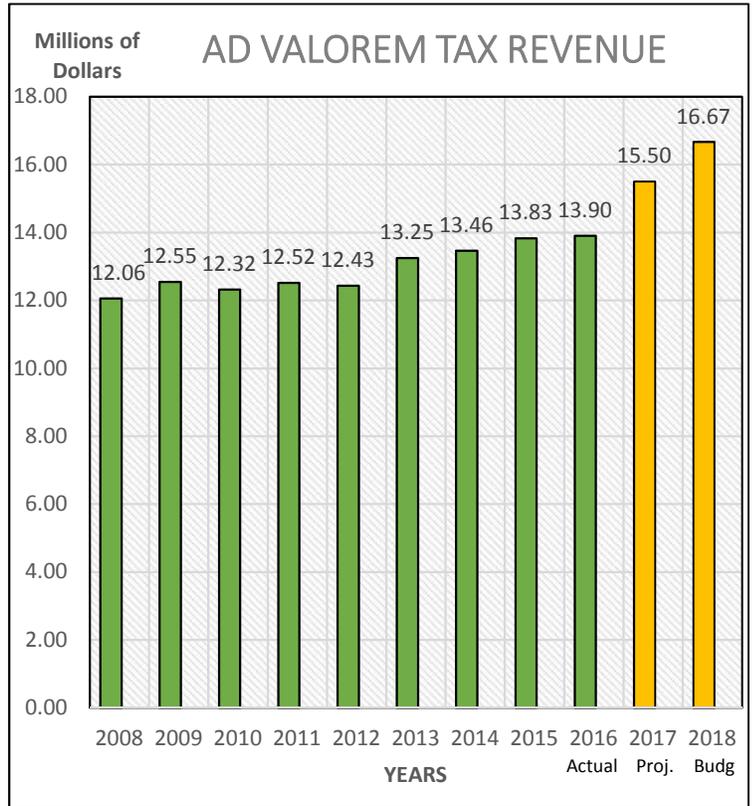
The Property Tax Code was enacted into Law by the 66th Texas Legislature in 1979. The basis of the Code is that all taxable properties are appraised at market value (100%) as of January 1. Appraised values are determined by independent appraisal districts as authorized by the State Property Tax Code. Tax year 1994 marked the end of a seven year decline in values that was a result of a the reappraisal of values by the Tarrant Appraisal District (TAD) every two years. During this time, tax rates increased to keep the tax levy constant, except in tax year 1993 when the City Council decreased the tax rate by one cent to assist in offsetting an increase of 1/2% in sales tax from 7.25% to 7.75%.

The 2008 tax year showed signs of economic downturn with a slowdown in the growth of appraised values and appraised values actually fell in tax year 2009. Tax year 2010 resulted in an appraised value loss of \$158,109,884 or 5.7% and this resulted in a 4.3 cent increase in the tax rate. Tax year 2011 resulted in value stabilization with a decrease of \$24,715,733 (.95%) from the Total Appraised Value in Tax Year 2010. Appraisals for the 2012 tax year resulted in a value increase for the first time in four years. A tax rate increase of \$0.0304 associated with the 2012 General Obligation Bond Program was approved by voters to construct a new Justice Center. For the 2014 tax year, total appraised values increased \$100,465,540 over the previous tax year. Due to the growth in property values, the City approved a tax rate decrease of approximately a quarter cent, which put the tax rate at the same level as 1992. Values fell by less than 1% in tax year 2015, and the adopted tax rate was equal to the effective rate of \$0.61056. In tax year 2016, values increased 9.86% and the Council lowered the tax rate to \$0.5879. For tax year 2017 values increased 8.28% and will result in the another decrease in the tax rate to \$0.58094 to fund the FY 18 approved budget.

**CITY OF HURST
2017-2018 ADOPTED BUDGET
0.58094 TAX RATE**

| AD VALOREM TAX REVENUE | | | |
|--|-------------|--------|---------------------|
| | | | 2017-2018 |
| 2017 Certified Roll | | | |
| Total Appraised Value | | | \$3,366,379,373 |
| Less Protested Property | | | (62,962,342) |
| Less Incomplete Property | | | (16,384,315) |
| Less Exemptions | | | (417,883,031) |
| Total Net Taxable Value | | | \$2,869,149,685 |
| Tax Rate Per \$100 Valuation | | | \$0.580940 |
| Estimated Tax Levy | | | 16,668,038 |
| Estimated Collection Allowance (98.5%) | | | (250,021) |
| Less Senior & Disabled Tax Ceiling | | | (560,000) |
| Estimated Current Collections | | | \$15,858,018 |
| Estimated Delinquent Collections | | | 125,000 |
| Estimated Available Funds | | | \$15,983,018 |
| ADOPTED DISTRIBUTION | | | |
| Current | \$0.4650424 | 80.05% | \$13,342,762 |
| Less collection rate allocation (98.5%) | | | (200,141) |
| Less tax ceiling | | | (448,280) |
| Subtotal | | | \$12,694,341 |
| Prior Years | | | 115,000 |
| Total General Fund | | | \$12,809,341 |
| Current (includes allowance for tax ceiling) | \$0.1158976 | 19.95% | \$3,325,276 |
| Less collection allowance (98.5%) | | | (49,879) |
| Less tax ceiling | | | (111,720) |
| Subtotal | | | \$3,163,677 |
| Prior Years | | | 10,000 |
| Total Debt Service Fund | | | \$3,173,677 |
| TOTAL TAX REVENUE | | | \$15,983,018 |

The information included to the right shows the net growth of revenues generated from property taxes from fiscal year 2008 through 2018 for both the General Fund and Debt Service Fund. During this time, tax revenue increased due mainly to the growth of the City's commercial properties. In fiscal year 2008, the levy was about \$12.06 million including exemptions granted by the City Council. The City offers a 20% homestead exemption and a senior citizen and disabled citizen exemption equal to \$35,000 per eligible household. Council also approved a senior and disabled person tax freeze in fiscal year 2003-2004. Ad Valorem tax revenue increased in FY 2012-13 due to a tax increase of 3.05 cents to fund a \$16.5 million bond issuance to construct a new Justice Center. Voters approved this bond issuance in May 2012. In fiscal year 2016-2017, the adopted property tax rate of \$0.5879 was 2.3 cents lower than the previous year's adopted rate. For Fiscal Year, 2017-2018 the proposed rate is \$0.58094 which is .07 cents lower than the previous year's rate and is equal to the rollback rate. All tax rate adjustments must be considered and approved by City Council.



Residential properties provide the majority of tax revenue for the City. Personal, mineral, and real properties associated with commercial, industrial, and agricultural entities provide the remainder of the ad valorem tax revenue. The appraised values for each category are listed as follows:

| <u>2017 Property Use Category</u> | <u>Appraised Value</u> |
|--|------------------------|
| Real Estate Residential | \$1,951,304,625 |
| Real Estate Commercial | 1,435,971,264 |
| Real Estate Industrial, Agricultural & Mineral Lease | 15,336,913 |
| Commercial, Industrial Personal Property | 332,319,479 |
| Total Property Value (Before protests and exemptions) | \$3,734,932,281 |

Change in Certified Property Values by Subdivision 2016 to 2017

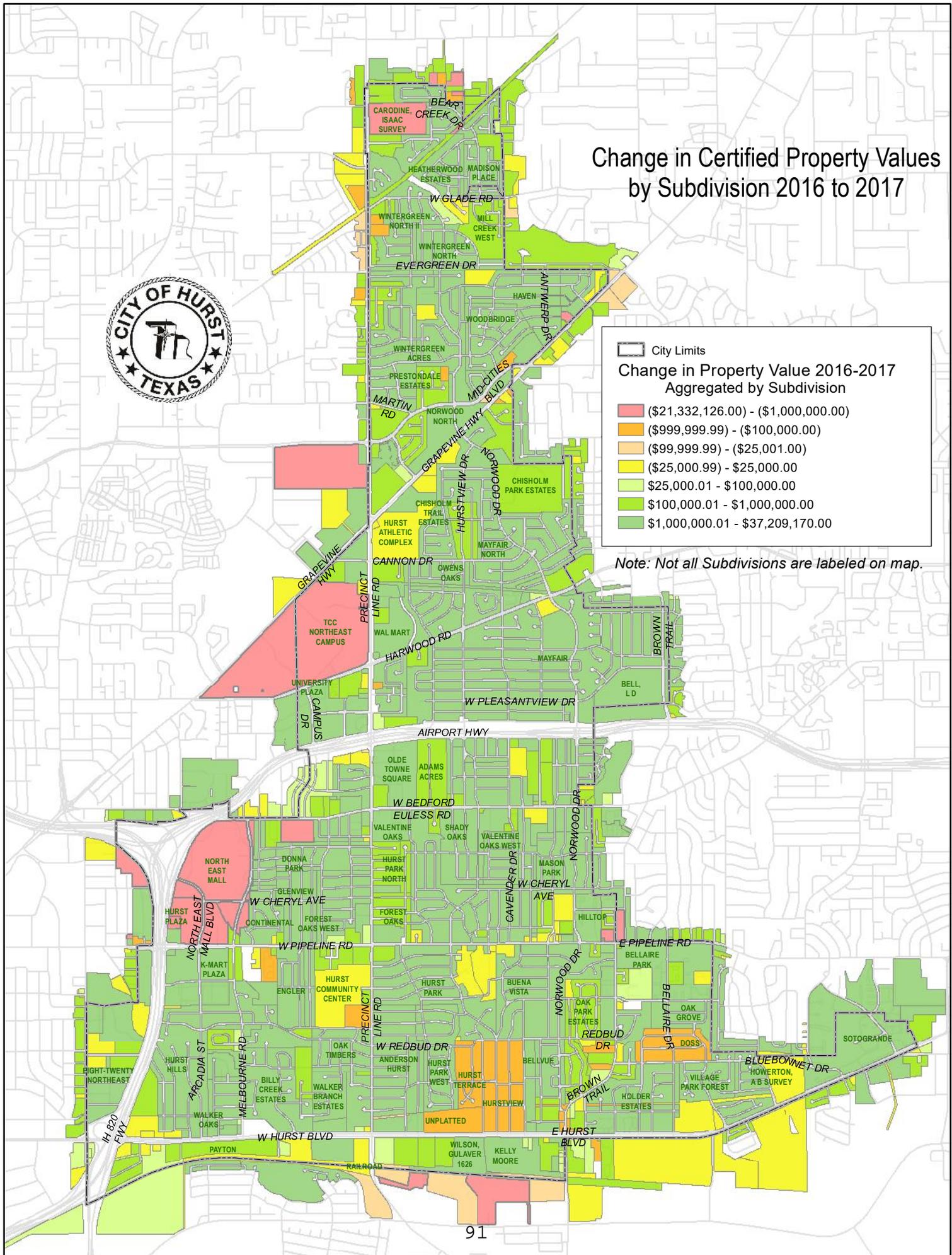


City Limits

Change in Property Value 2016-2017
Aggregated by Subdivision

- (\$21,332,126.00) - (\$1,000,000.00)
- (\$999,999.99) - (\$100,000.00)
- (\$99,999.99) - (\$25,001.00)
- (\$25,000.99) - \$25,000.00
- \$25,000.01 - \$100,000.00
- \$100,000.01 - \$1,000,000.00
- \$1,000,000.01 - \$37,209,170.00

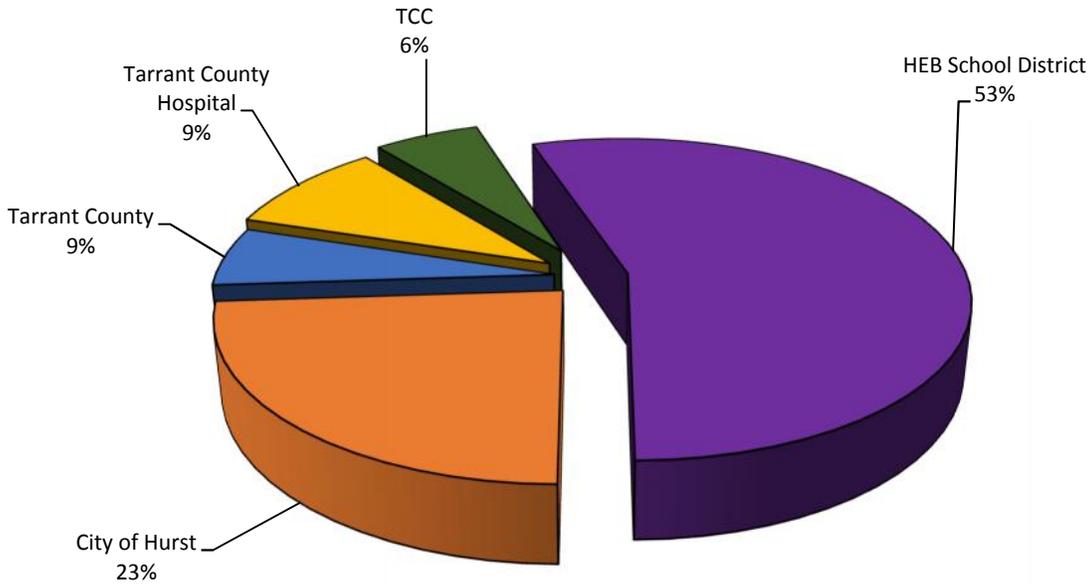
Note: Not all Subdivisions are labeled on map.



TOTAL TAX BURDEN

Ad valorem tax rates levied by the City comprise only a small portion of total property taxes levied. The county, school district and two special districts also levy property taxes to fund their operations. Three school districts are located in the City of Hurst with the Hurst-Euless-Bedford (HEB) School district serving the vast majority of residents. Tarrant County, the Tarrant County College, and the Tarrant County Hospital District also levy taxes on all taxable property in the City of Hurst. The graph and table below show the amount of ad valorem tax and their relative size levied by each entity per \$100 of assessed value.

OVERLAPPING TAX RATES



The table below illustrates the total advalorem tax rate for properties in the City for the 2017 Tax Year. According to TAQD, all taxing entities adopted a lower rate than last year. All other rates remain the same as the previous year. Some 90% of Hurst residents are served by either HEB or Birdville school districts; they are used in the chart below.

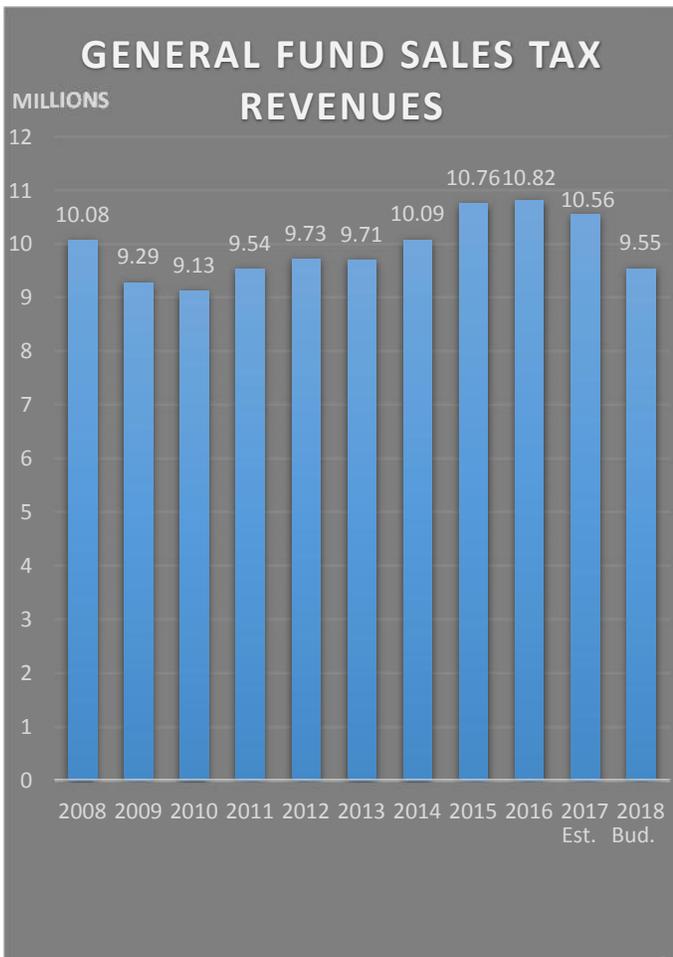
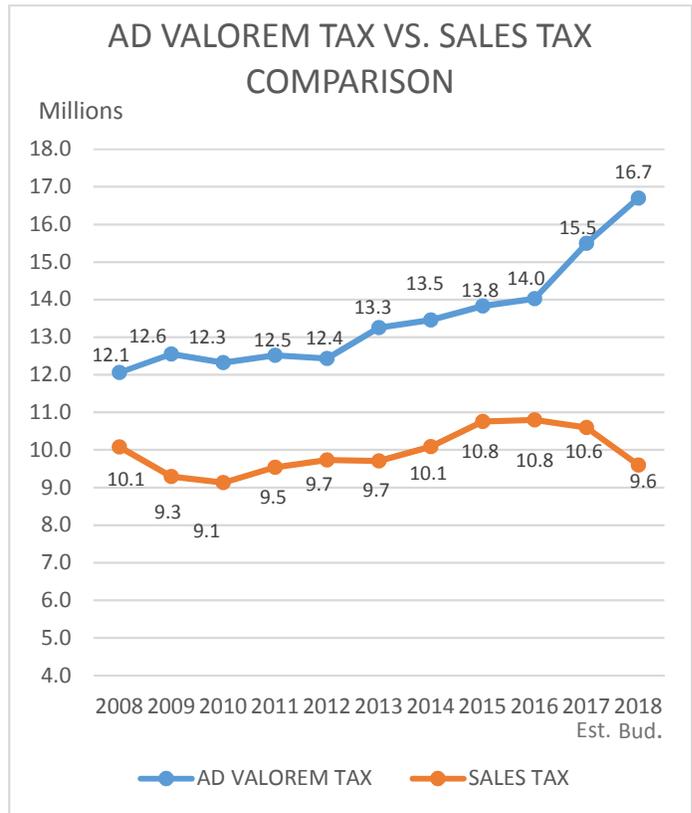
RATES PER \$100 OF ASSESSED VALUE

Fiscal Year 2017-2018

| | |
|------------------------|-----------------|
| City of Hurst | \$0.580940 |
| HEB ISD* | 1.263000 |
| Tarrant County College | 0.14006 |
| Hospital | 0.224429 |
| <u>Tarrant County</u> | <u>0.244000</u> |
| Total | 2.564527 |

*Hurst residents may also reside in the Birdville Independent School District and the Grapevine/Colleyville Independent School District: Source: Tarrant County Appraisal District Website

The graph on the right shows revenues generated by property taxes for both General and Debt Service Funds and sales taxes for the General Fund. Together, property and sales taxes account for 59% of General Fund revenues. It has been the policy of the City Council to grant property tax relief to citizens to partially offset increases in appraisal values. Over the past twenty years, well over \$20 million in property tax relief has been granted through tax rate reductions alone. The City also provides the maximum homestead exemption and additional tax relief for senior and disabled residents. Both property tax and sales tax collections were negatively impacted by the recent economic downturn. However, the City's conservative budgeting approach and strategic plans allowed the City to manage the impacts of a struggling economy. The primary driver of property and sales tax is economic strength and consumer confidence. Sales tax projections for 2017 – 2018 have once again been budgeted conservatively, per the City's budget policy, as shown in the graphs.



Sales Tax Revenues are difficult to project for the operating budget because increases in revenue sources are dependent upon area economic growth and consumer confidence. In fiscal year 2017-2018, sales tax is projected at \$9.55 million. The 2017–2018 total has a fluctuation factor of (\$1,000,000) or 9% of estimated collections included. This allowance has and will continue to help offset decreases in sales tax collection caused by economic conditions. Sales Tax revenues grew over the past several years due to redevelopment efforts in the North East Mall area. However, revenues began decreasing in 2008 due to an economic recession. In fiscal year 2016-2017, the City had monthly sales tax increases for five months, ranging from 0.7% to 6.6%.

**CITY OF HURST
2017-2018 APPROVED BUDGET
GENERAL FUND
EXPENDITURES**

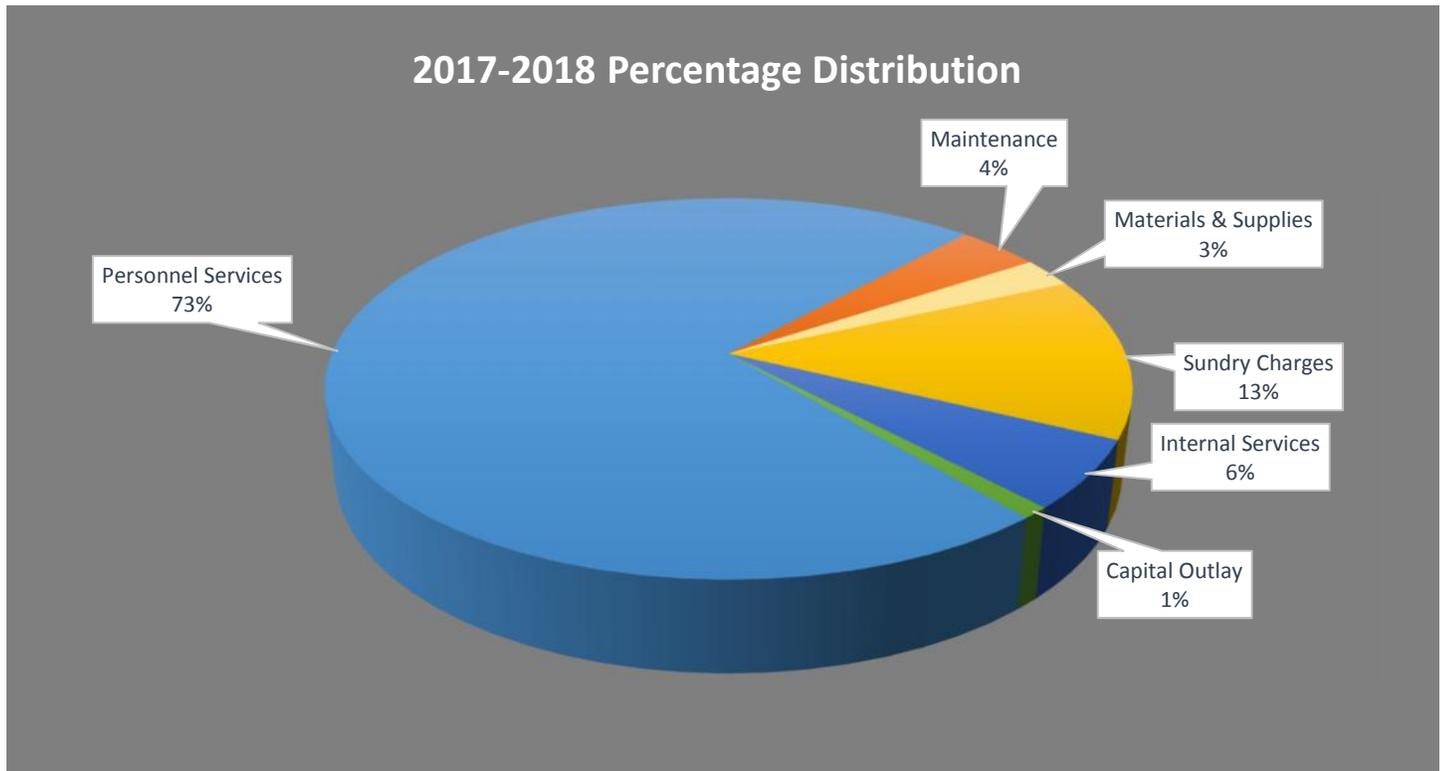
| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| PUBLIC SERVICES | | | | | | |
| Legislative | 44,274 | 49,476 | 48,773 | 49,480 | 49,530 | 49,530 |
| Judicial | 491,968 | 498,816 | 524,196 | 551,207 | 538,568 | 557,815 |
| Public Information | 342,040 | 367,131 | 402,769 | 395,782 | 398,527 | 420,828 |
| TOTAL | \$878,282 | \$915,423 | \$975,738 | \$996,469 | \$986,625 | \$1,028,173 |
| ADMINISTRATION | \$547,238 | \$570,849 | \$569,747 | \$569,081 | \$517,700 | \$546,379 |
| NON-DEPARTMENTAL | \$1,546,933 | \$1,776,042 | \$1,637,044 | \$2,191,305 | \$1,828,449 | \$2,400,095 |
| GENERAL SERVICES | | | | | | |
| Community Development | 438,046 | 445,763 | 467,331 | 518,162 | 505,372 | 532,808 |
| Economic Development | 181,087 | 196,901 | 198,592 | 213,426 | 208,198 | 214,748 |
| TOTAL | \$619,133 | \$642,664 | \$665,923 | \$731,588 | \$713,570 | \$747,556 |
| HUMAN RESOURCES | | | | | | |
| Human Resources | 255,563 | 328,876 | 299,460 | 367,959 | 354,763 | 383,650 |
| TOTAL | \$255,563 | \$328,876 | \$299,460 | \$367,959 | \$354,763 | \$383,650 |
| FISCAL SERVICES | | | | | | |
| Finance | 361,346 | 369,127 | 408,661 | 275,860 | 360,011 | 387,224 |
| TOTAL | \$361,346 | \$369,127 | \$408,661 | \$275,860 | \$360,011 | \$387,224 |
| POLICE | \$9,363,757 | \$9,538,034 | \$9,792,149 | \$10,493,724 | \$10,515,093 | \$10,840,128 |
| FIRE | | | | | | |
| Fire | 6,197,557 | 6,349,496 | 6,625,324 | 6,628,013 | 6,672,007 | 6,857,106 |
| EMS/Ambulance | 1,266,856 | 1,238,990 | 1,237,044 | 1,295,641 | 1,290,931 | 1,343,430 |
| TOTAL | \$7,464,413 | \$7,588,486 | \$7,862,368 | \$7,923,654 | \$7,962,938 | \$8,200,536 |
| PUBLIC WORKS | | | | | | |
| Bld. Insp./Neighborhood Svcs | 574,300 | 640,645 | 663,480 | 664,329 | 657,032 | 692,278 |
| Engineering | 289,801 | 299,905 | 304,380 | 290,987 | 291,127 | 298,553 |
| Streets | 2,059,772 | 2,184,931 | 2,242,515 | 2,463,387 | 2,400,287 | 2,504,737 |
| TOTAL | \$2,923,873 | \$3,125,481 | \$3,210,375 | \$3,418,703 | \$3,348,446 | \$3,495,568 |
| COMMUNITY SERVICES | | | | | | |
| Administration | 485,378 | 507,641 | 544,835 | 559,290 | 574,262 | 580,869 |
| Facilities Maintenance | 449,095 | 562,082 | 592,292 | 664,500 | 644,983 | 661,659 |
| Parks | 2,088,744 | 2,066,754 | 2,333,552 | 2,395,563 | 2,398,170 | 2,479,832 |
| Recreation | 1,237,793 | 1,316,239 | 1,351,361 | 1,388,069 | 1,356,009 | 1,403,089 |
| Aquatics | 411,927 | 281,250 | 225,567 | 509,407 | 481,566 | 511,610 |
| Senior Center | 445,292 | 522,068 | 523,853 | 564,865 | 545,124 | 563,077 |
| Library | 1,497,206 | 1,578,981 | 1,648,896 | 1,694,892 | 1,678,056 | 1,745,910 |
| TOTAL | \$6,615,435 | \$6,835,015 | \$7,220,356 | \$7,776,586 | \$7,678,170 | \$7,946,046 |
| GRAND TOTAL | \$30,575,973 | \$31,689,997 | \$32,641,821 | \$34,744,929 | \$34,265,765 | \$35,975,355 |

The "Per Capita Costs by Department" graph indicates the cost per person for city services. Per capita costs are based on a population count of 39,814 for the City. The total for all municipal services is approximately \$905 per person or \$35,975,355. The City's per capita cost increased by approximately \$44 as compared to the prior year budget.



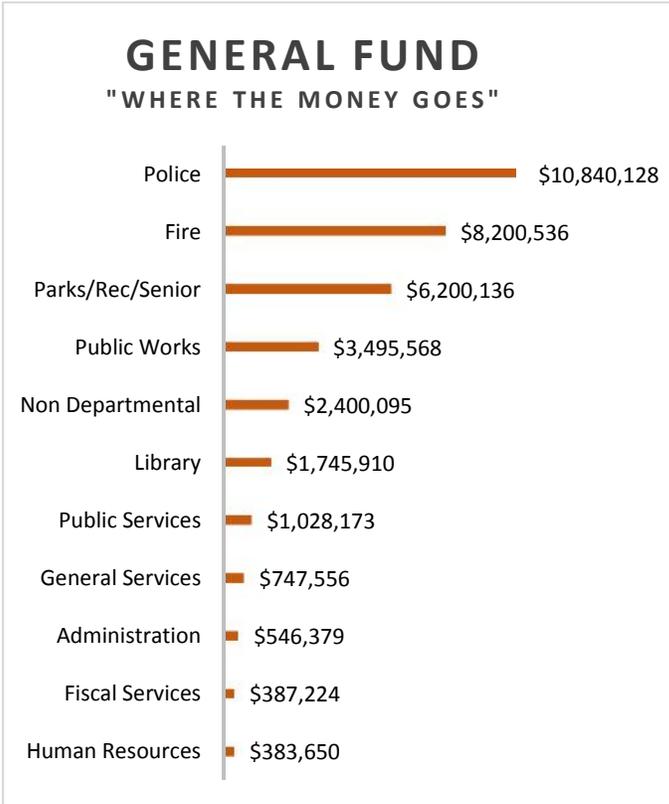
Expenditures by Classification

| | <u>Actual</u> <u>2015-2016</u> | <u>Budget</u> <u>2016-2017</u> | <u>Estimated</u> <u>2016-2017</u> | <u>Approved</u> <u>2017-2018</u> |
|------------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| Personnel Services | \$24,434,648 | \$25,519,687 | \$25,584,194 | \$26,487,147 |
| Materials and Supplies | 808,898 | 884,658 | 907,998 | 944,260 |
| Maintenance | 1,195,014 | 1,395,308 | 1,361,542 | 1,405,218 |
| Sundry Charges | 4,186,000 | 4,908,897 | 4,373,705 | 5,099,890 |
| Internal Services | 1,989,901 | 2,003,840 | 2,020,936 | 2,013,840 |
| Capital Outlay | 27,360 | 32,539 | 17,390 | 25,000 |
| | <u>\$32,641,821</u> | <u>\$34,744,929</u> | <u>\$34,265,765</u> | <u>\$35,975,355</u> |



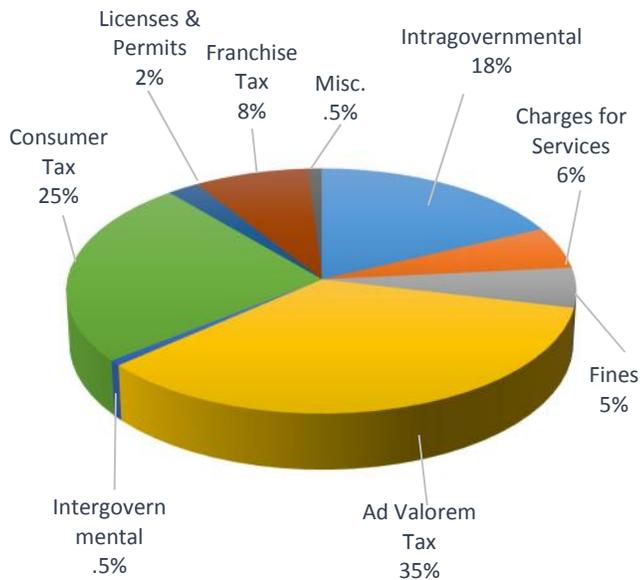


The above graph indicates that the largest source of revenues for the General Fund is from Ad Valorem taxes. Ad Valorem or property taxes are collected on both real property and commercial inventories. Residential property taxes are the primary component of Ad Valorem revenues, followed by commercial property and inventory. Consumer taxes are City sales tax, mixed beverage tax and bingo tax. These consumer taxes are collected by the State. The State remits 2% of the sales tax collected on goods and eligible services sold within the City monthly, with 1% allocated to the General Fund, ½% allocated to the Community Services Half-Cent Sales Tax Fund, and ½% allocated to the Anti-Crime Half-Cent Sales Tax Fund. In 2010, voters approved a twenty-year extension of the City's ½% Anti-Crime Sales Tax Program. Anti-Crime receipts, like the Community Services taxes, are not deposited to the General Fund but assist in relieving the General Fund budget for ongoing and new crime control and prevention activities. Consumer taxes are harder to predict than most other revenue sources because receipts reflect conditions of the national, regional, and local economy through retail sales.



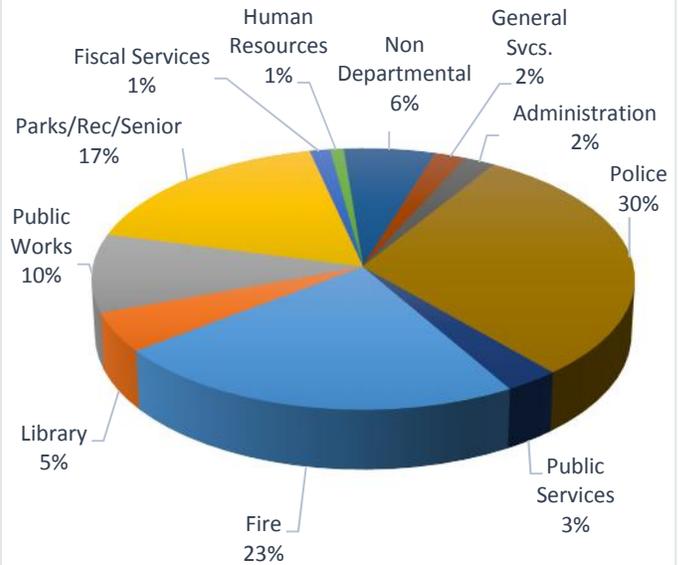
The above graph indicates that the largest expenditures for the General Fund are for Public Safety, Police and Fire protection. This is primarily due to the number of employees required to maintain the current level of public safety service to Hurst citizens. The Police and Fire Departments have a combined full-time equivalent employee count of 151 (93.5 Police and 57.5 Fire) while the remaining General Fund operations account for 138.35 full-time equivalent employees. Significant expenditures for all departments, especially Public Works and Community Services, include personnel, "Pay-As-You-Go" for infrastructure improvements, and new and replacement equipment. Pay-as-you-go projects reduce the need to issue debt thus reducing the pressure on our I&S tax rate.

GENERAL FUND DISTRIBUTION OF REVENUES



This chart shows the percentage distribution of General Fund revenues for fiscal year 2017-2018. Ad Valorem Taxes (property taxes) increased slightly from the prior year to 35%. Charges for Services increased slightly to 6%. Fines, Intergovernmental, Consumer, and Miscellaneous remained unchanged from the prior year. Intragovernmental, at a 19% share, is comprised of indirect compensation to the General Fund for oversight, management, and other overhead related to operational expenditures made by the Enterprise Fund, Fleet Service Fund, Half Cent Sales Tax Funds (i.e., Community Services and Anti-Crime) and Storm Water Utility Fund. Franchise Taxes and License and Permits remained unchanged from the previous year at 8% and 2% respectively.

GENERAL FUND DISTRIBUTION OF EXPENDITURES



This chart shows the percentage distribution of General Fund expenditures. Police has the largest percentage, 30%, primarily due to personnel costs. Fire follows at 23% and includes expenditures for both fire suppression and emergency medical operations. Total Public Safety spending represents 53% of the total General Fund budget and does not include expenditures in the Anti-Crime Fund. Parks, Recreation, Facilities and Senior Center are 17% and Library is 5% of total budget. Public Works at 10% share of the budget is devoted mainly to street maintenance and building inspections. Other City services at 2% of total costs are the General Services Division and Administration Division. Fiscal Services and Human Resources remained unchanged from the prior year at 1%. Public Services have a 3% share of the budget which includes Legislative, Judicial and Public Information divisions. Non-Departmental expenditures, at 6%, are for charges that do not relate to a particular division but to all divisions as a whole. For example, the City's legal costs are carried in Non-Departmental.



GENERAL FUND DEPARTMENTS



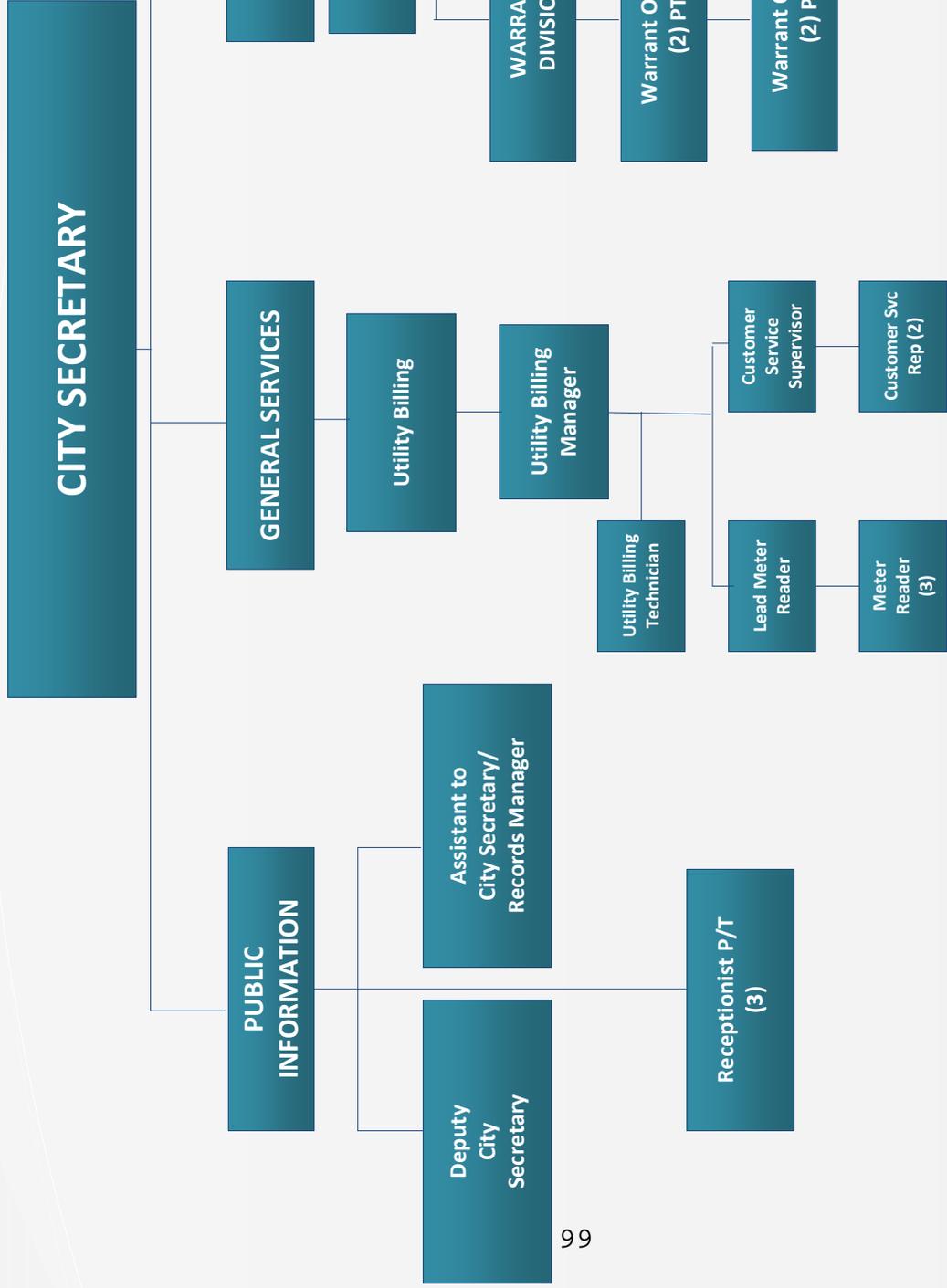
HURST★TEXAS



LEGISLATIVE AND JUDICIAL SERVICES DEPARTMENT

THE LEGISLATIVE AND JUDICIAL SERVICES DEPARTMENT IS DEDICATED TO PROVIDING A BROAD RANGE OF SUPPORT SERVICES TO STAFF AND CITIZENS OF THE CITY OF HURST THROUGH THE LEGISLATIVE, PUBLIC INFORMATION AND UTILITY BILLING DIVISIONS.

LEGISLATIVE AND JUDICIAL SERVICES



| | | |
|------------------|---|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT LEGISLATIVE AND JUDICIAL SERVICES | LEGISLATIVE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$10,930 | \$11,870 | \$11,870 | \$11,870 |
| MATERIAL AND SUPPLIES | \$1,464 | \$1,300 | \$1,300 | \$1,300 |
| SUNDRY CHARGES | \$36,379 | \$36,310 | \$36,360 | \$36,360 |
| INTERNAL SERVICES | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0101 | \$48,773 | \$49,480 | \$49,530 | \$49,530 |

CITY OF HURST

LEGISLATIVE AND JUDICIAL SERVICES

0101 LEGISLATIVE

GENERAL FUND

MISSION STATEMENT

To practice mutual respect, trust and professionalism in order to work as a team for the betterment of our community.

DIVISION DESCRIPTION

The Mayor and six (6) members of the City Council, as the legislative and policy-making body of the City, are the elected representatives of Hurst residents. As such, councilmembers are charged by their constituents to make decisions and to formulate public policy based on community needs after careful evaluation of each issue.

All members of the governing body are elected at-large for two-year terms. The Mayor and three (3) councilmembers are elected in even numbered years, and the remaining three (3) councilmembers are elected in odd-numbered years. The City Council meets on the 2nd and 4th Tuesday evenings of each month at 6:30 p.m. with a pre-council work session preceding the regular meeting. Other work sessions and special-called meetings are scheduled on an “as needed” basis.

The Mayor presides over all meetings of the City Council and participates in all discussions. However, the Mayor does not vote on legislative matters except in cases of a tie vote and to nominate and vote on appointments to the Advisory Boards. The Mayor Pro Tem is elected by a majority vote of the City Council from among their members at the first meeting following the annual election for city officers.

THE HURST WAY

- ✓ Public Service: We passionately serve the community while demonstrating five level leadership qualities within our circle of influence.
 - ✓ Customer Service: We do our very best to serve our customers selflessly, no matter what title we hold or whom we’re serving. We are committed to providing exceptional customer service while being responsive to the needs of the community.
 - ✓ Financial Sustainability: We responsibly manage our resources allowing the city to provide a desirable level of programs and services to the public now and in the future
-

CITY OF HURST

LEGISLATIVE AND JUDICIAL
SERVICES

0101 LEGISLATIVE

GENERAL FUND

Council Priorities:

-) **REDEVELOPMENT** - The City of Hurst will create a redevelopment plan engaging with the private sector, identifying potential city involvement and focusing on neighborhood and commercial revitalization
-) **PUBLIC SAFETY** – Continue to provide excellent and responsive services to ensure positive community awareness and well-being.
-) **ECONOMIC VITALITY** – Identify external and internal influences on the financial condition of the city and create strategies to address challenges
-) **INFRASTRUCTURE** – Monitor and include new methods to ensure quality infrastructure by improving strategic partnerships and continually investing in and revitalizing aging infrastructure
-) **LEADERSHIP** – The City of Hurst will link all operations to the strategic plan and the Hurst Way
-) **INNOVATION** – The City of Hurst will commit to a culture of innovation and efficiency by focusing on continuous process improvement and customer service programs

| | | |
|---------------------------------|---|-----------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT LEGISLATIVE AND JUDICIAL SERVICES | DIVISION JUDICIAL |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$362,793 | \$379,043 | \$378,031 | \$389,682 |
| MATERIAL AND SUPPLIES | \$3,361 | \$4,050 | \$4,018 | \$4,050 |
| MAINTENANCE | \$1,165 | \$2,000 | \$1,800 | \$2,000 |
| SUNDRY CHARGES | \$95,916 | \$107,347 | \$95,952 | \$103,316 |
| INTERNAL SERVICES | \$60,961 | \$58,767 | \$58,767 | \$58,767 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0102 | \$524,196 | \$551,207 | \$538,568 | \$557,815 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| COURT ADMINISTRATOR | Exempt | 1 | 1 | 1 | 1 |
| JUDICIAL SERVICES MANAGER | 56 | 1 | 1 | 1 | 1 |
| SENIOR DEPUTY COURT CLERK | 56 | 1 | 1 | 1 | 1 |
| DEPUTY COURT CLERK | 54 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 2.75 | 2.74 | 2.75 | 2.24 |
| TOTAL 110-0102 | | 6.75 | 6.74 | 6.75 | 6.24 |

CITY OF HURST

LEGISLATIVE & JUDICIAL SERVICES

0102 JUDICIAL

GENERAL FUND

MISSION STATEMENT

We will hold to the Code of Ideals, The Hurst Way Philosophy, adhere to the Code of Judicial Conduct, and incorporate a standard of excellence as we maintain a work environment that is both productive as well as enjoyable to ensure reaching our highest potential of service in providing just, fair and impartial disposition of all cases filed in the Hurst Municipal Court.

DIVISION DESCRIPTION

The Judicial Division of the Legislative and Judicial Services Department includes the administration and operations of the Hurst Municipal Court of Record. The Court has jurisdiction over traffic offenses, commercial vehicle violations and other Class C misdemeanors committed within the city limits as well as violations of city ordinances. The municipal court Judge is appointed by the City Council for a two-year term that coincides with the term of the Mayor. The City Attorney, or his designee, is appointed by the City Council as the prosecutor for the State of Texas. A full time Court Administrator, a Judicial Services Manager, a full time Senior Deputy Court Clerk, and two (2) full-time and two (2) part-time Deputy Court Clerks are responsible for the maintenance of the information system and documentation for all cases filed in the municipal court. Four part-time employees serve as Marshal and Bailiff for weekly court sessions, scheduled jury trials, and enforcement of judicial orders.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Implemented an electronic payment system for sharing funds across jails and cities
- ✓ Implemented rotational cross training of all clerks
- ✓ Implemented the commercial motor vehicle interface to INCODE
- ✓ Updated policies and procedures manual
- ✓ Implemented interface to the regional warrant database
- ✓ Implemented new collection agency

CITY OF HURST

LEGISLATIVE & JUDICIAL SERVICES

0102 JUDICIAL

GENERAL FUND

FUTURE INITIATIVES

- Continue to look for additional ways to increase customer service initiatives
- Monitor legislation affecting municipal court and commercial vehicle violation units
- Implement legislative changes in an efficient and effective manner
- Continue to update policies and procedures as needed
- Implement informational screens in the court waiting area
- Implement Mobile Data Computer for the Marshal vehicles
- Utilize existing resources to locate defendants
- Work on converting all court forms into Spanish
- Work on adding vehicles into our fleet budget

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) To be creative in identifying alternative funding sources to expand programs and services
-) Continue to enhance and evaluate public service delivery while responsibly managing financial resources with care and consideration
-) Continue to provide exceptional customer service while responding to the needs of our customers both internally and externally.

Objectives:

-) Maintain reasonable case clearance rate each year to prevent backlog of cases
 - 0-3 Years Short Term
-) Utilize volunteers to input information for Marshals so that they have more time in the field
 - 0-3 Years Short Term

CITY OF HURST

LEGISLATIVE & JUDICIAL SERVICES

0102 JUDICIAL

GENERAL FUND

-) Work with INCODE (court software) developing more online options and interactions for the most efficient and effective online experience for our customers
0-3 Years Short Term
 -) Continue to work with the Judge and Prosecutor on efficient processes in and out of the courtroom
 - 0-3 Years Short Term

| Performance Measures: | PY Actual 15/16 | CY Estimate 16/17 | Projected 17/18 |
|---|-----------------|-------------------|-----------------|
| <i>Input:</i> | | | |
| # of Full Time Positions | 5 | 5 | 5 |
| # of Part Time Clerks | 1 | 1 | 1 |
| # of Marshals | 4 | 4 | 4 |
| <i>EFFECTIVENESS:</i> | | | |
| # Cases processed | 38,441 | 38,271 | 38,300 |
| # Cases handled in person/fax | 8,029 | 10,008 | 9,975 |
| # Cases handled by mail | 578 | 428 | 475 |
| # Cases handled online | 5066 | 4,119 | 4,500 |
| # Cases Disposed prior to trial | 5,289 | 4,511 | 4,550 |
| # Cases Disposed at trial | 4,618 | 3,939 | 4,000 |
| # of Warrants paid prior to collections | 4,494 | 2,607 | 3,500 |
| <i>EFFICIENCIES:</i> | | | |
| % of Cases handled in person/fax | 61% | 58% | 66% |
| % of Cases handled by mail | 4% | 4% | 3% |

CITY OF HURST

LEGISLATIVE & JUDICIAL SERVICES

0102 JUDICIAL

GENERAL FUND

| Performance Measures: | PY Actual 15/16 | CY Estimate 16/17 | Projected 17/18 |
|---|------------------------|--------------------------|------------------------|
| % of Cases handled online | 38% | 41% | 30% |
| % of Cases disposed prior to trial | 13% | 11% | 11% |
| % of Cases Disposed at Trial | 12% | 10% | 9% |
| % of Warrants paid prior to collections | 48% | 34% | 35% |

| | | |
|---------------------------------|---|---------------------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT LEGISLATIVE AND JUDICIAL SERVICES | DIVISION PUBLIC INFORMATION |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$327,572 | \$336,153 | \$351,416 | \$360,824 |
| MATERIAL AND SUPPLIES | \$1,657 | \$3,200 | \$7,383 | \$3,200 |
| MAINTENANCE | \$2,847 | \$3,900 | \$1,700 | \$3,900 |
| SUNDRY CHARGES | \$35,594 | \$35,752 | \$21,251 | \$36,127 |
| INTERNAL SERVICES | \$35,099 | \$16,777 | \$16,777 | \$16,777 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0103 | \$402,769 | \$395,782 | \$398,527 | \$420,828 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| CITY SECRETARY | Exempt | 1 | 1 | 1 | 1 |
| DEPUTY CITY SECRETARY | Exempt | 1 | 1 | 1 | 1 |
| ASST TO CITY SECRETARY/REC MGR | 58 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 0.78 | 1.21 | 1.5 | 1.5 |
| TOTAL 110-0103 | | 3.78 | 4.21 | 4.5 | 4.5 |

CITY OF HURST

GENERAL FUND

PUBLIC SERVICES

0103 PUBLIC INFORMATION

MISSION STATEMENT

Provide public service to the highest standard assuring access to public information and local government for the citizens, governing body, and staff of the City of Hurst

DIVISION DESCRIPTION

The Public Information Division of the Judicial and Legislative Services Department is more commonly referred to as “the City Secretary’s Office”. The Division is responsible for a broad range of administrative and clerical support for city departments and the public. Annually, the City Secretary or a staff member attends and prepares minutes for approximately 50-55 public meetings. Hundreds of documents are indexed for efficient access and research of legislative and governmental history. Permits and licenses of various descriptions for alcohol beverage sales, door-to-door solicitation and itinerant merchants, are processed and issued by the City Secretary’s Office pursuant to City ordinances. The City Secretary’s Office coordinates and administers the comprehensive Records Management Program for the City and fills hundreds of requests for public information each year. As elections administrator, the City Secretary plans and contracts all City elections with Tarrant County, which are joint with other local jurisdictions that may be holding elections on the same day. The office also coordinates and compiles the preparation of agendas and agenda packets for City Council, Community Service Development Corporation and Crime Control and Prevention District meetings.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Updated electronic code of ordinance
 - ✓ Managed a successful board, commission and committee applicant process and banquet
 - ✓ Managed department web site page content to enhance customer service experience and engage citizens
 - ✓ Moved records to a permanent City facility
-

FUTURE INITIATIVES

- Implement the JustFOIA public information process software
- Refine cross training procedures to maximize productivity and provide comprehensive customer service experience
- Enhance records management program utilizing document imaging software and updating filing and retention practices
- Incorporate the City’s customer service ideals and Good to Great philosophy throughout department “The Hurst Way”

CITY OF HURST

GENERAL FUND

PUBLIC SERVICES

0103 PUBLIC INFORMATION

- Utilize Laserfiche document imaging system to digitally store information for easy access
 - Update ordinances to ensure compliance with local, state and federal laws and enhance community safety
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|---|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Support internal and external customers by serving as a repository of information
-) Continue to evaluate and enhance public service delivery
-) Deliver customer service “The Hurst Way” to ensure exceptional public service delivery that enriches economic development and redevelopment
-) Focus on maintaining and improving City services

Objectives:

- 0-3 Years Short Term
-) Conduct joint elections with other local jurisdictions for a cost efficiency and customer convenience
-) Post public meeting agendas and minutes on the City’s website
-) Implement a public information software process
-) Maintain certification and training to meet statutory and regulatory requirements
-) Monitor departmental web page to ensure current and relevant information
-) Publicize meetings and City events

CITY OF HURST

GENERAL FUND

PUBLIC SERVICES

0103 PUBLIC INFORMATION

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Full time staff (FTEs) | 3 | 3 | 3 |
| Part time staff | 3 | 3 | 3 |
| <i>Workload/Output:</i> | | | |
| City Elections Held | 0 | 1 | 1 |
| Public Information Requests | 393 | 290 | 300 |
| Meetings posted | 39 | 40 | 40 |
| Public Notices published | 36 | 33 | 33 |
| Permits processed | 122 | 50 | 60 |
| Liens processed | 76 | 47 | 47 |
| <i>Effectiveness:</i> | | | |
| Percent of open record requests processed less than 5 business days | 95% | 95% | 95% |
| Percent of legislative documents processed to Laserfiche within 3 days | 85% | 85% | 90% |
| Percent of meeting minutes presented for approval by next meeting | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Percent of staff meeting certification requirements and attending customer service training | 100% | 100% | 100% |
| Percent of staff cross trained outside of job parameters | 85% | 90% | 100% |

HURST★TEXAS



ADMINISTRATION

ADMINISTRATION WILL STRIVE TO EFFECTIVELY EXECUTE CITY COUNCIL POLICIES, PROGRAMS AND DIRECTIVES, CONDUCT CITY OPERATIONS IN AN EFFICIENT AND EFFECTIVE MANNER, RESPOND PROMPTLY TO CITIZEN INQUIRIES AND REQUESTS, DEVELOP PROGRAMS THAT EFFECTIVELY COMMUNICATE AND INCREASE THE PUBLIC'S AWARENESS OF CITY SERVICES.

| | | |
|---------------------------------|---|-----------------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT ADMINISTRATION | DIVISION ADMINISTRATION |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$556,574 | \$548,457 | \$497,811 | \$518,026 |
| MATERIAL AND SUPPLIES | \$2,394 | \$2,500 | \$2,095 | \$2,500 |
| MAINTENANCE | \$0 | \$0 | \$0 | \$0 |
| SUNDRY CHARGES | \$10,779 | \$18,124 | \$17,794 | \$25,853 |
| INTERNAL SERVICES | \$0 | \$0 | \$0 | \$0 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0111 | \$569,747 | \$569,081 | \$517,700 | \$546,379 |

| PERSONNEL SCHEDULE | | | | | |
|---|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| CITY MANAGER | Exempt | 1 | 1 | 1 | 1 |
| ASSISTANT CITY MANAGER - ADMINISTRATION | Exempt | 1 | 1 | 0 | 0 |
| EXECUTIVE DIRECTOR - ADMINISTRATION & CUSTOMER SERVICE | Exempt | 0 | 0 | 1 | 1 |
| ADMINISTRATIVE ASST/CMO | 59 | 1 | 1 | 1 | 1 |
| TOTAL 110-0111 | | 3 | 3 | 3 | 3 |

CITY OF HURST

GENERAL FUND

ADMINISTRATION

0111 ADMINISTRATION

MISSION STATEMENT

The mission of Administration is to build and maintain, through strategic leadership and support, a city government that provides responsive services and effective programs.

DIVISION DESCRIPTION

The Administration Department consists of all functions of the City Manager's Office. The City Manager, appointed by the City Council, is the chief administrative officer of the City of Hurst. The primary responsibilities of the City Manager's Office include providing for the effective implementation of the City Council's policies and priorities, coordinating the activities of all city departments, informing and engaging Hurst citizens, and ensuring responsible organizational and fiscal management.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Continued to effectively implement City Council Policies and Programs.
 - ✓ Development of new Strategic Plan including Community Values Statement and Strategic Priorities.
 - ✓ Continued to improve methods of communications with City Council, the community, and within the organization.
-

FUTURE INITIATIVES

-) Continue to develop and implement customer service and process improvement program.
 -) Implementation of plans to address Strategic Priorities.
 -) Enhance existing methods of communication, particularly Where We Live Magazine.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

CITY OF HURST

GENERAL FUND

ADMINISTRATION

0111 ADMINISTRATION

-) **Continue to provide leadership that supports the City Council, including implementing the City Council's Strategic Plan.**
-) **Continue to increase communications, opportunities for citizen input, and public awareness of City services.**

Objectives:

-) To respond promptly to citizen comments and requests
 -) 0-3 Years Short Term
-) To continue to align departmental goals to Strategic Plan
 -) 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of full time employees | 3 | 3 | 3 |
| <i>Workload/Output:</i> | | | |
| Number of citizen requests received | 234 | 186 | 186 |
| <i>Effectiveness:</i> | | | |
| Average number of requests per week | 4.5 | 3.57 | 3.57 |
| <i>Efficiencies:</i> | | | |
| Number of citizen requests initiated on day of receipt | 98% | 98% | 98% |

| | | |
|---------------------------------|---|-------------------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT ADMINISTRATION | DIVISION NON-DEPARTMENTAL |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|------------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| PERSONNEL SERVICES | \$483,219 | \$591,581 | \$572,719 | \$665,697 |
| MATERIALS AND SUPPLIES | \$0 | \$0 | \$0 | \$14,600 |
| SUNDRY CHARGES | \$1,132,166 | \$1,588,207 | \$1,244,213 | \$1,708,280 |
| INTERNAL SERVICES | \$21,659 | \$11,517 | \$11,517 | \$11,517 |
| TOTAL 110-0112 | \$1,637,044 | \$2,191,305 | \$1,828,449 | \$2,400,094 |

CITY OF HURST

GENERAL FUND

ADMINISTRATION

0112 NON DEPARTMENTAL

MISSION STATEMENT

To provide and account for cost-effective programs that fall outside the functional responsibilities of other General Fund divisions.

DIVISION DESCRIPTION

The Non-Departmental Division falls under control of the City Manager's Office and Fiscal Services staff. Expenditures in this division span a broad range of needs associated with the general operations of the City. The costs include bank fees, insurance fees, utility fees for the municipal complex, payments to various regional groups and other sundry services that benefit the City as a whole. Also included in Non-Departmental are fees for contractual services, including tax appraisal, tax collection and legal services. Fiscal year 2017-2018 is the seventeenth year the City is participating in the Rail Tran service, also known as the Trinity Railway Express (TRE) and the twelfth year the City has participated in the HEB Transit. TRE commuter rail links Dallas and Fort Worth to surrounding cities. Each city's contribution to the program funds a portion of the operating expenses.

The largest programs included in the Non-Departmental Division are listed below:

- Public Transportation
 - Other Post-Employment Benefits (GASB 45)
 - Legal Services
 - Property Tax Administration
 - Insurance Coverage
 - Youth-in-Government & Other Community Programs
-

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Property tax collection equal to 99% of assessments
 - ✓ Full funding of Annual Required Contribution (ARC) to Other Post-Employment Benefit (OPEB) trust fund
 - ✓ Continuation of liability and property insurance protecting City assets
 - ✓ Continuation of public transportation programs
-

FUTURE INITIATIVES

- Continue annual evaluation of the City's retiree health care plans and update plan features to contain costs

CITY OF HURST

GENERAL FUND

ADMINISTRATION

0112 NON DEPARTMENTAL

- Continue to fund public transportation programs
- Continue the Youth-in-Government program, which provides select high-school students an opportunity to learn about municipal government operations in a classroom setting and by completing a community-service project

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Focus on maintaining and improving city services and document and communicate achievements in the budget.
-) Be proactive in risk detection and risk reduction.
-) Be proactive in meeting cultural, educational, recreational, and historical needs.
-) Continue to attract, retain, and develop staff throughout the organization.
-) Develop and retain staff creating a qualified talent pool for future movement within the organization.

Objectives:

-) Continue offering three transportation programs: TRE, HEB Transit, and NETS
 - 0-3 Years Short Term
-) Analyze retiree health care coverage and make plan adjustments, if necessary, to continue providing a cost-effective benefit to eligible retirees
 - 0-3 Years Short Term
-) Provide updated information to the Texas Municipal League to ensure sufficient property and liability insurance is maintained
 - 0-3 Years Short Term
-) Renew contracts with Tarrant Appraisal District and Tarrant County for the valuation of property and assessment/collection of property tax revenue
 - 0-3 Years Short Term
-) Fully fund the City's Annual Required Contribution for retiree benefits

CITY OF HURST

GENERAL FUND

ADMINISTRATION

0112 NON DEPARTMENTAL

- 0-3 Years Short Term
-) Maintain agreement with Boyle & Lowry, LLP to ensure the City continues to receive professional and cost-effective legal representation
 - 0-3 Years Short Term
-) Continue Youth-in-Government program
 - 0-3 Years Short Term
-) Implement Five Levels of Leadership management training programs
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|-------------------------------------|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Public Transportation Funding | \$129,752 | \$142,506 | \$161,282 |
| OPEB Funding (All Funds) | \$202,114 | \$231,311 | \$231,311 |
| Legal Services | \$282,112 | \$300,000 | \$326,500 |
| Property Tax Administration | \$94,025 | \$100,000 | \$106,102 |
| Insurance Coverage | \$96,498 | \$114,312 | \$135,823 |
| Youth-in-Government | \$1,403 | \$2,000 | \$2,000 |
| <i>Workload/Output:</i> | | | |
| Annual TRE Ridership (Total) | 2.1 million | 2.2 million | 2.2 million |
| Number of ad valorem tax accounts | 17,281 | 18,005 | 18,131 |
| Youth-in-Government Participants | 10 | 10 | 10 |
| <i>Effectiveness:</i> | | | |
| TRE % change in ridership | -4.5% | 0% | 1% |
| OPEB Net Asset/(Liability) Position | \$131,179 | \$100,000 | \$75,000 |

CITY OF HURST

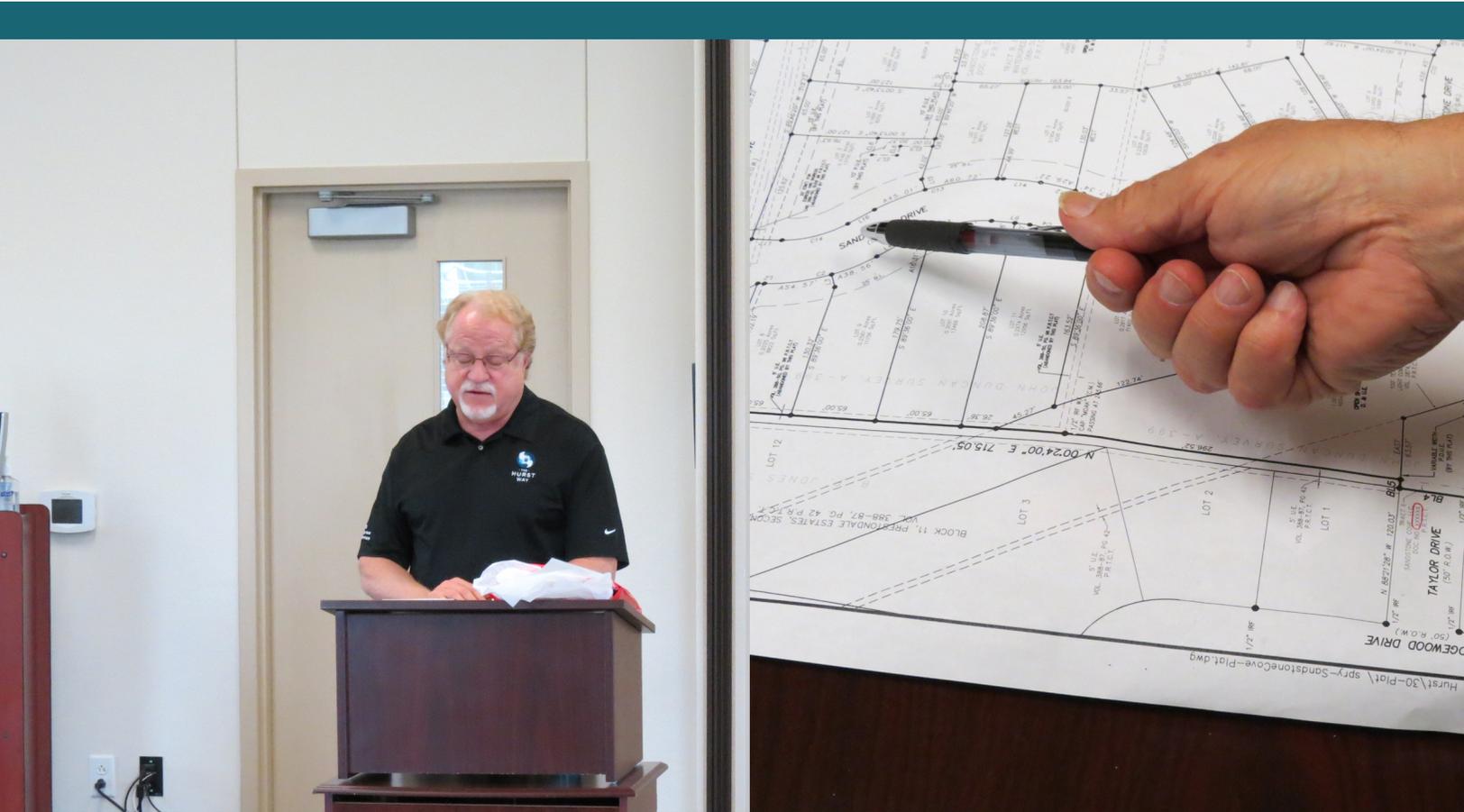
GENERAL FUND

ADMINISTRATION

0112 NON DEPARTMENTAL

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Property Tax Collection % | 99% | 99% | 98% |
| Uninsured claims & damages costs | \$225 | \$15,000 | \$25,000 |
| <i>Efficiencies:</i> | | | |
| Property tax collection costs per account | \$5.44 | \$5.55 | \$5.85 |
| Total per capita health plan costs | \$10,055 | \$11,000 | \$12,000 |
| Legal services hourly rate as % of median government rate (Source: Texas State Bar) | 84% | 89% | 90% |

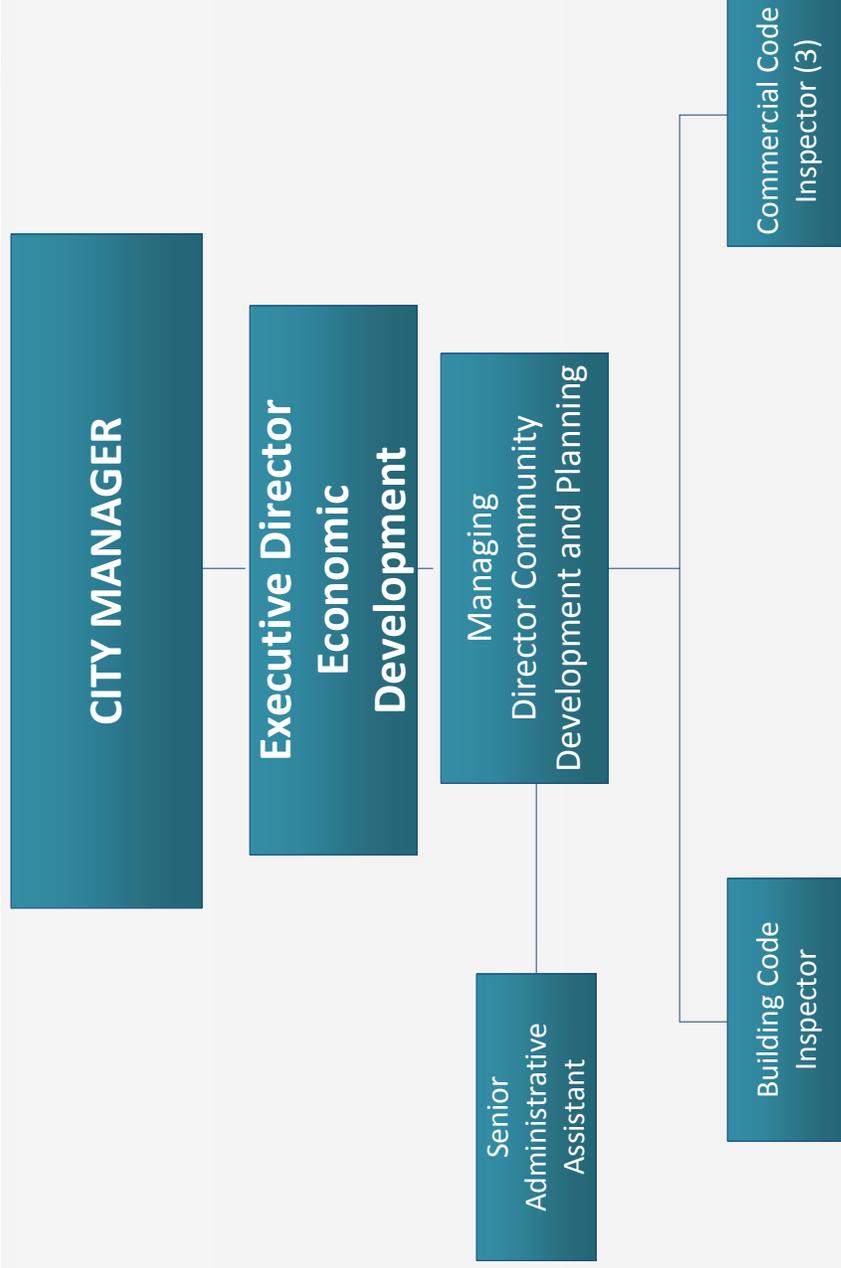
HURST★TEXAS



ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENTS

THE ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENTS ARE COMMITTED TO PROVIDING TIMELY AND COST EFFECTIVE SERVICES AND PROGRAMS TO THE CITY'S OPERATING DEPARTMENTS, THE BUSINESS COMMUNITY, AND ALL HURST CITIZENS, AT ALL TIMES STRESSING SERVICES RESPONSIVENESS, SERVICE QUALITY AND SERVICE EFFICIENCY.

ECONOMIC & COMMUNITY DEVELOPMENT



| | | |
|----------------------|----------------------|-----------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 110 GENERAL FUND | ECONOMIC DEVELOPMENT | COMMUNITY DEVELOPMENT |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$400,433 | \$421,758 | \$412,397 | \$433,687 |
| MATERIAL AND SUPPLIES | \$4,972 | \$6,200 | \$8,800 | \$6,750 |
| MAINTENANCE | \$0 | \$0 | \$0 | \$0 |
| SUNDRY CHARGES | \$23,336 | \$35,839 | \$29,810 | \$38,006 |
| INTERNAL SERVICES | \$38,590 | \$54,365 | \$54,365 | \$54,365 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0231 | \$467,331 | \$518,162 | \$505,372 | \$532,808 |

| PERSONNEL SCHEDULE | | | | | |
|--|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| MANAGING DIRECTOR OF COMMUNITY DEV/PLANNING | Exempt | 1 | 1 | 1 | 1 |
| COMMERCIAL CODE INSPECTOR | 59 | 4 | 4 | 4 | 4 |
| TOTAL 110-0231 | | 5 | 5 | 5 | 5 |

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0231 COMMUNITY
DEVELOPMENT

MISSION STATEMENT

The Planning & Community Development Divisions provide for planning projects and programs, Planning and Zoning Commission cases, development and redevelopment standards that meet changing needs of the residential and commercial markets. The Department uses promotional strategies and state of the art technology to attract, retain, and promote existing and new commercial development, as well as to provide excellent quality services to the citizens and businesses of Hurst to ensure that the City remains a vibrant community.

DIVISION DESCRIPTION

The Planning & Community Development (P&CD) staff is responsible for developing programs, policies and regulations to enhance development opportunities; coordinating review of proposals by all City departments; working closely with developers on site plans and subdivisions; preparing Planning and Zoning Commission agendas; and processing subdivision plats. Through coordination with the Executive Director of Economic Development, and the Development Review Committee, P&CD helps with developing programs to retain, expand, and attract business to Hurst to enhance the City's economic vitality.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ 8 new restaurants opened and 118 new businesses
 - ✓ Redevelopment of 3 infill projects, including two restaurants
 - ✓ Approval processes lead to projects with a value of over \$250,000
 - ✓ Approved 11 site plans, 8 plats or replats
 - ✓ Began redevelopment plan and held 4 neighborhood meetings with stakeholders
-

FUTURE INITIATIVES

- Upgrade permit and code enforcement software to improve efficiency in the field
- Scan historical documents, especially site plans and their support drawings
- Complete redevelopment plan for Pipeline and Bedford Euless Road.
- Promote a possible mixed use development on land Bell Helicopter owns in Hurst.
- Negotiate land swap or other arrangement with Bellaire retail center owner and survey substation site and right of way for modified Brown Trail.

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0231 COMMUNITY
DEVELOPMENT

- Monitor air and water quality and conduct annual inspection for safe operations at six natural gas wells

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities: Community Development

Goals:

-) Review and update zoning districts to encourage a variety of uses while maintaining vitality of our commercial corridors in the City of Hurst.
-) Continue the “Good Neighbor” philosophy in the revitalization process
-) Refine building and development standards to promote a quality image and aesthetic excellence throughout Hurst
-) Establish aggressive initiatives to enhance and enrich neighborhood value

Objectives:

-) Complete the comprehensive study of zoning district with follow-up discussions in specific areas such as business, commercial and residential for development and redevelopment.
 - 0-3 Years Short Term
-) Continue to update Code of Ordinances to enhance and enrich Quality of Life.
 - 0-3 Years Short Term
-) Review terms of Texas 10 Reinvestment Zone tax abatement ordinance and decide if it needs to be adjusted in terms of project size vs. incentive possible, and see if it could be applied to other corridors or projects.
 - 0-3 Years Short Term
-) Use redevelopment study to spur residential/commercial development. Focus on getting current owners to reinvent their property.
 - 0-3 Years Short Term
-) Pursue new organizational methods and funding methods that would promote and leverage private investment and City contributions in redevelopment corridors.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0231 COMMUNITY DEVELOPMENT

-) Recruit potential redevelopers to sell corridor redevelopment opportunities to regional, state, and national prospects.

 - 0-3 Years Short Term

-) Meet more often with existing commercial property owners to encourage maintenance and improvements.

 - 0-3 Years Short Term

-) Work with residential property owners to promote “here to help” attitude in Code Enforcement.

 - 0-3 Years Short Term

-) Continue use of ordinances on signs, landscape, tree preservation, lighting, site planning to encourage more attractive developments and redevelopments.

 - 0-3 Years Short Term

-) Seek opportunities to encourage redevelopment of aging apartment complexes

 - 3-10 Years Intermediate Term

-) Implement iSWM best management practices in all projects of one acre or more.

 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--------------------------------|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Implement Bellaire Grant | n/a | n/a | FY2017 |
| TxDOT funding agreement | n/a | n/a | FY2017 |
| No. DRC meetings | 8 | 12 | 12 |
| No. P&Z meetings | 9 | 15 | 12 |
| No. zoning cases processed | 4 | 4 | 5 |
| No. site plan cases processed | 11 | 15 | 15 |
| City Council meetings attended | 11 | 20 | 20 |
| <i>Workload/Output:</i> | | | |

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

**0231 COMMUNITY
DEVELOPMENT**

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Plats processed | 8 | 10 | 10 |
| Code enforcement cases | 7,602 | 10,000 | 10,000 |
| <i>Effectiveness:</i> | | | |
| % code cases resolved without court activity | 90 | 90 | 90 |
| % RFAs answered in two days | 90 | 90 | 90 |
| %PIRs answered in five days | 80 | 55 | 80 |
| % citizens satisfied with Code in City's customer service survey | 60 | 65 | 50 |
| <i>Efficiencies:</i> | | | |
| Office time per case | 5 hours | 5 hours | 5 hours |
| Number site plan cases done per iSWM | 11 | 13 | 10 |
| No. RFAs addressed | 80 | 100 | 80 |
| P&Z meetings with 100% attendance | 7 | 7 | 9 |
| % projects done through PD process | 95 | 95 | 95 |

| | | |
|----------------------|----------------------|----------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 110 GENERAL FUND | ECONOMIC DEVELOPMENT | ECONOMIC DEVELOPMENT |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$161,103 | \$161,532 | \$167,250 | \$171,854 |
| MATERIAL AND SUPPLIES | \$226 | \$2,236 | \$560 | \$2,236 |
| SUNDRY CHARGES | \$29,802 | \$45,363 | \$36,093 | \$36,363 |
| INTERNAL SERVICES | \$7,461 | \$4,295 | \$4,295 | \$4,295 |
| TOTAL 110-0233 | \$198,592 | \$213,426 | \$208,198 | \$214,748 |

| PERSONNEL SCHEDULE | | | | | |
|--|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| EXECUTIVE DIRECTOR OF ECONOMIC DEVELOPMENT | Exempt | 1 | 1 | 1 | 1 |
| TOTAL 110-0233 | | 1 | 1 | 1 | 1 |

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0233 ECONOMIC
DEVELOPMENT

MISSION STATEMENT

The Economic Development Division uses innovative and business friendly strategies to attract, retain and promote existing and new commercial development within the City in an effort to ensure Hurst remains a vibrant community.

DIVISION DESCRIPTION

The Economic Development Division is responsible for attracting new businesses to the City, working with existing retailers and landlords in an effort to retain existing businesses while representing the City with different community organizations and business support groups to enhance economic vitality.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ 118 new businesses occupying 470,000 square feet opened in Hurst
 - ✓ 6 million square feet of the 6.3 million square feet in total retail square footage of inventory is now occupied or 95.3%
 - ✓ North East Mall and The Shops both ended the year at near 100% leased with eight new store openings
 - ✓ Eight new restaurants opened spread evenly throughout north and south Hurst
 - ✓ The “50 yard line” continued its successful redevelopment with the opening of Slim Chickens restaurant
 - ✓ 618 new families moved to Hurst purchasing existing single family residences, a +13% increase over the year before
 - ✓ Average homes sales prices increased 10% to \$207,000
 - ✓ Worked with a Planning Consultant, P & Z, City Council and stakeholders and created a Redevelopment Plan that will help to guide the enhancement of the City with special focus on SE Hurst
-

FUTURE INITIATIVES

- Develop and promote a new Family Entertainment District with the support and inclusion of the businesses in the District once fully developed
- Continuously update Wayfinding signage program
- Work with landlords and their brokers to see the successful completion of the “50 yard line” redevelopment
- Work with the businesses negatively impacted by the highway expansion to “win back” customers lost due to the construction encumbrance as well as the extreme amount of new competition created with the openings of Glade Parks and Presidio Town Center shopping centers.

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0233 ECONOMIC
DEVELOPMENT

- Work with commercial land owners to improve the SE Hurst retail corridors with the possible implementation of a Property Enhancement Incentive Program

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities: Economic Development

Goals:

-) Target businesses that are underrepresented in the area but growing in the Region
-) Continue aggressive business retention and development programs
-) Continue to strengthen relationship with Mall to remain vital and community friendly
-) Continue to utilize state-of-the-art technology for Economic Development
-) Work with Planning Consultant to complete final recommendations for Redevelopment Plan and implement action plans identified

Objectives:

-) Look at desirable businesses for development and redevelopment opportunities as identified in the Redevelopment Plan done for SE Hurst
 - 10 + Years Long Term
- * Develop and promote a Family Entertainment District
 - > 0-3 Years Short Term
-) Review, evaluate, and update wayfinding sign program to direct public to identified entertainment destinations
 - > 0-3 Years Short Term
-) Focus development efforts towards the successful Redevelopment of the 50 yard line and The Shops at Hurst
 - 0-3 Years Short Term
-) Work closely with retail and real estate groups to determine who is in expansion mode
 - 0-3 Years Short Term
-) Continue to build on strong working relationships with businesses by counseling and offering resources
 - 10 + Years Long Term
-) Market the City and HEB area at ICSC events and Expos at national, state and regional levels
 - 0-3 Years Short Term
-) Use Business Leadership Luncheon series to train and educate Hurst businesses
 - 10 + Years Long Term

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

**0233 ECONOMIC
DEVELOPMENT**

- . Develop and promote an incentivised commercial property enhancement program
 - 10 + Years Long Term

- J Offer a business friendly zoning, site plan and platting process that assures City interests are considered in development in a timely manner
 - 10 + Years Long Term

- J Continue marketing City and HEB area at specific events, with publication of newsletters, web site updates and RRBG
 - 10 + Years Long Term

- J Explore ways Police Dept. can assist with keeping the mall safe, vital and community friendly
 - 10 + Years Long Term

- J Use City website and hursted.com website to highlight the mall and new stores
 - 10 + Years Long Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|---------------|---------------|--------------|
| <i>Input:</i> | | | |
| # of staff | 1 | 1 | 1 |
| Budget amount | \$196,901 | \$212,189 | \$212,189 |
| Gross retail square footage(in millions) | 6.05M sq. ft. | 6.25M sq. ft. | 6.3M sq. ft. |
| Total # of businesses | 1323 | 1323 | 1329 |
| <i>Workload/Output:</i> | | | |
| Taxable value increase/decrease | +2% | +6% | +6% |
| “New” taxable commercial value | +1.4% | +9.8% | +6% |
| # of new businesses | 124 | 118 | 120 |
| # of direct business visits | 250 | 250 | 250 |
| <i>Effectiveness:</i> | | | |
| # of published Economic Development articles | 5 | 6 | 7 |

CITY OF HURST

GENERAL FUND

ECONOMIC DEVELOPMENT

0233 ECONOMIC
DEVELOPMENT

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--------------------------------------|------------------|--------------------|------------------|
| Conduct Business Leadership Training | 5 | 6 | 6 |
| <i>Efficiencies:</i> | | | |
| Direct contacts made with RE reps | 200 | 200 | 200 |
| Market City Econ. Dev. at events | 5 | 5 | 5 |

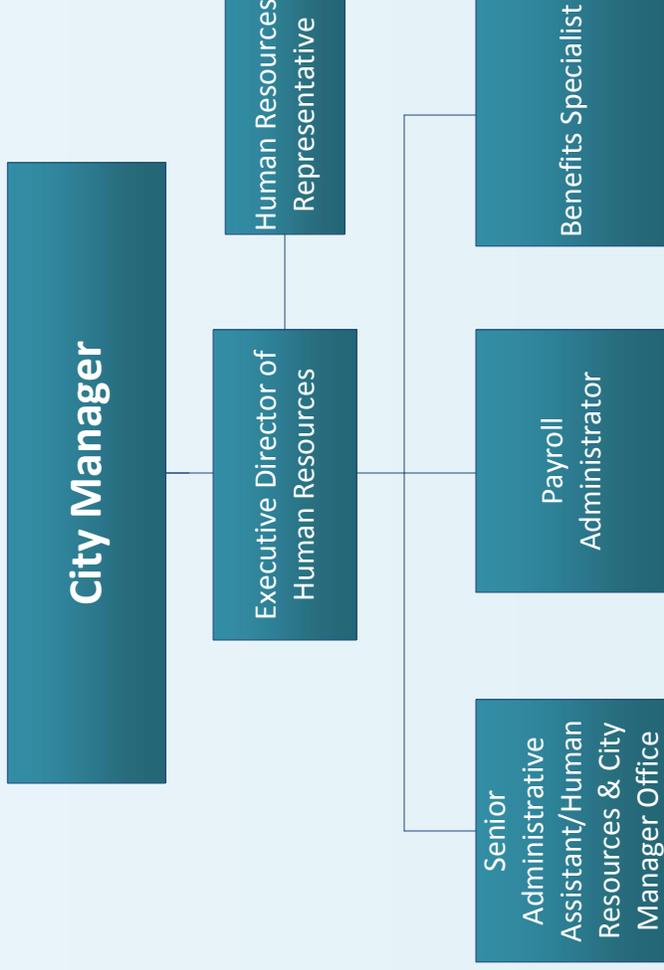
HURST★TEXAS



HUMAN RESOURCES DEPARTMENT

THE MISSION OF THE HUMAN RESOURCES DEPARTMENT IS TO SERVE THE CITY OF HURST AND ITS EMPLOYEES WITH EXCELLENCE BY ESTABLISHING HUMAN RESOURCES AS A VALUABLE RESOURCE IN EMPLOYEE AND MANAGEMENT COACHING WHILE MAINTAINING COMPLIANCE EFFORTS.

HUMAN RESOURCES



| | | |
|------------------|-------------------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT HUMAN RESOURCES | HUMAN RESOURCES |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$258,563 | \$285,589 | \$287,559 | \$297,104 |
| MATERIAL AND SUPPLIES | \$2,143 | \$2,880 | \$2,880 | \$4,980 |
| MAINTENANCE | \$0 | \$0 | \$0 | \$0 |
| SUNDRY CHARGES | \$18,521 | \$67,517 | \$52,351 | \$69,593 |
| INTERNAL SERVICES | \$20,232 | \$11,973 | \$11,973 | \$11,973 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0321 | \$299,460 | \$367,959 | \$354,763 | \$383,650 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| EXECUTIVE DIRECTOR HUMAN RESOURCES | Exempt | 1 | 1 | 1 | 1 |
| PAYROLL ADMINISTRATOR | Exempt | 0 | 1 | 1 | 1 |
| SENIOR PAYROLL ADMINISTRATOR | Exempt | 1 | 0 | 0 | 0 |
| HR REPRESENTATIVE | Exempt | 0 | 1 | 1 | 1 |
| HR ASSISTANT | 57 | 1 | 0 | 0 | 0 |
| TOTAL 110-0321 | | 3 | 3 | 3 | 3 |

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0321 PERSONNEL

DEPARTMENT MISSION STATEMENT

The Hurst Human Resources department will effectively serve as strategic partners within the organization doing our best to serve our customers selflessly (The Hurst Way: Customer Service) while managing resources responsibly (The Hurst Way: Financial Sustainability).

DIVISION DESCRIPTION

Human Resources supports city management and staff through partnership in strategic planning and implementation tied to human capital issues and policy administration, direct and indirect pay (benefits) administration, employee relations, and the employee life cycle.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Began a strategic approach to improved processes and productivity within HR.
 - ✓ Migrated to current version with ADP Workforcenow expanding all services.
 - ✓ Implemented electronic time collection with all general government employees.
-

FUTURE INITIATIVES

- Complete and Implement Effective Productivity Improvement Process
 - Partner with Hurst supervisors to provide training and resources
 - Establish ADP Workforcenow as the centralized information source for employee benefits, time, and pay
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Conduct a systematic review of all HR procedures, processes, and practices for the purpose of total alignment with vision, mission, and values.

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0321 PERSONNEL

- J Prioritize and complete HR duties and projects through committed staff time and resources.
- J Empower the HR team to make good decisions for customers using external and internal resources.
- J Commit to HR strategy implementation.

Objectives:

- J Evaluate and prioritize policies for revision, elimination, or replacement in support of HR and city leadership goals, and City Council priorities.
 - 0-3 Short Term
- J Make policy changes and inform organization.
 - 3-10 Intermediate Term
- J Develop communication plan in support of HR project tracking mechanism to enhance service delivery to customers.
 - 0-3 Short Term
- J Follow through on current projects including: Electronic time collection, EVP in Police Dispatch, Supervisor Training, 457 Record keeper conversion, external audit, fiscal year end and year beginning processes.
 - 3-10 Intermediate Term
- J Continue to cross-train HR functions to ensure smooth and timely delivery of services, specifically benefits administration and ongoing payroll administration.
 - 10 + Long Term
- J Enhance ADP Workforcenow functionality: Transition accruals to Time Off feature, Turn on all ADP app features, Add GTL calculations and all outstanding benefits to ADP Workforcenow.
 - 10 + Long Term
- J Complete the Hurst HR Effective Productivity Improvement Process: Systems Thinking
 - 0-3 Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| # of Employees with Primary Payroll Responsibilities | 1 | 1 | 1 |
| # of Employees with Primary HR Responsibilities | 3.5 | 3.5 | 3.5 |

CITY OF HURST

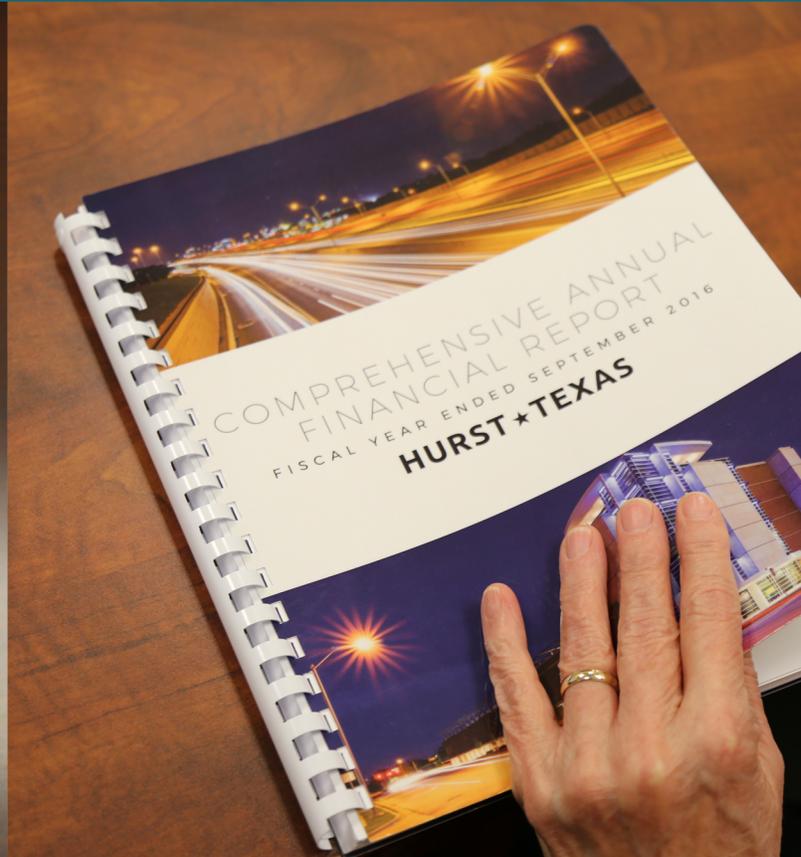
GENERAL FUND

FISCAL SERVICES

0321 PERSONNEL

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|---------------------------|--------------------|------------------|
| <i>Workload/Output:</i> | | | |
| Number of jobs posted | 64 | 35 | 40 |
| Number of benefits education meetings | 5 | 4 | 4 |
| Number of payroll cycles processed | 28 | 28 | 28 |
| Number of practice payroll cycles for cross-training | 7 | 3 | 4 |
| Number of training sessions delivered | 9 | 2 | 10 |
| Number of new hire orientations conducted | 35 FT, 100 PT | 35 FT, 165 PT | 38 FT, 165 PT |
| <i>Effectiveness:</i> | | | |
| Attendance at benefits education meetings | 150 | 150 | 150 |
| % of Employee Changes processed within 30-day requirement | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Number of jobs posted within 72 hours of approval | 80% | 95% | 98% |
| Deliver Revised Policies | Click here to enter text. | X | X |
| % of New Employee Orientations to be conducted within one week of hire date | 98% | 98% | 99% |

HURST★TEXAS



FISCAL SERVICES DEPARTMENT

THE MISSION OF THE FISCAL SERVICES DEPARTMENT IS TO ADMINISTER AND PROVIDE FISCALLY RESPONSIBLE CONTROL AND GUIDANCE FOR ALL FISCAL MATTERS OF THE CITY WHILE COMPLYING WITH ALL APPLICABLE STATUTES OF THE CITY, STATE AND FEDERAL GOVERNMENTS.

Please see Administration for organizational chart

HURST★TEXAS

| | | |
|------------------|-------------------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT FISCAL SERVICES | FINANCE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$350,086 | \$238,848 | \$329,943 | \$336,621 |
| MATERIAL AND SUPPLIES | \$6,395 | \$9,975 | \$6,495 | \$9,370 |
| SUNDRY CHARGES | \$16,239 | \$11,481 | \$8,017 | \$25,677 |
| INTERNAL SERVICES | \$35,941 | \$15,556 | \$15,556 | \$15,556 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0323 | \$408,661 | \$275,860 | \$360,011 | \$387,224 |

| PERSONNEL SCHEDULE | | | | | |
|--|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| ASSISTANT CITY MANAGER - FISCAL SERVICES | Exempt | 1 | 1 | 0 | 0 |
| EXECUTIVE DIRECTOR - FISCAL & STRATEGIC SERVICES | Exempt | 0 | 0 | 1 | 1 |
| ACCOUNTANT I | Exempt | 2 | 1 | 0 | 0 |
| ACCOUNTANT II | Exempt | 0 | 1 | 0 | 0 |
| MANAGING DIRECTOR OF FINANCE/ACCOUNTING | Exempt | 0 | 0 | 1 | 1 |
| FISCAL SERVICES ASSISTANT | 54 | 1 | 1 | 1 | 1 |
| TOTAL 110-0323 | | 4 | 4 | 3 | 3 |

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0323 FINANCE

MISSION STATEMENT

Our mission is to provide strategic and fiscal leadership to all city departments, while consistently serving our customers through traditional fiscal services consistent with the Hurst Way and the Council's strategic priorities.

DIVISION DESCRIPTION

The Finance Division is responsible for the administration of the City's financial affairs in accordance with federal and state laws, local ordinances, and generally accepted accounting principles (GAAP). The Finance Division is comprised of the following functions: oversight of all Fiscal Services Department activities, accounting, cash and investment management, debt management, fixed asset management, accounts payable/receivable, capital project reporting, internal audit, Oracle financial system operations, tax assessment and collection, preparation of the Annual Operating Budget and preparation of the Comprehensive Annual Financial Report (CAFR). All functions have different reporting requirements and deadlines.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Hired an Executive Director of Strategic & Fiscal Services
 - ✓ Fiscal Services' staff members participated in various employee and organizational leadership development activities.
 - ✓ Staff earned additional continuing professional education (CPE) hours to maintain their certifications.
 - ✓ GFOA's Distinguished Budget Presentation Award (29th consecutive year).
 - ✓ GFOA's Certificate of Achievement for Excellence in Financial Reporting (43rd year).
 - ✓ Earned quality credit rating affirmation from both Moody's (Aa2) and S&P (AA).
 - ✓ Received an unqualified (positive) audit opinion.
 - ✓ Fully Funded Annual Required Contribution (ARC) for retiree health care.
 - ✓ Updated multi-year plans estimating future funding and needs.
 - ✓ Issued Debt for a 100 Foot Ladder Truck for the Fire Department.
 - ✓ Completed debt refunding resulting in future savings.
 - ✓ Chase Bank procurement program put \$50,000 in rebates back into city coffers.
 - ✓ The city's tax collection contracts with Tarrant Appraisal District and Tarrant County save the city at least \$50,000 per year.
 - ✓ Worked with consultants on a water rate study, and a data analysis of Accounts Payable and Human Resources activity.
-

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0323 FINANCE

FUTURE INITIATIVES

- Update the city's financial policies and develop a centralized policy manual.
- Continue to evaluate debt refunding opportunities and additional debt needs to maintain quality infrastructure throughout the city.
- Continue to monitor national, state and local financial conditions and report results to City Management and City Council.
- Monitor and implement Government Accounting Standards Board (GASB) updates.
- Fiscal Services staff will strive to provide great customer service and pursue internal/external training opportunities to continually enhance our skill sets.
- Continue participating in GFOA's award programs.
- Seek additional staff certifications.
- Continue to provide up-to-date municipal debt information on the city's website.
- Work with a consultant to enhance our multi-year financial planning process.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Continue to refine our multi-year financial planning process to address future service requirements and infrastructure needs based on anticipated revenue streams.
-) Monitor new and emerging government regulations, including unfunded mandates, impacting the City's fiscal condition with emphasis on sales tax base erosion.
-) Be creative in identifying alternative funding sources to expand programs and services.
-) Focus on maintaining and improving city services and document and communicate achievements in the budget.
-) Be proactive in risk detection and risk reduction.
-) Continue to monitor economic conditions and their impact to the City's fiscal condition.
-) Provide accurate and timely financial records and reports.
-) Invest all idle funds in compliance with the City's Investment Policy in order to achieve the goals of safety, public trust, liquidity, diversification, and yield.
-) Provide courteous, friendly, professional service to all external and internal customers.

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0323 FINANCE

Objectives:

- J For each year in multi-year financial plans, calculate a tax rate needed to balance the budget based on a conservative approach with no alternative funding sources.
 - 3-10 Years Intermediate Term
- J Include balanced and conservative projections of sales tax revenue and bonded indebtedness within multi-year financial plans.
 - 3-10 Years Intermediate Term
- J Minimize the impact to the property tax rate when issuing or refunding debt.
 - 0-3 Years Short Term
- J Maintain level of City services and enhance services if justified and approved by Council.
 - 0-3 Years Short Term
- J Provide for infrastructure maintenance and facility improvements in the operating budget.
 - 0-3 Years Short Term
- J Monitor economic conditions, including interest rates, to identify areas of financial risk that may impact the budget.
 - 0-3 Years Short Term
- J Conduct timely reviews of financial data to proactively search for unusual transactions or breakdowns of internal controls.
 - 0-3 Years Short Term
- J Monitor and report the budgetary status of all revenues and expenditures throughout the fiscal year and publish monthly, quarterly, and annual financial reports.
 - 0-3 Years Short Term
- J Maintain a return on investment rate equal to or greater than the 3-month U.S. Treasury Bill rate and maintain a weighted average maturity in compliance with the City's Investment Policy.
 - 0-3 Years Short Term
- J Respond to all vendor and customer requests within one week.
 - 0-3 Years Short Term
- J Pay invoices within 30 days of receipt.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0323 FINANCE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| # of Employees with Primary Budget Responsibilities | 2 | 3 | 3 |
| # of Employees Coordinating Treasury, Accounting, AP/AR, and Debt Management Activity | 2 | 2 | 2 |
| Finance Division Expenditures | \$408,661 | \$250,000 | \$387,224 |
| <i>Workload/Output:</i> | | | |
| Number of Journal Entries Processed | 2,415 | 2,600 | 2,600 |
| Finance Committee Meetings Held | 12 | 12 | 12 |
| Bank Activity Reviewed Daily | ✓ | ✓ | ✓ |
| Number of AP Checks Issued | 5,808 | 5,700 | 5,700 |
| Number of Purchasing Card Transactions | 13,000 | 13,000 | 13,000 |
| # of Investments within the City's Portfolio | 32 | 32 | 32 |
| # of Internal Audit Reviews | 1 | 1 | 1 |
| Debt Service Payments Made, Arbitrage Calculations Performed, and All Regulatory Reports Filed. | ✓ | ✓ | ✓ |
| <i>Effectiveness:</i> | | | |
| GFOA Distinguished Budget Presentation Award | ✓ | ✓ | ✓ |
| GFOA Certificate of Achievement Award | ✓ | ✓ | ✓ |
| Multi-Year Financial Plans Presented to Council | ✓ | ✓ | ✓ |
| General Fund Sales Tax Over/(Under) Budget | \$1.90 M | \$1.1 M | \$1.1 M |
| Credit Ratings (Moody's / S&P) (Benchmark: A or higher) | Aa2 / AA | Aa2 / AA | Aa2 / AA |

CITY OF HURST

GENERAL FUND

FISCAL SERVICES

0323 FINANCE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| General Debt Service as % of General Fund Expenditures | 9.1% | 9.3% | 9% |
| Tax Supported Debt as a % of Taxable Assessed Valuation | 2.2% | 2.1% | 2% |
| General Fund Exp. as % of Taxable Assessed Valuation | 1.5% | 1.4% | 1.4% |
| Actual General Fund Revenue Over/(Under) Estimated Budget (%) | 6% | 4.1% | 4% |
| Undesignated General Fund Balance (# of Days) | 90 | 90 | 90 |
| Debt Service Rate to Total Tax Rate | 22.32% | 21.48% | 19.95% |
| % of AP checks paid within 30 days (Benchmark: 100%) | 94% | 95% | 95% |
| Rebate provided by purchasing card activity | \$49,168 | \$47,654 | \$50,000 |
| Average Annual Return on Investment / 3-mo. T-Bill Rate | 0.78% / 0.29% | 1% / 1% | 1.25% / 1.25% |
| Investment Weighted Average Days to Maturity (Benchmark: <= 365 days) | 310 days | 300 days | 300 days |
| General Debt Service Fund (Property Tax Serviced) Debt per Capita | \$1,284 | \$1,194 | \$1,137 |
| Debt Refunding – Average Annual Savings | \$210,000 | \$320,000 | \$340,000 |
| Efficiencies: | | | |
| % of Monthly Closings Completed within 7 Days of Month End | 83% | 83% | 83% |
| % of Monthly Sales Tax Reports Prepared within One Day of State's Release of Data | 100% | 100% | 100% |
| % of Vendor Requests Resolved within One Week | 95% | 100% | 100% |

HURST★TEXAS



POLICE DEPARTMENT

THE HURST POLICE DEPARTMENT IS DEDICATED TO PROVIDING EXCEPTIONAL SERVICE TO ITS CITIZENS AND EMPLOYEES THROUGH A PROBLEM SOLVING APPROACH EMPHASIZING A COMMITMENT TO EXCELLENCE THROUGH TEAMWORK AND BY DEVELOPING AND IMPLEMENTING 'FORWARD LOOKING' POLICIES AND PRACTICES TO DELIVER PUBLIC SAFETY SERVICES.

| | | |
|------------------|----------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT | POLICE |
| | POLICE | |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$8,779,110 | \$9,331,561 | \$9,341,881 | \$9,637,605 |
| MATERIAL AND SUPPLIES | \$176,117 | \$212,900 | \$206,000 | \$212,900 |
| MAINTENANCE | \$39,735 | \$80,870 | \$78,070 | \$95,070 |
| SUNDRY CHARGES | \$326,894 | \$336,690 | \$347,381 | \$352,850 |
| INTERNAL SERVICES | \$470,294 | \$531,703 | \$541,761 | \$541,703 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0440 | \$9,792,149 | \$10,493,724 | \$10,515,093 | \$10,840,128 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| CHIEF OF POLICE | Exempt | 1 | 1 | 1 | 1 |
| ASST POLICE CHIEF | Exempt | 2 | 2 | 1 | 1 |
| ADMINISTRATIVE ANALYST | Exempt | 1 | 1 | 1 | 1 |
| LIEUTENANT | 94 | 3 | 3 | 3 | 3 |
| SERGEANT | 93 | 8 | 8 | 8 | 8 |
| CORPORAL | 92 | 13 | 13 | 13 | 13 |
| POLICE OFFICER | 91 | 35 | 35 | 36 | 36 |
| INVESTIGATIVE ASSISTANT | 60 | 1 | 1 | 1 | 2 |
| ANIMAL SERVICES SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| CRIME SCENE COORDINATOR | 59 | 1 | 1 | 1 | 1 |
| SENIOR POLICE DISPATCHER | 58 | 2 | 2 | 2 | 2 |
| ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 0 | 0 |
| SENIOR ADMINISTRATIVE ASSOCIATE | 57 | 0 | 0 | 1 | 1 |
| POLICE DISPATCHER | 57 | 6 | 6 | 6 | 6 |
| PROPERTY CUSTODIAN | 57 | 1 | 1 | 1 | 1 |
| CID SECRETARY | 56 | 1 | 1 | 0 | 0 |
| CID ADMINSTRATIVE ASSISTANT | 56 | 0 | 0 | 1 | 1 |
| SENIOR ANIMAL SERVICES OFFICER | 56 | 1 | 1 | 1 | 1 |
| ANIMAL SERVICES OFFICER | 55 | 1 | 1 | 1 | 1 |
| COMM SVCS SECRETARY | 55 | 1 | 1 | 1 | 1 |
| JAILER | 55 | 4 | 5 | 5 | 5 |
| CRIME ANALYST | 55 | 1 | 1 | 1 | 1 |
| SENIOR POLICE RECORDS CLERK | 55 | 1 | 1 | 1 | 1 |
| POLICE RECORDS CLERK | 54 | 3 | 3 | 2 | 2 |
| LEAD BUILDING MAINTENANCE WORKER | 53 | 1 | 1 | 1 | 1 |
| ANIMAL SERVICES ATTENDANT | 52 | 1 | 1 | 1 | 1 |
| BUILDING MAINTENANCE WORKER | 51 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 6.5 | 1.58 | 0.5 | 0.5 |
| TOTAL 110-0440 | | 98.5 | 94.58 | 92.5 | 93.5 |

CITY OF HURST

GENERAL FUND

POLICE

0440 POLICE

MISSION STATEMENT

The Hurst Police Department is dedicated to providing exceptional service to its citizens and employees through a problem-solving approach emphasizing a commitment to Excellence Through Teamwork and by developing and implementing “forward-looking” policies and practices to deliver Public Safety Services.

DIVISION DESCRIPTION

The Hurst Police Department is a nationally accredited law enforcement agency providing twenty-four-hour a day law enforcement services for the citizens of Hurst and visitors to our community. The Department is a diverse community-based agency offering modern, professional and courteous service to the citizens of Hurst and Northeast Tarrant County area.

The two divisions within the Hurst Police Department, the Operations and Administrative Divisions, are responsible for police patrol, traffic enforcement, criminal investigations, crime prevention, juvenile services, 9-1-1 communications, criminal records, property and evidence, animal services, school crossing guards and narcotic investigations. The department also conducts numerous crime prevention and educational law enforcement programs for the public using two police outreach facilities to obtain community involvement and participation.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Equipped all sworn personnel with plate carriers and ballistic helmets.
 - ✓ Construction of Jail, Dispatch, and Property for Hurst Justice Center.
 - ✓ Implemented Priority Dispatch EMD (Emergency Medical Dispatch).
 - ✓ Implemented a body camera recording system.
 - ✓ Created a mobile forensic lab.
 - ✓ Implemented a small Unmanned Aircraft System (drone) program.
-

FUTURE INITIATIVES

- Implement a 3-D scanner to increase the efficiency and effectiveness of major accident and crime scene investigations.
 - Construct an animal shelter.
-

CITY OF HURST

GENERAL FUND

POLICE

0440 POLICE

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals: Provide responsive and innovative services to our customers.

Objectives:

-) Obtain a 3-D scanner through a multi-agency Justice Assistance Grant to be used to map major accident and crime scenes.
 - 0-3 Years Short Term

Goals: Increase the excellent and efficient service provided to our customers through updated infrastructure.

Objectives:

-) Choose a location and build an animal shelter to partner with the Humane Society of North Texas.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

POLICE

0440 POLICE

| Measures: | PY Actual | CY Estimate | Projected |
|---|-------------------------|-------------------------|------------------------|
| <i>Input:</i> | | | |
| Number of Officers | 62 | 62 | 63 |
| Number of Community Services Officers | 6 | 7 | 7 |
| Number of Civilian Personnel | 31 | 31 | 31 |
| Total Area Size | 9.8 Miles | 9.8 Miles | 9.8 Miles |
| Population | 38,884 | 38,884 | 39,814 |
| <i>Workload/Output:</i> | | | |
| Total Calls for Service | 57,840 | 49,894 | 55,000 |
| Number of Arrests | 2,662 | 2,678 | 2,700 |
| Number of Reports | 5,542 | 5,052 | 5,100 |
| Number of Alarm Permits | 1,655 | 1,885 | 2,262 |
| Commercial Motor Vehicle Inspections | 689 | 843 | 900 |
| Cases Assigned to the Criminal Investigations Division | 3,058 | 3,119 | 3,150 |
| Cases Assigned Per Day Per Detective | 1.7 | 1.7 | 1.7 |
| Criminal Cases Filed with Tarrant County District Attorney's Office | 1,486 | 1,515 | 1,500 |
| <i>Efficiencies:</i> | | | |
| Total Priority P Calls for Service | 381 | 416 | 425 |
| Average Response Time for a Priority P Call for Service | 4 Minutes 49 Seconds | 5 Minutes 28 Seconds | 5 Minutes 0 Seconds |
| Number of Officers per 1,000 population | 2 | 2 | 2 |
| Per Capita Cost for Police Services: General Fund | 251.83 | 270.42 | 272.27 |
| <i>Effectiveness:</i> | | | |
| Total Number of Training Hours | 16,488 | 21,752 | 17,344 |
| Training Hours Provided by Inside Instructors | 8,813 | 11,529 | 9,192 |
| Training Hours Provided by Outside Instructors | 7,675 | 10,223 | 8,152 |
| Number of Body Camera Systems Installed | 0 | 1 | 0 |

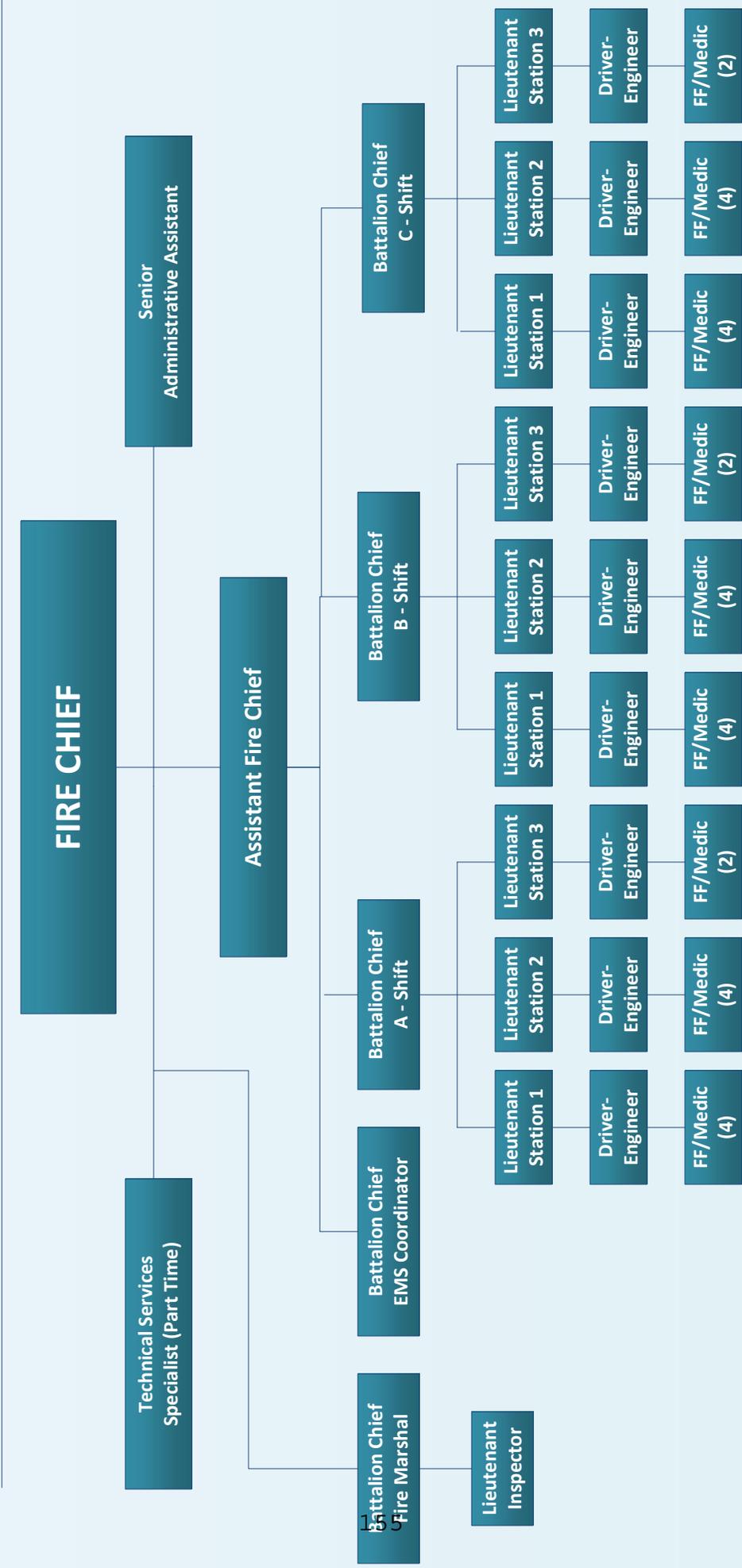
HURST★TEXAS



FIRE DEPARTMENT

THE HURST FIRE DEPARTMENT IS COMMITTED TO EXCELLENCE IN PROVIDING FOR THE SAFETY OF THE GUESTS AND CITIZENS OF HURST BY PROVIDING AGGRESSIVE FIRE PREVENTION, PROFESSIONAL FIRE PROTECTION, RESCUE, EMERGENCY MEDICAL SERVICE, HAZARDOUS MATERIAL RESPONSE, AND EMERGENCY MANAGEMENT AND BY DEVELOPING AND IMPLEMENTING 'FORWARD LOOKING' POLICIES AND PRACTICES TO DELIVER PUBLIC SAFETY SERVICES.

FIRE DEPARTMENT



| | | |
|------------------|----------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT | FIRE |
| | FIRE | FIRE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$5,653,263 | \$5,636,612 | \$5,640,260 | \$5,812,351 |
| MATERIAL AND SUPPLIES | \$111,188 | \$108,780 | \$119,460 | \$139,581 |
| MAINTENANCE | \$36,401 | \$38,700 | \$43,700 | \$41,700 |
| SUNDRY CHARGES | \$269,217 | \$260,282 | \$278,225 | \$264,835 |
| INTERNAL SERVICES | \$555,255 | \$583,639 | \$590,362 | \$583,639 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$15,000 |
| TOTAL 110-0550 | \$6,625,324 | \$6,628,013 | \$6,672,007 | \$6,857,106 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| FIRE CHIEF | Exempt | 1 | 1 | 1 | 1 |
| ASST FIRE CHIEF | Exempt | 1 | 1 | 1 | 1 |
| FIRE BATTALION CHIEF | 84 | 4 | 4 | 4 | 4 |
| FIRE LIEUTENANT | 83 | 10 | 10 | 10 | 10 |
| FIRE DRIVER/ENGINEER | 82 | 9 | 9 | 9 | 9 |
| FIREFIGHTER | 81 | 21 | 21 | 21 | 21 |
| SENIOR ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 0.85 | 0.64 | 0.64 | 0.5 |
| TOTAL 110-0550 | | 47.85 | 47.64 | 47.64 | 47.5 |

CITY OF HURST

GENERAL FUND

FIRE

0550 FIRE

MISSION STATEMENT

The Hurst Fire Department is committed to excellence in providing aggressive fire prevention, professional fire protection, technical rescue, emergency medical service, hazardous material response and emergency management by developing and implementing policies and practices to deliver excellent and responsive services to the Citizens of Hurst.

DIVISION DESCRIPTION

The Fire Department is responsible for providing fire suppression, rescue, emergency medical services, hazardous materials containment, explosive response, fire code enforcement, fire safety education to provide the full spectrum of emergency response for the community. Additional activities include training, annual business inspections of commercial occupancies, multifamily dwelling smoke detector inspections, fire safety education in public schools, CPR instruction, annual testing of the City fire hydrants, fire equipment readiness, fire code enforcement, new building plan review, and department budgeting

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Purchased New Ambulance
 - ✓ Specified New Aerial Apparatus
 - ✓ Began implementation of online plan submittals and review.
 - ✓ Implemented sUAV program.
-

FUTURE INITIATIVES

- Plan replacement of eight outdoor warning sirens.
 - Take Delivery of Aerial Apparatus
 - Complete online process for plan submittals and all other fire prevention permits
 - Plan for remodel and upgrades for Station 3.
 - Plan for remodel of Station 1.
 - Continue the development of the sUAV program.
-

CITY OF HURST

GENERAL FUND

FIRE

0550 FIRE

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Public Safety | <input type="checkbox"/> Infrastructure |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Innovation | <input type="checkbox"/> Leadership |

Goals:

-) Assess and update inter-local agreements to provide increased response capabilities in a cost-effective manner.
-) Meet or exceed national response time standards
-) Participate in a Regional Emergency Management Plan and maintain a local Homeland Security and Emergency Preparedness Program and annually report to the City Council
-) Reduce the potential of loss of life and property from all hazards

Objectives:

-) Evaluate, update and develop mutual aid agreements as necessary with neighboring communities.
 - 0-3 Years Short Term
-) Coordinate with Public Works to upgrade traffic signal pre-emption systems
 - 3-10 Years Intermediate Term
-) Continued participation in NEFDA which increases response capabilities in a cost efficient manner.
 - 0-3 Years Short Term
-) Participate in County and Regional Emergency Management plans and processes.
 - 0-3 Years Short Term
-) Provide a robust Fire Prevention program in the community to help prevent loss of life and loss of property.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|-----------------------|-----------|-------------|-----------|
| Input: | | | |
| Fire Chief | 1 | 1 | 1 |

CITY OF HURST

GENERAL FUND

FIRE

0550 FIRE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Assistant Chief | 1 | 1 | 1 |
| Fire Marshal | 1 | 1 | 1 |
| Firefighter/Inspector/Admin Staff | 53.5 | 53.5 | 53.5 |
| Number of Fire Stations | 3 | 3 | 3 |
| Number of Staffed Fire Apparatus | 3 | 3 | 3 |
| <i>Workload/Output:</i> | | | |
| Total Numbers of Calls | 4,811 | 4,800 | 4850 |
| Fire Related Calls | 1,571 | 1,500 | 1,500 |
| EMS Related Calls | 3240 | 3,400 | 3,400 |
| Structure Fires | 48 | 40 | 40 |
| Fire Inspections | 600 | 1,200 | 1,200 |
| Number of Smoke Detectors Tested | 4,760 | 4,900 | 4,900 |
| Number of Fire Prevention Contacts | 10,000 | 10,000 | 10,000 |
| Emergency Management Plan | 1 | 1 | 1 |
| Firefighters Receiving Training | 56 | 56 | 56 |
| Ambulance Subscribers | 980 | 1030 | 1035 |
| Regional Meetings (Fire, Rescue, Emergency Management) | 190 | 224 | 224 |
| <i>Effectiveness:</i> | | | |
| Percent of Business Requiring Inspections | 100% | 100% | 100% |

CITY OF HURST

GENERAL FUND

FIRE

0550 FIRE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Smoke Detectors Tested | 100% | 100% | 100% |
| Firefighters Receiving Training | 100% | 100% | 100% |
| Emergency Management Plan Update | 100% | 100% | 100% |
| Property Loss/Damage | \$1.4M | \$1.5M | \$1.2M |
| Regional Meeting Attendance | 80% | 80% | 90% |
| <i>Efficiencies:</i> | | | |
| Percent of Businesses Requiring Inspections | 100% | 100% | 100% |
| Percent of Fire Calls responded to in 6 Minutes or less | 92.4% | 90% | 90% |
| Percent of Emergency Medical Calls Responded to in 6 minutes or less | 90.3% | 90% | 90% |

| | | |
|------------------|----------------------|------------------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT FIRE | AMBULANCE/EMS SERVICES |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$1,032,879 | \$1,111,260 | \$1,111,600 | \$1,159,249 |
| MATERIAL AND SUPPLIES | \$101,979 | \$76,400 | \$76,400 | \$77,400 |
| MAINTENANCE | \$0 | \$0 | \$0 | \$0 |
| SUNDRY CHARGES | \$6,422 | \$12,217 | \$7,167 | \$11,017 |
| INTERNAL SERVICES | \$95,764 | \$95,764 | \$95,764 | \$95,764 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0551 | \$1,237,044 | \$1,295,641 | \$1,290,931 | \$1,343,430 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| FIRE BATTALION CHIEF/EMS COORDINATOR | 84 | 1 | 1 | 1 | 1 |
| FIREFIGHTER | 81 | 9 | 9 | 9 | 9 |
| TOTAL 110-0551 | | 10 | 10 | 10 | 10 |

CITY OF HURST

GENERAL FUND

FIRE

0551 EMS

MISSION STATEMENT

The Hurst Fire Department EMS/Ambulance Division is committed to providing exceptional pre-hospital medical care to the Citizens of Hurst

DIVISION DESCRIPTION

The Fire Department Emergency Medical Services Division provides emergency care and transportation of the sick and injured.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ 980 Ambulance Subscribers
 - ✓ Purchased New Medic Vehicle
 - ✓ Upgraded Cardio-Pulmonary Resuscitation (CPR) Devices
-

FUTURE INITIATIVES

- Continue to consider new technology to improve patient care.
 - Continue to Research Proactive Service Delivery.
 - Increase training opportunities in emergency medical care.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Provide excellent pre-hospital care to the Citizens of Hurst with well trained personnel using the most appropriate equipment while working with all necessary medical facilities.

CITY OF HURST

GENERAL FUND

FIRE

0551 EMS

Objectives:

-) Maintain up to date and current medical protocols, training and equipment

 - 0-3 Years Short Term

-) Maintain ambulance subscription service

 - 0-3 Years Short Term

-) Continue to partner with local hospitals and regional organizations to enhance the continuity of care from the time 911 is called until the patient leaves the hospital.

 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| EMS Coordinator | 1 | 1 | 1 |
| Firefighter/Paramedics | 9 | 9 | 9 |
| <i>Workload/Output:</i> | | | |
| EMS Related Calls | 3,240 | 3,400 | 3,400 |
| Structure Fires | 52 | 42 | 42 |
| Firefighter/Paramedics Receiving Training | 10 | 10 | 10 |
| Ambulance Subscribers | 980 | 1030 | 1035 |
| <i>Effectiveness:</i> | | | |
| EMS Calls Responded to | 100% | 100% | 100% |
| Structure Fires Responded to | 100% | 100% | 100% |
| Firefighter/Paramedics Receiving Training | 100% | 100% | 100% |
| Ambulance Subscribers Served | 100% | 100% | 100% |

CITY OF HURST

GENERAL FUND

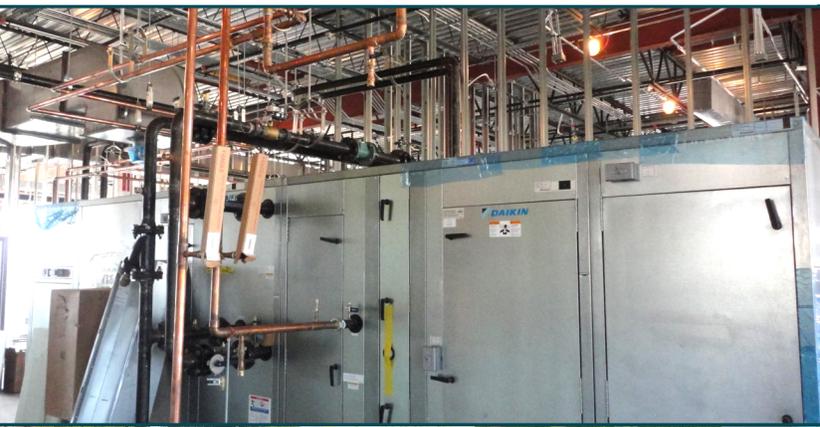
FIRE

0551 EMS

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Efficiencies:</i> | | | |
| Percent of EMS Calls Responded to in 6 minutes or Less | 90.3% | 90% | 90% |
| Percent of Structure Fires Responded to in 6 Minutes or Less | 92.4% | 90% | 90% |

HURST★TEXAS

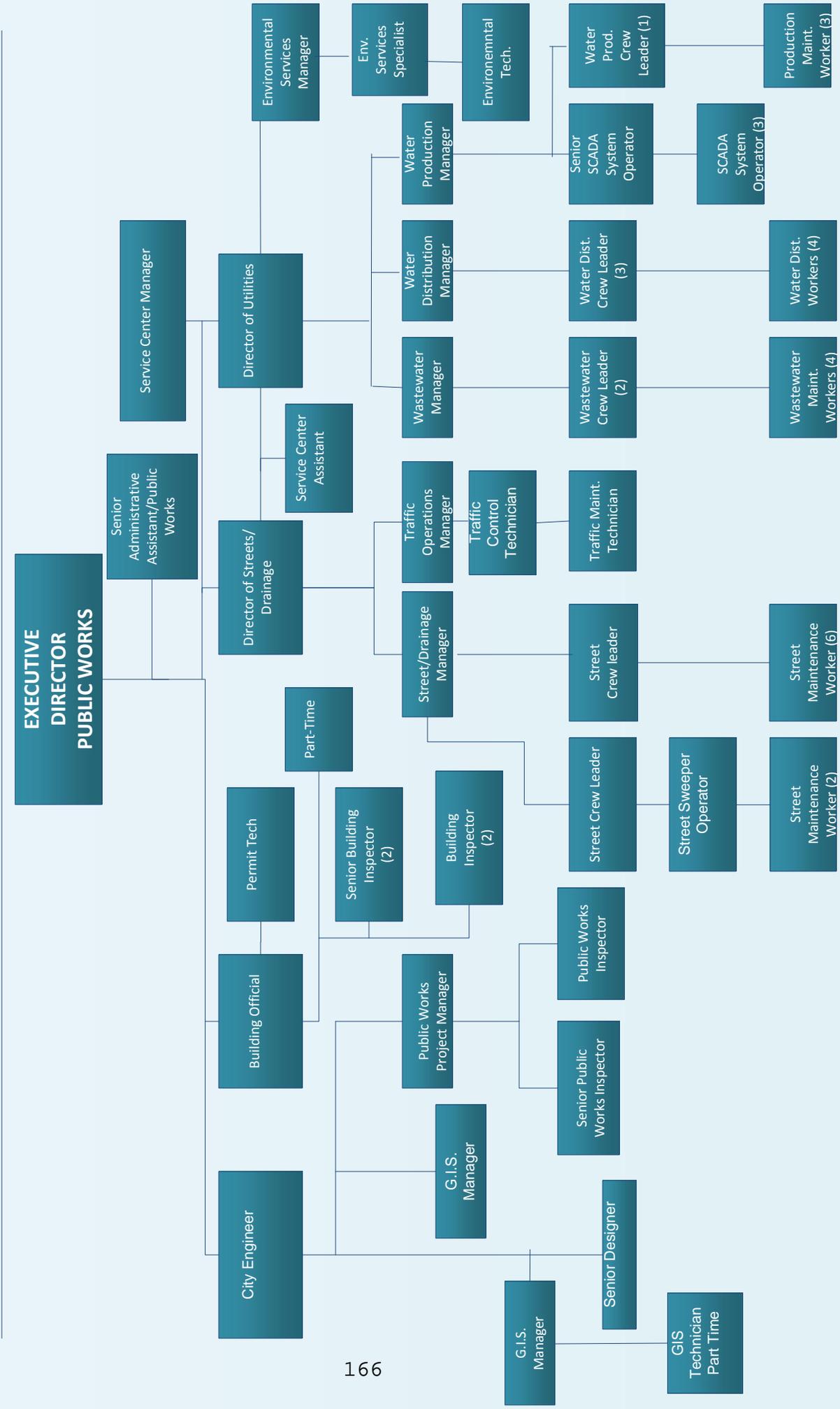
HURST★TEXAS



PUBLIC WORKS DEPARTMENT

THE MISSION OF THE PUBLIC WORKS DEPARTMENT IS TO PROVIDE EXCELLENT QUALITY SERVICES TO THE CITIZENS AND BUSINESSES OF HURST THROUGH OUR WATER, WASTEWATER, STREETS, DRAINAGE SYSTEMS, AND BUILDING INSPECTION DIVISION BY DESIGNING AND IMPLEMENTING AGGRESSIVE REHABILITATION AND MAINTENANCE PROGRAMS.

PUBLIC WORKS



| | | |
|----------------------|-------------------|-----------------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 110 GENERAL FUND | PUBLIC WORKS | BLDG INSP/NEIGHBORHOOD SVCS |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$528,094 | \$540,968 | \$540,069 | \$563,554 |
| MATERIAL AND SUPPLIES | \$13,168 | \$19,900 | \$23,900 | \$17,900 |
| MAINTENANCE | \$496 | \$1,500 | \$1,500 | \$1,500 |
| SUNDRY CHARGES | \$22,119 | \$37,676 | \$27,278 | \$45,039 |
| INTERNAL SERVICES | \$99,603 | \$64,285 | \$64,285 | \$64,285 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0662 | \$663,480 | \$664,329 | \$657,032 | \$692,278 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| BUILDING OFFICIAL | Exempt | 1 | 1 | 1 | 1 |
| SENIOR BUILDING INSPECTOR | 60 | 2 | 2 | 2 | 2 |
| BUILDING CODE INSPECTOR | 59 | 2 | 2 | 2 | 2 |
| PERMIT TECH | 57 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 0.5 | 0.24 | 0.74 | 0.74 |
| TOTAL 110-0662 | | 6.5 | 6.24 | 6.74 | 6.74 |

CITY OF HURST

0662 BLD

GENERAL FUND

PUBLIC WORKS

INSP/NEIGHBORHOOD SVCS

MISSION STATEMENT

BUILDING INSPECTIONS / MULTI-FAMILY

To provide the highest quality, most comprehensive building inspections possible to protect the health, safety and welfare of the public with regard to our built environment through the enforcement of our adopted codes and amendments, and being committed to a standard of professional behavior that exemplifies the highest ideals and principles of ethical conduct.

DIVISION DESCRIPTION

The Building Inspection, Multi-Family Division is responsible for the interpretation and enforcement of adopted building and housing codes regarding construction, maintenance and the rehabilitation of structures within the City. The Division is also responsible for the enforcement of accessibility, zoning, electrical, plumbing, heating, ventilation, air conditioning and energy conservation codes and the issuance of all applicable permits.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Issued 2,371 permits with a value of \$32,599,138
 - ✓ Conducted 2,560 residential inspections. Permitted 12 new homes valued at \$1.9 million
 - ✓ Conducted 2,234 commercial inspections.
 - ✓ 131 new or expanded businesses Projects completed this year: Neighborhood WalMart and surrounding retail; Pinnacle ER; Slim Chickens; CareNow; Pet Supply and Conference Center parking garage.
 - ✓ Conducted 612 apartment inspections. Value of improvement permits was \$459,981
 - ✓ Conducted 683 Rental Property Inspections of the 1286 Properties Registered in 2015
-

FUTURE INITIATIVES

- Provide a high level of professionalism with regard to plan review, building inspections, housing inspections and rental registration program
 - Adopt the new 2015 International Codes including for the first time the International Pool and Spa Code
-

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0662 BLD
INSP/NEIGHBORHOOD SVCS

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|---|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Continue the “Good Neighbor” philosophy in the revitalization process.
-) Refine building and development standards to establish aggressive initiatives to enhance and enrich neighborhood value to promote a quality image and aesthetic excellence throughout Hurst.
-) Establish strong relationships with the owners, management and residents of our multi-family community to improve their quality of life.
-) Assist the multi-family properties in establishing neighborhood crime watch groups.
-) Participate and promote the Paint Up Hurst, Employee Giving Day, and CPR programs.
-) Provide expedient, thorough, professional plan reviews, building permits and inspections, and housing inspections.

Objectives:

-) Continue to update the Code of Ordinances to enhance and enrich the Quality of Life.
 - 0-3 Years Short Term
-) Enforce Building and Property Maintenance Codes.
 - 0-3 Years Short Term
-) Conduct at least one inspection and follow-up inspection on at all 32 apartment complexes, concentrating on those properties that receive low scores without neglecting the properties that perform maintenance.
 - 0-3 Years Short Term
-) Register and inspect 1,200 single family rent homes.
 - 0-3 Years Short Term
-) Obtain five CEUs per inspector, mostly through regional training events.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

**0662 BLD
INSP/NEIGHBORHOOD SVCS**

-) Work with PD to provide Crime Watch meetings at all of the apartment communities.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|-----------|------------------|--------------|
| <i>Input:</i> | | | |
| Have one remaining field inspector pass Energy Certification | n/a | n/a | Done by 9/16 |
| Enforce new multi-family ordinance with penalties as needed. | n/a | n/a | 1/1/17 |
| <i>Workload/Output:</i> | | | |
| ZBA, CAAB meetings per year | 5 | 5 | 5 |
| Perform rental property inspections. | 683 | 600 | 600 |
| Attend all apartment managers meetings | 10 | 10 | 10 |
| Attend all apartment crime watch meetings | 10 | 10 | 10 |
| Issue building permits | 2,359 | 2,371 | 2,500 |
| Perform building inspections | 4,593 | 4,794 | 5,000 |
| <i>Effectiveness:</i> | | | |
| Gain budget approval for field iPADs, uplinks, TAD data; buy same and implement usage | n/a | Filled | NA |
| Obtain budget approval for PTE to support rental and apartment inspector | n/a | Filled | NA |
| Coordinate apartment inspections PD to gain data in support of apartment improvements | n/a | Apt Mgr meetings | A |
| <i>Efficiencies:</i> | | | |
| Average time to review plans | 14 days | 14 days | 10 days |
| Number apartment complexes 100% inspected | 3-5 | 20 | 32 |

| | | |
|---------------------------------|---|--------------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION ENGINEERING |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$264,530 | \$257,947 | \$258,606 | \$265,650 |
| MATERIAL AND SUPPLIES | \$1,581 | \$2,715 | \$2,565 | \$2,715 |
| MAINTENANCE | \$1,391 | \$2,350 | \$2,350 | \$2,350 |
| SUNDRY CHARGES | \$7,682 | \$11,770 | \$11,381 | \$11,633 |
| INTERNAL SERVICES | \$29,196 | \$16,205 | \$16,225 | \$16,205 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0663 | \$304,380 | \$290,987 | \$291,127 | \$298,553 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| EXECUTIVE DIRECTOR OF PUBLIC WORKS | Exempt | 1 | 1 | 1 | 1 |
| PUBLIC WORKS INSPECTOR | 59 | 1 | 1 | 1 | 1 |
| TOTAL 110-0663 | | 2 | 2 | 2 | 2 |

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0663 ENGINEERING

MISSION STATEMENT

To provide for effective administration of Public Works activities that ensures safe and efficient roadway systems and to ensure that all City public paving improvements are designed and constructed in accordance with City regulations and accepted engineering and construction principles and practices.

DIVISION DESCRIPTION

The Engineering Division of the Public Works Department is responsible for the overall supervision and administration of streets, drainage, engineering, and construction activities. The Engineering Division is responsible for reviewing and/or preparing construction plans, issuing permits, and inspecting new construction of all sidewalks and street systems. The GIS staff within the Engineering Division prepares and maintains a street inventory classification system, prepares long-range planning for street improvements, and maintains and updates all street maps.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- Complete construction of 42nd Year CDBG Project / Sheri Lane.
 - Notify franchised utility companies of conflict/adjustments for Pipeline Road Phase 3
 - Continue ROW acquisition for Pipeline Road Phase 3.
 - Complete design and begin construction on Transportation Alternatives Program - Safe Routes to Schools Project/ Harrison Lane Elementary/ Hurst Junior High
 - Complete construction of Pipeline Road Phase 2A.
 - Review of numerous private development projects.
-

FUTURE INITIATIVES

- Begin and complete design of the 44th Year CDBG Grant Project / TBD.
 - Complete construction of Pipeline Road Phase 2.
 - Complete ROW acquisition for Pipeline Road Phase 3.
 - Begin design of Pipeline Road Phase 4.
 - Complete construction on Transportation Alternatives Program - Safe Routes to Schools Project/ Harrison Lane Elementary/ Hurst Junior High.
 - Survey citizens for feedback on street utility fee structure. Review results with Council.
-

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0663 ENGINEERING

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Create partnerships that better serve a full range of transportation needs addressing seniors, disabled, and job access transportation alternatives.
-) Continue to implement clean air initiatives within the City of Hurst.
-) Maintain active participation in the Council of Government's transportation committees.
-) Assess state highway projects and their impact on traffic flow within and through Hurst.
-) Periodically report on progress of capital projects.
-) Continue to rate, prioritize, and review capital improvements and facility projects.
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

-) Survey citizens for feedback on street utility fee structure and meet with Council to review survey and cost options.
 - 0-3 Years Short Term
-) Complete an automated street inventory process resulting in updated street ratings.
 - 0-3 Years Short Term
-) Reduce risk to the City regarding construction projects where possible and appropriate.
 - 0-3 Years Short Term
-) Continue to apply for Community Development Block Grant (CDBG) funds from the Housing and Urban Development Department.
 - 0-3 Years Short Term
-) Continue to submit transportation related projects to the regional Metropolitan Planning Organization (NCTCOG) for potential funding assistance when "Call for Projects" occur.
 - 0-3 Years Short Term
-) Utilize Tarrant County 50% Funding program for improvements to Pipeline Road.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0663 ENGINEERING

- J Utilize Subsurface Engineering (SUE) on all street widening construction projects to reduce risk and have more detailed plans to reduce bid costs for underground unknowns.
 - 0-3 Years Short Term

- J Evaluate the city infrastructure annually and determine projects that require rehabilitation or new construction.
 - 3-10 Years Intermediate Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Employees | 2 | 2 | 2 |
| General Fund Expenditures | \$304380 | \$291,197 | \$291,605 |
| <i>Workload/Output:</i> | | | |
| Development Plans Reviewed | 35 | 40 | 25 |
| CIP Plans Reviewed | 5 | 7 | 5 |
| Grant Projects Managed | 4 | 4 | 4 |
| <i>Effectiveness:</i> | | | |
| Plans reviewed/returned in 3 weeks (%) | 95 | 100 | 100 |
| <i>Efficiencies:</i> | | | |
| Budget Cost per Employee | \$152,190 | \$145,598 | \$145,802 |

| | | |
|------------------|----------------------------|------------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT PUBLIC WORKS | STREETS/DRAINAGE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$853,855 | \$940,574 | \$935,092 | \$971,914 |
| MATERIAL AND SUPPLIES | \$20,325 | \$22,630 | \$21,007 | \$22,630 |
| MAINTENANCE | \$683,463 | \$743,112 | \$736,040 | \$743,112 |
| SUNDRY CHARGES | \$364,820 | \$431,973 | \$382,165 | \$431,983 |
| INTERNAL SERVICES | \$309,250 | \$325,098 | \$325,983 | \$325,098 |
| CAPITAL OUTLAY | \$10,803 | \$0 | \$0 | \$10,000 |
| TOTAL 110-0664 | \$2,242,515 | \$2,463,387 | \$2,400,287 | \$2,504,737 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| SERVICE CENTER MANAGER | Exempt | 1 | 1 | 1 | 1 |
| DIRECTOR OF STREETS/DRAINAGE | Exempt | 1 | 1 | 1 | 1 |
| STREETS AND DRAINAGE MANAGER | 59 | 1 | 1 | 1 | 1 |
| TRAFFIC OPERATIONS MANAGER | 59 | 1 | 1 | 1 | 1 |
| TRAFFIC CONTROL TECH | 57 | 1 | 1 | 1 | 1 |
| STREET CREWLEADER | 56 | 1 | 1 | 1 | 1 |
| TRAFFIC MAINT TECH | 56 | 1 | 1 | 1 | 1 |
| STREET MAINTENANCE WORKER | 51 | 6 | 6 | 6 | 6 |
| PT/SEASONAL EMPLOYEES | Part-Time | 0.11 | 0.11 | 0.11 | 0.11 |
| TOTAL 110-0664 | | 13.11 | 13.11 | 13.11 | 13.11 |

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0664 STREETS/DRAINAGE

MISSION STATEMENT

To perform maintenance of streets and traffic control systems in a professional manner that will provide safe and efficient movement of traffic on streets and develop and implement comprehensive transportation plans that are efficient, safe and environmentally friendly.

DIVISION DESCRIPTION

The Street Division is responsible for maintaining 148 miles of paved concrete and asphalt streets throughout the City with various types of repair methods such as overlay, micro-resurface, patching and crack sealing. The Traffic Control Section maintains 7,795 traffic control devices, such as signs and markings, in addition to 41 signals. This section also performs traffic counts for speed & warrant studies. They also respond to all citizen complaints and related street, drainage & traffic emergencies that arise.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Overlaid a total of 8.3 lane miles of road surface
 - ✓ Crack sealed a total of 60,000 sq. yards of roadway surface
 - ✓ Contractors replaced a total of 1,481 feet of curb and gutter, 883 feet of sidewalk, 25 driveways, and 7.5 valley gutters
 - ✓ Daily monitoring of the ACTRA traffic signal and remote control system
 - ✓ Replaced all street name signs in the City with new Hurst Logo and reflective material that were damaged by inclement weather or vandalized
 - ✓ Monitored traffic signal timing plans throughout the city
 - ✓ Program, troubleshoot, and maintain 18 School flashers
 - ✓ Installed Battery Backup Systems at 2 signalized intersections
-

FUTURE INITIATIVES

- Overlay a total of 7 lane miles of road surface with asphalt
- Crack seal a total of 70,000 sq. yards of roadway surface
- Manage contractors for the Surface Drainage Program replacement of curb and gutter, sidewalk, handicap ramps, driveways, and valley gutters
- Replace faded or damaged signs as needed
- Complete the replacement of the regulatory signs on the signal mast arms for improved visibility

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0664 STREETS/DRAINAGE

- Install Battery Backup Systems for signal system at 2 intersections
- Install New GridSmart Xpress camera system on Bedford Eules @ Hurstview

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Infrastructure |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Redevelopment | <input type="checkbox"/> Leadership |

Goals:

-) Identify and implement funding to aggressively maintain and improve the City's infrastructure
-) Continue to review traffic survey data to address its impact of traffic flows, quality of streets, capacity of streets, adequate and proper signalization and air quality
-) Assess every street on an annual basis through the street inventory program
-) Provide Engineering with a list of CDBG & Reconstruction streets every year
-) Maintain streets in a condition for efficient and safe travel by the public
-) Perform the correct maintenance at the proper time in the streets life cycle
-) Expand the practice of utilizing Tarrant County employees to assist with the asphalt overlay of thoroughfare streets in Hurst
-) Conduct traffic studies to maintain an accurate record of traffic volumes (on major roadways)
-) Consider major arterial improvements as traffic volumes approach their capacity
-) Periodically report on progress of capital projects

Objectives:

-) Manage all traffic control devices in a serviceable condition by replacing within four days of finding faded and/or vandalized devices
 - 3-10 Years Intermediate Term
-) Respond to emergency complaints within thirty minutes and resolve within twenty-four hours
 - 10 + Years Long Term
-) Manage all signalized intersections for optimal traffic flow
 - 0-3 Years Short Term
-) Maintain streets in an efficient and safe condition for the traveling public

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0664 STREETS/DRAINAGE

- 3-10 Years Intermediate Term
-) Provide assistance to other departments to reach the highest level of customer service
 - 10 + Years Long Term
-) Enter Objectives
 - 10 + Years Long Term
-) Respond to citizen complaints in a timely and efficient manner
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-------------|-------------|-------------|
| <i>Input:</i> | | | |
| Number of Streets/Traffic employees (FTE) | 12 | 12 | 12 |
| Street/Traffic Expenditures | \$2,242,515 | \$2,400,287 | \$2,487,413 |
| <i>Workload/Output:</i> | | | |
| Street Overlay (Lane Miles) | 8.3 | 7 | 8 |
| Crack Seal (Square Yards) | 60,000 | 70,000 | 80,000 |
| Street Repairs (Square Yards) | 12,200 | 7,800 | 7,500 |
| Pot Hole Repairs (Square Yards) | 29 | 15 | 10 |
| Signal Preventive Maintenance | 27 | 27 | 27 |
| Sign Fabrication (street names, vehicle decals, regulatory, warning, guide and construction) | 250 | 260 | 250 |
| Sign Installation (poles, break-away posts and delineators) | 200 | 195 | 200 |
| <i>Effectiveness:</i> | | | |
| Percent of Citizen concerns responded to within thirty minutes | 97% | 100% | 100% |
| Percent of Citizen concerns resolved within three days | 95% | 97% | 97% |

CITY OF HURST

GENERAL FUND

PUBLIC WORKS

0664 STREETS/DRAINAGE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Number of days to replace traffic control devices after reported | 2 | 2 | 2 |
| Percent of streets cleaned/swept four times/year | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Percentage of Streets rated excellent and good | 91% | 91% | 92% |
| Percentage of Streets rated poor | 1% | 1% | 1% |

HURST★TEXAS

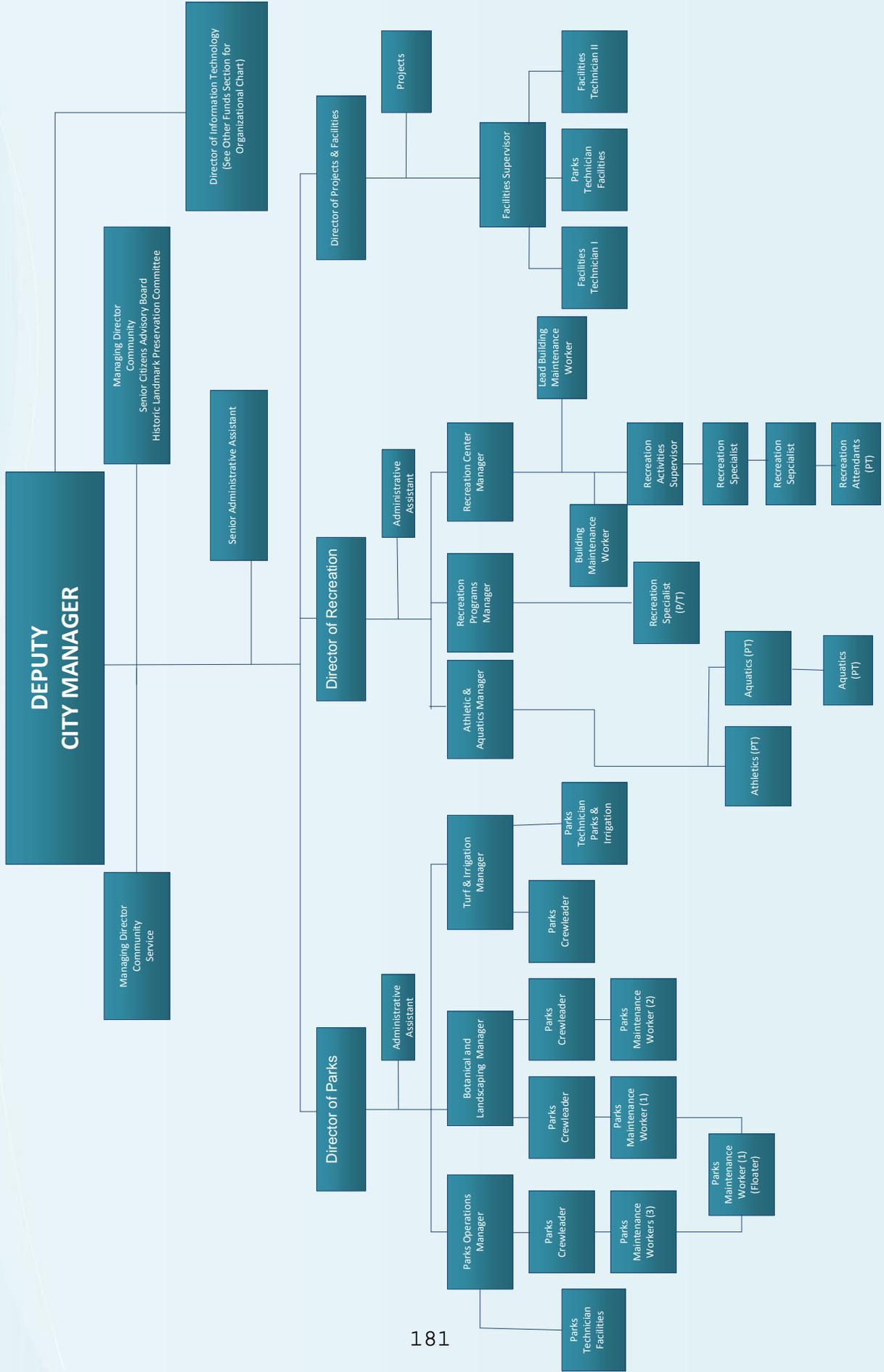
HURST★TEXAS



COMMUNITY SERVICES DEPARTMENT

THE COMMUNITY SERVICES DEPARTMENT IS COMMITTED TO IMPROVING THE QUALITY OF LIFE FOR ALL CITIZENS THROUGH THE DEVELOPMENT, IMPLEMENTATION, AND MAINTENANCE OF ALL CITY PARKS, RECREATION, AQUATICS, SENIOR CENTER AND LIBRARY PROGRAMS AND FACILITIES.

COMMUNITY SERVICES



| | | |
|------------------|----------------------------------|--------------------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT COMMUNITY SERVICES | COMMUNITY SERVICES ADMIN |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$506,794 | \$515,878 | \$534,655 | \$551,521 |
| MATERIAL AND SUPPLIES | \$12,732 | \$16,050 | \$13,050 | \$1,450 |
| MAINTENANCE | \$0 | \$0 | \$0 | \$0 |
| SUNDRY CHARGES | \$9,339 | \$11,806 | \$11,001 | \$12,342 |
| INTERNAL SERVICES | \$15,970 | \$15,556 | \$15,556 | \$15,556 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0770 | \$544,835 | \$559,290 | \$574,262 | \$580,869 |

| PERSONNEL SCHEDULE | | | | | |
|---|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| DEPUTY CITY MANAGER | Exempt | 1 | 1 | 1 | 1 |
| MANAGING DIRECTOR OF COMMUNITY SERVICES | Exempt | 1 | 1 | 1 | 1 |
| DIRECTOR OF FACILITIES AND PROJECTS | Exempt | 1 | 1 | 1 | 1 |
| SENIOR ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 1 | 1 |
| TOTAL 110-0770 | | 4 | 4 | 4 | 4 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0770 COMM SVCS
ADMINISTRATION

MISSION STATEMENT

The Administration Division is committed to providing effective and innovative management and leadership, which supports and improves technological, recreational, cultural, and educational programs at the highest possible levels of service to the citizens of our community.

DIVISION DESCRIPTION

Community Services Administration is the administrative arm of the Parks, Recreation, Aquatics, Library, Facilities Services, Information Services, and Senior Services Divisions. Community Services is primarily responsible for managing, planning, coordinating, and directing the activities of the seven Divisions. In addition, Community Services administers the IT Fund, the Park Donation Fund, the Half-Cent Sales Tax Fund, responds to citizen concerns and requests, and manages construction projects within the Department.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Provided oversight for the Recreation Divisions' special events and annual programming including a newly renovated Chisholm Aquatics Center, the Tennis Center, the newly remodeled Recreation Center and three competitive athletic complexes.
 - ✓ Directed the activities of the Parks Division, including ongoing maintenance and the Chisholm Park Improvements Project Ph II, Field Realignment Project at Hurst Athletic Complex, and the Recreation and Central Aquatics Landscape Project
 - ✓ Oversaw the Library Division which provides three Summer Reading Clubs, operates a full media and learning center, and circulates over 400,000 items a year to 37,000 citizens.
 - ✓ Completed Construction of the Central Aquatics Center Renovation Project and replacement of the Recreation Center Roof Project.
 - ✓ Completed the Hurst Justice Center, Hurst Conference Center Parking Deck Expansion, and the City Hall Renovation.
 - ✓ Provided direction for the continued success of the Hurst Senior Citizens Activities Center in its eighth year of operation with over 1,700 members.
 - ✓ Continued to work closely with the Parks and Recreation Board, Library Board, Senior Citizens Advisory Board, and the Historical Landmark Preservation Committee.
 - ✓ Continued the successful Heritage Village Presents event series.
-

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0770 COMM SVCS
ADMINISTRATION

FUTURE INITIATIVES

- Major projects include the replacement of the playground at Echo Hills Park and Jaycee Baker Park, improvements to Parker Cemetery, completion of Parks and Recreation Master Plan, renovation of the Tennis Center Building, host the inaugural Fall Festival in Hurst, and Vivagene Copeland Park Improvements.
- Replacement of the City's Telecommunication System.
- Replacement of Citywide Security Access Control System

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|---|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Be proactive in meeting cultural, educational, recreational, technological and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt and facility operation and maintenance.
-) Develop a sustainable approach to operating, depreciating, and completing capital projects in the IT Fund.
-) Provide programs to Hurst citizens that focus on healthy living.
-) Continue to develop programs and services to address the needs of Hurst senior citizens.

Objectives:

-) To respond to citizen needs through short and long term strategic planning that addresses the community's needs for park, recreation, aquatics, library, senior activities and facilities services.
 - 0-3 Years Short Term
-) To respond and maintain the IT infrastructure through short and long term strategic planning that addresses the City's needs.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

**0770 COMM SVCS
ADMINISTRATION**

-) Continue have the Historical Committee involved in documenting the history of Hurst.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Employees | 4 | 4 | 4 |
| <i>Workload/Output:</i> | | | |
| Number of Board Meetings Held | 35 | 35 | 35 |
| <i>Effectiveness:</i> | | | |
| Percent of Requests for Action Responded to Within 72 hours | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| % of Citizen Inquirers Responded to Within 48 hours | 100% | 100% | 100% |

| | | |
|------------------|----------------------------------|------------------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT COMMUNITY SERVICES | FACILITIES MAINTENANCE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$106,092 | \$104,476 | \$104,462 | \$108,506 |
| MATERIAL AND SUPPLIES | \$4,769 | \$5,800 | \$5,800 | \$5,800 |
| MAINTENANCE | \$383,999 | \$456,765 | \$429,465 | \$449,894 |
| SUNDRY CHARGES | \$69,359 | \$75,910 | \$66,317 | \$75,910 |
| INTERNAL SERVICES | \$11,515 | \$21,549 | \$21,549 | \$21,549 |
| CAPITAL OUTLAY | \$16,557 | \$0 | \$17,390 | \$0 |
| TOTAL 110-0228 | \$592,292 | \$664,500 | \$644,983 | \$661,659 |

| PERSONNEL SCHEDULE | | | | | |
|-------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| FACILITIES TECHNICIAN I | 56 | 1 | 1 | 1 | 1 |
| LEAD BUILDING MAINTENANCE WKR | 53 | 1 | 1 | 1 | 1 |
| TOTAL 110-0228 | | 2 | 2 | 2 | 2 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0228 FACILITIES
MAINTENANCE

MISSION STATEMENT

Facility Services will provide responsive and seamless maintenance services to keep facilities safe and attractive to use for all City employees and citizens alike. Facility Services will at all times emphasize quality and efficiency to ensure that an aging infrastructure is maintained.

Project Management will provide construction administrative services to build attractive public facilities for surrounding neighborhood and commercial revitalization.

DIVISION DESCRIPTION

The mission of the Facility Services Division is to seamlessly maintain the City's facilities while providing an aesthetically pleasing and safe work environment for City employees. Facility Services is primarily responsible for managing, planning, coordinating, and directing the maintenance and building improvements for each of the City's 25 facilities. Staff also coordinates annual elevator inspections, AED inspections, window cleaning, pest control, carpet and furniture cleaning, AC filter and duct cleaning, boiler inspections, fire alarm systems inspections, fire extinguisher inspections, fire sprinkler system inspections, and a host of other professionally contracted services as needed throughout the year.

The mission of Project Management is to protect the City's interests throughout all phases of contracted construction and maintenance services.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Replaced old manual towel dispensers with automatic dispensers in bathrooms.
- ✓ Installation of Lighting, Ceiling Fans, Ice Machine, and various items at the Central Aquatics Center.
- ✓ Oversee contracted HVAC screening wall installation at Central Aquatics.
- ✓ LED retrofit lighting at various facilities.
- ✓ Oversee roofing and drainage projects at the Recreation Center.
- ✓ Installation of new AC split systems at various facilities.
- ✓ Coordination of contracted Roof Top HVAC systems installation at various facilities.
- ✓ Coordinate all daily work orders and contracted services to keep facilities in good repair.

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0228 FACILITIES
MAINTENANCE

FUTURE INITIATIVES

- Continue to keep facilities in good repair and maintained to the best of our ability.
 - Renovate interior spaces as requested by City Management.
 - Replace old City Hall roof and repair windows.
 - Installation of two new HVAC systems as needed.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

Facility Services will continue to provide a responsive and seamless maintenance service ensuring that we keep all facilities safe and attractive to use for all City employees and citizens alike. Facility Services will also continue to emphasize quality and efficiency to ensure that an aging infrastructure is maintained and in good repair.

Project Management will also continue to provide construction administrative services to build attractive public facilities for surrounding neighborhood and commercial revitalization.

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

**0228 FACILITIES
MAINTENANCE**

Objectives:

-) Facility Services will continue to complete a minimum of 75% of work requests, within 7 days of receipt, by committing to a culture of innovation and efficiency
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Personnel | 2 | 2 | 2 |
| <i>Workload/Output:</i> | | | |
| Number of HVAC Units | 114 | 114 | 114 |
| Number of HVAC units replaced | 4 | 2 | 2 |
| Number of Work Requests processed | 600 | 600 | 725 |
| <i>Effectiveness:</i> | | | |
| Percentage of work requests completed in 7 days | 95% | 95% | 95% |
| <i>Efficiencies:</i> | | | |
| Percentage of work requests responded to in 8 hours | 100% | 100% | 100% |

| | | |
|------------------|----------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT | PARKS |
| | COMMUNITY SERVICES | |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$1,319,176 | \$1,385,476 | \$1,397,920 | \$1,451,649 |
| MATERIAL AND SUPPLIES | \$31,840 | \$33,905 | \$33,905 | \$33,505 |
| MAINTENANCE | \$24,629 | \$27,682 | \$27,682 | \$27,256 |
| SUNDRY CHARGES | \$828,332 | \$819,704 | \$810,457 | \$838,626 |
| INTERNAL SERVICES | \$129,576 | \$128,796 | \$128,206 | \$128,796 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0772 | \$2,333,552 | \$2,395,563 | \$2,398,170 | \$2,479,832 |

| PERSONNEL SCHEDULE | | | | | |
|-------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| PARKS DIRECTOR | Exempt | 1 | 1 | 1 | 1 |
| PARKS AND AQUATICS MANAGER | Exempt | 1 | 1 | 0 | 0 |
| PARKS OPERATIONS MANAGER | Exempt | 1 | 1 | 1 | 1 |
| BOTANICAL AND LANDSCAPING MGR | Exempt | 1 | 1 | 1 | 1 |
| TURF & IRRIGATION MANAGER | Exempt | 0 | 0 | 1 | 1 |
| FACILITIES SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| TURF & IRRIGATION TECHNICIAN | 56 | 0 | 0 | 1 | 1 |
| PARKS TECHNICIAN-FACILITIES | 56 | 2 | 2 | 2 | 2 |
| PARKS CREWLEADER | 56 | 4 | 4 | 4 | 4 |
| PARKS MAINTENANCE WORKER | 51 | 8 | 8 | 7 | 7 |
| TOTAL 110-0772 | | 19 | 19 | 19 | 19 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0772 PARKS

MISSION STATEMENT

The Parks Division is dedicated to providing Hurst citizens with superior parks and recreational facilities through modern and conscientious design, development, operation, and maintenance practices and programs.

DIVISION DESCRIPTION

The Parks Division is responsible for the planning, maintenance and operation of all parkland, park facilities and infrastructure, municipal aquatic centers, athletic complexes, grounds at City facilities, well sites, medians, and right-of-ways.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Landscape and Irrigation installation at Central Aquatics Center.
 - ✓ City Hall landscape improvements
-

FUTURE INITIATIVES

- Median Landscape Improvements on Pipeline Phase II
 - Tree Replacements throughout the Parks System
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Responsive Services to include infrastructure maintenance of the City's parks and municipal facilities, well sites, medians, and right of ways in an environmentally appropriate manner, maintaining efficiency and quality.
-) Effective programming of space to proactively provide safe areas to meet the cultural, educational, historical, and health and wellness needs of citizens.

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0772 PARKS

-) To maintain a vibrant community, focusing on economic vitality by developing a systematic approach to completing capital projects in the ½ cent sales tax fund and shift focus to paying off debt.

Objectives:

-) To continue maintenance and operation of public parkland at the current service level.
 - 0-3 Years Short Term
-) Continue contract outsourcing as a means to provide cost effective and efficient services.
 - 0-3 Years Short Term
-) To continue improving facilities, structures, and acreage throughout the parks system.
 - 0-3 Years Short Term
-) To continue the ongoing maintenance and operation of parks, municipal site systems, and other facilities/structures including: playgrounds, pavilions, athletic fields, aquatics centers, trails, tennis courts, irrigation systems, picnic areas, and botanical beds.
 - 0-3 Years Short Term

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0772 PARKS

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Total number of Municipal Sites | 12 | 13 | 13 |
| Total number of Parks | 23 | 23 | 23 |
| <i>Workload/Output:</i> | | | |
| Total Parks Acres Maintained | 280 | 280 | 280 |
| Trail System Miles Maintained | 6.68 | 6.68 | 6.68 |
| Athletic Fields/Courts Maintained | 49 | 49 | 49 |
| Pavilions Maintained | 24 | 24 | 24 |
| Playgrounds Maintained | 16 | 16 | 16 |
| Median Botanical Areas Maintained | 11 | 11 | 11 |
| Irrigation System Stations Maintained | 708 | 708 | 710 |
| <i>Effectiveness:</i> | | | |
| Percent of Playgrounds Inspected/Repaired Monthly | 100% | 100% | 100% |
| Percent of Park Acres Maintained Weekly | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Percent of Athletic Fields Prepared for Leagues on Time | 100% | 100% | 100% |

| | | |
|------------------|---|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT COMMUNITY SERVICES | RECREATION |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$809,928 | \$838,032 | \$829,358 | \$853,020 |
| MATERIAL AND SUPPLIES | \$28,003 | \$31,110 | \$26,310 | \$31,110 |
| MAINTENANCE | \$8,832 | \$14,435 | \$14,435 | \$14,435 |
| SUNDRY CHARGES | \$498,125 | \$496,023 | \$477,437 | \$496,055 |
| INTERNAL SERVICES | \$6,474 | \$8,469 | \$8,469 | \$8,469 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0773 | \$1,351,361 | \$1,388,069 | \$1,356,009 | \$1,403,089 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| RECREATION DIRECTOR | Exempt | 1 | 1 | 1 | 1 |
| ATHLETICS AND AQUATICS MANAGER | Exempt | 1 | 1 | 1 | 1 |
| RECREATION PROGRAMS MANAGER | Exempt | 1 | 1 | 1 | 1 |
| RECREATION CENTER MANAGER | Exempt | 1 | 1 | 1 | 1 |
| RECREATION ACTIVITIES SUPERVISOR | 57 | 1 | 1 | 1 | 1 |
| SENIOR SECRETARY | 56 | 1 | 0 | 0 | 0 |
| ADMINISTRATIVE ASSISTANT | 56 | 0 | 1 | 1 | 1 |
| RECREATION SPECIALIST | 54 | 1 | 1 | 1 | 1 |
| BUILDING MAINTENANCE WORKER | 51 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 12.61 | 11.37 | 12.35 | 14.56 |
| TOTAL 110-0773 | | 20.61 | 19.37 | 20.35 | 22.56 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0773 RECREATION

MISSION STATEMENT

The Mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

DIVISION DESCRIPTION

The Recreation Division is responsible for the planning, promotion, implantation, and evaluation of a wide variety of leisure programs, activities, events, and services for youth and adults in the Hurst community. These programs and activities include Recreation Center operations, tennis Center operations, Brookside Center operations, an extensive recreation and classroom program, youth and adult athletic programs, various community-wide special events, and public reservations for various parks and recreational facilities.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Held the 15th Annual Hurst Stars and Stripes event with 36,000 in attendance.
 - ✓ Held the 5th Annual Christmas Tree Lighting event at the Hurst Conference Center attended by 8,000.
 - ✓ Adult Softball Program continued to be very popular with 361 teams participating in the three seasons of softball offered.
 - ✓ Processed 1,186 facility reservations for the various Park and Recreation facilities such as the Brookside Center, park pavilions, softball fields, Aquatics Centers, and Recreation Center.
 - ✓ Coordinated the facility usage needs of the Hurst United Soccer Association, the Tri-Cities Baseball Association, and the Airport Area Family YMCA.
-

FUTURE INITIATIVES

- Continue to offer popular special events including: the Christmas Tree Lighting Ceremony and Santa's Workshop, the John Butler Memorial Senior Citizens' Banquet, Santa's Mailbox, the EGGstravaganza, Concert in the Park, Golden Couples, the Kids' All-American Fishing Derby, Dash and Splash, and the Family Campout.
 - Hold inaugural Fall Festival in Hurst.
 - Continue enhancement of all city-wide special events.
-

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0773 RECREATION

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Be proactive in meeting cultural, educational, recreational and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt and facility operation and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) The Recreation Division seeks to be proactive in meeting the recreational needs of the community by providing quality innovative, cultural and educational programs at a reasonable cost while maximizing facility use.

Objectives:

-) To continue to promote and publicize recreational activities and programs that will enhance the quality of life for Hurst citizens of all ages.
 - 0-3 Years Short Term
-) To maximize the use of facilities improved or constructed within the Half-Cent Sales Tax Capital Improvements Program through the development of recreation programs.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|-------------------------------------|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Full Time Staff | 9 | 9 | 9 |
| Number of Part Time Staff | 28 | 28 | 28 |
| <i>Workload/Output:</i> | | | |
| Adult Softball League Capacity | 480 | 480 | 480 |
| Adult Softball League Participation | 361 | 361 | 361 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0773 RECREATION

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--------------------------------------|------------------|--------------------|------------------|
| Number of Recreation Classes Offered | 1005 | 1005 | 1005 |
| <i>Effectiveness:</i> | | | |
| Recreation Center Attendance | 281,861 | 275,000 | 275,000 |
| Tennis Center Attendance | 16,231 | 19,200 | 19,200 |
| Adult Softball League Attendance | 5,514 | 5,500 | 5,500 |
| Youth League Participation | 1,890 | 2,000 | 2,000 |
| Classroom Program Participation | 6,715 | 6,800 | 6,800 |
| <i>Efficiencies:</i> | | | |
| Percentage of Class that Make | 85% | 85% | 85% |

| | | |
|---------------------------------|---|-----------------------------|
| FUND 110 GENERAL FUND | CITY OF HURST DEPARTMENT COMMUNITY SERVICES | DIVISION AQUATICS |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$134,588 | \$315,989 | \$315,986 | \$315,986 |
| MATERIAL AND SUPPLIES | \$8,006 | \$37,830 | \$38,180 | \$37,980 |
| MAINTENANCE | \$965 | \$2,194 | \$3,000 | \$2,200 |
| SUNDRY CHARGES | \$82,007 | \$153,394 | \$124,400 | \$155,444 |
| TOTAL 110-0774 | \$225,567 | \$509,407 | \$481,566 | \$511,610 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| SEASONAL EMPLOYEES | Part-Time | 9.98 | 0.04 | 10 | 9.97 |
| TOTAL 110-0774 | | 9.98 | 0.04 | 10 | 9.97 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0774 AQUATICIS

MISSION STATEMENT

The Aquatics Division mission is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

DIVISION DESCRIPTION

The Aquatics Division is responsible for the planning, promotion, implantation, and evaluation of various seasonal activities and programs held at the Central and Chisholm Aquatics Centers. These activities and programs include public swim, Learn-To-Swim classes, facility rentals, and special events.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Public Swim Attendance was 51,185 (Chisholm Aquatics Center only)
 - ✓ Learn-To-Swim Program (LTS) participation was 795 (Chisholm Aquatics Center only)
 - ✓ Number of LTS classes offered was 80 (Chisholm Aquatics Center only).
 - ✓ Percentage of LTS classes reaching capacity was 95%.
 - ✓ Number of operating days was 91.
 - ✓ Number of days reaching capacity was 14.
 - ✓ Percentage of days the Aquatics Center reached 5%.
-

FUTURE INITIATIVES

- To improve the aquatics experience through the Central Aquatics Center renovation project.
 - Continue to improve the Heritage Village year round Senior Swim Program.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0774 AQUATICIS

Goals:

-) Be proactive in meeting cultural, educational, recreation, and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt, facility operations, and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) Seek to be proactive in meeting the recreational needs of the community by providing a high level of customer service through its aquatics programs, while maintaining a safe and enjoyable environment at the two aquatics facilities.

Objectives:

-) To provide a variety of different programs at the aquatics facilities including public swim, swim lessons classes, lifeguarding programs, special events, and facility rentals.
 - 0-3 Years Short Term
-) To maximize the use of the aquatics facilities constructed within the Half-Cent Sales Tax Capital Improvement Program through the development of appropriate programming.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Personnel Costs | \$134,588 | \$315,986 | \$315,986 |
| <i>Workload/Output:</i> | | | |
| Total Public Pool Attendance | 51,185 | 80,000 | 80,000 |
| Scheduled Operational Days | 91 | 93 | 93 |
| Number of Learn-To-Swim Classes Offered | 80 | 144 | 144 |
| Number of Learn-To-Swim Participants | 777 | 1,400 | 1,400 |
| <i>Effectiveness:</i> | | | |
| Number of Operating Days Reaching Capacity | 14 | 20 | 20 |
| Percent of Operating Days Reaching 75% Capacity | 5% | 10% | 10% |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0774 AQUATICIS

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Efficiencies:</i> | | | |
| Percent of Learn-To-Swim Classes Filled | 95% | 95% | 95% |

| | | |
|------------------|----------------------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT COMMUNITY SERVICES | SENIOR CENTER |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$291,855 | \$329,774 | \$321,977 | \$331,700 |
| MATERIAL AND SUPPLIES | \$26,888 | \$30,750 | \$58,755 | \$58,755 |
| MAINTENANCE | \$5,560 | \$10,000 | \$10,000 | \$10,000 |
| SUNDRY CHARGES | \$155,319 | \$124,186 | \$116,776 | \$125,006 |
| INTERNAL SERVICES | \$44,231 | \$37,616 | \$37,616 | \$37,616 |
| CAPITAL OUTLAY | \$0 | \$32,539 | \$0 | \$0 |
| TOTAL 110-0778 | \$523,853 | \$564,865 | \$545,124 | \$563,077 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| SENIOR CENTER DIRECTOR | Exempt | 1 | 1 | 1 | 1 |
| SENIOR CENTER ACTIVITIES COORDINATOR | 57 | 1 | 1 | 1 | 1 |
| SENIOR SECRETARY | 56 | 1 | 0 | 0 | 0 |
| ADMINISTRATIVE ASSISTANT | 56 | 0 | 1 | 1 | 1 |
| BUILDING MAINTENANCE WORKER | 51 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 4.36 | 4.26 | 4.2 | 4.43 |
| TOTAL 110-0778 | | 8.36 | 8.26 | 8.2 | 8.43 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0778 SENIOR SERVICES

MISSION STATEMENT

The Senior Services Division mission is to provide responsive service and effect programs to ensure Hurst remains a vibrant community.

DIVISION DESCRIPTION

The Senior Services Division is responsible for the planning, promotion, implementation, and evaluation of a wide variety of senior programs, activities, events and services held at the Hurst Senior Activities Center.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Provided a place for 1,800 members that reflects the experience and skills of senior citizens, responds to their diverse needs and interests, enhances their dignity, supports their independence and encourages their involvement in the community.
 - ✓ Offered on average 196 classes and programs a month including health and fitness programs, dances, movie programs, special events for the holidays and educational programs.
 - ✓ Served a monthly hearty breakfast and a weekly luncheon with a choice of food selections.
 - ✓ Continued to add special interest programs including self Defense for Seniors, A Matter of Balance classes, The Aging Mastery Program, Carfit Check Safety Program and Night at the Artisan Theater.
 - ✓ Members enjoyed many types of art classes and games including Book Club, Karaoke and Music, Rummikub, Bunco and Marbles and Jokers.
-

FUTURE INITIATIVES

- Continue to expand the variety of programs to support social interaction, lifelong learning and leisure interests.
 - Continue enhancement of existing programs to meet the Good to Great initiative.
-

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0778 SENIOR SERVICES

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Continue to provide programs and classes that promote personal safety and contribute to public safety such as the Carfit Program, AARP Defensive Driving and Senior Self-Defense
-) Continue introducing new and innovative programming that targets an ever-changing senior population.
-) As the only freestanding Center devoted to seniors, continue to model the role as a leader in the Northeast Tarrant senior community.

Objectives:

-) To continue to explore new ways to increase our revenue flow by wise use of our resources and vendor participation.
 - 0-3 Years Short Term
-) Explore options for additional usable space due to increased growth.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|-------------------------------------|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of classes offered | 2,351 | 2,481 | 2,500 |
| Number of members attending classes | 26,986 | 27,000 | 27,500 |
| <i>Workload/Output:</i> | | | |
| Senior Center Attendance | 141,765 | 114,600 | 116,000 |
| Number of Senior Center Members | 1,700 | 1,721 | 1,725 |
| Fitness Center Attendance | 36,994 | 35,796 | 37,000 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0778 SENIOR SERVICES

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Number of Dances Held | 22 | 22 | 22 |
| <i>Effectiveness:</i> | | | |
| Percentage of Eligible Hurst Residents Who Are Members | 16 | 16 | 16 |
| <i>Efficiencies:</i> | | | |
| Aquatics Classes | 462 | 492 | 500 |
| Aquatics Class Attendance | 1,570 | 1,920 | 1,920 |

| | | |
|------------------|----------------------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 110 GENERAL FUND | DEPARTMENT COMMUNITY SERVICES | LIBRARY |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$1,243,212 | \$1,236,309 | \$1,243,332 | \$1,279,078 |
| MATERIAL AND SUPPLIES | \$249,692 | \$253,547 | \$249,135 | \$253,547 |
| MAINTENANCE | \$5,531 | \$11,800 | \$11,800 | \$11,800 |
| SUNDRY CHARGES | \$147,631 | \$191,326 | \$171,879 | \$199,575 |
| INTERNAL SERVICES | \$2,830 | \$1,910 | \$1,910 | \$1,910 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 110-0880 | \$1,648,896 | \$1,694,892 | \$1,678,056 | \$1,745,910 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| LIBRARY DIRECTOR | Exempt | 1 | 1 | 1 | 1 |
| LIBRARY ASSISTANT DIRECTOR | Exempt | 0 | 0 | 1 | 1 |
| LIBRARY MANAGER | Exempt | 4 | 4 | 3 | 3 |
| LIBRARIAN | 59 | 4 | 4 | 4 | 4 |
| LIBRARY ASSISTANT | 53 | 2 | 2 | 2 | 2 |
| LIBRARY ASSISTANT II | 53 | 2 | 2 | 2 | 2 |
| PART-TIME EMPLOYEES | Part-Time | 10.89 | 10.58 | 10.09 | 11.8 |
| TOTAL 110-0880 | | 23.89 | 23.58 | 23.09 | 24.8 |

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0880 LIBRARY

MISSION STATEMENT

Hurst Public Library is dedicated to acting as a vital educational institution to all citizens by providing access to information, offering professional assistance, materials, and programs that support life-long learning, social needs, cultural enrichment and leisure interests.

DIVISION DESCRIPTION

Hurst Public Library is a life-long learning and resource center devoted to addressing the cultural, social, educational, and recreational needs of Hurst's diverse population. The Library provides access to information and ideas through reference and reader's advisory services; a dynamic collection of materials in a variety of available formats; as well as exhibits, and cultural and educational programming. The Library endeavors to offer the highest quality information services using the most highly trained staff and best available technologies and to extend its resources into the community through its remote online services.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Hurst Public Library received TMLDA's Achievement of Excellence Award for accomplishments in FY 2015-2016.
 - ✓ The MasterWorks Music Series continued its successful goal of bringing top musical performances to Northeast Tarrant County.
 - ✓ Youth and Adult Services provided comprehensive offerings including year-round preschool story times, after school events for elementary school students, Saturday and evening family activities, and programs for young adults.
 - ✓ Held the 2016 Summer Reading Club with the sports themed "Exercise your mind, Read!" designed to encourage summer leisure reading.
 - ✓ Over 30 volunteers contributed more than 2,300 hours which represent a yearly savings to the City of over \$32,500.
 - ✓ The Library maintains a website and virtual branch withing the City of Hurst website that allows 24/7 access to patron account information and services.
 - ✓ Welcomed over 158,000 patrons and loaned over 378,000 materials saving the local community over \$2,800,000.
-

FUTURE INITIATIVES

- The Friends of the Hurst Library will continue to show their support through continued funding of Library programs and special purchases.

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0880 LIBRARY

- The Hurst Public Library will continue its new signature program, the Library Showcase, to highlight library programming, facilities and services.
- Continuing to expand the Library's electronic resources including online services within our virtual branch, e-books and e-audiobooks.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Be proactive in meeting cultural, educational, recreational and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt and facility operation and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) To be more proactive in meeting the cultural, historical, and informational needs of the community by staying abreast of current information, practices, and technologies in order to provide the highest quality library services, in the most cost-effective manner.

Objectives:

-) To respond to community needs for information and materials through evaluation and maintenance of collections and services.
 - 0-3 Short Term
-) To apply improved methods of display and delivery in order to provide increased and enhanced access to materials and services resulting in increased use.
 - 0-3 Short Term
-) To provide through exceptional customer service a variety of educational, cultural, historical, and recreational programs and services to an increasing number of adults, young adults and children in the community.
 - 0-3 Short Term

CITY OF HURST

GENERAL FUND

COMMUNITY SERVICES

0880 LIBRARY

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Volunteers | 30 | 30 | 30 |
| Number of Volunteer Hours | 2,368 | 2,300 | 2,300 |
| <i>Workload/Output:</i> | | | |
| Number of Items Loaned Annually | 378,417 | 370,000 | 370,000 |
| Number of Items Use In-house | 36,478 | 30,000 | 30,000 |
| Number of Library Visits Per Year | 158,787 | 150,000 | 150,000 |
| Number of Student Hours in Adult Learning Center | 2,575 | 2,500 | 2,500 |
| Number of New Registrations for Library Cards | 4,151 | 4,200 | 4,200 |
| Number of Library Programs Offered | 499 | 500 | 500 |
| Number of Reference Transactions | 52,320 | 52,000 | 52,000 |
| Public Computer Hours Logged | 29,602 | 29,000 | 29,000 |
| <i>Effectiveness:</i> | | | |
| Turn Around for Reshelving Library Materials | <24 hours | <24 hours | <24 hours |
| Percent of Express Checkouts Compared to Total Checkouts | 57% | 57% | 57% |
| <i>Efficiencies:</i> | | | |
| Program Attendance | 26,741 | 29,000 | 31,000 |
| Weekly Hours of Operation | 54 | 54 | 54 |

HURST★TEXAS

ENTERPRISE FUND

The Enterprise Fund is used to account for the provision of water and wastewater services to the residents of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service, billing and collection. The operations of the Enterprise Fund are financed and operated in a manner similar to private business enterprises where the expenses (including depreciation) of providing services are recovered primarily through user charges. An overview of Water and Wastewater Systems is presented on pages 212 to 213. An activity schedule for each function begins on page 224 and continues to page 270. Included for each operation are a summary of expenses, a personnel schedule, division descriptions, goals, objectives, performance measures, future initiatives, and prior year results and accomplishments. Line item detail and capital outlay by program are not provided in this budget document. The Budget Division or Public Information Division will provide a 2017-2018 line item detail budget document upon request.

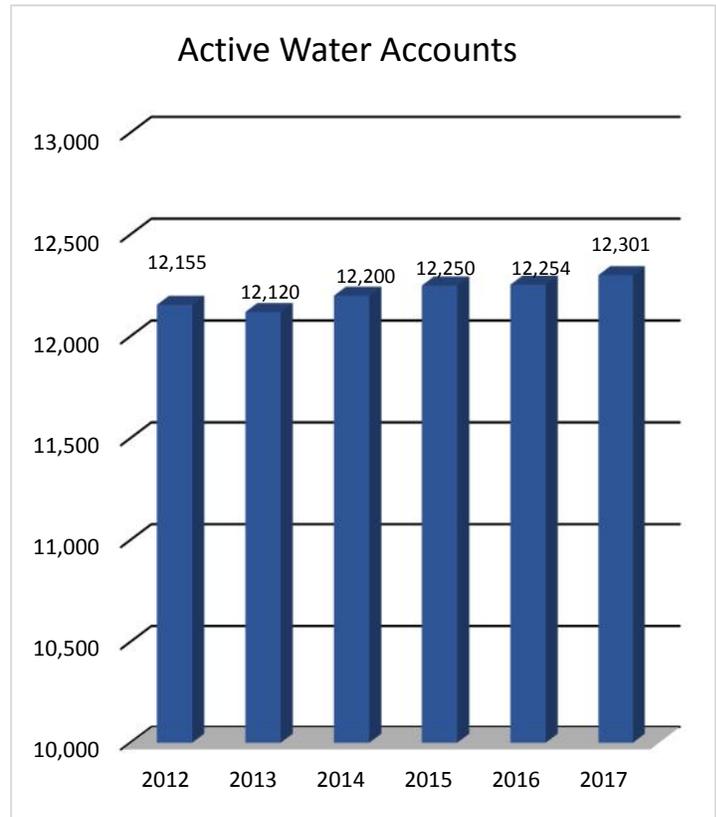
OVERVIEW OF WATER AND WASTEWATER SYSTEMS

The Hurst Water Utilities System has maintained its relative size over the past five years. The number of active water accounts is 12,301 as of August 31, 2017.

The City of Hurst's water well and water purchased from the City of Fort Worth combined to supply Hurst residents with a total of 1.89 billion gallons of treated water during Fiscal Year 2017. This translates to an increase of .96% or 40 million gallons from the prior year. This increase is primarily a result of the lifting of the Stage 1 Drought Contingency Protocol. Of the 1.89 billion gallons used in 2017, the City of Fort Worth supplied 1.89 billion gallons and the City of Hurst supplied 486,000 thousand gallons.

The City of Hurst average daily water use is up from 4.88 MGD in Fiscal Year 2016 to 5.03 MGD in 2017. The City of Fort Worth water supply maximum day demand decreased from 8.204 MGD in 2016, to 8.047 MGD in 2017. The FTW water supply maximum hour demand decreased from 9.39 MGD in 2016 to 9.38 MGD in 2017.

The Hurst water wells percent contribution decreased from (2.55 MG) in 2016 to (0.486 MG) in 2017. Hurst water wells were in operation a total of 3 days from October 1, 2016 to September 11, 2017, which is down 8 days of operation for the same period the year before.



The Stage 1 Drought restriction 2 day per week schedule was made permanent and year round through ordinance on June 24, 2014. For all of the City's residential, commercial and industrial customers as well as municipal departments, Stage 1 limits watering with an irrigation system or hose end sprinkler to two assigned days per week and also prohibits watering between the hours of 10 a.m. and 6 p.m. The Tarrant Regional Water District lifted Stage 1 Restrictions in June of 2015 however; the City of Fort Worth maintained the ordinance requirements to its wholesale customers.

The infrastructure needed to distribute treated water to our customers consists of approximately 200 miles of water mains ranging in size from six-inches (6") to thirty-inches (30") in diameter. Six high service pump stations distribute treated water to Hurst customers. These high service systems have the capacity to pump 33.048 MGD. Water storage in the distribution system consists of nine ground storage tanks and three elevated storage tanks with a combined capacity of 8.9 million gallons. Potable water is supplied by the City of Fort Worth. However, during peak demands, the City of Hurst utilizes three of six water wells that supplement the Fort Worth water supply. The three remaining wells are brought online in emergency related situations only.

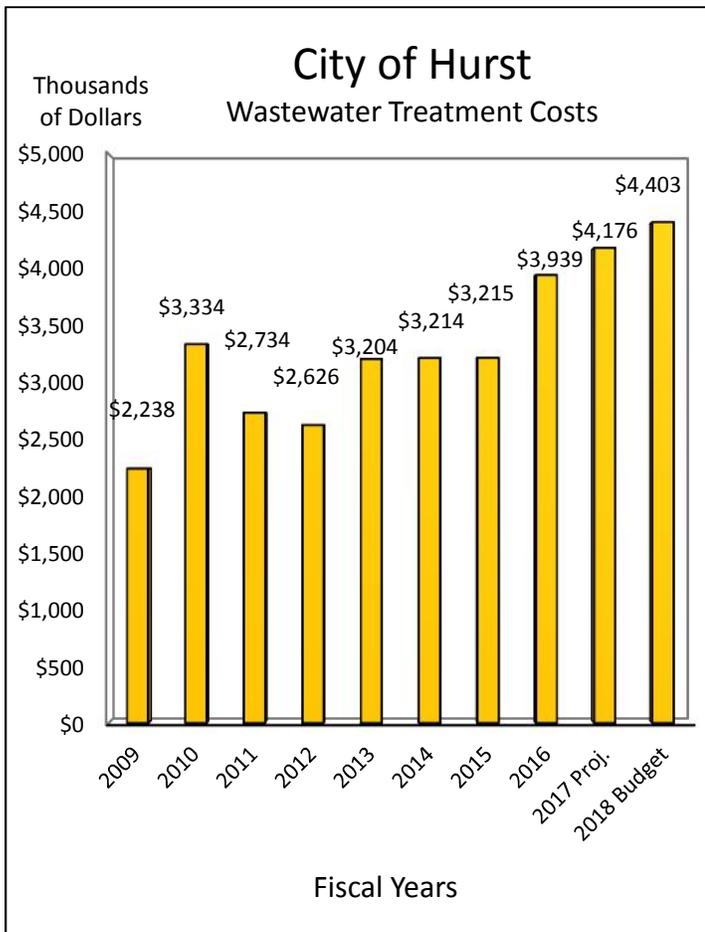
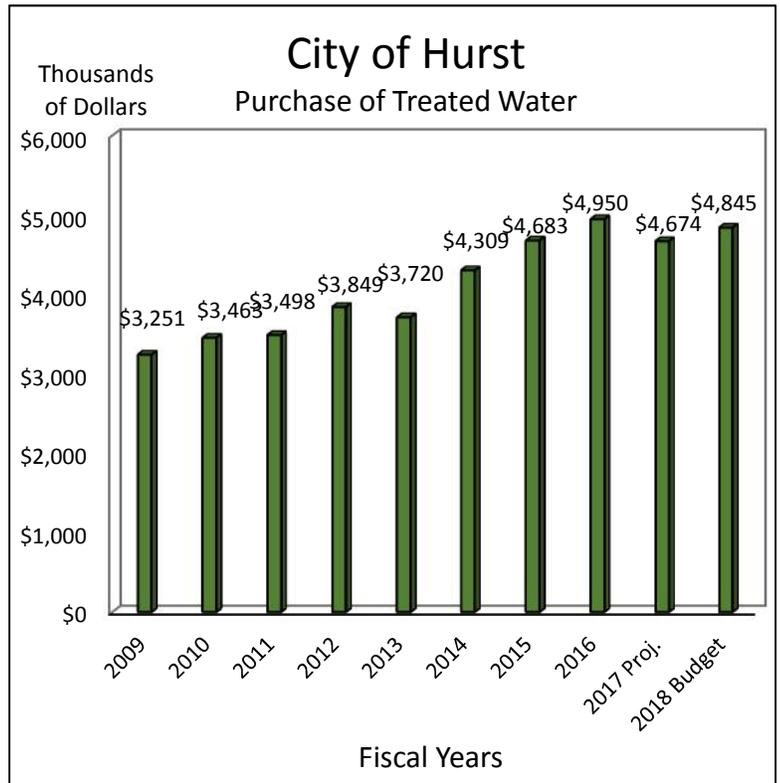
Approximately 154 miles of sanitary sewer mains ranging in size from six inches (6") to twenty-four inches (24") in diameter comprise the wastewater collection system that serves all developed areas within the city limits. Wastewater treatment is contracted with the City of Fort Worth and the Trinity River Authority. Wastewater from North Richland Hills, Richland Hills, and Bedford flows through the City of Hurst wastewater system. The Bedford flows are un-metered, but calculated flows are based on residence and commercial counts.

Environmental Services provides support for the Water and Wastewater Division by collecting wastewater samples to monitor industrial customer's discharges, and to assess wastewater surcharges in our Commercial

Wastewater Surcharge Program on a quarterly basis. Environmental Services prepares the semi-annual Industrial Pretreatment Report that is required by the Texas Commission on Environmental Quality (TCEQ), administrates the Cross-Connection Control Program, hosts Household Hazardous Waste collection events, manages the Storm Water Pollution Prevention Program in order to remain compliant with state and federal mandates, and manages the Vector Control Program.

The Cost of Purchasing treated water from the City of Fort Worth are expected to increase over the next fiscal year. Fort Worth bases the next year's rates on the amounts necessary to provide treated water to its wholesale customers from a historical test year adjusted for any known and measurable changes.

The volume rate per 1,000 gallons for treated water will increase from \$0.9315 to \$0.9948, a (6.80%) increase. The Maximum Day above Average demand rate (per million gallons) will increase from \$148,319 to \$159,516 or 7.55% and the Maximum Hour above Maximum Day demand rate (per million gallons) will increase from \$5,960 to \$48,598, or (715.46%). The overall average increase for treated water based on estimated volumes equals 2.02%. The budgeted cost for fiscal year 2017-18 is \$4,845,226 as shown above.



Wastewater treatment costs for the City of Hurst have substantial increases and decreases in certain years primarily due to fluctuating costs passed along by wholesale service providers. The City of Hurst expects an increase in wholesale costs for Fiscal Year 2017-18. The City Of Hurst contracts with the City of Fort Worth and the Trinity River Authority (TRA) for wholesale wastewater treatment service. Fort Worth wastewater costs are based on a historical test year adjusted for any known and measurable changes. For Fort Worth, volume rates (per 1,000 gallons) decreased from \$1.1785 to \$1.1459 for an (2.76%) decrease. BOD charges (per pound) increased from \$0.4124 to \$0.4241, which translates to a 2.85% increase. TSS charges (per pound) increased from \$0.2279 to \$0.2300 for a (0.93%) increase. Overall, Fort Worth's Wastewater rates represent a (0.37%) decrease. TRA rates, which are also factored into wastewater costs shown in the graph to the left represent around a 16% increase. The graph illustrates the changes in wastewater treatment costs from fiscal year 2009 through fiscal year 2018. It is important to note that the TRA recently presented plans to replace a wastewater main that services the City of Hurst. The city has been asked to share in the cost of the \$7.9 million project. For fiscal year 2018, the city budgeted \$389,873 for Engineering and Construction. (Info in blue I do not have)

ENTERPRISE FUND FINANCIAL POLICY GUIDELINES

Numerous financial policy guidelines are followed for the fiscal management of the Enterprise Fund and enable the fund to maintain financial stability. Some of the most significant guidelines pertaining to the budget and revenue presentation are as follows:

1. Revenues shall be set for budget and rate purposes to meet or exceed planned expenditures.
2. The projection of "water loss and unaccounted for" due to common water system conditions such as meter under-readings, firefighting, water line breakages and utility line flushing's shall not be allowed to exceed 5% without just cause or uncontrollable events.
 -) No free water will be allowed, including water used for municipal purposes such as median irrigation and park irrigation.
 -) Meters will be tested and replaced on a regular basis.
 - Large commercial meters will be tested on an annual basis and replaced when the accuracy exceeds plus or minus five percent.
 - Residential meters will be tested on an exceptional basis or random basis and will be replaced every one million gallons or every ten years, whichever comes first.
 -) Records of estimated, unmetered water uses will be maintained by the utility department and the fire department, especially for major water main breaks and major fires.
 -) The City will monitor for accuracy all metering points of water pumped into the system from either wells or third party providers.
 -) The City will prepare an accounting of water quantities received and used on at least an annual basis and prepare a report showing the effectiveness of the water volume accounting program.
3. Any municipal customer shall be required to pay the cost of conveyance of wastewater through the Hurst system, including operating costs and capital costs of the portion of the system used and the administrative costs of managing a wholesale customer contract.
4. Any municipal customer or commercial customer that introduces wastewater quality loadings that exceed the allowed limits of the standard quality measurements, especially biological oxygen demand (BOD) and total suspended solids (TSS) shall pay a surcharge based on the cost of treating the excessive loadings.
5. Existing ratepayers shall be relieved of all or a portion of the cost of making service available for new growth, to the extent practical and reasonable.
 -) Impact fees shall be charged to new development based on system capacity costs as allowed by and calculated in accordance with Chapter 395 of the Local Government Code. These fees shall be used for expansionary projects or for the recoupment of existing projects with capacity available and held for new growth, as allowed by law.

ENTERPRISE FINANCIAL POLICY GUIDELINES CONTINUED

- J The new growth shall also be charged the water and wastewater availability fee charged to the City of Hurst by the wholesale supplier of water and wastewater services.
6. The current ratepayers paying their bills on time will not bear the cost of those not doing so. Penalties and fees will be assessed to those accounts that do not pay on time, requiring costly notices, turn-offs, turn-ons and other field and administrative costs. Deposits will be established at levels that eliminate or minimize the loss of revenues due to bad debts.
 7. Water purchase costs shall be based on several factors:
 - J Projected changes in volume, peak hourly demand and peak daily demand.
 - J The projected costs of purchasing water from the wholesale supplier, the City of Fort Worth.
 - J The productivity and capacity of the City's water well system used for peak loading purposes.
 - J The water loss and unaccounted for factors.
 - J The estimate of water sold to City customers.
 8. Wastewater transportation and treatment costs shall be based on several factors:
 - J The projected wastewater volumes contributed by the City's wholesale and retail customers.
 - J The inflow/infiltration (I&I) volumes that enter the City's conveyance system and are transported to the wholesale treatment facilities.
 - J The cost of wastewater treatment, including surcharges for above-average loadings.
 9. The City shall pay to the General Fund an amount for the indirect cost of administration, fiscal and building facilities that serve the Water and Wastewater Enterprise Fund. The basis for this transfer shall be cost based, shall be supported by a thorough analysis done on a frequency of not less than every three years, and shall be increased annually between such analysis based on growth factors that approximate the consumer price index.
 10. The City shall pay to the General Fund an amount for the rental of streets equal to the same amount that would be realized by the City if the Water and Wastewater Enterprise Fund was held and operated by a private utility under franchise by the City. The Street Rental Fee shall be computed at 5% of the water and wastewater retail sales.
 11. The City shall formulate a capital improvement plan (CIP) each year that looks forward no less than three years. This CIP will include both system expansion projects and projects that rehabilitate or replace portions of the utility system.

**CITY OF HURST
2017-2018 APPROVED BUDGET
ENTERPRISE FUND
REVENUES AND EXPENDITURES**

| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-2017 | APPROVED BUDGET 2017-2018 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------------------|---------------------------------|
| REVENUES | | | | | | |
| Water Sales | 11,765,842 | 12,102,172 | 12,313,146 | 12,801,500 | 12,850,000 | 13,170,000 |
| Sewer Charges | 6,313,501 | 6,405,513 | 6,655,896 | 6,673,500 | 6,750,000 | 6,820,000 |
| Other Cities Wastewater | 538,004 | 551,327 | 622,588 | 550,000 | 600,000 | 600,000 |
| Penalties | 376,828 | 365,172 | 295,937 | 400,000 | 378,000 | 378,000 |
| Indirect Cost - PEG Fee | 0 | 31,954 | 31,954 | 31,954 | 31,954 | 0 |
| Interest Earnings | 75,720 | 80,752 | 96,486 | 97,000 | 73,885 | 99,000 |
| Other | 12,737 | 111,607 | 53,426 | 25,000 | 32,000 | 90,063 |
| TOTAL REVENUES | \$19,082,632 | \$19,648,497 | \$20,069,433 | \$20,578,954 | \$20,715,839 | \$21,157,063 |
| OPERATING EXPENSES | | | | | | |
| ADMINISTRATION | | | | | | |
| Non Departmental | \$208,957 | \$200,812 | \$194,867 | \$293,939 | \$187,702 | \$314,160 |
| GENERAL SERVICES | | | | | | |
| Support Services | 482,011 | 495,325 | 630,364 | 578,946 | 559,141 | 555,693 |
| Utility Billing | 816,884 | 1,008,153 | 1,024,931 | 918,816 | 992,917 | 1,057,189 |
| TOTAL | \$1,298,895 | \$1,503,478 | \$1,655,295 | \$1,497,762 | \$1,552,058 | \$1,612,882 |
| FISCAL SERVICES | | | | | | |
| Support Services | \$637,791 | \$671,826 | \$662,111 | \$582,390 | \$575,477 | \$603,710 |
| PUBLIC WORKS | | | | | | |
| Engineering | 494,718 | 522,514 | 532,446 | 576,543 | 550,870 | 568,437 |
| Water | 5,145,657 | 5,291,212 | 5,333,832 | 5,457,904 | 5,341,990 | 5,555,075 |
| Wastewater | 2,438,483 | 2,375,364 | 2,569,760 | 2,742,322 | 2,704,946 | 2,771,825 |
| Fort Worth Water | 4,309,171 | 4,682,722 | 4,524,569 | 5,100,000 | 4,673,600 | 4,844,236 |
| Fort Worth Wastewater | 2,027,359 | 1,927,480 | 2,485,152 | 2,250,000 | 2,444,290 | 2,433,616 |
| TRA Wastewater | 923,930 | 1,088,607 | 1,186,569 | 1,358,849 | 1,518,732 | 1,579,481 |
| Walker Branch SS | 262,935 | 467,371 | 267,650 | 213,000 | 213,000 | 389,873 |
| TOTAL | \$15,602,253 | \$16,355,270 | \$16,899,978 | \$17,698,618 | \$17,447,428 | \$18,142,543 |
| COMMUNITY SERVICES | | | | | | |
| Facilities Maintenance | 127,591 | 128,015 | 135,861 | 151,653 | 151,795 | 153,470 |
| Site Maintenance | 136,182 | 139,038 | 135,422 | 157,562 | 153,440 | 160,230 |
| TOTAL | \$263,773 | \$267,053 | \$271,283 | \$309,215 | \$305,235 | \$313,700 |
| TOTAL OPERATING | \$18,011,669 | \$18,998,439 | \$19,683,534 | \$20,381,924 | \$20,067,900 | \$20,986,995 |
| Debt Service | \$1,900,387 | \$1,895,970 | \$1,981,716 | \$1,785,161 | \$1,785,161 | \$1,760,407 |
| Capital Projects | \$960,755 | \$509,698 | \$1,322,712 | \$835,000 | \$1,366,294 | \$230,000 |
| TOTAL EXPENSES | \$20,872,811 | \$21,404,107 | \$22,987,962 | \$23,002,085 | \$23,219,355 | \$22,977,402 |
| Less Depreciation | \$1,477,734 | \$1,540,496 | \$1,573,083 | \$1,629,636 | \$1,590,860 | \$1,590,862 |
| NET EXPENSES | \$19,395,077 | \$19,863,611 | \$21,414,879 | \$21,372,449 | \$21,628,495 | \$21,386,540 |

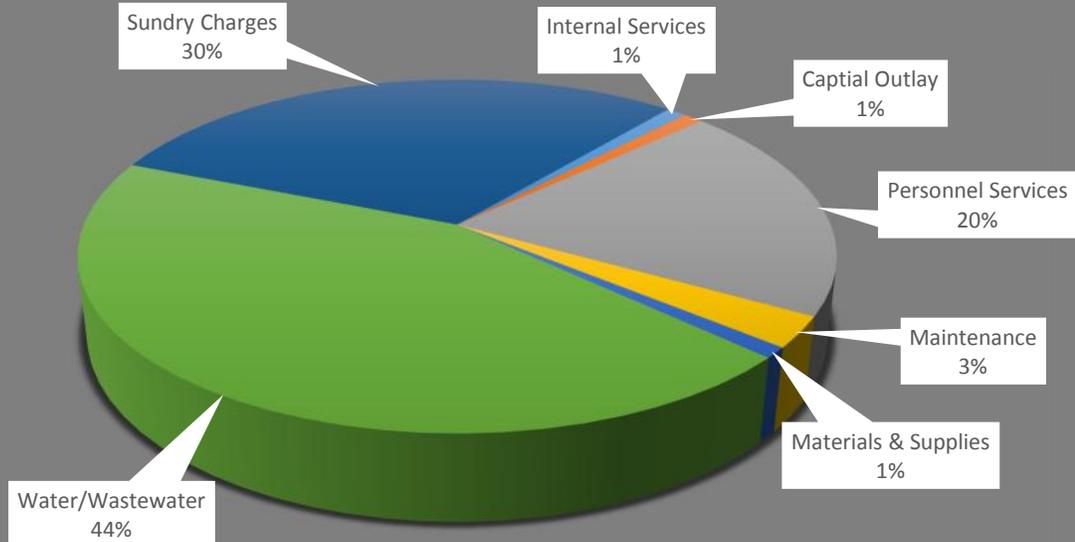
The "Per Capita Costs by Division" graph indicates the cost per person for water and wastewater utility services excluding debt service. Per capita costs are based on the estimated city-data.com population count of 39,814 for the city. The graph indicates the cost per person is the highest in the Water Division primarily due to the cost of treated water purchased from the City of Fort Worth. The total cost for all water-related utility services is \$532.90 per person annually. Wholesale water and wastewater services cost \$232.26 per capita.



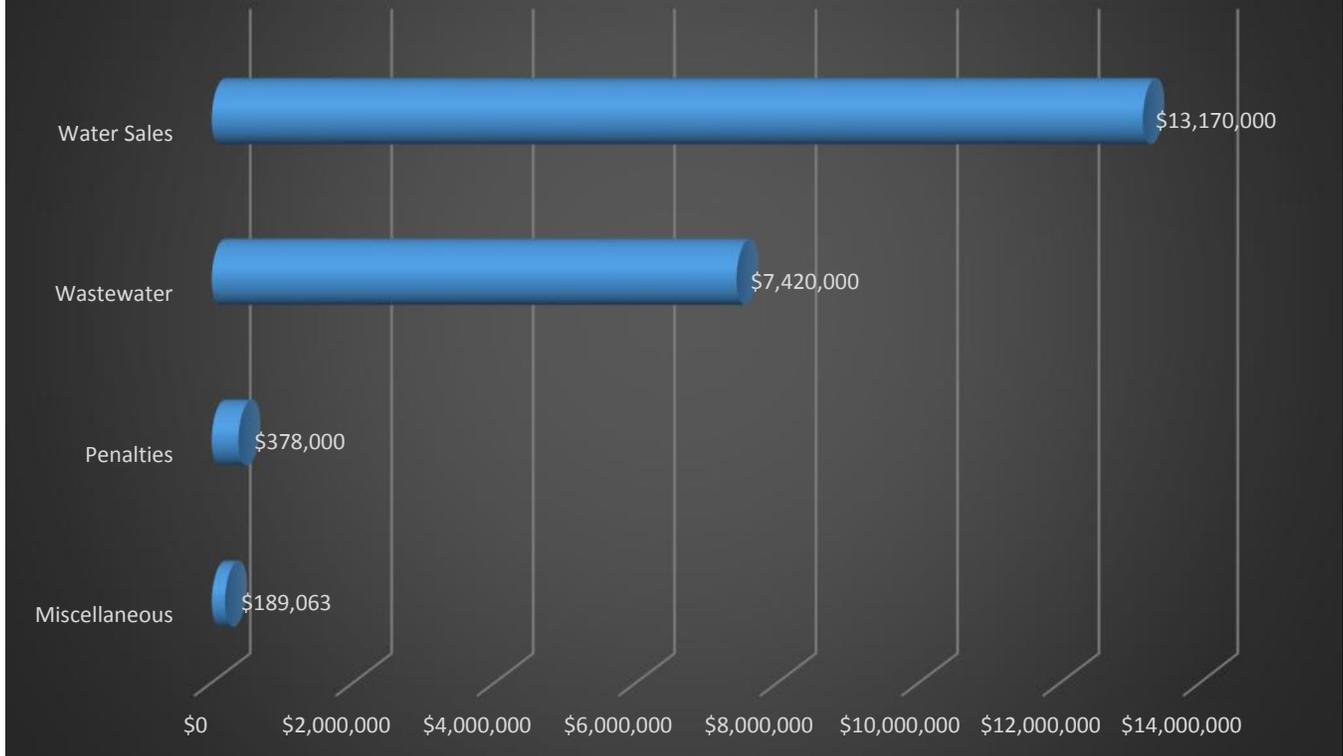
Expenditures by Classification

| | <u>Actual</u> <u>2015-2016</u> | <u>Budget</u> <u>2016-2017</u> | <u>Estimated</u> <u>2016-2017</u> | <u>Approved</u> <u>2017-2018</u> |
|------------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| Personnel Services | \$4,092,984 | \$4,073,986 | \$3,995,128 | \$4,152,672 |
| Materials and Supplies | 149,266 | 191,106 | 163,378 | 186,127 |
| Maintenance | 523,747 | 558,283 | 566,806 | 627,988 |
| Sundry Charges | 6,094,868 | 6,298,249 | 6,156,349 | 6,418,651 |
| Water/Wastewater | 8,427,441 | 8,947,939 | 8,875,586 | 9,273,196 |
| Internal Services | 369,399 | 302,361 | 302,364 | 302,361 |
| Capital Outlay/PAYGO | 1,348,541 | 845,000 | 1,374,583 | 256,000 |
| | <u>\$21,006,246</u> | <u>\$21,216,924</u> | <u>\$21,434,194</u> | <u>\$21,216,995</u> |

2017-2018 Percentage Distribution



ENTERPRISE FUND "WHERE THE MONEY COMES FROM"

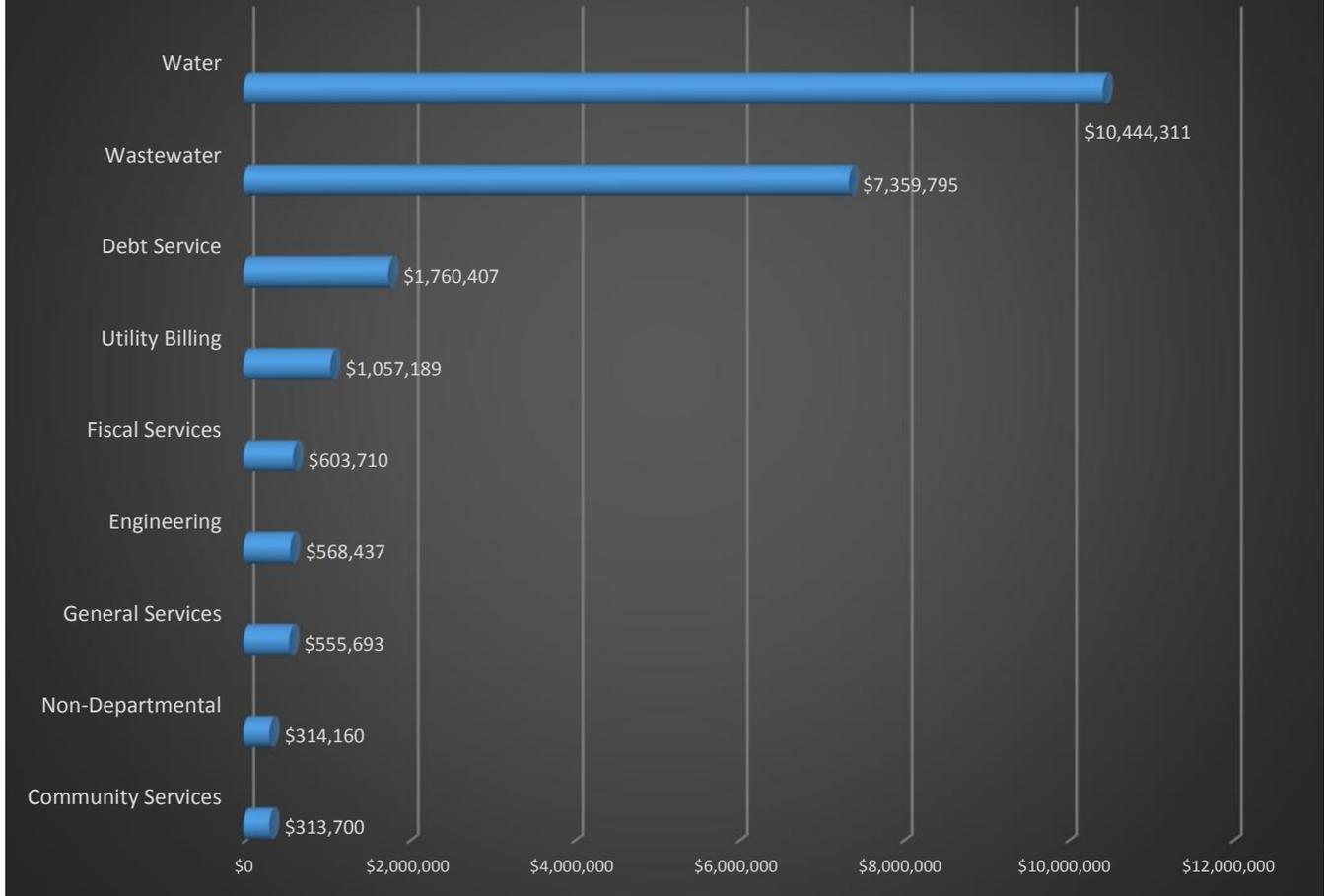


Water and Wastewater revenues are generated by a rate structure based on water consumption. The current rates were adopted for fiscal year 2016-2017. The Water and Wastewater rates approved for 2017-2018 are included in the Enterprise Fund five-year plan and represent a 4% increase.

| | CURRENT | APPROVED |
|--|----------------------|----------------------|
| <u>Water</u> — | | |
| <u>Commercial & Residential</u> | | |
| Minimum 2,000 gallons | \$16.84 | \$17.26 |
| Over 2,000 gallons | \$6.77/1,000 gallons | \$6.94/1,000 gallons |
| <u>Sewer-Residential</u> | | |
| Minimum | \$12.19 | \$12.49 |
| First 12,000 gallons | \$3.91/1,000 gallons | \$4.01/1,000 gallons |
| Maximum Charge | \$59.08 | \$60.56 |
| <u>Sewer-Commercial</u> | | |
| Minimum | \$12.19 | \$12.49 |
| All Flows | \$3.91/1,000 gallons | \$4.01/1,000 gallons |

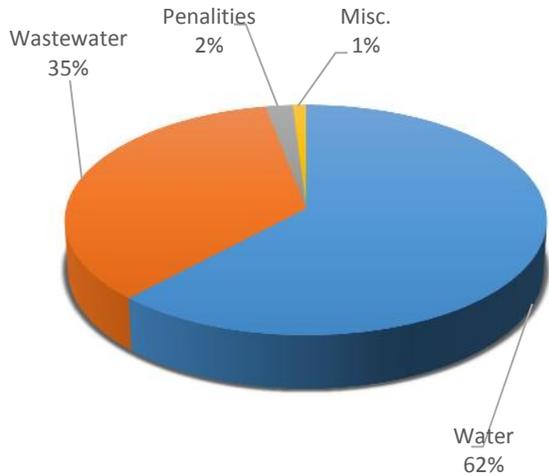
All rates above apply to meters that are 1" or smaller. Commercial meters larger than 1" are assessed an additional base fee equal to \$2, \$5 or \$7 based upon meter size. The additional fee is applied to all billable units on commercial accounts (i.e., each billable unit for multi-family structures).

ENTERPRISE FUND "WHERE THE MONEY GOES"

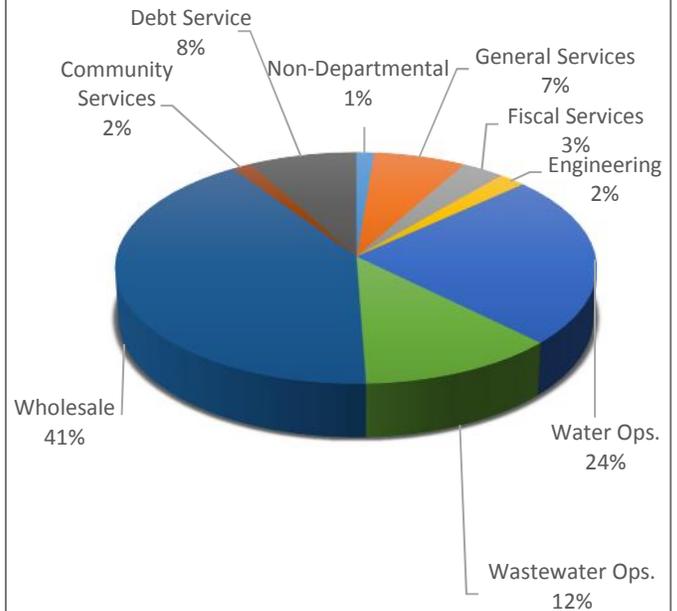


The above graph indicates that the majority of Enterprise Fund expenses are devoted to water operations primarily for payments to the City of Fort Worth for water purchases. The second largest category, wastewater, is due to contracts with the City of Fort Worth and the Trinity River Authority for wastewater treatment. Other Enterprise divisions provide City support to the water/wastewater functions with expenses primarily relating to personnel services.

ENTERPRISE FUND DISTRIBUTION OF REVENUES



ENTERPRISE FUND DISTRIBUTION OF EXPENDITURES



The above chart shows the distribution of Enterprise Fund revenues by percentage. Water sales and sanitary sewer charges to City residents and businesses are the major sources of revenues. Each year the City reviews its rate structure to ensure that rates will generate the required revenues to operate and maintain our water and sewer infrastructure. Recent rate increases are primarily caused by increased costs related to the City's purchase of treated water and wastewater treatment services (wholesale costs); however, this impact is partially offset by revenues generated from penalties billed for late payments and interest earnings collected on investments. In preparation for the FY 18 budget, Council authorized staff to contract with a 3rd party utility rate consultant to review and analyze the Enterprise Fund's revenues and provide recommendations on rates and rate structure. In order to adequately cover increases in wholesale costs for FY 18, the proposed budget includes an increase of 2.5% to our utility rates.

The above chart shows the percentage distribution of Enterprise Fund expenses. Wholesale cost are the largest expense, and includes water purchases from the City of Ft. Worth and participation in regional wastewater services through Ft. Worth and the Trinity River Authority (TRA). Hurst does operate and maintain six water wells that supplement the Fort Worth supply and decrease the volume of water purchased. (The maximum daily water system capacity is 33.048 million gallons and the combined storage capacity is 8.9 million gallons.) The maximum daily wastewater system capacity is 7 MGD.

All Enterprise Fund divisions budget a significant amount for new and replacement capital equipment purchases. The fund also includes pay-as-you-go projects for improvements and/or replacement of portions of our water and wastewater systems. Projects not funded in our pay-as-you-go program will be considered for debt financing.

REVENUE BOND FUND

The Revenue Bond Fund, also known as the Revenue Bond Interest and Sinking Fund, was established by ordinance to provide for the payment of revenue bond and certificate of obligation principal and interest. Revenue Bonds and Certificates of Obligation are a common capital resource for enterprise activities. Revenue bond indentures contain a legal requirement that revenues derived from enterprise activity be pledged for the repayment of debt. The same philosophy is utilized by the City for the repayment of Certificates of Obligation debt. All existing debt includes certificates of obligation and general refunding bonds. These debt instruments have allowed the City to achieve substantial interest savings, as detailed in the list below. All debt associated with the Revenue Bond Fund is used to finance additions and repairs to the City's utility infrastructure such as water line and sewer main additions/replacements, water storage tanks, and pump stations.

The following is a list of bond refundings and associated savings:

| <u>FY</u> | <u>SAVINGS</u> |
|------------------|-----------------------|
| 2003-2004 | \$849,693 |
| 2006-2007 | \$1,148,404 |
| 2008-2009 | \$288,500 |
| 2010-2011 | \$270,188 |
| 2011-2012 | \$80,208 |
| 2012-2013 | \$145,560 |
| 2014-2015 | \$97,304 |
| 2016-2017 | \$255,314 |

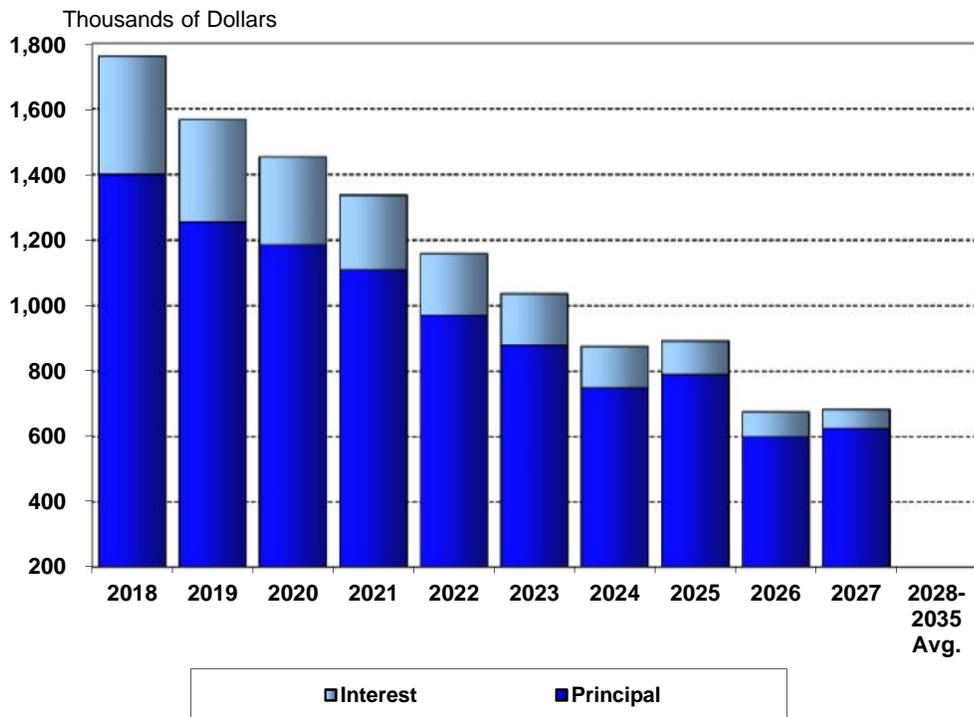
| <u>Description</u> | <u>Outstanding Balance 10-01-17</u> | <u>Principal due 08-18</u> | <u>Interest due 02-18 & 08-18</u> | <u>Total P & I due FY 17-18</u> |
|---|--|---------------------------------------|--|--|
| 1 Series 2007* General Obligation Refunding and Improvement Bonds | 15,000 | 15,000 | 615 | 15,615 |
| 2 Series 2007 * Combined Tax and Revenue Certificates of Obligation | 15,000 | 15,000 | 615 | 15,615 |
| 3 Series 2008 * Combined Tax and Revenue Certificates of Obligation | 80,000 | 80,000 | 3,200 | 83,200 |
| 4 Series 2009 General Obligation Refunding Bonds | 405,000 | 305,000 | 15,313 | 320,313 |
| 5 Series 2009 Combined Tax and Revenue Certificates of Obligation | 785,000 | 185,000 | 30,700 | 215,700 |
| 6 Series 2011 General Obligation Refunding Bonds | 1,205,000 | 250,000 | 48,200 | 298,200 |
| 7 Series 2012 General Obligation Refunding Bonds | 710,000 | 105,000 | 28,850 | 133,850 |

| | | | | |
|--|-------------------|------------------|----------------|------------------|
| 8 Series 2013 General Obligation Refunding Bonds | 1,440,000 | 160,000 | 46,100 | 206,100 |
| 9 Series 2015 General Obligation Refunding Bonds | 1,665,000 | 220,000 | 57,150 | 277,150 |
| 10 Series 2015 Combined Tax and Revenue Certificates of Obligation | 1,045,000 | 40,000 | 39,550 | 79,550 |
| 11 Series 2016 General Obligation Refunding Bonds | 1,070,000 | - | 39,650 | 39,650 |
| 12 Series 2017 General Obligation Refunding Bonds | 2,350,000 | 25,000 | 50,464 | 75,464 |
| Total | 10,785,000 | 1,400,000 | 360,407 | 1,760,407 |
| *Final Year of Debt Payment | | | | |

**CITY OF HURST
2017-2018 APPROVED BUDGET
SCHEDULE OF REQUIREMENTS
WATER & WASTEWATER REVENUE BOND INTEREST AND SINKING FUND
OCTOBER 1, 2017 TO MATURITY**

| YEAR ENDING 9-30 | TOTAL REVENUE BOND REQUIREMENTS PRINCIPAL AND INTEREST | YEAR ENDING 9-30 | BONDS CONTINUED |
|------------------------|--|------------------------|--------------------|
| 2018 | 1,760,407 | 2027 | 683,777 |
| 2019 | 1,567,305 | 2028 | 493,936 |
| 2020 | 1,454,013 | 2029 | 360,623 |
| 2021 | 1,337,109 | 2030 | 82,200 |
| 2022 | 1,158,983 | 2031 | 79,600 |
| 2023 | 1,037,148 | 2032 | 82,000 |
| 2024 | 876,345 | 2033 | 84,200 |
| 2025 | 892,182 | 2034 | 81,200 |
| 2026 | 676,559 | 2035 | 83,200 |
| | | TOTAL | \$ 12,790,784 |

**WATER & WASTEWATER REVENUE BOND INTEREST AND
SINKING FUND**



HURST★TEXAS



ENTERPRISE FUND DEPARTMENTS



HURST★TEXAS



ADMINISTRATION DEPARTMENT

NON-DEPARTMENTAL DIVISION

TO RECORD EXPENDITURES WITH ENTERPRISE
OPERATIONS THAT ARE NOT FOUND WITHIN
FUNCTIONAL RESPONSIBILITIES OF ANY SPECIFIC
ENTERPRISE FUND DEPARTMENT.

| | | |
|------------------------------------|---|-------------------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT ADMINISTRATION | DIVISION NON-DEPARTMENTAL |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| PERSONNEL SERVICES | \$27,051 | \$92,060 | \$24,000 | \$94,130 |
| SUNDRY CHARGES | \$154,126 | \$194,601 | \$156,424 | \$212,752 |
| INTERNAL SERVICES | \$13,690 | \$7,278 | \$7,278 | \$7,278 |
| TOTAL 510-0112 | \$194,867 | \$293,939 | \$187,702 | \$314,160 |

CITY OF HURST

ENTERPRISE FUND

ADMINISTRATION

0112 NON DEPARTMENTAL

MISSION STATEMENT

The Non-Department Division (Enterprise Fund) budget accounts for all expenditure items that are not found exclusively within the functional responsibilities of any one Enterprise Fund Department.

The expenditure line item accounts are general in nature and reflect the cost of providing services to Enterprise Departments. As the budget shows, they are items that benefit the Enterprise Fund as a whole and include fees for professional services (portion of independent annual audit fees, consulting studies, etc.) insurance allocations, and contingency expenditures that are of an unbudgeted nature. Also included in this budget are costs associated with current and future Enterprise Fund retirees.

HURST★TEXAS



Where We Live
Fall/Holiday 2017
Sharing kindness in our community.
#HURSTHEARTS



**GENERAL SERVICES
DEPARTMENT**

**SUPPORT SERVICES
DIVISION**

**TO PROVIDE SUPPORT SERVICES INCLUDING
BUILDING MAINTENANCE, MARKETING AND
WAREHOUSE FUNCTIONS FOR THE ENTERPRISE
FUND.**

| | | |
|---------------------|--------------------------------|------------------|
| FUND | CITY OF HURST | DIVISION |
| 510 ENTERPRISE FUND | DEPARTMENT GENERAL SERVICES | SUPPORT SERVICES |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$444,051 | \$436,236 | \$410,102 | \$402,816 |
| MATERIAL AND SUPPLIES | \$708 | \$350 | \$350 | \$750 |
| MAINTENANCE | \$2,832 | \$7,000 | \$0 | \$7,000 |
| SUNDRY CHARGES | \$148,423 | \$109,624 | \$122,953 | \$119,391 |
| INTERNAL SERVICES | \$34,350 | \$25,736 | \$25,736 | \$25,736 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0222 | \$630,364 | \$578,946 | \$559,141 | \$555,693 |

| PERSONNEL SCHEDULE | | | | | |
|--|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| MANAGING DIR OF MKT AND COMM | Exempt | 1 | 1 | 0 | 0 |
| PUBLIC INFORMATION OFFICER | Exempt | 0 | 0 | 1 | 1 |
| CUSTOMER SERVICE TECHNOLOGIES ADMINISTRATOR | 59 | 0 | 0 | 1 | 1 |
| MARKETING AND MULTIMEDIA SPEC | 58 | 1 | 1 | 0 | 0 |
| ADMINISTRATIVE ASSISTANT | 57 | 2 | 0 | 0 | 0 |
| SENIOR ADMINISTRATIVE ASSISTANT/HR & ACM | 57 | 0 | 1 | 1 | 1 |
| SENIOR ADMINISTRATIVE ASSISTANT | 57 | 0 | 1 | 1 | 1 |
| FLEET AND WAREHOUSE ASSISTANT | 55 | 0 | 1 | 1 | 1 |
| SUPPORT SERVICES CLERK | 55 | 1 | 0 | 0 | 0 |
| BUILDING MAINT WORKER | 51 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 0.69 | 0.66 | 0 | 0 |
| TOTAL 510-0222 | | 6.69 | 6.66 | 6 | 6 |

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0222 SUPPORT SERVICES

MISSION STATEMENT

The goal of the Support Services Division is to inform and engage the public; and to provide building maintenance services and warehouse functions in an efficient and customer service friendly manner.

DIVISION DESCRIPTION

The primary function of the Support Services Division is to inform and engage the public through city publications, programs, social media, and the city website and mobile app. Working with the City Council, City Manager, and other Departments, the Division handles marketing and communications for the City including the *Where We Live* magazine and mobile app, newsletters, brochures, website information, water bill inserts, and annual reports. The Division is also responsible for developing and maintaining media relations and community engagement programs such as the Hurst 101 Academy, the Youth in Government Program, and the Hurst Hearts Campaign. Additional areas of citywide divisional support include mail processing and postage, building maintenance, and warehouse functions.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Launched Hurst Hearts, a social media kindness campaign
 - ✓ Upgraded city website to be more user friendly and more attractive
 - ✓ Continued to grow our social media presence and share more informative and engaging content
 - ✓ Received state awards for the magazine, new website and mobile app
 - ✓ Mailed out more than 100,000 city publications including *Where We Live* and the Retail, Restaurant and Business Guide
 - ✓ Updated mobile app to make it more functional and user friendly
-

FUTURE INITIATIVES

- Increase number of pages in magazine to provide residents more quality city information
 - Grow the Hurst Hearts Campaign and share more stories of positivity happening in our community on social media
 - Continue to expand options available on the mobile app
 - Addition of an internal newsletter
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0222 SUPPORT SERVICES

Council Priorities:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Continue to engage users through our social media
-) Continue to enhance programs to encourage citizen participation in government, particularly the Youth in Government Program
-) Maintain a website that is user friendly with accurate and up to date information
-) Continue to develop media relations
-) Continue to grow our internal customer service by being a resource for other department's communication and marketing needs and develop stronger internal communication by adding an employee newsletter

Objectives:

-) Produce four city magazines annually, update the website and post on all social media outlets regularly and produce quality miscellaneous materials. (i.e., Water Quality Report, Retail Guide, etc.).
 - 0-3 Years Short Term
-) Continue to provide and promote community engagement programs such as the Hurst 101 Academy, the Youth in Government Program, and the Town Hall Forum
 - 0-3 Years Short Term
-) Increase promotion of the website and mobile app.
 - 0-3 Years Short Term
-) Continue to engage social media users through contests and regular postings.
 - 0-3 Years Short Term

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0222 SUPPORT SERVICES

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of full time employees (Communications) | 2.7 | 2.7 | 2 |
| Number of full time employees (Warehouse) | 1 | 1 | 1 |
| <i>Workload/Output:</i> | | | |
| Number of city magazines produced | 6 | 6 | 4 |
| Number of websites maintained | 7 | 7 | 7 |
| Number of social media sites maintained | 4 | 4 | 4 |
| Number of internal newsletters produced | 0 | 0 | 4 |
| Number of parts issued by warehouse | 14,354 | 14,000 | 14,000 |
| <i>Effectiveness:</i> | | | |
| Number of visits to city website | 1,544,056 | 1,556,092 | 1,558,000 |
| Number of followers on Facebook | 9,500 | 11,298 | 12,000 |
| Number of followers on Twitter | 1,750 | 2,328 | 3,000 |
| Number of followers on Instagram | 350 | 917 | 1,000 |
| Number of Total App Downloads | 660 | 975 | 1, 100 |
| Numbers of attendees at Town Hall Forum | 180 | 190 | 200 |
| Number of Hurst 101 Academy Participants | 15 | 18 | 20 |
| <i>Efficiencies:</i> | | | |

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0222 SUPPORT SERVICES

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| % of publications prepared on time | 100% | 100% | 100% |
| % of media inquiries responded to within 24 hours | 100% | 100% | 100% |
| % of website updated with current information | 100% | 100% | 100% |

HURST★TEXAS

HURST★TEXAS



LEGISLATIVE AND JUDICIAL SERVICES DEPARTMENT

UTILITY BILLING DIVISION

TO MAINTAIN THE UTILITY BILLING SYSTEM IN AN
EFFICIENT AND CUSTOMER FRIENDLY MANNER TO
ENSURE ACCURATE INFORMATION AND TIMELY
SERVICES MAY BE PROVIDED TO ALL CUSTOMERS.

| | | |
|---------------------|--------------------------------|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 510 ENTERPRISE FUND | DEPARTMENT GENERAL SERVICES | UTILITY BILLING |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$548,753 | \$510,656 | \$530,041 | \$542,152 |
| MATERIAL AND SUPPLIES | \$56,021 | \$49,745 | \$44,983 | \$49,745 |
| MAINTENANCE | \$104,963 | \$71,795 | \$107,072 | \$111,500 |
| SUNDRY CHARGES | \$247,645 | \$222,726 | \$246,924 | \$263,898 |
| INTERNAL SERVICES | \$64,095 | \$63,894 | \$63,897 | \$63,894 |
| CAPITAL OUTLAY | \$3,454 | \$0 | \$0 | \$26,000 |
| TOTAL 510-0325 | \$1,024,931 | \$918,816 | \$992,917 | \$1,057,189 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| UTILITY BILLING MANAGER | Exempt | 1 | 1 | 1 | 1 |
| CUSTOMER SERVICE SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| UTILITY BILLING TECHNICIAN | 56 | 1 | 1 | 1 | 1 |
| CUSTOMER SERVICE REPRESENTATIVE | 54 | 2 | 2 | 2 | 2 |
| LEAD METER READER | 53 | 1 | 1 | 1 | 1 |
| METER READER | 52 | 3 | 3 | 3 | 3 |
| TOTAL 510-0325 | | 9 | 9 | 9 | 9 |

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0325 UTILITY BILLING

MISSION STATEMENT

To maintain the utility billing system in an efficient and customer friendly manner to ensure accurate information and responsive services may be provided to all customers, while following The Hurst Way.

DIVISION DESCRIPTION

The Utility Billing Division is responsible for maintaining the City's Billing System for water, wastewater, sanitation and recycling services. Responsibilities include establishing new accounts, processing bills and payments from customers, providing exceptional customer assistance and information regarding utility accounts and performing the meter reading and meter services functions. In addition to the accounts receivable function for water and wastewater services, the division is also responsible for receipting and depositing monies collected by other departments on a daily basis.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Water Office Manager and Customer Service Supervisor attended Several Manager and Supervisor Training Programs to expand their skills.
 - ✓ Continued Training a new Customer Service Representative and a New Meter Reader.
 - ✓ Continued Training on ICIS (Utility Billing Software) upgrades.
 - ✓ Changed out over 1,000 meters over 15 years old.
 - ✓ Continued training Employees on Invoice Cloud, our new online system, allowing customers to receive e-bills, set up auto draft, using a credit card or check and review and print copies of current and past invoices. Over 6,900 customers have registered online to date, over 2,700 are paperless and 2,200 are on Auto Pay.
 - ✓ Lowered the number of disconnects each week by providing Customer Service Courtesy Calls the day of disconnect.
 - ✓ Remodeled office for additional efficiency and security.
-

FUTURE INITIATIVES

- Change out over 1,200 meters over 15 years old.
- Explore new meter reading technology to improve efficiency.
- Implement and train on a new Field Work Order Program.
- Replace one new Meter Reader truck.

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0325 UTILITY BILLING

- Cross training of all departmental operations within the Utility Billing Department.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|---|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input checked="" type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Continue to enhance and evaluate Public Service Delivery
-) Deliver Customer Service “The Hurst Way” to ensure exceptional public service delivery that enriches economic development and redevelopment
-) To provide meter reading services for five zones on schedule.
-) To process consumption and bill water customers correctly and in a timely manner.
-) To ensure receipts collected are safeguarded until deposited.
-) To respond to all customer inquiries with fast, efficient, and courteous service.

Objectives:

-) To read the meters within each zone within three days.
 - 0-3 Years Short Term
-) To provide accurate meter readings for all customers with the Datamatic Reading System.
 - 0-3 Years Short Term
-) To process 100% of payments within one day of receipt.
 - 0-3 Years Short Term
-) To accurately account for all billing receipts and deposit receipts.
 - 0-3 Years Short Term
-) Respond to citizen requests 98% of the time within two hours.
 - 0-3 Years Short Term

CITY OF HURST

ENTERPRISE FUND

GENERAL SERVICES

0325 UTILITY BILLING

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of Billing Representatives (FTEs) | 5 | 5 | 5 |
| Number of Meter Readers (FTEs) | 4 | 4 | 4 |
| <i>Workload/Output:</i> | | | |
| Number of meters read monthly | 12,300 | 12,500 | 12,500 |
| Number of customer requested re-reads | 240 | 360 | 300 |
| Number of high and low re-reads | 250 | 300 | 350 |
| Average number of days to read a zone | 3 | 3 | 3 |
| Number of e-bill notifications | 1,800 | 2,000 | 2,100 |
| Number of registered online customers | 6,900 | 7,500 | 8,000 |
| Number of Auto Pay customer | 2,247 | 2,500 | 2,600 |
| <i>Effectiveness:</i> | | | |
| Percentage of customers rating service as adequate, good or excellent | 96% | 98% | 99% |
| Percentage of citizen requests and complaints processed within a two hour time frame | 100% | 100% | 100% |
| Percentage of billing cycles read on schedule | 99% | 99% | 99% |
| Percentage of accuracy of bills mailed | 98.5% | 99% | 99% |
| Days to respond to customers bad reads | 3 | 2 | 2 |
| <i>Efficiencies:</i> | | | |
| Percent of accurate readings | 98% | 98% | 99% |
| Percent of citizen requests and complaints processed | 98% | 99% | 99% |
| Percent of monies received and deposited within twenty four hours | 100% | 100% | 100% |

HURST★TEXAS



FISCAL SERVICES DEPARTMENT

SUPPORT SERVICES DIVISION

TO PROVIDE SUPPORT FOR ALL CITY SERVICES THROUGH THE ADMINISTRATION OF PURCHASING PROCEDURES, AND TO MINIMIZE THE CITY'S EXPOSURE TO FINANCIAL LOSS THROUGH THE DEVELOPMENT AND ADMINISTRATION OF RISK MANAGEMENT.

| | | |
|------------------------------------|--|-------------------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT FISCAL SERVICES | DIVISION SUPPORT SERVICES |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$576,149 | \$525,266 | \$533,429 | \$546,649 |
| MATERIAL AND SUPPLIES | \$3,129 | \$7,156 | \$4,250 | \$7,191 |
| MAINTENANCE | \$3,235 | \$5,446 | \$3,500 | \$5,446 |
| SUNDRY CHARGES | \$3,486 | \$17,648 | \$7,424 | \$17,550 |
| INTERNAL SERVICES | \$76,112 | \$26,874 | \$26,874 | \$26,874 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0334 | \$662,111 | \$582,390 | \$575,477 | \$603,710 |

| PERSONNEL SCHEDULE | | | | | |
|-----------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| CONTROLLER | Exempt | 1 | 1 | 1 | 1 |
| BUDGET DIRECTOR | Exempt | 1 | 1 | 1 | 1 |
| BUDGET ANALYST | Exempt | 1 | 1 | 0 | 0 |
| AP/AR SPECIALIST | Exempt | 1 | 1 | 1 | 1 |
| DIRECTOR OF RISK/PURCHASING | Exempt | 1 | 1 | 1 | 1 |
| BENEFITS SPECIALIST | Exempt | 1 | 1 | 1 | 1 |
| RISK/PURCHASING ASSISTANT | 56 | 1 | 1 | 1 | 1 |
| TOTAL 510-0334 | | 7 | 7 | 6 | 6 |

CITY OF HURST

ENTERPRISE FUND

FISCAL SERVICES

0334 SUPPORT SERVICES

MISSION STATEMENT

Our mission is to provide strategic and fiscal leadership to all city departments, while consistently serving our customers through traditional fiscal services consistent with the Hurst Way and the Council's strategic priorities.

DIVISION DESCRIPTION

The Support Services Division consists of the City's Risk Management and Purchasing functions. The primary goal of Risk Management is to protect the City's assets while assisting City Departments in identifying analyzing, and evaluating the risk of loss associated with the City projects and programs. Risk/Purchasing is also responsible for obtaining insurance coverage when it is necessary for the City to provide services required by the public. Risk/Purchasing assists all City Departments in developing bid specifications and ensuring that the city's procurements are cost effective, meet the City's needs, and comply with all required statutes and regulations.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Met with DocuNav and IT to discuss electronic documentation needs to begin utilizing Laserfiche
 - ✓ Began creating user's manual for risk/purchasing process to prepare turnover
 - ✓ Worked with City Secretary's office to purge and/or store older documents per retaining schedules
 - ✓ Earning the Achievement of Excellence in Procurement award
-

FUTURE INITIATIVES

- Revise Purchasing Manual.
- Implement online p-card receipt storage on SDOL to take the place of paper files and expense reports
- Work with the Texas Municipal League Intergovernmental Risk Pool to implement best practices for training and reporting
- Continue to receive the Achievement of Excellence in Procurement award
- Work with City Management and City Secretary's office to review purchasing items for compliance before City Council presentation

CITY OF HURST

ENTERPRISE FUND

FISCAL SERVICES

0334 SUPPORT SERVICES

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Update the City's Purchasing Manual
-) Implement digital receipt and expense report processes as it relates to City procurement cards
-) Create user manual for all purchasing duties

Objectives:

-) Review procedures in City Purchasing Manual for out of date and obsolete policies and revise as need
-) Work with user departments and IT to determine what equipment is needed by departments that would allow users to scan receipts for upload into the procurement card system
-) Notate how to perform each duty in a step by step process manual

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Full Time Employees | 2 | 2 | 2 |
| <i>Workload/Output:</i> | | | |
| Number of Sealed Bids Processed | 19 | 20 | 20 |
| Number of Purchase Orders Processed | 957 | 970 | 970 |
| Number of Interlocal Agreements Managed | 71 | 71 | 71 |

CITY OF HURST

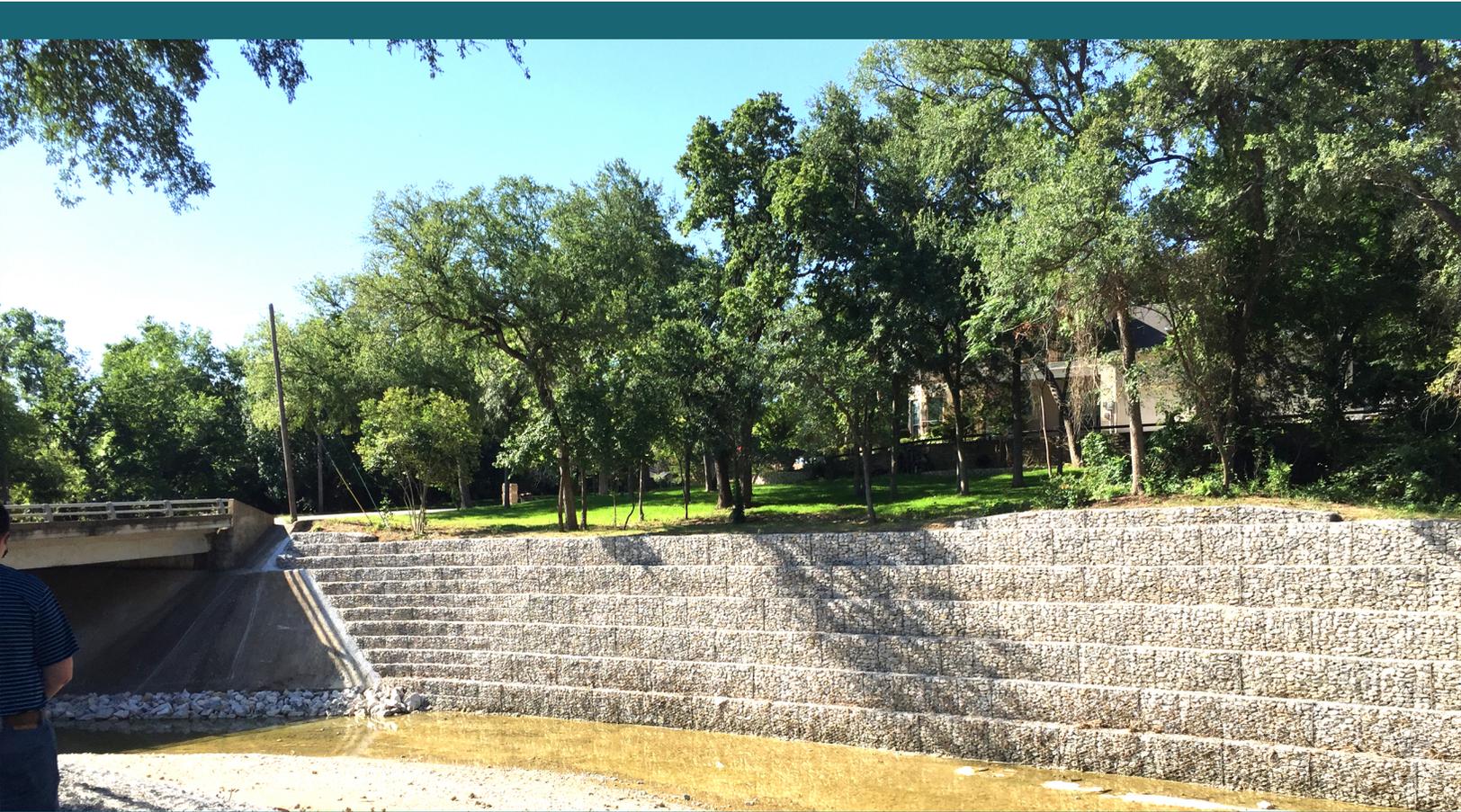
ENTERPRISE FUND

FISCAL SERVICES

0334 SUPPORT SERVICES

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|---|--|--|
| Number of Annual Agreements Managed | 117 | 117 | 117 |
| Managed the Renewal and Updating of the City's Following Liability Insurance Coverages: - General Liability - Auto Liability - Law Enforcement Liability - Errors and Omissions Liability | Number of 3 rd Party Claims Processed: 5 Number of Vehicle Claims Processed: 13 | Number of 3 rd Party Claims Processed: 12 Number of Vehicle Claims Processed: 20 | Number of 3 rd Party Claims Processed: 12 Number of Vehicle Claims Processed: 20 |
| <i>Effectiveness:</i> | | | |
| Amount Earned from the City's P-Card Program | \$47,654.36 | \$50,000 | \$50,000 |
| Amount Earned from Using the BuyBoard Cooperative Purchasing Organization | \$1,804 | \$2,000 | \$2,000 |
| Amount Earned from Surplus Property Public Auctions | \$75,635 | \$80,000 | \$80,000 |
| <i>Efficiencies:</i> | | | |
| Number of Annual Agreements Managed Improving Product and Service Response Time and Reducing Administrative Costs | 117 | 117 | 117 |
| Number of Interlocal Cooperative Agreements Managed Improving Product and Service Response Time and Reducing Administrative Costs | 71 | 71 | 71 |
| Number of Surplus Property Public Auctions Conducted | 2 | 3 | 3 |

HURST★TEXAS



PUBLIC WORKS DEPARTMENT

ENGINEERING AND CONSTRUCTION DIVISION

TO PROVIDE FOR EFFECTIVE ADMINISTRATION OF PUBLIC WORKS ACTIVITIES THAT ENSURES SAFE AND EFFICIENT WATER AND SEWER SYSTEMS.

TO ENSURE THAT ALL WATER AND SEWER IMPROVEMENTS, AS WELL AS ALL CITY PROJECTS, ARE DESIGNED AND CONSTRUCTED IN ACCORDANCE WITH CITY REGULATIONS AND ACCEPTED ENGINEERING AND CONSTRUCTION PRINCIPLES AND PRACTICES.

| | | |
|------------------------------------|---|--------------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION ENGINEERING |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$432,614 | \$466,159 | \$447,285 | \$457,505 |
| MATERIAL AND SUPPLIES | \$5,490 | \$7,610 | \$7,610 | \$7,610 |
| MAINTENANCE | \$7,565 | \$12,997 | \$12,829 | \$12,997 |
| SUNDRY CHARGES | \$26,978 | \$40,884 | \$34,253 | \$41,432 |
| INTERNAL SERVICES | \$59,799 | \$48,893 | \$48,893 | \$48,893 |
| CAPITAL OUTLAY | \$0 | \$0 | \$366,175 | \$0 |
| TOTAL 510-0663 | \$532,446 | \$576,543 | \$917,045 | \$568,437 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| GIS MANAGER | Exempt | 1 | 1 | 1 | 1 |
| PW PROJECTS MANAGER | Exempt | 1 | 1 | 1 | 1 |
| SENIOR PW INSPECTOR | 60 | 1 | 1 | 1 | 1 |
| SENIOR DESIGNER | 58 | 1 | 1 | 1 | 1 |
| SENIOR ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 1 | 1 |
| PART-TIME EMPLOYEES | Part-Time | 0.73 | 1 | 1.24 | 1.24 |
| TOTAL 510-0663 | | 5.73 | 6 | 6.24 | 6.24 |

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0663 ENGINEERING

MISSION STATEMENT

To provide for effective administration of Public Works activities that ensures safe and efficient water and sewer systems. To ensure that all water and sewer improvements, as well as all City projects, are designed and constructed in accordance with City regulations and accepted engineering and construction principles and practices.

DIVISION DESCRIPTION

The Engineering/Construction Division of the Public Works Department is responsible for the overall supervision and administration of engineering and construction activities. The Engineering Division is responsible for reviewing and/or preparing construction plans, issuing permits, and inspecting new construction of all public water and sanitary sewer systems. The Engineering Division also reviews and prepares long-range planning for water and sanitary sewer improvements. The GIS staff within the Engineering Division prepares and maintains the water and sanitary sewer inventory system, and maintains and updates all water and sanitary sewer maps.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Complete construction of 42nd Year CDBG Grant Project / Sheri Lane (water and sanitary sewer portion).
 - ✓ Complete Tarrant County College Elevated Storage Tank Repair & Repainting.
 - ✓ Begin construction of Pipeline Road Phase 2 (water and sanitary sewer portion).
 - ✓ Complete construction of 2015 & 2016 Miscellaneous Water Line Replacement Project
 - ✓ Complete construction of 2015 Miscellaneous Sanitary Sewer Line
 - ✓ Coordinate with Trinity River Authority on completing design of Walker-Calloway Wastewater Outfall System Rehabilitation Project, Phase 1
 - ✓ Review of numerous private developments with public water and sanitary sewer.
-

FUTURE INITIATIVES

- Begin and complete design of 44th Year CDBG Grant Project / TBD (water and sewer portion).
- Coordinate with Trinity River Authority on Walker-Calloway Wastewater Outfall System Rehabilitation Project, Phase 1 construction and Phase 2 design
- Design of Valley View Sanitary Sewer Outfall Replacement / SH10 to Redbud Dr.
- Design of Pipeline Road Phase 4 (water and sanitary sewer portion).

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0663 ENGINEERING

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Periodically report on progress of capital projects.
-) Continue to rate, prioritize, and review capital improvements and facilities projects.
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

-) Improve contracting procedures for construction projects to provide improved delivery methods for the public.
 - 0-3 Short Term
-) Reduce risk to the City regarding construction projects where possible and appropriate.
 - 0-3 Short Term
-) Continue annual water and wastewater replacement projects when budget allows.
 - 0-3 Short Term
-) Continue with Community Development Block Grant Program to include replacement of water and wastewater lines.
 - 0-3 Short Term

CITY OF HURST

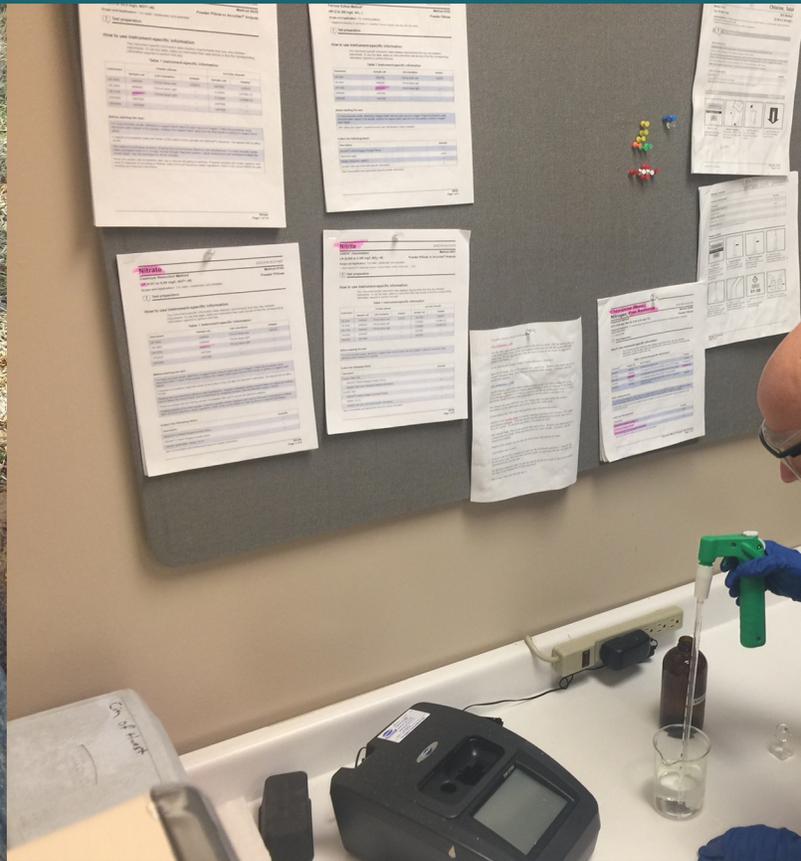
ENTERPRISE FUND

PUBLIC WORKS

0663 ENGINEERING

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Employees | 5.75 | 5.75 | 5.75 |
| Enterprise Fund Expenditures | \$532,446 | \$550,870 | \$576,437 |
| <i>Workload/Output:</i> | | | |
| Construction Permits Issued | 170 | 305 | 200 |
| CIP Projects Inspected | 6 | 6 | 4 |
| <i>Effectiveness:</i> | | | |
| Water Mains Replaced (LF) | 5,150 | 8,030 | 0 |
| Wastewater Mains Replaced (LF) | 5,900 | 7,068 | 4,000 |
| <i>Efficiencies:</i> | | | |
| Water / Wastewater Line Replacement Cost per Linear Foot | \$122.90 | \$101.59 | \$105.00 |

HURST★TEXAS



**PUBLIC WORKS
DEPARTMENT**

WATER UTILITIES- WATER

**TO PROVIDE SAFE AND PURE DRINKING WATER IN
SUFFICIENT VOLUMES AND UNDER ADEQUATE
PRESSURE TO THE WATER CUSTOMERS OF HURST
AND TO MAINTAIN THE INTEGRITY OF THE WATER
DISTRIBUTION SYSTEM.**

| | | |
|------------------------------------|---|--------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION WATER |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$1,330,101 | \$1,284,068 | \$1,289,348 | \$1,292,811 |
| MATERIAL AND SUPPLIES | \$45,684 | \$65,218 | \$53,406 | \$62,496 |
| MAINTENANCE | \$244,169 | \$267,195 | \$258,200 | \$297,195 |
| SUNDRY CHARGES | \$8,132,301 | \$8,846,298 | \$8,321,222 | \$8,661,684 |
| INTERNAL SERVICES | \$83,770 | \$85,125 | \$85,125 | \$85,125 |
| CAPITAL OUTLAY | \$575,957 | \$740,000 | \$860,895 | \$45,000 |
| TOTAL 510-0668 | \$10,411,983 | \$11,287,904 | \$10,868,196 | \$10,444,311 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| DIRECTOR OF UTILITIES | Exempt | 1 | 1 | 1 | 1 |
| WATER DISTRIBUTION MANAGER | 59 | 2 | 1 | 1 | 1 |
| WATER PRODUCTION MANAGER | 59 | 0 | 1 | 1 | 1 |
| SENIOR SCADA SYSTEM OPERATOR | 56 | 1 | 1 | 1 | 1 |
| SENIOR SECRETARY | 56 | 1 | 0 | 0 | 0 |
| WU CREWLEADER | 56 | 4 | 4 | 4 | 4 |
| ADMINISTRATIVE ASSISTANT | 56 | 0 | 1 | 0 | 0 |
| WU DISPATCHER | 55 | 3 | 3 | 3 | 3 |
| SERVICE CENTER ASSISTANT | 54 | 0 | 0 | 1 | 1 |
| WU MAINTENANCE WORKER | 51 | 7 | 7 | 7 | 7 |
| PART TIME EMPLOYEES | Part-Time | 0.74 | 0.05 | 0 | 0 |
| TOTAL 510-0668 | | 19.74 | 19.05 | 19 | 19 |

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

MISSION STATEMENT

To provide safe drinking water in sufficient volumes and under adequate pressure to the water customers of Hurst and maintain the integrity of the water distribution system.

DIVISION DESCRIPTION

The Water Division is responsible for the maintenance and operation of water production and distribution. These include approximately 204 miles of water lines, 1,321 fire hydrants, 4,413 water system valves, 12,816 water meters, ten ground storage tanks with a capacity of 9.3 million gallons, three elevated storage tanks with a capacity of 2.75 million gallons, two water supply connections with the City of Fort Worth, six City owned water wells and three emergency water supply connections.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Water Utilities assisted Engineering with the identification and proposed replacement of 6,000 feet of deficient cast iron water mains.
 - ✓ Completed the restoration of the Tarrant County College Elevated Storage Tank.
 - ✓ Cleaned and inspection of two elevated and one-ground storage tanks.
 - ✓ Completed submission of the 2016 Texas Water Development Board Water Loss Audit.
 - ✓ Completed submission of the 2016 Texas Water Development Board Water Use Survey.
 - ✓ Completed submission of the 2016 Texas Water Development Board Conservation Report.
 - ✓ Completed submission of the 2016 Texas Water Development Board Utility Profile.
 - ✓ Completed submission of the 2016 Texas Commission of Environmental Quality Utility Profile.
 - ✓ Completed submission of the 2016 Water Quality Report to the Texas Commission on Environmental Quality.
 - ✓ Completed the revision of the Water Monitoring Plan to include the new Lead & Copper Alternate Selection Pool and submitted to TCEQ.
 - ✓ Completed and obtained the Adjusted Capacity Requirement Waiver from the Texas Commission on Environmental Quality.
 - ✓ Continued use and integration of the City Works Asset Management System.
-

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

FUTURE INITIATIVES

- Continue to enhance water quality through determining Nitrification Triggers.
 - Clean and inspect of North Precinct Elevated Storage Tank (EST), Valentine EST and Station #5 Ground Storage Tank.
 - Assist Engineering in the design and replacement of 5,000 to 6,000 feet of deteriorated cast iron water mains.
 - Continue implementation and monitoring of the Nitrification Action Plan.
 - Successfully complete the 3rd year Texas Commission on Environmental Quality Water Quality Investigation between January and March of 2018.
 - Submit the 2017 Texas Water Development Board Water Loss Audit.
 - Submit the 2017 Texas Water Development Board Water Use Survey.
 - Submit the 2017 Texas Water Development Board Conservation Report.
 - Submit the 2017 Texas Water Development Board Utility Profile.
 - Submit the 2017 Texas Commission of Environmental Quality Utility Profile.
 - Submit the 2017 Water Quality Report to the Texas Commission on Environmental Quality.
 - Continue to aggressively replace or repair 2 inch and larger commercial meters.
 - Continue to manage water conservation efforts through the mandatory 2 day per week watering and no watering between 10am – 6 pm that began June 24, 2014.
 - Assist in the replacement and installation of the 2016 Water Replacement Project.
 - Begin the 1st of a 2 year Unregulated Contaminates Monitoring Stage 4 as required by the Environmental Protection Agency.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Periodically report on progress of capital project
-) Continue to rate, prioritize, and review capital improvements and facilities projects
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

- J Ensure adequate quality and quantity of water supplied to each customer by monitoring and maintaining the system.
- J Minimize cost and increase water revenues with proper management of the water system.
- J Identify, evaluate and submit recommendations to Engineering for the replacement of 5,000 to 6,000 LF of deteriorated cast iron water main.
- J Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

- J Identify, evaluate, and submit recommendations to Engineering for the replacement of 5,000 to 6,000 LF of deteriorated cast iron water main.
 - 0-3 Short Term
- J Assist the Engineering Division by prioritizing projects in the capital improvement program manual into short, mid-range and long-term projects.
 - 0-3 Short Term
- J Evaluate the city infrastructure annually and determine projects that need rehabilitation or new construction.
 - 0-3 Short Term
- J Monitor water quality to ensure compliance with Safe Drinking Water Act rules and regulations.
 - 0-3 Short Term
- J Operate and maintain all water system equipment and facilities to ensure the safety of the potable water delivered to the customers.
 - 0-3 Short Term
- J Reduce surcharge costs to the Fort Worth – Water Department annually by lowering the Max-Day and Max-Hour three-year averages for each.
 - 0-3 Short Term
- J Improve water accountability and reduction of lost revenues through commercial meter testing, repair and replacement and prompt main leak repairs.
 - 0-3 Short Term

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Total operating budget | \$10,408,530 | \$10,793,196 | \$10,370,166 |
| Water treatment cost | \$4,524,569 | \$4,674,564 | \$4,859,829 |
| City of Hurst Annual Water Well Production (MG) | 58 | 58 | 60 |
| <i>Workload/Output:</i> | | | |
| Water Quality Samples Taken | 3,000 | 2,900 | 3,000 |
| Bacteriological Samples Analyzed | 516 | 516 | 516 |
| Water Mains recommended for Replacement (feet) | 6,000 | 5,000 | 3,000 |
| Water Mains Maintained (Miles) | 204 | 204 | 204 |
| Average Daily Water Usage (MGD) | 5.35 | 5.50 | 5.35 |
| City of Hurst Annual Water Usage (BG) | 1.950 | 1.925 | 1.950 |
| Backflow Assemblies Tested Annually | 651 | 660 | 670 |
| Backflow Testers Registered | 100 | 110 | 120 |
| 2" and Larger Meters Tested Annually | 125 | 25 | 125 |
| Water Main Replaced (ft.) | 5,000 | 4,500 | 6,000 |
| % of water valves operated/inspected annually (AWWA recommends all valves be inspected every 2-3 years) | 50% | 55% | 55% |
| Mains Repaired Annually | 35 | 30 | 35 |
| <i>Effectiveness:</i> | | | |
| % of Unmetered Water Loss | 2.64% | 3.0% | 3.0% |

CITY OF HURST

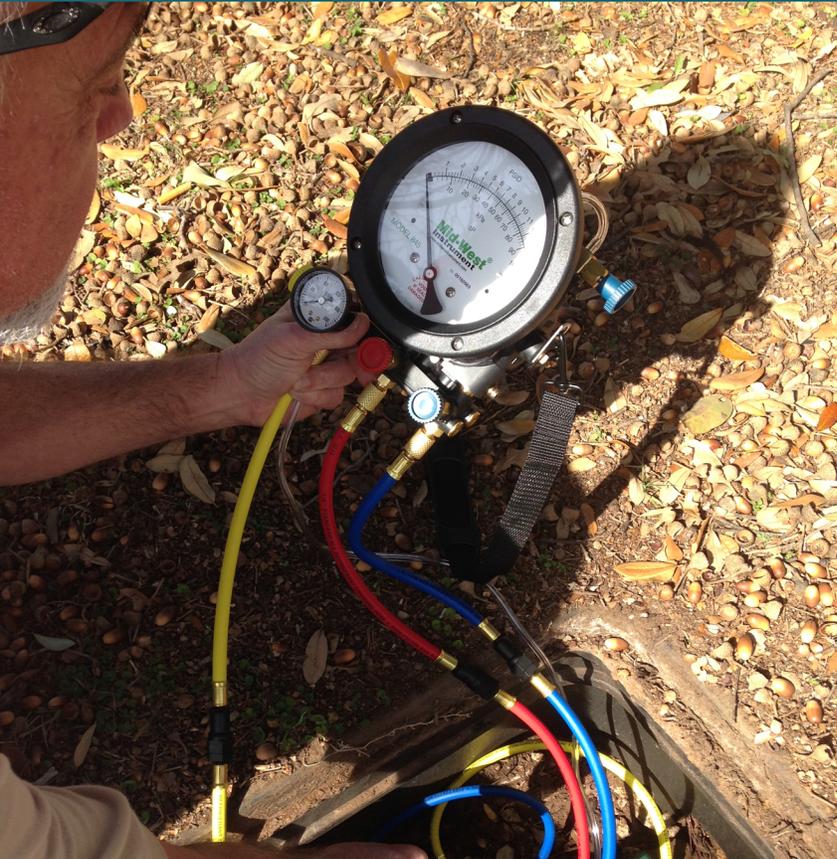
ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Hurst Maximum Hour Usage (MGD) | 9.39 | 9.75 | 9.50 |
| Hurst Maximum Day Usage (MGD) | 8.24 | 8.45 | 8.50 |
| Main Breaks Per Mile | 0.17 | 0.14 | 0.17 |
| <i>Efficiencies:</i> | | | |
| Customer accounts per employee (485 is national median of AWWA benchmarking) | 754 | 754 | 750 |
| Average Repair Time for Water Main Breaks (Hrs.) | <8 | <7 | <6 |
| Maximum Contaminant Level Violations (From TCEQ) | 0 | 0 | 0 |
| Average Emergency Response Time (min) | <30 | <30 | <30 |

HURST★TEXAS



**PUBLIC WORKS
DEPARTMENT**

**WATER UTILITIES
WASTEWATER**

**TO MINIMIZE WASTEWATER COLLECTION SERVICE
INTERRUPTIONS, ENSURE WASTEWATER
COLLECTION SYSTEM INFRASTRUCTURE INTEGRITY
AND MONITOR WASTEWATER QUALITY PRIOR TO
ENTERING THE FORT WORTH AND TRINITY RIVER
AUTHORITY COLLECTION SYSTEMS.**

| | | |
|------------------------------------|---|-------------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION WASTEWATER |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| PERSONNEL SERVICES | \$667,031 | \$680,669 | \$682,066 | \$735,912 |
| MATERIAL AND SUPPLIES | \$35,273 | \$57,777 | \$49,529 | \$55,085 |
| MAINTENANCE | \$98,891 | \$122,900 | \$114,255 | \$122,900 |
| SUNDRY CHARGES | \$5,677,676 | \$5,661,903 | \$5,994,197 | \$6,219,976 |
| INTERNAL SERVICES | \$30,261 | \$40,922 | \$40,922 | \$40,922 |
| CAPITAL OUTLAY | \$769,130 | \$105,000 | \$147,513 | \$185,000 |
| TOTAL 510-0669 | \$7,278,261 | \$6,669,171 | \$7,028,482 | \$7,359,795 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| ENVIRONMENTAL SERVICES MANAGER | Exempt | 0 | 0 | 1 | 1 |
| ENVIRONMENTAL SPECIALIST | Exempt | 1 | 1 | 1 | 1 |
| WASTEWATER MANAGER | 59 | 1 | 1 | 1 | 1 |
| ENVIRONMENTAL TECH | 57 | 1 | 1 | 1 | 1 |
| WU CREWLEADER | 56 | 2 | 2 | 2 | 2 |
| WU MAINTENANCE WORKER | 51 | 4 | 4 | 4 | 4 |
| TOTAL 510-0669 | | 9 | 9 | 10 | 10 |

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0669 WASTEWATER

MISSION STATEMENT

To minimize wastewater collection service interruptions, ensure wastewater collection system infrastructure integrity and monitor wastewater quality prior to entering the Fort Worth and Trinity River Authority wastewater collection systems.

DIVISION DESCRIPTION

The Wastewater/Environmental Division is responsible for the maintenance and operation of the City's wastewater collection system, which consists of approximately 154.25 miles of sanitary sewer lines, 2,862 manholes, and 284 cleanouts. The Wastewater/Environmental Division ensures the City's compliance with Federal wastewater discharge limitations, implementation of the Sanitary Sewer Overflow Initiative, monitors high-strength wastewater customers, manages Grease Hauler Registrations, the W.I.S.E. Guys Irrigation Program, the Vector Control program, Backflow and Cross-Connection Programs and assists with the implementation of the City's Storm Water Management Program.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Managed the Sanitary Sewer Overflow Initiative (SSOI) program by completing 60 miles of sewer main cleaning, root treated 3.2 miles of mains, chemically treated 10 miles of mains for grease control and performed 11 main repairs.
- ✓ Managed the Fats, Oils and Grease (FOG) program.
- ✓ Managed the cities pretreatment program by registering and monitoring 19 grease haulers who maintain 177 commercial grease traps at various facilities in Hurst.
- ✓ Managed the surcharge program to reduce the Fort Worth wastewater treatment charges by annually sampling 177 commercial and industrial sites.
- ✓ Performed Internal Video Inspection of 5 miles of problematic sanitary sewer mains.
- ✓ Completed submission of the 2017 Sanitary Sewer Overflow Initiative Report to the Texas Commission on Environmental Quality.
- ✓ Completed submission of the 2017 Texas Commission on Environmental Quality Industrial User Report.
- ✓ Assisted in the selection, design, and replacement of 1.0 mile of problematic sewer main.
- ✓ Managed the Vector Control program by performing mosquito trapping and testing, implementing area fogging and city wide fogging as needed, and providing educational material to the public.
- ✓ Completed and submitted quarterly surcharge bills for all restaurant, fast food, grocery, hospital and convenient store grease interceptor customers.

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0669 WASTEWATER

- ✓ Completed 4 Household Hazardous Waste Events and disposed of over 7,600 pounds of materials.
- ✓ Continued use and integration of the City Works Asset Management System.
- ✓ Managed the City's backflow/cross-connection control program by registering and monitoring 89 backflow testers who maintain 276 accounts with 806 backflow prevention assemblies in Hurst.

FUTURE INITIATIVES

- Continue to manage the Sanitary Sewer Overflow Initiative (SSOI) program by completing 100 miles of sewer main cleaning, root treating 2.0 miles of root cleaning, chemically treating 2.5 miles of problematic mains for grease, perform all necessary main and manhole repairs in a timely manner and replace a minimum of 4,000 lf of deteriorated vitrified clay tile mains.
- Continue to manage the City's backflow/cross-connection control program by registering and monitoring 89 backflow testers as they maintain 276 accounts with 806 backflow assemblies in Hurst.
- Submit the 2018 Sanitary Sewer Overflow Initiative Report to the Texas Commission on Environmental Quality.
- Submit the 2018 Texas Commission on Environmental Quality Industrial User Report.
- Continue to manage the Fats, Oils, and Grease (FOG) program.
- Continue to manage the cities pretreatment program by registering and monitoring 19 grease haulers as they maintain the 177 commercial grease traps at various restaurants, fast food, grocery, hospital and convenient stores in Hurst.
- Continue to manage the surcharge program to reduce wastewater treatment charges by the quarterly sampling of 177 commercial and industrial sites.
- Educate current registered grease haulers on proper methods of servicing our customer's grease traps in order to reduce BOD/TSS surcharges and their effect on the City's sanitary sewer effluent.
- Perform Internal Video Inspection of a minimum of 4,000 to 6,000 feet of sanitary sewer mains.
- Submit a minimum of 4,000 feet of problematic pipe to PW Engineering for replacement.
- Assist in the design and replacement of vitrified clay sewer mains.
- Hold six Household Hazardous Waste Events and dispose of 7,000 – 10,000 pounds of materials.
- Hold an annual Holiday Grease Roundup to promote grease recycling and prevent or minimize sanitary sewer overflows that occur as a result of blockages caused by grease.

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0669 WASTEWATER

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Periodically report on progress of capital projects.
-) Continue to rate, prioritize and review capital improvements and facilities projects.
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure.
-) Identify, evaluate and submit recommendations to Engineering for the replacement of 4,000 to 6,000 LF of aging clay sewer mains.
-) Continue improved sampling and monitoring of wastewater to maintain minimum treatment charges.
-) Continue the Implementation of the Sanitary Sewer Overflow Initiative (SSOI).
-) Effectively manage grease waste per House Bill 1979 and City Ordinance 1957.
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

-) Identify, evaluate and submit recommendations to Engineering for the replacement of 4,000 to 6,000 LF of aging clay sewer main.
 - 0-3 Short Term
-) Assist in the design and construction of the sanitary sewer main replacement project.
 - 0-3 Short Term
-) Assist Engineering in prioritizing the projects in the capital improvement program.
 - 0-3 Short Term
-) Implement the existing Sanitary Sewer Overflow Initiative Agreement between the City of Hurst and the State of Texas Commission on Environmental Quality (TCEQ).
 - 0-3 Short Term
-) Manage the cities pretreatment program by registering and monitoring 15 grease haulers as they maintain 116 commercial grease traps at various restaurants in Hurst.
 - 0-3 Short Term
-) Manage the surcharge program to reduce wastewater treatment charges by annually sampling 119 commercial and industrial sites.
 - 0-3 Short Term

CITY OF HURST

ENTERPRISE FUND

PUBLIC WORKS

0669 WASTEWATER

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|--------------|--------------|--------------|
| <i>Input:</i> | | | |
| Total Operating Budget | \$ 7,278,261 | \$ 7,006,774 | \$ 7,353,204 |
| Sewer Treatment Costs to Fort Worth | \$3,902,872 | \$4,201,022 | \$4,412,424 |
| <i>Workload/Output:</i> | | | |
| Sewer mains cleaned (%) | 65% | 62% | 65% |
| Wastewater lines replaced (Feet) | 5,147 | 5,000 | 5,000 |
| Manholes inspected annually | 3,711 | 3,000 | 3,000 |
| Manholes repaired annually | 68 | 40 | 35 |
| <i>Effectiveness:</i> | | | |
| Total sanitary sewer complaint calls reported as sanitary sewer overflows to the TCEQ | 5 | 6 | 6 |
| Sanitary sewer main stoppages annually | 29 | 25 | 25 |
| Sanitary sewer overflows reported to TCEQ | 5 | 6 | 6 |
| <i>Efficiencies:</i> | | | |
| Average response time to calls concerning wastewater problems during working hours (min) | <30 | <30 | <30 |

HURST★TEXAS

HURST★TEXAS



COMMUNITY SERVICES DEPARTMENT

FACILITIES MAINTENANCE DIVISION

THE FACILITIES MAINTENANCE DIVISION IS COMMITTED TO PROVIDING AN ATTRACTIVE, SAFE AND COMFORTABLE ENVIRONMENT FOR ALL CITY EMPLOYEES AND THE CITIZENS THAT USE CITY FACILITIES, WHILE AT ALL TIMES EMPHASIZING SERVICE, QUALITY, RESPONSIVENESS AND EFFICIENCY.

| | | |
|------------------------------------|---|---|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT COMMUNITY SERVICES | DIVISION FACILITIES MAINTENANCE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$67,234 | \$78,872 | \$78,858 | \$80,697 |
| MATERIAL AND SUPPLIES | \$0 | \$0 | \$0 | \$0 |
| MAINTENANCE | \$51,917 | \$60,050 | \$60,050 | \$60,050 |
| SUNDRY CHARGES | \$9,388 | \$9,092 | \$9,248 | \$9,084 |
| INTERNAL SERVICES | \$7,322 | \$3,639 | \$3,639 | \$3,639 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0228 | \$135,861 | \$151,653 | \$151,795 | \$153,470 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| FACILITIES TECHNICIAN II | 57 | 1 | 1 | 1 | 1 |
| TOTAL 510-0228 | | 1 | 1 | 1 | 1 |

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

0228 FACILITIES
MAINTENANCE

MISSION STATEMENT

Facility Services will provide responsive and seamless maintenance services to keep facilities safe and attractive to use for all City employees and citizens alike. Facility Services will at all times emphasize quality and efficiency to ensure that an aging infrastructure is maintained.

Project Management will provide construction administrative services to build attractive public facilities for surrounding neighborhood and commercial revitalization.

DIVISION DESCRIPTION

The mission of the Facility Services Division is to seamlessly maintain the City's facilities while providing an aesthetically pleasing and safe work environment for City employees. Facility Services is primarily responsible for managing, planning, coordinating, and directing the maintenance and building improvements for each of the City's 25 facilities. Staff also coordinates annual elevator inspections, AED inspections, window cleaning, pest control, carpet and furniture cleaning, AC filter and duct cleaning, boiler inspections, fire alarm systems inspections, fire extinguisher inspections, fire sprinkler system inspections, and a host of other professionally contracted services as needed throughout the year.

The mission of Project Management is to protect the City's interests throughout all phases of contracted construction and maintenance services.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Replaced old manual towel dispensers with automatic dispensers in bathrooms.
- ✓ Installed ice dispenser at City Secretary's kitchen.
- ✓ Renovated basement so that it can be safely used by employees.
- ✓ Managed multiple contractors to keep facilities clean, safe, and functional
- ✓ Installation of Backup AC for SCADA.
- ✓ Coordinate all daily work orders and contracted services to keep facilities in good repair.

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

0228 FACILITIES
MAINTENANCE

FUTURE INITIATIVES

- Continue to keep facilities in good repair and maintained to the bet of our ability.
- Renovate interior spaces as requested by City Management.
- Replace old City Hall roof and repair windows.
- Possible installation of new HVAC systems as needed.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

Facility Services will continue to provide a responsive and seamless maintenance service ensuring that we keep all facilities safe and attractive to use for all City employees and citizens alike. Facility Services will also continue to emphasize quality and efficiency to ensure that an aging infrastructure is maintained and in good repair.

Project Management will also continue to provide construction administrative services to build attractive public facilities for surrounding neighborhood and commercial revitalization.

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

**0228 FACILITIES
MAINTENANCE**

Objectives:

- J Facility Services will continue to complete 75% of work requests, within 7 days of receipt, by committing to a culture of innovation and efficiency
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Personnel | 2 | 2 | 2 |
| <i>Workload/Output:</i> | | | |
| Number of HVAC Units | 44 | 44 | 44 |
| Number of HVAC units replaced | 0 | 0 | 0 |
| Number of Work Requests processed | 50 | 55 | 65 |
| <i>Effectiveness:</i> | | | |
| Percentage of work requests completed in 7 days | 90% | 90% | 95% |
| <i>Efficiencies:</i> | | | |
| Percentage of work requests responded to in 8 hours | 100% | 100% | 100% |

HURST★TEXAS



HURST★TEXAS
TCC - NE CAMPUS

**COMMUNITY SERVICES
DEPARTMENT**

**SITE MAINTENANCE
DIVISION**

**THE SITE MAINTENANCE DIVISION IS DEDICATED TO
PROVIDING HIGH LEVELS OF LANDSCAPE
MAINTENANCE AT THE ELEVEN WATER WELL SITES
AND PUMP STATIONS FOR THE ENTERPRISE
OPERATIONS.**

| | | |
|------------------------------------|---|-------------------------------------|
| FUND 510 ENTERPRISE FUND | CITY OF HURST DEPARTMENT COMMUNITY SERVICES | DIVISION SITE MAINTENANCE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| PERSONNEL SERVICES | \$0 | \$0 | \$0 | \$0 |
| MATERIAL AND SUPPLIES | \$2,961 | \$3,250 | \$3,250 | \$3,250 |
| MAINTENANCE | \$10,175 | \$10,900 | \$10,900 | \$10,900 |
| SUNDRY CHARGES | \$122,286 | \$143,412 | \$139,290 | \$146,080 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0775 | \$135,422 | \$157,562 | \$153,440 | \$160,230 |

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

0775 SITE MAINTENANCE

MISSION STATEMENT

The Site Maintenance Division is dedicated to providing high levels of landscape maintenance at the eleven water well sites and pump stations for the Enterprise Operations.

DIVISION DESCRIPTION

The Parks Division (Site Maintenance Enterprise Fund) is responsible for the maintenance of the City's eleven water well sites, water storage facilities, cemeteries and right-of-ways. Maintenance responsibilities including mowing, weed eating, edging, and trash pick-up are currently outsourced to private contractors. All Parks Division crews participate in the initial phase and the maintenance of irrigation systems, botanicals and special projects.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Installation & maintenance of landscape materials at Well Sites.
 - ✓ Added new TXDOT ROW properties and medians along the HWY 10 corridor by Bell Helicopter to our regular irrigation program.
 - ✓ City-wide landscape and turf irrigation maintenance.
-

FUTURE INITIATIVES

- Landscape Improvements to Parker Cemetery.
 - Add new TXDOT ROW properties and medians created during the HWY 10 corridor expansion from Precinct Line to Brown Trail.
 - Add new TXDOT ROW properties and medians created during the HWY 820 expansion at HWY 10.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input checked="" type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

0775 SITE MAINTENANCE

Goals:

- J Responsive Services to include infrastructure maintenance of the City's highly visible public landscaping with the neighborhood water well sites, water storage facilities, cemeteries, and right of ways.
- J To maintain a vibrant community, focusing on economic vitality by developing a systematic approach to completing capital projects in the ½ cent sales tax fund and shift focus to paying off debt.
- J Effective programming of space to proactively provide safe areas to meet the cultural, educational, historical, and health and wellness needs of citizens.

Objectives:

- J Develop the eleven sites as highly visible, landscapes "benchmarks" within the community.
 - 0-3 Years Short Term
- J Continue to improve the facilities, structures, and ground of the water well sites, water storage facilities, cemeteries, and right of ways throughout the City.
 - 0-3 Years Short Term
- J Enhance the ongoing maintenance of sites, facilities, and structures.
 - 0-3 Years Short Term
- J To continue the ongoing maintenance and operation of the ½ cent sales tax funded facilities and structures including: playgrounds, pavilions, athletic fields, aquatics centers, trails, tennis courts, irrigation systems, picnic areas, and botanical beds and other components of the parks system.
 - 0-3 Years Short Term
- J To continue improving facilities, structures, and acreage throughout the parks system.
 - 0-3 Years Short Term

CITY OF HURST

ENTERPRISE FUND

COMMUNITY SERVICES

0775 SITE MAINTENANCE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of Structures & Sites Operated | 11 | 11 | 11 |
| Number of Acreage | 12 | 12 | 12 |
| <i>Workload/Output:</i> | | | |
| Number of Acreage Maintained | 12 | 12 | 12 |
| Number of Special Projects | 2 | 3 | 3 |
| Number of Structures and Sites Maintained | 11 | 11 | 11 |
| <i>Effectiveness:</i> | | | |
| Percent of Special Projects Successfully Completed | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Number of Structures & Sites Maintained | 11 | 11 | 11 |

OTHER FUNDS

INTERNAL SERVICE FUNDS

The Internal Service funds are the Fleet Service Fund, pages 272 to 279, the Information Technology Fund, pages 280 to 288, and the Loss Reserve Fund, page 289. The Fleet Service Fund and Information Technology Fund were established to charge user departments for vehicle and computer maintenance and replacement costs, respectively. The self-funded Loss Reserve Fund records all activity for the employee health care benefit program.

DEBT SERVICE FUND

The Debt Service Fund's purpose is to provide for principal and interest payments for the City's General long-term debt obligations. The section on pages 290 to 295 provides a comprehensive analysis of policies and projections concerning the City's tax-supported debt.

SPECIAL REVENUE OR RESTRICTED FUNDS

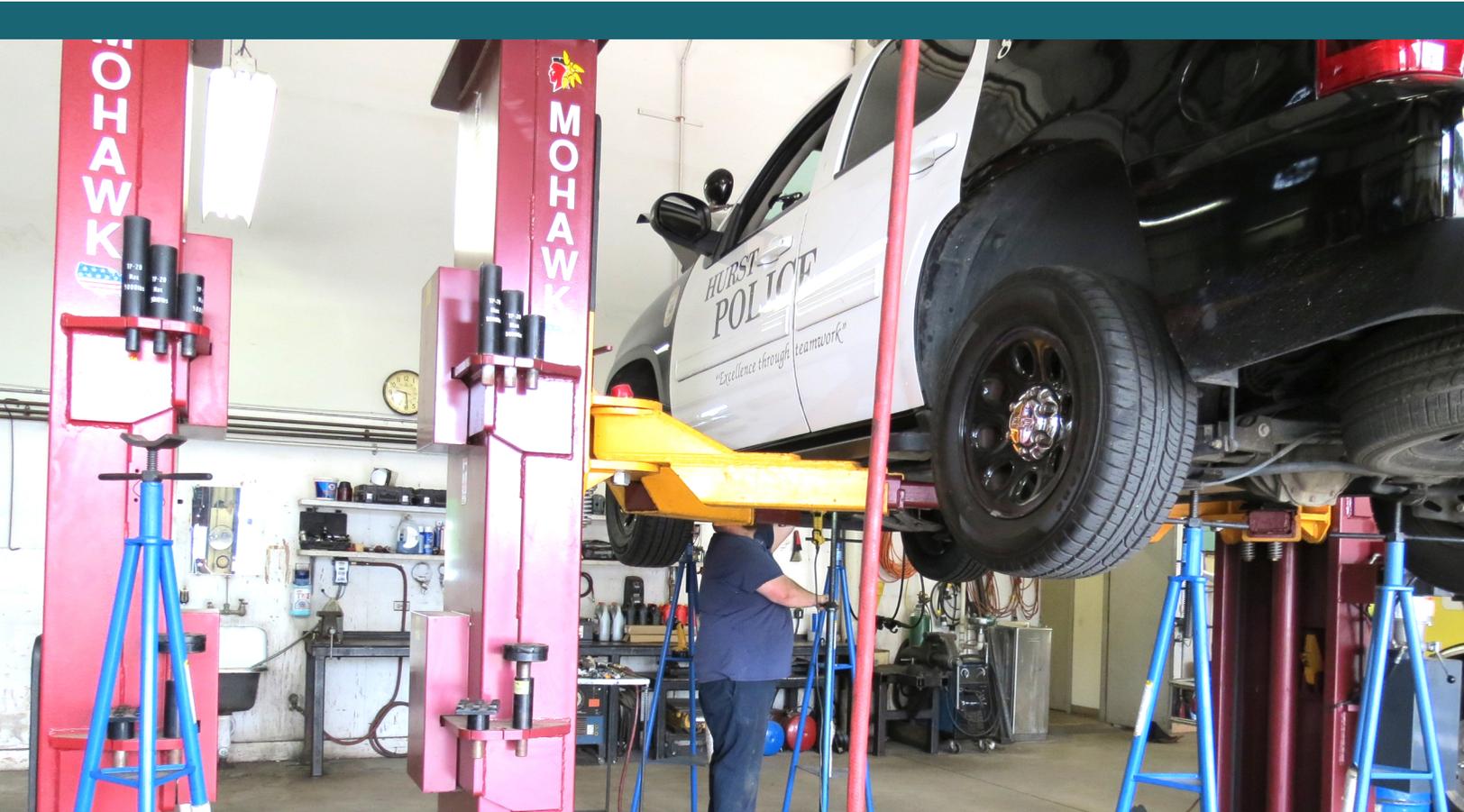
The fourteen restricted funds are the, the Special Projects Fund, the Hotel-Motel Tax Fund, the Park Donation Fund, the Fire Grant Fund, the Police Grant Fund, the Municipal Court Building Security Fund, the Municipal Court Technology Fund, the Juvenile Case Manager Fund, the Commercial Vehicle Safety Fund, the Traffic Signal Safety Fund, the Cable and Video Provider PEG Fee Fund, the Storm Drainage Management Fund, the Community Services Half Cent Sales Tax Fund, and the Anti-Crime Half Cent Sales Tax Fund. They were established to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes. Descriptions and financial information are located on pages 295 to 348.

OTHER PROPRIETARY OR ENTERPRISE FUNDS

The provision of water and wastewater services has historically been the City's only proprietary or enterprise operation. As such, the City's budget continues to label water and wastewater operations as the "Enterprise Fund." The City opened a state-of-the-art conference center as its second proprietary or enterprise operation. Staff will continue to classify water and wastewater operations as the City's Enterprise Fund, but will also account for the Hurst Conference Center Fund as an enterprise fund. A detailed description and financial information are located on pages 349.

HURST★TEXAS

HURST★TEXAS



GENERAL SERVICES DEPARTMENT

EQUIPMENT SERVICES DIVISION

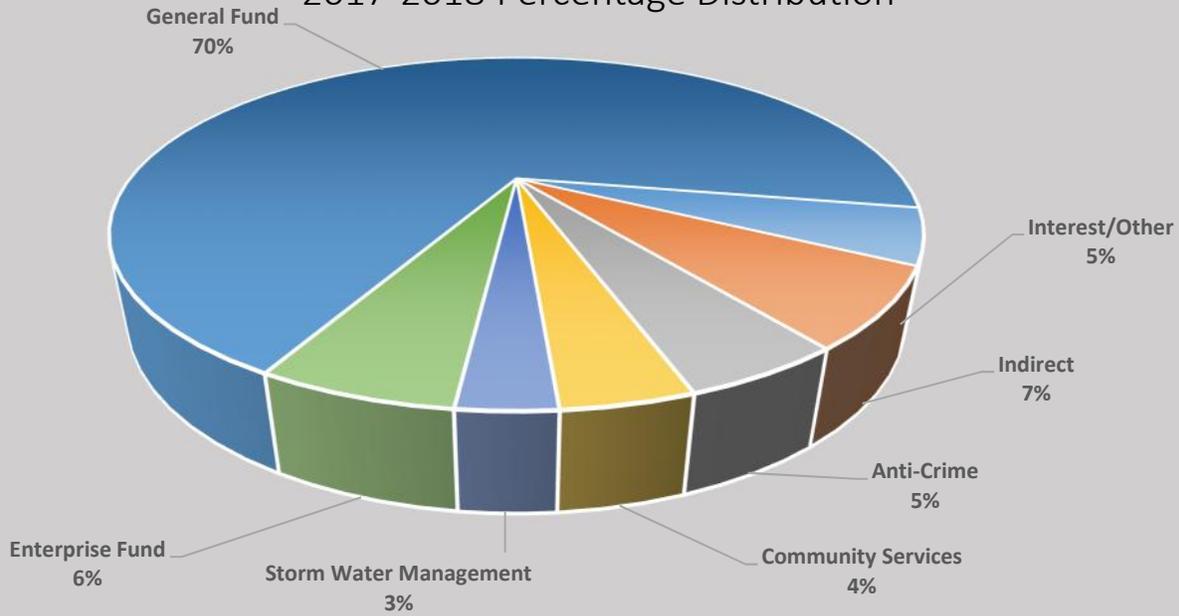
THE MISSION OF THE EQUIPMENT SERVICES DIVISION IS TO SUPPORT ALL CITY DEPARTMENTS BY MAINTAINING, REPAIRING AND REPLACING CITY EQUIPMENT IN A TIMELY AND COST-EFFECTIVE MANNER, SO AS TO PREVENT INTERRUPTIONS IN CITY SERVICES

FLEET SERVICES FUND

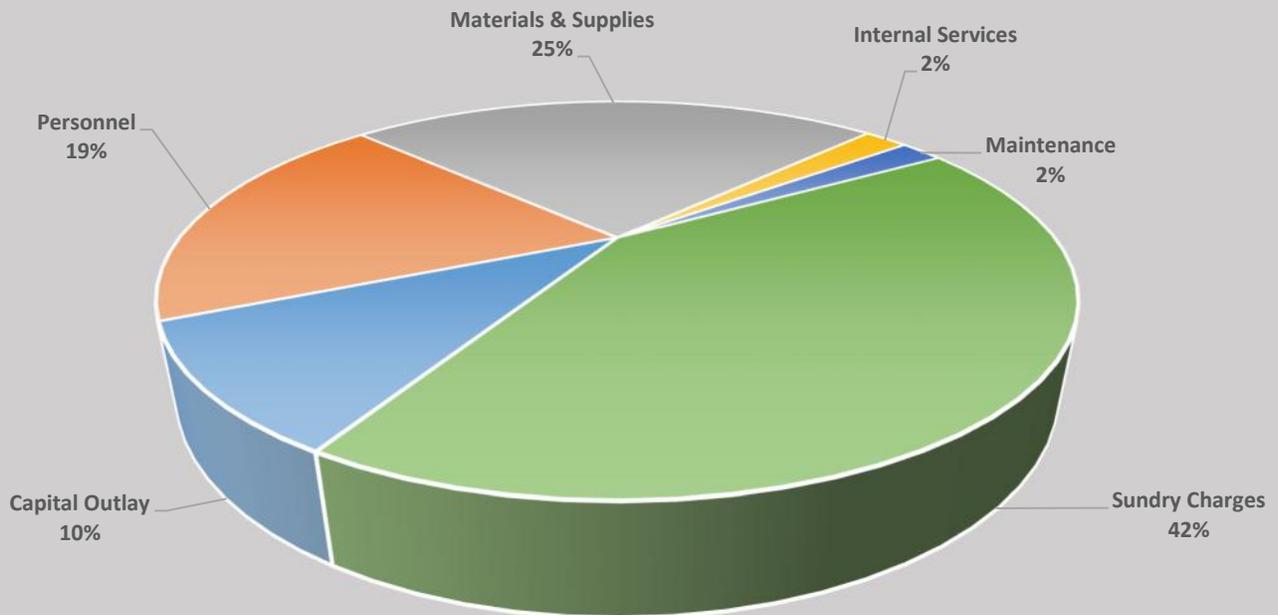
The Fleet Services Fund is used to account for the acquisition and financing of vehicles (new and replacement) in the General Fund and the maintenance, repairs, and operating expenses of all vehicles. As an Internal Service fund, Fleet Services receives its operating fund revenues from reimbursements charged to user departments. The formula developed for the charge back system is designed to generate a dollar amount over the life of any given vehicle equal to the total operating expense associated with that vehicle and the replacement cost of that vehicle. For Fiscal Year 2017-2018, the Equipment Service Division will service and maintain 268 pieces of Machinery & Equipment (including vehicles).

| CITY OF HURST 2017-2018 APPROVED BUDGET FLEET SERVICES REVENUES AND EXPENDITURES | | | | | | |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| | <u>ACTUAL 2013-14</u> | <u>ACTUAL 2014-15</u> | <u>ACTUAL 2015-16</u> | <u>BUDGET 2016-17</u> | <u>ESTIMATED BUDGET 2016-17</u> | <u>APPROVED BUDGET 2017-18</u> |
| REVENUES | | | | | | |
| Internal Svcs.-Gen. Fund | \$1,246,493 | \$1,246,493 | \$1,254,039 | \$1,301,495 | \$1,301,495 | \$1,301,495 |
| Internal Svcs.-Ent. Fund | 103,659 | 99,366 | 84,768 | 109,584 | 109,584 | 109,584 |
| Internal Svcs.-SDU Fund | 50,000 | 50,000 | 50,000 | 55,000 | 55,000 | 55,000 |
| HC (Community Services) | 46,919 | 46,919 | 46,919 | 72,599 | 72,599 | 72,599 |
| HC (Anti-Crime) | 74,335 | 74,335 | 74,335 | 94,335 | 94,335 | 94,335 |
| Indirect (Enterprise) | 81,039 | 87,525 | 77,435 | 105,864 | 105,864 | 112,046 |
| Indirect (CVF) | 30,000 | 30,000 | 26,943 | 26,943 | 26,943 | 26,943 |
| Interest Earnings | 12,748 | 12,348 | 17,823 | 12,000 | 13,963 | 20,000 |
| Interfund Project Trans | 19,278 | 0 | 34,485 | 0 | 0 | 0 |
| Grant Revenue | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,949 | 128,503 | 102,094 | 0 | 118,887 | 75,000 |
| TOTAL REVENUES | \$1,667,420 | \$1,775,489 | \$1,768,841 | \$1,777,820 | \$1,898,670 | \$1,867,002 |
| OPERATING EXPENSES | | | | | | |
| Personnel Services | \$277,437 | \$313,705 | \$355,445 | \$354,715 | \$350,033 | \$363,415 |
| Materials & Supplies | 542,155 | 416,075 | 374,297 | 486,522 | 315,560 | 486,522 |
| Maintenance | 51,711 | 52,631 | 22,305 | 43,784 | 35,616 | 43,304 |
| Sundry Charges | 697,528 | 761,535 | 806,582 | 832,143 | 806,285 | 803,790 |
| Internal Services | 44,070 | 44,070 | 56,056 | 28,917 | 28,917 | 28,917 |
| TOTAL EXPENSES | \$1,612,900 | \$1,588,016 | \$1,614,685 | \$1,746,081 | \$1,536,411 | \$1,725,948 |
| PROJECT EXPENSES | \$51,468 | \$0 | \$280,587 | \$0 | \$114,179 | \$0 |
| Capital Outlay | \$246,521 | \$574,946 | \$502,505 | \$424,000 | \$364,000 | \$190,000 |
| Less: Depreciation | \$415,986 | \$445,626 | \$490,675 | \$494,816 | \$481,789 | \$481,789 |
| NET EXPENSES | \$1,494,903 | \$1,717,336 | \$1,907,102 | \$1,675,265 | \$1,532,801 | \$1,434,159 |

FLEET SERVICE FUND REVENUES 2017-2018 Percentage Distribution



FLEET SERVICE FUND EXPENDITURES 2017-2018 Percentage Distribution



An activity schedule for Equipment Services Division follows. It includes a summary of expenses, a personnel schedule, mission statement, division description, prior year results and accomplishments, future initiatives, goals, objectives, and performance measures. Line item detail and Capital Outlay by Program are not provided in this budget document. The Finance Division will provide a 2017-2018 Line Item Detail Budget document upon request.

| | | |
|-------------------------|--------------------------------|--------------------|
| FUND | CITY OF HURST | DIVISION |
| 613 FLEET SERVICES FUND | DEPARTMENT GENERAL SERVICES | EQUIPMENT SERVICES |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$355,445 | \$354,715 | \$350,033 | \$363,415 |
| MATERIAL AND SUPPLIES | \$374,297 | \$486,522 | \$315,560 | \$486,522 |
| MAINTENANCE | \$22,305 | \$43,784 | \$35,616 | \$43,304 |
| SUNDRY CHARGES | \$806,582 | \$832,143 | \$806,285 | \$803,790 |
| INTERNAL SERVICES | \$56,056 | \$28,917 | \$28,917 | \$28,917 |
| CAPITAL OUTLAY | \$783,092 | \$424,000 | \$478,179 | \$190,000 |
| TOTAL 613-0227 | \$2,397,777 | \$2,170,081 | \$2,014,589 | \$1,915,948 |

| PERSONNEL SCHEDULE | | | | | |
|-----------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| FLEET AND WAREHOUSE MANAGER | Exempt | 1 | 1 | 1 | 1 |
| SENIOR MECHANIC | 60 | 1 | 1 | 1 | 1 |
| MECHANIC SUPERVISOR | 60 | 1 | 1 | 1 | 1 |
| MECHANIC I | 57 | 2 | 2 | 2 | 2 |
| PART-TIME EMPLOYEES | Part-Time | 0 | 0.5 | 0.5 | 0.5 |
| TOTAL 613-0227 | | 5 | 5.5 | 5.5 | 5.5 |

CITY OF HURST

FLEET SERVICES FUND

GENERAL SERVICES

0227 EQUIPMENT SERVICE

MISSION STATEMENT

The mission of the Equipment Services Division is to support all City departments by maintaining, repairing and replacing City equipment in a timely and cost-effective manner, so as to prevent interruptions in City services.

DIVISION DESCRIPTION

The Equipment Services Division is responsible for providing maintenance, repair, procurement, and disposal of fleet vehicles and related equipment. The Division also oversees the supply warehouse.

The Fleet Services Division is committed to maintaining, repairing, and replacing city vehicles and equipment in a timely and cost-effective manner so as to prevent interruptions in city services. The Fleet Services Division follows a replacement schedule to determine vehicle depreciation and estimate service life. During the vehicle's service life, all parts, fuel and repairs are tracked. Each year during the budget process, all vehicles are evaluated based on their age, mileage, and maintenance and repair costs. Following this evaluation process, the necessary vehicles are budgeted to be replaced in the upcoming fiscal year. After vehicles are approved for replacement, Fleet Services staff examine them to determine if any equipment can be reused, in an effort to lower costs.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ The Equipment Repair Program addressed predictive, non-predictive and emergency equipment maintenance and repair. During scheduled preventive maintenance, the piece of equipment is thoroughly inspected for deficiencies. Deficiencies are repaired immediately or scheduled for repair at a later date.
 - ✓ Last year the City purchased eight new Police units along with three new vehicles and two pieces of equipment for Parks, Streets, and Water.
-

FUTURE INITIATIVES

- Equipment Services will strive to lower controllable cost and improve user satisfaction.
 - The City is scheduled to replace a Fleet vehicle, three Police units, and.....
-

CITY OF HURST

FLEET SERVICES FUND

GENERAL SERVICES

0227 EQUIPMENT SERVICE

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Continue to implement clean air initiatives within the City of Hurst.
-) To increase the availability and reliability of every user and department’s fleet equipment.
-) Equipment Services will strive to lower controllable cost and improve user satisfaction.

Objectives:

-) Provide timely and comprehensive preventive maintenance and repairs on all City equipment
 - 10 + Years Long Term
-) Maintain gasoline and diesel engines for peak efficiency
 - 10 + Years Long Term
-) Reduce the Number of Return Repairs
 - 10 + Years Long Term
-) Replacement Equipment as per the Five-Year Plan
 - 3-10 Years Intermediate Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number Staff (FTE) | 5 | 4 | 5 |
| Number of Master Certified Mechanics | 1 | 1 | 2 |
| Number of City Owned Alternative Fuel Sites | 1 | 1 | 1 |
| Number of Repair Requests | 1,538 | 1,700 | 1,850 |

CITY OF HURST

FLEET SERVICES FUND

GENERAL SERVICES

0227 EQUIPMENT SERVICE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| Number of Emissions Related Repair Requests | 14 | 17 | 20 |
| <i>Workload/Output:</i> | | | |
| Number of Equipment in the Fleet | 270 | 266 | 268 |
| Number of Departments/Divisions | 7/14 | 7/14 | 7/14 |
| Number of Motorized Equipment | 235 | 231 | 233 |
| Number of Non-motorized Equipment | 35 | 35 | 35 |
| Number of Equipment Repairs Performed | 1538 | 1700 | 1850 |
| Number of Vehicles Emission Tested | 93 | 89 | 91 |
| <i>Effectiveness:</i> | | | |
| Number of Alternative, LEV, ULEV and FLEX Fuel Equipment in Fleet | 72 | 72 | 74 |
| Number of vehicles Failing Initial Vehicle State Emissions Test | 0 | 1 | 0 |
| Number of Equipment Scheduled for Preventive Maintenance and Completed as Scheduled | 447 | 525 | 550 |
| Number of LEV, ULEV, FLEX Vehicles Purchased | 14 | 14 | 7 |
| <i>Efficiencies:</i> | | | |
| Average Number of Hours Per Repair | 2.6 | 2.4 | 2.5 |
| Average Number of Repairs per Mechanic | 512 | 850 | 616 |
| Number of Equipment Returned for the Same Repair Problem | 2 | 1 | 2 |
| Average Minutes to Notify Departments Upon Completion of Equipment Repairs | 2 | 2 | 1 |

CITY OF HURST

FLEET SERVICES FUND

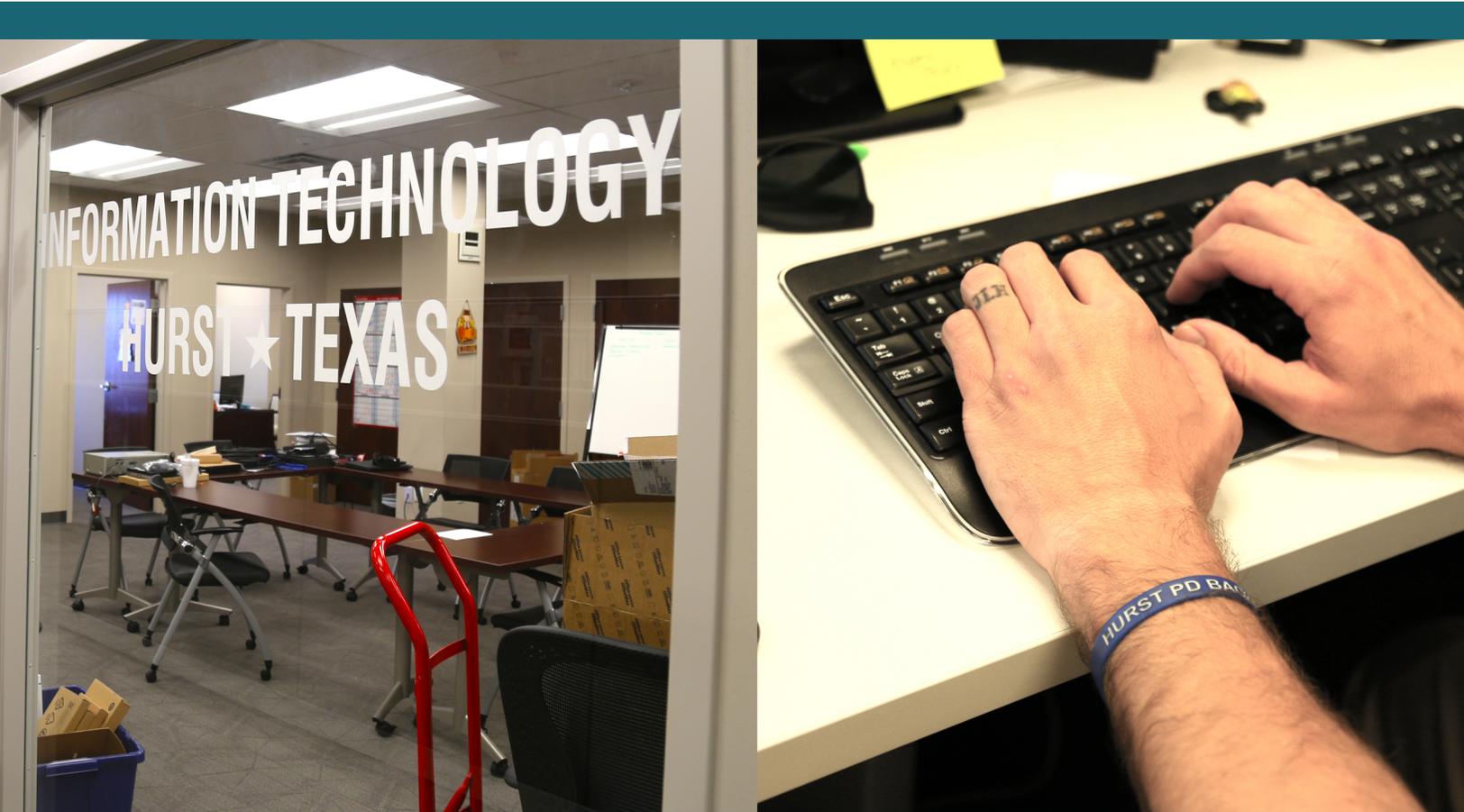
GENERAL SERVICES

0227 EQUIPMENT SERVICE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Number of In-house Emission System Repairs | 9 | 10 | 20 |
| Number of Emission System Warranty Repairs | 5 | 1 | 3 |
| Number of Engine Tune-ups | 7 | 10 | 18 |

HURST★TEXAS

HURST★TEXAS

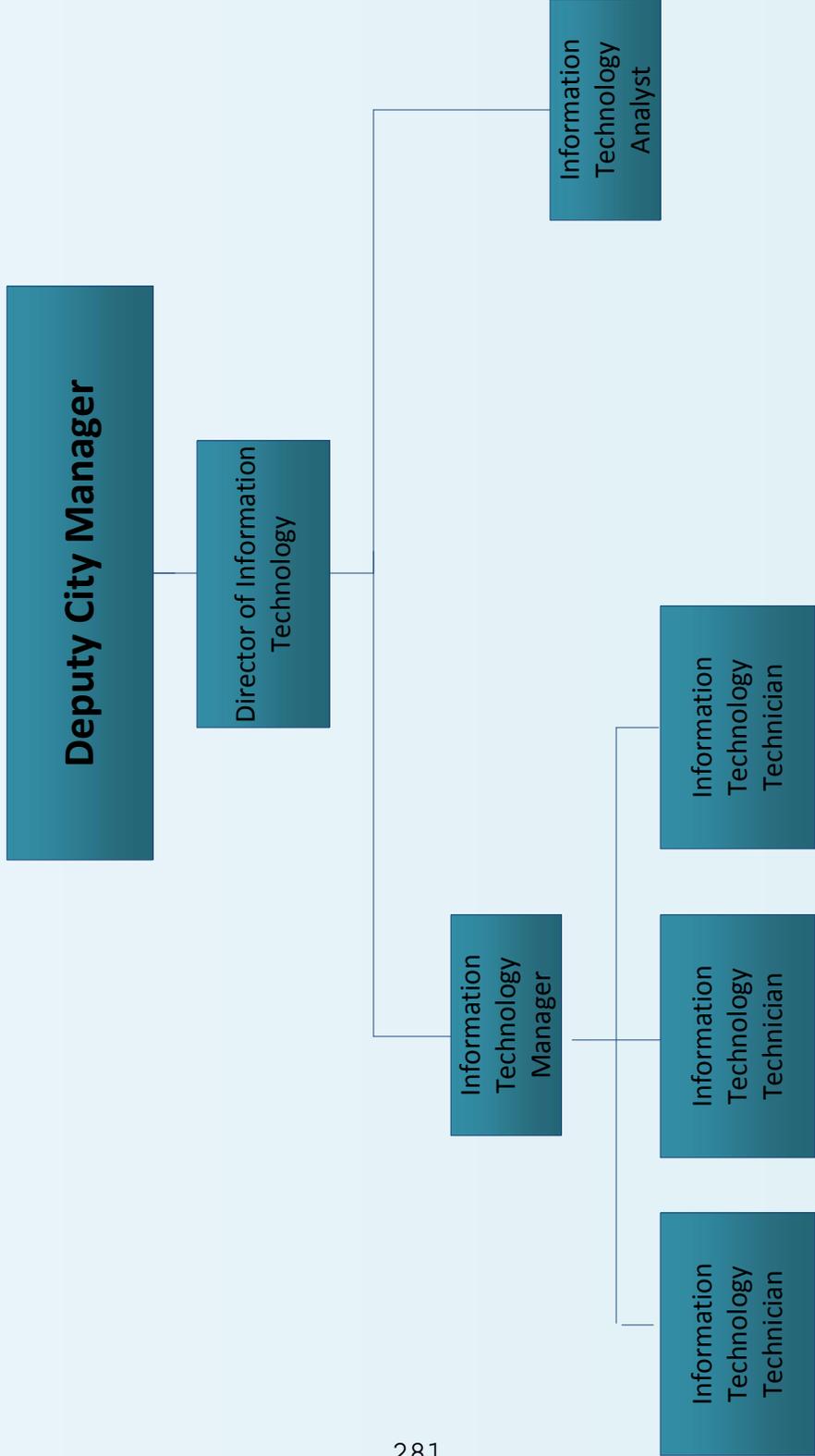


**COMMUNITY SERVICES
DEPARTMENT**

**INFORMATION TECHNOLOGY
DIVISION**

**INFORMATION TECHNOLOGY DEVELOPS AND
IMPLEMENTS PLANS TO INVEST IN INFORMATION
SYSTEMS THAT PROVIDE QUALITY SERVICES TO
INTERNAL AND EXTERNAL CUSTOMERS.**

INFORMATION TECHNOLOGY

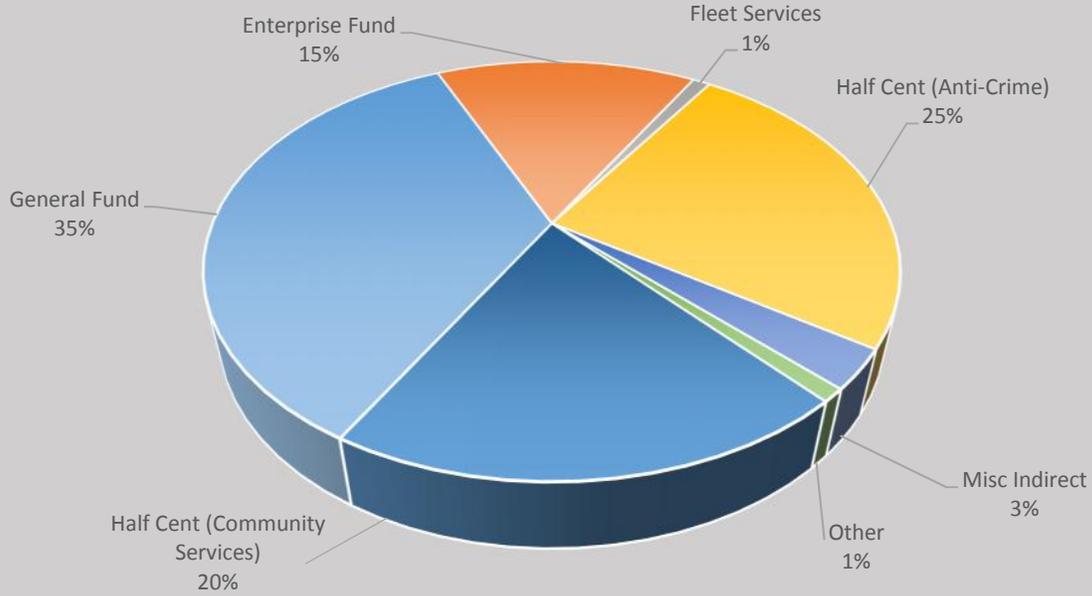


INFORMATION TECHNOLOGY FUND

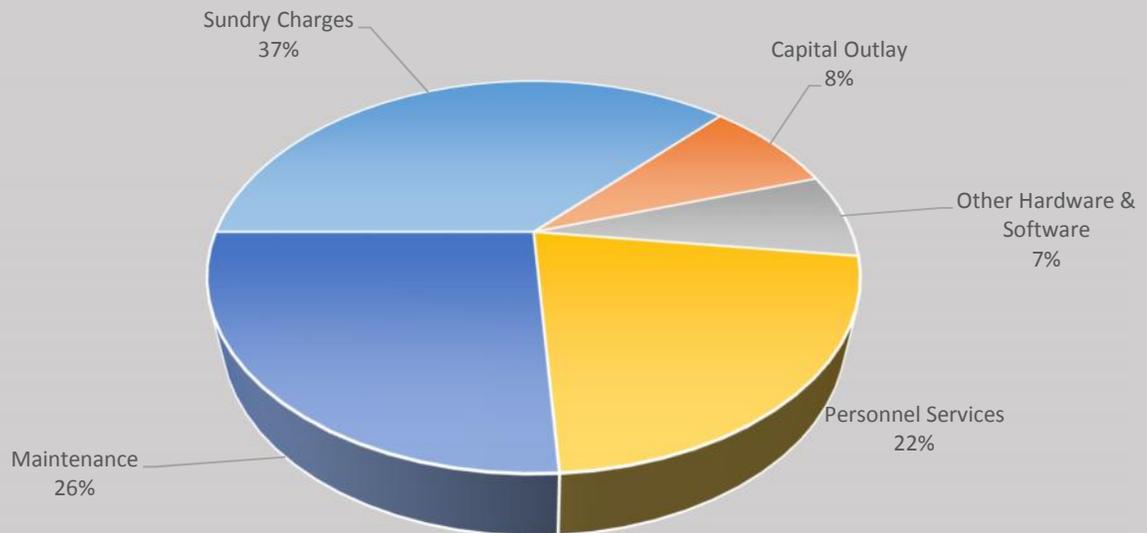
The Information Technology Fund is an internal service fund that has been created to account for the financing on a cost reimbursement basis of services provided by this fund to other funds within the City and to accumulate resources for replacing fixed assets. In order to implement the fund, a formula for user charges was developed that includes the personnel and operating costs of Information Technology and the replacement cost of all computer related equipment. Contributions from selected funds for operating capital to finance the fund were determined based on the service level provided to each department and depreciation costs charged to each department to ensure replacement of equipment at the end of its useful life. A Strategic Information Resource Plan serves as a guideline for future purposes of the fund. The fund was established in 1993 and represents a significant effort to employ strategic planning principles to identify, specify and fund the future Citywide needs regarding computer technology.

| CITY OF HURST 2017-2018 APPROVED BUDGET INFORMATION TECHNOLOGY REVENUES AND EXPENDITURES | | | | | | |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
| REVENUES | | | | | | |
| Internal Svcs.-Gen. Fund | \$598,473 | \$602,013 | \$709,594 | \$698,345 | \$698,345 | \$698,345 |
| Internal Svcs.-Ent. Fund | 289,048 | 290,416 | 369,399 | 302,361 | 302,361 | 302,361 |
| Fleet Services | 44,070 | 44,070 | 56,056 | 28,917 | 28,917 | 28,917 |
| HC (Community Services) | 320,242 | 320,242 | 407,344 | 393,995 | 393,995 | 393,995 |
| HC (Anti-Crime) | 375,083 | 375,083 | 477,101 | 494,378 | 494,378 | 494,378 |
| Court Technology Fund | 13,631 | 14,061 | 14,061 | 15,812 | 15,812 | 15,812 |
| Building Security Fund | 1,994 | 1,950 | 2,480 | 1,256 | 1,256 | 1,256 |
| Juvenile Case Manager Fund | 0 | 0 | 3,707 | 3,839 | 3,839 | 3,839 |
| Storm Water Mgmt Fund | 15,556 | 16,468 | 20,947 | 25,766 | 25,766 | 25,766 |
| HCC Fund | 0 | 0 | 0 | 0 | 0 | 20,000 |
| Interfund Project Trans In | 0 | 191,667 | 30,574 | 0 | 280,000 | 0 |
| Interest/Other Earnings | 14,520 | 17,650 | 26,353 | 16,000 | 22,139 | 21,000 |
| TOTAL REVENUES | \$1,672,618 | \$1,873,620 | \$2,117,616 | \$1,980,669 | \$2,266,808 | \$2,005,669 |
| OPERATING EXPENSES | | | | | | |
| Personnel Services | \$458,162 | \$501,616 | \$563,136 | \$545,840 | \$525,953 | \$539,780 |
| Materials & Supplies | 2,472 | 2,133 | 2,528 | 3,100 | 2,350 | 3,200 |
| Other Hardware & Software | 94,096 | 9,105 | 10,077 | 28,000 | 9,637 | 28,000 |
| Maintenance | 568,471 | 458,659 | 473,483 | 642,407 | 540,510 | 642,552 |
| Sundry Charges | 574,311 | 651,886 | 619,372 | 768,873 | 629,236 | 895,370 |
| TOTAL EXPENSES | \$1,697,512 | \$1,623,399 | \$1,668,596 | \$1,988,220 | \$1,707,686 | \$2,108,902 |
| Project Expenses | \$160,188 | \$140,020 | \$213,834 | \$47,080 | \$804,500 | \$100,000 |
| Interfund Project Trans Out | \$492,500 | \$12,000 | \$78,808 | \$0 | \$80,000 | \$0 |
| Annual Replacement | 0 | 95,574 | 102,765 | 118,200 | 112,000 | 131,900 |
| Capital Outlay | 5,535 | 392,631 | 103,107 | 398,164 | 103,385 | 101,200 |
| Less: Depreciation Expense | \$249,736 | \$317,191 | \$285,222 | \$379,737 | \$308,724 | \$489,789 |
| NET EXPENSES | \$2,105,999 | \$1,946,433 | \$1,881,888 | \$2,171,927 | \$2,498,847 | \$1,952,213 |

INFORMATION TECHNOLOGY REVENUES 2017-2018 Percentage Distribution



INFORMATION TECHNOLOGY EXPENDITURES 2016-2017 Percentage Distribution



An activity schedule for the Information Technology Division follows. It includes a summary of expenses, a personnel schedule, mission statement, division description, prior year results and accomplishments, future initiatives, goals, objectives and performance measures. Line item detail and Capital Outlay by Program are not provided in this budget document. The Finance Division will provide a 2017-2018 Line Item Detail Budget document upon request.

| | | |
|---|--|---|
| FUND 623 INFORMATION TECHNOLOGY FUND | CITY OF HURST DEPARTMENT FISCAL SERVICES | DIVISION INFORMATION TECHNOLOGY |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$563,136 | \$545,840 | \$525,953 | \$539,780 |
| MATERIAL AND SUPPLIES | \$115,370 | \$149,300 | \$123,987 | \$163,100 |
| MAINTENANCE | \$473,483 | \$642,407 | \$540,510 | \$642,552 |
| SUNDRY CHARGES | \$698,180 | \$768,873 | \$709,236 | \$895,370 |
| CAPITAL OUTLAY | \$316,941 | \$445,244 | \$907,885 | \$201,200 |
| TOTAL 623-0329 | \$2,167,110 | \$2,551,664 | \$2,807,571 | \$2,442,002 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| IT MANAGER | Exempt | 1 | 1 | 1 | 1 |
| DIRECTOR OF INFORMATION TECHNOLOGY | Exempt | 1 | 1 | 1 | 1 |
| FINANCIAL SYSTEM ADMINISTRATOR | Exempt | 1 | 1 | 0 | 0 |
| INFORMATION TECHNOLOGY ANALYST | 59 | 1 | 1 | 1 | 1 |
| INFO TECHNOLOGY TECHNICIAN | 58 | 2 | 2 | 3 | 3 |
| TOTAL 623-0329 | | 6 | 6 | 6 | 6 |

CITY OF HURST

INFORMATION TECHNOLOGY FUND

COMMUNITY SERVICES

0329 INFORMATION TECHNOLOGY

MISSION STATEMENT

The City of Hurst develops and implements plans to invest in information technology that provides highly effective and responsive services for internal and external customers.

DIVISION DESCRIPTION

The Information Technology Division is responsible for developing, implementing, purchasing and maintaining information technology within the city. It is the objective of Information Technology to help each City division provide services that allow them to be highly responsive to the needs of our external customers through the use of existing and new technology. Information Technology assists all City divisions in identifying how through the use of new technology they can create effective programs to achieve those goals. Information Technology through a collaborative committee oversees the strategic planning process that is used for implementing new technology and replacing obsolete equipment. The purchasing function for equipment and software is centralized through the Information Technology Division as is the installation and maintenance of all computer equipment and software. The Information Technology Division also assumes responsibility for operation of the City's telecommunication, building access and Closed Circuit TV systems.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Replacement of phone system.
 - ✓ Upgrade of Fire EMS system for compliance with new NEMSIS and State requirements
 - ✓ Staff continues to work with all departments on the continual upgrade and maintenance of all applications.
 - ✓ Continued final phase of core network upgrade.
 - ✓ Migrated email from current GroupWise to Microsoft Exchange.
 - ✓ Migrated virtual server environment to new server hardware and storage systems.
 - ✓ Moved into new office area
-

FUTURE INITIATIVES

- Information Technology will replace obsolete computers with traditional PC's as part of the annual replacement program.
- Staff will continue working with current vendor to roll out a city wide document imaging solution.
- Replacement of current Firewall with newer model.

CITY OF HURST

INFORMATION TECHNOLOGY FUND

COMMUNITY SERVICES

0329 INFORMATION TECHNOLOGY

- Information Technology will continue to work on protecting the City infrastructure from Cyber –Security Threats by:
 - Continued utilization of Anti-virus software
 - Investigate new methods of threat detection
 - Continue to provide City staff with materials that make them aware of threats
 - Working to create a structured awareness training program for staff
 - Mobile Device Management
- Staff will work with departments to update the Information Technology 5-year plan. With focus areas being Mobility, Collaboration, Customer Service and Security.
- Information Technology will start work on replacement of outdated Building Access System.
- Information Technology will install a new vendor access system and find ways to improve services.
- Staff will work with Code Enforcement and Building Inspections to implement new software to replace the existing software.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities: Public Safety Economic Vitality

Infrastructure Innovation Redevelopment

Leadership

Goals:

-) Provide state of the art infrastructure to facilitate internal and external connectivity.
-) Implement methods to disseminate information to the City Council and the public in an efficient, effective, and user-friendly manner.
-) Periodically report on how technology is improving efficiency and effectiveness throughout City operations.
-) Utilize a strategic plan to enhance employee productivity.

Objectives:

-) Develop formal policy on Cyber Security and related city activity.
 - 0-3 Years Short Term
-) Continue the replacement of obsolete technology in an organized and timely manner.
 - 0-3 Years Short Term
-) Plan and implement technology components for the new Hurst Justice Center.
 - 0-3 Years Short Term
-) Partner with ITAC to plan and fully implement digital records retention and distribution.

CITY OF HURST

**INFORMATION
TECHNOLOGY FUND**

COMMUNITY SERVICES

**0329 INFORMATION
TECHNOLOGY**

-) Revise the IT Strategic Plan to focus on customer service, collaboration, innovative ways to improve processes and security.

 - 0-3 Years Short Term

-) Implement Laserfiche document imaging solution citywide.

 - 0-3 Years Short Term

-) Support the City Council's utilization of technology.

 - 0-3 Years Short Term

-) Replace the City's Firewall.

 - 0-3 Years Short Term

-) Continue the process of implementing recommendations from the Webb Watch Disaster Recovery study to ensure business continuance in the event of a disaster.

 - 3-10 Years Intermediate Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|----------------------------------|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| PC's Supported | 398 | 400 | 405 |
| Virtual Desktops Supported | 0 | 60 | 50 |
| Servers Supported | 45 | 50 | 50 |
| Major Software Systems Supported | 15 | 15 | 15 |
| Network Switches Supported | 34 | 34 | 34 |
| Wireless Access Points Supported | 30 | 40 | 50 |
| E-mail Boxes Supported | 450 | 475 | 475 |
| <i>Workload/Output:</i> | | | |
| Internal Work Orders | 2,800 | 3,450 | 3,600 |
| E-mails Processed | 3 million | 4 million | 2 million |

CITY OF HURST

**INFORMATION
TECHNOLOGY FUND**

COMMUNITY SERVICES

**0329 INFORMATION
TECHNOLOGY**

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| Internet Based Attacks | 218,900 | 231,600 | 300,000 |
| Council Packets Posted | 24 | 24 | 24 |
| Council IPADs and Laptops Supported | 7 | 7 | 7 |
| Application Upgrades | 2 | 2 | 2 |
| Server Upgrades | 2 | 2 | 3 |
| <i>Effectiveness:</i> | | | |
| Network Operation Uptime | 99.99% | 99.99% | 99.99% |
| Calls for Service per IS Employee | 700 | 800 | 850 |
| <i>Efficiencies:</i> | | | |
| Percentage of Work Orders Resolved Within 24 Hours | 65% | 65% | 70% |

LOSS RESERVE FUND

The Loss Reserve Fund is an internal service fund used to record financial information for the City's self-insured health care program. Medical and dental claims for full-time City employees, eligible retirees, and their dependents are charged to this fund. The Loss Reserve Fund receives operating fund revenues from City departments and retirees based on benefit elections. In 2017-2018, all of the medical claims over aggregate attachment point or liability limit of \$5,869,784 million will be paid by the City's claims administrator, this coverage is included in the fixed cost. Reserves have accumulated in the fund since the inception of the program twenty years ago due to claims history, but they have started to be offset in recent years by rising health care cost.

| CITY OF HURST | | | |
|--|----|---------------|---------------------------|
| 2017-2018 APPROVED BUDGET | | | |
| LOSS RESERVE FUND | | | |
| REVENUE AND EXPENDITURES | | | |
| FUND BALANCE OCTOBER 1, 2017 | | | \$4,099,083 |
| REVENUES | | | |
| Group Insurance plus Long Term Care | \$ | 4,702,986 | |
| Interfund Transfer from General and Enterprise Funds | | 473,144 | |
| Employee and Retiree Participation | | 998,526 | |
| TOTAL REVENUES | | | <u>\$6,174,656</u> |
| TOTAL FUNDS AVAILABLE | | | \$10,273,739 |
| APPROVED EXPENDITURES | | | |
| Fixed Costs | \$ | 1,252,001 | |
| Estimated Claims | | 4,877,659 | |
| Humana Premiums | | 200,000 | |
| GASB 45 Retiree Health | | 20,627 | |
| Wellness | | | |
| Contract Program Manager - 680220 | \$ | 55,000 | |
| Wellness Program - 601345 | | 27,400 | |
| Health Fair / Incentives - 601350 | | 15,000 | |
| Screenings and Flu Shots - 601355 | | <u>25,000</u> | \$122,400 |
| ACA | | | |
| ACA PCORI - 680225 | | 3,000 | |
| Transition Re-Insurance Fee - 680225 | | 42,000 | |
| ACA Reporting Fee - 680225 | | <u>9,000</u> | \$54,000 |
| TOTAL EXPENDITURES | | | <u>\$6,526,687</u> |
| FUND BALANCE AS OF SEPTEMBER 30, 2018 | | | <u>\$3,747,052</u> |

**CITY OF HURST
DEBT SERVICE FUND
FOR FISCAL YEAR 2017-2018**

The Debt Service Fund, also known as General Obligation Interest and Sinking Fund, was established by ordinance to provide for the payment of general obligation bond principal and interest as they come due. The property tax rate is required to be annually computed and levied to provide the funding necessary to pay principal and interest. This fund is also used to provide for the payment of fiscal agent fees. The General Obligation debt is financed by property taxes and interest earned on investments. Of the proposed \$0.5729 tax rate, the amount needed to fund the 2017-2018 debt payment will be \$0.1158976. Debt issuance finances the City's purchase of land and the construction and reconstruction of buildings, street and drainage facilities and other infrastructure.

Savings associated with bond refundings:

| <u>Fiscal Year</u> | <u>SAVINGS</u> |
|--------------------|----------------|
| 2003-2004 | \$279,213 |
| 2008-2009 | \$198,350 |
| 2010-2011 | \$339,611 |
| 2011-2012 | \$120,312 |
| 2012-2013 | \$261,674 |
| 2014-2015 | \$227,565 |
| 2015-2016 | \$191,848 |
| 2016-2017 | \$160,890 |

| | | |
|------------------------------------|-----------|-------------|
| BEGINNING FUND BALANCE 10/1/17 | | \$400,000 |
| REVENUES: | | |
| CURRENT COLLECTIONS | 3,325,276 | |
| DELINQUENT COLLECTIONS | 10,000 | |
| INTEREST EARNINGS | 10,000 | |
| TOTAL REVENUES | | \$3,345,276 |
| COLLECTION & TAX FREEZE ALLOWANCE: | | (\$161,599) |
| TOTAL FUNDS AVAILABLE | | \$3,583,677 |
| EXPENDITURES: | | |
| DEBT SERVICE | | \$3,225,276 |
| ESTIMATED FUND BALANCE 9/30/18 | | \$358,401 |

Debt Service Fund Summary

| | Moody's Investor Services | Standard & Poors |
|---------------------------|---------------------------|------------------|
| General Obligation Bonds | Aa2 | AA |
| Water & Sewer Obligations | Aa2 | AA |
| Half-Cent Sales Tax Bonds | Aa3 | AA |

Debt Management

The Hurst Charter sets a limitation on the maximum total tax rate at \$1.50 per \$100 of valuation. Any increase in the debt component will decrease the funds available for maintenance and operations. Currently, one cent on the tax rate generates approximately \$220,000 in revenue equating to \$33 million at the City's maximum tax rate.

Several factors influence debt management, such as property values, the tax rate, the amount of debt, and the timing of issuance. In fiscal year 1997-1998, property value increase of about \$34.4 million dollars decreased the debt rate from \$0.129541 to \$0.12951. For fiscal years 1999 and 2000, the debt ratio continued to decline, with increases in property values of \$58.7 million and \$80.4 million offsetting a reduction in the tax rate and the issuance of bonds in both years. For the 2000-01 budget year, the City's bonded indebtedness rose; however, the debt rate decreased to \$0.112334 due to a \$176 million increase in total taxable value. The most dramatic value increase occurred for fiscal year 2001-02. The debt rate decreased from \$0.112334 to \$0.11045 because of a \$254 million increase in property values; however, the annual principal and interest payments increased by \$221,835 or 13.4% over the previous year. The debt issuance that year conservatively utilized funds that could have been used for the General Fund operating budget. The property tax rate also decreased by one cent, which limited the funds available for the General Fund. A conservative approach in debt management will continue to be used in future years. Property values declined during the recent recession, but they have stabilized over the past two years. Over the last decade debt rate increases have been associated with the issuance of voter-approved debt. Voters' approval of an \$11.7 million bond election in 2005 resulted in a tax rate increase of 3.6 cents. Debt proceeds were used to construct a new fire station and senior center. Street/Drainage and Library improvements were also included in the 2005 bond election. In May 2012, voters also approved a \$16.5 million General Bond Election for the construction of a new Justice Center and related parking area. The issuance of this debt resulted in a tax rate increase of 3 cents. Savings associated with several bond refunding's, as listed on the previous page, have provided the opportunity to lower the debt rate by about 2 cents. The net result of bond issuance and refunding over the past ten years is an increase in the debt rate of approximately 3 cents.

The City's debt management policy is conservative.

1. The City diligently monitors its compliance with bond covenants.
2. The City will maintain appropriate communications with bond rating agencies and the Municipal Securities Rating Board (MSRB) regarding its financial condition. The City's present ratings are Aa2 (Moody's) and AA (Standard & Poor). Due to a recalibration by Moody's the City's rating was upgraded from an Aa3 to an Aa2 in 2009-2010.
3. An analysis will be prepared for each long term financing activity that shows the impact on current and future budgets for debt service and General Fund operations.
4. Issues are evaluated each year to prioritize projects and ensure sound debt capacity. The debt issuance policy will continue to be addressed in the City Council's annual Strategic Planning Process held in February each year.

Debt Issuance

Historically, issuances have been around \$5 million per year for all funds. However, during the past six to eight years, the City began issuing debt to satisfy the November 2005 bond election and the Transforming Hurst initiative. Market conditions also provided perfect opportunities to refinance or refund existing debt.

The following summarizes the City's debt issuances and refunding's for 2008 through 2017.

- J In 2008, the City issued its first debt for the Transforming Hurst Town Center project. A total of \$15.5 million was issued in 2008 for Transforming Hurst with \$12 million allocated to the Hurst Conference Center. The total 2008 debt issuance equaled \$16.1 million with only \$2.23 million to be supported by the General Debt Service Fund. The Conference Center debt is supported by the Community Services Half-Cent and Hotel Motel Funds.
- J In 2009, the City issued \$6 million in CO's with \$2 million, plus issuance costs, being supported by the General Debt Service Fund. The \$2 million will provide partial funding for Pipeline Road Improvements. The City also refunded \$2.6 million of tax supported debt in 2009 which provided \$198,350 in annual savings.
- J During 2011-2012, \$2.7 million of General Obligation bonds were refunded. The 2012 Bond Election was approved by voters and \$16.5 million in General Obligation Bonds were also issued for the construction of a Justice Center and related parking facilities.
- J In 2012-2013 \$7.83 million of General Obligation bonds were refunded resulting in approximately \$226,000 in savings for the General Debt Service Fund.
- J During 2014-2015, \$4.915 million of General Obligation bonds were refunded resulting in approximately \$261,674 in savings for the General Debt Service Fund. The City issued a total of \$3 million in debt for Public Works projects such as the continual widening and development of Pipeline Road, as well as, miscellaneous Water and Sanitary Sewer Replacements.
- J During 2015-2016, most of the 2008 debt issued was refunded in the amount of \$12.555 million were refunded resulting in approximately \$2.1 million in savings for the General Debt Service Fund, Enterprise Fund, Hotel/Motel Fund, and Half-Cent Community Services Fund. The City issued a total of \$5.4 million in debt for Community Services projects such as the renovation of Central Aquatics Center and the Roof Repair at the Recreation Center.
- J During 2016-2017, the city issued tax notes in the amount of \$1.18 million for the purchase of a new 100 foot ladder truck for Fire.

The Capital Improvements Program as of October 1, 2017, identifies short and long-term unfunded bond issue needs. The focus for future budget sessions will be on phasing in portions of the unfunded capital program, completing voter approved projects and adapting bond issuance to the infrastructure needs and financial position of the City.

The total property tax rate and the portion of the rate allocated to debt service have remained relatively stable over the past ten years. New commercial and residential development, combined with net increases in appraised values of existing properties have increased property tax revenues over the last ten years, allowing the City to grant tax relief (e.g., maximum homestead exemption and senior and disabled tax ceiling) while at the same time collecting sufficient revenue to fund enhancements in operations and capital expenditures. In FY 2010-2011, due to declining property values, the City approved a debt tax rate that was 6% higher than the 2010 rate. In fiscal year 2012-2013, the tax rate increased just over 3 cents from \$.578 to \$.6084978 to support the issuance of voter approved General Obligation debt. The tax rate for fiscal year 2013-2014 remained the same as the previous year at \$.6084978. Due to the growth in values, the City adopted a tax rate decrease of approximately a quarter cent for fiscal year 2014-2015, which will put the tax rate at the same level as 1992 at \$.606. In 2015-2016, council adopted a tax rate equal to the effective rate of \$.61056. In fiscal year, 2016-2017 council adopted a tax rate above the effective rate but just below the roll back rate at \$.5879. For fiscal year 2017-2018 council adopted a tax rate equal to the rollback rate of \$.58094 and is higher than the effective rate of \$.54840.

Current Year Bonded Indebtedness

**SCHEDULE OF GENERAL OBLIGATION TAX BOND INDEBTEDNESS
PRINCIPAL AND INTEREST REQUIREMENTS
FISCAL YEAR 2017-2018**

| Description | Outstanding Balance 10-01-17 | Principal due 08-15-18 | Interest due 02-15-18 & 08-15-18 | Total P & I due FY 17-18 |
|---|---|-----------------------------------|---|---|
| 1 General Obligation Refunding * and Improvement Bonds Series 2007 | 25,000 | 25,000 | 1,025 | 26,025 |
| 2 Combined Tax and Revenue * Certificates of Obligation Series 2007 | 10,000 | 10,000 | 410 | 10,410 |
| 3 Combined Tax and Revenue * Certificates of Obligation Series 2008 | 105,000 | 105,000 | 4,200 | 109,200 |
| 4 Combined Tax and Revenue Certificates of Obligation Series 2009 | 395,000 | 95,000 | 15,444 | 110,444 |
| 5 General Obligation Refunding Bonds Series 2011 | 1,445,000 | 305,000 | 57,800 | 362,800 |
| 6 General Obligation Refunding and Improvement Bonds Series 2012 | 14,230,000 | 335,000 | 571,475 | 906,475 |
| 7 General Obligation Refunding Series 2012 | 1,100,000 | 165,000 | 44,650 | 209,650 |
| 8 General Obligation Refunding Bonds Series 2013 | 4,695,000 | 475,000 | 151,700 | 626,700 |
| 9 General Obligation Refunding Bonds Series 2015 | 3,215,000 | 280,000 | 113,900 | 393,900 |
| 10 Combined Tax and Revenue Certificates of Obligation Series 2015 | 2,435,000 | 100,000 | 92,150 | 192,150 |
| 11 General Obligation Refunding Series 2016 | 1,340,000 | - | 49,600 | 49,600 |
| 12 General Obligation Refunding Series 2017 | 1,500,000 | 15,000 | 32,211 | 47,211 |
| 13 Tax Notes Series 2017 | 1,180,000 | 160,000 | 20,711 | 180,711 |
| Total | 31,675,000 | 2,070,000 | 1,155,276 | 3,225,276 |

* Final Year of Debt Service

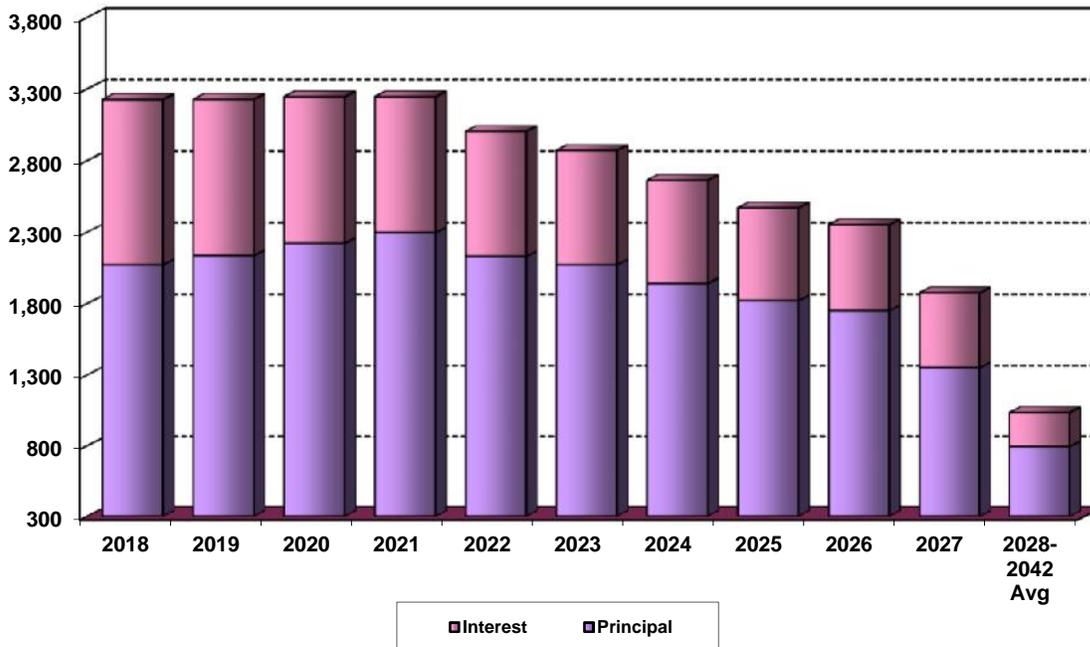
**CITY OF HURST
2017-2018 APPROVED BUDGET
SCHEDULE OF REQUIREMENTS
GENERAL OBLIGATION BOND INTEREST AND SINKING FUND
OCTOBER 1, 2017 TO MATURITY**

| YEAR ENDING 9-30 | TOTAL GENERAL OBLIGATION BOND REQUIREMENTS PRINCIPAL AND INTEREST | YEAR ENDING 9-30 | BONDS CONTINUED |
|------------------------|---|------------------------|--------------------|
| 2018 | 3,225,276 | 2030 | 1,097,125 |
| 2019 | 3,226,086 | 2031 | 1,099,025 |
| 2020 | 3,244,236 | 2032 | 1,100,125 |
| 2021 | 3,244,078 | 2033 | 1,099,619 |
| 2022 | 3,003,921 | 2034 | 1,096,725 |
| 2023 | 2,869,355 | 2035 | 1,102,956 |
| 2024 | 2,660,084 | 2036 | 907,944 |
| 2025 | 2,468,139 | 2037 | 909,656 |
| 2026 | 2,326,932 | 2038 | 910,525 |
| 2027 | 1,849,199 | 2039 | 909,525 |
| 2028 | 1,409,088 | 2040 | 907,025 |
| 2029 | 1,238,132 | 2041 | 907,950 |
| | | 2042 | 907,200 |

TOTAL \$ 43,719,925

**G.O. BOND REQUIREMENTS THROUGH
MATURITY**

Thousands of Dollars



**ANALYSIS OF SELECTED CITIES
G.O. BONDED INDEBTEDNESS FOR 2017-2018**

| CITY | POPULATION | GO & CO | BONDED DEBT PER CAPITA | Rank | RATIO OF DEBT TO ASSESSED VALUATION | Rank |
|----------------------|-------------------|-------------------------|---------------------------------------|-------------|--|-------------|
| Flower Mound | 71,253 | \$ 135,960,000.00 | \$1,908.13 | 3 | 0.65% | 17 |
| Southlake | 29,941 | \$ 137,849,359.00 | \$4,604.03 | 1 | 2.07% | 8 |
| North Richland Hills | 69,204 | \$ 136,610,000.00 | \$1,974.02 | 2 | 3.99% | 1 |
| Saginaw | 22,079 | \$ 27,750,000.00 | \$1,256.85 | 10 | 2.12% | 7 |
| Irving | 236,607 | \$ 214,235,000.00 | \$905.45 | 16 | 3.84% | 2 |
| Coppell | 41,159 | \$ 71,575,000.00 | \$1,738.99 | 4 | 1.15% | 14 |
| Hurst | 38,884 | \$ 66,565,000.00 | \$1,604.00 | 5 | 2.81% | 6 |
| Arlington | 388,125 | \$ 354,185,000.00 | \$912.55 | 15 | 1.81% | 9 |
| McKinney | 162,898 | \$ 244,615,000.00 | \$1,501.65 | 7 | 1.61% | 13 |
| Keller | 45,758 | \$ 69,150,000.00 | \$1,511.21 | 6 | 3.60% | 4 |
| Bedford | 49,337 | \$ 35,795,000.00 | \$725.52 | 17 | 1.12% | 15 |
| Azle | 11,693 | \$ 5,030,000.00 | \$430.17 | 18 | 0.75% | 16 |
| Carrollton | 133,168 | \$ 178,995,000.00 | \$1,344.13 | 9 | 1.74% | 10 |
| Denton | 131,044 | \$ 144,036,174.00 | \$1,099.14 | 12 | 1.71% | 11 |
| Eules | 54,219 | \$ 50,830,000.00 | \$937.49 | 14 | 1.61% | 12 |
| Watauga | 24,525 | \$ 25,760,000.00 | \$1,050.36 | 13 | 0.12% | 19 |
| Colleyville | 25,487 | \$ 4,635,000.00 | \$181.86 | 19 | 0.04% | 20 |
| Haltom City | 44,206 | \$ 49,490,000.00 | \$1,119.53 | 11 | 2.94% | 5 |
| White Settlement | 17,077 | \$ 24,480,000.00 | \$1,433.51 | 8 | 3.84% | 3 |
| Crowley | 14,853 | \$ 2,290,000.00 | \$154.18 | 20 | 0.31% | 18 |
| | | \$1,979,835,533 | | | | |
| AVERAGE | | | \$1,319.64 | | 1.89% | |

The average bonded debt per capita for all listed cities is \$1,319.64. Hurst is slightly above this average and ranks 5th of twenty surveyed cities in average bonded debt per capita. The average ratio of debt to assessed valuation is 1.89%. Hurst ranks 6th in this category (for General Obligation and Certificate of Obligation debt).

Information was taken from the Texas Municipal League Surveys website at <http://www.tml.org/surveys.asp#tnd17>

SPECIAL PROJECTS CAPITAL FUND

The Special Projects Fund was created as a funding source for relatively expensive and non-recurring capital projects and capital equipment not included in the maintenance and operations budget of City departments. Funding is provided by transfers primarily from the annual General Fund savings. All expenditures from this fund must be authorized by the City Manager or the Hurst City Council. The Special Projects Fund allows for pay-as-you-go purchases to minimize the level of tax-supported debt.

| CITY OF HURST | | |
|--|-------------------|----------------------------|
| 2017-2018 APPROVED BUDGET | | |
| SPECIAL PROJECTS CAPITAL FUND | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | |
| Policy Reserve | \$8,000,000 | |
| Unrestricted | <u>8,174,008</u> | \$16,174,008 |
| REVENUES | | |
| Interest Earnings | \$75,000 | |
| Transfer from General Fund for 2017-2018 Budget | <u>1,166,947</u> | <u>\$1,241,947</u> |
| TOTAL FUNDS AVAILABLE | | \$17,415,955 |
| EXPENDITURES | | |
| CAPITAL IMPROVEMENT PROGRAM & OTHER EXPENDITURES | | |
| Projects Included in CIP Plan | \$5,104,918 | |
| Special Events, Infrastructure Maintenance, Economic Development, Public Safety Enhancements, & Other Expenditures | <u>10,811,037</u> | <u>\$15,915,955</u> |
| TOTAL EXPENDITURES | | \$15,915,955 |
| FUND BALANCE SEPTEMBER 30, 2018 | | \$1,500,000 |

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund collects as revenue a 7% hotel occupancy tax that is remitted quarterly from hotels within the city limits. Projects for this fund are recommended by the Parks and Recreation Board and approved by the City Council on an annual basis and are restricted to projects relating to the promotion of tourism and community development. The City currently has five hotels in operation. The largest hotel, Hyatt Place, opened December 1998, and added 128 rooms to more than double projected receipts from the other four hotels. The Hampton Inn opened in 2004, with 96 rooms. The Holiday Inn Express opened in the summer of 2008 with 100 rooms. A Hilton Garden Inn is being constructed adjacent to the Hurst Conference Center and will open sometime late 2017 or early 2018. Construction will soon begin on Candlewood Suites, and should be complete sometime in 2018.

| CITY OF HURST | | |
|--|---------------|-------------------------|
| 2017-2018 APPROVED BUDGET | | |
| HOTEL/MOTEL TAX FUND | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | \$1,513,169 |
| REVENUES | | |
| Estimated Receipts 2017-2018 | \$630,000 | |
| TOTAL REVENUES | | <u>\$630,000</u> |
| TOTAL FUNDS AVAILABLE | | \$2,143,169 |
| EXPENDITURES | | |
| Visitors / Tourism | | \$110,009 |
| Administration | | |
| I Fly Project 1115010 | \$10,000 | |
| City of Hurst Re-Fresh | <u>14,524</u> | \$24,524 |
| CS-Administration | | |
| Heritage Village Presents 7018001 | | \$12,000 |
| Parks | | |
| Conference Center Landscaping/Fountain 7218005 | | \$24,500 |
| Recreation | | |
| Arts Council Community Arts Program 7318001 | \$5,000 | |
| Arts Council Events Registry 7318002 | 2,500 | |
| TAAF State Tournaments 7318003 | 10,000 | |
| Brookside Furnishings Replacement | <u>8,780</u> | \$26,280 |
| Library | | |
| Masterworks Music - Evening Series 8018001 | 18,000 | |
| Masterworks Music - Noontime Series 8018002 | <u>9,000</u> | \$27,000 |
| Debt Service | | |
| Conference Facility | | \$362,200 |
| TOTAL EXPENDITURES | | <u>\$586,513</u> |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | \$1,556,656 |
| DEBT SERVICE RESERVE | | \$810,000 |
| UNDESIGNATED FUND BALANCE AT SEPTEMBER 30, 2018 | | <u>\$746,656</u> |

HOTEL/MOTEL TAX FUND

Certificates of Obligation were issued in 2008 to be utilized for the design and construction of a regional meeting facility in Hurst Town Center. Ground was broken on June 18, 2009 and the facility opened in September 2010. The meeting facility is a major component of redevelopment efforts collectively known as Transforming Hurst. Private developers are planning to construct the Town Center's fourth hotel adjacent to the meeting facility. Hurst Town Center hotels are seeing increased occupancy levels associated with the maturing meeting facility. The Hotel/Motel Fund continues to be devoted to tourism and art related projects within the City of Hurst.

SCHEDULE OF HOTEL/MOTEL TAX BOND INDEBTEDNESS PRINCIPAL AND INTEREST REQUIREMENTS FISCAL YEAR 2017-2018

| Description | Outstanding Balance 10-01-17 | Principal due 08-15-18 | Interest due 08-15-18 & 02-15-18 | Total P & I due FY 17 - 18 |
|--|------------------------------------|---------------------------|--|----------------------------------|
| EXISTING DEBT | | | | |
| 1 Combined Tax and Revenue* Certificates of Obligation Series 2008 | 150,000 | 150,000 | 6,000 | 156,000 |
| 2 General Obligation Bond Refunding Series 2016 | 4,935,000 | 15,000 | 191,200 | 206,200 |
| Total | <u>5,085,000</u> | <u>165,000</u> | <u>197,200</u> | <u>362,200</u> |

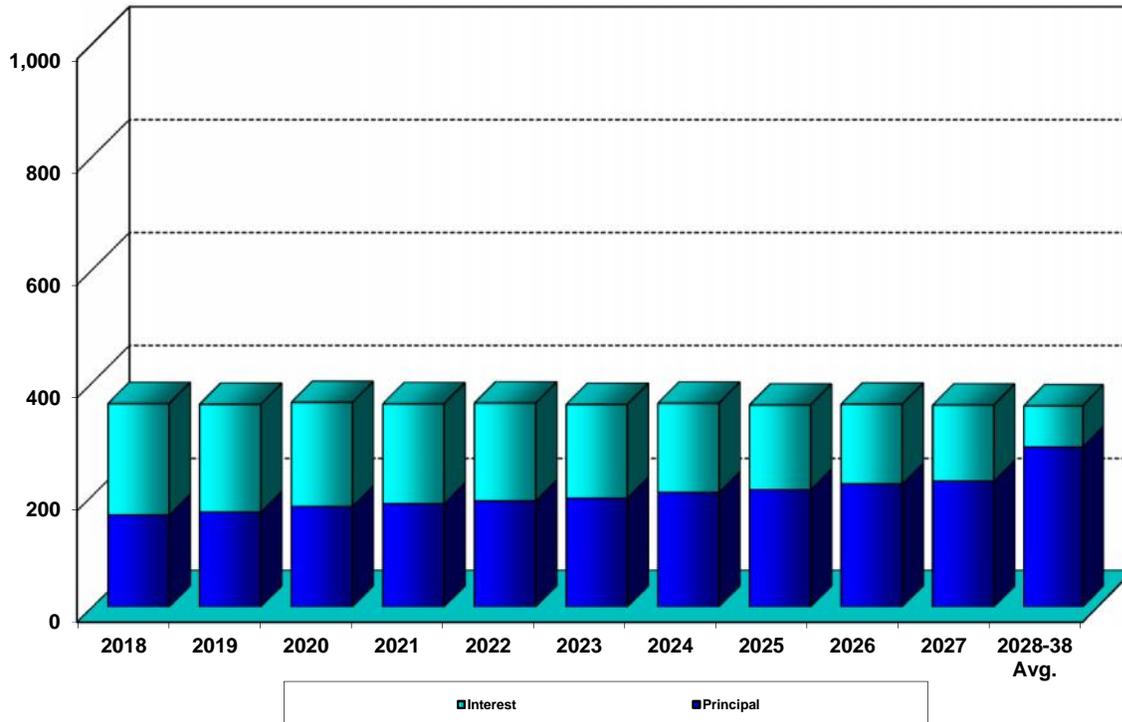
*Final Year of Debt payment

**CITY OF HURST
2017-2018 APPROVED BUDGET
SCHEDULE OF REQUIREMENTS
HOTEL/MOTEL FUND
TAX BOND INTEREST AND SINKING FUND
OCTOBER 1, 2017 TO MATURITY**

| YEAR ENDING 9-30 | TOTAL REVENUE BOND REQUIREMENTS PRINCIPAL AND INTEREST | YEAR ENDING 9-30 | BONDS CONTINUED |
|---------------------|--|------------------------|--------------------|
| 2018 | 362,200 | 2028 | 360,600 |
| 2019 | 360,900 | 2029 | 361,200 |
| 2020 | 364,100 | 2030 | 361,400 |
| 2021 | 361,900 | 2031 | 361,200 |
| 2022 | 363,200 | 2032 | 355,600 |
| 2023 | 360,600 | 2033 | 359,800 |
| 2024 | 362,800 | 2034 | 358,400 |
| 2025 | 359,600 | 2035 | 356,600 |
| 2026 | 361,200 | 2036 | 354,400 |
| 2027 | 359,600 | 2037 | 356,800 |
| | | 2038 | 353,600 |
| | | TOTAL | \$ 7,555,700 |

**HOTEL/MOTEL FUND
REVENUE BOND INTEREST AND SINKING FUND**

Thousands of Dollars



**Please note the above table and graph represent existing debt only. Future planned issuances are not included.

PARK DONATION FUND

In 1982, The Parks and Recreation Board approved and the City Council approved the creation of a Park Donation Fund. The Park Donation Fund collects a 75-cent voluntary donation from Hurst citizens as revenue to be used for parks and recreation projects. This is collected on a monthly basis through the utility billing system. Projects from this fund are recommended by the Parks and Recreation Board and are approved by the City Council. These projects are usually designed to add improvements to the parks system that are not funded in the regular budget and meet certain requirements linked to: 1) a high visibility in the community; 2) a readily identifiable one-time enhancement; and 3) a community-wide appeal.

| CITY OF HURST 2017-2018 APPROVED BUDGET PARK DONATION FUND REVENUE AND EXPENDITURES | | |
|--|----------|--------------------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$436,682 |
| REVENUES | | |
| Donation Receipts | \$85,000 | |
| TOTAL REVENUES | | <u>\$85,000</u> |
| TOTAL FUNDS AVAILABLE | | \$521,682 |
| PROPOSED EXPENDITURES | | |
| Parks Jaycee Baker Playground Replacement (7218004) | \$50,000 | |
| TOTAL EXPENDITURES | | <u>\$50,000</u> |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | <u><u>\$471,682</u></u> |

FIRE GRANT FUND

The Fire Grant Fund revenue is derived from the City's participation in the State Emergency Management Reimbursement Program. Each year a percentage of the salaries of persons working in the area of Emergency Management are reimbursed to the City. These funds have created the Fire Grant Fund. This fund is used for special projects such as the free smoke detector and battery replacement program for citizens, as well as the latest in technology to help protect and serve the citizens of Hurst. This is a separate source of funding for the Fire Department outside the general operating budget of the City.

CITY OF HURST 2017-2018 APPROVED BUDGET FIRE GRANT FUND REVENUE AND EXPENDITURES

| | | |
|---|---------------|-------------------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$58,297 |
| REVENUES | | |
| Citizens Fire Academy - Donations | | \$12,000 |
| TOTAL REVENUES | | <u>\$12,000</u> |
| TOTAL FUNDS AVAILABLE | | \$70,297 |
| | ; | |
| EXPENDITURES | | |
| Office Supplies | \$3,650 | |
| Other Machinery & Equipment | | |
| Airbag Unit Replacement | 29,000 | |
| Miscellaneous Supplies | 500 | |
| Capital Outlay | | |
| Thermal Imager | <u>12,000</u> | |
| TOTAL EXPENDITURES | | <u>\$45,150</u> |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | <u><u>\$25,147</u></u> |

POLICE GRANT FUND

The Police Grant Fund revenue is derived from State and Federal Funding. Programs such as the American Recovery Act and Edward G Byrne Grant, have allowed the Police Department to purchase various public safety equipment such as bullet proof vests and replacement weapons.

CITY OF HURST 2017-2018 APPROVED BUDGET POLICE GRANT FUND REVENUE AND EXPENDITURES

| | | |
|---|----------|----------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$84,730 |
| REVENUES | | |
| LEOSE | \$6,000 | |
| Edward G Byrne Justice Assistance Grant (JAG) | 11,342 | |
| State Grant/ City Participation - HEB Mental Health Coordinator | 110,000 | |
| City of Euless | 9,059 | |
| City of Bedford | 9,059 | |
| Tarrant County 9-1-1 | 50,339 | |
| TOTAL REVENUES | | \$195,799 |
| TOTAL FUNDS AVAILABLE | | \$280,529 |
| EXPENDITURES | | |
| Personnel Services - HEB Mental Health Coordinator | \$90,754 | |
| Sundry | 7,500 | |
| Capital Outlay | 0 | |
| TOTAL EXPENDITURES | | \$98,254 |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | \$182,275 |

MUNICIPAL COURT BUILDING SECURITY FUND

The Building Security Fund was established by the Texas Legislature through an amendment to the Texas Code of Criminal Procedures to allow the assessment of a \$3.00 fee to be added to every conviction through Municipal Court to help purchase items for or relating to the security of the Municipal Court. The \$3.00 fee is deposited into its own fund and, by law, provides funding for the security of Court operations.

| CITY OF HURST 2017-2018 APPROVED BUDGET MUNICIPAL COURT BUILDING SECURITY REVENUE AND EXPENDITURES | | |
|---|----------|--------------------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$157,712 |
| REVENUES | | |
| Security Fees | \$38,700 | |
| TOTAL REVENUES | | <u>\$38,700</u> |
| TOTAL FUNDS AVAILABLE | | \$196,412 |
| EXPENDITURES | | |
| Personnel | \$37,391 | |
| Materials & Supplies | 8,877 | |
| Sundry | 7,321 | |
| Internal Services | 1,256 | |
| Capital Outlay | <u>0</u> | |
| TOTAL EXPENDITURES | | <u>\$54,845</u> |
| FUND BALANCE AS OF SEPTEMBER 30, 2018 | | <u><u>\$141,567</u></u> |

MUNICIPAL COURT TECHNOLOGY FUND

The Court Technology Fund was established by the Texas Legislature through an amendment to the Texas Code of Criminal Procedures to allow the assessment of a \$4.00 fee to be added to every conviction through Municipal Court to help purchase technology upgrades for Municipal Court. The \$4.00 fee is deposited into its own fund and, by law, may assist in financing the purchase of technological enhancements for municipal court.

| CITY OF HURST | | |
|--|----------|--------------------------------|
| 2017-2018 APPROVED BUDGET | | |
| MUNICIPAL COURT TECHNOLOGY | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | \$177,208 |
| REVENUES | | |
| Technology Fees | \$51,600 | |
| TOTAL REVENUES | | <u>\$51,600</u> |
| TOTAL FUNDS AVAILABLE | | \$228,808 |
| EXPENDITURES | | |
| Materials and Supplies | \$8,750 | |
| Maintenance | 6,360 | |
| Sundry | 8,280 | |
| Internal Services | 15,812 | |
| Capital Outlay | <u>0</u> | |
| TOTAL EXPENDITURES | | <u>\$39,202</u> |
| FUND BALANCE AS OF SEPTEMBER 30, 2018 | | <u><u>\$189,606</u></u> |

MUNICIPAL COURT JUVENILE CASE MANAGER FUND

The Juvenile Case Manager Fund was established by the Texas Legislature through an amendment to the Texas Code of Criminal Procedures to allow the assessment of a \$5.00 fee to be added to every conviction through Municipal Court. The \$5.00 fee is deposited into its own fund and, by law, will finance salary and benefits for a Juvenile Case Manager.

| CITY OF HURST | | |
|--|--------------|------------------------------------|
| 2017-2018 APPROVED BUDGET | | |
| MUNICIPAL COURT JUVENILE CASE MANAGER | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | \$224,019 |
| REVENUES | | |
| Case Manager Fees | \$64,300 | |
| TOTAL REVENUES | | <u>\$64,300</u> |
| TOTAL FUNDS AVAILABLE | | \$288,319 |
| EXPENDITURES | | |
| Personnel | \$60,742 | |
| Materials & Supplies | 550 | |
| Internal Services | 3,839 | |
| Sundry | <u>1,315</u> | |
| TOTAL EXPENDITURES | | <u>\$66,446</u> |
| FUND BALANCE AS OF SEPTEMBER 30, 2018 | | <u><u>\$221,873</u></u> |

COMMERICAL VEHICLE INSPECTION FUND

The Commerical Vehicle Inspection Fund was established in fiscal year 2010-2011. An ordinance was passed which allows the City to adopt commercial motor vehicle standards delineated in the Texas Transportation Code. Certified commercial motor vehicle inspectors conduct inspections to ensure compliance with Federal and State regulations on city streets.

| CITY OF HURST | | |
|--|----------|------------------------------------|
| 2017-2018 APPROVED BUDGET | | |
| COMMERICAL VEHICLE INSPECTION FUND | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | \$120,645 |
| REVENUES | | |
| Commerical Vehicle Fees | \$90,000 | |
| TOTAL REVENUES | | <u>\$90,000</u> |
| TOTAL FUNDS AVAILABLE | | \$210,645 |
| EXPENDITURES | | |
| Maintenance | \$1,200 | |
| Materials & Supplies | 5,000 | |
| Sundry | 3,850 | |
| Indirect Cost Allocation - General Fund | 50,000 | |
| Internal Services - Fleet | 26,943 | |
| Capital Outlay | <u>0</u> | |
| TOTAL EXPENDITURES | | <u>\$86,993</u> |
| FUND BALANCE AS OF SEPTEMBER 30, 2018 | | <u><u>\$123,652</u></u> |

TRAFFIC SIGNAL SAFETY FUND

The Traffic Signal Safety Fund was established in fiscal year 2008-2009. RedFlex Group was selected to manage traffic signal safety cameras at a few intersections in the City. Intersections were selected based upon the historical number of accidents and traffic counts. The cameras capture images of vehicles running red lights. The owner of the subject vehicle is notified by mail and is able to view the violation on the Internet. The fine per violation is \$75 and may be appealed through the City. RedFlex collects all revenue associated with violations, keeps the amount necessary to operate the cameras and remits the remaining funds to the City. The City is then allowed to pay its associated costs from the available funds and retains 50% of dollars remaining for public safety use only. The remaining 50% of post-expense dollars is paid to the State of Texas.

| CITY OF HURST | | |
|---|-----------|----------------------|
| 2017-2018 APPROVED BUDGET | | |
| TRAFFIC SIGNAL SAFETY FUND | | |
| REVENUE AND EXPENDITURES | | |
| FUND BALANCE OCTOBER 1, 2017 | | \$514,032 |
| REVENUES | | |
| Traffic Fines | \$700,000 | |
| TOTAL REVENUES | | \$700,000 |
| TOTAL FUNDS AVAILABLE | | \$1,214,032 |
| EXPENDITURES | | |
| Personnel | \$25,229 | |
| Materials and Supplies | 32,300 | |
| State of Texas - 2018 Revenue Reimbursement | 350,000 | |
| Sundry | 10,000 | |
| Capital Outlay | | |
| Watchguard DVR System | 88,000 | |
| Replace two MDC's | 12,000 | |
| TOTAL EXPENDITURES | | \$517,529 |
| ESTIMATED FUND BALANCE AT SEPTEMBER 30, 2018 | | \$696,503 |

PUBLIC, EDUCATIONAL & GOVERNMENT ACCESS CHANNEL (PEG) FEE FUND

The Public, Educational and Governmental Access Channel (PEG) Fee is paid to municipalities by state-issued cable and video franchisees pursuant to Chapter 66, Section 66.006 (b). Chapter 66, Section 66.006 (c) restricts the use of the PEG Fees to expenditures "as allowed by federal law." Essentially, the 1% PEG fee must be spent on capital cost items for public educational and governmental access channel facilities.

CITY OF HURST 2017-2018 APPROVED BUDGET CABLE AND VIDEO PROVIDER PEG FEE FUND REVENUE AND EXPENDITURES

| | | |
|---|---------------|--------------------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$121,218 |
| REVENUES | | |
| Service Provider PEG Fees | \$86,000 | |
| TOTAL REVENUES | | <u>\$86,000</u> |
| TOTAL FUNDS AVAILABLE | | \$207,218 |
| EXPENDITURES | | |
| Professional Services | \$15,024 | |
| Other Machinery & Equipment | <u>10,000</u> | |
| TOTAL EXPENDITURES & DESIGNATED RESERVES | | <u>\$25,024</u> |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | <u><u>\$182,194</u></u> |

HURST★TEXAS

COMMUNITY SERVICES HALF CENT SALES TAX FUND

The Community Services Half Cent Sales Tax Fund is a Special Revenue Fund established to record receipts collected by the State for a one-half percent sales tax on taxable items sold within Hurst. The tax was authorized by voter referendum on January 16, 1993 by a three to one margin.

Previously, in 1991, the State Legislature had approved an amendment to the Development Corporation Act of 1979 (Article 5190.6, Vernon Civil Statutes) to allow qualifying cities to impose, with voter approval, an additional one-half cent sales tax for projects as defined by 4B of the Act, primarily Parks and Recreation projects, if their sales tax rate at the time of the election does not exceed 7.25%. Commonly known as the "Arlington Stadium Bill," the legislation was a special law that only applied to cities in counties with a minimum population of 750,000 - Tarrant, Harris, Dallas, and Bexar. The legislation was important to Hurst because the city had over \$14 million of deferred parks and recreation projects that were unfunded. Of primary significance, the tax was viewed by the City Council and City Staff as an opportunity to ensure property tax relief to Hurst citizens. Due to voter approval of the legislation, the new Community Services Half Cent Sales Tax provides facilities and infrastructure improvements that would normally be funded by the General Fund or not financed at all. Revenues from the sales tax will also pay for debt principal and interest cost for Revenue Bonds issued under Section 4B of the legislation. The capital budget for the Hurst Community Development Corporation Bond Fund is located on page 387 - 391 in the CIP Section.

A major consideration was the impact of the new tax on the City's current General Fund operation's budget with the addition of new facilities and programs. Since there are two main components of any large capital project, the construction costs and the ongoing maintenance and operation costs, there was concern that provision for maintenance and operation costs were left out of the original legislation. During the Seventy-Third State Legislature session, the City of Hurst Mayor, City Council, and Staff were instrumental in working for the passage of H.B. 2297 (originally H.B. 1177) that allows the expenditure of Section 4B sales tax on the maintenance and operations costs of publicly owned and operated projects that are purchased or constructed with the proceeds of the sales tax. This amendment to Section 4B of Article 5190.6 provides significant benefits for all cities in the State that have enacted the tax or will enact the tax in the future.

After passage of the tax, the Hurst Community Development Corporation was formed and is comprised of four City Council members and two citizen members. By-laws for the Corporation were written and structured within the framework of the Development Corporation Act of 1979, Section 4B (2). A Multi-Year Financial Plan was developed by the City Council as a guide for the Corporation's charge of carrying out the issuance of debt and the funding of approved projects. From 1993 to 1999, \$9.625 million in Half Cent Sales Tax Revenue Bonds were issued for major capital projects. In 2008, an additional \$6 million in Certificates of Obligation were issued to support the construction of Hurst Town Center's proposed meeting facility. In fiscal year 2013-2014, \$7.5 million in Certificates of Obligation were issued to replace the pool at Chisholm Park. \$4 million was issued during fiscal year 2015-2016 to renovate the pool at Central Park as well as \$1.4 to repair the roof at the Recreation Center. Also, in fiscal year 2015-2016, 5.2 million in 2008 CO's were refunded providing \$963,870 in savings. As shown on the following page, the current year's sales tax collections are allocated to three categories of expenditures: debt service for the Sales Tax Revenue Bonds and Certificates of Obligation, ongoing operations and maintenance of facilities and amenities constructed by this funding source, and pay-as-you-go projects.

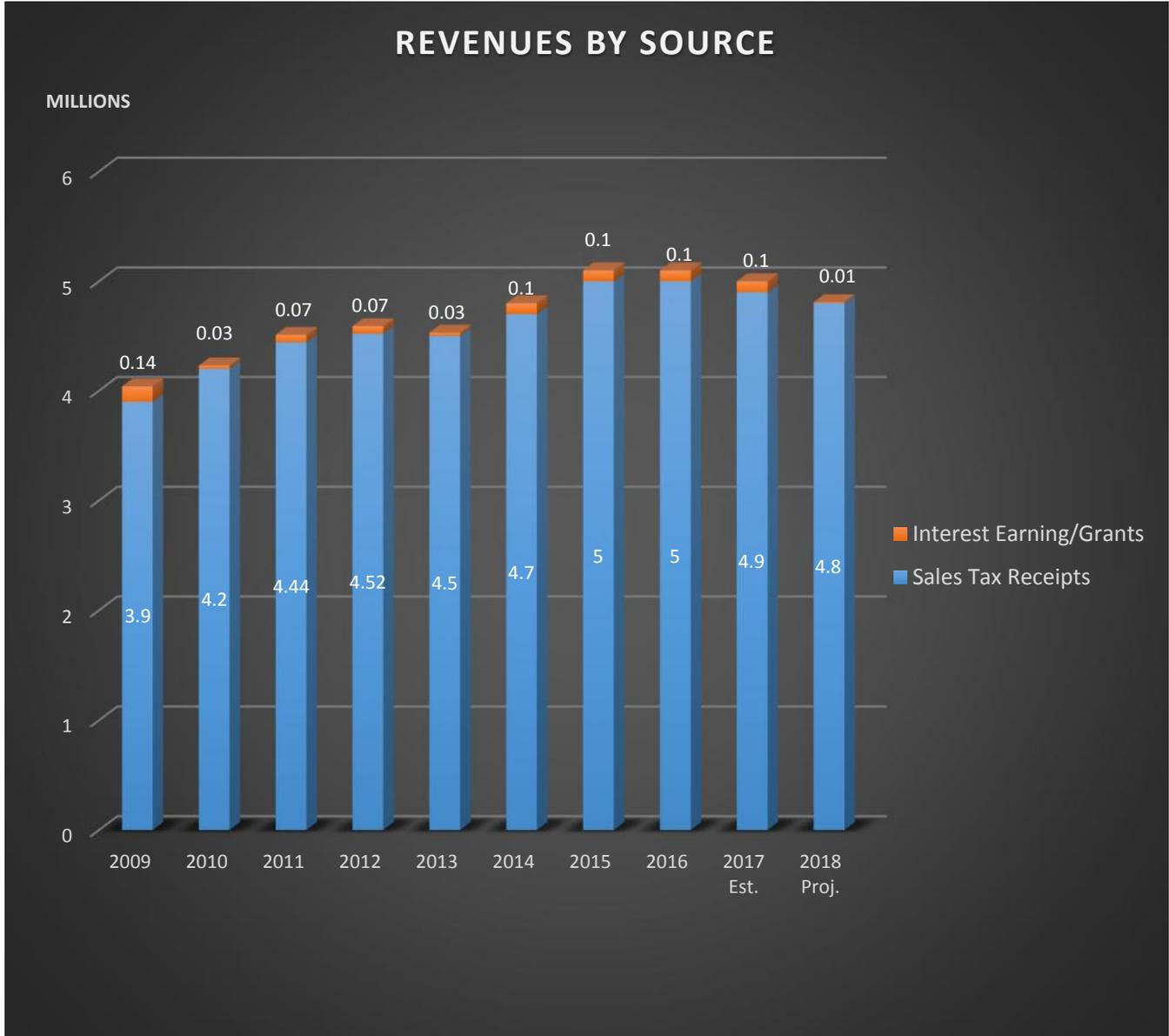
**CITY OF HURST
2017-2018 APPROVED BUDGET
COMMUNITY SERVICES
HALF-CENT SALES TAX FUND
REVENUES AND EXPENDITURES**

| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
|------------------------------------|----------------------------|---------------------------|---------------------------|---------------------------|---|--|
| BEGINNING BALANCE | \$3,544,800 | \$11,021,765 | \$5,561,762 | \$7,412,214 | \$9,543,590 | \$2,915,809 |
| REVENUES | | | | | | |
| Sales Tax Receipts | 5,050,819 | 5,387,596 | 5,423,974 | 5,300,000 | 5,265,321 | 5,165,321 |
| Interest Earnings | 15,877 | 23,734 | 23,642 | 25,000 | 46,450 | 27,000 |
| Transfer In | 0 | 0 | 0 | 0 | 80,000 | 0 |
| Other Revenue | 8,355 | 6,340 | 3,621 | 0 | 0 | 0 |
| Less: Revenue Commitment | (302,889) | (315,186) | (379,711) | (420,120) | (349,330) | (354,570) |
| TOTAL REVENUES | \$4,772,162 | \$5,102,484 | \$5,071,526 | \$4,904,880 | \$5,042,441 | \$4,837,751 |
| OPERATING EXPENSES | | | | | | |
| Parks | 1,465,687 | 1,486,263 | 1,713,144 | 1,777,992 | 1,796,661 | 1,776,298 |
| Recreation | 276,955 | 339,862 | 366,625 | 427,858 | 397,736 | 424,632 |
| Aquatics | 260,292 | 148,213 | 290,257 | 484,890 | 392,148 | 503,972 |
| Library | 469,212 | 479,963 | 557,538 | 582,189 | 569,690 | 624,761 |
| TOTAL EXPENSES | \$2,472,146 | \$2,454,301 | \$2,927,564 | \$3,272,929 | \$3,156,235 | \$3,329,663 |
| Transfer Out | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| Debt Service | \$967,476 | \$1,282,830 | \$1,167,340 | \$1,472,394 | \$1,472,394 | \$1,331,753 |
| Project Expenses | | | | | | |
| Parks | \$168,795 | \$209,088 | \$633,938 | \$660,000 | \$1,102,796 | \$730,000 |
| Recreation | \$47,562 | \$11,663 | \$319,019 | \$160,539 | \$532,316 | \$0 |
| Aquatics | \$621,000 | \$253,340 | \$187,013 | \$181,000 | \$408,839 | \$0 |
| Library | \$0 | \$11,951 | \$0 | \$130,000 | \$130,000 | \$0 |
| Total Project Expenses | \$837,357 | \$486,043 | \$1,139,970 | \$1,131,539 | \$2,173,951 | \$730,000 |
| OPERATING FUND BALANCE | \$4,039,983 | \$11,821,076 | \$5,398,414 | \$6,440,232 | \$7,783,451 | \$2,362,144 |
| OTHER FUNDING SOURCES/ USES | | | | | | |
| Bond Proceeds | \$7,500,000 | \$0 | \$5,400,000 | \$0 | \$0 | \$0 |
| Less: Aquatics/Rec Center Imp | \$518,220 | \$6,259,314 | \$1,254,824 | \$3,700,000 | \$4,867,642 | \$0 |
| ENDING FUND BALANCE | <u>\$11,021,763</u> | <u>\$5,561,762</u> | <u>\$9,543,590</u> | <u>\$2,740,232</u> | <u>\$2,915,809</u> | <u>\$2,362,144</u> |

COMMUNITY SERVICES HALF-CENT SALES TAX FUND

REVENUES BY SOURCE

| | Actual 2015-2016 | Budget 2016-2017 | Estimated 2016-2017 | Approved 2017-2018 |
|-------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| Sales Tax Receipts | \$5,044,263 | \$4,879,880 | \$4,915,991 | \$4,810,751 |
| Interest Earnings/Other | <u>27,263</u> | <u>25,000</u> | <u>126,450</u> | <u>27,000</u> |
| Total | <u>\$5,071,526</u> | <u>\$4,904,880</u> | <u>\$5,042,441</u> | <u>\$4,837,751</u> |



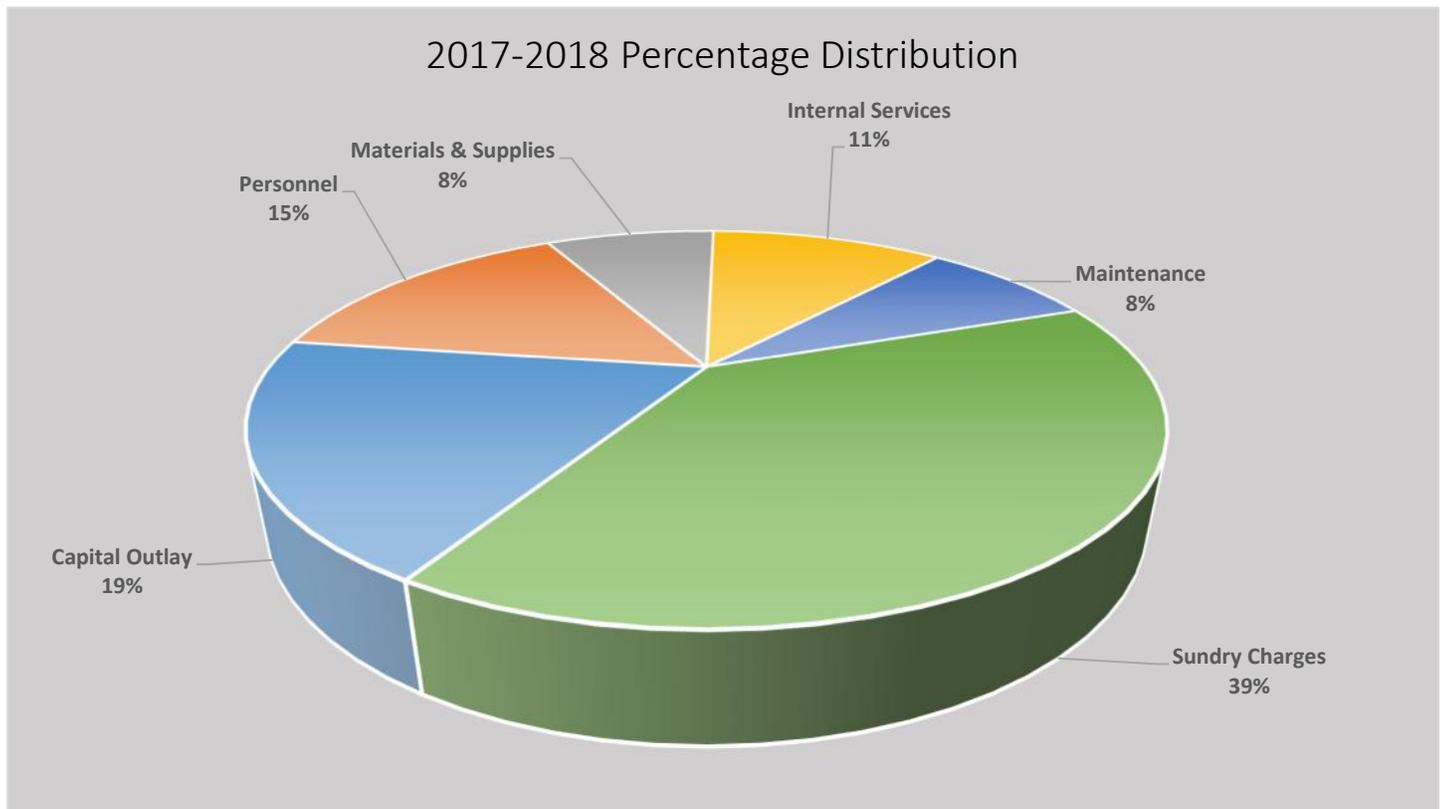
COMMUNITY SERVICES HALF-CENT SALES TAX FUND

OPERATING EXPENDITURES BY CLASSIFICATION

(Capital Projects Included/Debt Service Costs Not Included)

| | <u>Actual 2015-2016</u> | <u>Budget 2016-2017</u> | <u>Estimated 2016-2017</u> | <u>Approved 2017-2018</u> |
|------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| Personnel Services | 500,105 | 598,576 | 599,315 | 606,540 |
| Materials and Supplies | 281,363 | 311,026 | 328,173 | 310,904 |
| Maintenance | 250,691 | 311,186 | 310,166 | 311,186 |
| Sundry Charges | 1,402,981 | 1,550,235 | 1,416,674 | 1,563,444 |
| Internal Services | 454,263 | 466,594 | 466,594 | 466,594 |
| Capital Outlay | <u>2,432,953</u> | <u>4,866,852</u> | <u>7,076,905</u> | <u>800,995</u> |
| Total | <u>\$5,322,356</u> | <u>\$8,104,469</u> | <u>\$10,197,827</u> | <u>\$4,059,663</u> |

An activity schedule for Community Services Half Cent Sales Tax Fund begins on page 321. It includes a summary of expenses, a personnel schedule, mission statement, division description, prior year results and accomplishments, future initiatives, goals, objectives, and performance measures. Line item detail and Capital Outlay by Program are not provided in this budget document. The Finance Division will provide a 2017-2018 Line Item Detail Budget document upon request.



HCDC SALES TAX REVENUE BOND FUND

The HCDC Sales Tax Revenue Bond Fund, also known as the HCDC Sales Tax Interest and Sinking Fund was established by ordinance authorizing the payment of bond principal and interest as they come due. The bonds are special, limited obligations of the Hurst Community Development Corporation and are secured by a lien on and pledge of certain proceeds of a half-cent sales and use tax levied within the City of Hurst for the benefit of the Corporation. The Corporation is authorized by the Industrial Development Act of 1979 as amended by Article 5190.6, Section 4B.

Proceeds from the sale of Bonds are restricted to projects as defined by Section 4B such as community services projects. The fund is devoted to principal and interest payments on debt, maintenance and operational costs for infrastructure projects built from half-cent sales tax receipts and some minor capital expenditures.

The following is a list of bond refunding and associated savings:

| FY | SAVINGS |
|-----------|----------------|
| 2003-2004 | \$ 795,172 |
| 2015-2016 | \$ 277,212 |

SCHEDULE OF HCDC SALES TAX REVENUE BOND INDEBTEDNESS PRINCIPAL AND INTEREST REQUIREMENTS FISCAL YEAR 2017-2018

| Description | Outstanding Balance 10-01-17 | Principal due 8-15-18 | Interest due 02-15-18 & 08-15-18 | Total P & I due FY 17-18 |
|--|------------------------------------|--------------------------|--|--------------------------------|
| EXISTING DEBT | | | | |
| 1 Combined Tax and Revenue* Certificates of Obligation Series 2008 | 150,000 | 150,000 | 6,000 | 156,000 |
| 2 Series 2011 Sales Tax Refunding Bonds | 205,000 | 100,000 | 4,920 | 104,920 |
| 3 Series 2014 Certificates of Obligation | 6,505,000 | 300,000 | 208,033 | 508,033 |
| 4 Series 2016 General Obligation Refunding | 4,930,000 | 15,000 | 191,000 | 206,000 |
| 5 Series 2016 Certificates of Obligation | 4,730,000 | 175,000 | 181,800 | 356,800 |
| Total | <u>16,520,000</u> | <u>740,000</u> | <u>591,753</u> | <u>1,331,753</u> |

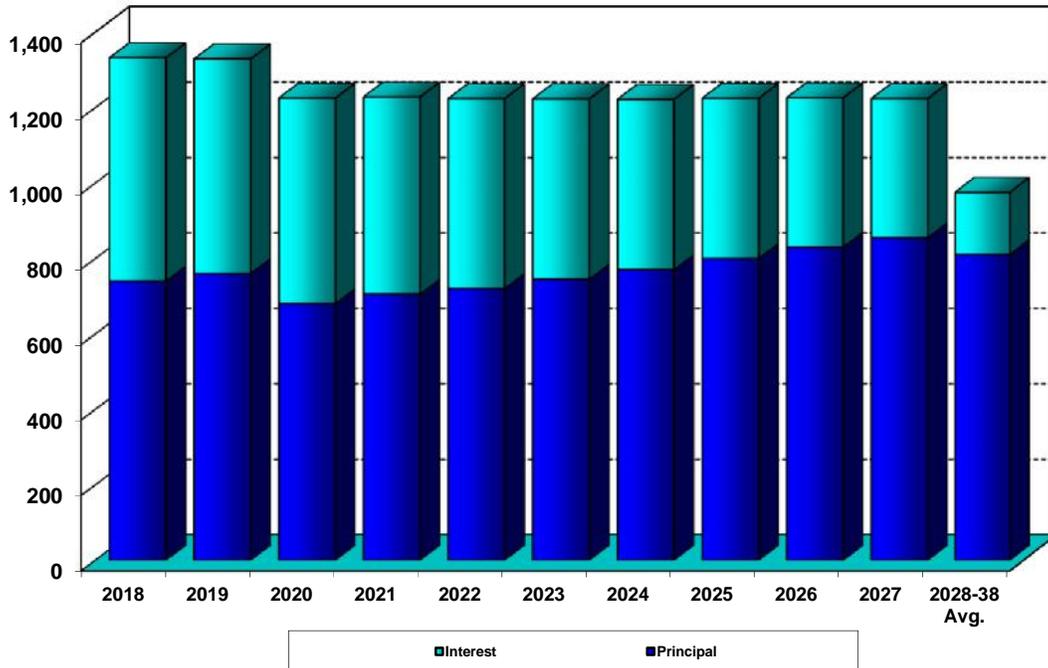
*Final Year of Debt Payment

**CITY OF HURST
 2017-2018 APPROVED BUDGET
 SCHEDULE OF REQUIREMENTS
 HURST COMMUNITY DEVELOPMENT CORPORATION
 SALES TAX REVENUE BOND INTEREST AND SINKING FUND
 OCTOBER 1, 2017 TO MATURITY**

| YEAR ENDING 9-30 | TOTAL REVENUE BOND REQUIREMENTS PRINCIPAL AND INTEREST | YEAR ENDING 9-30 | BONDS CONTINUED |
|------------------------|--|------------------------|----------------------|
| 2018 | 1,331,753 | 2028 | 1,223,333 |
| 2019 | 1,328,803 | 2029 | 1,226,933 |
| 2020 | 1,224,933 | 2030 | 1,223,208 |
| 2021 | 1,227,783 | 2031 | 1,232,545 |
| 2022 | 1,223,483 | 2032 | 1,225,193 |
| 2023 | 1,222,983 | 2033 | 1,231,723 |
| 2024 | 1,221,583 | 2034 | 1,226,563 |
| 2025 | 1,224,283 | 2035 | 713,600 |
| 2026 | 1,225,933 | 2036 | 713,200 |
| 2027 | 1,223,683 | 2037 | 356,800 |
| | | 2038 | 353,600 |
| | | TOTAL | \$ 23,181,916 |

**HALF-CENT SALES TAX
 REVENUE BOND INTEREST AND SINKING FUND**

Thousands of Dollars



**Please note the above table and graph represent existing debt only. Future planned issuances are not included.

| | | |
|---|---|--------------------------|
| FUND 217 HC SALES TAX COMM SVCS | CITY OF HURST DEPARTMENT COMMUNITY SERVICES | DIVISION PARKS |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$62,205 | \$62,105 | \$62,093 | \$63,502 |
| MATERIAL AND SUPPLIES | \$121,315 | \$126,900 | \$151,400 | \$126,900 |
| MAINTENANCE | \$172,265 | \$189,531 | \$189,531 | \$189,531 |
| SUNDRY CHARGES | \$1,219,682 | \$1,222,459 | \$1,216,640 | \$1,235,681 |
| INTERNAL SERVICES | \$137,677 | \$147,684 | \$147,684 | \$147,684 |
| CAPITAL OUTLAY | \$633,938 | \$689,313 | \$1,132,109 | \$743,000 |
| TOTAL 217-0772 | \$2,347,082 | \$2,437,992 | \$2,899,457 | \$2,506,298 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| SENIOR SECRETARY | 56 | 1 | 0 | 0 | 0 |
| ADMINISTRATIVE ASSISTANT | 56 | 0 | 1 | 1 | 1 |
| TOTAL 217-0772 | | 1 | 1 | 1 | 1 |

CITY OF HURST

HALF-CENT COMMUNITY
SERVICES

COMMUNITY SERVICES

0772 PARKS

MISSION STATEMENT

The Parks Division is dedicated to providing Hurst citizens with superior parks and recreational facilities through modern and conscientious design, development, operation, and maintenance practices and programs.

DIVISION DESCRIPTION

The Parks Division is responsible for the planning, maintenance and operation of all parkland, park facilities and infrastructure, municipal aquatic centers, athletic complexes, grounds at City facilities, well sites, medians, and right-of-ways.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Completion of Hurst Justice Center landscape
 - ✓ Realignment of fields at HAC Soccer
 - ✓ Replacement of cedar railing along Chisholm Pond
 - ✓ Bank enhancements at Chisholm Pond
 - ✓ HCP Field #2 lighting replacements
 - ✓ Chisholm Park Pavilion Roof Repairs
 - ✓ Completion of Hurst Recreation Center landscape
 - ✓ City-wide landscape maintenance
-

FUTURE INITIATIVES

- Replacement of the Playground at Echo Hills Park
 - Replacement of the Playground at Jaycee Baker Park
 - Rickel Park Improvements
 - Vivagene Park Improvements
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

CITY OF HURST

HALF-CENT COMMUNITY
SERVICES

COMMUNITY SERVICES

0772 PARKS

Goals

-) Effective programming of space to proactively provide safe areas to meet the cultural, educational, historical, and health and wellness needs of citizens.
-) To maintain a vibrant community, focusing on economic vitality by developing a systematic approach to completing capital projects in the ½ cent sales tax fund and shift focus to paying off debt.

Objectives:

-) To continue improving facilities, structures, and acreage throughout the parks system.
 - 0-3 Years Short Term
-) To continue the ongoing maintenance and operation of the ½ cent sales tax funded facilities and structures including: playgrounds, pavilions, athletic fields, aquatics centers, trails, tennis courts, irrigation systems, picnic areas, and botanical beds and other components of the parks system.
 - 0-3 Years Short Term

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0772 PARKS

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of Undeveloped Parks | 6 | 6 | 6 |
| Number of Medians | 32 | 32 | 39 |
| Amount of Undeveloped Park Acreage | 42 | 42 | 42 |
| <i>Workload/Output:</i> | | | |
| Miles of Median/ROW Maintained | 12 | 12 | 12 |
| Number of Landscape Projects | 72 | 74 | 78 |
| Number of Aquatic Centers Maintained | 1 | 2 | 2 |
| <i>Effectiveness:</i> | | | |
| Percent of Time Facilities are Operational for Public Activities | 100% | 100% | 100% |
| <i>Efficiencies:</i> | | | |
| Percent of Landscape Projects Completed on Time | 100% | 100% | 100% |

| | | |
|----------------------------|---|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 217 HC SALES TAX COMM SVCS | DEPARTMENT COMMUNITY SERVICES | RECREATION |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$66,189 | \$56,631 | \$58,024 | \$59,527 |
| MATERIAL AND SUPPLIES | \$31,453 | \$56,412 | \$48,912 | \$56,290 |
| MAINTENANCE | \$21,408 | \$45,555 | \$45,535 | \$45,555 |
| SUNDRY CHARGES | \$93,154 | \$130,572 | \$106,577 | \$130,572 |
| INTERNAL SERVICES | \$116,261 | \$132,688 | \$132,688 | \$132,688 |
| CAPITAL OUTLAY | \$1,285,655 | \$1,066,539 | \$1,685,627 | \$0 |
| TOTAL 217-0773 | \$1,614,120 | \$1,488,397 | \$2,077,363 | \$424,632 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| LEAD BUILDING MAINTENANCE WORKER | 53 | 1 | 0 | 0 | 0 |
| RECREATION SPECIALIST | 53 | 0 | 1 | 1 | 1 |
| PART TIME RECREATION ATTENDANT | Part-Time | 0.2 | 0.36 | 0.5 | 1.24 |
| TOTAL 217-0773 | | 1.2 | 1.36 | 1.5 | 2.24 |

CITY OF HURST

**HALF-CENT COMMUNITY
SERVICES**

COMMUNITY SERVICES

0773 RECREATION

MISSION STATEMENT

The Mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

DIVISION DESCRIPTION

The Recreation Division is responsible for the planning, promotion, implantation, and evaluation of a wide variety of leisure programs, activities, events, and services for youth and adults in the Hurst community. These programs and activities include Recreation Center operations, tennis Center operations, Brookside Center operations, an extensive recreation and classroom program, youth and adult athletic programs, various community-wide special events, and public reservations for various parks and recreational facilities.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Recreation Center Attendance was 281,861.
 - ✓ Multi-Purpose Room Renovation Project.
 - ✓ Recreation Specialists' Workroom Renovation Project.
 - ✓ Reorganization of the Cardio Room equipment.
 - ✓ Continued popularity of classroom program with 6,856 participants.
 - ✓ Adult Softball Program Operated at 82% Capacity.
 - ✓ Hosted one State Basketball Tournaments.
-

FUTURE INITIATIVES

- Continuing to increase and improve delivery of quality recreational activities and programs to the public.
 - Hosting several Texas Amateur Athletic Federation State Athletic Tournaments.
 - Continuing Annual Fitness Center Equipment Replacement Program.
 - Renovating the Tennis Center Administration Building.
 - Updating the Parks and Recreation Master Plan.
 - Renovation of the Recreation Center roof and gymnasium floor.
-

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0773 RECREATION

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Be proactive in meeting cultural, educational, recreational and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt and facility operation and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) The Recreation Division seeks to be proactive in meeting the recreational needs of the community by providing a high level of innovative programming, cultural, and educational activities and events for reasonable costs at its various facilities.

Objectives:

-) To increase participation in athletic programs through optimal use of new and existing facilities.
 - 0-3 Years Short Term
-) To maximize the use of facilities improved or constructed within the Half-Cent Sales Tax capital improvements program.
 - 0-3 Years Short Term
-) To develop and implement new recreational programs and special events utilizing those facilities supported by the Half-Cent Sales Tax Fund.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--------------------------------|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of Pavilions | 14 | 14 | 14 |
| Number of Athletic Fields | 27 | 27 | 27 |
| <i>Workload/Output:</i> | | | |
| Number of Special Events Held | 14 | 15 | 15 |

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0773 RECREATION

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| Number of Tournaments Held | 5 | 5 | 5 |
| Brookside Center Rentals | 352 | 365 | 365 |
| Park Pavilion Rentals | 435 | 450 | 450 |
| Youth Team Registrations | 185 | 200 | 200 |
| <i>Effectiveness:</i> | | | |
| Number of Visitors to Recreational Facilities (HRC/HTC) | 281,861 | 285,000 | 285,000 |
| Youth Sports Participants | 1,890 | 2,000 | 2,000 |
| Special Event and Tournament Attendance | 51,113 | 50,000 | 50,000 |
| <i>Efficiencies:</i> | | | |
| Number of Youth Sports Associations | 3 | 3 | 3 |

| | | |
|----------------------------|---|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 217 HC SALES TAX COMM SVCS | DEPARTMENT COMMUNITY SERVICES | AQUATICS |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$174,471 | \$268,807 | \$267,889 | \$267,889 |
| MATERIAL AND SUPPLIES | \$43,834 | \$49,520 | \$46,370 | \$49,520 |
| MAINTENANCE | \$32,620 | \$44,300 | \$43,500 | \$44,300 |
| SUNDRY CHARGES | \$28,490 | \$111,237 | \$23,363 | \$111,237 |
| INTERNAL SERVICES | \$10,842 | \$11,026 | \$11,026 | \$11,026 |
| CAPITAL OUTLAY | \$513,360 | \$2,981,000 | \$4,129,169 | \$20,000 |
| TOTAL 217-0774 | \$803,618 | \$3,465,890 | \$4,521,317 | \$503,972 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| SEASONAL EMPLOYEES | Part-Time | 3.03 | 0.04 | 0.04 | 3 |
| TOTAL 217-0774 | | 3.03 | 3.03 | 0.04 | 3 |

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0774 AQUATICS

MISSION STATEMENT

The Aquatics Division mission is to provide responsive services and effective programs to ensure that Hurst remain a vibrant community.

DIVISION DESCRIPTION

The Aquatics Division is responsible for the planning, promotion, implantation, and evaluation of various seasonal activities and programs held at the Central and Chisholm Aquatics Centers. These activities and programs include public swim, Learn-To-Swim classes, facility rentals, and special events.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Public Swim Attendance was 51,185 (Chisholm Aquatics Center only)
 - ✓ Learn-To-Swim Program (LTS) participation was 777 (Chisholm Aquatics Center only)
 - ✓ Number of LTS classes offered was 80.
 - ✓ Percentage of LTS classes reaching capacity was 95%.
 - ✓ Number of operating days was 91.
 - ✓ Number of days reaching capacity was 14.
 - ✓ Percentage of days the Aquatics Center reached 5%
-

FUTURE INITIATIVES

- To improve the aquatics experience through the Central Aquatics Center Renovation Project.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0774 AQUATICS

Goals:

-) Be proactive in meeting cultural, educational, recreation, and historical needs.
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt, facility operations, and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) Seek to be proactive in meeting the recreational needs of the community by providing a high level of customer service through its aquatics programs, while maintaining a safe and enjoyable environment at the two aquatics facilities.

Objectives:

-) To provide a variety of different programs at the aquatics facilities including public swim, swim lessons classes, lifeguarding programs, special events, and facility rentals.
 - 0-3 Years Short Term
-) To maximize the use of the aquatics facilities constructed within the Half-Cent Sales Tax Capital Improvement Program through the development of appropriate programming.
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Personnel Costs | \$174,471 | \$267,889 | \$267,889 |
| <i>Workload/Output:</i> | | | |
| Total Public Swim Attendance | 51,185 | 80,000 | 80,000 |
| Number of Private Facility Rentals | 21 | 35 | 35 |
| Number of pavilion Rentals | 205 | 400 | 400 |
| Number of Pool Locker Rentals | 908 | 1,500 | 1,500 |
| <i>Effectiveness:</i> | | | |
| Number of Emergency Action Plans Completed | 129 | 200 | 200 |

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0774 AQUATICS

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Efficiencies:</i> | | | |
| % of Patron Issues Responded to Within 24 Hours | 100% | 100% | 100% |

| | | |
|----------------------------|---|-----------------|
| FUND | CITY OF HURST | DIVISION |
| 217 HC SALES TAX COMM SVCS | DEPARTMENT COMMUNITY SERVICES | LIBRARY |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$197,241 | \$211,033 | \$211,309 | \$215,622 |
| MATERIAL AND SUPPLIES | \$84,761 | \$78,194 | \$81,491 | \$78,194 |
| MAINTENANCE | \$24,399 | \$31,800 | \$31,600 | \$31,800 |
| SUNDRY CHARGES | \$61,655 | \$85,967 | \$70,094 | \$85,954 |
| INTERNAL SERVICES | \$189,483 | \$175,196 | \$175,196 | \$175,196 |
| CAPITAL OUTLAY | \$0 | \$130,000 | \$130,000 | \$37,995 |
| TOTAL 217-0880 | \$557,538 | \$712,190 | \$699,690 | \$624,761 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| DIGITAL SERVICES LIBRARY MANAGER | Exempt | 1 | 1 | 1 | 1 |
| ELECTRONIC SERVICES DESIGN TECH | 56 | 1 | 1 | 1 | 1 |
| BUILDING MAINTENANCE WORKER | 51 | 1 | 1 | 1 | 1 |
| PART TIME LIBRARIAN | Part-Time | 0.63 | 0.58 | 0.58 | 0.5 |
| TOTAL 217-0880 | | 3.63 | 3.58 | 3.58 | 3.5 |

CITY OF HURST

**HALF-CENT COMMUNITY
SERVICES**

COMMUNITY SERVICES

0880 LIBRARY

MISSION STATEMENT

Hurst Public Library is dedicated to acting as a vital educational institution to all citizens by providing access to information, offering professional assistance, materials, and programs that support life-long learning, social needs, cultural enrichment and leisure interests.

DIVISION DESCRIPTION

Hurst Public Library is a life-long learning and resource center devoted to addressing the cultural, social, educational, and recreational needs of the community's diverse population. The Library provides access to information and ideas through reference and reader's advisory services; a dynamic collection of materials in a variety of available formats; as well as exhibits, and cultural and educational programming. The Library endeavors to offer the highest quality information services using the most highly trained staff and best available technologies and to extend its resources into the community through its remote online services.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Continued housing General Education Development (GED) classes in our Adult Learning Center.
 - ✓ Live Homework Help, as service from Tutor.com was provided to students from elementary through adult learners in an online environment.
 - ✓ Computer Center had an average of over 3,600 sessions per month.
 - ✓ On average, there are about 2,100 WiFi users per month. In addition, the Library added the option of WiFi printing which is a very popular service.
 - ✓ The Library continues to support users with access to services through the use of state-of-the-art software applications, computers, Internet access, commercial databases, and a full range of computer software.
 - ✓ The Library continued to offer very popular fax and notary services.
 - ✓ RFID Systems offered enhanced security for the collection, increased productivity, and ongoing costs savings.
 - ✓ Welcomed over 158,000 patrons and loaned over 378,000 materials saving the local community over \$2,800,000.
 - ✓ The Library continued to display unique and interesting exhibits from Tarrant County artists and private collectors in the Library Gallery and Historical Gallery.
 - ✓ The Tackle Loaner Program, a program provided in conjunction with the Parks Division and Texas Parks and Wildlife which provides fishing poles and tackle for checkout to patrons, continued with popularity and success.
-

CITY OF HURST

HALF-CENT COMMUNITY
SERVICES

COMMUNITY SERVICES

0880 LIBRARY

FUTURE INITIATIVES

- The Library will continue to work with Fort Worth Independent School District and provide GED classes to adults four days per week.
- Continuing current successful database subscription and adding any new necessary databases to remain current.
- The Library will collaborate with Birdville ISD to auto-issue library cards to students registering in the fall.
- The Computer Center will continue to promote the ability to access our computers and the software available on them, WiFi and WiFi printing.
- The Library will collaborate with the HEB ISD to combat summer slide through integrated programming and opening local area elementary school libraries during summer break.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals:

-) Be proactive in meeting cultural, educational, recreational and historical needs
-) Develop a systematic approach to completing capital projects in the Half-Cent Sales Tax Fund and shift focus to paying off debt and facility operation and maintenance.
-) Provide programs to Hurst citizens that focus on healthy living.
-) To be more proactive in meeting the cultural, historical, and informational needs of the community by staying abreast of current information, practices, and technologies in order to provide the highest quality library services, in the most cost-effective manner.

Objectives:

-) To respond to community needs through the development, evaluation, and maintenance of a dynamic collection of materials and access to information using the most effective technologies available.
 - 0-3 Short Term
-) To maximize the use of Library resources by extending access through remote online access to information and selected services, and providing a safe, effective, and

CITY OF HURST

HALF-CENT COMMUNITY SERVICES

COMMUNITY SERVICES

0880 LIBRARY

comfortable environment for life-long learning, leisure and cultural activities in the Library.

➤ 0-3 Short Term

J To provide with exceptional customer service, quality programs and exhibits for increasing numbers of members of the Hurst community to respond to the needs of adults, young adults, and children for life-long learning, leisure, and cultural activities.

➤ 0-3 Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Volunteer Hours | 2,368 | 2,300 | 2,300 |
| <i>Workload/Output:</i> | | | |
| Number of Program Room Rentals | 10 | 10 | 10 |
| Number of Conference Room/Learning Center Rentals | 6 | 5 | 5 |
| Internet Computer Usage (hours) | 29,602 | 29,000 | 29,000 |
| WiFi User Sessions | 26,360 | 26,000 | 30,000 |
| Number of Public Computer Sessions Logged | 43,862 | 40,000 | 40,000 |
| Visits to Library Web Page | 120,651 | 110,000 | 110,000 |
| <i>Effectiveness:</i> | | | |
| Percent of Express Checkouts Compared to Total Checkouts | 57% | 57% | 57% |
| <i>Efficiencies:</i> | | | |
| Number of Summer Reading Club Registrations | 1,908 | 2,100 | 2,100 |
| Percent of Summer Reading Club Registrants w/Participation (logged hours) | 68% | 68% | 68% |

ANTI-CRIME HALF CENT SALES TAX FUND

The Anti-Crime Half Cent Sales Tax Fund is a special revenue fund established to record receipts collected by the State for a one-half percent sales tax on taxable items sold within Hurst for crime control and prevention programs. The Hurst Crime Control District was authorized to collect the sales tax by voter referendum on September 9, 1995.

In 1989, legislation had been passed which authorized a Crime Control and Prevention District (Article 2370c-4, Section 3.01, Vernon Civil Statutes) to allow cities and counties to establish a district and impose a local sales tax of 3 or 2 percent to fund its programs; however, only one county qualified. In 1993, legislative changes extended eligibility for creating and funding a district to include several other counties, more areas within the counties and a few cities in large counties. The legislation allowed a city's governing body to propose its own crime control and prevention district if the municipality was located (wholly or partially) within a county with a population of more than 1 million and the combined local tax rate would not exceed 2 percent. Therefore, cities in Bexar, Dallas, Harris and Tarrant counties were eligible. Early in 1995, the City of Fort Worth was the first city to enact the tax. Hurst was the second city in the state to enact the tax. The Hurst Crime Control District has the same boundaries as the City of Hurst with sales tax collected from all businesses located within the City. A crime control plan and a two-year financial plan were created by the Board. The Crime Control Plan outlined the prevention strategies for the district and included a method for evaluating the effectiveness of the strategies. The Two-Year Financial Plan included a budget for each strategy, revenue projections, and project-ending balances. After overwhelming voter approval of the tax on September 9th, the anti-crime budget was included in the 1995-1996 Operating Budget and was approved on September 12, 1995. In the 2014-2015 budget process, due to the continued economic downfall, the City Manager implemented a \$5 million reserve to ensure continued financial stability of this fund.

The revenue source allows the City to provide funding for Police personnel and capital equipment which would not be available through the normal budget process. Some of the benefits that Hurst citizens receive from the Anti-Crime tax are programs targeted to strengthen gang intervention activities, enhance neighborhood and business crime watch programs, and enforce domestic violence programs. Also, additional patrol officers reduce response times for emergency calls.

Revenues generated by the Crime Control District provide relief to the General Fund for expanded crime prevention and enforcement activities. The new tax created an opportunity for the City Council to provide tax relief to Hurst citizens in the form of an Ad Valorem tax rate reduction of 1/2 of one cent and to maintain senior citizen and disabled citizen exemptions at \$35,000 to offset the impact of the tax increase to Hurst citizens.

The 1/2 cent increase in sales tax was effective on January 1, 1996; one complete calendar quarter after the State Comptroller was notified of the results of the election. The City began receiving sales tax on March 1, 1996. Previously, the law provided that one complete calendar quarter must elapse for the new rate to take effect on the following October 1, 1996. Police Department staff was instrumental in changing the law to remove this requirement through Senate Bill 7974 in order for collections to begin in Fiscal Year 1995-96 instead of fiscal year 1996-97.

An election was held on August 12, 2000 for the purpose of renewing the Crime Control and Prevention District for ten years. Voters approved the renewal of the District and the continuance of the half cent sales tax with 91% of voters favoring the proposition. The Crime Control and Prevention District went before the voters again in May 2010 and was passed by an overwhelming majority. The 2010 election approved a twenty year continuance of the sales tax.

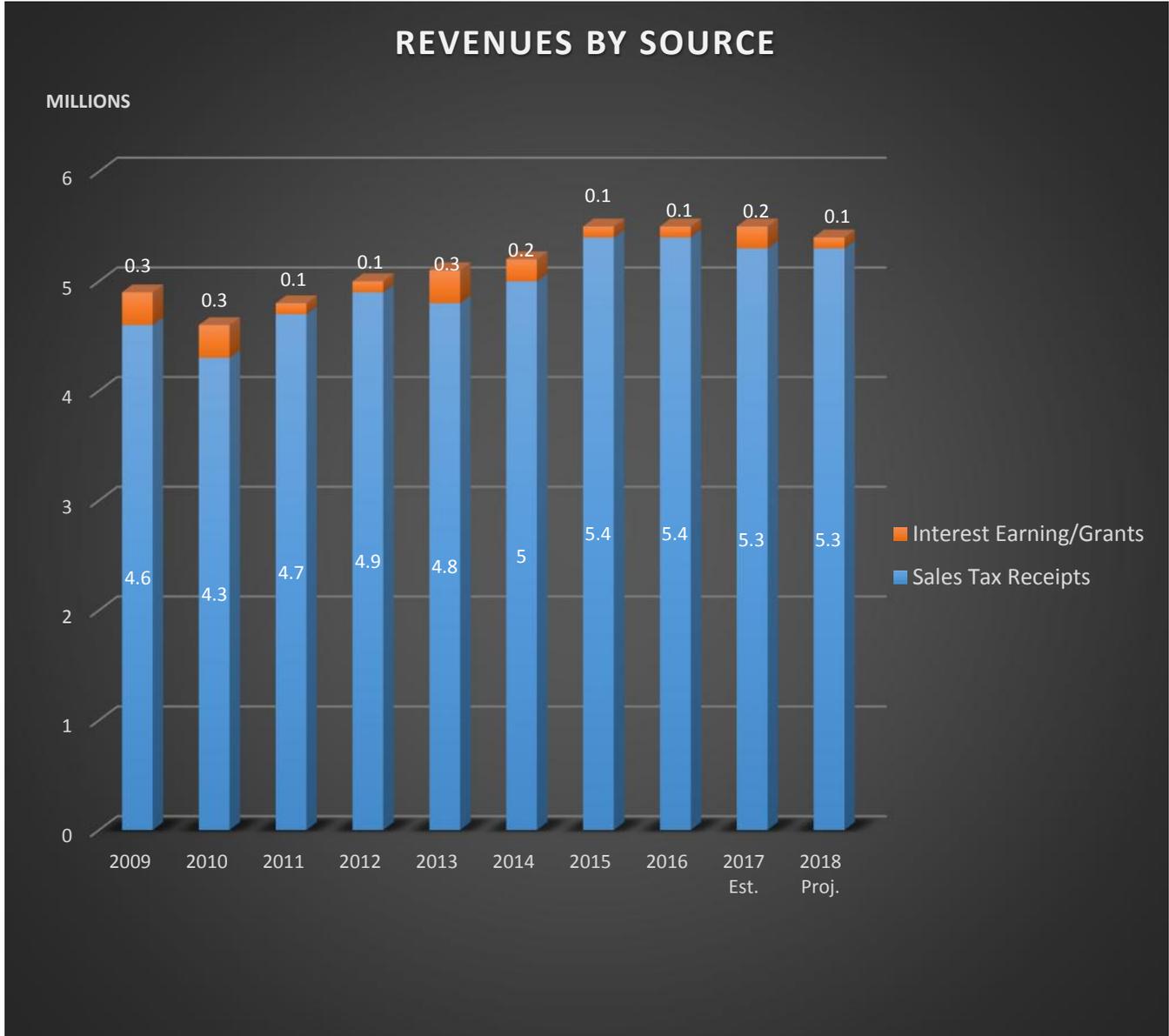
**CITY OF HURST
2017-2018 APPROVED BUDGET
ANTI-CRIME
HALF-CENT SALES TAX FUND
REVENUES AND EXPENDITURES**

| | ACTUAL 2013-14 | ACTUAL 2014-15 | ACTUAL 2015-16 | BUDGET 2016-17 | ESTIMATED BUDGET 2016-17 | APPROVED BUDGET 2017-18 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| BEGINNING BALANCE | \$8,723,119 | \$8,438,116 | \$7,473,622 | \$6,844,551 | \$6,722,162 | \$6,095,245 |
| REVENUES | | | | | | |
| State of Texas | 133,346 | 61,730 | 80,792 | 62,000 | 62,000 | 64,000 |
| City of Euless | 6,329 | 8,369 | 9,059 | 3,400 | 9,000 | 9,000 |
| City of Bedford | 6,618 | 0 | 17,428 | 3,400 | 9,000 | 9,000 |
| City of Bedford Storefront Lease | 0 | 20,070 | 26,619 | 29,645 | 29,645 | 29,645 |
| Bullet Proof Vest | 0 | 10,215 | 9,400 | 5,600 | 5,600 | 0 |
| Tarrant County 9-1-1 | 16,677 | 0 | 0 | 0 | 0 | 0 |
| Other | 3,174 | 3,121 | 3,688 | 0 | 0 | 0 |
| TOTAL GRANTS | \$166,144 | \$103,505 | \$146,987 | \$104,045 | \$115,245 | \$111,645 |
| Sales Tax Receipts | 5,028,717 | 5,358,521 | 5,438,519 | 5,385,395 | 5,278,876 | 5,279,876 |
| Interest Earnings | 30,741 | 49,428 | 49,322 | 46,000 | 74,354 | 91,000 |
| Traffic Signal Safety Indirect | 0 | 0 | 2,546 | 0 | 42,733 | 0 |
| TOTAL REVENUES | \$5,225,602 | \$5,511,454 | \$5,637,374 | \$5,535,440 | \$5,511,208 | \$5,482,521 |
| OPERATING EXPENSES | | | | | | |
| Personnel Services | 2,230,897 | 2,365,543 | 2,472,903 | 2,519,673 | 2,516,134 | 2,582,822 |
| Materials & Supplies | 74,870 | 50,721 | 104,797 | 84,400 | 77,600 | 84,400 |
| Maintenance | 11,329 | 47,096 | 78,030 | 67,965 | 55,810 | 47,965 |
| Sundry Charges | 310,137 | 309,914 | 341,967 | 393,822 | 383,028 | 416,307 |
| Indirect Overhead | 1,866,545 | 1,774,032 | 1,814,494 | 1,808,302 | 1,808,302 | 1,762,314 |
| Internal Services | 449,418 | 449,418 | 551,436 | 588,713 | 588,713 | 588,713 |
| Capital Outlay | 0 | 34,462 | 20,129 | 93,605 | 93,605 | 0 |
| TOTAL EXPENSES | \$4,943,196 | \$5,031,186 | \$5,383,756 | \$5,556,480 | \$5,523,192 | \$5,482,521 |
| CAPITAL LEASE EXPENSE | \$342,129 | \$466,355 | \$466,355 | \$466,353 | \$466,353 | \$466,353 |
| INTERFUND TRANSFER | \$0 | \$0 | \$34,485 | \$0 | \$0 | \$0 |
| PROJECT EXPENSES | \$225,281 | \$978,409 | \$504,239 | \$0 | \$148,579 | \$0 |
| ENDING FUND BALANCE | \$8,438,116 | \$7,473,622 | \$6,722,162 | \$6,357,158 | \$6,095,245 | \$5,628,892 |
| RESTRICTED / INTERFUND TRANSFERS | | | | | | |
| Animal Control Center | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,500,000 |
| Radio System Lease | \$1,368,517 | \$1,399,060 | \$895,596 | \$453,872 | \$453,872 | \$0 |
| REMAINING FUND BALANCE | \$7,069,600 | \$6,074,562 | \$5,826,566 | \$5,903,286 | \$5,641,374 | \$4,128,892 |

ANTI CRIME HALF-CENT SALES TAX FUND

REVENUES BY SOURCE

| Actual 2015-2016 | Budget 2016-2017 | Estimated 2016-2017 | Approved 2017-2018 |
|---------------------------|---------------------------|---------------------------|---------------------------|
| \$5,438,519 | \$5,385,395 | \$5,278,876 | \$5,279,876 |
| <u>198,855</u> | <u>150,045</u> | <u>232,332</u> | <u>202,645</u> |
| <u>\$5,637,374</u> | <u>\$5,535,440</u> | <u>\$5,511,208</u> | <u>\$5,482,521</u> |

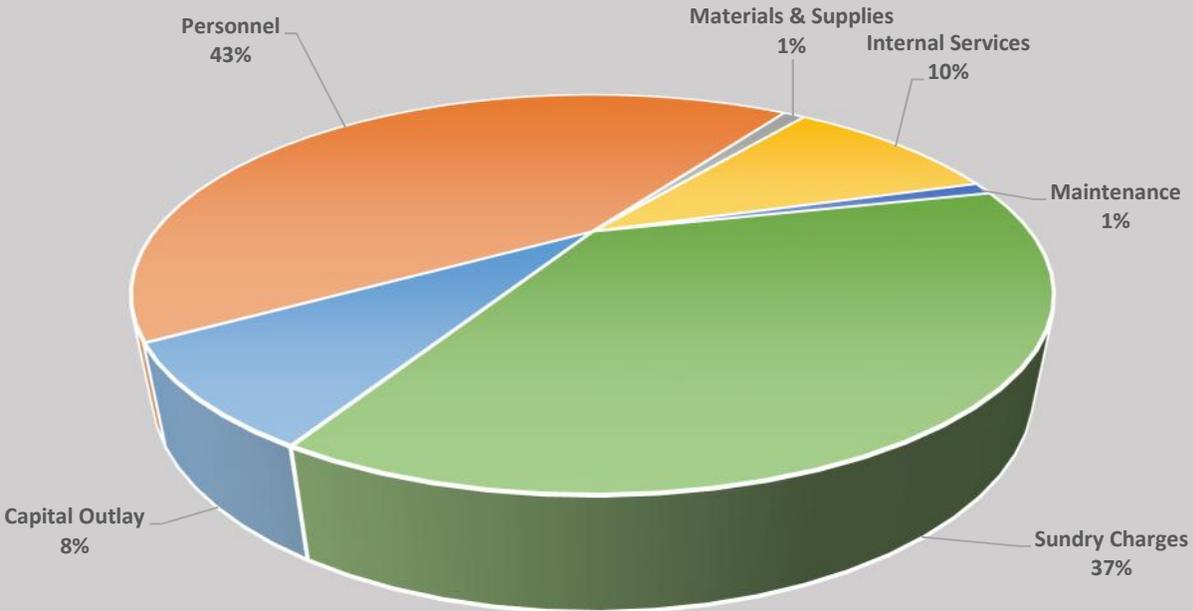


ANTI CRIME HALF-CENT SALES TAX FUND

OPERATING EXPENDITURES BY CLASSIFICATION (Capital Projects Included/Capital Lease Payment Included)

| | <u>Actual 2015-2016</u> | <u>Budget 2016-2017</u> | <u>Estimated 2016-2017</u> | <u>Approved 2017-208</u> |
|------------------------|-----------------------------|-----------------------------|--------------------------------|------------------------------|
| Personnel Services | 2,472,903 | 2,519,673 | 2,516,134 | 2,582,822 |
| Materials and Supplies | 104,797 | 84,400 | 77,600 | 84,400 |
| Maintenance | 78,030 | 67,965 | 55,810 | 47,965 |
| Sundry Charges | 2,156,461 | 2,202,124 | 2,191,330 | 2,178,621 |
| Internal Services | 551,436 | 588,713 | 588,713 | 588,713 |
| Capital Lease Payment | 466,355 | 466,353 | 466,353 | 466,353 |
| Capital Outlay | <u>524,366</u> | <u>93,605</u> | <u>242,183</u> | <u>0</u> |
| Total | <u>\$6,354,348</u> | <u>\$6,022,833</u> | <u>\$6,138,123</u> | <u>\$5,948,874</u> |

2017-2018 Percentage Distribution



An activity schedule for Anti-Crime Half Cent Sales Tax Fund begins on page 345. It includes a summary of expenses, a personnel schedule, mission statement, division description, prior year results and accomplishments, future initiatives, goals, objectives, and performance measures. Line item detail and Capital Outlay by Program are not provided in this budget document. The Finance Division will provide a 2017-2018 Line Item Detail Budget document upon request.

| | | |
|-----------------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 231 HC SALES TAX ANTI-CRIME | POLICE | POLICE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$2,472,903 | \$2,519,673 | \$2,516,134 | \$2,582,822 |
| MATERIAL AND SUPPLIES | \$104,797 | \$84,400 | \$77,600 | \$84,400 |
| MAINTENANCE | \$78,030 | \$67,965 | \$55,810 | \$47,965 |
| SUNDRY CHARGES | \$2,156,461 | \$2,202,124 | \$2,191,330 | \$2,178,621 |
| INTERNAL SERVICES | \$551,436 | \$588,713 | \$588,713 | \$588,713 |
| CAPITAL OUTLAY | \$990,721 | \$559,958 | \$708,536 | \$466,353 |
| TOTAL 231-0440 | \$6,354,348 | \$6,022,833 | \$6,138,123 | \$5,948,874 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| TECH SERVICES SUPERVISOR | Exempt | 1 | 1 | 1 | 1 |
| POLICE OFFICER | 91 | 13 | 13 | 13 | 13 |
| COMMUNICATIONS SUPERVISOR | 60 | 1 | 1 | 1 | 1 |
| PUBLIC SERVICE SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| SENIOR POLICE DISPATCHER | 58 | 1 | 1 | 1 | 1 |
| POLICE DISPATCHER | 57 | 2 | 2 | 2 | 2 |
| CRIME VICTIM LIASON | 56 | 1 | 1 | 1 | 1 |
| JAILER | 55 | 3 | 3 | 3 | 3 |
| JAIL SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| PUBLIC SERVICE OFFICER | 55 | 4 | 4 | 4 | 4 |
| POLICE RECORDS CLERK | 54 | 2 | 2 | 2 | 2 |
| TOTAL 231-0440 | | 30 | 30 | 30 | 30 |

CITY OF HURST

HALF-CENT ANTI CRIME

POLICE

0440 POLICE

MISSION STATEMENT

The mission of the Crime Control and Prevention District is to assist the Police Department in providing exceptional service to its citizens and employees through a problem-solving approach and teamwork efforts.

DIVISION DESCRIPTION

The Hurst Police Department is a nationally accredited law enforcement agency providing twenty-four-hour a day law enforcement services for the citizens of Hurst and visitors to our community. The Department is a diverse community-based agency offering modern, professional and courteous service to the citizens of Hurst and Northeast Tarrant County area.

The two divisions within the Hurst Police Department, the Operations and Administrative Divisions, are responsible for police patrol, traffic enforcement, criminal investigations, crime prevention, juvenile services, 9-1-1 communications, criminal records, property and evidence, animal services, school crossing guards and narcotic investigations. The department also conducts numerous crime prevention and educational law enforcement programs for the public using two police outreach facilities to obtain community involvement and participation.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Expanded the crime-free multi housing program.
 - ✓ Expanded defensive tactics training to surrounding cities, State and Federal agencies, and the military.
 - ✓ Created a safety exchange zone.
 - ✓ Expanded in-house training to surrounding cities.
-

FUTURE INITIATIVES

- Expand the Family Assistance program.
 - Partner with County and other local agencies to develop an Intimate Partner Violence program.
 - Create Unidos program to increase partnership with Hispanic community.
 - Increase community outreach through events such as “Chat with the Chief” and “Coffee with a Cop”.
-

CITY OF HURST

HALF-CENT ANTI CRIME

POLICE

0440 POLICE

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Leadership |

Goals: Expand responsive services provided to our customers to improve community well-being.

Objectives:

-) Assign additional Family Assistance Officer to the Community Services Division to provide assistance and services to special needs persons and family violence victims and offenders.
 - 0-3 Years Short Term

Objectives:

-) Partner with the Tarrant County District Attorney's Office and other Northeast Tarrant County police agencies to develop and implement an Intimate Partner Violence program to concentrate enforcement on offenders.
 - 0-3 Years Short Term

Goals: Increase partnership with community to foster relationships and raise awareness of available services.

Objectives:

-) Create Unidos outreach program to increase awareness of available services and provide more opportunities to partner with the Hispanic community.
 - 0-3 Years Short Term

Objectives:

-) Schedule and conduct community outreach events such as "Chat with the Chief" and "Coffee with a Cop" at businesses, schools, organizations, and public events.
 - 0-3 Years Short Term

CITY OF HURST

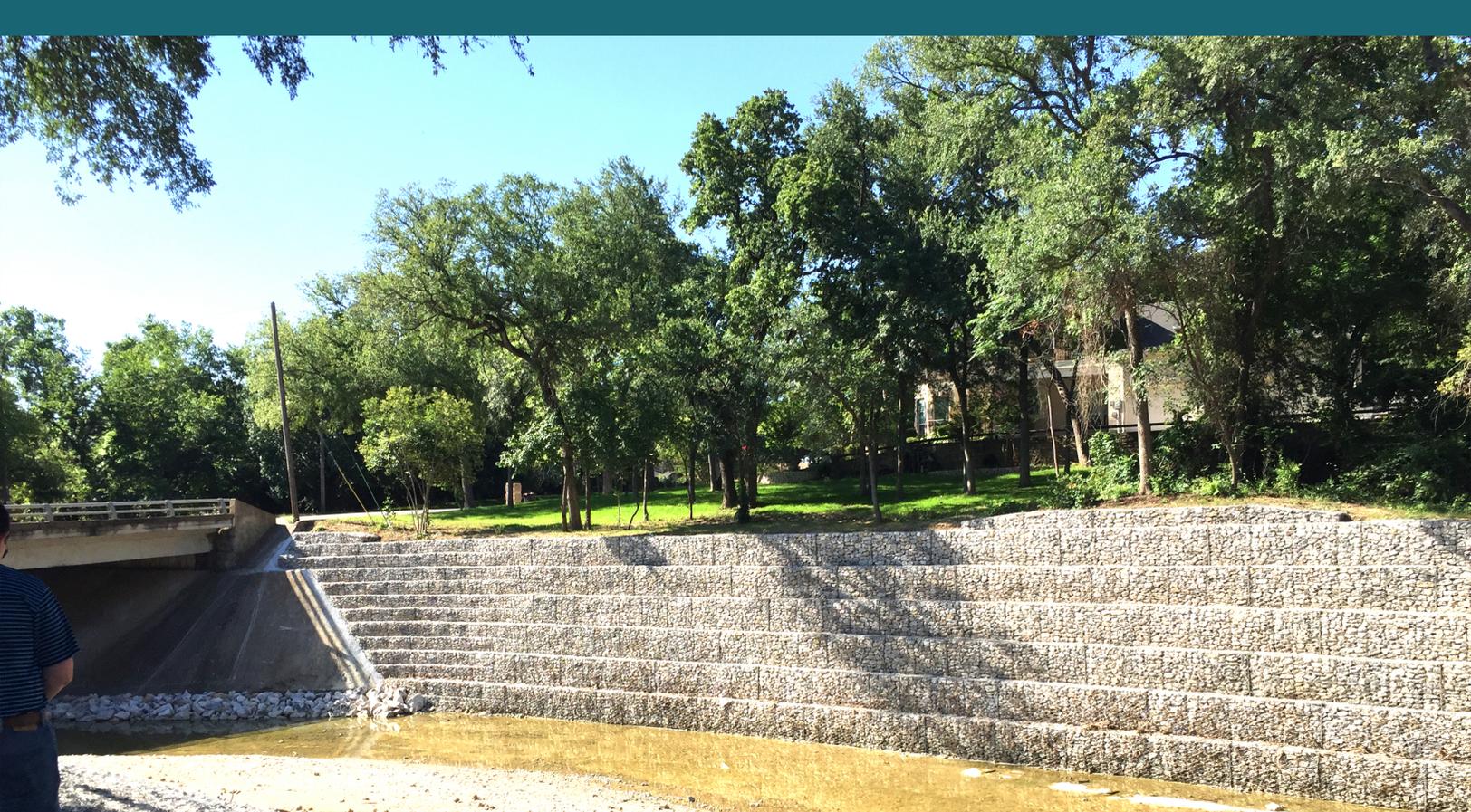
HALF-CENT ANTI CRIME

POLICE

0440 POLICE

| Measures: | PY Actual | CY Estimate | Projected |
|---|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Police Traffic Officers | 6 | 6 | 6 |
| Police Mall Officers | 1 | 1 | 1 |
| Police Community Services Officers | 6 | 6 | 6 |
| Number of Civilian Personnel | 17 | 17 | 17 |
| Number of Volunteer Hours Worked | 9,119 | 9,250 | 9,300 |
| Total Value of Volunteer Hours | \$162,318 | \$164,650 | \$165,540 |
| Total Area Size | 9.8 Miles | 9.8 Miles | 9.8 Miles |
| Population | 38,884 | 38,884 | 39,814 |
| <i>Workload/Output:</i> | | | |
| Total Calls for Service | 57,840 | 49,894 | 55,000 |
| Number of Arrests | 2,662 | 2,678 | 2,700 |
| Number of Reports | 5,542 | 5,052 | 5,100 |
| Number of MHMR Law Liaison Contacts | 1,000 | 750 | 765 |
| Number of Crime Victim Coordinator Contacts | 2,005 | 1,904 | 1,950 |
| <i>Effectiveness:</i> | | | |
| Residential Programs | 19 | 19 | 19 |
| Business Programs | 10 | 10 | 10 |
| School Programs | 9 | 9 | 9 |
| Police Outreach Facilities | 2 | 2 | 2 |
| <i>Efficiencies:</i> | | | |
| Number of Officers per 1,000 population | 2 | 2 | 2 |
| Per Capita Cost for Police Services: Half-Cent Anti-Crime Fund | 154.89 | 157.86 | 149.42 |

HURST★TEXAS



**PUBLIC WORKS
DEPARTMENT**

**ENGINEERING AND
CONSTRUCTION
DIVISION**

STORM DRAINAGE UTILITY

TO PROVIDE FOR EFFECTIVE ADMINISTRATION OF PUBLIC WORKS ACTIVITIES THAT ENSURES SAFE AND EFFICIENT STORM DRAINAGE SYSTEMS. TO ENSURE THAT ALL CITY PROJECTS UNDERTAKEN, INCLUDING DRAINAGE IMPROVEMENTS, ARE DESIGNED AND CONSTRUCTED IN ACCORDANCE WITH CITY REGULATIONS AND ACCEPTED ENGINEERING AND CONSTRUCTION PRINCIPLES AND PRACTICES.

STORM DRAINAGE UTILITY FUND

The Storm Drainage Utility Fund was implemented during Fiscal Year 2008-2009. This utility fee is determined by calculating impervious area for properties throughout the City. The fee is assessed on water bills and will generate funding for drainage projects and unfunded federal mandates associated with the state required Stormwater Management Plan.

CITY OF HURST 2017-2018 APPROVED BUDGET STORM DRAINAGE UTILITY FUND REVENUES AND EXPENDITURES

| | | |
|---|---------------|--------------------------------|
| BEGINNING FUND BALANCE OCTOBER 1, 2017 | | \$496,232 |
| REVENUES | | |
| Storm Drainage Utility Fees | \$1,096,000 | |
| TOTAL REVENUES | | <u>\$1,096,000</u> |
| TOTAL FUNDS AVAILABLE | | \$1,592,232 |
| ESTIMATED EXPENDITURES | | |
| Engineering | | |
| Personnel | | \$146,372 |
| Materials & Supplies | | 1,740 |
| Maintenance | | 1,800 |
| Sundry | | |
| Professional Services | \$68,300 | |
| Training/Certification | 4,205 | |
| Indirect Cost Allocation | 83,856 | |
| Misc | 3,404 | |
| Depreciation | <u>4,840</u> | 164,605 |
| Internal Services | | 3,639 |
| Capital Outlay | | 0 |
| Capital Projects | | 0 |
| Total Engineering | | <u>\$318,156</u> |
| Drainage | | |
| Personnel | | \$222,236 |
| Materials & Supplies | | 6,401 |
| Maintenance | | 217,155 |
| Sundry | | |
| Professional Services | \$36,633 | |
| Rent - Equipment | 2,000 | |
| Special Events - Hazardous Waste | 50,000 | |
| Misc | 5,848 | |
| Depreciation | <u>82,079</u> | 176,560 |
| Internal Services | | 77,127 |
| Capital Projects | | 260,000 |
| Total Drainage | | <u>\$959,479</u> |
| TOTAL EXPENDITURES | | <u>\$1,277,635</u> |
| Less Depreciation | \$86,919 | |
| ESTIMATED FUND BALANCE AT SEPTEMBER 30, 2018 | | <u><u>\$401,516</u></u> |

| | | |
|---|---|--------------------------------|
| FUND 530 STORM WATER MANAGEMENT FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION ENGINEERING |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$109,666 | \$142,507 | \$143,014 | \$146,372 |
| MATERIAL AND SUPPLIES | \$1,223 | \$1,740 | \$1,720 | \$1,740 |
| MAINTENANCE | \$1,800 | \$1,800 | \$1,800 | \$1,800 |
| SUNDRY CHARGES | \$115,295 | \$163,411 | \$159,933 | \$164,605 |
| INTERNAL SERVICES | \$12,618 | \$3,639 | \$3,639 | \$3,639 |
| CAPITAL OUTLAY | \$556,956 | \$0 | \$0 | \$0 |
| TOTAL 530-0663 | \$797,558 | \$313,097 | \$310,106 | \$318,156 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| CITY ENGINEER | Exempt | 1 | 1 | 1 | 1 |
| TOTAL 530-0663 | | 1 | 1 | 1 | 1 |

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0663 ENGINEERING

MISSION STATEMENT

To provide for effective administration of Public Works activities that ensures safe and efficient storm drain systems and to ensure that all City public drainage improvements are designed and constructed in accordance with City regulations and accepted engineering and construction principles and practices.

DIVISION DESCRIPTION

The Engineering Division of the Public Works Department is responsible for the overall engineering and construction of streets and drainage activities. The Engineering Division is responsible for reviewing and/or preparing construction plans, issuing permits, and inspecting new construction of all street and drainage systems. The Engineering Division also prepares long range planning for street and drainage improvements. The GIS staff within the Engineering Division prepares and maintains a storm drain system inventory and updates all storm sewer maps.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Complete design of Pipeline Road Phase 3 (storm drain portion).
 - ✓ Complete construction of Pipeline Road Phase 2 (storm drain portion)
 - ✓ Complete study for Master Drainage Plan Phase 2 – Valley View Branch
 - ✓ Complete design and construction of the North Riley Place Groundwater Drain
 - ✓ Complete construction of Brushy Creek Channel Improvements at Brown Trail
 - ✓ Preliminary design report on Cimarron Trail Drainage Study
 - ✓ Completed Bedford-Eules Road Bridge Repairs over Lorean Branch
-

FUTURE INITIATIVES

- Begin design of Pipeline Road Phase 4 (storm drain portion)
 - Begin design for Walker Branch Drainage Improvements
 - Begin design of Cimarron Trail Drainage Improvements
 - Begin design of Hurstview Drive Bridge Repairs over Lorean Branch
-

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0663 ENGINEERING

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities: [Click here to enter text.](#)

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Innovation |

Goals:

-) Periodically report on progress of capital projects.
-) Continue to rate, prioritize, and review capital improvements and facilities projects.
-) Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

-) Improve contracting procedures for drainage construction projects to provide improved delivery methods for the public.
 - 0-3 Short Term
-) Reduce risk to the City regarding construction projects where possible and appropriate.
 - 0-3 Short Term
-) Continue to implement the required Storm Water Management Program with partial funding from the Storm Drainage Utility Fee.
 - 0-3 Short Term
-) Evaluate the city infrastructure annually and determine projects that require rehabilitation or new construction.
 - 0-3 Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|------------------------------------|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of employees | 1 | 1 | 1 |
| Storm Drainage Fund Expenditures | \$240,602 | \$310,106 | \$316,287 |
| <i>Workload/Output:</i> | | | |
| Development Flood Studies Reviewed | 2 | 3 | 2 |
| Floodplain Information Requests | 343 | 6 | 5 |

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0663 ENGINEERING

| Performance Measures: | PY Actual | CY Estimate | Projected |
|------------------------------------|------------------|--------------------|------------------|
| CIP Drainage Projects Completed | 2 | 3 | 2 |
| Annual Report for Insurance Rating | 1 | 1 | 1 |
| <i>Effectiveness:</i> | | | |
| Amount of SDU Budget Utilized | 92% | 99% | 95% |
| <i>Efficiencies:</i> | | | |
| Homes Flooded by Rising Water | 0 | 0 | 0 |
| Insurance Rating by FEMA | 7 | 8 | 8 |

| | | |
|---|---|-------------------------------------|
| FUND 530 STORM WATER MANAGEMENT FUND | CITY OF HURST DEPARTMENT PUBLIC WORKS | DIVISION STREETS/DRAINAGE |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$222,165 | \$214,313 | \$217,315 | \$222,236 |
| MATERIAL AND SUPPLIES | \$4,415 | \$6,401 | \$5,745 | \$6,401 |
| MAINTENANCE | \$221,654 | \$367,155 | \$206,788 | \$217,155 |
| SUNDRY CHARGES | \$131,765 | \$213,623 | \$157,712 | \$176,560 |
| INTERNAL SERVICES | \$58,329 | \$77,127 | \$77,127 | \$77,127 |
| CAPITAL OUTLAY | \$328,478 | \$30,000 | \$396,000 | \$260,000 |
| TOTAL 530-0664 | \$966,806 | \$908,619 | \$1,060,687 | \$959,479 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| STREET CREWLEADER | 56 | 1 | 1 | 1 | 1 |
| STREET SWEEPER OPERATOR | 53 | 1 | 1 | 1 | 1 |
| STREET MAINTENANCE WORKER | 51 | 2 | 2 | 2 | 2 |
| TOTAL 530-0664 | | 4 | 4 | 4 | 4 |

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0664 DRAINAGE

MISSION STATEMENT

To perform maintenance of the channels and drainage systems in a professional manner to provide safe and efficient flow of storm water runoff, and develop and implement comprehensive and aggressive flood plan management that is efficient, safe and environmentally friendly.

DIVISION DESCRIPTION

This Division is responsible for maintaining the drainage system consisting of fourteen miles of open channels, drainage pipes, inlets, curb and gutters. This division maintains specific channels for the Army Corp of Engineers annual inspection and TxDOT's bridge inspection program. This division also performs street sweeping and responds to all citizen complaints related to drainage.

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Managed vegetation control of the channels with herbicides and by mowing
 - ✓ Managed contractors for surface drainage program
 - ✓ Maintained the drainage system
 - ✓ Replaced missing storm drain decals
 - ✓ Swept Hurst streets four times/year
-

FUTURE INITIATIVES

- Street sweeping
 - Bridge and inlet inspection
 - Replacement of missing storm drain decals
 - Removal of silt and debris from channels
 - Vegetation control in channels with herbicides
 - Vegetation control in channels by mowing
 - Respond to emergency complaints within thirty minutes and resolve within seventy-two hours
-

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0664 DRAINAGE

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities:

- | | |
|--|--|
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Economic Vitality | <input type="checkbox"/> Redevelopment |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Leadership |

Goals:

-) Identify and implement funding to aggressively maintain and improve the City's infrastructure
-) Identify drainage issues for Engineering
-) Maintain the drainage systems in a condition for efficient and safe passage of storm water
-) Control vegetation in channels by mowing or through chemical application
-) Surface Drainage Program: maintain curb and gutter, driveways, sidewalks and valley gutters

Objectives:

-) Street sweeping
 - 10 + Years Long Term
-) Manage the surface drainage program
 - 3-10 Years Intermediate Term
-) Vegetation control
 - 3-10 Years Intermediate Term
-) Inspections and repairs of channels and bridges
 - 0-3 Years Short Term
-) Inlet inspections and decals
 - 10 + Years Long Term
-) Implementation of the integrated storm water management (iSWM) plan
 - 10 + Years Long Term
-) Maintain the drainage system and clear obstructions before and after rain events.
 - 10 + Years Long Term

CITY OF HURST

STORM DRAINAGE FUND

PUBLIC WORKS

0664 DRAINAGE

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|------------------|--------------------|------------------|
| <i>Input:</i> | | | |
| Number of Drainage employees | 4 | 4 | 4 |
| Drainage Expenditures | \$966,806 | \$1,060,687 | \$959,479 |
| <i>Workload/Output:</i> | | | |
| Vegetation applications per year | 3 | 3 | 3 |
| Inlets inspected/cleaned | 1779 | 1871 | 1915 |
| Storm drain decals replaced | 195 | 375 | 300 |
| Silt removal from drainage system (tons) | 90 | 100 | 120 |
| <i>Effectiveness:</i> | | | |
| Percent of streets cleaned/swept 4 times/year | 100% | 100% | 100% |
| Percent of complaints responded to within thirty minutes | 100% | 100% | 100% |
| Percent of complaints resolved within three days | 95% | 95% | 97% |
| <i>Efficiencies:</i> | | | |
| Budget cost per employee | \$241,701 | \$265,172 | \$239,870 |
| Percent of channels in city sprayed three times a year to control vegetation | 100% | 100% | 100% |

HURST★TEXAS

HURST★TEXAS



HURST CONFERENCE CENTER

THE MISSION OF THE HURST CONFERENCE CENTER IS TO CREATE MEMORABLE AND SUCCESSFUL EVENTS BY EXCEEDING EXPECTATIONS AND DELIVERING PROFESSIONAL EXCELLENCE WHILE OPERATING AS A PROFITABLE BUSINESS.

HURST CONFERENCE CENTER FUND

The Hurst Conference Center (HCC) opened in September 2010. The HCC is the focal point of the Hurst Town Center and the Transforming Hurst Redevelopment Program. HCC is a state-of-the-art facility that is conveniently located in the heart of the DFW Metroplex. Situated steps from hotel accommodations, the facility has over 50,000 square feet of event space, a premier Executive Boardroom and outdoor area boasting cozy fireplaces and a relaxing water feature. Together with well-appointed finishes, technologically advanced amenities and exceptional on-site food service, audio-visual, IT and conference services, HCC is an ideal location for meetings, trade shows and events welcoming up to 900 guests. The facility is managed by City Staff. For information on amenities, rates and menu options please visit www.hurstcc.com.

CITY OF HURST 2017-2018 APPROVED BUDGET HURST CONFERENCE CENTER FUND REVENUE AND EXPENDITURES

| | | |
|---|--------------|--------------------|
| FUND BALANCE OCTOBER 1, 2017 | | \$96,000 |
| REVENUES | | |
| Catering | \$ 1,409,642 | |
| Building Rent | 640,237 | |
| (Costs of Goods Sold) | (386,986) | |
| Concessions/Beverage Sales | 117,635 | |
| Reimbursed Wages | 10,375 | |
| Equipment Revenue | 150,777 | |
| Service Fee | 322,857 | |
| Miscellaneous | 14,477 | |
| TOTAL REVENUES | | \$2,279,014 |
| TOTAL FUNDS AVAILABLE | | \$2,375,014 |
| EXPENDITURES | | |
| Personnel Services | \$1,339,555 | |
| Materials & Supplies | 57,523 | |
| Maintenance | 107,752 | |
| Sundry | 695,083 | |
| Indirect Cost Allocation General Fund | 24,778 | |
| Indirect Cost Allocation IT | 20,000 | |
| Capital Outlay | 0 | |
| TOTAL EXPENDITURES | | \$2,244,691 |
| FUND BALANCE AT SEPTEMBER 30, 2018 | | \$130,323 |

* Estimated expenditures do not include the annual payment for Certificates of Obligation (CO's) issued to construct the facility. The CO's are financed within the Hotel/Motel Tax and Hurst Community Services Development Corporation funds.

| | | |
|----------------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 536 CONFERENCE CENTER FUND | ADMINISTRATION | ADMINSTRATION |
| SUMMARY | | |

| | ACTUAL 2015-2016 | BUDGET 2016-2017 | ESTIMATED 2016-2017 | APPROVED 2017-2018 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$1,160,302 | \$1,301,774 | \$1,288,894 | \$1,339,555 |
| MATERIAL AND SUPPLIES | \$47,772 | \$66,650 | \$45,558 | \$57,523 |
| MAINTENANCE | \$93,799 | \$75,336 | \$90,804 | \$107,752 |
| SUNDRY CHARGES | \$630,662 | \$625,568 | \$580,214 | \$739,861 |
| CAPITAL OUTLAY | \$5,645 | \$0 | \$0 | \$0 |
| TOTAL 536-0111 | \$1,938,179 | \$2,069,328 | \$2,005,470 | \$2,244,691 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2014-2015 | ACTUAL 2015-2016 | ACTUAL 2016-2017 | APPROVED 2017-2018 |
| BUSINESS MANAGER HCC | Exempt | 1 | 1 | 1 | 1 |
| EVENTS MANAGER HCC | Exempt | 1 | 1 | 1 | 1 |
| EXECUTIVE CHEF | Exempt | 1 | 1 | 1 | 1 |
| GEN MANAGER OF THE HCC | Exempt | 1 | 1 | 1 | 1 |
| HCC ASSISTANT GENERAL MANAGER | Exempt | 1 | 1 | 0 | 0 |
| OUTSIDE SALES REPRESENTATIVE | Exempt | 0 | 0 | 1 | 1 |
| SALES MANAGER HCC | Exempt | 1 | 1 | 1 | 1 |
| SALES & EVENTS COORDINATOR | 58 | 1 | 1 | 1 | 1 |
| SALES COORDINATOR | 58 | 1 | 1 | 1 | 1 |
| TECHNICAL SERVICES COORDINATOR | 58 | 1 | 1 | 2 | 2 |
| OPERATIONS SUPERVISOR HCC | 56 | 1 | 1 | 1 | 1 |
| SOUS CHEF HCC | 56 | 1 | 1 | 1 | 1 |
| FRONT OF HOUSE MANAGER | 54 | 0 | 0 | 1 | 1 |
| BANQUET & CATERING MANAGER | 54 | 1 | 1 | 0 | 0 |
| ADMINISTRATIVE ASSISTANT | 51 | 1 | 1 | 0 | 0 |
| PART TIME EMPLOYEES | Part-Time | 9.3 | 10.42 | 11.24 | 8.74 |
| TOTAL 536-0111 | | 22.3 | 23.42 | 24.24 | 21.74 |

CITY OF HURST

CONFERENCE CENTER
FUND

ADMINISTRATION

0111 ADMINISTRATION

MISSION STATEMENT

Total guest satisfaction accomplished through energized and motivated employees, flexible facilities, and superior standards. Our pledge is to support and foster the success of each event by working in harmony with our customers' expectations. Our support role is to promote regional economic business enhancement through maximized facility utilization.

DIVISION DESCRIPTION

Hurst Conference Center

PRIOR YEAR RESULTS & ACCOMPLISHMENTS

- ✓ Hired new chef who increased quality and moral while reducing costs of goods sold..
 - ✓ Increased revenue while reducing the number of events.
 - ✓ Converted front of building uplighting and chandelier to LED
-

FUTURE INITIATIVES

- Continue to lower utility costs by exploring greener avenues of energy consumption.
 - Increase venue revenue through prime date minimums.
 - Increase audio visual department revenue through ROI on new technology available for client rental.
-

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Council Priorities: Customer Service

Goals:

-) Continue to use all avenues to enhance and evaluate customer service.
-) Increase revenues and judiciously manage costs.
-) Continue to focus on legacy events to insure client retention.

CITY OF HURST

**CONFERENCE CENTER
FUND**

ADMINISTRATION

0111 ADMINISTRATION

Objectives:

- J To reinvest revenue surplus into building improvements.
 - 0-3 Years Short Term

- J Conduct a competitive analysis of facility rental rates.
 - 0-3 Years Short Term

- J Complete a five (5) and (10) year capital improvement plan for the Conference Center.
 - 0-3 Years Short Term

- J Provide training programs and certification opportunities for staff that will enhance customer service abilities, improve on in house repair and maintenance. Both will improve client retention and lower costs
 - 0-3 Years Short Term

| Performance Measures: | PY Actual | CY Estimate | Projected |
|--|-----------|-------------|-----------|
| <i>Input:</i> | | | |
| Number of full time employees | 12 | 13 | 13 |
| <i>Workload/Output:</i> | | | |
| Number of annual events | 407 | 385 | 368 |
| <i>Effectiveness:</i> | | | |
| Maintain an overall Client Survey score of 4.4 (Scale 1-5) | 4.7 | 4.8 | 4.8 |
| <i>Efficiencies:</i> | | | |
| Maintain Food and Beverage cost-of-goods-sold below industry standards | 22.8% | 20.9% | 20% |

CITY OF HURST CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM SUMMARY

The City of Hurst Capital Improvements Program (CIP) is a process by which the City develops a multi-year plan for major capital expenditures that matches available resources and satisfies City tax rate objectives and long-term plans. The CIP, a separately published document, lists each approved and proposed capital project, the time frame in which the project is estimated to be undertaken, the financial requirements of the project, and approved and proposed methods of financing. The CIP attempts to identify and plan for *all* major capital needs, both currently funded and unfunded, and deals with capital items that are different from those which are typically covered under the capital outlay category in each department's operating budget. Projects are divided into short range (necessary within three years), intermediate range (four to six years) and long range (beyond seven years). Generally, the CIP includes improvements costing \$100,000 or more, that are debt funded, that are non-recurring and have a multi-year useful life resulting in fixed assets. These include the construction and acquisition of new buildings, additions or renovations of existing buildings, construction and reconstruction of streets, water and sanitary sewer improvements, drainage improvements, land purchases and major equipment purchases. Projects are identified for funding through staff analysis, citizen input and meetings with City Council and Boards and Commissions.

As projects in the CIP are finally approved for financing by the City Council, they are moved from the "unfunded" section of the CIP to the "funded" section and become part of the detailed capital project lists in this section of the operating budget. The lists herein are categorized by funding source and project type as follows: Street Bond Fund, Drainage Bond Fund, Water and Sewer Bond Fund, 2005 General Obligation Bond Fund, 2012 General Obligation Bond Fund, Community Services Half-Cent Sales Tax Fund, Anti-Crime Half-Cent Sales Tax Fund, Special Projects Fund and Storm Drainage Utility Fund. A section for miscellaneous or other funding sources is also included. Descriptions of each fund and related financial statements are included on pages 359 to 386.

THE CITY'S GENERAL APPROACH AND OPERATING IMPACT OVERVIEW

The CIP for the City of Hurst is focused on adding value and extending life of City infrastructure with minimal increase in current operating costs. Funds in the Street Bond Fund are expended for reconstruction work on major streets and the resurfacing of roads with no anticipated operating costs. In fact, street improvements typically reduce maintenance costs for the City. The Drainage Improvements Program also has a positive impact on maintenance costs for the General Fund with the addition of concrete lined drainage channels in place of "natural" channels, which typically require a more substantial amount of landscape maintenance. For the Enterprise Fund, the replacement of water and wastewater mains and lines will also help remove costs in the operating budget. A positive impact to future operating costs are realized upon the completion of street, drainage, and water and wastewater improvements due to the upgrade or replacement of aged and sometimes malfunctioning infrastructure with newer more functional infrastructure. In fact, the upgrade and replacement of aging infrastructure lowers maintenance costs. Even so, windfall savings are not expected as infrastructure yet to be repaired or replaced continues to age creating a balance between new maintenance requirements and new infrastructure requiring little or no maintenance.

In prior years, major debt-related CIP projects have been timed so that debt issuance would not increase the property tax rate. In other words, debt service costs are scheduled to have as little impact annually as possible on taxpayers. Operations and maintenance revenue is also stabilized as a result of not having to shift tax revenues to the City's interest and sinking funds to cover debt service payments. A total of \$4.7 million of Streets and \$162,000 of Drainage unfunded projects are identified in the City of Hurst's CIP. These unfunded projects, as well as others, are prioritized by needs and compared against future debt levels and revenue projections to determine the timing of debt issuance and construction. Again, CIP projects financed through property tax supported debt indirectly impact the operating budget through the payment of principal and interest on the incurred debt. Funding sources other than debt are utilized when possible to minimize debt-related operating impact.

Operating costs of projects such as additional utilities, maintenance costs, and additional staffing are given consideration in establishing project priorities. The City's financial policy for new programs prevails for all CIP projects as follows: "New projects/programs will not be budgeted (funded) and implemented until the full annual costs and financial impact of the programs are known." The projects most likely to have an operating impact are those completed with Section 4B, half-cent sales tax revenue, as explained below.

Capital Improvements Program continued

The approval of an additional half percent sales tax on taxable goods and services within the City by voter referendum on January 16, 1993, provided a funding source restricted to Community Services' CIP projects. These projects would have otherwise been financed by property tax supported bonds or, if approved, through the General Fund budget. A corporation was formed to issue revenue bonds and authorize principal and interest payments from the Half-Cent Sales Tax proceeds. Importantly, the completed CIP projects will not impact General Fund operational costs. Maintenance and operation costs for the new facilities and improvements will instead be paid from sales tax proceeds as authorized by the State Legislature effective September 1, 1993. City of Hurst Officials were instrumental in communicating the need for an amendment to the Industrial Development Act of 1979, Article 5190.6, Section 4B, which now allows sales tax proceeds to not only construct major facilities and improvements but pay costs necessary to operate them. The City maintains a multi-year financial plan for the Half-Cent Community Services Fund to ensure all operating costs created by projects can continue to be absorbed by this special revenue fund.

The CIP is a dynamic process, with projects being added and deleted from funded and unfunded lists on an ongoing basis. Projects make their way to the unfunded list as identified by staff. The unfunded list literally contains all projects identified as viable by staff. Projects move from unfunded to funded only after the following additional consideration is given by staff, Council, Boards and Commissions and/or citizens:

- ◆ Fiscal impacts
- ◆ Health and safety effects
- ◆ Community economic effects
- ◆ Environmental, aesthetic, and social effects
- ◆ Amount of disruption and inconvenience caused
- ◆ Local minimum standards
- ◆ Distributional effects
- ◆ Feasibility, including public support and project readiness
- ◆ Implications of deferring the project
- ◆ Advantages accruing from relation to other capital projects
- ◆ Responds to an urgent need or opportunity

CAPITAL IMPROVEMENTS PROGRAM FUNDING

Due to the nature and total cost of approved projects, General Obligation Bonds, Certificates of Obligation and Revenue Bonds are major sources of funding. In an effort to reduce the issuance of future debt, for reasons previously discussed, the City pursues other sources of capital funding. This includes State & Federal grants, interlocal agreements, sales taxes, donations, and the use of excess operating revenues to finance projects on a pay-as-you-go basis. The following information provides a summary of past and future debt issuance and identifies the types of projects funded primarily through debt. Alternative sources of funding for capital projects are also discussed.

2005 Bond Election (General Obligation)

In June 2005, a Citizen Bond Committee met to review the City's short and intermediate term capital improvement needs. Staff introduced and explained the City's CIP document. The dynamic nature of the CIP was discussed in regards to projects being added and deleted from future unfunded needs based upon updated Council strategies, ongoing staff evaluation and ranking of projects, citizen surveys, and economic conditions. The Committee also considered other self-identified issues while developing its project recommendation. After extensive review and discussion, the Bond Committee recommended presenting nine projects totaling \$11.8 million to voters. In November 2005, voters approved eight of the projects totaling \$11.7 million. The approved projects will encourage redevelopment efforts in the City while also improving the condition of the City's infrastructure. As shown in the table below, the City issued its first \$4.5 million of voter-approved debt in 2006. In 2007, the City issued \$4.1 million. The final phase of \$3.1 million is scheduled to be issued in 2025 or later. Please note that the \$3,100,000 are drainage projects that will more than likely be funded with Storm Drain Utility funds in the future.

Capital Improvements Program continued

2005 Bond Election (General Obligation Cont.)

| Project Description | Amount | Amount | Amount | Amount |
|-----------------------------|---------------------|-------------------------|-------------------------|---------------------|
| | Authorized | Issued Fiscal Year 2006 | Issued Fiscal Year 2007 | Authorized Unissued |
| New Fire Station #2 | \$2,500,000 | \$2,500,000 | \$0 | \$0 |
| New Senior Center | 2,000,000 | 2,000,000 | 0 | 0 |
| Library Improvements | 1,500,000 | 0 | 1,500,000 | 0 |
| Street & Drainage Imp. | 4,000,000 | 0 | 2,600,000 | 1,400,000 |
| Hurst Athletic Complex Imp. | 1,700,000 | 0 | 0 | 1,700,000 |
| Total | \$11,700,000 | \$4,500,000 | \$4,100,000 | \$3,100,000 |

2012 Bond Election (General Obligation)

On May 12, 2012, voters approved \$16.5 million to construct a Justice Center and related parking facilities. The facility is approximately 61,000 square feet and includes the police department and municipal court. There is also a parking garage constructed to handle police, employee and visitor parking. The new center opened in February 2015.

Certificates of Obligation

The City typically issues approximately \$4 million per year in Certificates of Obligation. The City's Transforming Hurst redevelopment efforts have generated issuances higher than \$4 million in 2007, 2008 and 2009. No issuances occurred during 2010 or 2011. Certificate of Obligation funding allows the City to maintain the outstanding quality of its street, drainage, water and wastewater systems while remaining in-line with the goals of the City's multi-year financial forecast, which is included in the appendix of this document. All Certificate of Obligation projects currently funded are discussed in the Street Bond Fund, Drainage Bond Fund, Water and Sewer Bond Fund, Half-Cent Sales Tax Fund and Other Funding Sources sections on pages 373 to 383. The descriptions included on these pages provide the reader with a detailed explanation of each funded project.

Revenue Bonds

In the past, the City has issued Revenue Bonds backed by sales taxes restricted to the Half-Cent Community Services Fund. The funding associated with these type revenue bonds has been exhausted and most Community Services projects are now being completed on a pay-as-you-go basis utilizing sales tax proceeds. The City has also issued combined tax and revenue Certificates of Obligation in the past and all such proceeds are being carried in the Water and Sewer Bond Fund. Certificates of Obligation, in general, can be issued by the City at a lower cost than Revenue Bond issuance. As such, the City does not have immediate plans to issue Revenue Bonds in the near future. However, financial plans continue to be updated regarding the City's Transforming Hurst initiative and revenue bonds as well as all other funding opportunities are being considered. Please note that associated debt service schedules can be found in the Enterprise Fund and Other Funds sections of this document.

Alternate Funding Sources

The City of Hurst performs projects on a pay-as-you-go basis when possible. Pay-as-you-go funding is provided largely through special revenue funds. The City has legally created special revenue funds to account for the collection of sales taxes, hotel/motel occupancy taxes, court technology and security fees, commercial vehicle, peg fee and park donations. The City adopted storm water drainage fees in 2009, which are available to fund future capital projects. Other special revenue used for project purposes includes grant revenue and escrow funds. Each project manager within the City is responsible for identifying grant dollars for project completion and other needs. Aside from sales taxes, the most often used alternative funding source is the Special Projects Fund. At the end of each fiscal year, a certain percentage of budget savings from the General and/or Enterprise Funds are transferred to the Special Projects Fund through the City Manager's ordained authority. Through Council and City Manager approval, projects are subsequently created utilizing Special Projects Fund reserves.

Capital Improvements Program continued

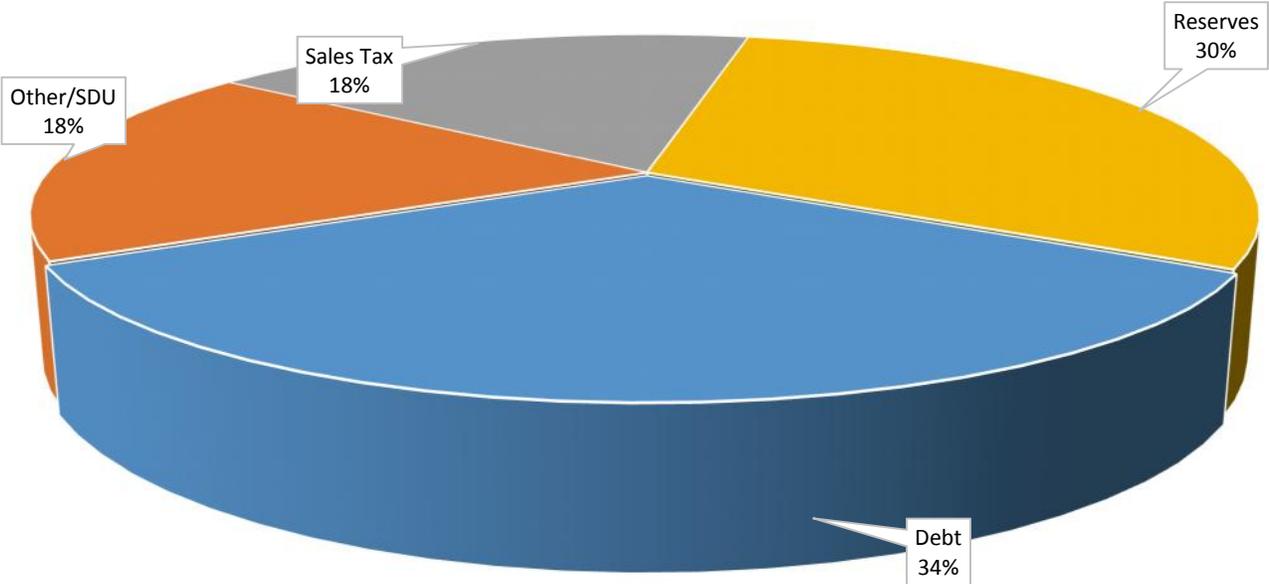
Projects Totals by Funding Category

A comprehensive listing of all capital requests and the justifications for projects from the respective departments of the City are available in a separate document entitled, "*The City of Hurst Capital Improvements Program as of October 1, 2017.*" The following table summarizes budgets for projects listed in this section of the operating budget, which includes funded projects only. Unfunded project totals are also listed here, and additional information about unfunded projects can be obtained from the supplemental CIP document.

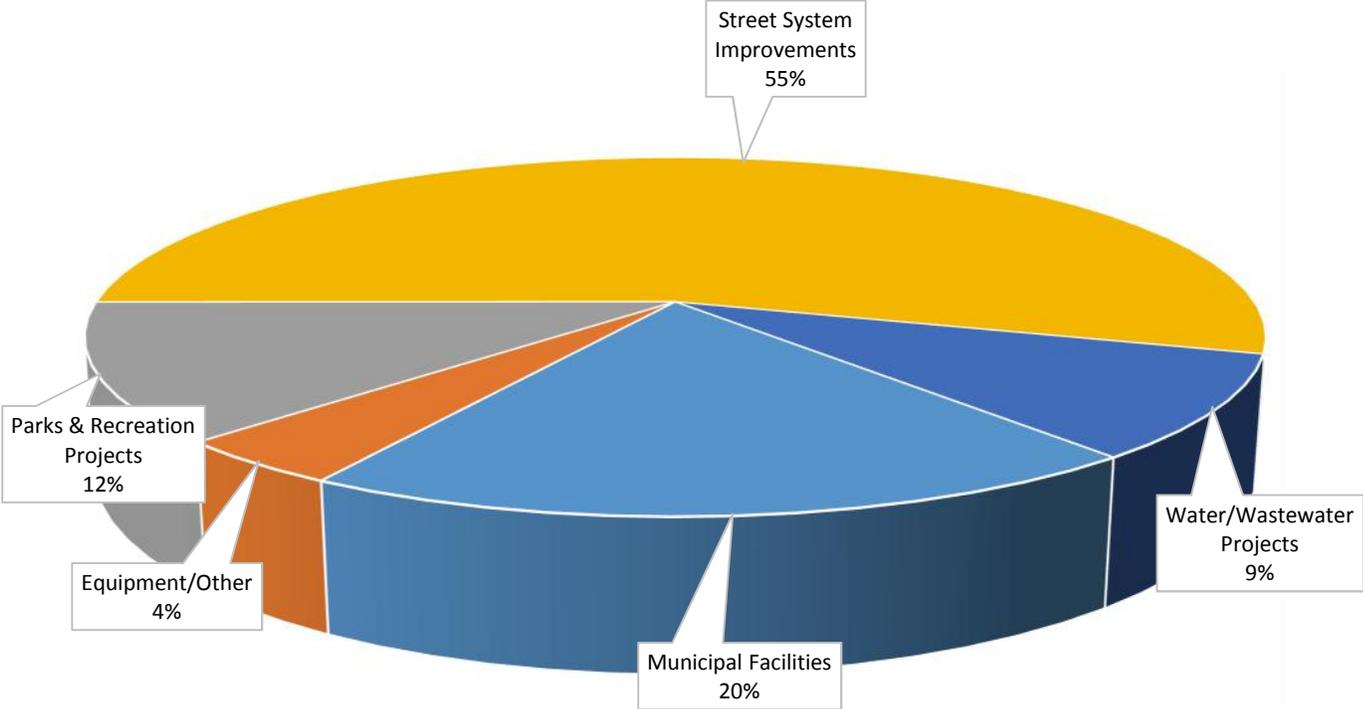
| Budgets For Funded Projects | | Proposed Budgets For Unfunded Projects | |
|--|----------------------|--|----------------------|
| Public Works | | Public Works | |
| Street Bond | \$ 4,547,949 | Street Bond | \$ 22,518,268 |
| Drainage Bond | \$ 11,823 | Drainage Bond | \$ 5,955,000 |
| Water & Sewer Bond | \$ 1,177,190 | Water & Sewer Bond | \$ 11,026,129 |
| Community Services Sales Tax Supported | \$ 1,557,000 | Community Services Sales Tax Supported | \$ 4,070,000 |
| Special Projects | \$ 5,104,918 | Special Projects | \$ 1,493,560 |
| Anti-Crime Sales Tax | \$ 1,500,000 | Anti-Crime Sales Tax | \$ -0- |
| 2005 General Obligation Bond | \$ -0- | 2005 General Obligation Bond | \$ -0- |
| Storm Drainage Utility Fund | \$ 1,194,981 | Storm Drainage Utility Fund | \$ -0- |
| Miscellaneous Funds | \$ 1,859,275 | Miscellaneous Funds | \$ 10,722,732 |
| Total | \$ 16,953,136 | Total | \$ 55,785,689 |

**Fiscal Year 2017-2018
Funded CIP Projects
\$16,953,136**

Sources of Funds



**Uses of Funds
\$16,953,136**



HURST★TEXAS

**CITY OF HURST
STREET BOND FUND
2017 - 2018 BUDGET**

The Street Bond fund accounts for the financing and construction of various street projects throughout the City. Street Bond fund financing is provided by Certificate of Obligation (CO) proceeds and debt was issued as follows:

| | |
|----------------|-------------|
| ▪ January 2000 | \$1,735,000 |
| ▪ June 2001 | \$1,680,000 |
| ▪ August 2002 | \$1,525,000 |
| ▪ July 2003 | \$2,360,000 |
| ▪ June 2005 | \$1,500,000 |
| ▪ July 2006 | \$1,825,000 |
| ▪ July 2007 | \$2,000,000 |
| ▪ August 2008 | \$2,015,000 |
| ▪ July 2009 | \$2,000,000 |
| ▪ July 2015 | \$2,800,000 |

Remaining funds available equal the bond sale proceeds and interest earnings less projects costs to-date. Projects primarily involve street reconstruction and enhancements that will add to the value and life of the infrastructure with very little impact on current operating costs. Most projects provide substantial savings to the operating budgets by reducing maintenance costs.

| | |
|--|----------------------------------|
| Fund Balance as of October 1, 2017 | |
| Restricted | 3,248,810 |
| Unrestricted | 0 |
| Estimated Receipts | 10,000 |
| Total Funds Available | <u>3,258,810</u> |
| | |
| Expenditures for 2017-2018 | <u>\$724,785</u> |
| | |
| Estimated Fund Balance September 30, 2018 | <u><u>\$2,534,025</u></u> |

The following tables provide comprehensive information about each project:

- Project Number
- Budget
- Actual Expenditures as of 10/1/17
- Estimated expenditures through 2017-2018
- Estimated expenditures through 2018-2019
- The estimated costs or savings expected to operational funds as a result of the project
- Project description
- Project justification
- The status and operating impact as of 9/30/17

**STREET BOND FUND
FUNDED PROJECTS**

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 6304105 Pipeline Phase 2 10/30/09 | \$1,484,995 | \$1,182,337 | \$302,658 | \$0 | (\$15,000) |
| Project 6413107 Pipeline Phase III 01/28/14 | \$3,062,954 | \$116,802 | \$422,127 | \$2,524,025 | (\$12,000) |
| TOTAL | \$4,547,949 | \$1,299,139 | \$724,785 | \$2,524,025 | (\$27,000) |

**STREET BOND FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 09/30/17 | Operating Impact 9/30/17 |
|---|---|---|---|
| <p>This project will widen Pipeline Road from Precinct Line Road to Hurstview Drive. Many of the intersections have been widened in preparation for this project.</p> | <p>This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost.</p> | <p>Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018.</p> | <p>O&M impact due to reduced maintenance costs with construction of new street.</p> |
| <p>This project will widen Pipeline Road from Lorean Branch Bridge to Harrison Lane.</p> | <p>This project is necessary to improve traffic flow along Pipeline Road and is a segment of an overall project to reconstruct and widen Pipeline Road from Billie Ruth Drive East to Brown Trail. Tarrant County has pledged to participate in 50% of the construction cost.</p> | <p>This project is currently in planning and ROW acquisitions.</p> | <p>O&M impact due to reduced maintenance costs with construction of new street.</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
DRAINAGE BOND FUND
2017 - 2018 BUDGET**

This fund accounts for the financing and construction of various drainage projects. Financing has been provided by Certificate of Obligation Bond Sales in 1998, 1999, 2000, 2001 2002, 2003, 2005, 2006, 2007, 2008 and 2009. Funds have been expended for the concrete lining of four major drainage channels that carry run-off water from the City of Hurst as well as from surrounding cities. The channels flow a short distance into the Trinity River, which is a major state tributary. The concrete-lined channels effectively protect surrounding residential areas from flooding and decrease maintenance costs for the General Fund by eliminating pools of water with associated pests, grass and weeds. Funding is also provided to purchase properties subject to flooding where it is not cost-effective to reconstruct drainage channels to accommodate floodwaters. All drainage projects reduce operational costs for future years by decreasing maintenance costs for the channels and by reducing the risk of property damage from flooding.

| | |
|--|---------------------|
| Fund Balance as of October 1, 2017 | |
| *Restricted | 90,052 |
| Unrestricted | 0 |
| Estimated Receipts | 0 |
| Total Funds Available | 90,052 |
| Expenditures for 2017-2018 | \$0 |
| Estimated Fund Balance September 30, 2018 | \$90,052 |

The following tables provide comprehensive information about each project:

- Project Number
- Budget
- Actual Expenditures as of 10/1/17
- Estimated expenditures through 2017-2018
- Estimated expenditures through 2018-2019
- The estimated costs or savings expected to operational funds as a result of the project
- Project description
- Project justification
- The status and operating impact as of 9/30/17

*\$90,052 are funds available but not yet allocated to a project.

**DRAINAGE BOND FUND
FUNDED PROJECTS**

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 6304105 Pipeline Phase 2 10/30/09 | \$11,823 | \$11,823 | \$0 | \$0 | (\$15,000) |
| TOTAL | \$11,823 | \$11,823 | \$0 | \$0 | (\$15,000) |

**DRAINAGE BOND FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 09/30/17 | Operating Impact 9/30/17 |
|---|---|---|---|
| <p>This project will widen Pipeline Road from Precinct Line Road to Hurstview Drive. Many of the intersections have been widened in preparation for this project.</p> | <p>This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost.</p> | <p>Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018.</p> | <p>O&M impact due to reduced maintenance costs with construction of new street.</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
WATER AND SEWER BOND FUND
2017 - 2018 BUDGET**

The Water and Sewer Bond Sale Fund accounts for capital improvement programs and capital equipment financed by bond sales. Although this fund is part of the Enterprise Fund, it is included in this section because the projects are addressed by priority and funding in the Capital Improvement Program. The ongoing capital improvement program for the replacement of utility mains and lines reduces operating costs of the Enterprise Fund budget by replacing the oldest and poorest quality water and sewer mains that have the greatest probability of breaking. New additions to the system will not impact maintenance costs for at least ten years. Financing for capital improvements has been provided by the issuance of revenue bonds in 1996, 1998, 1999, and 2000. Starting in 2001, Certificates of Obligation have been issued instead of Revenue Bonds to fund the Capital Improvement Program and the debt was issued as follows:

| | |
|--------|-------------|
| ▪ 2001 | \$1,970,000 |
| ▪ 2002 | \$2,000,000 |
| ▪ 2003 | \$2,000,000 |
| ▪ 2005 | \$2,900,000 |
| ▪ 2007 | \$2,500,000 |
| ▪ 2008 | \$1,785,000 |
| ▪ 2009 | \$2,000,000 |
| ▪ 2015 | \$1,125,000 |

| | |
|--|------------------------------------|
| Fund Balance as of October 1, 2017 | |
| Restricted | \$875,363 |
| Unrestricted | 0 |
| Estimated Receipts | 3,000 |
| Total Funds Available | <u>878,363</u> |
| Expenditures for 2017-2018 | <u>\$698,012</u> |
| Estimated Fund Balance September 30, 2018 | <u><u>\$180,351</u></u> |

The following tables provide comprehensive information about each project:

- Project Number
- Budget
- Actual Expenditures as of 10/1/17
- Estimated expenditures through 2017-2018
- Estimated expenditures through 2018-2019
- The estimated costs or savings expected to operational funds as a result of the project
- Project description
- Project justification
- The status and operating impact as of 9/30/17

**WATER AND SEWER BOND FUND
FUNDED PROJECTS**

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 6304105 Pipeline Phase 2 10/30/09 | \$185,439 | \$173,549 | \$11,890 | \$0 | (\$15,000) |
| Project 6307203 SH 26 Widening Utility Relocation 10/01/20 | \$199,371 | \$22,020 | \$0 | \$177,351 | TBD |
| Project 6916203 2016 Misc Sewer Main Replacement 10/01/15 | \$492,380 | \$106,258 | \$386,122 | \$0 | (\$3,000) |
| Project 6918201 2018 Misc Sewer Main Replacement 10/01/14 | \$300,000 | \$0 | \$300,000 | \$0 | (\$3,000) |
| TOTAL | \$1,177,190 | \$301,827 | \$698,012 | \$177,351 | (\$21,000) |

**WATER AND SEWER BOND FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 09/30/17 | Operating Impact 9/30/17 |
|---|---|---|---|
| <p>This project will widen Pipeline Road from Precinct Line Road to the east city limits. Many of the intersections have been widened in preparation for this project.</p> | <p>This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost.</p> | <p>Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018.</p> | <p>O&M impact due to reduced maintenance costs with construction of new street.</p> |
| <p>Hurst has numerous water and sewer mains that lie behind the existing curb on State Highway 26, which must be relocated to lie behind the new curb. The relocation of any utilities that lie in an easement will be paid by TxDOT.</p> | <p>TxDOT requires that all utilities that lie beneath existing or proposed pavement and parallel the road must be relocated to lie behind the proposed curb. TxDOT will reimburse the City for any utility that lies in an easement that must be relocated.</p> | <p>The expenditures to date represent planning efforts.</p> | <p>TBD</p> |
| <p>The water main replacement program normally involves the replacement of older, deteriorating six-inch and eight-inch diameter water mains throughout the city. These water mains are usually made of cast iron and have a tendency to corrode and leak after many years underground.</p> | <p>The Utilities Division spends a large amount of time and money maintaining broken and leaking water mains. Deteriorating water mains will break causing thousands of dollars in lost water and many hours of repair.</p> | <p>This project began construction in during fiscal year 2016-17 and will be complete in early 2017-18.</p> | <p>O&M impact due to lower maintenance costs with new water and sewer lines.</p> |
| <p>The water main replacement program normally involves the replacement of older, deteriorating six-inch and eight-inch diameter water mains throughout the city. These water mains are usually made of cast iron and have a tendency to corrode and leak after many years underground.</p> | <p>The Utilities Division spends a large amount of time and money maintaining broken and leaking water mains. Deteriorating water mains will break causing thousands of dollars in lost water and many hours of repair.</p> | <p>This project is scheduled to begin during the 2017-2018 fiscal year.</p> | <p>O&M impact due to lower maintenance costs with new water and sewer lines.</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
HURST COMMUNITY DEVELOPMENT CORPORATION
HALF-CENT SALES TAX FUND
2017 - 2018 BUDGET**

In addition to funding operations, the Hurst Community Development Corporation Half-Cent Sales Tax Fund also funds capital projects on a pay-as-you-go-basis. The majority of revenues are generated by the half-cent sales tax rate allocated to the Community Development Corporation. Pay-as-you-go capital improvements are budgeted annually within the operations budget of the fund. However, projects are not begun until the revenue has been received to pay for their expenditures. In 2014, debt was issued to reconstruct Chisholm Aquatics Center. The pool opened in May 2016. In 2016, \$1.4 million was issued to replace the roof at the recreation Center and \$5 million was issued to renovate Central Aquatics Center.

- 2014 \$7,500,000
- 2016 \$5,400,000

The following tables provide comprehensive information about each project:

Project Number

Budget

Project description

Actual Expenditures as of 10/1/17

Estimated expenditures as of 2017-2018

Estimated expenditures as of 2018-2019

The estimated costs or savings expected to operational funds as a result of the project

Project description

Project justification

The status and operating impact as of 9/30/17

**HALF-CENT SALES TAX FUND
FUNDED PROJECTS**

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 7205002 Central Park Expansion 10/11/04 | \$100,000 | \$6,282 | \$56,231 | \$37,487 | \$5,000 |
| Project 7209010 Parker Cemetery Phase I 10/01/15 | \$129,270 | \$5,781 | \$74,093 | \$49,396 | \$6,464 |
| Project 7217002 2017 Project Development 10/01/17 | \$100,000 | \$0 | \$60,000 | \$40,000 | \$5,000 |
| Project 7217004 Parker Cemetery 10/01/16 | \$50,000 | \$0 | \$30,000 | \$20,000 | \$2,500 |
| Project 7215002 Echo Hills Playground Replacement 10/01/16 | \$200,000 | \$0 | \$120,000 | \$80,000 | \$10,000 |
| Project 7218002 Project Development 2018 10/01/17 | \$80,000 | \$0 | \$65,000 | \$15,000 | N/A |
| Project 7218004 Jaycee Baker Playground Repl 10/01/16 | \$250,000 | \$0 | \$150,000 | \$100,000 | \$12,500 |
| Project 7220004 Vivagene Copeland Park Imp 10/01/17 | \$400,000 | \$0 | \$240,000 | \$160,000 | \$10,000 |

**HALF-CENT SALES TAX FUND
FUNDED PROJECTS**

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 7316001 Tennis Center Renovation 10/01/15 | \$75,000 | \$9,040 | \$39,576 | \$26,384 | (\$2,000) |
| Project 7316008 Master Plan Update 10/01/15 | \$102,000 | \$32,760 | \$41,544 | \$27,696 | N/A |
| Project 7316010 Recreation Center Repairs 10/01/15 | \$70,730 | \$48,277 | \$22,453 | \$0 | (\$2,500) |
| TOTAL | \$1,557,000 | \$102,141 | \$898,897 | \$555,963 | \$46,964 |

**HALF-CENT SALES TAX FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 9/30/17 | Operating Impact 9/30/17 |
|--|--|---|---|
| The project will include the demolition of existing structures, landscape and botanical installations, irrigation and a large marquee style sign. Staff believes that this is an excellent opportunity to show local business owners in this area how this corridor can be upgraded and illustrate the City's commitment to our community. | In 2001/02, the Community Services Department reopened to the public the newly renovated Hurst Recreation Center. The renovation and expansion of the Recreation Center has been a positive aesthetic and functional upgrade to South Hurst and provides residents with numerous recreational activities. In fiscal year 2003/04, the City of Hurst purchased a parcel of vacant land north of the Recreation Center along Pipeline Road. Staff has developed landscape plans in an effort to revitalize this section of the Pipeline Road corridor. | This project is in the planning phase. | O&M impact due to maintenance on landscaping and structures. |
| This project will be utilized to perform improvements to Parker Cemetery (trail, benches, decorative fencing). Funding for this project is to be determined. | Improving Parker Cemetery has been identified by the Historical Commission and the City Council as a project that should be undertaken. | This project is in the planning phase. | O&M impact due to maintenance and labor to maintain cemetery. |
| Funding in this project supports repairs/replacements of items throughout the park system that are unforeseen and unplanned, allowing the Department and the City to move forward in a fluid and unobtrusive manner. Project funding from the Half Cent Sales Tax Fund. | Provides funding to support unforeseen items which may directly affect the delivery of services, safety or programming within the Community Services Department. Keeping these contingency funds budgeted does not negatively affect the funding status of approved projects. | Project for use as necessary to maintain park infrastructure. | Project for use as necessary to maintain park infrastructure. |
| This project will be utilized to perform improvements to Parker Cemetery along the Hwy 10 side. It would include fencing and a sign. Funding for this project is to be determined. | Improving Parker Cemetery has been identified by the Historical Commission and the City Council as a project that should be undertaken. | This project is in the planning phase. | O&M impact due to maintenance and labor to maintain cemetery. |
| The project involves the removal of older playgrounds in the Park System and replacing them with modern, safer playgrounds, like the one recently installed at HCP which included a shade structure. Playground replacement will be phased out so that eventually all parks will have new playgrounds. Project Funding from the Half Cent Sales Tax Fund. Funding for this project would be used to replace the playground at Echo Hills Park. | Playground replacement provides an overall enhancement to the park system that is necessary due to the age of the parks. | This project is scheduled to begin in early 2017-2018. | O&M impact due to maintenance and labor to maintain park. |
| Funding in this project supports repairs/replacements of items throughout the park system that are unforeseen and unplanned, allowing the Department and the City to move forward in a fluid and unobtrusive manner. Project funding from the Half Cent Sales Tax Fund. | Provides funding to support unforeseen items which may directly affect the delivery of services, safety or programming within the Community Services Department. Keeping these contingency funds budgeted does not negatively affect the funding status of approved projects. | Project for use as necessary to maintain park infrastructure. | Project for use as necessary to maintain park infrastructure. |
| The project involves the removal of older playgrounds in the Park System and replacing them with modern, safer playgrounds, like the one recently installed at Redbud Park which included shade structures. Playground replacement will be phased out so that eventually all parks will have new playgrounds. Project funding from the Half Cent Sales Tax Fund. | Playground replacement provides an overall enhancement to the park system that is necessary due to the age of the parks. | This project is in the planning phase. | O&M impact due to maintenance and labor to maintain park. |
| This project funds the Recreation Center repairs which includes a complete roof replacement, removal and replacement of the window wall system in the Cardio Room, replacement of waterproofing components throughout the building, and repairs to the Main Gym floor. | The existing Hurst Recreation Center roof is old and deteriorating. The roof can no longer be patched to avoid more leaks and is in need of replacement. Without this project, portions of the gym floor remain unusable and more damage may occur. | This project is in the planning phase. | O&M impact due to maintenance and labor to maintain park. |

**HALF-CENT SALES TAX FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 9/30/17 | Operating Impact 9/30/17 |
|---|--|--|--|
| <p>The request would fund the renovation of the Tennis Center Building. It would include reconfiguring the front counter and office spaces to be more effective and efficient in order to provide better customer service and to increase the building aesthetics. It will also include new finishes.</p> | <p>This project would allow staff to be able to operate more efficiently and customers would have a more attractive area to use.</p> | <p>This project is in the planning phase.</p> | <p>O&M impact due to more efficient use of space and staff time.</p> |
| <p>The Master Park Plan provides the City Council, the Parks and Recreation Board, and staff with a comprehensive review of the City's park system in its current state, and provides a long-term plan for future park development and redevelopment. The plan would provide an overview of the components and amenities within the park system along with local demographic information, and information on trends on future park and recreational uses.</p> | <p>Since the plan was last issued, significant changes and updates have occurred within the City's park system. Additionally, the City of Hurst would be eligible for Texas Parks & Wildlife Grants.</p> | <p>N/A</p> | <p>N/A</p> |
| <p>This project funds the Recreation Center repairs which includes a complete roof replacement, removal and replacement of the window wall system in the Cardio Room, replacement of waterproofing components throughout the building, and repairs to the Main Gym floor.</p> | <p>The existing Hurst Recreation Center roof is old and deteriorating. The roof can no longer be patched to avoid more leaks and is in need of replacement. Without this project, portions of the gym floor remain unusable and more damage may occur.</p> | <p>This project has begun and should be complete in early 2017-18.</p> | <p>O&M impact due to less maintenance on keeping the Gym and Cardio room open.</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
ANTI-CRIME
HALF-CENT SALES TAX FUND
2017 - 2018 BUDGET**

In addition to funding operations, the Anti-Crime Half-Cent Sales Tax Fund also funds capital projects on a pay-as-you-go basis. The majority of revenues are generated by the half-cent sales tax rate allocated to the fund. Pay-as-you-go capital improvements are budgeted annually within the operations budget of the fund. However, projects are not begun until the revenue has been received to pay for their expenditures. The financial report for the operating portion of the Anti-Crime Half-Cent Sales Tax Fund can be found within this section. The major capital projects, which are budgeted from that fund, are described and justified as part of the City's Capital Improvement Program.

The following tables provide comprehensive information about each project:

Project Number

Budget

Project description

Actual Expenditures as of 10/1/17

Estimated expenditures as of 2017-2018

Estimated expenditures as of 2018-2019

The estimated costs or savings expected to operational funds as a result of the project

Project description

Project justification

The status and operating impact as of 9/30/17

ANTI-CRIME HALF-CENT SALES TAX FUND

| FUNDED PROJECTS | | | | | |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
| Project 4015003 Animal Shelter 10/01/15 | \$1,500,000 | \$0 | \$0 | \$1,500,000 | \$51,122 |
| TOTAL | \$1,500,000 | \$0 | \$0 | \$1,500,000 | |

ANTI-CRIME HALF-CENT SALES TAX FUND

| FUNDED PROJECTS | | | |
|--|--|--|--|
| Project Description | Project Justification | Status | Operating Impact 9/30/17 |
| <p>Preliminary estimates of 4,300 additional square footage to the existing 4,000. 31 dog runs and 27 cat spaces. Adoption rooms and administrative space and a workroom. An isolation area for animals as they are brought into the facility.</p> | <p>The current facility does not provide the necessary space for both dogs and cats, or allow for the isolation of animals as they are brought into the facility. This possess a concern for the infection of the current animals of disease.</p> <p>The current reception area does not allow for multiple families to be able to do the required paperwork for adoptions or to dropping off animals.</p> <p>The project site is recommended to add the additional space to the current Animal Shelter.</p> | <p>This project is currently in planning stages.</p> | <p>O&M impact due to increased staff and supplies.</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
SPECIAL PROJECTS FUND
2017 - 2018 BUDGET**

Capital Improvements Programs are primarily financed with the issuance of long-term debt; however, another important funding source is the Special Projects Fund. The Special Projects Fund was created as a funding source for non-recurring capital projects and capital equipment not included in the maintenance and operations budget or in the issuance of long-term debt. The funding source comes from a transfer of excess fund balances in the General Fund and excess retained earnings in the Enterprise Fund at the end of each fiscal year. Therefore, new projects can be funded on a pay-as-you-go basis only as funding becomes available. The financial report for the Special Projects Fund is located on page 289.

The following tables provide comprehensive information about each project:

Project Number

Budget

Project description

Actual Expenditures as of 10/1/17

Estimated expenditures as of 2017-2018

Estimated expenditures as of 2018-2019

The estimated costs or savings expected to operational funds as a result of the project

Project description

Project justification

The status and operating impact as of 9/30/17

SPECIAL PROJECTS FUND

FUNDED PROJECTS

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|---|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 4015003 Animal Shelter 10/01/15 | \$1,800,000 | \$0 | \$0 | \$1,800,000 | \$51,122 |
| Project 6304105 Pipeline Phase 2 10/30/09 | \$2,312,820 | \$26,915 | \$2,285,905 | \$0 | (\$15,000) |
| Project 6413107 Pipeline Phase III 01/28/14 | \$200,000 | \$140,888 | \$59,112 | \$0 | (\$12,000) |
| Project 6414101 TAP/Safety Access to Schools 10/01/13 | \$692,098 | \$122,621 | \$569,477 | \$0 | \$500 |
| Project 7218008 Green Ribbon Grant Design 10/01/2017 | \$100,000 | \$0 | \$60,000 | \$40,000 | N/A |
| TOTAL | \$5,104,918 | \$290,424 | \$2,974,494 | \$1,840,000 | \$24,622 |

**SPECIAL PROJECTS FUND
FUNDED PROJECTS**

| Project Description | Project Justification | Status 09/30/17 | Operating Impact 9/30/17 |
|--|--|--|--|
| Preliminary estimates of 4,300 additional square footage to the existing 4,000. 31 dog runs and 27 cat spaces. Adoption rooms and administrative space and a workroom. An isolation area for animals as they are brought into the facility. | space for both dogs and cats, or allow for the isolation of animals as they are brought into the facility. This possess a concern for the infection of the current animals of disease. | This project is currently in planning stages. | O&M impact due to increased staff and supplies. |
| This project will widen Pipeline Road from Precinct Line Road to Hurstview Drive. Many of the intersections have been widened in preparation for this project. | This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost. | Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018. | O&M impact due to reduced maintenance costs with construction of new street. |
| This project will widen Pipeline Road from Lorean Branch Bridge to Harrison Lane. | This project is necessary to improve traffic flow along Pipeline Road and is a segment of an overall project to reconstruct and widen Pipeline Road from Billie Ruth Drive East to Brown Trail. Tarrant County has pledged to participate in 50% of the construction cost. | This project is currently in planning and ROW acquisitions. | O&M savings due to reduced maintenance on a new street. |
| The City of Hurst has received approval of a TAP grant for sidewalks and flashing school zone signs at Harrison Lane Elementary and Hurst Junior High school. The close proximity of these schools and traffic patterns of the students provides an opportunity for the grant to enhance pedestrian safety which will benefit both schools. The grant request includes 8,518 linear feet of new sidewalks and four (4) new school zone flashing signs. | This type of grant has been utilized by the City of Hurst in the past. They have provided an alternative source of funds to help the City install infrastructure in those older areas of town where it is needed. The grant for this type of project is for 80% of the cost. Hurst is responsible for a minimal local match of 20%, estimated at \$125,000 | Construction for this project is scheduled to begin during fiscal year 2017-2018. | O&M impact due to increased cost in maintenance of school zone flashing signs. |
| As a recipient of grant funding from TXDOT under the Green Ribbon Program, the City receives funding (up to \$500,000) for landscaping improvements, but the City is responsible for designing the plans for the project and getting them approved by TXDOT. | Without this project funding, the City of Hurst would not be able to accept the Green Ribbon Grant funding. | This project is scheduled to begin during fiscal year 2017-2018. | N/A |
| | | | |

HURST★TEXAS

**CITY OF HURST
STORM DRAINAGE UTILITY FUND
2017 - 2018 BUDGET**

The City implemented a storm drain utility fee in fiscal year 2008-2009. This fee is assessed on water bills and will assist in funding capital projects pertaining to drainage.

The following tables provide comprehensive information about each project:

Project Number

Budget

Actual Expenditures as of 10/1/17

Estimated expenditures as of 2017-2018

Estimated expenditures as of 2018-2019

The estimated costs or savings expected to operational funds as a result of the project

Project description

Project justification

The status as of 9/30/17

STORM DRAINAGE UTILITY FUND

FUNDED PROJECTS

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 6304105 Pipeline Phase 2 10/30/09 | \$600,431 | \$346,112 | \$254,319 | \$0 | (\$15,000) |
| Project 6412304 Walker Branch Storm Drain Project 10/01/11 | \$334,550 | \$0 | \$0 | \$334,550 | To be determined. |
| Project 6418301 Cimarron Trail Drainage 10/01/17 | \$110,000 | \$0 | \$110,000 | \$0 | To be determined. |
| Project 6418302 Hurstview Drainage 10/01/17 | \$150,000 | \$0 | \$110,000 | \$40,000 | To be determined. |
| TOTAL | \$1,194,981 | \$0 | \$474,319 | \$374,550 | (\$15,000) |

STORM DRAINAGE UTILITY FUND

FUNDED PROJECTS

| Project Description | Project Justification | Status 9/30/17 | Operating Impact 9/30/17 |
|--|---|---|---|
| <p>This project will widen Pipeline Road from Precinct Line Road to Hurstview Drive. Many of the intersections have been widened in preparation for this project.</p> | <p>This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost.</p> | <p>Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018.</p> | <p>O&M impact due to reduced maintenance costs with construction of new street.</p> |
| <p>This project will be to reconstruct deteriorating drainage systems as determined by the storm drainage master plan.</p> | <p>This project is necessary to maintain the City's storm drain infrastructure.</p> | <p>This project is currently in the design phase.</p> | <p>TBD</p> |
| <p>This project will replace an undersized culvert on Cimarron Trail with a drop inlet and storm drain to minimize overland flow across private property. The proposed storm drain will need to connect the drop inlet to the Lorean Branch channel. The roadside ditches on the east side of Cimarron Trail will need to be regraded to help carry the runoff to the proposed drop inlet.</p> | <p>This project is necessary to mitigate a large amount of storm water runoff that is currently flowing overland across private property down a driveway area then overland to Lorean Branch channel. The runoff has flooded the homeowner's garage and is causing ponding of water and erosion issues.</p> | <p>This project is currently in the design phase.</p> | <p>TBD</p> |
| <p>This project consists of the annual reconstruction of city streets as inspected and prioritized by the street inventory program. The following streets are scheduled for reconstruction:</p> | <p>This project is necessary to maintain a roadway system that meets the criteria set by the City of Hurst standards. It is part of the capital improvement projects identified through the street inventory program.</p> | <p>This project is currently in the design phase.</p> | <p>TBD</p> |
| | | | |

HURST★TEXAS

**CITY OF HURST
OTHER FUNDING SOURCES
2017 - 2018 BUDGET**

The Capital Improvements Plan (CIP) also includes a miscellaneous funding category called Other Funding Sources. Other funding for 2017-2018 includes the following: developer impact fees, operational reserves and park system donations provided by residents. Other funding sources can provide full or partial funding for projects. Typically, this category consists of pay-as-you-go type funding.

The following tables provide comprehensive information about each project:

- Project Number
- Budget
- Actual Expenditures as of 10/1/17
- Estimated expenditures as of 2017-2018
- Estimated expenditures as of 2018-2019
- The estimated costs or savings expected to operational funds as a result of the project
- Project description
- Project justification
- The status as of 9/30/17

OTHER FUNDING SOURCES

FUNDED PROJECTS

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|--|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 2917001 Phone System 2017 10/30/17 | \$400,000 | \$0 | \$400,000 | \$0 | N/A |
| Project 2918006 Digital Storage System 10/30/17 | \$100,000 | \$0 | \$100,000 | \$0 | \$5,000 |
| Project 6304105 Pipeline Phase 2 10/30/09 | \$386,175 | \$271,014 | \$115,161 | \$0 | (\$15,000) |
| Project 6916201 Valley View Sewer 10/01/14 | \$463,100 | \$0 | \$463,100 | \$0 | (\$3,000) |
| Project 6920202 Sewer Vac Truck Unit 812 10/01/17 | \$185,000 | \$0 | \$185,000 | \$0 | (\$3,000) |
| Project 7215003 Future Dog Park Phase I 10/01/14 | \$75,000 | \$0 | \$45,000 | \$30,000 | TBD |
| Project 7216003 Future Dog Park Phase II 10/01/15 | \$100,000 | \$0 | \$0 | \$100,000 | TBD |

OTHER FUNDING SOURCES

FUNDED PROJECTS

| Project Number, Description & Date Introduced in CIP | Estimated Cost Budget | Actual Expenditures as of 10/01/17 | Expenditures for 2017-2018 | Expenditures for 2018-2019 | Annual Operations & Maintenance Impact (Savings) |
|---|-----------------------------|--|-------------------------------|-------------------------------|---|
| Project 7217009 Echo Hills Playground Replacement II 10/01/16 | \$100,000 | \$0 | \$0 | \$100,000 | TBD |
| Project 7218004 Jaycee Baker Playground Repl 10/01/16 | \$50,000 | \$0 | \$30,000 | \$20,000 | \$2,500 |
| TOTAL | \$1,859,275 | \$271,014 | \$808,261 | \$230,000 | (\$21,000) |

OTHER FUNDING SOURCES

FUNDED PROJECTS

| Project Description | Project Justification | Status | Operating Impact 9/30/17 |
|---|--|--|--|
| Replace city wide phone system. | Replace twenty year old city wide phone system. | Project to begin in early 2018 | N/A |
| Description: The purpose of the funding is to replace the digital storage systems that serve the PD and CH locations. | Depreciated Item, scheduled for replacement in FY2017-18. Funds have been identified in the IT Fund. | Project to begin in early 2018 | O&M impact for maintenance fees. |
| This project will widen Pipeline Road from Precinct Line Road to Hurstview Drive. Many of the intersections have been widened in preparation for this project. | This project is necessary to improve traffic flow along Pipeline Road. This project will include the results of the redevelopment efforts and zoning overlay for the area east of Precinct Line Road. Tarrant County has pledged to participate in 50% of the construction cost. | Construction began during the 2016-2017 budget year and is estimated to be complete sometime during fiscal year 2017-2018. | O&M impact due to reduced maintenance costs with construction of new street. |
| The sanitary sewer replacement project involves the replacement or rehabilitation of deteriorating or undersized 15" sanitary sewer trunk mains with a 24" trunk main. | The Wastewater Collection Division has identified these mains to allow excessive inflow and infiltration (I&I) during rain events, causing customer sewer backups. | This project is scheduled to begin during fiscal year 2017-2018. | O&M impact due to decreased cost in maintenance of water lines. |
| Refurbish Sewer Vac Truck Unit 712 | The maintenance on this piece of equipment will increase along with the downtime as it approaches the end of its useful life. | The refurbish of the vehicle is scheduled to begin in early 2017-2018. | O&M impact due to lower maintenance costs with new water and sewer lines. |
| Staff is identifying areas that could sustain a dog park with the following amenities: black vinyl coated chain-link fencing with mow strips; concrete sidewalks connecting dog park to trail system; water fountains with pet fountain attachments and one Pet Comfort Station; benches for patrons; and Doggy Depot Stations. | The City of Hurst will finally have a dog park for the benefit and recreation of its citizens. The dog park will be located in an existing park, negating the need for additional land, parking, utilities, etc. Without this funding, the City of Hurst will remain one of the few cities in the area without a dog park. | This project has not yet begun. | TBD |
| Staff is identifying areas that could sustain a dog park with the following amenities: black vinyl coated chain-link fencing with mow strips; concrete sidewalks connecting dog park to trail system; water fountains with pet fountain attachments and one Pet Comfort Station; benches for patrons; and Doggy Depot Stations. | The City of Hurst will finally have a dog park for the benefit and recreation of its citizens. The dog park will be located in an existing park, negating the need for additional land, parking, utilities, etc. Without this funding, the City of Hurst will remain one of the few cities in the area without a dog park. | This project has not yet begun. | TBD |

OTHER FUNDING SOURCES

FUNDED PROJECTS

| Project Description | Project Justification | Status | Operating Impact 9/30/17 |
|---|---|---|--|
| <p>The project involves the removal of older playgrounds in the Park System and replacing them with modern, safer playgrounds, like the one recently installed at HCP which included a shade structure. Playground replacement will be phased out so that eventually all parks will have new playgrounds. Project Funding from the Half Cent Sales Tax Fund. Funding for this project would be used to replace the playground at Echo Hills Park.</p> | <p>Playground replacement provides an overall enhancement to the park system that is necessary due to the age of the parks.</p> | <p>This project has not yet begun.</p> | <p>TBD</p> |
| <p>The project involves the removal of older playgrounds in the Park System and replacing them with modern, safer playgrounds, like the one recently installed at Redbud Park which included shade structures. Playground replacement will be phased out so that eventually all parks will have new playgrounds. Project funding from the Half Cent Sales Tax Fund.</p> | <p>Playground replacement provides an overall enhancement to the park system that is necessary due to the age of the parks.</p> | <p>This project is in the planning phase.</p> | <p>O&M impact due to maintenance and labor to maintain park.</p> |
| | | | |

HURST★TEXAS

ORDINANCE 2369 (a)

AN ORDINANCE ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018 FOR THE CITY OF HURST, TEXAS

WHEREAS, in accordance with Article 5 of the Hurst Charter, the City Manager has at least 35 days prior to the beginning of the 2017-2018 budget year to submit to the City Council a budget and an explanatory budget message with the form and content as prescribed by the Council. The Council determined that public hearings should be held at a time and place which was set forth in a notice published at least seven days prior to said hearing; and,

WHEREAS, such public hearing on the budget was duly held and all interested persons given an opportunity to be heard for or against any item therein.

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

Section 1: **THAT** the budget for the City of Hurst, Texas, for the fiscal period beginning October 1, 2017, and ending September 30, 2018, in words and figures as shown therein is adopted and approved as filed herewith.

Section 2: **THAT** eligible and remaining fund balances from Fiscal Year 2016-2017, as calculated by Fiscal Services and approved by the City Manager, are hereby appropriated and transferred to the Special Projects and Loss Reserve Funds.

Section 3: **THAT** the City Manager be and is hereby authorized to make interdepartmental and interfund transfers during the fiscal year as deemed necessary in order to avoid over-expenditure of particular accounts.

Section 4: **THAT** the City Manager or his designee be and is hereby authorized to invest any funds not needed for current use in accordance with the approved City of Hurst Investment Policy. Interest accrued from investments shall be deposited to the interest income account of the funds from which the principal was invested.

AND IT IS SO ORDERED.

Passed on the first reading on the 12th day of September 2017 by a vote of 6 to 0.

Approved on the second reading on the 26th day of September 2017 by a vote of 6 to 0.

ATTEST:

CITY OF HURST

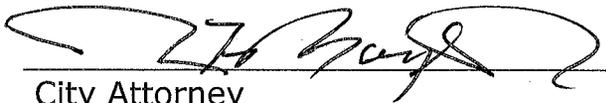


Rita Frick, City Secretary



Richard Ward, Mayor

Approved as to form and legality:



City Attorney

ORDINANCE 2369 (b)

AN ORDINANCE RATIFYING THE PROPERTY TAX REVENUE INCREASE REFLECTED IN THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018 FOR THE CITY OF HURST, TEXAS

WHEREAS, the budget for the City of Hurst, Texas, for the fiscal period beginning October 1, 2017, and ending September 30, 2018, in words and figures has been adopted by Ordinance 2369 (a); and

WHEREAS, Section 102.007(c) of the Local Government Code requires a separate vote of the governing body to ratify the property tax revenue increase reflected in the budget.

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

Section 1: **THAT** the City Council hereby votes to "ratify" the property tax revenue increase reflected in the budget as adopted by Ordinance 2369 (a).

AND IT IS SO ORDERED.

Passed on the first reading on the 12th day of September 2017 by a vote of 6 0.

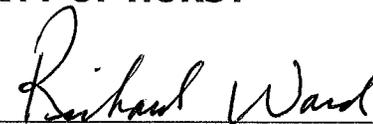
Approved on the second reading on the 26th day of September 2017 by a vote of 6 to 0.

ATTEST:

CITY OF HURST



Rita Frick, City Secretary



Richard Ward, Mayor

Approved as to form and legality:



City Attorney

ORDINANCE 2370

AN ORDINANCE SETTING THE TAX RATE FOR THE CITY OF HURST FOR THE 2017 TAX YEAR

WHEREAS, the City of Hurst has followed the procedures established by the Property Tax Code and Local Government Code, including the publishing and posting of required notices and the holding of required public hearings; and,

WHEREAS, the City Council has approved separately each of the two components of the tax rate as hereinafter set forth; and,

WHEREAS, THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 8 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$34.

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

Section 1. **THAT** there shall be and there is hereby levied the following taxes on each One Hundred Dollars (\$100.00) of valuation on all taxable property within the City of Hurst, Texas, to be assessed and collected for tax year 2017 the purposes hereinafter stipulated, to-wit:

- (a) For the General Fund (operations and maintenance) levied on the \$100.00 valuation: \$0.4650424; and
- (b) For the interest and sinking fund levied on the \$100.00 valuation: \$0.1158976.

TOTAL \$0.58094

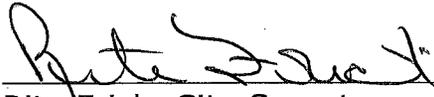
AND IT IS SO ORDERED.

Passed on the first reading on the 12th day of September 2017 by a vote of 6 to 0.

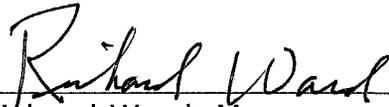
Approved on the second reading on the 26th day of September 2017 by a vote of 6 to 0.

ATTEST:

CITY OF HURST



Rita Erick, City Secretary



Richard Ward, Mayor

Approved as to form and legality:



City Attorney

NOTICE OF 2017 TAX YEAR PROPOSED PROPERTY TAX RATE FOR CITY OF HURST

A tax rate of \$ 0.58094 per \$100 valuation has been proposed for adoption by the governing body of the City of Hurst. This rate exceeds the lower of the effective or rollback tax rate, and state law requires that two public hearings be held by the governing body before adopting the proposed tax rate.

The governing body of City of Hurst proposes to use revenue attributable to the tax rate increase for the purpose of providing services as presented in the City of Hurst's proposed 2017-2018 operating budget and associated public hearing presentation.

| | | |
|---------------------------|------------|-----------|
| PROPOSED TAX RATE | \$ 0.58094 | per \$100 |
| PRECEDING YEAR'S TAX RATE | \$ 0.5879 | per \$100 |
| EFFECTIVE TAX RATE | \$ 0.54840 | per \$100 |
| ROLLBACK TAX RATE | \$ 0.58094 | per \$100 |

The effective tax rate is the total tax rate needed to raise the same amount of property tax revenue for the City of Hurst from the same properties in both the 2016 tax year and the 2017 tax year.

The rollback tax rate is the highest tax rate that the City of Hurst may adopt before voters are entitled to petition for an election to limit the rate that may be approved to the rollback rate.

YOUR TAXES OWED UNDER ANY OF THE ABOVE RATES CAN BE CALCULATED AS FOLLOWS:

$$\text{property tax amount} = (\text{rate}) \times (\text{taxable value of your property}) / 100$$

For assistance or detailed information about tax calculations, please contact:

Ron Wright

Tarrant County tax assessor-collector

100 E. Weatherford Street, Fort Worth, Texas 76196

817-884-1100

taxoffice@tarrantcounty.com

<http://www.tarrantcounty.com/etax/site/default.asp>

You are urged to attend and express your views at the following public hearings on the proposed tax rate:

First Hearing: August 22, 2017 @ 6:30 p.m. at Hurst City Hall, 1505 Precinct Line Rd, Hurst, Texas.

Second Hearing: August 29, 2017 @ 5:30 p.m. at Hurst City Hall, 1505 Precinct Line Rd, Hurst, Texas.

ORDINANCE 2366

AN ORDINANCE ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018, FOR THE CRIME CONTROL AND PREVENTION DISTRICT OF THE CITY OF HURST, TEXAS

WHEREAS, in accordance with Texas Local Government Code Section 363.205, the City Council shall approve or reject the budget submitted by the Board of the Crime Control and Prevention District not later than the 30th day before the beginning of the fiscal year. The Council determined that a public hearing should be held by the Board and the time and place was set forth in a notice published ten (10) days prior to the public hearing on July 29, 2017; and,

WHEREAS, such public hearing on the budget was held on August 8, 2017, by the Hurst Crime Control and Prevention District Board and all interested persons given an opportunity to be heard for or against any item therein.

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

Section 1: **THAT** the budget for the Crime Control and Prevention District of the City of Hurst, Texas, for the fiscal period beginning October 1, 2017 and ending September 30, 2018, was approved and submitted by the Crime Control and Prevention District Board and words and figures as shown therein are adopted and approved as filed herewith.

Section 2: **THAT** the designated or reserve funding for all future debt, capital project, and capital lease obligations for the Crime Control and Prevention District of the City of Hurst, Texas, as of the fiscal period beginning October 1, 2017 and ending September 30, 2018, as approved and submitted by the Crime Control and Prevention District Board is adopted and approved as filed herewith.

Section 3: **THAT** the city manager or his designate be and is hereby authorized to invest any funds not needed for current use in any lawful manner. Interest accrued from investments shall be deposited to the interest income account of the Hurst Crime Control and Prevention District.

AND IT IS SO ORDERED.

Passed on first reading on the 8th day of August 2017, by a vote of 6 to 0.

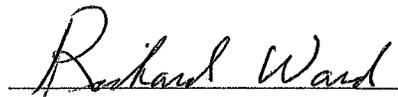
Passed on second reading on the 22nd day of August 2017, by a vote of 6 to 0.

ATTEST:

CITY OF HURST



Rita Frick, City Secretary



Richard Ward, Mayor

Approved as to form and legality:



Cathy Cunningham
City Attorney

ORDINANCE 2371

AN ORDINANCE AMENDING SECTIONS 26-22(1), 26-60(1) AND (2), AND 26-67 (b) OF THE HURST CODE OF ORDINANCES; UPDATING THE CHARGES FOR WATER SERVICE AND WASTEWATER SERVICE TO ALL CUSTOMERS AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the City Council has been advised by staff that it is necessary to raise water and wastewater rates in order to insure the fiscal integrity of the utility system; and,

WHEREAS, the City Council finds that the rates herein promulgated are no more than what is required in order to preserve such fiscal integrity.

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

Section 1: **THAT** Section 26-22 of the Hurst Code of Ordinances be amended to read as follows:

"Section 26-22. Rates established for water.

The following monthly rates shall be charged by the water department for water:

- (1) Inside city limits—Single-family and commercial rates:
 - a. First 2,000 gallons (minimum charge) \$17.26
 - b. All over 2,000 gallons, per 1,000 gallons \$ 6.94

Section 2: **THAT** Section 26-60(1) and (2) of the Hurst Code of Ordinances be amended to read as follows:

"Section 26-60. Rates for Service Inside City Limits.

The following schedules of rates per month, or fraction thereof, shall be the basis for determining charges to customers as specified for rendering wastewater service, where the wastewater produced by such customer is normal sewage and where such customer is located within the City:

- (1) A minimum charge of twelve dollars and forty nine cents (\$12.49) shall be charged to all wastewater customers for each residential or business occupancy; provided, however, if multiple occupancies are served with a single water meter, the minimum charge shall be computed at ninety (90) percent of dwelling units, business occupancies or mobile homes, whichever is applicable, times the minimum charge established herein for individual customers.
- (2) A monthly volume charge shall also be charged to all wastewater customers, in the amount of four dollars and one cent (\$4.01), per one thousand (1,000) gallons of water used or wastewater produced, as more specifically set forth hereinafter...."

Section 3: **THAT** Section 26-67(b) of the Hurst Code of Ordinances be amended to read as follows:

"Sec. 26-67. Fees and charges.

- (b) *Monitoring, sampling and analytical fees for significant industrial users.* These users may be sampled by the authority no less frequently than semi-annually and charged for the laboratory and sampling services. Laboratory and sampling fees assessed are based on the types of service rendered and categories of analysis. Such fees shall be set forth and established according to the annual budget process.

Wastewater rate fees (additional fees may be applied):

BOD strength charge, per pound . . . \$0.4241

TSS strength charge, per pound . . . \$0.2300

Section 4: **THAT** the rates herein established shall be effective on all bills processed on, or after, November 1, 2017.

AND IT IS SO ORDERED.

Passed on the first reading on the 12th day of September 2017 by a vote of 6 to 0.

Approved on the second reading on the 26th day of September 2017 by a

vote of 6 to 0.

ATTEST:

CITY OF HURST

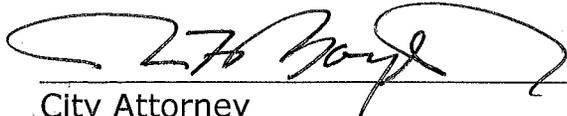


Rita Frick, City Secretary



Richard Ward, Mayor

Approved as to form and legality:



City Attorney

HURST★TEXAS

BUDGET GLOSSARY

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

Ad Valorem - Latin for "value of". Refers to the tax assessed against real (land and buildings) and personal (equipment and furniture) property.

Anti-Crime Half Cent Sales Tax Fund - An internal name for the Crime Control and Prevention District approved by Hurst voters on September 9, 1995 to collect a 1/2 percent sales tax for crime control and prevention purposes. The tax was renewed by voter referendum for an additional twenty years in May 2010.

Appraised Value - To make an estimate of value for the purpose of taxation. (The Tarrant Appraisal District establishes Property values).

Appropriation - An authorization made by the City Council, which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance - The official enactment, by City Council, to legally authorize City staff to obligate and expend resources.

Assessment Ratio - The ratio at which tax rate is applied to tax base. The assessment ratio is currently set at 100% by State law.

Audit- The objective of the ordinary audit of financial statements by the independent auditor is the expression of an opinion in the fairness with which they present, in all material respects, financial position, results of operations, and it's cash flow in conformity with generally accepted accounting practices

Balanced Budget - A financial plan for a fiscal year that matches all planned revenues and expenditures with the services provided to the residents of the City based on established policies.

Bond - A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Bonded Debt - That portion of indebtedness represented by outstanding bonds.

Budget - A financial plan, for a specified period, of operations that matches all planned revenues and expenditures with the services provided the residents of the City.

Budget Calendar - The schedule of key dates, which the City follows in the preparation and adoption of the budget.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

Budget Message - The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

Budgetary Control - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET GLOSSARY (CONTINUED)

CAD/RMS (Computer Aided Dispatch/Records Management System) – The main software program used by the police department. This software dispatches and tracks all police, fire and EMS calls and provides data to the Mobile Data Terminals (MDTs) installed in every patrol car.

CAFR – Comprehensive Annual Financial Report. Government financial statements that comply with generally accepted accounting principles (GAAP).

Calculated Effective Tax Rate - State law in Texas prescribes a formula for calculating the effective tax rate for cities. The net effect of the formula is to produce a tax rate that goes down when property values rise because of inflation and vice versa. The intent is to generate a rate that produces approximately the same revenue as the year before. The formula does make adjustments for newly annexed property and newly constructed property for the effective tax rate calculation.

Capital Improvement Program - A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

Capital Outlays - Expenditures which result in the acquisition of or addition to, the fixed assets.

CDBG – Community Development Block Grant.

Certificates of Obligation - Tax supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval by the City Council.

City Charter - The document of a home rule City similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among the various branches of government.

City Council - The Mayor and six (6) Council members collectively acting as the legislative and policy making body of the City.

Code of Ideals – As part of the City's customer service initiative, City employees developed a Code of Ideals to serve as a written statement of their shared values and goals.

Community Development Block Grant (CDBG) - A type of federal grant to improve infrastructure in specified portions of the community.

Community Services Half Cent Sales Tax Fund - A fund established to record receipts and related expenses of a 1/2 percent sales tax for Community Services purposes.

Congestion Mitigation and Air Quality (CMAQ) - A type of federal grant to fund transportation improvements.

Contractual Services - The costs related to services performed for the City by individuals, business, or utilities.

Crime Control and Prevention District - The State Legislature in 1989 allowed certain cities and counties to establish a district and impose a local sales tax to fund its programs. Since that time, eligibility has been extended.

BUDGET GLOSSARY (CONTINUED)

Current Taxes - Taxes levied and due within one year.

Debt Service Fund - A fund established to account for the accumulation of resources for, and the payment of, long-term debt principal and interest.

Delinquent Taxes - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached, i.e., tax statements are mailed out in October and become delinquent if unpaid by January 31.

Department - A major administrative organizational unit of the City, which indicates overall management responsibility for one or more divisions.

Depreciation - A means of allocating a portion of a fixed asset's cost to each period that the asset helps generate revenue.

Disabled Citizen Exemption - A deduction of \$35,000 from the total assessed value of owner occupied property for citizens with disabilities determined upon application to the Tarrant Appraisal District.

Distinguished Budget Presentation Program - A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division - A major administrative organizational unit of the City, which indicates overall management responsibility for one or more activities.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Enterprise Fund - A fund established to account for operations of the water and sewer system. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

Estimated - The amount of projected revenues or expenditures to be collected during the fiscal year.

Exempt - Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

Expenditures/Expenses - A decrease in the net financial resources of the City due to the acquisition of goods and services.

Financial Policies - Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are updated and endorsed on an annual basis.

Fiscal Year - A 12-month period to which the Annual Budget applies. The City of Hurst has specified October 1 to September 30 as its fiscal year.

Fleet Service Fund - This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost reimbursement basis.

Franchise Fee - A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

BUDGET GLOSSARY (CONTINUED)

Full Time Equivalent – the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees in to the hours worked by full-time employees.

Fund - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government function.

Fund Accounting - A governmental accounting system, which is organized and operated on a fund basis.

Fund Balance - The excess of assets over liabilities.

Fund Type - In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Service, Capital Projects, Permanent, Enterprise, Internal Service, and Trust and Agency.

GAAP - Generally accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GASB – (**Governmental Accounting Standards Board**) GASB was established in 1984 as the body authorized to establish accounting standards for state and local government.

GASB 34 – The 34th Concepts Statement issued by GASB. This statement changes the way that local governments prepare and present their annual financial statements. Under the new model, the financial report is presented on an entity wide basis rather than fund by fund. Furthermore, the city's infrastructure (roadways, traffic signals, drainage channels) will be listed as assets of the city and reported at their depreciable value.

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds - Bonds that finance a variety of public projects, which pledge the full faith, and credit of the City.

GFOA – Government Finance Officers Association

Goals - Broad, general statements of each division's desired social or organizational outcomes.

Golden Hour – Term for length of time for critical patient, between injury and surgical intervention.

Governmental Funds – Applies to all funds except for the profit and loss funds (e.g., Enterprise Fund Internal Service Fund, and Trust and Agency Funds.)

Grant - A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

Homestead Exemption - A deduction from the total taxable assessed value of owner occupied property. The exemption in Hurst is 20% with an additional \$35,000 for senior citizens, or disabled citizens.

Hurst Community Services Development Corporation - A nonprofit corporation authorized by Section 4B, Article 5190.6 of the Industrial Corporation Act of 1979 with power to issue long term debt payable from half percent sales tax proceeds.

BUDGET GLOSSARY (CONTINUED)

Hurst Profile - A document that is available from the Office of Economic Development that compiles information and statistics, which provides a comprehensive profile of the City of Hurst.

Infrastructure - The underlying permanent foundation or basic framework.

Interest Earnings - The earnings from available funds invested during the year in U.S. Treasury Bonds, Government agencies, and Certificates of Deposits.

Intergovernmental Revenues - Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Funds - Funds established to finance and account for services and commodities furnished by a designated department to other departments within a single governmental unit or to other governmental units. Amounts expended by the fund are restored thereto, either from operating earnings or by transfers from other funds, so that the original fund capital is kept intact.

Investments - Securities, bonds, and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Liabilities - Debts or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

Light Emitting Diode (LED) - A type of light that provides greater illumination than standard light bulbs. City street lights are being upgraded to this type of light.

Line Items - Expenditure classifications established to account for approved appropriations. Line Item budgets for all departments are available upon request in the Fiscal Services Department.

Liquid Propane Gas (LPG) - Liquified propane is an alternative fuel used in motor vehicles because it creates less pollution than vehicles burning either gasoline or diesel fuel.

Long-Term Debt - Unmatured debt of a government expected to be repaid from government funds. An average repayment schedule is 20 years.

M&O – Maintenance and Operations

Maintenance - All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land.

Major Fund – Governmental Fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental activity.

Modified Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

Motor Pool - Includes all City vehicles and tracks operational and maintenance costs to individual units.

BUDGET GLOSSARY (CONTINUED)

Multi Year Financial Overview - A financial overview with three years of history and five years of projections for all operating funds is presented in July prior to City Council budget workshop in August.

NCTCOG or COG – North Central Texas Council of Governments, is a voluntary association of, by and for local governments, established to assist local governments in planning for common needs, cooperating for mutual benefit, and coordinating for sound regional development.

Non- Major Funds- Funds not classified as major funds that should be reported in the aggregate in a separate column in the basic fund financial statements.

Objectives - Specific statements of desired ends, which can be measured.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled. The use of an annual operating budget is usually required by law.

Operating Costs – Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

Part-Time - Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

Per Capita Costs - The cost of service per person. Per capita costs are based on a 38,750-population estimate provided by the North Central Texas Council of Governments.

Performance Measures - Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

Personnel Services - The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

Projected - The amount of projected revenues, expenditures or activity to be collected or accomplished during the fiscal year.

Property Taxes - Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

Proprietary Funds – Such as the City's Enterprise and Internal Service funds are used to account for services provided by one department or agency of a government to other departments, other governmental units, or the general public on a user charge basis.

Public Hearing - The portions of open meetings held to present evidence and provide information on both sides of an issue.

BUDGET GLOSSARY (CONTINUED)

Reserve - An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

Retained Earnings - The excess of assets less liabilities in the proprietary funds.

Revenue - Funds that the government receives as income.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economic method.

ROW – Right of Way

Strategic Information Resource Plan - A document that is available from the Information Services Division and serves as a guideline and basis for budgeting for future citywide computer related needs.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes.

Sundry Charges - This includes items that are not in the supply or maintenance category. These expenses may be for services provided by private business organizations, by public utilities, for contract labor, for outside consultants, payment of claims and damages against the City, or service provided by some department of the government agency.

Tax Base - The total value of all real and personal property in the City as of January 1st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Rate - Total tax rate is set by Council and is made up of two components: debt service and operations rates. The 2015-2016 tax rate for the City of Hurst is \$.606 per \$100.00 valuation. According to Section 5.42 of the City Charter, the maximum tax rate shall not exceed \$1.50 on the one hundred dollars (\$100.00) valuation of taxable property within the City.

Working Capital – Current assets minus current liabilities.

HURST★TEXAS