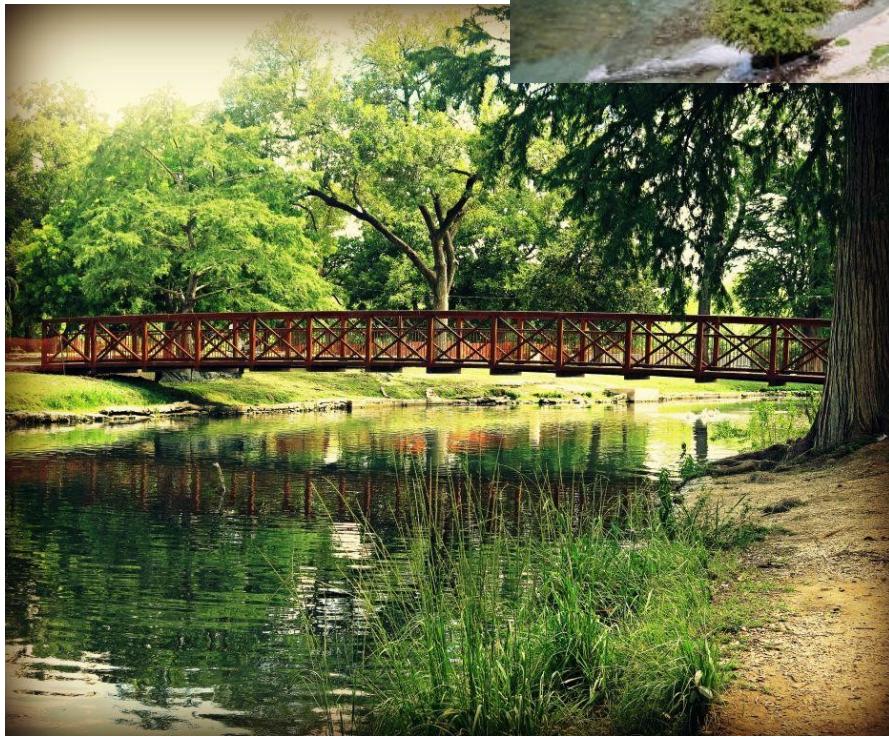


FY 2017-18 ADOPTED BUDGET AND PLAN OF MUNICIPAL SERVICES





Mission

The City of New Braunfels will add value to our community by planning for the future, providing quality services, encouraging community involvement and being responsive to those we serve.



History of New Braunfels

Several Native American tribes inhabited the New Braunfels area because of the fresh spring water available. The expedition of Domingo Terán de los Ríos of 1691 followed the "El Camino Real" (today a National Historic Trail) which crossed the Guadalupe River near today's Faust Street Bridge. Subsequent French and Spanish expeditions, including those of the Marqués de Aguayo and Louis Juchereau de St. Denis, commonly passed through this area. In 1825, a Mexican land grant gave title of the area around the springs to Juan M. Veramendi. During the eighteenth century, the springs and river (which had been called Las Fontanas and the Little Guadalupe respectively) took the name Comal, Spanish for "flat dish" and Guadalupe.

1836 saw the formation of the Republic of Texas after years of bloody battles with the Mexican Government who laid claim to this territory. To pay off war debt and weaken political ties with Mexico, the new nation of Texas offered public land to Americans and Europeans. This offer, in conjunction with political strife in their home country, enticed a group of German nobleman to form an immigration company named Adelsverein. German immigrants began to arrive in Indianola, Texas in December 1844 and make their way to San Antonio. On March 13, 1845, Prince Carl of Solms-Braunfels, Germany entered into an agreement with Maria Antonio Garza and her husband Rafael E. Garza for 1,265 acres of the Veramendi land grant for a sum of \$1,111.

The first wagon of German immigrants arrived on Good Friday, March 21, 1845. Prince Solms and his engineer, Nicholas Zink, selected a town site. The town had an open square with streets radiating out at right angles. The original town included 342 lots, each with a narrow street frontage so that the town could remain compact and defensible yet provide street frontage to as many lots as possible. This urban plan was popular in German scholarship of the nineteenth century, set New Braunfels apart from other Texas towns and is still evident today.

Faust Street Bridge



City of New Braunfels Adopted Budget

For the Fiscal Year

October 1, 2017 – September 30, 2018

This budget will raise more total property taxes than last year's budget by \$2,759,327 or 10.04 percent, and of that amount \$1,583,775 is tax revenue to be raised from new property added to the roll this year.

On September 11, 2017 the following City Council members voted to adopt the FY 2017-18 Adopted Budget.

Mayor Barron Casteel	Chris Monceballez
George Green	Wayne Peters
Justin Meadows	Leah Garcia
Ron Reaves	

The amounts above are based on the City's property tax rates calculated or adopted as follows:

Tax Rate	Adopted FY 2017-18	Adopted FY 2016-17
Property Tax Rate	.488220	.498230
Effective Tax Rate	.458561	.477086
Effective M&O Rate	.288371	.278079
Rollback Tax Rate	.488221	.524275
Debt Rate	.199850	.220151

The total amount of municipal debt obligations secured by property taxes for the City of New Braunfels is: \$154,335,000

Due to the passage of S.B. No. 656, section 102.007 of the Local Government Code was amended to require the above information on the cover page for a budget document. In compliance with the new requirements, the City of New Braunfels is providing the above statements on this cover page of its budget.

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Overview and Schedules



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of New Braunfels

Texas

For the Fiscal Year Beginning

October 1, 2016

A handwritten signature in black ink, appearing to read "Jeffrey P. Green".

Executive Director

The Government Finance Officer Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of New Braunfels, Texas for the Annual Budget beginning October 1, 2016. To receive this award, a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine eligibility for another award.



MISSION STATEMENT:

The City of New Braunfels will add value to our community by planning for the future, providing quality services, encouraging community involvement and being responsive to those we serve.

CORE VALUES:

Integrity

We operate with integrity, holding ourselves to the highest standards of performance, transparency, accountability, and ethical conduct.

Service

We are responsive and respectful to those we serve with an attitude that everything is worth our best effort.

Visionary Leadership

We anticipate needs, looking to our community's future, and execute to achieve our goals.

Stewardship of Local Resources

We use our resources responsibly. We treasure our unique heritage and natural environment and wish to preserve them for future generations.

Fiscal Responsibility

Our decisions reflect sound fiscal management and prudence.



Mayor: Barron Casteel

District 1: George Green

District 4: Chris Monceballez

District 2: Justin Meadows

District 5: Wayne Peters

District 3: Ron Reaves

District 6: Leah A. Garcia

Appointed Officials

City Manager: Robert Camareno

City Attorney: Valeria Acevedo

Municipal Court Judge: Rose Zamora

Executive Staff

Assistant City Manager:

Kristi Aday & Bryan Woods

Police Chief:

Thomas Wibert

Fire Chief:

Kenneth Jacks

Public Works Director:

Greg Malatek

Director of Finance:

Martie Simpson

Human Resources Director:

Jared Werner

Planning and Community Development Director:

Christopher Looney

Parks and Recreation Director:

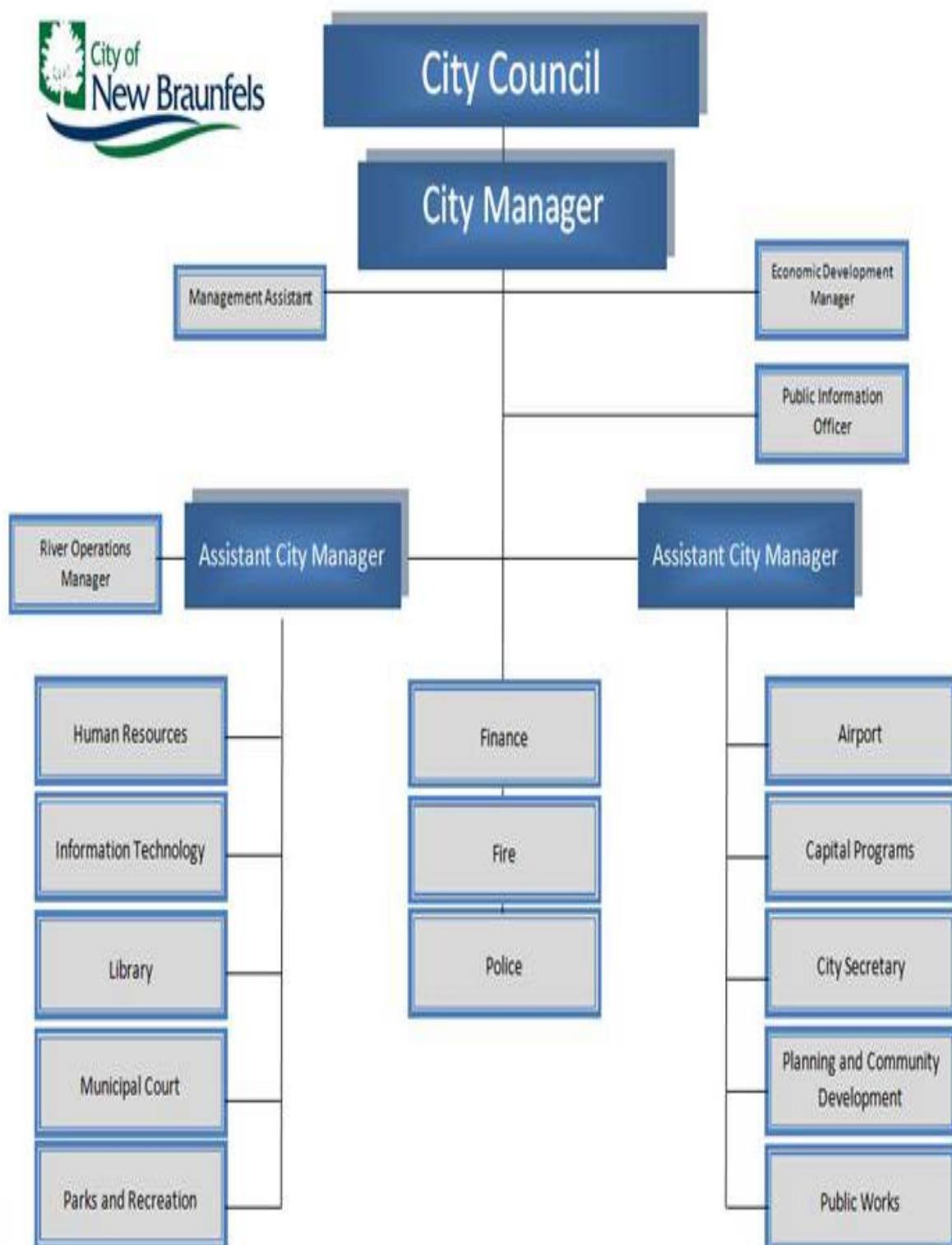
Stacey Laird Dicke

Library Director:

Gretchen Pruett

Airport Director:

Robert Lee





OFFICE OF THE CITY MANAGER

The Honorable Mayor, Mayor Pro-Tem and City Council:

I am pleased to submit the FY 2017-18 City Manager's Adopted Budget and Plan of Municipal Services for City Council's consideration. The FY 2017-18 Adopted Budget was carefully prepared through the collective efforts of all departments to balance City Council and community priorities with a sustainable and sound financial plan for the City of New Braunfels.

FY 2017-18 Adopted Budget - Challenges and Solutions

Going into the budget development process, there were several known challenges. Many of these were discussed during the February and June City Council retreats. Several of these challenges along with solutions are summarized below.

- Start up and partial year operating costs stemming from the new community recreation center needed to be incorporated into the Adopted Budget. The FY 2017-18 Adopted Budget includes resources to support the opening, equipping and operations of the new center.
- The compensation study was updated in FY 2016-17. While our organization continues to close the gap between our pay scales and those of our benchmark cities, additional investments in compensation are needed to align with the market, specifically in Police and Fire. The FY 2017-18 Adopted Budget includes funding for market adjustments, cost of living adjustments and step increases for uniform employees.
- Self Insurance Fund expenditures have increased dramatically from FY 2014-15 to FY 2016-17, relying upon General Fund transfers to remain solvent. The FY 2017-18 Self Insurance Fund Budget incorporates conservative growth projections, as well as a structurally balanced budget that does not rely upon additional transfers from the General Fund.
- The Golf Course Fund is not able to support the annual debt service commitment associated with the recent renovation. As presented in the five year forecast, the interest and sinking (I&S) rate is able to absorb that annual commitment without a tax rate impact. Future management of the course is a policy decision that staff intends to work through with City Council during the budget process.
- Sales Tax growth continues to stabilize and remains the largest source of revenue in the General Fund. At the end of FY 2015-16 and throughout FY 2016-17, the City has

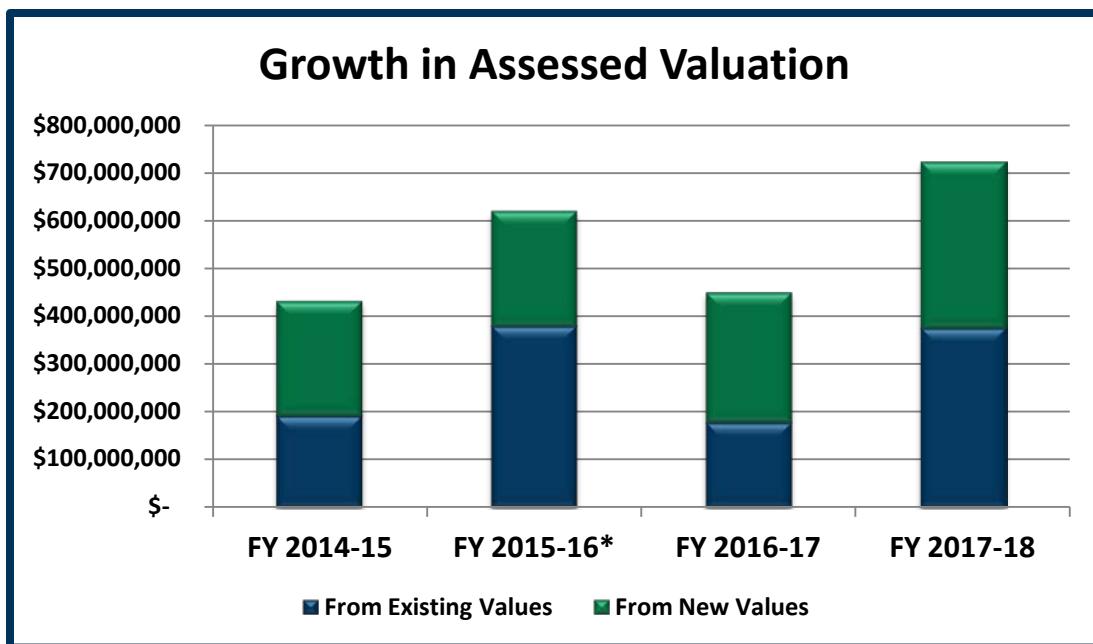
experienced lower sales tax growth in comparison to recent history. The FY 2017-18 Adopted Budget is built upon a conservative four percent growth rate in sales tax for the upcoming fiscal year.

- Full year funding of all new positions added in FY 2016-17 that were postponed or deferred made adding additional positions challenging in FY 2017-18 all while service demands continue to grow. The FY 2017-18 General Fund Budget adds new positions, and those added are aligned both with the City Council and community budget priorities. In addition, the Adopted Budget includes various investments in technology and professional services to augment city staff in an effort to increase efficiency and provide better service to our residents and customers without the need to add additional positions.

FY 2017-18 Tax rate and future considerations

Throughout the budget development process, the intention was to deliver a budget with no tax rate increase and maintain the prior fiscal year, 49.823 cents. However, as a result of the increasing growth in property values in existing properties the budget before you proposes a lower tax rate of 48.822 or 1.001 cents less than the 2016 adopted rate. The adopted tax rate is slightly below the City's calculated rollback rate. Texas law requires that taxing units calculate and publish two additional rates before adopting the final rate, the effective rate and the rollback rate. The effective rate is the rate needed to provide the same amount of revenue on properties on the rolls in the prior year and the current year. The rollback rate is the highest rate a taxing unit can adopt without a possible election. The calculation of the rollback rate is more complex than the effective rate but in short it is calculated by taking the effective rate, subtracting out the debt rate, multiplying the net rate by 1.08% and then adding back the debt rate.

After completing a cash flow analysis of bond project expenditures and proceeds available, it was determined that the City had sufficient bond proceeds to cover anticipated project costs. Therefore, the issuance of bonds in FY 2016-17 was deferred to FY 2017-18, when the funds are projected to be needed. The strategy of issuing bonds (debt) only when needed has long been the practice for the City of New Braunfels. In FY 2017-18, this strategy would benefit the General Fund as the portion of tax rate not needed to support debt, would shift to the General Fund to support one-time expenditures, such as the start up costs for the recreation center, public safety equipment/vehicles and fund balance requirement. However, without a debt issuance and a large portion of the increased value stemming from existing properties, the total rollback rate was less than the current rate. These two factors are what drove down the effective rate in comparison to the prior fiscal years. Staff worked through various financial strategies to balance the budget once the tax rate modification was made. The graph below illustrates the relationship between total growth in assessed valuation – broken down between new and existing properties.



* FY 2015-16 - \$20 million dollars of bond proceeds and certificates of Obligation were issued, which drove up the debt rate calculation completed by the Tax Office.

As a reminder, the remaining 2013 bonds will be issued in FY 2017-18 (\$28,060,000). The first debt service payment for this debt issuance will occur in FY 2018-19 at approximately \$2,240,000 annually. Therefore, while the actual tax rate is decreasing by over 1 cent in FY 2017-18, the I&S portion of the rate will need to increase to a level adequate to support the new annual commitment. We are not able to project the anticipated increase in rate next fiscal year, however, staff is fairly certain that the total rate requirement will be equal to or greater than the current rate of 49.823 cents.

Legislative Update

We continue to pay close attention to the Texas Legislature's Special Session. Several bills were filed that would limit the City's ability to serve our citizen's if passed. For example, revenue cap bills are being considered that would limit the City's ability to address the increasing demand on core services and investments in infrastructure, public safety and quality of life initiatives. In addition, spending caps are also being considered that dramatically oversimplify municipal finance by assuming city expenditures should be linked only to population and inflation growth.

General Fund – Fund Balance

The City's fund balance policy requires that the General Fund maintain a fund balance of at least 25% or three months of operating costs. It has been the City Council's practice to maintain a fund balance of at least 30% of recurring expenditures.

The FY 2017-18 Budget includes an ending balance that exceeds that requirement to protect the City's debt rating and maintain financial stability. The FY 2017-18 fund balance represents 30 percent of **recurring** expenditures, the City council's current target for the General Fund. The allocation of fund balance is a one-time expenditure. As a reminder, every recurring expenditure dollar added to the budget requires 30 cents in fund balance reserve. In years past, the General

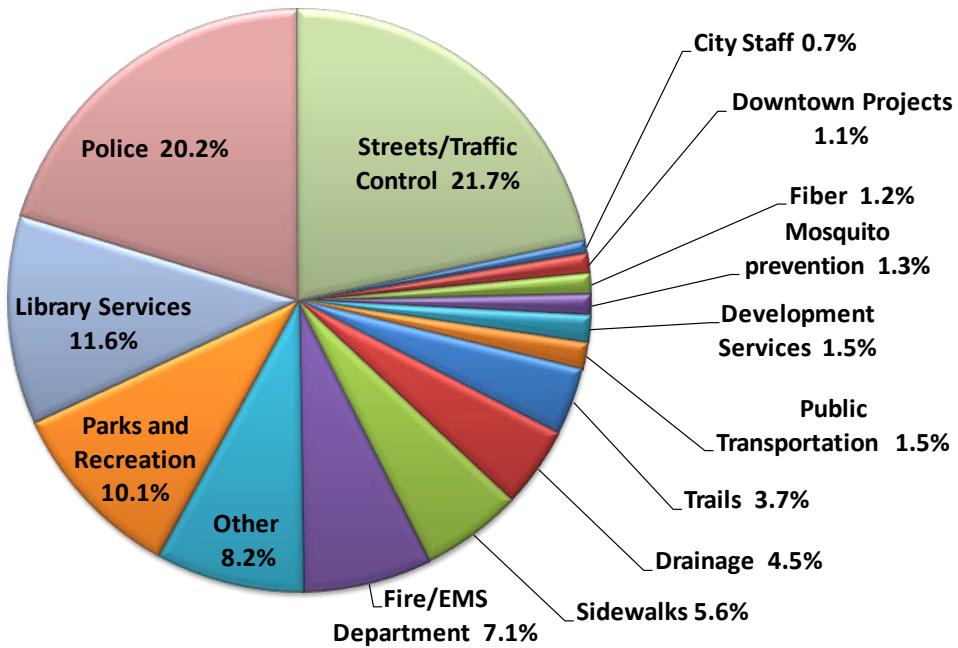
Fund has carried over “excess” fund balance into the following year, usually as a result of revenues slightly higher than projected or expenditures slightly lower than expected. In FY 2015-16 neither happened. June and July represent two of the largest sales tax collection months. In 2016, there was no net growth in sales tax collections when comparing June and July to the prior year (2015). Conversely, transfers from the General Fund to the Self Insurance Fund in FY 2016-17 pushed actual expenditures above the final projection. These two factors required the General Fund to build fund balance in the FY 2017-18 General Fund Budget to meet the fund balance target. Therefore, revenues exceed expenditures by approximately \$690,000 in the General Fund.

The FY 2017-18 City Manager’s Adopted budget is, as it has been in previous years, one of contrast: the City’s financial resources benefit from our expanding community and economy, yet is challenged with keeping up with the growth and necessary investments into the New Braunfels quality of life, infrastructure and core services. We believe this budget strikes a good balance of addressing many needs and challenges while continuing New Braunfels’ fiscally sound and conservative approach to managing taxpayer dollars.

BUDGET PLANNING AND PUBLIC INVOLVEMENT

The City Council held retreats in November and February to begin discussion on the FY 2017-18 budget. The Council once again held their annual retreat in June of this year and staff presented the update to the Five-Year Financial Forecast. The forecast provides current and long range financial projections for the General Fund, Debt Service Fund, Equipment Replacement Fund and Self Insurance Fund. It also includes a description of strategic issues that will impact the City and may require City Council direction over the next five years. The forecast helps form the basis from which the annual budget is developed.

The City held the second annual public meeting to solicit public input *prior to* the budget development. In May, a public meeting was held at City Hall to allow residents to provide input on their priorities for the upcoming budget year. In addition, the City conducted the second on-line survey soliciting budget recommendations. We recognize in people’s ever-busy lifestyles that public meetings are not always convenient. However, as we continue to strive to involve our citizens in their local government and improve transparency we must look for ways to engage them on their time. Utilizing technology is the easiest way to accomplish this. Between the survey and the meeting, we received 267 responses. Those responses are illustrated in the graph below.



Our residents are clearly interested in the continued investment into infrastructure and basic services. I believe this budget addresses those interests.

It is important to note that although the FY 2017-18 Adopted Budget is balanced and addresses to some extent numerous priority issues, there remains approximately \$13.9 million of identified unmet needs throughout the City such as additional personnel, equipment and other enhancements that would assist in better addressing the needs of our growing community.

OVERVIEW

The FY 2017-18 Adopted Budget totals \$223,998,680 for all funds which represents an increase of 4.8 percent from the FY 2016-17 Adopted Budget. This figure includes expenditures and ending fund balance(s). This increase is driven mainly by the General Fund and Capital Improvement Project allocation. The Capital Improvement Projects' allocation increases in anticipation of the fifth debt issuance associated with the 2013 bond program. General Fund expenditures increase by \$3.94 million in FY 2017-18. These funds are allocated to meet the growing needs of the organization, including two new Detectives, a Fire EMS Lieutenant, recreation center start up and operating costs and compensation increases for all employees as well as various recurring and one-time equipment and initiatives which are all described later in this message.

The FY 2017-18 Adopted Budget includes \$146,915,358 in total revenue, an increase of approximately 14.9 percent from FY 2016-17. The increase is driven by the final 2013 bond issuance, as well as recognition of the contribution to the recreation center construction project from the New Braunfels Industrial Development Corporation (\$5.7 million) and the New Braunfels Independent School District (\$1.2 million).

Expenditures in FY 2017-18 for all funds are \$189,670,276, a 4.0 percent increase over the FY 2016-17 Adopted Budget. Again, this increase is impacted significantly by expenditures

associated with the 2013 bond projects. The FY 2017-18 expenditures include \$79,722,922 for capital improvement projects.

The debt service requirement decreases in FY 2017-18 due to no debt issuance in FY 2016-17. This year's total principal and interest payments are \$14,892,855. Of the total debt service amount for FY 2017-18 approximately 9% (\$1,384,115) is paid by the New Braunfels Industrial Development Corporation (4B) and almost 4% (\$561,100) is paid from Hotel/Motel tax on debt service for the Civic/Convention Center construction. In addition, the Solid Waste Fund will make a contribution to debt service of \$71,016 which represents their proportionate share of the debt service for the land acquisition and design services for the new Public Works/Fire Training Service Center.

The Airport will continue to make a contribution toward debt service (\$107,938) for costs associated with a hanger constructed in 2006. In addition, the Airport supports the certificates of obligation issued in 2014 to purchase and improve assets formerly held by the fixed base operator that no longer operates at the Airport (\$222,544). The debt service paid from property taxes totals \$12,536,142 and now includes the debt service stemming from the golf course renovation completed in FY 2013-14. Again, not issuing debt and shifting a portion of the I&S rate to the O&M rate is part of the reason why the FY 2017-18 rollback rate is lower than the current rate of 49.823 cents. However, the final bond issuance occurring next fiscal year will increase the debt service fund expenditures by approximately \$2.24 million dollars. Therefore, the tax rate will need to increase in FY 2018-19 to support that commitment.

Property Tax Rate:

The total property tax rate for FY 2017-18 is 48.822 cents, which is 1.001 cents less than the current rate of 49.823 cents. The debt service component of this rate is 19.985 cents with the operations and maintenance rate at 28.837 cents. FY 2017-18 represents the first fluctuation in tax rate since *FY 2013-14*, when it was increased to 49.823 cents in that fiscal year, and remained unchanged until FY 2017-18.

For tax year 2017, the approximate total property tax bill for a Comal County resident with a taxable value of \$200,000 is \$4,340. Of that amount, approximately \$976 is attributable to the taxes paid to the City of New Braunfels. The graph below illustrates the approximate breakdown of property tax dollars paid by New Braunfels residents in Comal County.



City of
New Braunfels
22%

Other Taxing
Entities*
78%

*The other two taxing entities for New Braunfels residents that reside within Comal County are the New Braunfels Independent School District and Comal County.

Employee Compensation:

The third and final phase of the 2013 compensation plan was implemented in the FY 2016-17 budget. As a result of the three year phase in, management recognized that the compensation plan was still behind and needed to be re-evaluated. Benchmark cities were approved by City Council, one for uniform employees and another for non-uniform positions. The results of the updated study showed that as a city, we were closing the gap between New Braunfels and the benchmark cities. The table below references the summary of the analysis:

Employee Category	Average % Below Benchmark Market Midpoint
Police – Uniform Employees	8.2%
Fire – Uniform Employees	6.5%
Non Uniform Employees – Those who were behind the market	6.3%

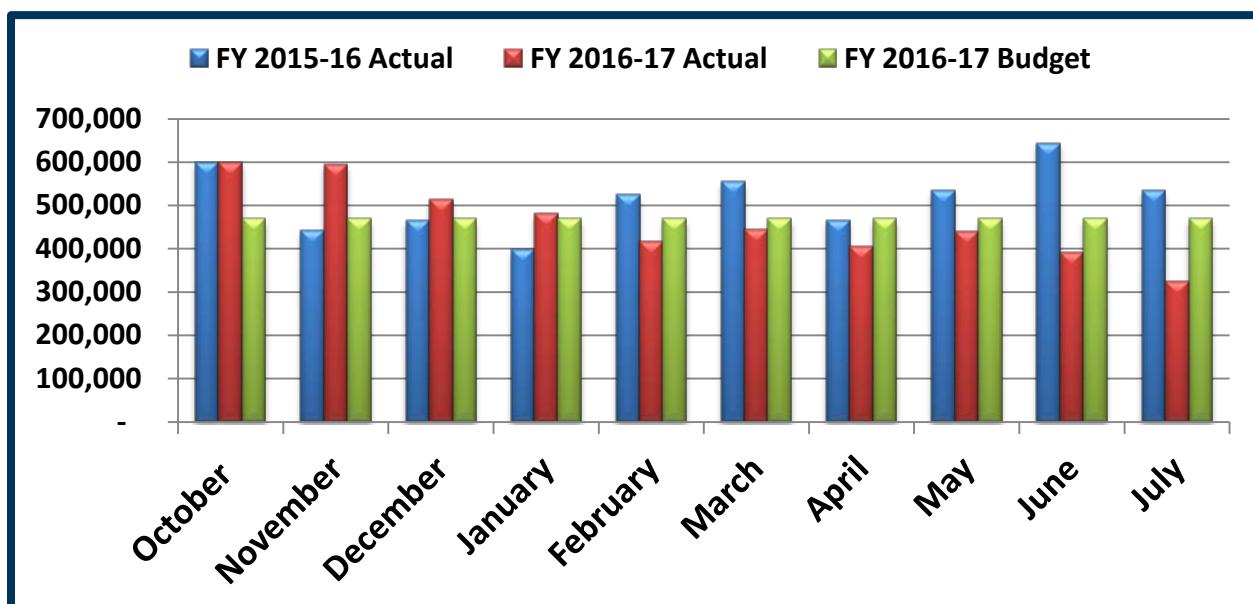
The total cost to implement the market adjustments and revised civil service step plans are \$2,235,000 - (\$315,000 for non uniformed staff and \$1,920,000 for uniformed personnel). The funding included in the Adopted Budget is summarized below:

Employee Category	FY 2017-18 Adopted Budget Funding
Police and Fire – Market Adjustments and Step Plan Increases	\$1,080,000
Non-Uniform Employees – Market Adjustments/COLA	\$602,000
Total Compensation Funding – GENERAL FUND	\$1,682,000

Self-Insurance Fund:

Medical, Dental, Prescription and Vision Employee Benefits Plan: The rising cost of health care is a constant concern nationwide and for the City of New Braunfels. Over the last six years, many organizations have seen double-digit percentage annual increases in costs in claims as well as in administrative services. The City of New Braunfels had benefited from relatively low and manageable growth from FY 2010-11 to FY 2013-14; however, beginning in FY 2014-15 the City's health insurance costs have increased. The FY 2015-16 Budget was built upon an anticipated decrease based on lower claim activity trends in previous years and plan design changes. However, FY 2015-16 continued on the upward trend. This significant increase in costs has been driven by a higher frequency of large claims (both medical and prescription) by individuals. Overall increased utilization, significant increases to the cost of prescription claims and rising medical costs also contributed to this increase. In FY 2016-17, additional plan design changes and modifications to coverage(s) were implemented, however costs continued to increase into the first quarter of the fiscal year. To create immediate cost savings, several cost reduction strategies were implemented, such as eliminating out of network coverage.

Beginning in February 2017, the monthly claims started to normalize and even fall in line with the monthly budget parameters. The graph below illustrates this most recent trend.



While the latest changes and data seem to suggest that the claim expenditures may not continue to grow, the FY 2017-18 Adopted Budget will not be predicated on that assumption. The Self Insurance Fund has only remained solvent over the past two fiscal years by transferring funds from the General Fund as needed. City staff has been directed to develop a budget in FY 2017-18 that mitigates the risk of additional interfund transfers and support from the General Fund. Moreover, the fund balance in the Self Insurance Fund was exhausted in FY 2014-15 as a result of the dramatic increases in costs. The Self Insurance Fund should have a reserve that represents at least 60 days of expenditures – approximately \$1.4 million. The plan design changes implemented in FY 2016-17 and the FY 2017-18 Adopted Budget begin to address the issue of rebuilding this reserve.

Revenue Modifications

Active Employee Premiums – The City currently offers three plans (A, B and C). The majority of all employees are on plans A and B. Plan C is a relatively new plan and is considered a high deductible health plan or HDHP. While this plan offers the lowest premiums, it is also offers the lowest level of coverage. Premiums are recommended to increase by 5% in FY 2017-18 for those employees on plans A and B.

Employer Contribution – The City currently contributes \$9,010 per year per budgeted employee into the Self Insurance Fund. The FY 2017-18 includes a 5.5% increase to the contribution to \$9,510 per employee per year. The contribution was increased by 14% last fiscal year. Prior to that, the contribution had not been increased since FY 2011-12. From FY 2010-11 to FY 2017-18, the compounded annual growth rate of the employer contribution is 3.1%.

Expenditure Modifications (cost reductions)

Plan Design Changes – These changes include increases to co-pays, deductibles and other plan coverage components.

Prescription Plan/Classification – This change would modify the classification, coverage, and requirements to certain non-generic prescription drugs. In addition, the City's benefits consultants have successfully renegotiated prescription contracts through Aetna, creating additional savings.

Compass Transparency Tool – This product will provide HR staff and employees the ability to search for the most cost effective doctors, procedures and even prescriptions. The interface is very basic and helpful and will allow users to search for the costs for all in-network medical procedures.

Separate dental coverage from plan – This strategy involves implementing a separate dental policy that employees can elect to participate in. Therefore, if someone requires dental coverage, the City would have a separate fully insured product available to them. This would require a separate premium. The 5 percent increase in premiums stated above does not include dental. The City intends to offer two dental plan choices to employees. First a DHMO plan, a very small network of dental providers (2 locations in New Braunfels). That premium will range from approximately \$10-\$33 monthly, based on the level of coverage. The second plan is a standard DPPO, which provides a much broader network, but with higher premiums. The monthly premiums for the DPPO will range from \$35- \$113 monthly. Again, if employees wish to have dental coverage, these premiums will be a new cost to the employee in addition to the premium increases described above.

Retiree Coverage – Pre 65 retirees will now be offered insurance through the Texas Municipal League. The Self Insurance Fund will no longer support the costs nor receive the premiums from previously enrolled retirees.

The FY 2017-18 Adopted Self Insurance Fund budget includes all of the previously mentioned strategies. Health insurance costs are dynamic and unpredictable. Regardless, continued and consistent analysis of these costs will be critical in determining whether or not the various strategies are successful in reducing total program costs.

GENERAL FUND

Revenues:

Total General Fund revenues for FY 2017-18 are projected to be \$64,371,977, an increase of \$4.6 million above the FY 2016-17 Adopted Budget. When compared to FY 2016-17 estimated revenues, the increase in FY 2017-18 General Fund budgeted revenues can be attributed to increases in property tax revenues (\$2,575,000), sales taxes (\$810,000) and licenses and permits (\$213,000). Parks and Recreation revenue increases by approximately \$750,000, driven both the recognition of partial year recreation center revenue and an increase to the Landa Park Aquatic Center daily admission rate. The remaining revenue sources, such as franchise fees, fines and forfeitures and miscellaneous account for the remaining \$252,000 in increased revenue. The graphic below illustrates the proportion of every General Fund Revenue dollar.



Expenditures:

The expenditures in the General Fund for FY 2017-18 are budgeted at \$63,681,976 an increase of \$3.9 million in comparison to the FY 2016-17 Adopted Budget. This increase in expenditures is a result of multiple initiatives. The graphic below illustrates how every General Fund expenditure “dollar” is allocated across the City Council’s strategic priorities.



The budget includes a total of 17 new positions (FTE) throughout the organization. Nearly all new positions are funded for nine months in FY 2017-18. Due to the challenges addressed at the beginning of this message, several new positions were added without any impact to the budget (indicated below by an *). The various strategies for adding these resources without affecting the budget are summarized later in this message and throughout the document.

General Fund Positions Adopted in FY 2017-18		
Department	Division	Position
Public Works*	Streets	Crew Leader
Public Works *	Streets	Equipment Operator II (2)
Public Works*	Streets	Equipment Operator I
Police Department	CID	Detectives (2)
Fire Department	Support Services	EMS Lieutenant
Planning	Environmental Services	Code Enforcement Officer
Parks and Recreation	Recreation Center	Various (8 FTE)
Information Technology*	IT/Planning	Business Analyst

*Did not require a direct increase in funding to the FY 2017-18 Adopted Budget.

Positions Adopted in FY 2017-18 – Other Funds	
Department/Division	Position
Solid Waste – Commercial	Solid Waste Operator

Fund Balance:

The FY 2017-18 General Fund Budget does not draw down fund balance at all. In fact, as mentioned earlier, due to flat June and July sales tax revenue in 2016 and higher than anticipated

transfers from the General Fund to the Self Insurance Fund at the end of FY 2015-16, there was no excess fund balance carried into the current year. This, along with the continued stabilization in sales tax growth is entirely why positions authorized in FY 2016-17 were deferred or postponed. The end result of the previously mentioned challenges and responses required the FY 2017-18 Fund Balance to increase to meet fund balance requirements. This is entirely why General Fund revenues exceed expenditures by approximately \$690,000. Again, our fund balance is projected at 30 percent of ongoing operating expenses, meeting the City Council's current practice. Our financial management approach has allowed the City to maintain or expand needed services, maintain healthy reserves and improve our excellent bond ratings.

STRATEGIC PRIORITIES

As with past budgets, our efforts are focused on meeting the Council's five Strategic Priorities and service enhancements designed to continuously improve and deliver on the demand of our growing community:

**Quality of Life
Infrastructure
Effective Management
Public Safety
Growth and Development**

QUALITY OF LIFE

Library

Funding is included to support the replacement of air conditioners and complete roof repairs at the Westside Community Center (\$35,000)

Parks and Recreation

The FY 2017-18 Adopted Budget includes \$1,184,185 to support pre-planning, opening and operational expenditures for the new community recreation center. 11.5 full time equivalents are authorized in the new recreation center division. However, the net effect to the total number of full time and part time positions in the department is 8 full time equivalents. This net effect is driven by reallocating some of the existing staff in the Parks Department to the recreation center division. Therefore, the existing authorized positions for the recreation and athletic divisions decrease from FY 2016-17 to FY 2017-18. Moreover, the budget includes funding for seasonal staff, however the titles and frequency of each position have not been finalized. Therefore, the authorized seasonal position listing will need to be amended at some point in FY 2017-18 once those staffing figures are finalized. The funding and staffing strategies for the FY 2017-18 recreation center budget will be discussed in detail in one of the City Council workshops. Recreation center revenue representative of four months of operation is also included in the General Fund Budget (\$595,000).

Various one-time expenses and initiatives are also included such as the repainting of the Olympic pool (\$30,000), funbrella replacements (\$6,000) and the replacement of pool bleachers (\$4,400). Funding for these enhancements are tied to an increase to the Landa Park

Aquatic Center daily admission rate. Staff is currently evaluating several variations of a price increase. The fee to the Landa Park Aquatic Complex will require an ordinance amendment and subsequent City Council approval.

Civic/Convention Center

In FY 2013-14, a facility maintenance reserve was established for the Civic/Convention Center. \$100,000 per year is allocated from Hotel/Motel Fund. Therefore, by the end of FY 2017-18, there will be a total of \$500,000 in the reserve.

In the Hotel/Motel Tax Fund, \$150,000 is included to make audio visual enhancements at the Civic/Convention Center. Specifically, these funds will be invested in an integrated projector system for the exhibit hall.

Solid Waste

The FY 2017-18 Adopted Budget adds an Equipment Operator and refuse collection vehicle. This position and equipment will allow the commercial division to align the workload with industry standards by adding an additional route. The position is funded for nine months in FY 2017-18 at a cost of \$47,948. The costs of the vehicle will come from the Enterprise Maintenance and Equipment Replacement Fund (\$290,000).

INFRASTRUCTURE

Public Works

Funding for a Traffic Signal Communication System (\$15,000) has been added. This system will decrease response times for traffic signal issues at critical intersections. City staff will be notified through the communication system rather than relying solely on the public or police department. Along with issues being reported immediately, traffic signal timing can also be adjusted remotely.

Capital expenditures include the purchase of a traffic signal bucket truck (\$95,600). The traffic signal bucket truck was funded in FY 2016-17, but postponed to FY 2017-18 as a budget balancing strategy. With the City having the responsibility to maintain and replace all traffic signals, having the proper vehicle to maintain and repair the signals is essential.

The FY 2017-18 Adopted Budget includes one program change that does not increase the overall budget, however it modifies the spread of street maintenance funding between internal and external efforts. The sole program change in Public Works is the implementation of a second streets crew. Four additional positions are necessary to add a second crew to the department, they include: (1) Equipment Operator, (2) Equipment Operator II, and (1) Crew Leader. The total cost to add these four positions is approximately \$160,000 (nine month funding). However, as adopted, there will be no impact to the budget from adding these positions as the existing funding for contract street work would be reduced by an equal amount (\$160,000). Based on staff analysis, the second crew could increase total paving output by approximately 15 percent in comparison to the current model. A crew vehicle is also needed to support the additional staff, but will be funded from existing capital funds (\$49,000). Future investments into additional equipment could further increase efficiencies.

Wayfinding Signs

The City installed wayfinding signs throughout the community several years ago. The FY 2017-18 Adopted Budget includes funding in the amount of \$300,000 in the Hotel/Motel Tax Fund from fund balance to complete an overhaul of the existing signage and add signage in strategic areas. We will work closely with the New Braunfels Convention and Visitors Bureau and other stakeholders on this project.

EFFECTIVE MANAGEMENT

Equipment Replacement Fund

The FY 2017-18 contribution to the Equipment Replacement Fund is budgeted at \$120,000. In FY 2017-18, funding of \$817,000 is budgeted to replace 21 vehicles. This figure is based on the Fleet Manager's assessment of the mileage age and maintenance records of the vehicles. Again, many of the vehicles in the fleet meet replacement criteria. However, due to financial limitations in the Equipment Replacement Fund (due to suspension and partial reinstatement of the program) the City has had to reevaluate how to determine when replacements should occur. Seeing that the contribution into the fund is partial in FY 2017-18 (\$120,000), a secondary analysis will occur at the beginning of the fiscal year to determine if any of the budgeted 21 replacements could be postponed further.

The City has suspended the program and reallocated transfers as a budget balancing strategy as well as to ensure solvency in the Self Insurance Fund. However, the contribution must be fully reinstated (\$800,000-\$900,000) in FY 2018-19. If the contribution isn't fully reinstated, there will likely only be emergency vehicle replacement allocated from this fund

City Administration - Information Technology

As mentioned earlier, the FY 2017-18 Adopted Budget emphasizes investments in technology to increase efficiencies. The following summarizes the various initiatives incorporated into the FY 2017-18 Adopted Budget. While these investments will be implemented by Information Technology staff, enhancements in efficiencies and automation improvements will be realized throughout the organization

- \$197,708 is included in the General Fund adopted budget to implement and support various enhancements, improvements and automation to the City's permit review and inspection processing software, Accella. The major program enhancement will be the introduction of on-line payments. Other enhancements include online ability to schedule inspections, check the status of all permits, inspections and certificates of occupancy. This cost is broken down into several components. First, a Business Analyst has been added to support the implementation, training and ongoing maintenance of the software system. This position is funded for the full year at an annual cost of \$67,708. To support the increased recurring licensing and maintenance costs, \$30,000 has been included as well. Finally, \$100,000 in one time implementation costs has also been included. Significant staff time savings are anticipated from the various automation and efficiency enhancements. To support the costs stemming from this program change, three existing

vacant positions will be authorized, but not funded in FY 2017-18. All three of those positions are assigned to the Planning and Community Development Department.

- In the Equipment Replacement Fund, \$150,000 is included as an anticipated first year lease payment to upgrade/replace the city's data center infrastructure. The total cost of this project is projected to be \$750,000; however, staff is confident that low interest financing can be secured through the equipment vendor.
- In the Court Technology Fund, \$32,900 is included within the allocation for operating expenditures to begin integration and implementation of the Laser fiche/paperlite application. The integration of this application will decrease the amount of time each transaction takes with a Municipal Court customer and will make finding documents/files less cumbersome as well as creating workflow efficiencies.
- In the Capital Funds, \$48,000 is included to upgrade One Solution, the city's HR and Finance software. The latest release of One Solution will enable us to increase efficiencies by enabling/launching the employee online portal, enhance purchasing workflows, and improve data import capabilities.
- In the Capital Funds, \$12,000 is included for enhanced Mobile Device Management for the Police Department. The Police Department added a large number of smart phones to their mobile device fleet primarily to take advantage of the mobile application available on the CAD/RMS system, Spillman. This now triggers advanced security requirements through the FBI's Criminal Justice Information System (CJIS) security requirements. This mobile device management solution meets the needs outlined in CJIS and will provide a platform the City can use to manage additional mobile devices in the future

City Administration – Capital Programs

Capital project staff funding – The funding for three staff members (Construction Inspectors) supported entirely by the General Fund are to be moved to the Bond Fund. Capital Programs staff was previously supported by the General Fund due to unfavorable cost projections for the 2013 bond projects. However, based on current expenditures, financial forecasts and interest earnings, staff believes these positions can now be supported by the bond fund in FY 2017-18.

City Administration – Municipal Court

\$10,000 is included in the Judicial Efficiency Fund to make modifications to Municipal Court offices to allow better security for staff as well as sensitive documents. Furthermore, funding is also available for customer service counter modifications. By extending the length of the customer service counter, we will be able to provide better accommodations for those covered by ADA requirements. The total cost of these improvements is \$15,000. The remaining \$5,000 will be supported by the General Fund as not all of the costs of the improvements are eligible for this funding source.

PUBLIC SAFETY

The comprehensive staffing and deployment analysis reports from CPSM were recently presented to the City Council. The City Manager's Office intends to work with Police and Fire on developing strategies for prioritization and implementation of the recommendations stemming from the reports. Our plan is to present the collaborative implementation plan at the November City Council retreat. However, the FY 2017-18 Adopted Budget does include several initiatives and resources that align with the analysis completed by CPSM.

Fire

Funding is included to purchase swift water dry suits (\$20,000). The suits will provide a thermal barrier between the diver and the water helping to prevent any exposure to possibly contaminated water. Secondly, funding is included to support the first year lease payment to purchase a replacement ambulance (\$54,000). This ambulance was purchased in FY 2016-17. Lastly, funding is provided for the Westnet Fire Station Alerting Software and Maintenance (\$35,000).

While there is no direct fiscal impact, the Fire Department will purchase ESO software for the purpose of fire incident reporting/billing and will switch from FireHouse/Intermedix. The ESO software will increase employee efficiency by eliminating double entries and will increase ambulance availability by reducing the time spent documenting patient care reports. Furthermore, the discontinued use of Intermedix software will result in a decrease of the same amount as the ESO software in EMS billing cost.

Funding is included to authorize and fund one EMS Lieutenant. This position will be funded for six months (\$51,410 for FY 2017-18 and \$105,000 annually). The addition of an EMS Lieutenant will allow for more equitable division of management duties and provide support to the EMS Captain who currently serves as the EMS Administrator and Infection Control Officer.

Police

Funding is included for a latent print exam station (\$5,900). This system will reduce the number of fingerprints in backlog and will allow a more efficient process to send more prints to the state database.

Three Police Officers were added in FY 2016-17 with the intention of utilizing spare vehicles until new units could be purchased. Funding is included to purchase one patrol vehicle (\$58,000) for one of these officers. Funding is also included to purchase one unmarked police vehicle (\$25,000). This vehicle will be assigned as a take home vehicle and will be used on other non-undercover related assignments and tasks. Finally, funding is included for the purchase of the vehicle to be assigned to the new Crime Scene Technician (\$30,000), again a position deferred in FY 2016-17.

Funding in the amount of \$293,512 is included for two additional Detective (Corporal) positions, which will be funded for nine months (\$160,106 in FY 2017-18 and \$213,475 annually). These two officers will be assigned to the Criminal Investigation Division to support and address the

increasing case load. The remaining \$133,406 is included to purchase essential equipment associated with the new officers as well as two new vehicles.

Funding in the amount of \$250,000 in capital funds is included to fund upgrades and enhancements to the Police Department's building to make the existing space more efficient and effective and to better serve the expanded workforce in that facility. Repairs to the facility will include, but are not limited to the replacement of the air conditioning system, roof repair, and exterior painting. The funds will also support renovations to the municipal court area, to provide much needed training, office and storage space.

GROWTH AND DEVELOPMENT

Planning, Building and Environmental Services

Funding for one Code Enforcement Officer is adopted for FY 2017-18. This position will be funded for nine months (\$37,243 for FY 2017-18 and \$49,658 annually). \$23,165 is allocated for supplies, materials, and the vehicle necessary for the new position. Workload for code enforcement related efforts has increased dramatically over the past several years; this additional position will assist staff in responding to issues in a timely manner.

Three existing vacant positions are not funded in FY 2017-18. As discussed in the Information Technology section earlier, a significant investment will be made in the City's permit and inspection review software system, Accella. The upgrades to the system are intended to improve efficiency, automate various processes as well as offer online payment to customers. To fund that investment, these three positions will be authorized but not funded in FY 2017-18. The positions will be reevaluated once the software upgrades are completed and staff can properly analyze the impact to workflow and other support processes. The positions that will be held vacant include a Senior Planner, Assistant Building Official and Building Inspector. All three of these positions were added to the budget in FY 2016-17 and deferred as a budget balancing strategy; therefore, they have never been filled.

Final Thoughts

The FY 2017-18 Adopted Budget was a challenging process that tested our strategic thinking and made us reflect regularly on our core values as an organization. The tax rate decrease was certainly not something that we anticipated. However, I am confident that had we known that to be the outcome; we would have developed this budget in the same manner. The strategies employed in this budget provide the General Fund much needed one time revenue to maintain fund balance requirements, invest in technology, purchase public safety equipment, provide compensation adjustments to our employees and support the start up costs associated with the community recreation center, the largest single project of the 2013 Bond Program. Moreover, while not issuing debt in FY 2016-17 was part of the reason that our rollback rate decreased below our previous tax rate, we maintained our commitment to the citizens to not issue debt unless the funds are needed to support the projects.

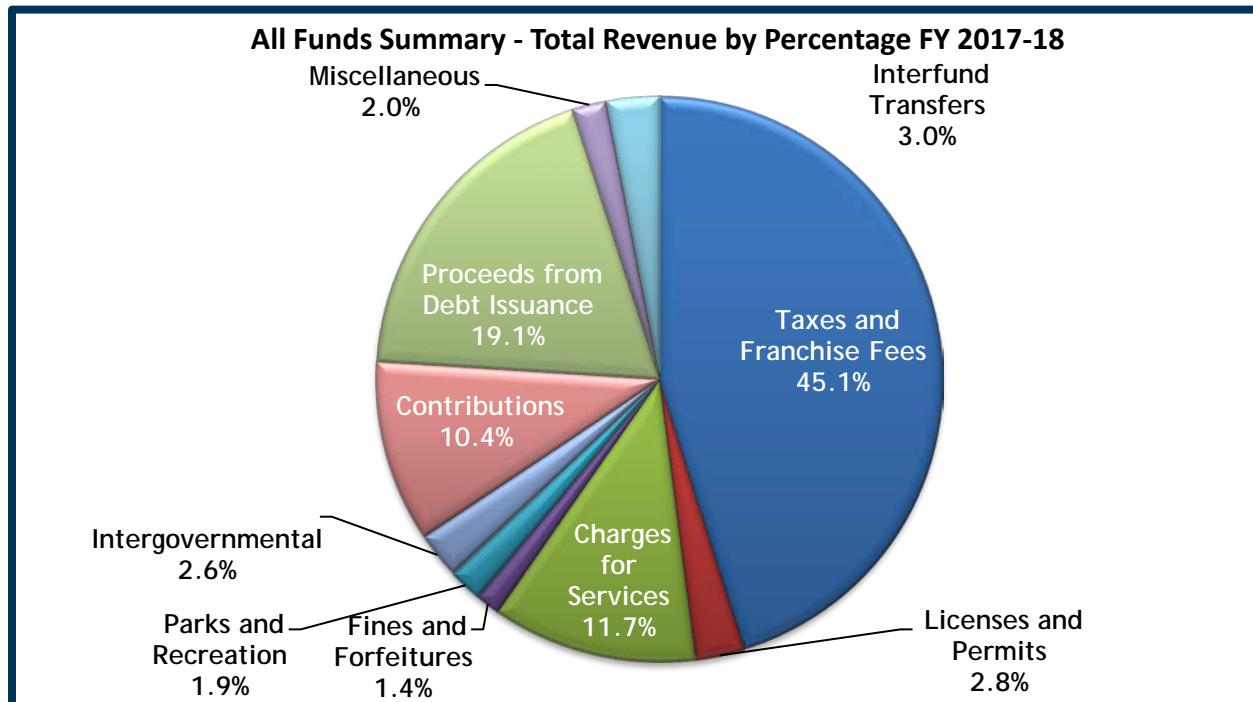
I want to thank the Department Directors and the Finance Department staff for their work in developing this budget. They provided analysis and sound recommendations from which I developed this adopted budget. We are fortunate to have such a talented and committed staff.

We look forward to discussing the adopted budget and how we can continue to make New Braunfels great, together.

Respectfully submitted,



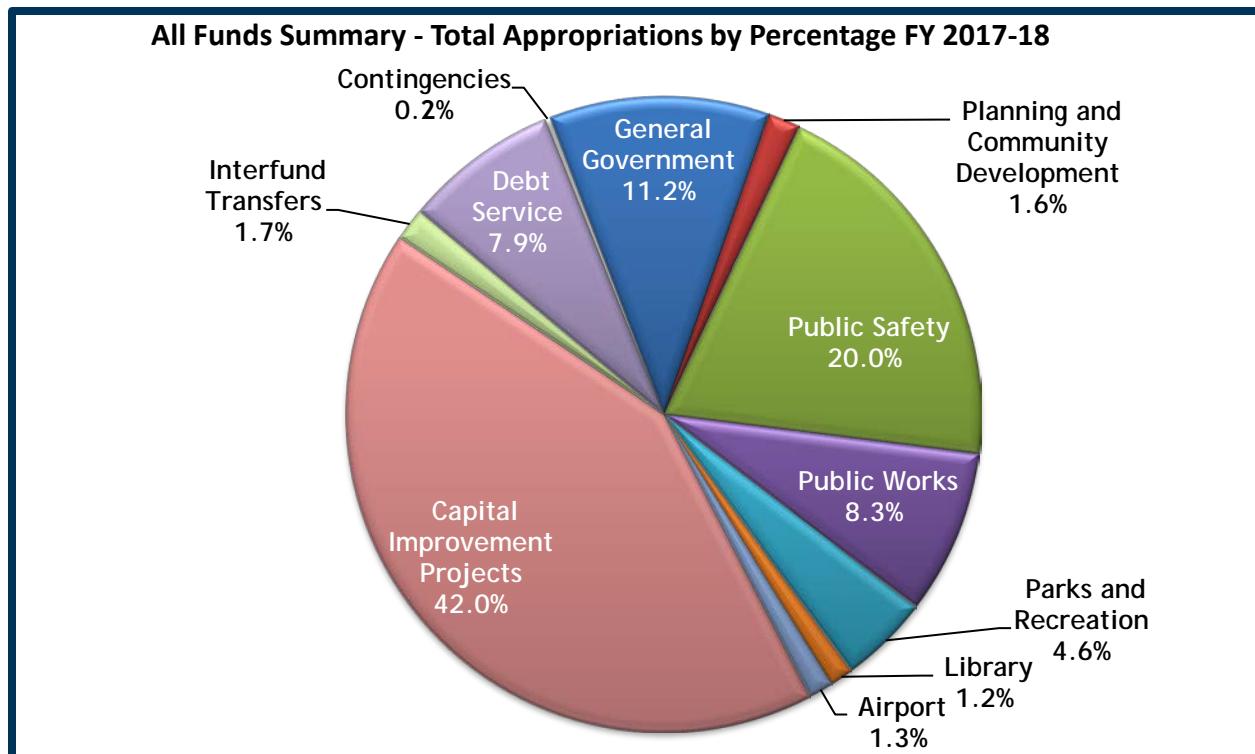
Robert Camareno
City Manager



Taxes and franchise fees	\$66,137,190
Licenses and permits	4,130,895
Charges for services	17,252,198
Fines and forfeitures	2,039,625
Parks and Recreation	2,803,752
Development Fees	75,000
Intergovernmental	3,859,788
Contributions	15,287,115
Proceeds from debt issuance	28,060,000
Miscellaneous	2,852,228
Interfund Transfers	4,417,568
TOTAL	\$146,915,358

All Funds Summary – Total Revenues by Percentage

The graph and table above provide a comprehensive view of all budgeted revenues for all City funds in the FY 2017-18 Adopted Budget. To note a few of the revenue categories, contributions of \$15.28 million are comprised mainly of revenue (premiums) coming into the Self Insurance Fund, which is where claim costs as well as other related expenditures to providing health care to City employees are accounted for. Charges for services (\$17.25 million) includes all revenue generated by the Solid Waste Department garbage and recycling service as well as all other revenue from services from which fees are charged. The \$28.06 million dollars in proceeds from debt issuance accounts for the anticipated fourth debt issuance associated with the 2013 bond program scheduled for FY 2017-18. Additional narrative on revenues can be found on pages 75-96.

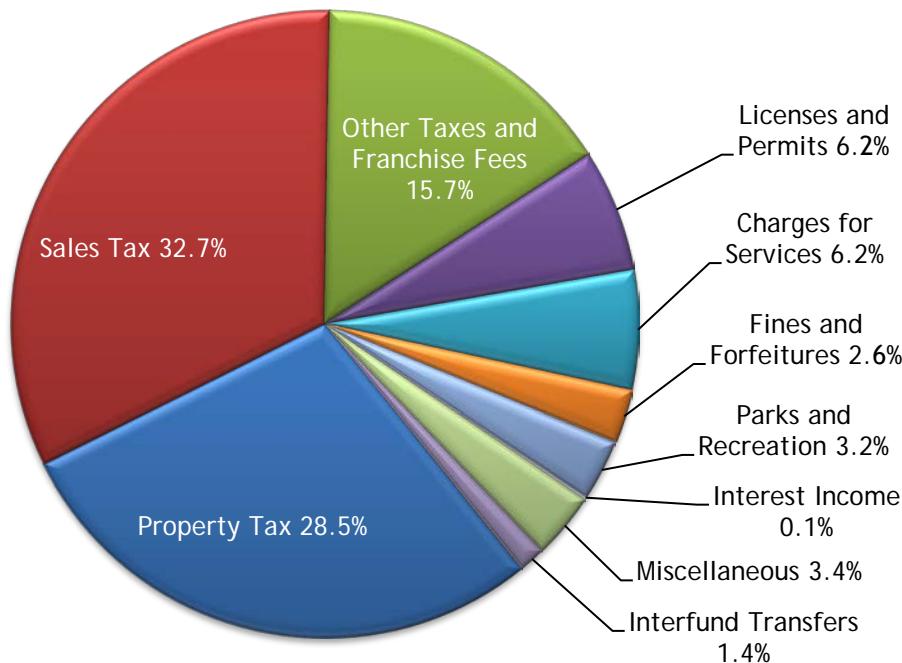


General Government	\$21,263,676
Planning and Community Development	3,065,455
Public Safety	37,979,573
Public Works	15,788,390
Parks and Recreation	8,677,944
Library	2,274,353
Airport	2,383,185
Capital Improvement Projects	79,722,922
Interfund Transfers	3,151,658
Debt Service	14,892,855
Contingencies	470,262
TOTAL	\$189,670,273

All Funds Summary – Total Appropriations by percentage

The graph and table above provide a comprehensive view of all budgeted appropriations for all City funds in the FY 2017-18 Adopted Budget. A significant portion of these funds (\$79.7 million) fall into the capital improvement projects category. Capital improvement funds comprise all available debt proceeds set aside for specific projects as well as other capital improvement funds whose revenues are earmarked for future capital projects such as the Roadway Development Fund. To note a few other expenditure categories, parks and recreation appropriations include golf course operations as well as river education and cleanup efforts. Public safety appropriations include all budgeted expenditures relating to Police, Fire and Municipal Court. All appropriations are explained in further detail within each fund(s) section.

General Fund - Total Revenue by Percentage FY 2017-18

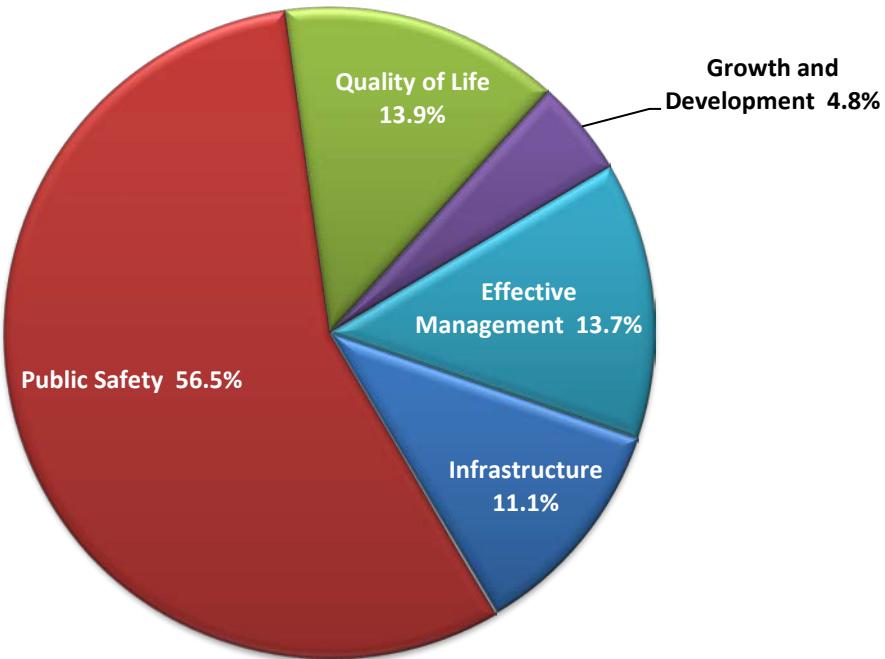


Property tax	\$18,138,200
Sales tax	21,069,270
Other taxes and franchise fees	10,097,632
Licenses and permits	4,122,895
Charges for services	3,976,568
Fines and forfeitures	1,785,125
Parks and Recreation	2,028,800
Interest Income	85,000
Miscellaneous	2,193,400
Interfund transfers	875,087
TOTAL	\$64,371,977

FY 2017-18 General Fund Budget – Total Revenues

Sales tax revenues continue to represent the largest portion of General Fund revenues in FY 2017-18 at 32.7 percent. Property taxes are the second largest source of General Fund revenues at 28.5 percent. Licenses and permit revenues are driven mainly by development activity in the community as building permits make up the majority of this revenue source. Charges for services include payments for ambulance service and other taxes and franchise fees are driven from franchise payments from utilities such as NBU and Centerpoint Energy. Additional narrative on General Fund revenues are provided on pages 78-82.

General Fund - Total Appropriations by Percentage FY 2017-18



<u>Ending Fund Balance</u>	\$18,885,038
Infrastructure	7,040,833
Public Safety	35,970,472
Quality of Life	8,880,295
Growth and Development	3,065,455
Effective Management	8,724,920
TOTAL	\$82,567,014

FY 2017-18 General Fund Budget – Total Appropriations

Public Safety appropriations represent all budgeted expenditures for the Police Department, Municipal Court and the Fire Department. Infrastructure includes all General Fund Public Works expenditures such as street repair and maintenance of drainage facilities. Quality of Life includes all budgeted expenditures pertaining to Parks and Recreation and Library services. The Ending Fund Balance of \$18.88 million represents the City Council's targeted reserve level in the General Fund. The Ending Fund Balance represents 30 percent of the recurring budgeted expenditures in the General Fund. All General Fund appropriations are explained in further detail in the General fund section of the budget, pages 107-178.

FY 2017-18 Authorized and Funded Program Changes

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
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Public Works

Second Street Crew - Personnel. Fund staff with a corresponding reduction to operating expenditures.	\$ -	\$ 160,500	\$ (160,500)	\$ -	General Fund
Crew Truck - Assigned to second street crew	\$ 48,225			\$ 48,225	Capital Funds - 2013 C of O's and 2015 Tax Notes
Total - Public Works	\$ 48,225	\$ 160,500	\$ (160,500)	\$ 48,225	

Fire

EMS Lieutenant - As recommended by the CPSM study. Position funded for six months in FY 2017-18	\$ 4,432	\$ 51,410	\$ 55,842	General Fund
Total - Fire	4,432	51,410	-	55,842

Police

Two Detectives - As recommended by the CPSM study. Positions funded for nine months in FY 2017-18	133,406	160,106	293,512	General Fund
Total - Police	\$ 133,406	\$ 160,106	\$ -	\$ 293,512

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
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Information Technology

Accela software improvements - Automation and efficiency enhancements to include but not limited to online payment acceptance	\$ 100,000	\$ 97,708	\$ 197,708	General Fund
Total - Information Technology*	\$ 100,000	\$ 97,708	\$ -	\$ 197,708

* To support the costs of the Accela software improvements, three existing vacant positions in the Planning and Community Development Department will not be funded in FY 2017-18

Planning and Community Development

Code Enforcement Officer - To better meet the growing service demands. Position is funded for nine months in FY 2017-18	\$ 23,165	\$ 37,243	\$ 60,408	General Fund
Total - Planning and Community Development	\$ 23,165	\$ 37,243	\$ -	\$ 60,408

Parks and Recreation

Community recreation center - staffing, opening and operating expenditures. Includes an additional eight full time equivalent and additional seasonal staff	\$ 93,500	\$ 1,090,685	\$ 1,184,185	General Fund
Total - Parks and Recreation	\$ 93,500	\$ 1,090,685	\$ -	\$ 1,184,185
Total- General Fund Departments	\$ 402,728	\$ 1,597,652	\$ (160,500)	\$ 1,839,880

FY 2017-18 Authorized and Funded Program Changes

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
Solid Waste					
Additional Commercial Route - Operator & Vehicle To align average route stops with industry standards. Position is funded for nine months in FY 2017-18	\$ 290,000	\$ 47,948	\$ -	\$ 337,948	Solid Waste Fund - personnel and equipment Enterprise Maintenance and Equipment Replacement Fund - Vehicle
Total - Solid Waste	\$ 290,000	\$ 47,948	\$ -	\$ 337,948	
Total-All Departments	\$ 692,728	\$ 1,645,600	\$ (160,500)	\$ 2,177,828	

FY 2017-18 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
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Public Works

Fischer Park Dam Emergency Action Plan & Annual Inspection	\$ 75,000		\$ 75,000	Capital Funds - 2013 C of O's
Communications to traffic signals - decreases response times to signal issues at critical intersections	\$ 12,500	\$ 2,500	\$ 15,000	General Fund
Traffic Signal Bucket Truck*	\$ 95,600		\$ 95,600	General Fund
Update to wayfinding signs	\$ 300,000		\$ 300,000	Hotel/Motel Fund
Total - Public Works	\$ 483,100	\$ 2,500	\$ -	\$ 485,600

*This purchase was initially budgeted in FY 2016-17, but deferred to FY 2017-18 as a budget balancing strategy

Fire

Dry Suits - To replace wet suits utilized for swift water rescue	\$ 20,000		\$ 20,000	General Fund
Station alerting software maintenance - annual maintenance contract now required to be eligible for support	\$ 35,000		\$ 35,000	General Fund
ESO Record Management System - streamlines record management system	\$ 24,000	\$ 34,266	\$ (55,000)	\$ 3,266
Total - Fire	44,000	69,266	(55,000)	58,266

FY 2017-18 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
Police					
Latent Print Examination Station - As recommended by the CPSM study	5,865			5,865	General Fund
Undercover vehicle - CID Division*	25,000			25,000	General Fund
Crime Scene Technician Van*	30,000			30,000	General Fund
Police Dept Facility Improvements - In line with architect building assessment	250,000			250,000	Capital Funds - 2012, 2013 and 2015 C of O's
Police patrol vehicle - will be assigned to one of three Officers added in FY 2016-17	58,000			58,000	General Fund
Total - Police	\$ 368,865	\$ -	\$ -	\$ 368,865	

**This purchase was initially budgeted in FY 2016-17, but deferred to FY 2017-18 as a budget balancing strategy*

Municipal Court

Lobby/access improvements - to improve customer service experience	18,000		18,000	General Fund and Judicial Efficiency Fund
Laser fiche/paperlite Implementation - increases efficiency	30,000	2,900	32,900	Court Technology Fund
Total - Municipal Court	\$ 48,000	\$ 2,900	\$ -	\$ 50,900

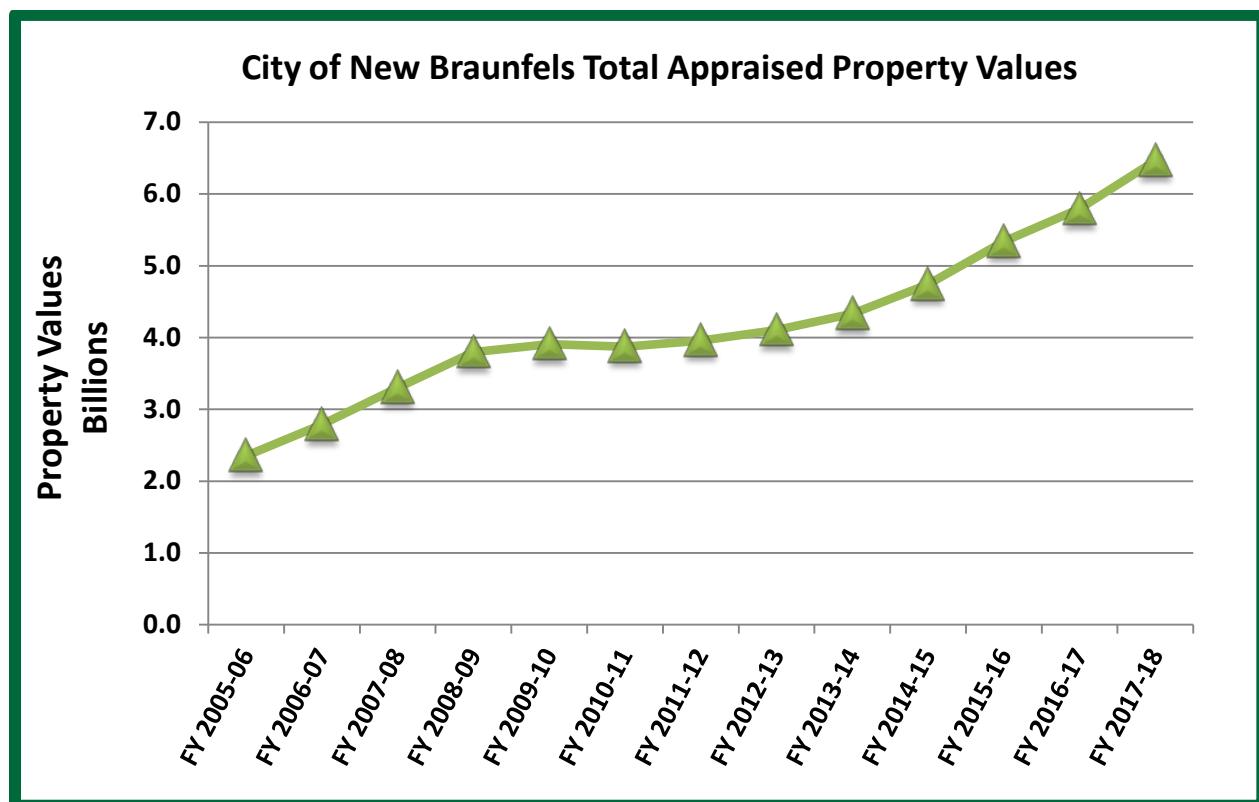
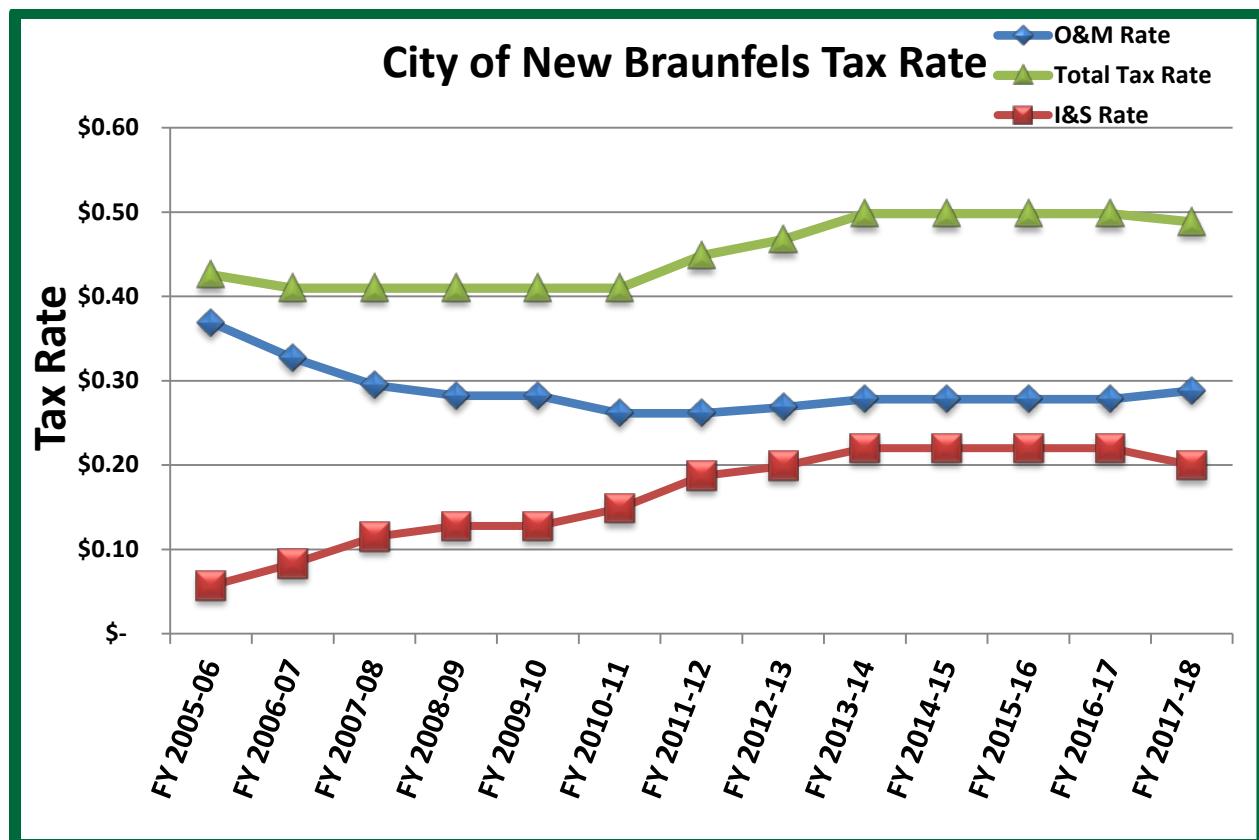
FY 2017-18 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
Library Services					
Westside Community Center Air Conditioner replacements	\$ 15,000			\$ 15,000	General Fund
Westside Community Center roof repairs	\$ 20,000			\$ 20,000	General Fund
Total - Library Services	\$ 35,000	\$ -	\$ -	\$ 35,000	
Parks and Recreation					
Olympic Pool Repainting	\$ 30,000			\$ 30,000	General Fund
Aquatics Bleacher replacements	\$ 4,400	\$ -		\$ 4,400	General Fund
Funbrellas (canopy) replacements	\$ 6,000			\$ 6,000	General Fund
Cartograph License - expansion of existing pavement management system to park facilities and infrastructure	\$ -	\$ 3,600		\$ 3,600	General Fund
Comal Cemetery street signage replacements/upgrade	\$ 8,000	\$ -		\$ 8,000	Cemetery Fund
Total - Parks and Recreation	\$ 48,400	\$ 3,600	\$ -	\$ 52,000	
Information Technology					
Replace Council Broadcast System - will increase capabilities and broadcast space flexibility	\$ 325,000			\$ 325,000	PEG Fund

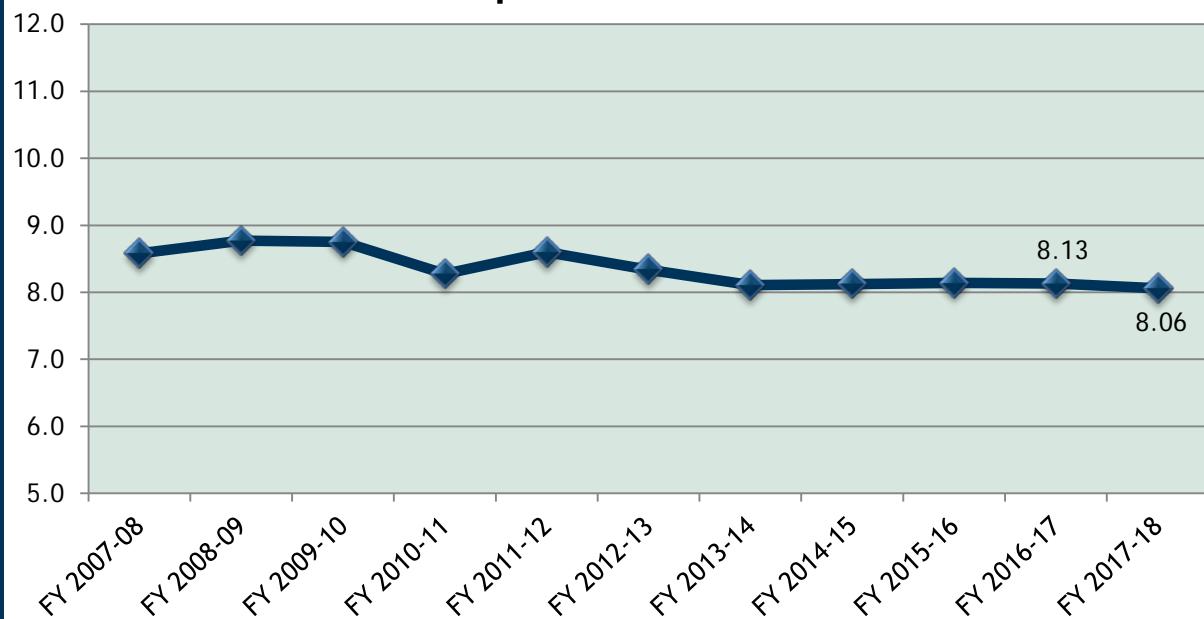
FY 2017-18 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
Information Technology					
GIS Flood Inundation Mapping - enhance emergency mitigation and preparedness efforts	\$ 14,000			\$ 14,000	General Fund
One Solution Upgrade - Automation and updated modules	\$ 48,000			\$ 48,000	Capital Funds - 2009 C of O's and 2015 Tax Notes
Police Department Mobile Device Management - interfaces phones with CAD/RMS software system	\$ 12,000			\$ 12,000	Capital Funds - 2015 Tax Notes
Total - Information Technology	\$ 399,000	\$ -	\$ -	\$ 399,000	
Total- General Fund Departments	\$ 1,426,365	\$ 78,266	\$ (55,000)	\$ 1,449,631	

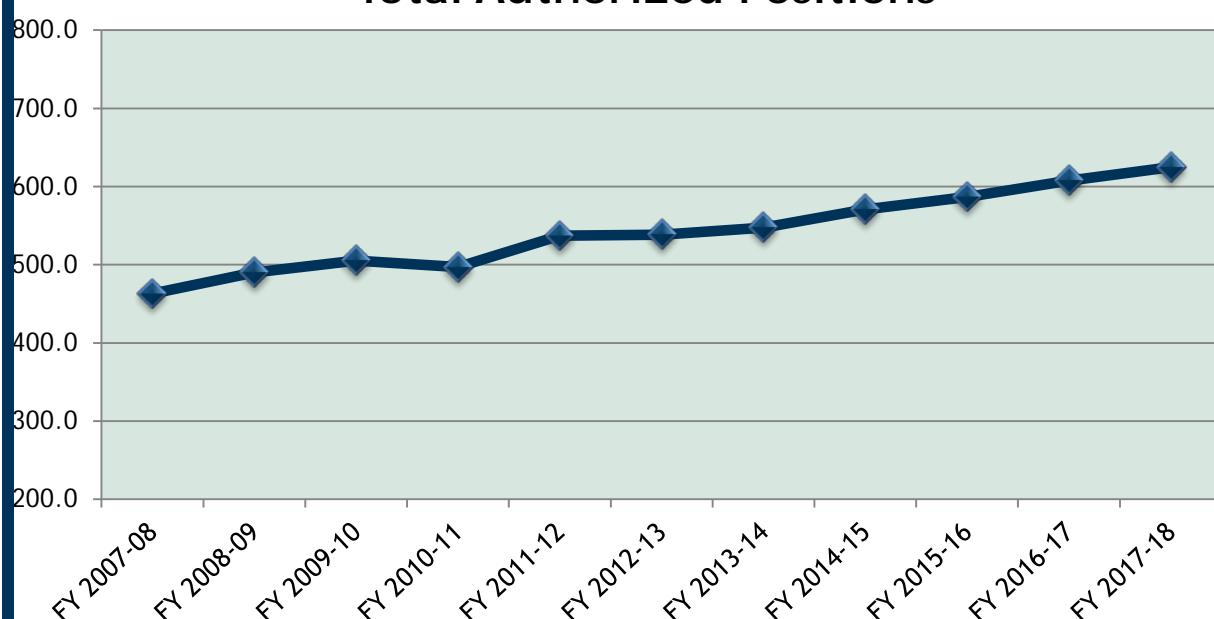
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	Funding Source(s)
Airport					
Jet Refueler - provides second refueler to enhance customer service	200,000			\$ 200,000	Airport Fund
Total - Airport	\$ 200,000	\$ -	\$ -	\$ 200,000	
Civic Center					
Integrated projector system in exhibit hall	150,000			\$ 150,000	Hotel/Motel Fund
Total - Civic Center	\$ 150,000	\$ -	\$ -	\$ 150,000	
Solid Waste					
Solid Waste Comprehensive Plan	\$ 120,000	\$ -	\$ -	\$ 120,000	Solid Waste Fund
Drive Safe camera system	\$ 167,958	\$ -	\$ -	\$ 167,958	Solid Waste Fund
Total - Solid Waste	\$ 287,958	\$ -	\$ -	\$ 287,958	
Total-All Departments	\$ 2,064,323	\$ 78,266	\$ (55,000)	\$ 2,087,589	



Full Time Equivalent Per 1,000 Citizens



Total Authorized Positions



Authorized Full Time Equivalent by Department

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>
Airport Fund	7	7	7
City Administration			
City Manager's Office	5	6	6
City Secretary	3.0	3.5	3.5
<i>Total City Administration</i>	8	9.5	9.5
Information Technology	11	11	12
Municipal Court	9	9	9
Juvenile Case Manager Fund	1	1	1
Capital Programs Division	9	9	9
City Attorney's Office	4	4	4
Civic/Convention Center Fund	8.5	8.5	8.5
Finance	11	11	11
Human Resources	7	8	8
Fire			
Support Services	13	13	14
Operations	120	123	123
Emergency Management	1	1	1
<i>Total Uniform Positions</i>	129	132	133
<i>Total Fire</i>	134	137	138
Library Services			
Library	24.25	24.25	24.25
Westside Community Center	3	3	3
<i>Total Library Services</i>	27.25	27.25	27.25
Parks			
Administration	7	7	7
Recreation	10	10	7
Athletics	1.5	1.5	1
Aquatics	2	2	2
Rangers	3	3	3
Maintenance	26	26	26
Rec Center	0	0	11.5
<i>Total Parks</i>	49.5	49.5	57.5
Golf Course Fund	15.0	15.0	15.0

Authorized Full Time Equivalent by Department

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>
Planning and Community Development			
Environmental Services	11	11	12
Building Inspections	13	15	15
Planning	9	10	10
<i>Total Planning and Community Development</i>	33	36	37
Police			
Administration	12	12	12
Patrol	79	83	83
Criminal Investigations	29	30.5	33.5
Support Services	27	30.5	30.5
<i>Total Uniform Positions</i>	115	119	121
<i>Total Police</i>	147	156	159
Public Works			
Engineering	14	16	16
Streets	18	18	22
Drainage	12	12	12
Facilities Maintenance	7	7	7
<i>Total Public Works</i>	51	53	57
Facilities Maintenance Fund	0	0	0
EAHCP Fund	1	1	1
Solid Waste Fund	52.5	53.0	54.0
River Activities Fund	1.5	1.5	1.5
<i>Total - All Positions</i>	587.25	607.25	626.25
<i>Full time regular positions</i>	561.5	583.5	601.5
<i>Part time regular positions</i>	25.75	23.75	24.75

Authorized Seasonal Positions by Department

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>
Library Services	1	1	1
Parks			
Administration	1	1	1
Recreation	17	19	19
Athletics	6	6	6
Aquatics	74	74	74
Rangers	13	13	13
Rec Center	0	0	TBD
<i>Total Parks</i>	111	113	113
Golf Course Fund	2	2	2
Child Safety Fund - School Crossing Guards	14	0	0
River Activities Fund	54	72	72
<i>Total - Seasonal Positions</i>	182	188	188

Economic Benchmarks and Outlook

The following section provides a discussion of national and regional economic trends and how those trends could affect the underlying economic conditions of the local New Braunfels economy. The growth (or decline) in the City's two primary sources of revenue (sales and property tax) is often correlated with broader economic trends. A forecast of the City's financial condition recognizes that the City's fiscal health is directly linked to success of the regional and national economies. In this section, projections regarding population and demographic trends, property valuations and sales tax collections, as well as information concerning employment and household incomes are provided and discussed.

National

Real Gross Domestic Product (GDP) in 2016 slowed to 1.6%, which is the slowest year of GDP growth since 2011. At the end of the first quarter of 2017, U.S. GDP growth missed expectations and grew by .7 percent. The biggest drags on 2016 economic growth were weak investment (both business and residential) and government spending. This is due to multiple factors but likely can be attributed to excess capacity in the industrial sector; the collapse of energy prices that lowered investment in that sector; strong value of the dollar in international markets (a strong dollar makes U.S. exports less competitive) and economic uncertainty surrounding the presidential election. Despite these factors, however, U.S. unemployment rate fell to 4.4 percent in April 2017. This is the lowest jobless rate the nation has seen since May 2007. According to its most recent policy statement, the Federal Reserve believes the outlook for growth in 2017 is generally stronger than in 2016. GDP growth is expected to increase to 2.2% and inflation will see a slight uptick to 2% from 1.4% in 2016. The housing sector is expected to continue improving and see a growth rate of investment close to 4.5% in 2017. Housing starts will rise to 1.2 million units in 2017, which is still well below the 20 year average of roughly 1.32 million starts.

In December 2015, the Federal Reserve raised its target funds rate by 25 basis points, which was the first time the rate increased in almost a decade. The one-year and ten-year treasury rates are expected to rise again in 2017 after a recent increase in March 2017. This second rate increase since December 2015 was done as inflation increased in recent quarters and is now moving closer to the Federal Reserve's stated goal of achieving two percent inflation.

Texas

Texas is positioned to return to its long-term pace of growth in 2017. Employment grew by 1.4 percent in 2016, which was near the high end of forecasts. The Dallas branch of the Federal Reserve Bank suggests jobs will grow 2.4 percent this year (287,500 jobs). The Texas Leading Index, which is a measure used by the Dallas Fed to project job growth, identifies several factors contributing to the job growth expectation. First, a decline in the Texas value of the dollar has declined, which has strengthened Texas' state export competitiveness. Initial claims for unemployment insurance and rising numbers of permits for new oil and gas wells also strengthened the index. Since March 2016, Texas added 249,000 jobs and through the first three months of 2017, the state added 67,500 jobs.

The 2016 five year forecast cited an outlook that stated Texas' economic growth would be around 2.5 percent, which was half of the 5 percent growth seen in previous years. Recent analysis

suggests that Texas' real GDP grew at 2.0 percent in 2016. This growth is projected to increase to 3.2 percent in 2017 and will be buttressed by a number of factors. Increased oil production and a strong housing market have continued to drive the economy in the last year. Increased energy activity generated significant employment growth, and construction employment posted its strongest first quarter in three years. Potential headwinds in 2017 include trade uncertainty (especially with Mexico), volatile energy prices and tax policy uncertainty.

San Antonio-New Braunfels MSA

Job growth in the local metropolitan area is closely correlated with statewide job growth. The unemployment rate in the San Antonio area continued its decline in 2016, with March 2017 registering 4 percent. Economic indicators in the first quarter of 2017 were generally strong with annualized job growth of 2.7% percent. Job growth mostly came from the goods-producing industries of construction, mining and manufacturing. Professional and business services employment, food service, and finance jobs fell in the first quarter of 2017. A rebound in the retail sector helped drive hiring in the trade, transportation and utilities sector. Continued strong growth in health care, leisure and hospitality, professional and business services also helped buttress the region's employment growth.

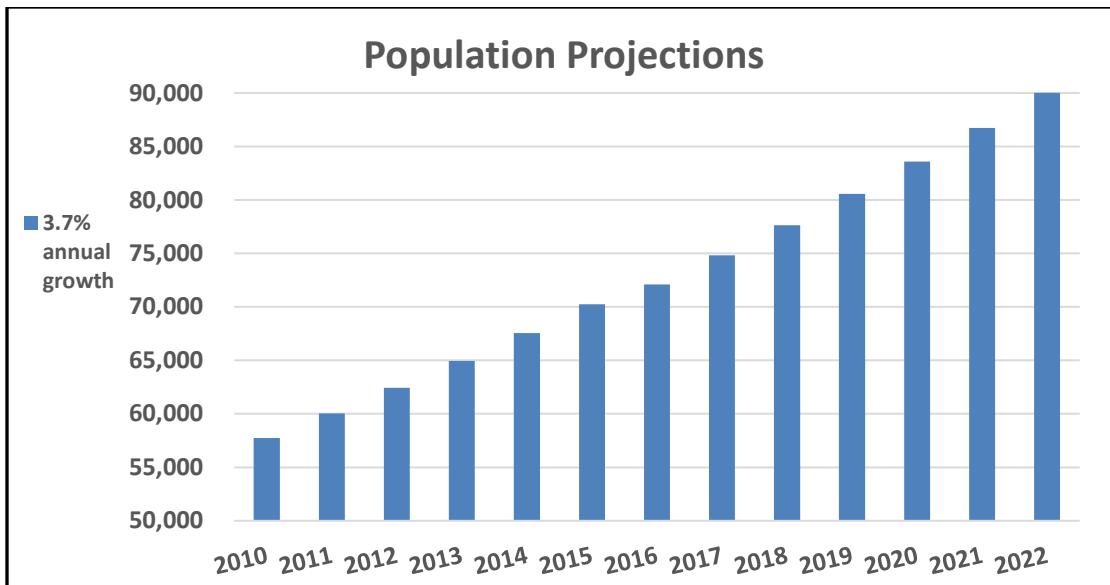
The supply of homes remains tight in most Texas metros. The five-month moving averages reveals that residential construction remains steady across the state. The first quarter of 2017 saw a slight increase (3%) in the year-over-year total of homes sold. The median price of a home also increased three percent to \$199,400 and the average price rose five percent to \$240,057. Inventory in the San Antonio area has remained under four months for more than a year.

New Braunfels

The renaming of the San Antonio MSA to the San Antonio-New Braunfels MSA after the 2010 census is an acknowledgement that the two cities are linked by close economic ties and social integration. There are many parallels between the New Braunfels and San Antonio economies and discussions regarding the local economy should acknowledge those significant regional influences. City property valuations have outpaced population growth, with property appraisals increasing 79 percent since 2010. Median household income has risen 86 percent in New Braunfels since 2004, which is higher than the state and metro-area averages. Continued investments in business development and primary job recruitment have resulted in an average of 982 new primary jobs each year since 2005. This continued job growth, especially in the health care sector, should continue to drive new housing and commercial developments, along with moderate to strong growth in sales tax collections.

Population

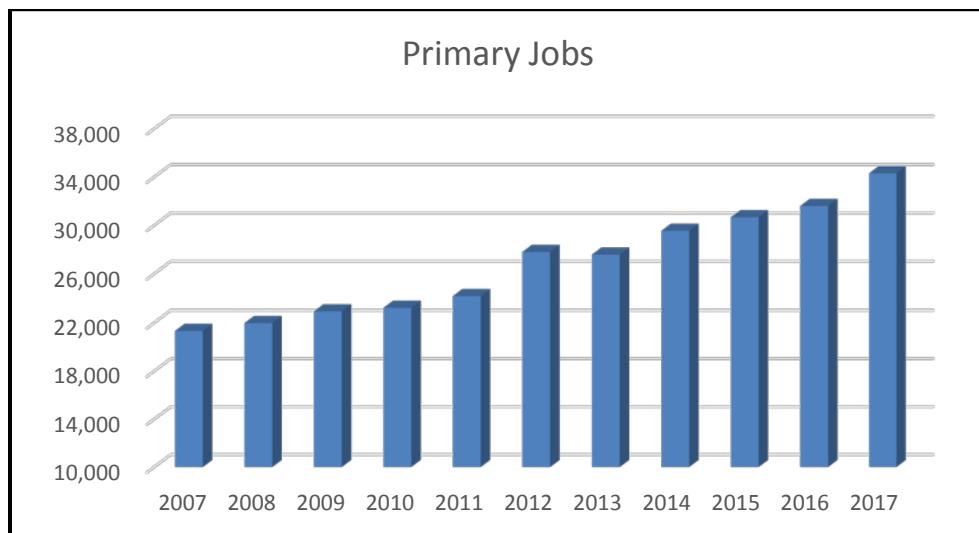
Like other communities in the San Antonio-New Braunfels MSA, the City of New Braunfels saw significant population growth over the last decade. Between the years 2000 and 2010, the City's population grew from 36,594 to nearly 58,000. This represents a 58 percent increase in population or a compounded annual growth rate of 5 percent.



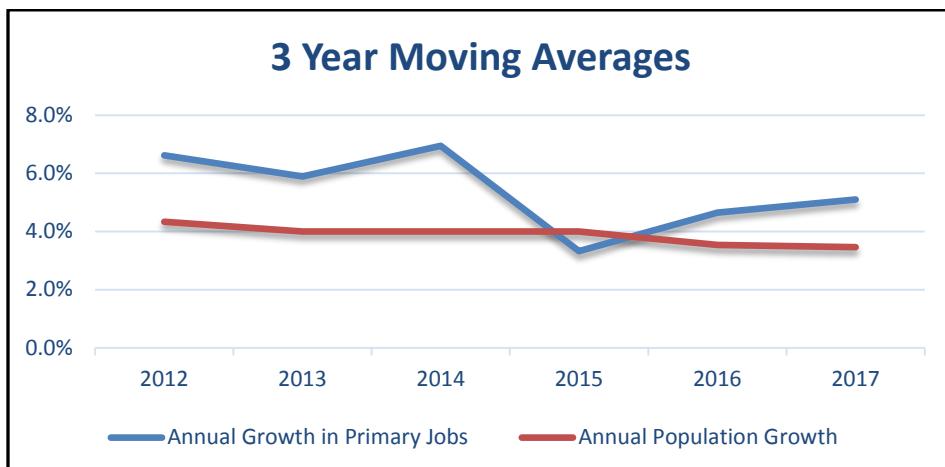
The office of the State of Texas' official demographer released its January 1, 2016 population estimate for New Braunfels at 72,095. This latest estimate represents a compounded growth rate of 3.7 percent annually since 2010. For the purposes of projecting to 2022, staff is presenting a single population estimate that assumes this 3.7 percent annual growth rate will hold through 2022. This would put New Braunfels population at 90,019 by that time.

Job Growth

A metric to gauge the economic health of a community is in the growth of primary jobs. Primary jobs are provided by employers that export goods or services to regional, state, national or international markets and are the basis of local economic development efforts. The recruitment, retention and expansion of primary employers to New Braunfels imports new wealth into the community, which is then circulated throughout the community. Job growth in New Braunfels has been especially rapid since 2011:

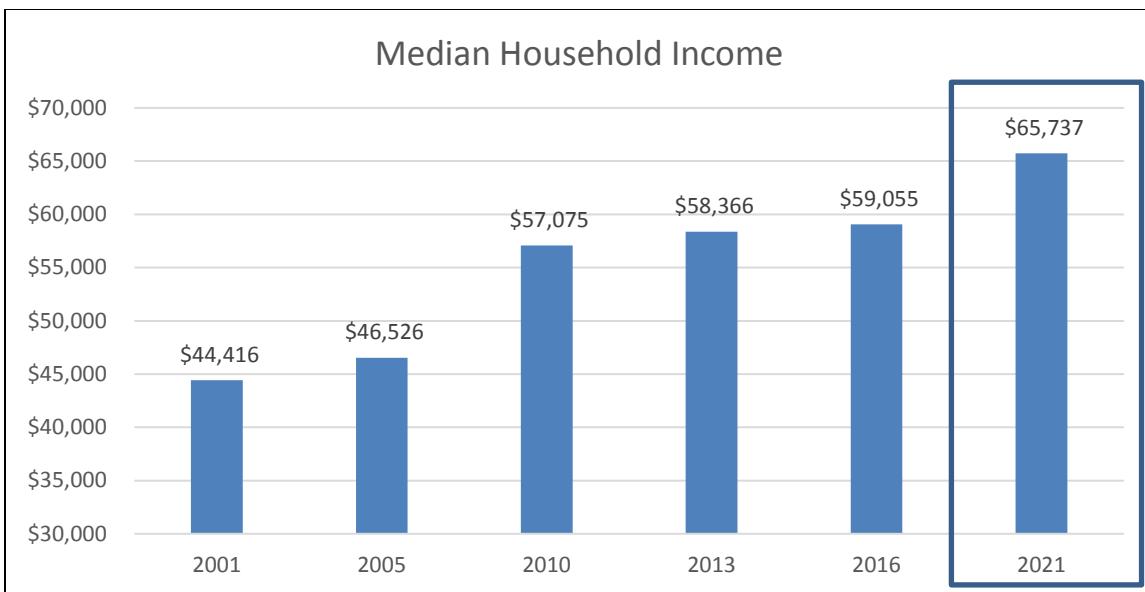


From 2002-2008, New Braunfels saw primary jobs increase at a compounded annual growth rate of 1.8%. Since 2009, this growth rate has increased by almost 200 percent to 5.2 percent annually. The community averages around 960 new primary jobs annually since 2006. Around 2012, primary job growth started to exceed the annual growth rate of the local population. This portends a relatively optimistic economic outlook for the community, and continued job growth typically is a leading indicator of continued residential development. The table below is a simple moving average of three year periods back to 2009 in primary job and population growth. A moving average is considered a “smoothed” data version and helps identify trends for a particular series of data:



Household Income

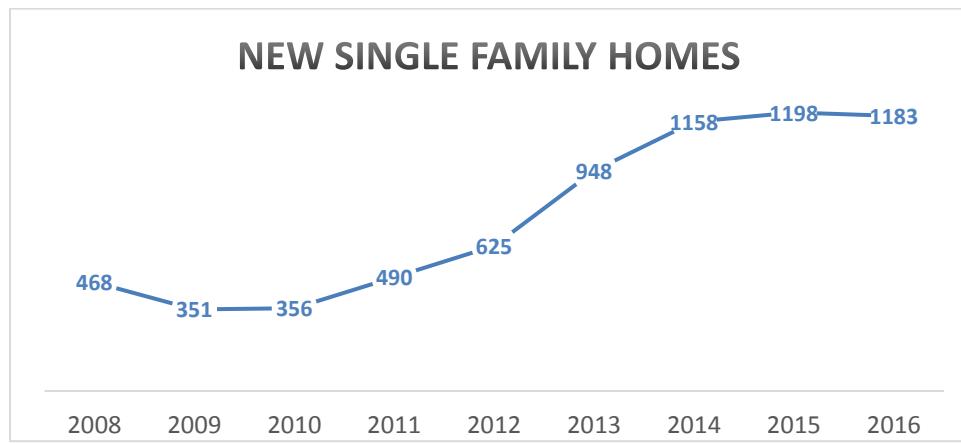
New Braunfels saw significant growth in median household incomes from 2001 to 2010 (2.8 percent annually). In recent years, household income growth seems to have leveled off, which can partially be explained by lagging effects of the recession and the loss of one of the community’s major employers in 2013. Projections estimate, however, that income growth will pick up again between 2015 to 2020 with annual increases around 3.6 percent. This should translate most directly into steady sales tax collections through the forecast period.



Source: ESRI

Building Activity

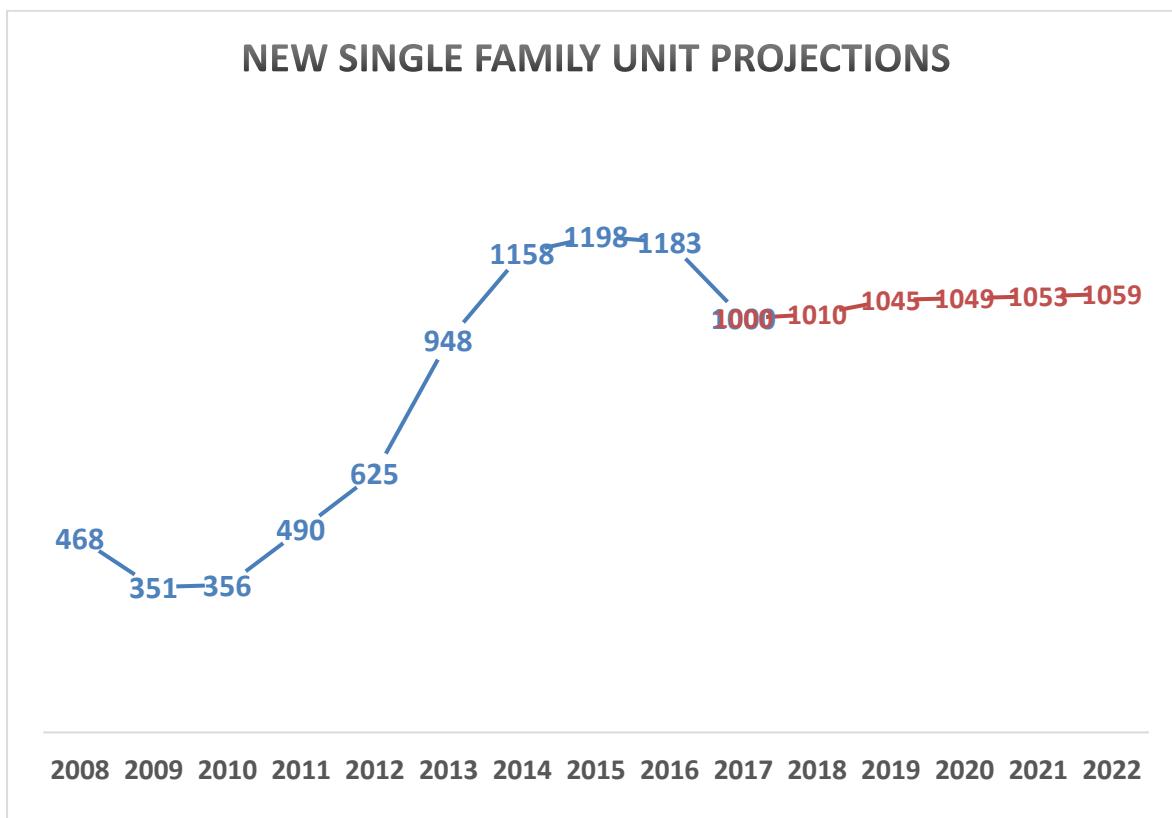
Housing and jobs are strongly connected. When the economy is expanding, job creation promotes household formation, which in turn increases demand for rental and owner-occupied housing. Other economic drivers of housing include population growth, the need to replace or improve existing housing stock and regional population changes. At least three of these four factors are driving new housing demand in New Braunfels and will continue to do so as long as job growth and regional population changes continue on their recent trajectory. New Braunfels had approximately 1,200 new single family homes constructed each year in 2014-2016. .



In the New Braunfels area, the Four Rivers Association of Realtors reports that the volume of home sales increased by 16.5%. The median price for a home increased 4.9 percent (\$225,000) and the average price increased six percent (\$244,833). Inventory has remained under three and a half months since 2015.

Sixty-two percent (2,585 out of 4,164) of the community's multi-family units have been added since 2000. In late 2016, the apartment community occupancy held steady at 91%. This was down from 92% in 2015, which was primarily due to the addition of three new communities in the market area that added close to 600 units in 2015 and 2016. Average rents have achieved an all-time high of around \$1.22 per foot, which is a 47% increase since 2003. Occupancy rates should continue to rise through 2017 as two new projects continue lease-up.

Over the last 8 years, New Braunfels has added, on average, 185 multi-family units and 753 single-family homes annually. If New Braunfels' compounded annual population growth rate of 3.7 percent holds steady through 2022, the community will add 15,000 residents. This will be accommodated through a blend of single family home and multi-family housing development. If the ratio of single family to multi-family development holds steady, and in order to accommodate this growth, New Braunfels can expect to see another 5,200 single family homes permitted and approximately 1,350 new multi-family units constructed from 2018-2022.

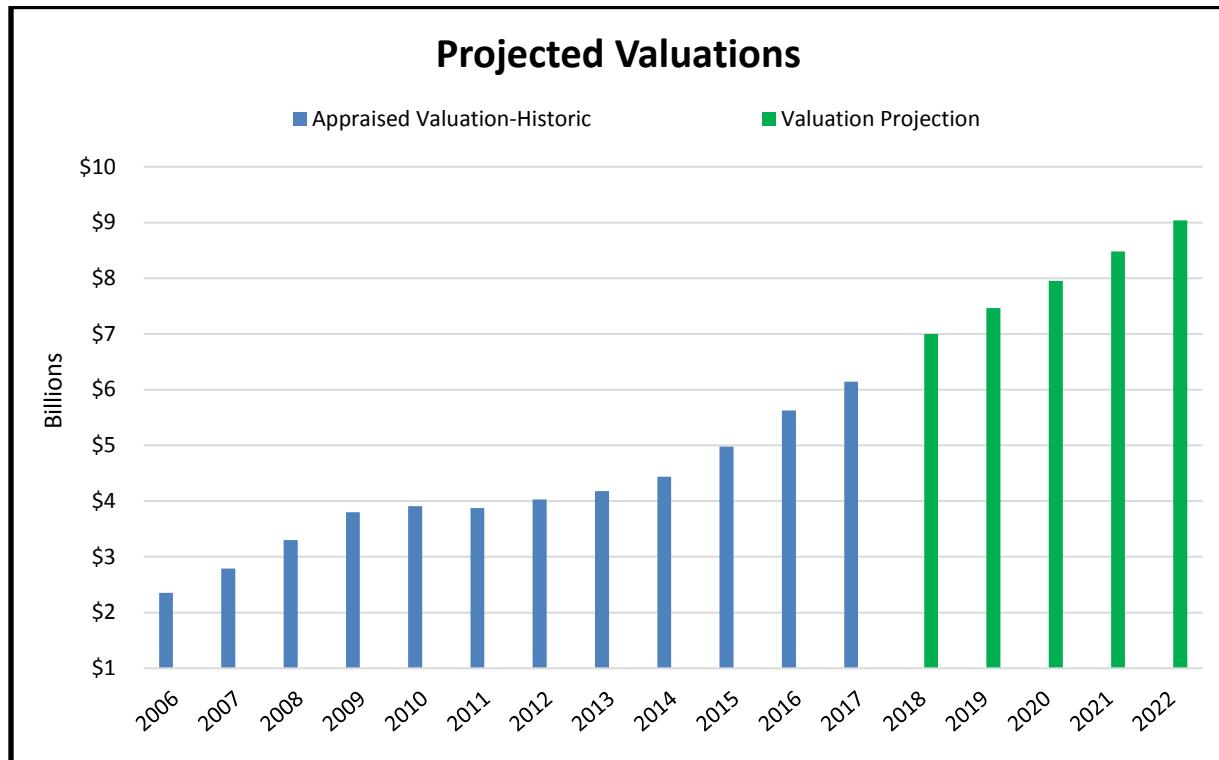


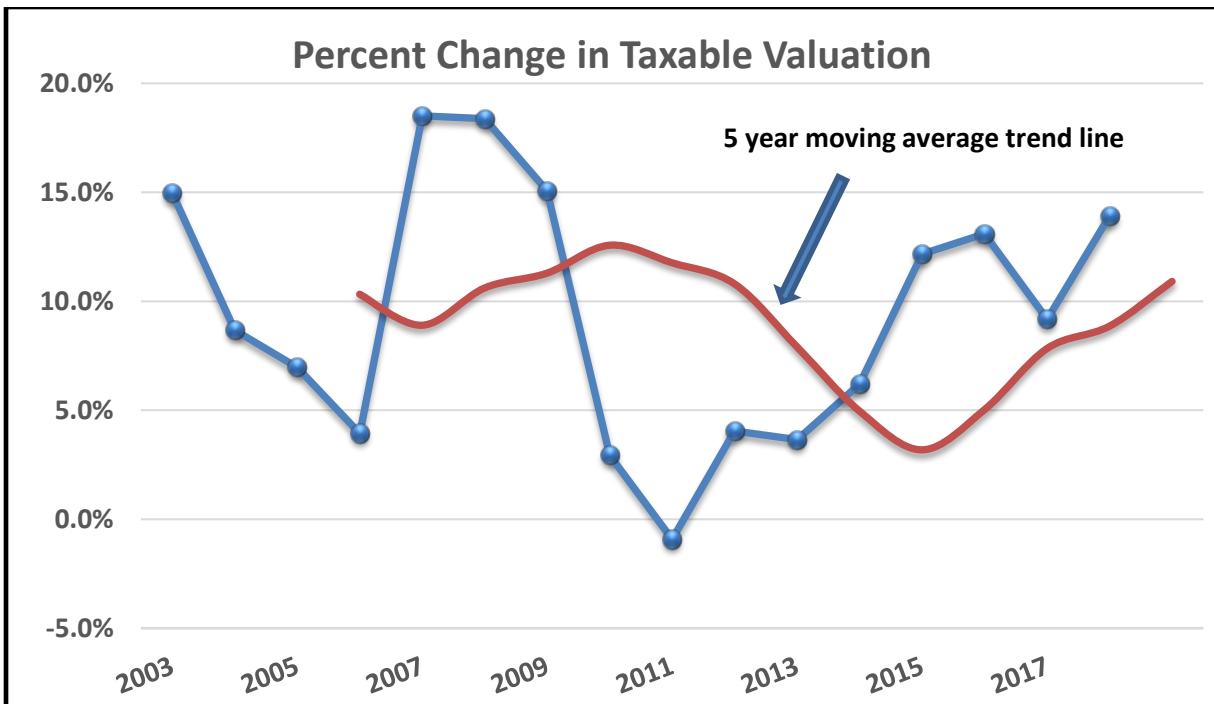
Property Valuation

Similar to many parts of the country, New Braunfels was not immune to the effects of the housing market downturn during 2008-2009 as evidenced by the graphs above. The effects of the recession during this time resulted in a two year period where the City's total appraised values did not increase as had been customary in the decade prior. From 2001 to 2009, property values saw a compounded annual growth rate of 12 percent. From 2011 to 2015, the compounded annual growth rate was 6.5 percent. Early figures from the appraisal districts indicate significant growth

in values for 2017. The five year projection assumes that appraised values (net of protests, exemptions and collection rates) will increase 10 percent in fiscal year 2017-18 and 6.6 percent through the rest of the forecast period.

The chart below provides a historical examination of the percentage change in valuations on an annual basis and demonstrates how difficult it is to predict whether property values will see a relatively small or large increase (or decrease) from year to year. The red line is a simple moving average of previous five year periods. This line highlights longer term trends and helps smooth out fluctuations that occur on an annual basis. New Braunfels has recently been on a steady upward trend of increases in taxable valuation from year to year.

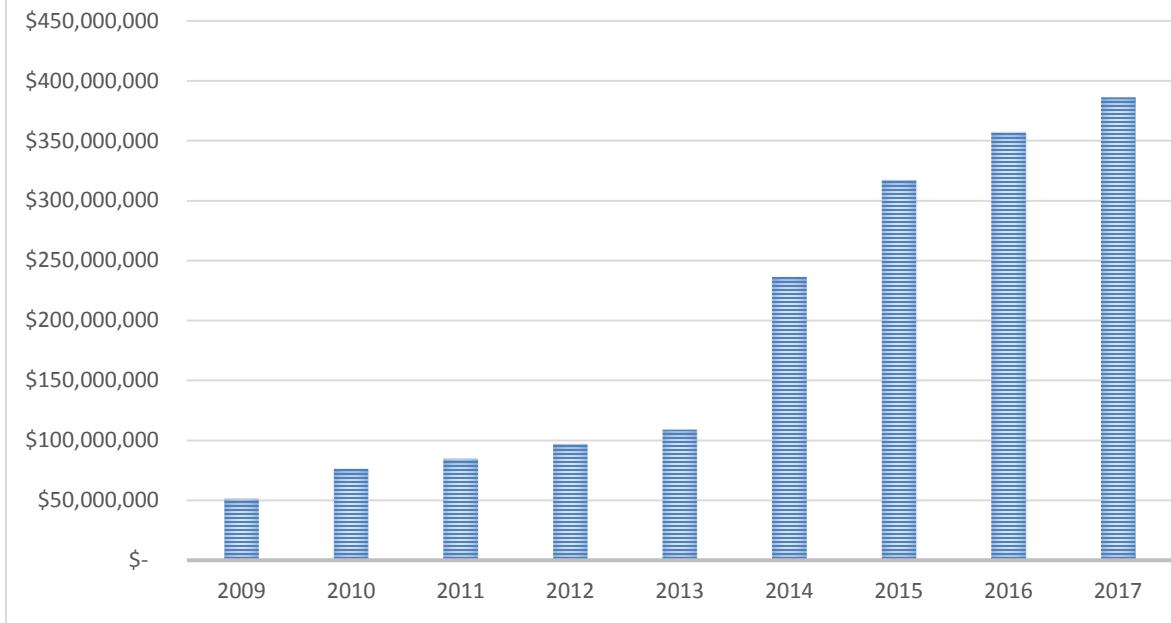




Creekside Tax Increment Reinvestment Zone (TIRZ)

Since 2011, the Town Center at Creekside development along Interstate 35 and FM 306 has seen significant growth. The development utilizes an economic development tool called tax increment financing. The Tax Increment Reinvestment Zone (TIRZ), as it is referred in state statute, allows the City to designate an area whereby incremental increases in property and sales taxes can be utilized to pay debt service for public improvements in that area. The Creekside TIRZ was created in 2007 and has seen significant increases in property and sales tax revenue since that time. In 2014, the TIRZ saw its largest percentage increase in property value from the previous year with a 117 percent adjustment upward. In 2017-2018, valuations inside the TIRZ increased by \$29 million (8%). This fund is now generating revenue in surplus of what is needed to support the annual debt service associated with public infrastructure improvements financed by the TIRZ.

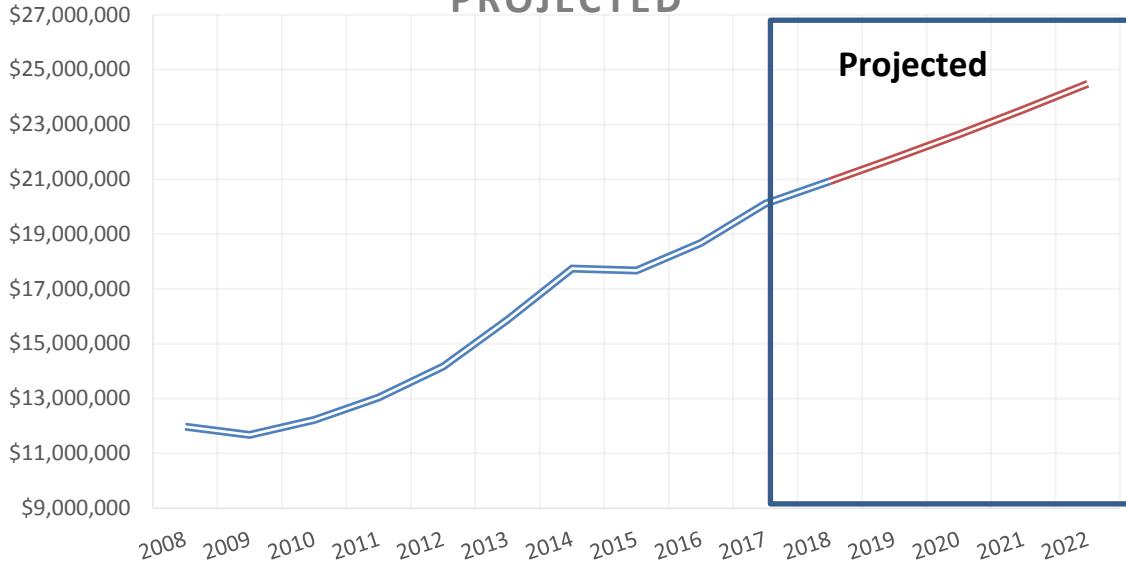
CREEKSIDE TIRZ- PROPERTY INCREMENT



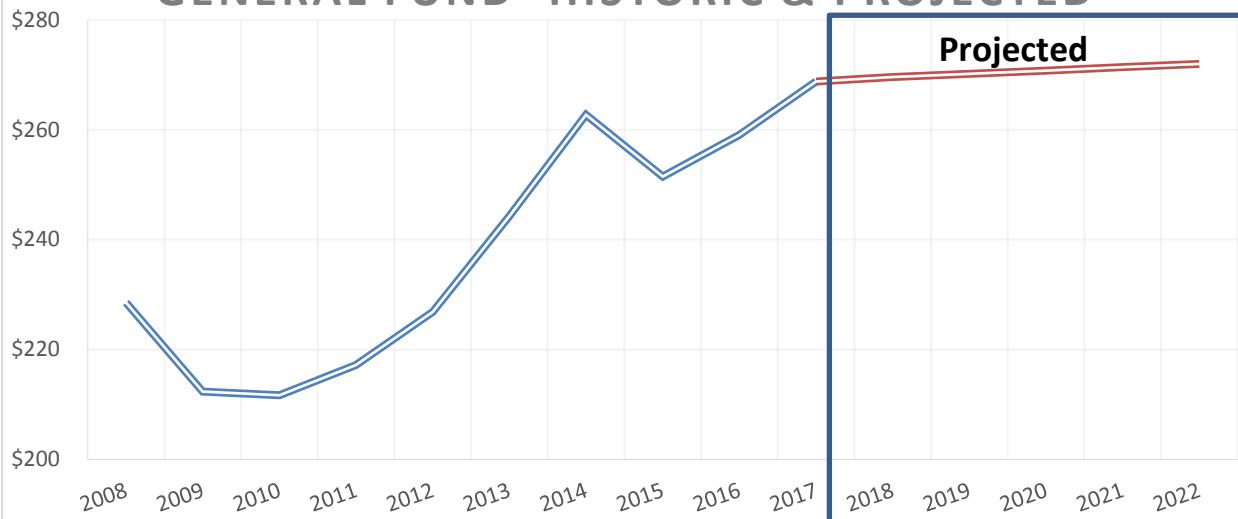
Sales Tax

Data from the Texas Comptroller on retail sales are one of the best indicators of economic activity in New Braunfels. Retail sales are a good barometer of economic activity because consumer spending represents more than two-thirds (2/3rd) of gross domestic product. The rebates generally reflect a two month lag and have a strong but imperfect relationship with retail sales. One weakness is that food and prescription drugs are not taxed so city sales tax rebates do not reflect spending in these categories. An additional weakness is that net collections to the General Fund do not represent the complete sales tax collection picture because of existing economic development agreements. The City maintains a number of sales tax sharing commitments with companies through Chapter 380 agreements and the Economic Development Agreement associated with the Creekside TIRZ. Adjusting the percent of gross sales tax collections that are rebated can have a significant impact on the amount of revenue this source contributes to the general fund. The table below is a representation of the net sales tax collections after rebating the required amounts (from these tax sharing agreements) in a given year. These net sales tax collections have enjoyed relatively consistent growth except for the recession from 2008-2010. From 2008-2016, net sales tax collections to the general fund saw a compounded annual growth rate of 5.9 percent. The forecast assumes 4 percent growth in 2017-2018 and through the end of the projection period.

SALES TAX COLLECTIONS- HISTORIC & PROJECTED



PER CAPITA SALES TAX COLLECTIONS TO GENERAL FUND- HISTORIC & PROJECTED

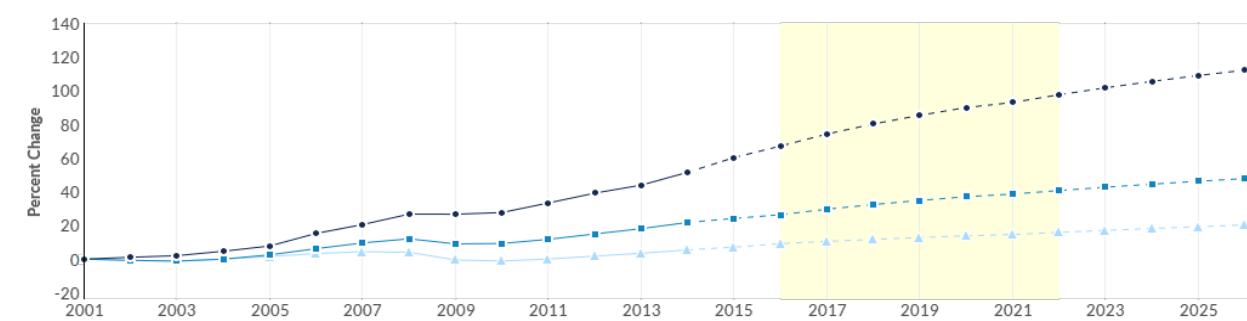


The chart above reflects the sales tax per capita collected in the General Fund for general governmental operations. Sales tax collections have historically increased at a rate faster than the annual population increase and CPI, which means that the community is reducing sales tax leakage. Sales tax leakage is when citizens purchase needed goods and services outside of the municipality. Reducing retail leakage is an effective way to increase the per capita sales tax collections, and the most recent studies indicate that New Braunfels has significantly reduced retail leakage in the last few years. While a positive for the community, this also means that sales tax growth will likely mostly coincide with population and income increases.

Industry and Job Growth

Increases in job growth can be attributed to job creation from within the area or the migration of jobs to the region. In the New Braunfels region, job growth is expected to outpace that in the state and rest of the nation because of migration to the area. The figure below provides projected data on the region's and New Braunfels percent change in total employment using 2015 as a baseline. Based on this data, New Braunfels should see an increase of approximately 2.7 percent in total jobs projections annually.

Regional Trends



Region	2016 Jobs	2022 Jobs	Change	% Change
● Region	37,092	43,850	6,758	18.2%
● State	12,332,197	13,732,054	1,399,857	11.4%
● Nation	148,092,204	157,132,291	9,040,087	6.1%

Source: EMSI, Courtesy of Chamber of Commerce

Industry Growth through 2022

The next table highlights the leading five industry sectors in terms of overall job creation in the New Braunfels area through 2022. Continued growth in the health care, retail trade and governmental sectors should lead to strong wage growth through the projection period.

Description	2016 Jobs	2022 Jobs	Change	% Change
Health Care and Social Assistance	5,557	6,977	1,420	26%
Retail Trade	5,971	6,700	729	12%
Accommodation and Food Services	5,139	5,971	832	16%
Public Sector	3,524	4,242	718	20%
Construction	2,567	2,887	320	12%

Occupation Growth through 2022

The following table helps illustrate which occupations will have the largest increases through 2022. The table projects occupational growth in real terms and not those occupations with the largest percentage increases.

Description	2016 Jobs	2022 Jobs	Change	% Change	Avg. Hourly Earnings
Office and Administrative Support Occupations	5,651	6,510	859	15%	\$14.85
Food Preparation and Serving Related Occupations	5,172	6,086	914	18%	\$9.32
Sales and Related Occupations	4,843	5,599	756	16%	\$16.05
Transportation and Material Moving Occupations	2,854	3,262	408	14%	\$14.87
Healthcare Practitioners and Technical Occupations	2,208	2,768	560	25%	\$31.10
Personal Care and Service Occupations	2,098	2,533	435	21%	\$10.03
Education, Training, and Library Occupations	1,940	2,429	489	25%	\$21.44
Management Occupations	1,339	1,602	263	20%	\$47.95
Healthcare Support Occupations	1,169	1,505	336	29%	\$12.86

Summary

Over the five year forecast period, many economic indicators evaluated show positive trends for New Braunfels with continued growth in population, property values, commercial/business activity and job growth. Continued increases in sales and property tax collections are strongly correlated with increases in population and can serve as a somewhat reliable predictor of future revenues. It is important to note that these projections assume that the national and state economies remain in a growth mode without any recessionary forces. Analysis of the San Antonio New Braunfels-MSA relative to the national economy shows that the annual percentage change in regional GDP is, on average, 1.5 percent greater than the national GDP. It also demonstrates that the MSA's growth closely tracks the growth of the state.

STRATEGIC PLAN

Draft as directed by City Council in June 2013

CITY OF NEW BRAUNFELS MISSION

The City of New Braunfels will add value to our community by planning for the future, providing quality services, encouraging community involvement, and being responsive to those we serve.

CITY OF NEW BRAUNFELS CORE VALUES

- **Integrity:** We operate with integrity, holding ourselves to the highest standards of performance, transparency, accountability, and ethical conduct.
- **Service:** We are responsive and respectful to those we serve with an attitude that everything is worth our best effort.
- **Visionary Leadership:** We anticipate needs, look to our community's future, and execute to achieve our goals.
- **Stewardship of Resources:** We use our resources responsibly. We treasure our unique heritage and natural environment and wish to preserve them for future generations.
- **Fiscal Responsibility:** Our decisions reflect sound fiscal management and prudence.

CITY OF NEW BRAUNFELS - 2020 VISION

The City of New Braunfels will be a thriving, self reliant community that builds on its unique history, location, and community spirit. The City's organization is recognized for providing extraordinary services and will:

- Foster an accepting, welcoming, and open community.
- Be business friendly.
- Keep New Braunfels a safe, livable, and family-friendly community.
- Maintain a small-town feel while taking advantage of our proximity to major metro areas.
- Engage citizens, resulting in strong community involvement, citizens that are proud and happy to live here, and youth that are active in community activities.
- Cultivate dedication to quality in everything the City accomplishes.
- Commit to continually upgrade City services, infrastructure, and development.
- Practice strong communication within and between all constituent groups.
- Strive for a balanced economy, low tax rate and strong year-round tourism.
- Promote opportunities for citizens' education and workforce development.
- Capitalize on our heritage into the future by maintaining the best aspects of our history while adapting to future needs and celebrating the diversity in our community.
- Plan and maintain a community that retains its historic charm and identity.
- Create and preserve boulevards, trees, developed park land, clean rivers, historic buildings, and safe, happy citizens.
- Continue to make improvements to the connectivity and pedestrian friendliness of the City (including downtown).

- Provide strong and varied recreation and leisure opportunities including an upgraded hike and bike trail system.
- Sustain the City as a place where people want to work and where employees appreciate the opportunity to do important work for the citizens.

CITY OF NEW BRAUNFELS STRATEGIC PRIORITIES

Infrastructure - *Long-Term Objectives*

1. Develop operating and capital plans considering community input, realistic population and revenue projections, and other strategic priorities – “A” priority
2. Use a variety of funding sources for operational and capital needs – “B” priority
3. Continue an ongoing program of infrastructure construction and maintenance – “B” priority

Public Safety - *Long-Term Objectives*:

4. Continue to ensure the protection of citizens’ lives and property – “A” priority
5. Maintain and review benchmarks and strive to meet or exceed agreed upon levels for public safety services delivery – “A” priority
6. Develop and maintain a comprehensive program for water issues – “A” priority
7. Continue to develop proactive programs for transportation engineering – “B” priority
8. Develop and enhance community partnerships with residential neighborhoods, businesses, and other entities – “B” priority

Effective Management - *Long-Term Objectives*:

9. Maintain fiscal stability of City operations – “A” priority
10. Maintain an ongoing program to provide exemplary customer service – “A” priority
11. Provide effective project management – “A” priority
12. Be an employer of choice – “A” priority
13. Continue a comprehensive program for communicating with the public – “B” priority
14. Promote and encourage a sustainable high-performing workforce and environment – “B” priority
15. Be proactive in influencing legislative policies – “C” priority

Quality of Life - *Long-Term Objectives*:

16. Foster opportunities for affordable housing – “A” priority
17. Ensure expanded age-appropriate educational, workforce development and literacy opportunities – “B” priority
18. Expand recreational, arts and cultural enrichment opportunities – “B” priority
19. Preserve and improve our open space – “B” priority
20. Protect the integrity of our neighborhoods – “B” priority

Growth and Development - *Long-Term Objectives*:

21. Ensure sustainable quality development – “A” priority
22. Promote premium mixed-use development within the community – “A” priority
23. Continue to develop year-round tourism – “A” priority
24. Cultivate the relationship with the Greater New Braunfels Chamber of Commerce to address initiatives – “A” priority
25. Implement the vision for the future of the City of New Braunfels – “B” priority
26. Continue to improve the development process to increase customer friendliness – “B” priority
27. Ensure a variety of transportation options for pedestrian, cycling and vehicular mobility – “B” priority

Definition of Priority Rankings

- *A-Level priorities:* Objectives that are both urgent and important. These are the most pressing objectives based on both strategic value and time-based urgency.
- *B-Level priorities:* Objectives that are important to initiate or continue that do not share the sense of urgency seen with A-Level priorities and can represent objectives that are being continued.
- *C-Level priorities:* Objectives that we want to continue or maintain at a high quality.

In unwavering pursuit of this Vision and these Strategic Priorities, City employees will exhibit the following characteristics:

- Professional and progressive, always willing to go beyond the “expected.”
- Caring and respectful with the citizens they serve.
- Creative problem-solvers.
- Innovative in anticipating the future needs and crafting efficient and effective service delivery for those needs.
- Empowered and accountable.
- Anticipate and manage intended and unintended consequences of their decisions and actions.
- Continually raise the bar of expectation for excellence.

Infrastructure

Action Items completed/to be completed

- Develop annual Street Improvement Plan from allocated budget.
- Develop street design for new development as it pertains to soil type and traffic.
- Develop a traffic management system as it pertains to signals.
- Develop a prioritized thoroughfare plan with regional stakeholders to address congestion.
- Confirm enough funding allocated in the annual budget to comply with MS4 requirements.
- Implementation of a watershed protection plan for the Dry Comal Creek and the Comal River.
- Develop prioritized Citywide Master Drainage Plan.

Public Safety

Action Items completed/to be completed

- In FY 2015-16, City Ordinance allows the addition of 15 Reserve Officers to the Police Force. The department continues to attempt to recruit a reserve force
- In FY 2015-16, a gang and narcotics task force was created.
- A Crime Analyst position will be requested in the FY 2017-18 Budget. This will ensure that we are maximizing our 1.4 million dollar investment in our technology.
- A Police Communications Coordinator was hired in FY 2014-15. This position will continue to cultivate partnerships with various local and neighboring agencies and increase overall outreach efforts.
- In FY 2014-15, a \$3,000 signing/retention bonus for all new Police Officers was implemented.
- In FY 2014-15, a Police Officer referral program was implemented.
- In FY 2017-18 a new pay plan will be introduced and likely implemented over a multi-year strategy
- The architectural firm of BRW has developed plans for the renovation of Station 1. Once the plans are approved, a Request for Qualification (RFQ) will be sent out to find a firm for construction. The plan is to start construction in the summer or fall of 2017.
- Ongoing program of replacing FD Bunker Gear (PPE). These purchases are funded through the cities equipment replacement fund. Bunker gear has a NFPA mandated lifespan of 10 yrs.
- Continuing the Ride a Fire Truck to School program
- Conduct multiple “Burn-to-Learn” demonstrations at various locations around New Braunfels that demonstrates the importance of fire and life safety features such as smoke detectors, fire extinguishers, and home fire sprinkler systems.

- Continuing the DWI Shattered Dreams Program at our local high schools.
- Continuing the Communities in Schools (CIS) Mentoring Program
- Developing and implementing a program so all students in New Braunfels schools graduate with a CPR & First Aid certifications

Effective Management

Strategic Issue: South Castell Avenue Master Plan

Issue 1: Completion of Public Works and Fire Training Facility

Issue: Providing a date certain as to when the Castell Avenue properties will no longer house any city operations or personnel.

Issue 2: Acquisition of Union Pacific Tract

Issue: Gaining control of the Union Pacific rail yard by the City or related entity or, at a minimum, securing an option to purchase.

Issue 3: Castell Avenue Right of Way Improvements

Issue: Determining the extent of Castell Avenue and other area improvements and establishing a schedule and funding sources to undertake those improvements.

Action Items completed/to be completed

- The City has created an IT Director position (reclassification of an existing vacant position) that will be responsible for developing strategies for technology implementation.
- Upgraded/replaced network infrastructure throughout the organization increasing network connectivity in most locations by a factor of 10.
- Upgraded the city-wide phone system providing enhanced redundancy and additional functionality to support department's needs.
- Evaluated Accela and developed scope of work that will add online permit submission and payments capabilities
- Developing plan to implement electronic forms and workflow system to enhance staff efficiency and enhance electronic public forms submission
- Developed data center refresh/upgrade that will offer redundant data centers, increased security and business continuity for server operations.
- Replaced 10 year old firewalls at primary internet connections in FY 2015-16
- Added employee security awareness training for all staff

- Developed data security and classification policy
- Deploying email encryption service to protect employee and public data in transit
- Developed scope of work that will add online permit submission and payments capabilities to Accela
- Proposing mobile app to provide citizens immediate access to the most used online city resources
- The FY 2016-17 Operating Budget and Plan of Municipal Services addressed various unmet needs (page 88-97 of the FY 2016-17 Adopted Budget Document).
- The forecast recognizes the potential operating cost impact of two projects: The operation of fire station #7 and the development of a Sports Complex.
- In FY 2016-17, the City Council established various Planning and Community Development fees. Those fees were justified through a benchmarking and market analysis completed in FY 2015-16.
- A new compensation analysis is being completed in FY 2016-17 to validate the previous compensation plan, as well as to maintain market competitiveness.
- Updating and implementing the City's compensation philosophy, policies and procedures is an on-going task.
- Implementation of several alternative employee recognition programs was completed in FY 2016-17.

Quality of Life

Action Items completed/to be completed

- Preliminary Engineering Report for Reuse Water Irrigation System for Parks completed FY 2014-15. NBU began a preliminary design phase on reuse watering system to serve parks in FY 2015-16
- Riparian areas will be established in Landa Park as part of Landa Park River Front Rehabilitation Project FY 2014-15.
- Riparian areas were established on Landa Park Golf Course during course renovation
- Landa Park Master Plan developed and presented to City Council March 2017.
- Market Plaza Master Plan completed in FY 2015-16. New Braunfels Parks Foundation currently raising funds for implementation.
- Parkland Dedication Ordinance updates started FY 2015-16 for Neighborhood/Community Parks. Expected completion in FY 2016-17.
- Mission Hill Park Master Plan completed and presented to City Council August 2016.
- River Properties Master Plan completed and presented to City Council March 2017.
- Joint effort with NBU to implement future Aquifer Storage Recovery (ASR) on airport property.

- Parks, Recreation and Open Space Strategic Plan will be completed late FY 2016-17. The plan will identify levels of service for the community as well as standard operating procedures for maintenance and operations.
- Fischer Park Nature Center opened in FY 2014-15.
- New registration software has been installed and went live April 2017.
- The Fischer Park Nature Center continues to implement additional grant funded programs for youth in FY 2016-17.
- A Sports Complex Feasibility Study and an Athletic Complex Master Plan was completed and presented to City Council November 2016.
- The Parks and Recreation Strategic Plan will conclude in late 2017 will include a programs assessment.
- The new Community Recreation Center will open in FY 2017-18 providing abundant opportunities to all ages for improving health and fitness.
- The Landa Park Master Plan was completed in FY 2016-17 and includes an ADA inspection/recommendation and operations analysis.
- The Parks and Recreation Strategic Plan will be completed in late 2017 and will include recommendations for park operations and maintenance.
- New Braunfels Public Library Foundation (NBPLF) raised the funds for a bookmobile which was deployed in June, 2016. Staffing was accomplished through a position reclassification. Optimizing the services delivered through the bookmobile will be a priority for the 2017-18 budget year.
- Development of a Master Plan for the Westside Community Center site. The church building is now vacant and will need additional development or will need to be demolished. A master plan for future site usage will assist in making the optimal decision for this site.

Growth and Development

Action Items completed/to be completed

- In FY 2015-2016 development community/customers dialogue was begun with regular meetings scheduled as issues arose.
- Continue documenting and formalizing all procedures and processes through Standard Operating Procedures (SOPs).
- Publish Customer Bulletins on every interpretation and process improvement implementation.
- Assess permitting/plan review software.
- Implement online payment system.
- Begin exploring electronic plan review.
- Compare costs of plan review and inspection services by third party vendors versus costs of creating and filling new positions.

- In FY 2015-16, Planning and Community Development application fees were analyzed and benchmarked.
- New fees for services previously provided at no cost were implemented in FY 2016-17.
- Phase II, recommended fee increases, will be forthcoming in FY 2017-18
- Funding is being allocated across both FY 2016-17 and FY 2017-18 to update to the Comprehensive Plan.
- Consultant, staff and citizenry are collaborating via extensive community outreach.
- Upon adoption of the plan, which will include an implementation component, strategies will need to be developed to implement all goals according to the financing and timeline parameters in the plan.
- There are several ongoing projects that will address mobility and connectivity such as the downtown pedestrian improvements as well as the Landa Street and Westside Transportation Enhancement project.
- Runway 13-31 extension was completed
- The North Ramp hangars and buildings have been renovated
- New apron space for future construction of hangars has been completed
- The Airport entered into two new leases for the construction of hangars
- The Airport has started a project to extend utilities to two new hangar sites
- Study group formed to recommend strategies to City Council. Report expected in July 2017.
- The New Braunfels Industrial Development Corporation and City Council approved a conduit loan to a developer for an allocation of Low Income Housing Tax Credits (LIHTCs). LIHTCs are a viable and affordable method for communities to encourage the development of quality rental housing in their jurisdictions. The project is under construction and, when completed, these 96 units will fill a need in the community. Unfortunately, demand for quality affordable housing still outstrips supply.
- The City has adopted Resolutions of Support for three separate LIHTC/rehabilitation projects in the last year. One of these projects (Balcones Haus) was awarded a rehabilitation tax credit and will preserve those affordable units for the foreseeable future.

City of New Braunfels
 Fund Balance Summaries
 Fiscal Year Ending September 30, 2018

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<u>All Funds Summary</u>			
Beginning Balance	\$ 79,449,733	\$ 88,855,989	\$ 77,083,323
Total Revenue	\$ 133,761,482	\$ 126,807,989	\$ 146,915,358
Total Available Funds	\$ 213,211,215	\$ 215,663,978	\$ 223,998,681
 Total Expenditures	\$ 124,055,227	\$ 124,546,637	\$ 189,670,276
Ending Fund Balance	\$ 89,155,988	\$ 91,117,341	\$ 34,328,406
 <u>General Fund</u>			
Beginning Balance	\$ 17,303,392	\$ 16,830,718	\$ 18,195,037
Total Revenue	\$ 55,864,744	\$ 59,734,738	\$ 64,371,977
Total Available Funds	\$ 73,168,136	\$ 76,565,456	\$ 82,567,014
 Total Expenditures	\$ 56,337,418	\$ 58,370,419	\$ 63,681,976
Ending Fund Balance	\$ 16,830,718	\$ 18,195,037	\$ 18,885,038
 <u>Special Revenue Funds</u>			
Beginning Balance	\$ 10,150,692	\$ 8,786,257	\$ 9,784,335
Total Revenue	\$ 10,744,394	\$ 11,405,832	\$ 10,577,830
Total Available Funds	\$ 20,895,086	\$ 20,192,089	\$ 20,362,165
 Total Expenditures	\$ 11,815,656	\$ 10,407,711	\$ 10,650,395
Ending Fund Balance	\$ 9,079,430	\$ 9,784,378	\$ 9,711,769
 <u>Capital Improvement Project Funds</u>			
Beginning Balance	\$ 46,561,847	\$ 57,991,212	\$ 43,341,640
Total Revenue	\$ 32,286,547	\$ 4,765,361	\$ 36,091,542
Total Available Funds	\$ 78,848,394	\$ 62,756,573	\$ 79,433,182
 Total Expenditures	\$ 20,857,182	\$ 19,414,934	\$ 79,433,185
Ending Fund Balance	\$ 57,991,212	\$ 43,341,639	\$ -
 <u>Debt Service Fund</u>			
Beginning Balance	\$ 1,417,917	\$ 1,577,144	\$ 1,574,297
Total Revenue	\$ 14,567,990	\$ 29,569,817	\$ 14,885,855
Total Available Funds	\$ 15,985,907	\$ 31,146,961	\$ 16,460,152
 Total Expenditures	\$ 14,408,763	\$ 15,538,684	\$ 14,892,855
Ending Fund Balance	\$ 1,577,144	\$ 15,608,277	\$ 1,567,297

City of New Braunfels
 Fund Balance Summaries
 Fiscal Year Ending September 30, 2018

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Airport Fund</i>			
Beginning Balance	\$ 469,822	\$ 521,390	\$ 511,412
Total Revenue	\$ 2,280,351	\$ 2,601,329	\$ 2,770,971
Total Available Funds	\$ 2,750,173	\$ 3,122,719	\$ 3,282,383
Total Expenditures	\$ 2,228,783	\$ 2,611,307	\$ 2,877,827
Ending Fund Balance	\$ 521,390	\$ 511,412	\$ 404,557
<i>Civic Center Fund</i>			
Beginning Balance	\$ 241,975	\$ 146,347	\$ 161,602
Total Revenue	\$ 504,172	\$ 661,664	\$ 717,146
Total Available Funds	\$ 746,147	\$ 808,011	\$ 878,748
Total Expenditures	\$ 599,800	\$ 646,409	\$ 702,998
Ending Fund Balance	\$ 146,347	\$ 161,602	\$ 175,750
<i>Golf Fund</i>			
Beginning Balance	\$ 237,451	\$ (23,508)	\$ -
Total Revenue	\$ 1,617,547	\$ 1,819,327	\$ 1,447,250
Total Available Funds	\$ 1,854,998	\$ 1,795,819	\$ 1,447,250
Total Expenditures	\$ 1,878,506	\$ 1,795,819	\$ 1,373,265
Ending Fund Balance	\$ (23,508)	\$ -	\$ 73,985
<i>Solid Waste Fund</i>			
Beginning Balance	\$ 2,969,493	\$ 2,936,111	\$ 2,893,315
Total Revenue	\$ 8,350,515	\$ 8,734,929	\$ 9,057,287
Total Available Funds	\$ 11,320,008	\$ 11,671,040	\$ 11,950,602
Total Expenditures	\$ 8,383,897	\$ 8,777,725	\$ 9,085,399
Ending Fund Balance	\$ 2,936,111	\$ 2,893,315	\$ 2,865,203
<i>Self Insurance Fund</i>			
Beginning Balance	\$ 90,318	\$ 90,318	\$ 621,681
Total Revenue	\$ 7,545,222	\$ 7,514,992	\$ 6,995,500
Total Available Funds	\$ 7,635,540	\$ 7,605,310	\$ 7,617,181
Total Expenditures	\$ 7,545,222	\$ 6,983,629	\$ 6,972,375
Ending Fund Balance	\$ 90,318	\$ 621,681	\$ 644,806

All Funds Summary

Fiscal Year Ending September 30, 2018

Available Funds	FY 2017-18 All Funds	FY 2017-18 General Fund
Beginning Balance		
Undesignated Funds	\$ 33,741,680	\$ 18,195,037
Reserve for Projects	43,341,642	
Total Beginning Balance	\$ 77,083,322	\$ 18,195,037
Revenue		
Taxes and Franchise Fees	\$ 66,137,190	\$ 49,305,102
Licenses and Permits	4,130,895	4,122,895
Charges for Services	17,252,198	3,976,568
Fines and Forfeitures	2,039,625	1,785,125
Parks and Recreation	2,803,752	2,028,800
Interest Income	289,541	85,000
Development Fees	75,000	
Intergovernmental	3,859,788	50,000
Contributions	15,287,115	
Proceeds from Debt Issuance	28,060,000	
Miscellaneous	2,562,687	2,143,400
Interfund Transfers	4,417,568	875,087
Total Revenue	\$ 146,915,358	\$ 64,371,977
TOTAL AVAILABLE FUNDS	\$ 223,998,680	\$ 82,567,014
APPROPRIATIONS		
General Government	\$ 21,263,676	\$ 7,940,093
Planning and Community Development	3,065,455	3,065,455
Public Safety	37,979,573	35,970,473
Public Works	15,788,390	7,040,834
Parks and Recreation	8,677,944	6,607,091
Library	2,274,353	2,273,202
Airport	2,383,185	
Capital Improvement Projects	79,722,922	
Interfund Transfers	3,151,658	684,827
Debt Service	14,892,855	
Contingencies	470,262	100,000
TOTAL APPROPRIATIONS	\$ 189,670,273	\$ 63,681,976
Ending Fund Balance	\$ 34,328,406	\$ 18,885,038
TOTAL APPROPRIATIONS	\$ 223,998,680	\$ 82,567,014

All Funds Summary
Fiscal Year Ending September 30, 2018

Enterprise Funds

Available Funds	FY 2017-18 Airport	FY 2017-18 Solid Waste	FY 2017-18 Golf	FY 2017-18 Civic Center
Beginning Balance				
Undesignated Funds	\$ 511,412	\$ 2,893,315	\$ -	\$ 161,602
Reserve for Projects				
Total Beginning Balance	\$ 511,412	\$ 2,893,315	\$ -	\$ 161,602
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services	2,558,880	8,853,500	1,423,250	431,000
Fines and Forfeitures				
Parks and Recreation				
Interest Income		13,500		
Development Fees				
Intergovernmental	50,000			
Contributions				-
Proceeds from Debt Issuance				
Miscellaneous		190,287	24,000	-
Interfund Transfers	162,091			286,146
Total Revenue	\$ 2,770,971	\$ 9,057,287	\$ 1,447,250	\$ 717,146
TOTAL AVAILABLE FUNDS	\$ 3,282,383	\$ 11,950,602	\$ 1,447,250	\$ 878,748

APPROPRIATIONS

General Government				\$ 669,522
Planning and Community Development				
Public Safety				
Public Works		8,156,555		
Parks and Recreation			1,373,265	
Library				
Airport	2,383,185			
Capital Improvement Projects				
Interfund Transfers	494,641	928,844		33,476
Debt Service				
Contingencies	-	-	-	-
TOTAL APPROPRIATIONS	\$ 2,877,826	\$ 9,085,399	\$ 1,373,265	\$ 702,998
Ending Fund Balance	\$ 404,557	\$ 2,865,203	\$ 73,985	\$ 175,750
TOTAL APPROPRIATIONS	\$ 3,282,383	\$ 11,950,602	\$ 1,447,250	\$ 878,748

All Funds Summary
Fiscal Year Ending September 30, 2018

Special Revenue Funds

Available Funds	FY 2017-18 CDBG	FY 2017-18 Grant	FY 2017-18 Special Revenue	FY 2017-18 River
Beginning Balance				
Undesignated Funds	\$ -	\$ -	\$ 269,958	\$ -
Reserve for Projects				
Total Beginning Balance	\$ -	\$ -	\$ 269,958	\$ -
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				7,500
Charges for Services				
Fines and Forfeitures				71,000
Parks and Recreation				774,952
Interest Income				
Development Fees				
Intergovernmental	382,622	629,624		
Contributions				20,000
Proceeds from Debt Issuance				
Miscellaneous				150,000
Interfund Transfers	-	117,000		367,736
Total Revenue	\$ 382,622	\$ 746,624	\$ 170,000	\$ 1,221,188
TOTAL AVAILABLE FUNDS	\$ 382,622	\$ 746,624	\$ 439,958	\$ 1,221,188
APPROPRIATIONS				
General Government	\$ 382,622	\$ 734,000	\$ 400,000	
Planning and Community Development				
Public Safety				629,600
Public Works				
Parks and Recreation				591,588
Library				
Airport				
Capital Improvement Projects				
Interfund Transfers		12,624		
Debt Service				
Contingencies				
TOTAL APPROPRIATIONS	\$ 382,622	\$ 746,624	\$ 400,000	\$ 1,221,188
Ending Fund Balance	\$ -	\$ -	\$ 39,958	\$ -
TOTAL APPROPRIATIONS	\$ 382,622	\$ 746,624	\$ 439,958	\$ 1,221,188

All Funds Summary
Fiscal Year Ending September 30, 2018

Special Revenue Funds

Available Funds	FY 2017-18 EARIP/HCP	FY 2017-18 Court Security	FY 2017-18 Judicial Efficiency	FY 2017-18 Court Technology
Beginning Balance				
Undesignated Funds	\$ -	\$ 2,282	\$ 6,686	\$ 38,436
Reserve for Projects				
Total Beginning Balance	\$ -	\$ 2,282	\$ 6,686	\$ 38,436
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services				
Fines and Forfeitures		37,500	10,500	50,000
Parks and Recreation				
Interest Income				
Development Fees				
Intergovernmental	647,000			
Contributions				
Proceeds from Debt Issuance				
Miscellaneous				
Interfund Transfers	85,000			
Total Revenue	\$ 732,000	\$ 37,500	\$ 10,500	\$ 50,000
TOTAL AVAILABLE FUNDS	\$ 732,000	\$ 39,781	\$ 17,186	\$ 88,436
APPROPRIATIONS				
General Government	\$ 732,000			
Planning and Community Development				
Public Safety		36,000	5,500	80,000
Public Works				
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects		10,000		
Interfund Transfers				
Debt Service				
Contingencies				
TOTAL APPROPRIATIONS	\$ 732,000	\$ 36,000	\$ 15,500	\$ 80,000
Ending Fund Balance	\$ -	\$ 3,781	\$ 1,686	\$ 8,436
TOTAL APPROPRIATIONS	\$ 732,000	\$ 39,781	\$ 17,186	\$ 88,436

All Funds Summary
Fiscal Year Ending September 30, 2018

Special Revenue Funds

Available Funds	FY 2017-18 Child Safety	FY 2017-18 Stormwater	FY 2017-18 Juvenile Case Mgr	FY 2017-18 PEG Cable Fund
Beginning Balance				
Undesignated Funds	\$ 145,569	\$ 162,906	\$ 103,196	\$ 220,699
Reserve for Projects				
Total Beginning Balance	\$ 145,569	\$ 162,906	\$ 103,196	\$ 220,699
Revenue				
Taxes and Franchise Fees				146,000
Licenses and Permits				
Charges for Services				
Fines and Forfeitures	12,500			73,000
Parks and Recreation				
Interest Income				
Development Fees		75,000		
Intergovernmental	127,000			
Contributions				
Proceeds from Debt Issuance				
Miscellaneous				
Interfund Transfers				
Total Revenue	\$ 139,500	\$ 75,000	\$ 73,000	\$ 146,000
TOTAL AVAILABLE FUNDS	\$ 285,069	\$ 237,906	\$ 176,195	\$ 366,699
APPROPRIATIONS				
General Government				\$ 350,000
Planning and Community Development				
Public Safety	198,000		160,000	
Public Works		215,000		
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects				
Interfund Transfers				
Debt Service				
Contingencies				
TOTAL APPROPRIATIONS	\$ 198,000	\$ 215,000	\$ 160,000	\$ 350,000
Ending Fund Balance	\$ 87,069	\$ 22,906	\$ 16,195	\$ 16,699
TOTAL APPROPRIATIONS	\$ 285,069	\$ 237,906	\$ 176,195	\$ 366,699

All Funds Summary Fiscal Year Ending September 30, 2018		Special Revenue Funds			
Available Funds		FY 2017-18 Equipment Repl	FY 2017-18 Ent Equipment Repl	FY 2017-18 Faust	FY 2017-18 Hotel-Motel
Beginning Balance					
Undesignated Funds	\$ 1,356,404	\$ 5,019,144	\$ 1,151	\$ 2,130,352	
Reserve for Projects					
Total Beginning Balance	\$ 1,356,404	\$ 5,019,144	\$ 1,151	\$ 2,130,352	
Revenue					
Taxes and Franchise Fees				4,149,945	
Licenses and Permits					
Charges for Services					
Fines and Forfeitures					
Parks and Recreation					
Interest Income	10,000	9,391			8,150
Development Fees					
Intergovernmental					
Contributions					
Proceeds from Debt Issuance					
Miscellaneous	25,000	20,000			
Interfund Transfers	120,000	1,441,910			
Total Revenue	\$ 155,000	\$ 1,471,301	\$ -	\$ 4,158,095	
TOTAL AVAILABLE FUNDS	\$ 1,511,404	\$ 6,490,445	\$ 1,151	\$ 6,288,447	
APPROPRIATIONS					
General Government	\$ 200,000	\$ 53,262			\$ 2,829,802
Planning and Community Development		-			
Public Safety	633,000				
Public Works	86,000	290,000			
Parks and Recreation	98,000				
Library			1,151		
Airport					
Capital Improvement Projects				650,000	
Interfund Transfers				947,246	
Debt Service					
Contingencies					
TOTAL APPROPRIATIONS	\$ 1,017,000	\$ 343,262	\$ 1,151	\$ 4,427,048	
Ending Fund Balance	\$ 494,404	\$ 6,147,183	\$ -	\$ 1,861,399	
TOTAL APPROPRIATIONS	\$ 1,511,404	\$ 6,490,445	\$ 1,151	\$ 6,288,447	

All Funds Summary
Fiscal Year Ending September 30, 2018

Special Revenue Funds

Available Funds	FY 2017-18 Cemetery	FY 2017-18 Fed Court Award	FY 2017-18 Non-Fed Award	FY 2017-18 Rec. Center Imp
Beginning Balance				
Undesignated Funds	\$ 29,142	\$ 112,881	\$ 185,530	\$ -
Reserve for Projects				
Total Beginning Balance	\$ 29,142	\$ 112,881	\$ 185,530	\$ -
Revenue				
Taxes and Franchise Fees				
Licenses and Permits	500			
Charges for Services	9,000			
Fines and Forfeitures				
Parks and Recreation				
Interest Income				
Development Fees				
Intergovernmental				1,000,000
Contributions				
Proceeds from Debt Issuance				
Miscellaneous				
Interfund Transfers				
Total Revenue	\$ 9,500	\$ -	\$ -	\$ 1,000,000
TOTAL AVAILABLE FUNDS	\$ 38,642	\$ 112,881	\$ 185,530	\$ 1,000,000

APPROPRIATIONS

General Government				
Planning and Community Development				
Public Safety		102,000	165,000	
Public Works				
Parks and Recreation	8,000			
Library				
Airport				
Capital Improvement Projects				
Interfund Transfers			50,000	
Debt Service				
Contingencies				
TOTAL APPROPRIATIONS	\$ 8,000	\$ 102,000	\$ 165,000	\$ 50,000
Ending Fund Balance	\$ 30,642	\$ 10,881	\$ 20,530	\$ 950,000
TOTAL APPROPRIATIONS	\$ 38,642	\$ 112,881	\$ 185,530	\$ 1,000,000

All Funds Summary Fiscal Year Ending September 30, 2018	Debt Service Fund	Internal Service Fund	Capital Improvement Funds	
Available Funds	FY 2017-18 Debt Service	FY 2017-18 Insurance	FY 2017-18 Parks CIP	FY 2017-18 2004 C of O's
Beginning Balance				
Undesignated Funds	\$ 1,574,297	\$ 621,681		
Reserve for Projects			2,156,967	50,205
Total Beginning Balance	\$ 1,574,297	\$ 621,681	\$ 2,156,967	\$ 50,205
Revenue				
Taxes and Franchise Fees		12,536,142		
Licenses and Permits			-	
Charges for Services			-	
Fines and Forfeitures			-	
Parks and Recreation			-	
Interest Income	3,000	2,500		
Development Fees			-	
Intergovernmental			-	
Contributions	1,384,115	6,983,000		
Proceeds from Debt Issuance			-	
Miscellaneous		10,000		
Interfund Transfers	962,598	-		
Total Revenue	\$ 14,885,855	\$ 6,995,500	\$ -	\$ -
TOTAL AVAILABLE FUNDS	\$ 16,460,152	\$ 7,617,181	\$ 2,156,967	\$ 50,205
APPROPRIATIONS				
General Government		\$ 6,972,375		
Planning and Community Development				
Public Safety				
Public Works				
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects			2,156,967	50,205
Interfund Transfers				
Debt Service	14,892,855			
Contingencies				
TOTAL APPROPRIATIONS	\$ 14,892,855	\$ 6,972,375	\$ 2,156,967	\$ 50,205
Ending Fund Balance	\$ 1,567,297	\$ 644,806	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 16,460,152	\$ 7,617,181	\$ 2,156,967	\$ 50,205

All Funds Summary
Fiscal Year Ending September 30, 2018

Capital Improvement Funds

Available Funds	FY 2017-18 2007 C of O's	FY 2017-18 2008 C of O's	FY 2017-18 2009 C of O's	FY 2017-18 2011 C of O's
Beginning Balance				
Undesignated Funds				
Reserve for Projects	107,195	416,730	394,749	320,228
Total Beginning Balance	\$ 107,195	\$ 416,730	\$ 394,749	\$ 320,228
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services				
Fines and Forfeitures				
Parks and Recreation				
Interest Income				
Development Fees				
Intergovernmental				
Contributions				
Proceeds from Debt Issuance				
Miscellaneous				
Interfund Transfers				
Total Revenue	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE FUNDS	\$ 107,195	\$ 416,730	\$ 394,749	\$ 320,228

APPROPRIATIONS

General Government				
Planning and Community Development				
Public Safety				
Public Works				
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects	107,195	416,730	394,749	320,228
Interfund Transfers				
Debt Service				
Contingencies				
TOTAL APPROPRIATIONS	\$ 107,195	\$ 416,730	\$ 394,749	\$ 320,228
Ending Fund Balance	\$ -	\$ (0)	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 107,195	\$ 416,730	\$ 394,749	\$ 320,228

All Funds Summary
Fiscal Year Ending September 30, 2018

Capital Improvement Funds

Available Funds	FY 2017-18 2012 C of O's	FY 2017-18 2013 C of O's	FY 2017-18 2014 C of O's	FY 2017-18 2013 Bond Fund
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Beginning Balance

Undesignated Funds

Reserve for Projects	\$ 307,032	202,106	38,205	30,573,785
Total Beginning Balance	\$ 307,032	\$ 202,106	\$ 38,205	\$ 30,573,785

Revenue

Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services				
Fines and Forfeitures				
Parks and Recreation				
Interest Income				158,000
Development Fees				
Intergovernmental		973,542		
Contributions				6,900,000
Proceeds from Debt Issuance				28,060,000
Miscellaneous				
Interfund Transfers				
Total Revenue	\$ -	\$ 973,542	\$ -	\$ 35,118,000
TOTAL AVAILABLE FUNDS	\$ 307,032	\$ 1,175,648	\$ 38,205	\$ 65,691,785

APPROPRIATIONS

General Government				
Planning and Community Development				
Public Safety				
Public Works				
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects	307,032	1,175,648	38,205	65,321,523
Interfund Transfers				
Debt Service				
Contingencies				370,262

TOTAL APPROPRIATIONS	\$ 307,032	\$ 1,175,648	\$ 38,205	\$ 65,691,785
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 307,032	\$ 1,175,648	\$ 38,205	\$ 65,691,785

All Funds Summary
Fiscal Year Ending September 30, 2018

Capital Improvement Funds

Available Funds	FY 2015-16 2015 C of O's	FY 2015-16 2015 Tax Notes	FY 2017-18 Rdway Impact Fee
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Beginning Balance

Undesignated Funds			
Reserve for Projects	141,052	250,913	8,382,476
Total Beginning Balance	\$ 141,052	\$ 250,913	\$ 8,382,476

Revenue

Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services				
Fines and Forfeitures				
Parks and Recreation				
Interest Income			-	-
Development Fees			-	-
Intergovernmental			-	-
Contributions			-	-
Proceeds from Debt Issuance			-	-
Miscellaneous			-	-
Interfund Transfers			-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE FUNDS	\$ 141,052	\$ 250,913	\$ 8,382,476	

APPROPRIATIONS

General Government				
Planning and Community Development				
Public Safety				
Public Works				
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects	141,052	250,913	8,382,476	
Interfund Transfers				
Debt Service				
Contingencies				

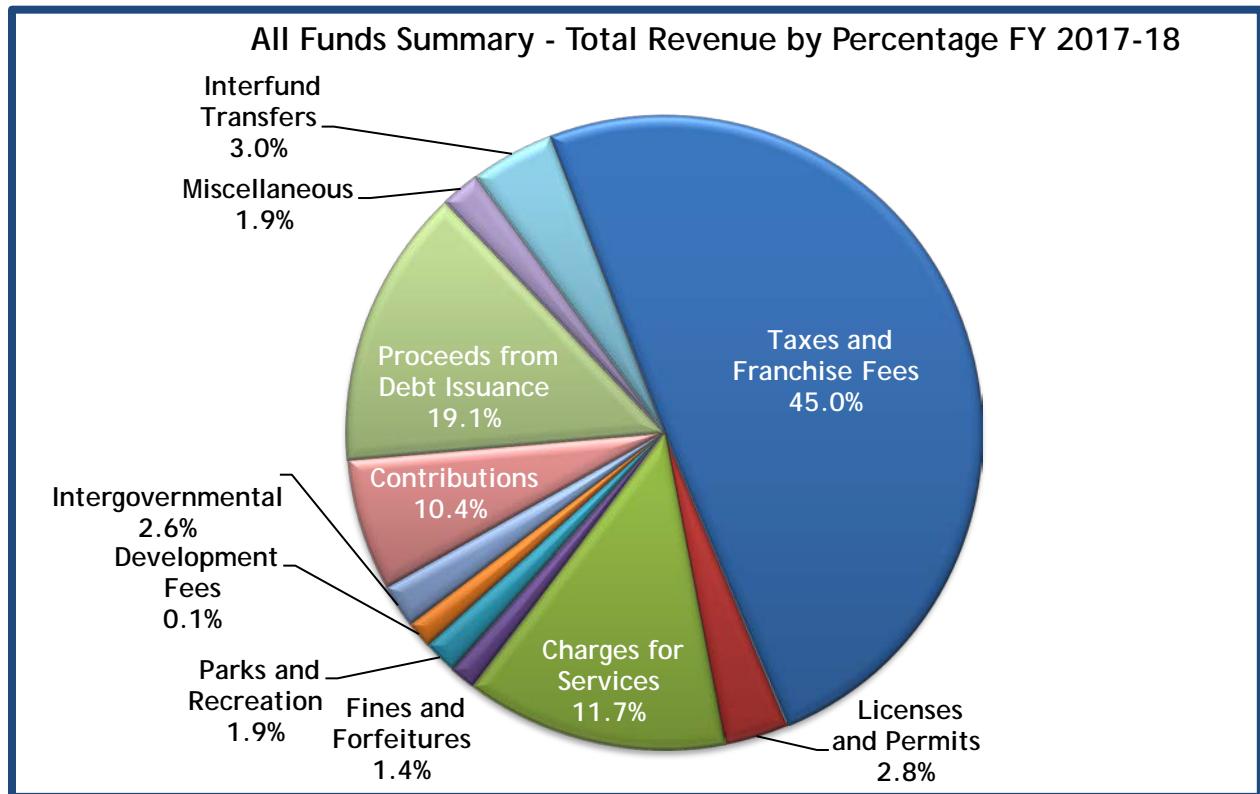
TOTAL APPROPRIATIONS	\$ 141,052	\$ 250,913	\$ 8,382,476	
Ending Fund Balance	\$ -	\$ -	\$ -	
TOTAL APPROPRIATIONS	\$ 141,052	\$ 250,913	\$ 8,382,476	

Revenues

The City, as part of the annual budget development process, calculates and projects revenues from all various sources to determine the amount of funds available to support all needed programs and services. Most revenue projections are based on historical trends for that unique revenue source. Of course, recent history weighs more heavily when completing this trend analysis. License and permit revenue is generated from construction activity in the City. Revenue projections are based on an analysis of current and projected future activity in this area. Fines and forfeitures reflect court activity as well as any changes to procedures and ordinances that may impact revenue from this source. For example, several years ago, the City created a traffic unit in the Police Department and grant funding for traffic enforcement also impacts this revenue source. This changed the revenue projections from this source. Charges for services include parks and recreation, golf course fees, solid waste collection services and other City functions for which user fees are charged. Solid waste revenue is budgeted by analyzing rates and anticipated growth in customers.

In addition, several major revenue sources' projections are done using more in-depth analysis. This includes property tax and sales tax. The revenue from another major source – franchise payments from the New Braunfels Utilities – is set by the utility themselves. This payment is based on a rolling three year average of gross revenue collections..

Property tax revenues are calculated with a different methodology than historical trends. That method is explained below in the property tax section of this revenue narrative. Sales tax has several unique characteristics in the City of New Braunfels that make it more challenging to project. First, sales tax, which makes up over one third of the City's total General Fund revenues, is driven to some extent by New Braunfels strong tourism sector in the economy. Second, the City has an economic development agreement with a company that provides construction materials for contractors as well as a tax increment investment zone. These businesses contribute a significant portion of the City's sales tax. Their business success, therefore, could impact the City's sales tax revenues. Finally, as is true for all municipalities, sales tax is dependent on the health of the economy. New Braunfels sales tax revenues are developed by separating out the revenue from the major businesses with economic development agreements from the rest of the sales tax. Then, the current economic climate is considered when setting a growth rate for the rest of the sales tax revenue. All this is combined for an overall sales tax revenue budget amount.



Taxes and franchise fees	\$66,137,190
Licenses and permits	4,130,895
Charges for services	17,252,198
Fines and forfeitures	2,039,625
Parks and Recreation	2,803,752
Development Fees	75,000
Intergovernmental	3,859,788
Contributions	15,287,115
Proceeds from debt issuance	28,060,000
Miscellaneous	2,852,228
Interfund Transfers	4,417,568
TOTAL	\$146,915,358

As shown in the graph, taxes (ad valorem property and sales tax) and franchise fees (from the City owned utility as well as other cable, telephone and utility operators using the City's rights-of-way and easements) make up \$66,137,190 or 45.0 percent of the City's total revenue. Proceeds from debt issuances total \$28.06 million or 19.1 percent of revenue; these proceeds are entirely driven by the 2018 debt issuance associated with the 2013 bond program – which would represent the fifth of five planned debt issuances to complete the 2013 Bond Fund. Charges for services (parks, solid waste collection, golf, airport operations, civic/convention center etc.) are the next largest source of revenue at \$17,252,198 or 11.7 percent. Interfund transfers of \$4,417,568 or 3.0 percent reflect monies moved from one fund to another, for example: from the General Fund and Solid Waste Fund for equipment replacement; from hotel/motel tax proceeds to the Civic/Convention center for operations and to debt service (for

improvements made to the facility); to the General Fund from the enterprise funds for administrative support and roadway maintenance and repair. Additionally, the River Activities Fund receives funding from the General Fund to support the operations as their revenues do not fully cover their expenditures. Contributions of \$15,287,115 or 10.4 percent are coming from contributions made by the City and employees for health insurance premiums, as well as contributions towards the Debt Service Fund from other funds. Intergovernmental revenues total \$3,859,788 or 2.6 percent in FY 2017-18; these revenues are from other governments such as the federal or state government through grants and federal entitlement programs. Licenses and Permits totals \$4,130,895 and represents 2.8 percent of total revenues. These revenues are driven mainly by building permits as well as all other development relates permits and reviews.

All other revenue sources – Miscellaneous (\$2,852,228), Parks and Recreation (\$2,803,752), Fines and Forfeitures (\$2,039,625), Development Fees (\$75,000), each represent less than 2.0 percent of the total revenue and total to 5.3 percent of all revenues.

Traditionally, sales tax growth has trended positively in New Braunfels. From FY 2004-05 to FY 2014-15, the compounded annual growth rate for sales tax in the General Fund was 7.6 percent. Sales tax revenues declined slightly in FY 2014-15. However, collections in FY 2014-15 were impacted significantly by a change in state legislation that changes sales tax allocation to point of sales as opposed to point of distribution, which resulted in the loss of significant sales tax revenue for the City of New Braunfels. In FY 2017-18, sales tax growth is budgeted at 4.0 percent.

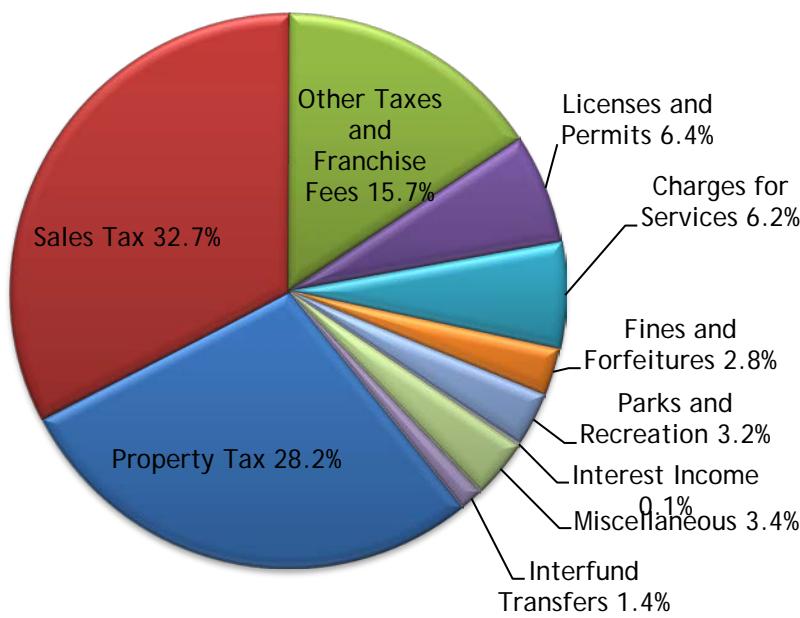
Recognizing that a significant portion of the City's overall revenue – sales tax, hotel/motel tax, even court costs and fines – are driven by tourism activity, the City works constantly to maintain reserves and manage other revenue sources to protect the overall financial position of the City.

The following section describes each fund's budgeted revenues and compares them to the prior year's estimated revenue.

General Fund

The FY 2017-18 Adopted Budget for the General Fund includes total revenues of \$64,371,977. This represents an increase of \$4.6 million or 7.7 percent more than the FY 2016-17 estimated revenues. As shown in the graph below, the City of New Braunfels General Fund has two major revenue sources – ad valorem (property) tax (\$18,138,200 or 28.2 percent) and sales tax (\$21,069,270 or 32.7 percent). These two sources make up 60.9 percent of the General Fund revenue. The next largest source of revenue is other taxes and franchise payments (\$10,097,632 or 15.7 percent), particularly from New Braunfels Utilities, a City owned water, wastewater and electric service provider. The remaining revenue sources include licenses and permits (\$4,122,895 or 6.4 percent), charges for services (\$3,976,568 or 6.2 percent), court fees and fines (\$1,785,125 or 2.8 percent), parks and recreation fees (\$2,028,800 or 3.2 percent), interest income (\$85,000 or .1 percent), interfund transfers (\$875,087 or 1.4 percent) and miscellaneous revenue (\$2,193,400 or 3.4 percent).

**General Fund - Total Revenue by Percentage
FY 2017-18**

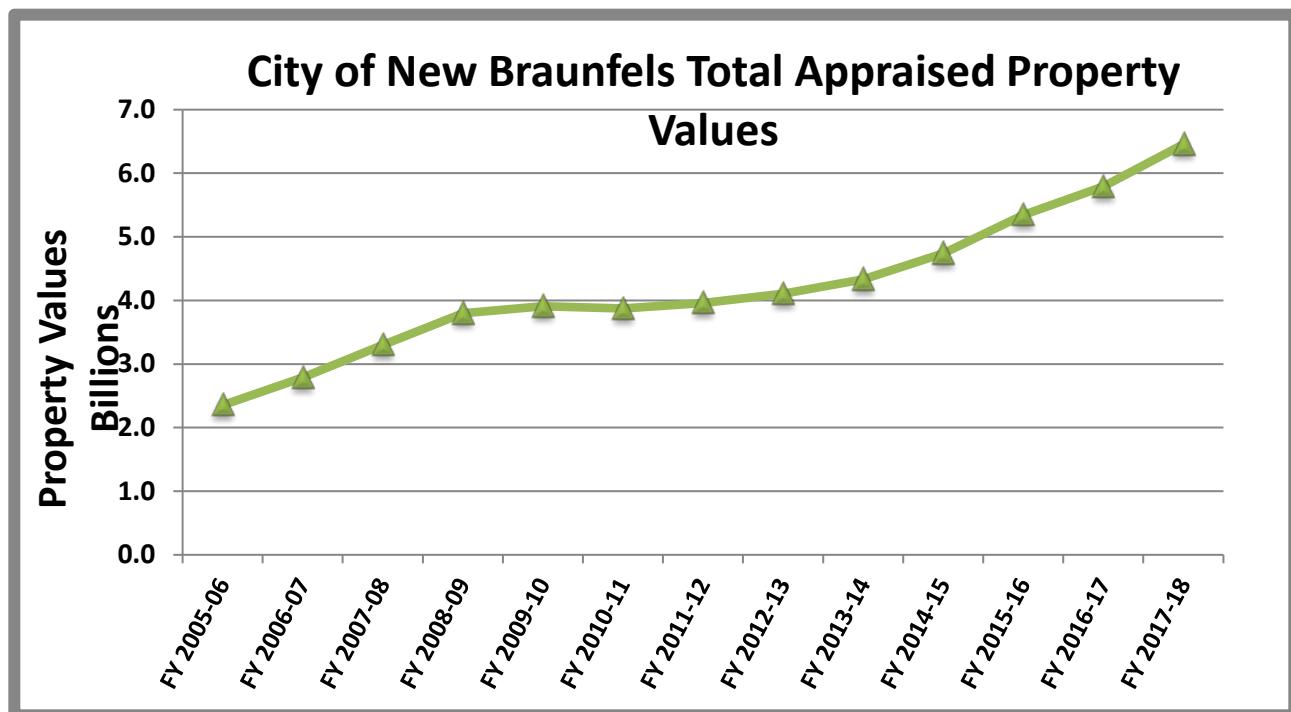


Ad Valorem Property Taxes

Property taxes in the General Fund for FY 2017-18 total \$18,138,200. This total tax revenue represents an increase of \$2,574,671 or 16.5 percent more than the FY 2016-17 estimates. The General Fund property tax rate for FY 2017-18 is \$.28837 per \$100 valuation.

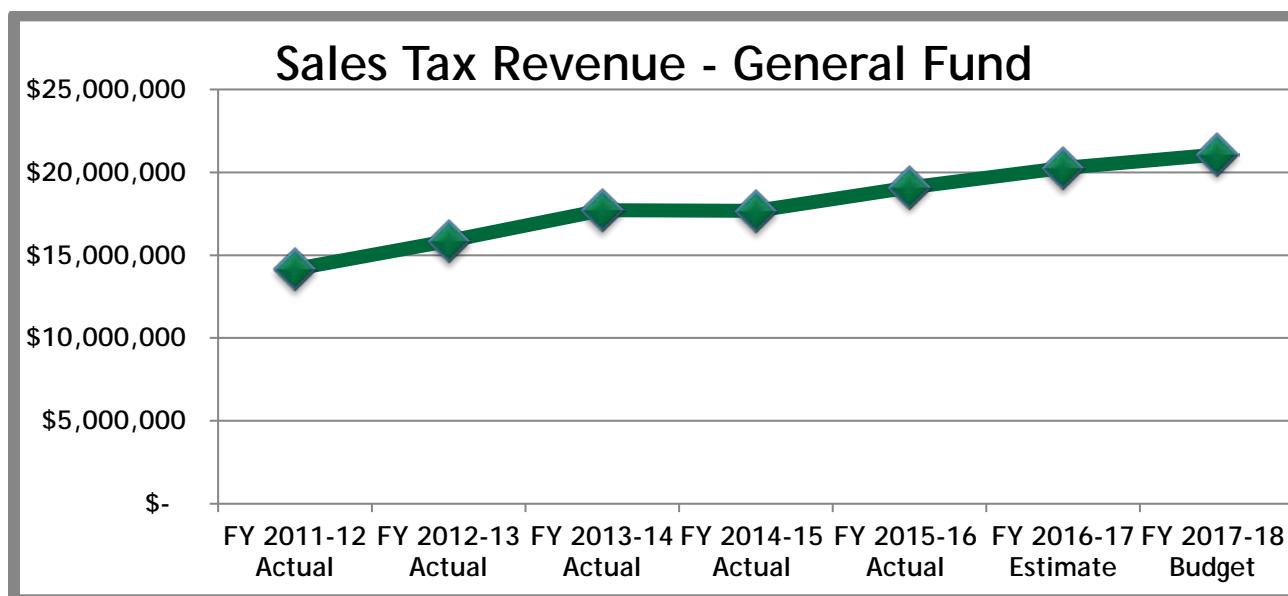
The amount of ad valorem tax revenue budgeted by the City is determined by a combination of the appraised property values and the tax rate set by City Council. The Comal Appraisal District and Guadalupe Appraisal District establish the appraised property values for the City of New

Braunfels as it sits in both counties. In FY 2017-18 all additional revenue was generated by new properties added to the tax roll and increased valuation to existing properties. The graph below illustrates the growth in property values over the last sixteen years.



Sales Tax

The General Fund sales tax revenue for FY 2017-18 totals \$21,069,270 an increase of \$810,357 or 4.0 percent in comparison to the FY 2016-17 estimated revenues. This growth rate is consistent with the projections included in the five year forecast for FY 2017-18.



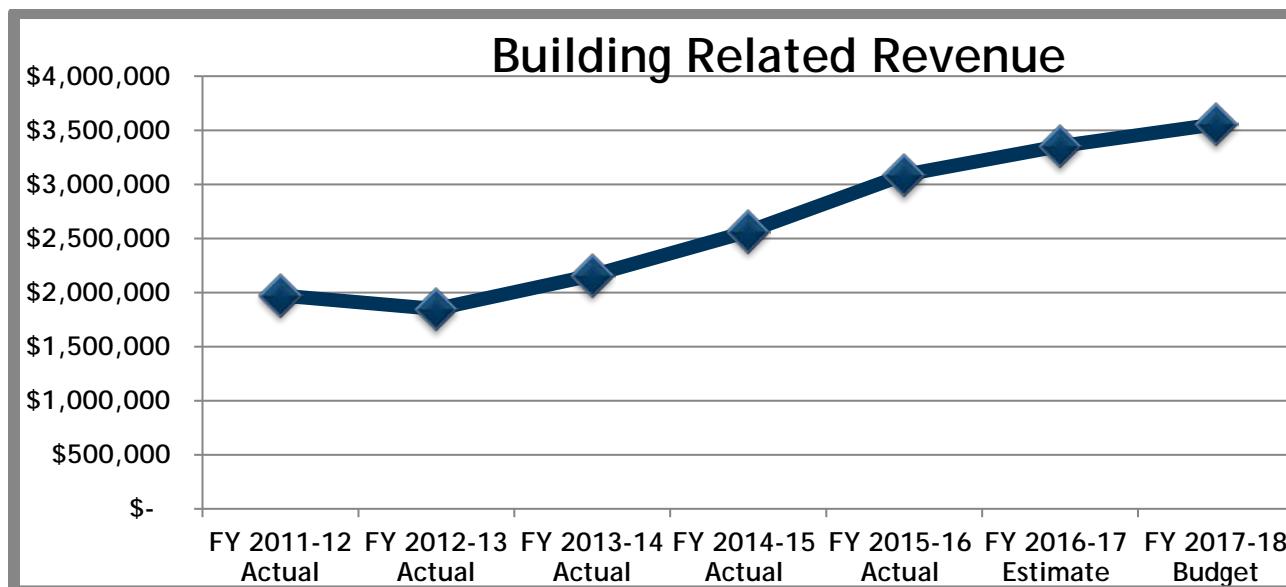
As mentioned earlier, the city has experienced strong growth in sales tax revenue. During the recession, the City only experienced one year of declining sales tax revenue, FY 2010-11. Beginning in FY 2012-13, sales tax rebounded significantly - 8.6 percent in FY 2012-13, 12.3 percent in FY 2013-14 and 11.5 percent in FY 2013-14. Sales tax declined slightly in FY 2014-15, driven entirely by the loss of sales tax revenue from state legislation that directed the allocation of sales tax to point of sale as opposed to point of distribution.

Other Taxes and Franchise Fees

The largest source of other tax revenue comes from payments from the City-owned water, wastewater and electric utility – New Braunfels Utility (NBU). The FY 2017-18 Budget includes \$7,909,000 from this source, which represents a 1 percent increase from the FY 2016-17 estimates. Beginning this fiscal year, the payment from NBU is determined by a three year rolling average of gross revenue collections from their electric, water and wastewater operations. Other franchise payments include voice communications, cable television and other utilities operating within the City limits and total \$1,663,351. The City also receives a mixed beverage tax (\$525,281). When combined, these revenues total \$9,572,351 for FY 2017-18 and represent an increase of 1 percent in comparison to the FY 2016-17 estimates.

Licenses and Permits

Revenue from all licenses and permit totals \$4,122,895 for FY 2017-18, an increase of 5.0 percent compared to the FY 2016-17 estimates. Building permits make up approximately 77.4 percent of the total revenue in this category (\$3,193,415). For FY 2017-18, 5.4 percent growth in building permit growth is budgeted when compared to the FY 2016-17 estimate. The graph below illustrates building related license and permit revenue since FY 2011-12. The graph below illustrates how the economic recovery impacted building related revenue. Specifically, over the past several years, construction associated with the Creekside retail development as well as new home construction has impacted permit revenue. In the past three years, the building department has issued over 1,000 permits annually for new homes constructed within the City limits. The remaining revenue in this category is derived from restaurant inspections, contractor registrations and alarm permits among other miscellaneous licenses and permit fees.



Charges for Services

Charges for services includes two major revenue sources: payments for ambulance services provided through the Fire Department's emergency management response (\$2,525,000), and payment from the Emergency Services District #7 (\$1,242,568). Other miscellaneous items contribute to the total FY 2017-18 revenues in this category of \$3,976,568; this amount is a slight decrease from the FY 2016-17 estimates. The decrease is driven by the anticipated decrease in the payment from the City's ambulance supplemental payment program, a state funded initiative that reimburses municipalities for service provided to patients on Medicaid; therefore, the revenue has been adjusted to account for that reduction.

Fines

The FY 2017-18 Adopted Budget includes \$1,785,125 in revenues from fines, an increase of 4.7 percent when compared to the FY 2016-17 estimate. The main sources of revenue in this category are traffic violations (\$1,168,000) and misdemeanors (\$331,800) where individuals pay fines. Other revenue comes from ordinance violations, arrest fees, court costs and warrant service fees.

Parks and Recreation

Parks and Recreation charges for various activities and services provided by the City; the largest single source of revenue is the spring-fed and Olympic pools (\$625,000) and the Recreation Fees (\$300,000). Park facilities rentals (\$290,000) and tube chute entrance fees (\$72,000) are also major revenue sources in this category. The recreation programs revenue has grown steadily in the last five years due to significant increases in the number and types of programs being offered by the Parks Department as well as the opening of Fischer Park. The total Parks and Recreation revenue for FY 2017-18 is \$2,028,800 a significant increase when compared to FY 2015-16 estimates. This revenue source has been adjusted to account for the additional revenue (\$595,000) stemming from the opening of the Community Recreation Center. The facility is anticipated to be opened at some point during the third quarter of the fiscal year. Therefore, five months of projected revenue from the facility in included in the FY 2017-18 Adopted Budget.

Interest Income

Interest income represents the return on investments made with available General Fund cash. For FY 2017-18, \$85,000 in interest income is budgeted. Interest rates in investment instruments available to municipalities are currently hovering below one percent. However, as the economy continues to improve, interest income could be an opportunity for revenue growth in future budget years that has virtually been non-existent since the recession.

Miscellaneous

Miscellaneous revenue for FY 2017-18 totals \$2,143,400, 3 percent higher than the FY 2016-17 estimates. The increase is driven mainly by an increase in the city's non-annexation agreement with Cemex.

Intergovernmental Revenue

\$50,000 in revenue is budgeted in the Intergovernmental Revenue category for FY 2017-18. Reimbursable overtime from federal agencies is what makes up this revenue source.

Interfund Transfers

For FY 2017-18, interfund transfers total \$875,087, a 6.2 percent increase compared to the FY 2016-17 estimates. The City's enterprise funds (Airport, Golf, Civic/Convention Center and Solid Waste) all receive support from other City functions such as Information Technology, Finance, Human Resources, the City Attorney, and the City Secretary. In FY 2016-17 and FY 2017-18, the Golf Course will not be making a transfer to the General Fund in an effort to preserve fund balance. The General Fund allocates costs in various departments to support the enterprise functions. However, since these other funds receive services, it is appropriate for them to contribute to the cost. This is accomplished through interfund transfers. In FY 2017-18, the bulk of the transfer comes from the Solid Waste Fund (\$707,828). For Solid Waste, \$407,828 is the administrative services contribution and \$300,000 is for street use. The Solid Waste heavy vehicles (mainly refuse collection trucks) create significant wear and tear on the streets. This contribution will help offset the cost of maintaining the streets.

Other Funds

Community Development Block Grant (CDBG) Fund

The CDBG program receives its funding from the U.S. Department of Housing and Urban Development. The FY 2017-18 Budget includes revenue of \$382,622. This revenue represents projects from program years 2015, 2016 and 2017. However, the majority of the revenue (\$379,104) is from program year 2017.

Grant Fund

The Grant Fund was established in FY 2005-06 to account for all state, federal and local grant proceeds received by the City of New Braunfels. The FY 2017-18 Adopted Budget includes \$629,624 in grant revenue. These revenues are recognized for approved and pending grants. An additional \$117,000 interfund transfers is included to support grants that have a matching requirement.

Special Revenue Fund

Prior to FY 2006-07, the Special Revenue Fund was used to account for grants received from federal, state and local sources as well as for donations from various benefactors. In FY 2006-07, this fund began to be used for donation and external source accounting. Donations received mainly pertain to police, fire, parks and library activities, with the library benefiting the most from donations due to the organizations that actively supports the library. When the City partners with other entities on completing minor projects, the Special Revenue Fund is utilized to account for the associated revenues and expenditures. \$170,000 in revenue is budgeted in FY 2017-18.

River Activities Fund

The River Activities Fund is used by the City to pay for costs associated with management of river activities during the peak summer tourism season. For FY 2017-18, a total of \$1,221,188 is budgeted in revenue which is a slight decrease in comparison to the FY 2016-17 estimates. New policies were implemented in FY 2015-16 that impact revenues and expenditures significantly, therefore revenues were conservatively budgeted for FY 2017-18.

In FY 2016-17, revenue comes from six sources: fees collected by commercial vendors offering services on the river (tube rentals and shuttle service), the fines assessed for violations on the river, shuttle permits, parking fees and a transfer from the General Fund to help support these activities and a transfer from the Solid Waste Fund for litter collection services. For FY 2017-18, \$557,452 is budgeted for river management fees, \$217,500 is included for parking revenue, \$7,500 for shuttle inspection permits, \$71,000 from fines and other misdemeanors and a total of \$367,736 in transfers from the General Fund (\$217,736) and Solid Waste (\$150,000).

Court Security Fund

The City collects \$3.00 from all defendants convicted of a misdemeanor offense in the Municipal Court to support court security efforts. For FY 2017-18, \$37,500 is budgeted in revenue, which is flat when compared to the FY 2016-17 estimates.

Judicial Efficiency Fund

The Judicial Efficiency Fund receives its revenue from a \$25 fee paid by individuals convicted through a municipal court proceeding. One-half of the fee (\$12.50) is sent to the State; one-tenth (\$2.50) is retained locally strictly for judicial efficiency; and four-tenths (\$10.00) is retained locally with no restrictions and, therefore, deposited into the General Fund. For FY 2017-18 the City projects revenue from this source of \$10,500 in the Judicial Efficiency Fund, which is flat when compared to the FY 2016-17 estimates.

Court Technology Fund

Revenues into this fund come from a fine of \$4 that the City collects from all defendants convicted of a misdemeanor offense in the Municipal Court. Revenues of \$50,000 are included in the FY 2017-18 Budget for the Court Technology Fund, an amount equal to the FY 2016-17 estimate.

Child Safety Fund

The City receives fifty percent of the fines collected for violations within the city limits of the seat belt and child safety system laws. Most of these fines are paid through Comal County with approximately \$12,500 being collected directly by the City. The County collects the payments for the violations and pays the City its proportionate share. The remaining fifty percent is required to be remitted to the State. For FY 2017-18, the City budgeted total revenue into this fund of \$139,500, an amount equal to the FY 2016-17 estimate.

Juvenile Case Manager Fund

The City established this fund in December 2005, and collects \$5 from all defendants convicted of a misdemeanor offense in the municipal court. The fee is expected to generate \$73,000 in FY 2016-17, an amount equal to the FY 2016-17 estimates.

Stormwater Development Fund

The City of New Braunfels began assessing a stormwater development fee in FY 2004-05 and stopped assessing it in FY 2007-08 pending the result of litigation. The fee's basis was changed in FY 2008-09 and the City began once again to assess a storm water development fee. For FY 2017-18, \$75,000 in revenue is anticipated in this fund, which is a 21.05 percent decrease from the FY 2016-17 estimates.

Equipment Replacement Fund

This fund was created by City Council action in FY 2005-06 with initial funding in the amount of \$1.5 million and is used to account for the replacement of all City-owned light vehicles, computer hardware such as desktop and network equipment and mobile data terminals, and Fire Department self-contained breathing apparatus (SCBA). All revenue into this fund comes from three sources – transfers from the General Fund with vehicles, proceeds from the sale of assets that have been replaced, and the remainder from interest income. The revenue for this fund reduced significantly in FY 2013-14 as the program was suspended as a budget balancing strategy. Therefore, no contributions from the General Fund for vehicles and computers were included in FY 2013-14. In FY 2014-15, the program was partially reinstated, with \$300,000 in contributions budgeted in FY 2014-15. In FY 2015-16 and 2016-17, the contribution was diverted to the Self Insurance Fund to address the budget shortfall stemming from higher than anticipated health expenditure costs. In FY 2017-18, the contribution is \$120,000, a reduced amount driven by balancing the transfer to other priorities in the General Fund.

Enterprise Maintenance and Equipment Replacement Fund

This fund was created in FY 2012-13 to meet all the accounting requirements to maintain and account for the enterprise funds separately from the General Fund and has revenues projected in FY 2017-18 of \$1,441,910 the enterprise funds within the City are the Airport Fund, Solid Waste Fund, Golf Fund and the Civic/Convention Center Fund. The largest contributor for FY 2017-18 of additional funding is from Solid Waste which primarily supports refuse collection trucks' replacement.

Edwards Aquifer Habitat Conservation Plan (EAHCP)/Watershed Protection Plan (WPP) Fund

This fund was established in FY 2012-13 to provide funding for projects that protect and enhance the environment in accordance with the Edwards Aquifer Habitat Conservation Plan (EAHCP). If the projects meet the EAHCP requirements, then all project related costs will be reimbursed back to the City. In FY 2015-16, management of the costs and reimbursement of the Watershed Protection Plan is included in this fund. The cost and reimbursement of this program is similar the EAHCP program. The fund is projected to receive revenues of \$647,000 in FY 2017-18. \$647,000 of these funds will come from the Edwards Aquifer Authority and the Texas Commission on Environmental Quality, the funding source for the projects within these two programs, as the approved projects are completed and submitted for reimbursement. The additional \$85,000 in revenue is a transfer from the General Fund which will support administrative expenses in FY 2017-18.

Cable Franchise (PEG) Fund

Established in FY 2011-12, the PEG Fund is to account for the one percent payment that the City receives in franchise payments from cable service providers specifically for the purchase of equipment to support the City's cable television broadcast capabilities and services. For FY 2017-18, this franchise payment is expected to generate \$146,000, an amount equal to the FY 2016-17 estimates.

2013 General Obligation Bond Fund

This fund was created in FY 2013-14 to account for all bond issuances and expenditures associated with the 2013 bond program approved by voters. In FY 2017-18, a debt issuance of \$28,060,000 is budgeted. In addition, the fund is projected to generate \$6,900,000 in contributions from the NBIDC (\$5.7million) and NBISD (\$1.2million) as well as \$158,000 in interest income.

Parks Improvement Capital Improvements Fund

The parks development fee was approved by City Council in February 2006. The City is divided into four districts and funds generated by each district must be used in that district. Many developers pay the Parks Development fee at the beginning of a development project and are reimbursed once the subdivision park improvements are completed. As, of 6/30/2017, \$2,373,920 has been collected.

Road Development Impact Fees Capital Improvements Fund

In FY 2007-08, the City created the Road Development Impact Fees Capital Improvement Fund to account for proceeds from roadway impact fees and expenditures made from those funds for

road projects included in the roadway impact study. As of 6/30/2017, \$12,231,909 has been collected.

Debt Service Fund

For FY 2017-18, the revenue for the Debt Service Fund totals \$14,885,855, a decrease of 4.1 percent from the FY 2016-17 estimates. This decrease is driven by the policy decision to not issue bonds for the 2013 bond program. Due to the available bond proceeds and current schedule of the projects, cash flow projections substantiated the need to defer the remaining binds to be issued in FY 2017-18. The debt service rate is \$.19985 in FY 2017-18. Other entities contribute to the debt service payments for the City's outstanding debt and serve as a source of revenue to the Debt Service Fund. The Hotel/Motel Tax Fund will contribute \$561,100 from hotel/motel tax proceeds to support debt associated with the expansion/renovation of the Civic/Convention Center. The New Braunfels Industrial Development Corporation pays for the debt service associated with 1998 and 2003 certificates of obligations issued by the City as well as \$2.5 million in debt issued in 2007 for park improvements and \$10 million issued in 2012 and 2013, also for parks improvements. Their total contribution into the Debt Service Fund for FY 2015-16 is \$1,683,078. The Solid Waste Fund (\$71,016) and Airport Fund (\$330,482) and the Golf Course Fund (\$483,450) will make an interfund transfer for debt service payments for projects that are associated with those three specific proprietary functions.

Airport Fund

The FY 2017-18 Budget for the Airport Fund totals \$2,558,880 in revenues. This represents an increase of 6.8 percent in comparison to the FY 2016-17 estimates. The increase is driven mainly by budgeted fuel sales. In FY 2016-17, the cost of fuel was lower when compared to recent history. Therefore, the cost to purchase fuel and the gross revenue from fuel sales is less than what is budgeted for FY 2017-18. Fuel sales account for \$1,800,000 or 70.3 percent of total Airport revenues. Other revenues include: leases and rent (\$665,380), commercial activities fees (\$33,500) and Miscellaneous revenues (\$60,000). TxDOT is expected to contribute \$50,000 in the form of grants to offset projects accomplished to maintain and upkeep the airport facilities.

Solid Waste Fund

In the FY 2017-18 Adopted Budget, the total revenues for the Solid Waste Fund are \$9,057,287 increasing 5.7 percent in comparison to the FY 2016-17 estimates. Charges for services represent the largest revenue source for this fund representing 98 percent of the total revenue (\$8,853,500). This includes commercial and residential fees which incorporates both garbage and recycling collection and disposal. Interest income (\$13,500) and miscellaneous revenues (\$190,287) make up the remaining portion of the revenue.

Golf Fund

The Golf Fund revenues for FY 2017-18 total \$1,447,250 a decrease in comparison to FY 2016-17 estimates. The reduction is due to the fact that there is no contribution from the NBIDC currently budgeted. FY 2014-15 was the first year of operation after a full course renovation that occurred during FY 2013-14. Charges for services (green fees) make up the majority of the revenue collected by the golf course (1,423,250). Other revenues include pro shop sales (155,000), golf lessons (25,250), leases (24,000)

Civic/Convention Center Fund

The Civic/Convention Center operations became an enterprise fund in FY 2008-09. User fee revenue into the fund comes entirely from rental fees and totals \$431,000 in FY 2017-18, an amount equal to the FY 2016-17 estimates. For FY 2017-18, the Hotel/Motel Tax Fund will contribute \$286,146 to support Civic Center operations. Total revenue for the fund is \$717,146.

Self Insurance Fund

Revenue into the Self Insurance Fund came, in the past, entirely from premium payments – both from the City's contribution as well as the employees' contributions – for City sponsored insurances, most particularly medical and dental costs. For FY 2017-18, the budgeted revenue totals \$6,995,500, an amount less than the FY 2016-17 estimates. The decrease is driven by one-time transfers from the Equipment Replacement Fund that occurred during FY 2016-17.

Cemetery Improvements Fund

The City of New Braunfels owns and maintains a cemetery that offers perpetual care. Proceeds from permits make up the revenue for this fund. For FY 2017-18 \$9,500 in revenue is expected.

Hotel/Motel Tax Fund

The City currently levies a tax on hotel/motel rooms equal to 7 percent of the room cost. This fund is expected to generate \$4,158,095 in FY 2017-18, an increase of 3.9 percent in comparison to the FY 2016-17 estimated revenues. The City uses these tax proceeds to fund economic development through the New Braunfels Chamber of Commerce, improvements to and operation of the expanded and renovated Civic/Convention Center and arts and cultural organizations' activities.

Federal Court Awards Fund

This fund is set up to track the revenues that stem from property seized by the New Braunfels Police Department on federal related cases. Law prohibits revenues to be projected before they are received.

Non Federal Court Awards Fund

This fund is set up to track the revenues that stem from property seized by the New Braunfels Police Department on non-federal related cases. Law prohibits revenues to be projected before they are received.

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
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101 General Fund

Taxes

Property Taxes

311.01-00 Ad Valorem Tax - Current	\$ 14,161,489	\$ 15,477,877	\$ 15,306,929	\$ 17,865,200
311.02-00 Ad Valorem Tax - Delinquent	105,967	130,200	167,630	184,000
311.11-00 Penalties and Interest	93,833	88,970	88,970	89,000
<i>Subtotal - Property Taxes</i>	<i>\$ 14,361,289</i>	<i>\$ 15,697,047</i>	<i>\$ 15,563,529</i>	<i>\$ 18,138,200</i>

Sales Tax

313.01-00 Municipal Sales Tax	19,076,944	20,416,397	20,258,913	21,069,270
<i>Subtotal - Sales Tax</i>	<i>\$ 19,076,944</i>	<i>\$ 20,416,397</i>	<i>\$ 20,258,913</i>	<i>\$ 21,069,270</i>

314.01-00 <u>Mixed Beverage Tax</u>	\$ 471,951	\$ 512,000	\$ 500,268	\$ 525,281
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Franchise Taxes

316.01-00 GVEC	153,019	171,700	153,000	153,000
316.02-00 Phone Lines	571,951	686,945	571,951	571,951
316.03-00 Centerpoint/Entex Gas	341,544	345,000	330,000	330,000
316.04-00 Cable	598,526	588,225	608,400	608,400
316.05-00 New Braunfels Utilities	6,969,686	7,700,000	7,830,517	7,909,000
<i>Subtotal - Franchise Taxes</i>	<i>\$ 8,634,726</i>	<i>\$ 9,491,870</i>	<i>\$ 9,493,868</i>	<i>\$ 9,572,351</i>

TOTAL TAXES & FRANCHISE FEES	\$ 42,544,910	\$ 46,117,314	\$ 45,816,578	\$ 49,305,102
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Licenses and Permits

321.01-00 Vehicular Permits

321.02-00 Vehicle Permits	1,720	1,600	2,050	2,050
321.03-00 Alarm Permits	130,122	137,000	132,000	132,000
321.05-00 Parking Permits	632	750	750	750
321.11-00 Alcohol License	35,545	39,000	36,000	36,000
321.31-00 Animal Licenses	1,704	2,000	1,750	1,750
322.01-00 Food Establishment License	225,308	241,000	241,000	253,050
322.04-00 Health Certificates	28,310	23,400	34,000	34,000
322.05-00 Miscellaneous Licenses and Permits	52,115	60,000	65,000	65,000
323.01-00 Fire Inspection Permit	33,303	31,500	43,000	43,000
323.02-00 Plan Review Fees	1,513	-	1,400	
323.03-00 Zoning/Variance Application	7,615	8,500	10,000	10,000
323.04-00 Plat Filing Fees	46,418	47,250	42,000	42,000
323.07-00 Commercial Plan Check Fee			16,026	
323.09-00 Miscellaneous Permits	57,797	115,354	58,000	115,000
325.01-00 Skilled Trade Licenses	161,382	151,300	185,600	194,880
326.04-00 Building Permits	2,816,043	2,821,000	3,041,500	3,193,415
TOTAL LICENSES AND PERMITS	\$ 3,599,527	\$ 3,679,654	\$ 3,910,076	\$ 4,122,895

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
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101 General Fund

Intergovernmental Revenue

331.11-01 Federal	67,613	45,000	50,000	50,000
Subtotal - Intergovernmental	\$ 122,289	\$ 45,000	\$ 50,000	\$ 50,000
TOTAL INTERGOVERNMENTAL REVENUE	\$ 122,289	\$ 45,000	\$ 50,000	\$ 50,000

Charges for Services

341.41-00 Reproductions and Miscellaneous	14,062	13,000	14,000	14,000
342.51-01 Ambulance Service	2,685,680	2,733,000	2,590,000	2,525,000
342.51-02 Emergency Services District Services	1,133,747	1,183,700	1,183,398	1,242,568
342.51-03 Emergency Service Cost Recovery	59,045	100,000	100,000	100,000
346.01-00 Library Fines	100,543	95,000	95,000	95,000
TOTAL CHARGES FOR SERVICES	\$ 3,993,077	\$ 4,124,699	\$ 3,982,398	\$ 3,976,568

Fines and Forfeitures

351.03-00 Animal Control Fees and Fines	12,889	11,000	13,500	14,175
352.01-00 Traffic Violations	890,665	948,266	1,113,000	1,168,000
352.02-00 Arrest Fees	52,112	49,500	68,000	71,400
352.03-00 Other Misdemeanors	287,320	287,000	316,000	331,800
353.01-00 Court Costs	55,396	65,000	95,000	99,750
354.01-00 Warrant Service Fees	105,172	106,000	100,000	100,000
TOTAL FINES AND FORFEITURES	\$ 1,403,554	\$ 1,466,766	\$ 1,705,500	\$ 1,785,125

Interest Income (361.01-00)

\$ 107,168 \$ 70,000

Change In Market Value (361.03-00)

\$ 85,000 \$ 85,000

Parks and Recreation

372.01-00 Pool	523,211	575,000	525,000	625,000
372.04-00 Tube Chute	72,209	57,778	72,000	72,000
373.01-00 Recreation	308,591	343,800	300,000	300,000
373.05-00 Paddle Boats	62,785	66,880	52,500	50,000
373.06-00 Miniature Golf	18,750	20,900	10,000	40,000
374.01-00 Park Rentals	263,051	274,800	265,000	290,000
375.02-00 Miniature Train Revenue	53,084	51,700	56,800	56,800
Recreation Center Revenue				595,000
TOTAL PARKS AND RECREATION	\$ 1,301,681	\$ 1,390,857	\$ 1,281,300	\$ 2,028,800

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
101 General Fund				
Miscellaneous				
332.01-00 Contributions	160,000	137,500	167,500	167,500
381.01-00 Contracts - Industrial District	1,327,467	1,485,378	\$ 1,354,156	\$ 1,538,400
386.01-00 Leases	32,395	50,500	22,500	22,500
387.01-00 Sale of Equipment/Property	1,026		3,000	
388.01-00 Donations	4,814	42,500	50,000	5,000
389.01-00 Miscellaneous	76,178	75,000	48,000	48,000
389.03-00 Reimbursements	328,058	240,000	347,000	347,000
389.07-00 TML Equity Return	77,379		70,000	
389.09-30 Misc - Abandoned, Found, Unclaimed	2,336		3,000	
389.12-00 Misc - Subject to Sales Tax	17,237	15,000	15,000	15,000
389.99-00 Over/Short	1,389		-	-
TOTAL MISCELLANEOUS	\$ 2,028,279	\$ 2,045,878	\$ 2,080,156	\$ 2,143,400
Interfund Transfers (391.01-00)	\$ 764,259	\$ 823,730	\$ 823,730	\$ 875,087
TOTAL - GENERAL FUND	\$ 55,864,744	\$ 59,763,898	\$ 59,734,738	\$ 64,371,977
205 CDBG Fund				
331.11-01 Federal Funds	165,447	652,145	650,596	382,622
Total - CDBG Fund	\$ 165,447	\$ 652,145	\$ 650,596	\$ 382,622
210 Creekside Town Center TIRZ Fund				
311.01-00 Ad Valorem Tax	2,163,984	2,263,759	2,348,605	2,583,466
313.01-00 Municipal Sales Tax	955,583	999,000	955,000	955,000
Total - Creekside Town Center TIRZ Fund	\$ 3,119,567	\$ 3,262,759	\$ 3,303,605	\$ 3,538,466
212 Industrial Development Board Fund				
313.01-00 Municipal Sales Tax	5,843,612	6,176,665	6,183,614	6,430,959
389.15-00 Loan Payment	10,000	64,000	87,406	64,000
361.01-00 Interest Income	16,168	30,000	71,044	70,000
Total - Industrial Development Board Fund	\$ 5,869,780	\$ 6,270,665	\$ 6,342,064	\$ 6,564,959
220 Grant Fund				
331.11-01 Grant Revenue	1,630,010	1,025,000	1,207,391	629,624
389.01-00 Miscellaneous	5,000			
391.01-00 Interfund Transfers	57,816	125,000	51,000	117,000
Total - Grant Fund	\$ 1,692,826	\$ 1,150,000	\$ 1,258,391	\$ 746,624

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
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221 Special Revenue Fund

335.11-01 State Government	8,868			
353.01-00 Court Costs	259			
388.01-00 Donations	100,152	100,000	165,000	150,000
332.01-00 Contributions	6,062	20,000		20,000
389.01-00 Miscellaneous	7,300			
Total - Special Revenue Fund	\$ 163,091	\$ 120,000	\$ 165,000	\$ 170,000

225 River Activities Fund

321.02-00 Vehicle Permits	6,950	6,700	7,500	7,500
352.03-00 Other Misdemeanors	81,488	66,500	71,000	71,000
375.01-00 Parking	196,864	218,500	217,500	217,500
375.06-00 River Activities Fee	550,137	612,000	557,452	557,452
389.02-00 Reimbursements/Current Year	1		1,906	
389.99-00 Over/Short	127		189	
391.01-00 Interfund Transfers - Solid Waste Fund	171,323	145,000	141,869	150,000
391.01-00 Interfund Transfers - General Fund	265,101	252,376	186,594	217,736
Total - River Fund	\$ 1,271,991	\$ 1,301,076	\$ 1,184,010	\$ 1,221,188

227 Court Security Fund

353.03-00 Court Fees	31,318	32,800	37,500	37,500
Total - Court Security Fund	\$ 31,318	\$ 32,800	\$ 37,500	\$ 37,500

228 Judicial Efficiency Fund

353.04-00 Judicial Efficiency Fee	9,460	10,400	10,500	10,500
361.01-00 Interest Income				
Total - Judicial Efficiency Fund	\$ 9,460	\$ 10,400	\$ 10,500	\$ 10,500

229 Court Technology Fund

353.05-00 Court Technology	41,786	41,900	50,000	50,000
Total - Court Technology Fund	\$ 41,786	\$ 41,900	\$ 50,000	\$ 50,000

230 Child Safety Fund

338.03-00 County Government	121,657	122,000	126,720	127,000
353.03-00 Court Fees	12,397	14,000	12,500	12,500
361.01-00 Interest Income	55			
Total - Child Safety Fund	\$ 134,109	\$ 136,000	\$ 139,220	\$ 139,500

232 Stormwater Development Fund

344.30-00 Stormwater Dev Fee	97,128	55,000	95,000	75,000
361.01-00 Interest Income	45			
Total - Stormwater Development Fund	\$ 97,173	\$ 55,000	\$ 95,000	\$ 75,000

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
240 Juvenile Case Manager Fund				
353.03-00 Court Fees	60,888	64,000	73,000	73,000
361.01-00 Interest Income	226			
Total - Juvenile Case Manager Fund	\$ 61,114	\$ 64,000	\$ 73,000	\$ 73,000
245 PEG Cable Franchise Fund				
316.02-00 Franchise Payments	268,944	244,200	146,000	146,000
Total - PEG Cable Franchise Fund	\$ 268,944	\$ 244,200	\$ 146,000	\$ 146,000
260 Equipment Replacement Fund				
361.01-00 Interest Income	10,391	3,000	13,776	10,000
387.01-00 Sale of Property	22,183	32,000	84,600	25,000
389.07-00 Proceeds from Insurance	11,346			
391.01-00 Interfund Transfers	65,000	465,000	65,000	150,000
Total - Equipment Replacement Fund	\$ 108,920	\$ 500,000	\$ 163,376	\$ 185,000
262 Enterprise Maintenance and Equipment Fund				
347.01-00 Civic Center Rental	13,862	13,000	19,400	20,000
361.01-00 Interest Income	4,107	3,750	9,391	9,391
391.01-00 Interfund Transfers	1,878,234	1,578,968	1,578,968	1,441,910
Total - Enterprise Replacement Fund	\$ 1,896,203	\$ 1,595,718	\$ 1,607,759	\$ 1,471,301
263 Edwards Aquifer Habitat Conservation Plan Fund				
361.01-00 Interest Income				
389.03-00 Reimbursements	813,662	822,500	1,547,849	647,000
391.01-00 Interfund Transfers - General Fund	77,219	94,115	56,600	85,000
Total - Facilities Maintenance Fund	\$ 890,881	\$ 916,615	\$ 1,604,449	\$ 732,000
261 Facilities Maintenance Fund				
361.01-00 Interest Income	36		31	-
391.01-00 Interfund Transfers			1,192	
Total - Facilities Maintenance Fund	\$ 36	\$ -	\$ 1,223	\$ -
Recreation Center Improvements and Repair Fund				
331.11-01 Intergovernmental Revenue				\$ 1,000,000
Total - Facilities Maintenance Fund	\$ -	\$ -	\$ -	\$ 1,000,000
304 2004 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	372		-	-
Total - 2004 C of O Fund	\$ 372	\$ -	\$ -	\$ -

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
307 2007 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	179		350	-
Total - 2007 C of O Fund	\$ 179	\$ -	\$ 350	\$ -
308 2008 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	2,898		5,690	-
Total - 2008 C of O Fund	\$ 2,898	\$ -	\$ 5,690	\$ -
309 2009 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	1,492		2,762	-
Total - 2009 C of O Fund	\$ 1,492	\$ -	\$ 2,762	\$ -
351 2011 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	731		600	-
386.01-00 Leases	9,160			
Total - 2011 C of O Fund	\$ 9,891	\$ -	\$ 600	\$ -
352 2012 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	3,534		6,738	-
Total - 2012 C of O Fund	\$ 3,534	\$ -	\$ 6,738	\$ -
353 2013 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	14,838		22,576	-
331.11-01 Intergovernmental Revenue				973,542
Total - 2013 C of O Fund	\$ 14,838	\$ -	\$ 22,576	\$ 973,542
354 2014 Capital Improvement Projects Fund				
361.01-00 Interest Income	4,097		7,330	-
Total - 2014 CIP Fund	\$ 4,097	\$ -	\$ 7,330	\$ -
350 2013 General Obligation Bond Fund				
361.01-00 Interest Income	110,674	12,000	158,000	158,000
389.01-00 Debt Proceeds	28,457,268	18,270,000	-	28,060,000
331.11-01 Intergovernmental Revenue	711,470			
391.01-00 Interfund Transfers			1,500,000	-
332.01-00 Contributions			100,000	6,900,000
Total - 2013 GO Bond Fund	\$ 29,279,412	\$ 18,282,000	\$ 1,758,000	\$ 28,218,000
355 2015 Certificates of Obligation Bond Fund				
361.01-00 Interest Income	15,883		29,298	-
Total - 2015 C of O Fund	\$ 15,883	\$ -	\$ 29,298	\$ -

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted
314 Parks Improvements Capital Improvement Fund				
362.01-00 Parks Development Fee	604,475	470,000	681,875	
361.01-00 Interest Income	188			
Total - Parks Improvements CIP Fund	\$ 604,663	\$ 470,000	\$ 681,875	\$ -
336 Road Development Impact Fees Fund				
363.01-00 Roadway Impact Fees	\$ 2,301,732	\$ 1,717,000	2,232,871	-
361.01-00 Interest Income	11,500	4,000	17,271	-
Total - Road Development Impact Fees Fund	\$ 2,313,232	\$ 1,721,000	\$ 2,250,142	\$ -
401 Debt Service Fund				
<i>Property Taxes</i>				
311.01-00 Ad Valorem Tax - Current	11,195,201	12,255,284	12,180,086	12,381,142
311.02-00 Ad Valorem Tax - Delinquent	73,408	88,439	112,812	100,000
311.11-00 Ad Valorem Tax - Penalties and Interest	71,819	72,845	55,000	55,000
332.01-00 Contributions	1,684,428	1,683,078	1,683,081	1,384,115
361.01-00 Interest Income	1,325	1,000	3,000	3,000
391.01-00 Interfund Transfers - Airport	319,532	332,582	332,582	330,482
391.01-01 Interfund Transfers - Golf Course	485,625	485,275	485,275	-
391.01-01 Interfund Transfers - Solid Waste	75,790	74,101	74,101	71,016
391.01-00 Interfund Transfers - Hotel/Motel	660,862	609,900	609,900	561,100
Total - Debt Service Fund	\$ 14,567,990	\$ 15,602,504	\$ 15,535,837	\$ 14,885,855
501 Airport Fund				
<i>Charges for Services</i>				
319.01-00 Commercial Activities Fee	19,662	40,000	33,500	33,500
386.01-00 Leases and Rents	589,547	700,000	646,000	665,380
389.07-00 Proceeds from Insurance			4,441	
389.01-00 Miscellaneous	60,410	31,900	60,000	60,000
389.03-00 Reimbursements	2,838		18	
389.50-12 Fuel and Oil	1,407,378	1,800,000	1,650,000	1,800,000
389.99-00 Over/Short	(13)			
Total Charges for Services	\$ 2,079,822	\$ 2,571,900	\$ 2,393,959	\$ 2,558,880
<i>Intergovernmental Revenue</i>				
335.1101 TXDOT	50,000	50,000	50,000	50,000
Total Intergovernmental Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<i>361.01-00 Interest Income</i>				
391.01-00 Interfund Transfers	\$ 150,529	\$ 157,370	157,370	162,091
Total - Airport Fund	\$ 2,280,351	\$ 2,779,270	\$ 2,601,329	\$ 2,770,971

REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
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521 Solid Waste Fund

Charges for Services

344.01-00 Garbage Collection	6,851,629	7,034,025	7,131,000	7,416,000
344.03-00 Recycling Collection	1,192,536	1,215,935	1,258,000	1,308,000
344.11-00 Brush/Special Pick ups	34,880	30,000	37,500	37,500
344.31-00 Garbage Penalties	97,216	110,000	92,000	92,000
<i>Total Charges for Services</i>	<i>\$ 8,176,261</i>	<i>\$ 8,389,959</i>	<i>\$ 8,518,500</i>	<i>\$ 8,853,500</i>

361.01-00 Interest Income	7,201	5,000	13,500	13,500
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Miscellaneous

Sale of Property

389.07-00 Proceeds from Insurance			4,369	
389.12-00 Misc - Subject to Sales Tax	62,906	67,000	82,560	74,287
389.01-00 Miscellaneous	104,147	102,750	116,000	116,000
389.03-00 Reimbursements				
<i>Total Miscellaneous</i>	<i>\$ 167,053</i>	<i>\$ 169,750</i>	<i>\$ 202,929</i>	<i>\$ 190,287</i>

391.01-00 Interfund Transfers	
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Total - Solid Waste Fund	\$ 8,350,515	\$ 8,564,709	\$ 8,734,929	\$ 9,057,287
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531 Golf Fund

Charges for Services

371.01-00 Green Fees	864,834	990,000	860,000	860,000
371.02-00 Annual Fees	103,832	116,600	120,000	120,000
371.04-00 Cart Rental	258,075	314,499	263,000	263,000
371.08-00 Proshop Sales	162,854	135,000	155,000	155,000
371.11-00 Golf Lessons	25,124	27,500	25,250	25,250
<i>Total Charges for Services</i>	<i>\$ 1,414,719</i>	<i>\$ 1,583,599</i>	<i>\$ 1,423,250</i>	<i>\$ 1,423,250</i>

361.01-00 Interest Income	\$ 586
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Miscellaneous

386.01-00 Leases	21,203	36,000	24,000	24,000
388.05-00 Contributions	176,000		369,962	
389.01-00 Miscellaneous	2,597		500	
389.03-00 Reimbursements	1,421		715	
389.07-00 Proceeds from Insurance	1,064		900	
389.99-00 Over/Short	(43)			
<i>Total Miscellaneous</i>	<i>\$ 202,242</i>	<i>\$ 36,000</i>	<i>\$ 396,077</i>	<i>\$ 24,000</i>

Total - Golf Fund	\$ 1,617,547	\$ 1,619,599	\$ 1,819,327	\$ 1,447,250
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REVENUES	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Adopted Budget
541 Civic/Convention Center Fund				
Charges for Services				
347.01-00 Civic Center Rental	435,582	418,500	431,000	431,000
<i>Total Charges for Services</i>	<i>\$ 435,582</i>	<i>\$ 418,500</i>	<i>\$ 431,000</i>	<i>\$ 431,000</i>
Miscellaneous				
389.01-00 Miscellaneous	1,394		1,302	
389.03-00 Reimbursements			48	
389.99-00 Over/Short	6			
<i>Total Miscellaneous</i>	<i>1,400</i>	<i>-</i>	<i>1,302</i>	<i>-</i>
Interfund Transfers				
391.01-00 Interfund Transfers	67,190	278,995	229,362	286,146
<i>Total - Civic/Convention Center Fund</i>	<i>\$ 504,172</i>	<i>\$ 697,495</i>	<i>\$ 661,664</i>	<i>\$ 717,146</i>
601 Self Insurance Fund				
345.01-00 Premiums	5,579,502	6,516,600	6,787,521	6,983,000
345.02-00 Cobra	240,042	358,500	286,000	-
361.01-00 Interest Income	1,438		2,159	2,500
391.01-00 Interfund Transfers	1,713,896	-	400,000	-
389.01-00 Miscellaneous	10,344	11,000	-	-
389.03-00 Reimbursements			39,312	10,000
<i>Total - Insurance Fund</i>	<i>\$ 7,545,222</i>	<i>\$ 6,886,100</i>	<i>\$ 7,514,992</i>	<i>\$ 6,995,500</i>
704 Faust Library Fund				
388.01-00 Donations	\$ 467		468	
<i>Total - Faust Library Fund</i>	<i>\$ 467</i>	<i>\$ -</i>	<i>\$ 468</i>	<i>\$ -</i>
772 Federal Courts Awards Fund				
331.11-01 Federal Funds	100,769	85,000	50,000	-
361.01-00 Interest Income	99	-		
391.01-00 Interfund Transfers	891	-		
<i>Total - Federal Court Awards Fund</i>	<i>\$ 101,759</i>	<i>\$ 85,000</i>	<i>\$ 50,000</i>	<i>\$ -</i>
773 Non-Federal Court Awards Fund				
389.01-00 Miscellaneous	18,582	15,000	160,000	-
361.01-00 Interest Income	78	-		
387.01-00 Sale of Property	15,713	-		
<i>Total - Non-Federal Court Awards Fund</i>	<i>\$ 34,373</i>	<i>\$ 15,000</i>	<i>\$ 160,000</i>	<i>\$ -</i>
781 Cemetery Improvements Fund				
326.06-00 Special Permits	700	500	500	500
388.01-00 Donations				
361.01-00 Interest Income	166	100		
373.01-00 Recreation	3,150		9,000	9,000
<i>Total - Cemetery Perpetual Care</i>	<i>\$ 4,016</i>	<i>\$ 600</i>	<i>\$ 9,500</i>	<i>\$ 9,500</i>
794 Hotel/Motel Tax Fund				
315.01-00 Hotel Occupancy Tax	3,754,437	4,500,000	3,979,703	4,138,000
315.02-00 Penalty	12,216	8,620	11,945	11,945
361.01-00 Interest Income	3,752	1,500	8,150	8,150
389.01-00 Miscellaneous	75	-		
389.03-00 Reimbursements				
391.01-00 Interfund Transfer				
<i>Total - Hotel/Motel Tax Fund</i>	<i>\$ 3,770,480</i>	<i>\$ 4,510,120</i>	<i>\$ 3,999,798</i>	<i>\$ 4,158,095</i>

BUDGET PROCESS OVERVIEW

Charter Provisions:

- The City Manager shall....*prepare and submit the annual budget and a five (5) year capital improvement program to the City Council* (Sec. 7.01).
- The City Manager shall....*submit to the City Council a proposed budget, which budget shall provide a complete financial plan for the fiscal year and shall contain....a budget message, explanatory of the budget...and...outline of the proposed financial policies of the City* (Sec. 9).

Policy and Management Objectives:

The Budget should serve as a *financial tool* as well as serve other policy and management objectives as follows:

- ***Policy Document*** which outlines the overall policy direction and priorities of the City Council regarding the budget
- ***Operational Plan of Municipal Services*** for the City departments for the fiscal year
- ***Communication Tool*** to communicate to and receive input from citizens regarding City issues, policies, and activities.
- ***Planning Process*** which looks ahead several years to develop strategies to address future management and financial issues and challenges.

The graphic on the following page shows the City's planning, forecasting and budget development process as well as the year-long activities that manage and report on the success of the Budget and Plan of Municipal Services implementation. Each step is described following the graphic.



Strategic Planning Process:

The strategic planning process results in the establishment of broad Council policy direction through adopted mission and vision statements as well as strategic goals and objectives. Council also then clarifies policy statements, sets priorities and gives direction to staff regarding issues for development of the budget as well as short and long term capital improvement planning.

Community Budget Meetings:

A community budget meeting is held annually in an effort to gather priorities and concerns from the public prior to beginning the five year forecast and budget development process.

Financial Planning and Management Process:

A comprehensive Financial Planning and Management Process which addresses the policy and management objectives outlined above include the following development steps:

- During the winter and spring, the Finance staff, working with the City Manager and all department heads, prepares a *five year financial forecast* of the General Fund, Debt Service Fund and Equipment Replacement Fund to provide the Council with projections regarding the

financial position of the City into the future – based on a set of assumptions. The forecast incorporates the Council's stated strategic priorities, expected future expenditure and revenue drivers as well as direction provided by City Council.

- City Manager, with the assistance of the Director of Finance, Assistant Director of Finance and department heads, prepares and submits a comprehensive ***annual operating budget and plan of municipal services that includes capital improvement projects*** in accordance with City Council policy direction and priorities for the operation of the City during the fiscal year. Staff works to implement components of the Council strategic plan and priorities, funding the resources needed to carry out those plans.
- City departments are held accountable for implementation and control of their budgets. Finance personnel provide fiscal information to Council on agenda items with financial implications. Finance staff also ***monitors the budget*** to insure that functions and activities stay within the budget appropriations. If additional funding is required, a budget transfer or amendment is prepared for Council consideration.
- Finance staff, under the direction of the City Manager, submits ***monthly reports on the finances and activities*** of the City in accordance with the City Charter.
- City Manager submits the ***comprehensive annual financial report (CAFR)*** as of the end of the fiscal year.

General Calendar:

The following is a general calendar for the budget development process.

Fall City Council retreat	November
First quarter review completed by Finance staff with all departments	January
Finance staff begins work on the update to the five year financial forecast	January
Finance staff conducts second quarter review and budget development meetings with all departments	April
Preliminary expenditure and revenue projections completed	March-May
Five year forecast document completed and delivered to City Council	March-May
Departments submit all budget requests and documentation to Finance	March-May
Finance staff conducts budget meetings with departments to review revenue, expenditure estimates and projections	March-May
Working budget documents collated and submitted to City Manager	March-May
City Council retreat on budget and financial forecast	May
City Manager and Finance staff conduct budget meetings with departments to review and determine revenue and expenditure estimates and projections	May-June
Proposed Budget document prepared	June and July
Proposed Budget document presented to City Council	August
City Council work sessions on the Proposed Budget	August
Public hearings on the budget and tax rate	August/Sept
Adoption of the Budget	by September 20

Budget Amendment Process:

The FY 2017-18 Budget, as adopted by City Council, controls expenditures by fund, department and at the group level for all funds in these categories. These groups are: Employee Expenses, Operations Expenses, Capital Expenses, Interfund Transfers, Debt Service and Contingencies. This means that, although funds are allocated into individual line items in each budget and those line item allocations are adopted as part of the FY 2017-18 Budget, departments have some flexibility in expensing these funds within the group. As long as the total appropriation for a group (for example employee expenses) is not exceeded, one or more line items in the group (for example health insurance) may exceed its budget allocation.

In the CDBG, HOME, Special Revenue, Grant, EAHCP, Capital Improvements, and New Braunfels Industrial Development Corporation (NBIDC) funds budgets, appropriations are controlled at the project level. As the Council accepts federal entitlements and grants and/or as donations are received from outside sources, and as projects are approved, those proceeds are appropriated as part of the budget and available to departments and to NBIDC to expend for identified City purposes and needs.

The budget may be changed through a budget transfer or a budget amendment by action of the City Council. Transfers move appropriations within a fund from one of the appropriation groups listed above to another of those groups, for example from operations expenses to capital expenses. These transfers most often occur within one department but can occur between departments within the same fund. Budget amendments generally reflect changes in revenues and may allocate additional funds into a budget expenditure appropriation. Staff prepares an agenda item for Council consideration that describes the proposed budget amendment or budget transfer. A vote by the majority of the Council is required for approval of changes to the budget.

ACCOUNT STRUCTURE AND DESCRIPTION OF FUNDS

The City maintains budgetary control of its operating accounts through the use of various funds. A "fund" is a self-balancing set of accounts with identifiable revenue sources and expenditures. It is segregated for the purposes of measuring a specific activity. Additionally, these funds are further separated into either major funds or non-major funds based on a criterion that compares the amount of assets, liabilities, revenues or expenditures they report in comparison to the total governmental funds or the combination of the governmental funds and the enterprise funds.

The City has two kinds of funds:

- ***Governmental funds*** – Most of the City's basic services are included in governmental funds such as the General Fund and Special Revenue Funds. These funds focus on how cash and other financial assets can readily be converted to cash flow in/out and on the balances left at year-end and available for spending.
- ***Proprietary funds***
 - *Enterprise Funds* –activities described as the City's business-type, such as the Airport, Solid Waste, Golf and Civic Center Funds, are classified as enterprise funds because their revenues are derived from collecting fees from only those citizens that benefit from the service provided. These fees are normally based on a cost of service study and are meant to only recover the cost to provide this service. All of these funds are classified as major funds.
 - *Internal service funds* – report activities that provide supplies and services for the City's other programs and activities. Currently, the City's Self Insurance Fund is the only internal service fund and it is classified as a non-major fund.

The following describes each of the City's funds (or groups of funds) that account for all the City's revenues and expenditures.

General Fund – is the City's main fund and includes expenditures for general government, planning and community development, public safety, public works, parks and recreation, and the library. Interfund transfers and capital expenditures (mainly equipment) related to these activities are also accounted for in this fund.

Enterprise Funds – are used to account for governmental activities that are similar to those found in the private sector or business type. The City has four enterprise funds – the Airport Fund, the Civic/Center Fund, the Golf Fund, and the Solid Waste Fund. Each fund accounts separately for the function it supports.

Airport Fund – The City owns and operates the New Braunfels Regional Airport. Revenue comes from leases, fuel sales and commercial activity fees. Expenses relate to personnel, the cost of fuel sold and other operating expenditures.

Civic/Convention Center Fund – The City owns and operates a 60,000 square foot facility that generates revenue through rental and other user charges. Expenditures include personnel, utilities and other operating costs.

Golf Fund – The City owns and operates the Landa Park Golf Course. Revenues come from greens and cart rental fees as well as other customer charges. Expenditures for personnel and maintenance of the course dominate the budget.

Solid Waste Fund – The City collects refuse (residential, commercial and green waste) and transports it to the landfill as well as staffing a vibrant recycling program. This fund receives revenues from customer charges for collection services. Expenditures relate to personnel, the refuse collection vehicles, landfill charges, fleet services and other operating expenditures.

Debt Service Fund – is funded through ad valorem property tax and is used to pay principal and interest on all bonds, certificates of obligation, and tax notes issued by the City.

Capital Improvement Funds – include all the funds used by the City to pay for capital improvement projects such as park land purchases and park improvements, streets and drainage improvements, fire station construction and equipment, municipal facilities (land and building construction), the Civic/Convention Center expansion and airport improvements. The City currently has 11 active capital improvement funds: the 2004 Certificates of Obligation (C of O's), the 2007 C of O's, the 2008 C of O's, the 2009 C of O's, the 2011 C of O's, the 2012 C of O's, the 2013 C of O's, the 2014 Capital Improvement Projects Fund, the 2013 General Obligation Bond Fund, 2015 C of O's, the 2015 Tax Notes, the Parks Improvement, and the Roadway Impact Fees Capital Improvement Funds. Most of these funds' revenues come from the proceeds of debt issuances. The Parks Improvement Capital Improvement Fund receives proceeds from the City's Parks Development Fees which must be used for neighborhood park improvements. The Roadway Development Impact Fees Fund gets its funding from impact fees which must be used in the roadway service area in which they are generated.

Other City funds are used to provide resources and services for specific purposes and/or to account for funds in the way proscribed by statute. These other active funds include:

Self Insurance Fund – is used to account for the City's cost of providing employees medical, dental and vision insurance as well as the City's wellness program.

Special Revenue Funds – are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

CDBG Fund – is used to track expenditures of all Community Development Block Grants federal entitlement funds.

Cable Franchise (PEG) Fund – is established as required by recently passed legislation that stipulates that the 1 percent franchise payment that the City receives from the cable service

provider to be accounted for in a separate fund. Funds from this account are only to be used for capital investments intended for improving broadcast capabilities of the organization.

Cemetery Improvements Fund – is used to pay for maintenance and improvements at the City’s cemeteries.

Child Safety Fund – is required by statute to be used to pay for safety programs for school age children including school crossing guards and other projects that enhance child safety, health or nutrition.

Court Security Fund – is required by statute to be used to fund security at the City’s Municipal Court, including personnel.

Court Technology Fund – is required by statute to be used to fund technology improvements at the City’s Municipal Court.

Edwards Aquifer Habitat Conservation Plan and Watershed Protection Plan Fund - The City of New Braunfels officially entered into the Edwards Aquifer Recovery Implementation Plan (EARIP) on October 24, 2011 and, at the same time, approved the Habitat Conservation Plan (HCP), the Funding Management Agreement (FMA) and the Implementing Agreement. Beginning in FY 2015-16, the City will begin the implementation of a watershed protection plan. The costs associated with the plan will be reimbursed by TCEQ. The EAHCP/WPP Fund allows the City of New Braunfels to track all revenues and expenditures related to these two important programs.

Enterprise Maintenance and Equipment Replacement Fund - This fund is used to account for the replacement of all light vehicles that are assigned to the enterprise funds and for heavy equipment assigned to the Solid Waste division. The enterprise funds include the Airport, Golf, Civic/Convention Center and Solid Waste. In addition, facility improvements and repair reserve funding for the Civic Center is a component of this fund.

Equipment Replacement Fund – is used to account for the replacement of all City-owned vehicles except for those assigned to the City’s four enterprise funds, computer equipment, ambulances and Fire Department self contained breathing apparatus. The City annually makes contributions into the fund to build up sufficient amounts to purchase replacement equipment when scheduled based on the City’s adopted replacement guidelines.

Grant Fund – accounts for revenues and expenditures related to any grants the City receives.

Hotel/Motel Tax Fund – accounts for the City’s seven percent hotel/motel tax revenue. Expenditures in the fund support the City’s convention and visitor’s bureau, arts and heritage organizations and the debt service and some operations expenses associated with the expansion of the Civic/Convention Center.

Judicial Efficiency Fund – is required by statute to be used to fund efforts that increase the Municipal Court’s efficiency and effectiveness.

Juvenile Case Manager Fund – is required by statute to be used to fund salary and benefits costs of a juvenile case manager who provides services in cases involving juvenile offenders.

Recreation Center Improvement and Repair Fund – New to FY 2017-18, and currently utilized to account for the \$1,000,000 contribution by NBISD to support operating costs of the expanded indoor aquatic pool area at the recreation center. The use of this fund could be expanded to other uses in the future as well, such as donations to be utilized for expanded scholarship offerings or the management of a facility maintenance reserve.

River Activities Fund – accounts for revenue and expenditures related to the City’s tourism along the Comal and Guadalupe Rivers. Major activities include public safety and litter clean up.

Special Revenue Fund – is used to account for funds donated from various benefactors – mainly for the library and parks and recreation activities.

Stormwater Development Fund – is used to account for development fees assessed to support drainage maintenance and upkeep.

Federal Court Awards – is used to account for proceeds from federally seized assets. Funds are expended at the discretion of the Chief of Police.

Non-Federal Court Awards – is used to account for proceeds from non-federally seized assets. Funds are expended at the discretion of the Chief of Police.

Other Funds – The following funds are approved by the City Council; however, they are managed by separate board or entity.

New Braunfels Industrial Development Corporation Fund – the New Braunfels Industrial Development Corporation (NBIDC) works with the City of New Braunfels to promote economic development in the community. This fund receives 25 percent of the sales tax collected in the City to fund various programs and projects that benefit the citizens.

Creekside Tax Increment Reinvestment Zone (TIRZ) Fund – is used to account for sales tax and property tax revenue generated by the City’s TIRZ. The proceeds pay for administrative expenses as well as debt service for debt issued to repay the developer for public improvements.

Convention and Tourism Fund – is used to account for the funds allocated by Council to the Chamber of Commerce under a contract for the promotion of tourism, marketing and other professional services. The only source of funding for this account is a percentage of the revenue generated from hotel/motel tax.

ALL FUNDS**Governmental Funds****General Fund****Special Revenue Funds**

Cemetery Improvements Fund
Stormwater Development Fund
Child Safety Fund
Court Security Fund
Court Technology Fund
Judicial Efficiency Fund
Juvenile Case Manager Fund
Cable Franchise (PEG) Fund
Equipment Replacement Fund
Enterprise Equip. and Maint. Repl. Fund
Grant Fund
Special Revenue Fund
CDBG Fund
River Activities Fund
EARIP/HCP Fund
Hotel/Motel Tax Fund
Federal Court Awards
Non-Federal Court Awards
Recreation Center Improvements and Repa

Capital Improvement Funds

2004 Certificates of Obligation Fund
2007 Certificates of Obligation Fund
2008 Certificates of Obligation Fund
2009 Certificates of Obligation Fund
2011 Certificates of Obligation Fund
2012 Certificates of Obligation Fund
2013 Certificates of Obligation Fund
2014 Capital Improvement Projects Fund
2013 General Obligation Bond Fund
2015 Certificates of Obligation Fund
2015 Tax Notes Fund
Parks Improvement Fund
Roadway Development Impact Fees Fund

Proprietary Funds**Enterprise Funds**

Airport Fund
Civic/Convention Center Fund
Golf Fund
Solid Waste Fund

Debt Service Fund**Debt Service Fund****Internal Service Fund****Self Insurance Fund****Other Funds**

Convention and Tourism Fund
NBIDC Fund
Creekside Town Center TIRZ Fund

ACCOUNTING SYSTEM

The City's accounting records for governmental fund types and agency funds are maintained on a modified accrual basis for most funds. Revenues are recorded in the fiscal year in which they are available and measurable, and expenditures are recorded in the fiscal year when the services or goods are received and the liabilities are incurred. In addition, encumbrances are recorded during the year. Property and sales tax revenues are susceptible to accrual, and are considered available to the extent collected within sixty days after the end of the fiscal year. Proprietary (enterprise)/internal service funds are accounted for using the accrual basis of accounting. Revenues are recognized when earned and expenses when they are incurred. The City of New Braunfels budgets are developed on a cash basis. Revenues are recognized only when collected and expenditures are recognized when paid. The City is required to and annually does adopt a balanced budget – meaning that total budgeted expenditures do not exceed total available funds (a combination of fund balance carried forward and revenues). The City appropriates all available funds, including projected ending fund balances so that they can be used in the event of extraordinary, unexpected occurrences such as floods or hurricanes. Beginning fund balance is the amount of money available from the prior fiscal year (excess revenues over the amount actually expended in that year). It is accounted for and, as stated, can be appropriated annually in both the City's annual financial reports and budgets. Appropriations in the capital improvement funds, grant funds and some other project driven funds are made on a project basis (from inception to completion) rather than on an annual basis and are carried forward until the projects are completed. Except for capital project, grant and federal entitlement appropriations, or for encumbrances outstanding in any fund, unused appropriations lapse at the end of each fiscal year. The FY 2017-18 Adopted Budget appropriates funds using the following expenditure groups.

- Employee Expenses
- Operations Expenses
- Capital Expenses
- Debt Service
- Interfund Transfers
- Contingencies

Capital expenditures are defined as assets that should be reasonably safeguarded and properly accounted for, and prudently insured. For purposes of budgeting and accounting classification, the following criteria are followed for capitalized purposes:

- The asset must be owned by the City.
- The expected useful life of the asset must be longer than one year, or extend the life of an identifiable existing asset by more than one year.
- The original cost of the asset must be at least \$5,000.
- On-going repairs and general maintenance are not capitalized.

Each expenditure group is the sum of individual, similar line item allocations. (Each group is defined in the Glossary section of the Appendix.) This presentation of budget data is designed to provide departments with detailed information but with greater flexibility in the management and control of their budgets.



General Fund



Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Balance				
Undesignated Funds	\$ 17,303,392	\$ 17,646,518	\$ 16,830,718	\$ 18,195,037
Revenue				
Property Tax	\$ 14,361,289	\$ 15,697,047	\$ 15,563,529	\$ 18,138,200
Sales Tax	19,076,944	20,416,397	20,258,913	21,069,270
Other Taxes and Franchise Fees	9,106,677	10,003,870	9,994,136	10,097,632
Licenses and Permits	3,599,527	3,679,654	3,910,076	4,122,895
Charges for Services	3,993,077	4,124,699	3,982,398	3,976,568
Fines and Forfeitures	1,403,554	1,466,766	1,705,500	1,785,125
Parks and Recreation	1,301,681	1,390,857	1,281,300	2,028,800
Interest Income	107,168	70,000	85,000	85,000
Intergovernmental	122,289	45,000	50,000	50,000
Miscellaneous	2,028,279	2,045,878	2,080,156	2,143,400
Interfund Transfers	764,259	823,730	823,730	875,087
Total Revenue	\$ 55,864,744	\$ 59,763,898	\$ 59,734,738	\$ 64,371,977
TOTAL AVAILABLE FUNDS	\$ 73,168,136	\$ 77,410,416	\$ 76,565,456	\$ 82,567,014

APPROPRIATIONS

General Government	\$ 6,885,487	\$ 7,621,034	\$ 7,205,775	\$ 8,040,093
Planning and Community Development	2,873,026	3,341,165	3,142,146	3,065,455
Public Safety				
Police	14,866,510	16,066,834	15,791,434	17,276,791
Fire	16,099,165	16,859,262	16,852,820	17,994,574
Municipal Courts	593,758	662,621	674,492	699,109
Public Works	6,036,459	6,910,918	6,640,645	7,040,834
Parks and Recreation	4,886,553	5,149,871	5,111,845	6,607,091
Library Services	1,916,008	2,106,316	2,099,837	2,273,202
Interfund Transfers	2,180,452	1,028,861	851,426	684,827
TOTAL OPERATING APPROPRIATIONS	\$ 56,337,418	\$ 59,746,882	\$ 58,370,419	\$ 63,681,976
Ending Fund Balance	\$ 16,830,718	\$ 17,663,534	\$ 18,195,037	\$ 18,885,038
TOTAL APPROPRIATIONS	\$ 73,168,136	\$ 77,410,416	\$ 76,565,456	\$ 82,567,014

	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
	Actual	Budget	Estimate	Budget

City Council	\$ 43,476	\$ 51,645	\$ 41,221	\$ 38,189
City Attorney	1,006,616	930,283	776,973	907,482
City Manager	731,834	783,546	816,894	989,248
City Secretary	276,345	291,937	266,919	306,760
Information Technology	1,130,728	1,648,192	1,586,116	1,948,152
Capital Programs	192,977	518,711	413,412	302,199
Total Administration	\$ 3,381,976	\$ 4,224,315	\$ 3,901,535	\$ 4,492,030
Human Resources	678,513	817,227	766,376	824,499
Finance	900,118	1,008,023	1,011,588	1,049,814
Planning and Community Development				
Planning	857,406	989,631	1,007,883	927,197
Environmental Services	1,025,445	1,070,953	1,030,892	1,143,917
Building Inspection	912,717	1,107,100	936,888	829,557
Main Street	77,458	173,482	166,483	164,784
Total Planning and Community Dev.	\$ 2,873,026	\$ 3,341,165	\$ 3,142,146	\$ 3,065,455
Police				
Administration	1,736,038	1,822,761	1,836,280	1,997,109
Patrol	7,870,368	8,822,885	8,298,968	9,121,966
Criminal Investigations	3,098,290	3,291,897	3,437,789	4,022,783
Support Services	2,161,814	2,129,290	2,218,397	2,134,933
Total Police	\$ 14,866,510	\$ 16,066,834	\$ 15,791,434	\$ 17,276,791
Municipal Courts	\$ 593,758	\$ 662,621	\$ 674,492	\$ 699,109
Fire				
Operations	13,772,027	14,426,053	14,489,276	15,558,752
Support Services	2,203,862	2,298,007	2,246,959	2,305,681
Emergency Management	123,276	135,202	116,585	130,141
Total Fire	\$ 16,099,165	\$ 16,859,262	\$ 16,852,820	\$ 17,994,574
Public Works				
Engineering	1,342,475	1,693,567	1,706,702	1,853,072
Streets	3,404,768	3,626,172	3,463,221	3,626,957
Drainage	728,205	888,193	795,400	868,676
Facilities Maintenance	561,011	702,987	675,322	692,130
Capital Programs	-	-	-	-
Total Public Works	\$ 6,036,459	\$ 6,910,918	\$ 6,640,645	\$ 7,040,835

FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Actual	Budget	Estimate	Budget

Parks

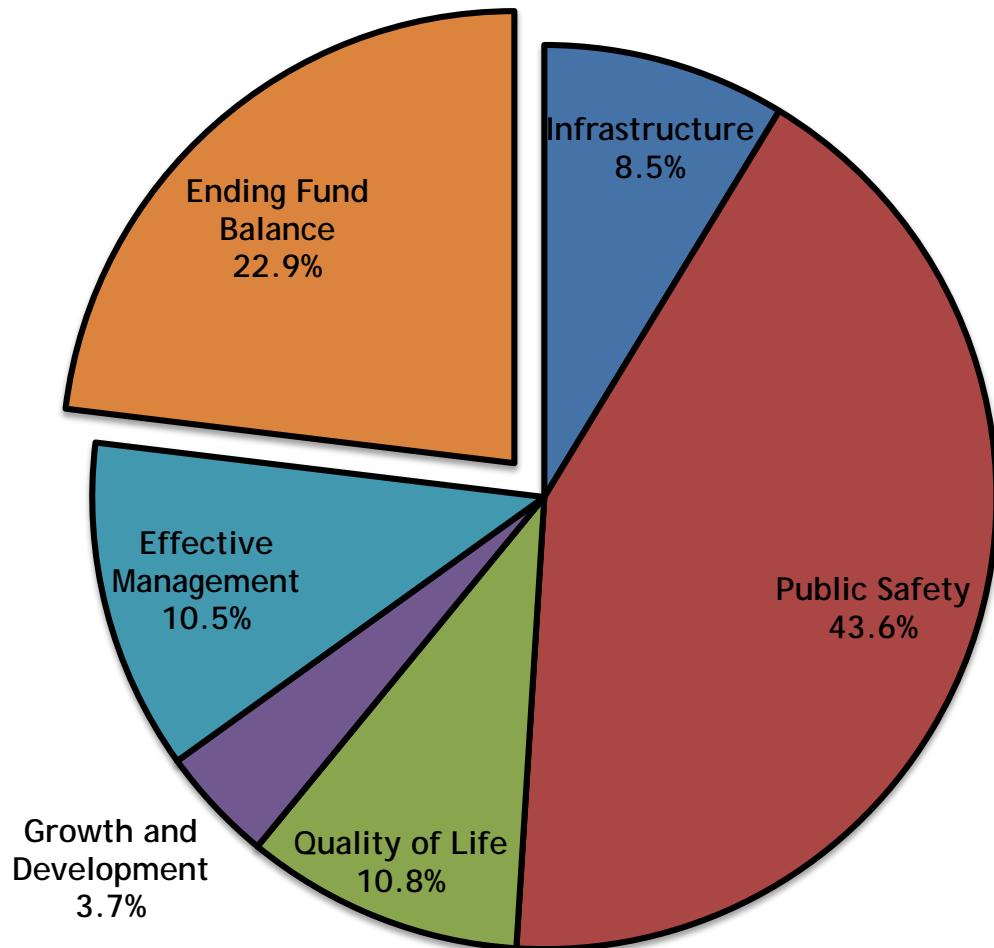
Administration	814,942	871,580	847,551	975,583
Recreation	539,991	618,529	653,555	605,908
Aquatics	614,362	625,206	663,838	705,009
Rangers	286,048	276,117	302,124	327,390
Maintenance	2,441,585	2,561,466	2,495,413	2,609,767
Athletics	189,625	196,972	149,363	199,249
Rec Center	-	-	-	1,184,185
Total Parks	\$ 4,886,553	\$ 5,149,871	\$ 5,111,845	\$ 6,607,091

Library Services

Library	\$ 1,684,356	\$ 1,841,142	\$ 1,859,909	\$ 1,982,180
Westside Community Center	231,652	265,174	239,927	291,021
Total Library	\$ 1,916,008	\$ 2,106,316	\$ 2,099,837	\$ 2,273,202
Non-Departmental - General Government	\$ 1,924,880	\$ 1,420,000	\$ 1,526,275	\$ 1,573,750
Interfund Transfers	2,180,452	1,028,861	851,426	684,827
Contingencies	-	151,469	-	100,000
Total Non-Departmental	\$ 4,105,332	\$ 2,600,330	\$ 2,377,700	\$ 2,358,577

Total General Fund	\$ 56,337,418	\$ 59,746,882	\$ 58,370,419	\$ 63,681,976
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FUND BALANCE



Strategic Priority	Allocation
Public Safety	\$35,970,473
Effective Management	8,724,920
Quality of Life	8,880,293
Growth and Development	3,065,455
Infrastructure	7,040,834
Ending Fund Balance	18,885,038
Total	\$82,567,014

Program Description:

The FY 2017-18 Budget includes \$18,885,038, as an ending fund balance for the General Fund. This amount will be held as an operating reserve. However, since these funds are not appropriated for a specific purpose, they are available if some extraordinary event would require their use. Because the City has some dependence on tourism and the revenue generated from these types of activities, the City, by policy, maintains an operating reserve of at least 25 percent of the budgeted expenditures for the General Fund. Prior to FY 2012-13, the City Council adopted budgets that included a 35 percent fund balance reserve. Since FY 2012-13, the City is maintaining a 30 percent fund balance reserve target. In FY 2015-16, the target was modified slightly to 30 percent of recurring General Fund expenditures and transfers. That target remains the same for FY 2017-18.

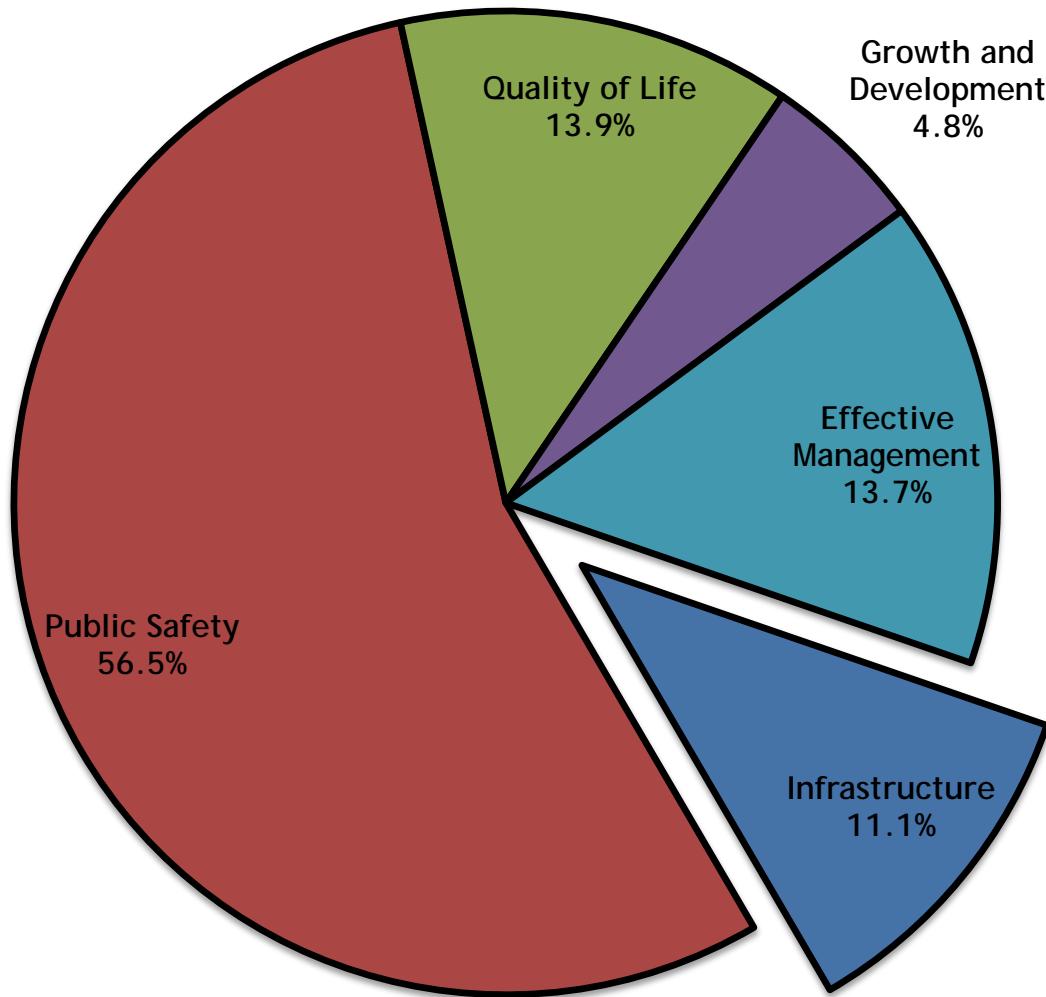
Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Ending Fund Balance	\$16,830,718	\$18,195,037	\$18,885,038
Total Appropriations	\$16,830,718	\$18,195,037	\$18,885,038

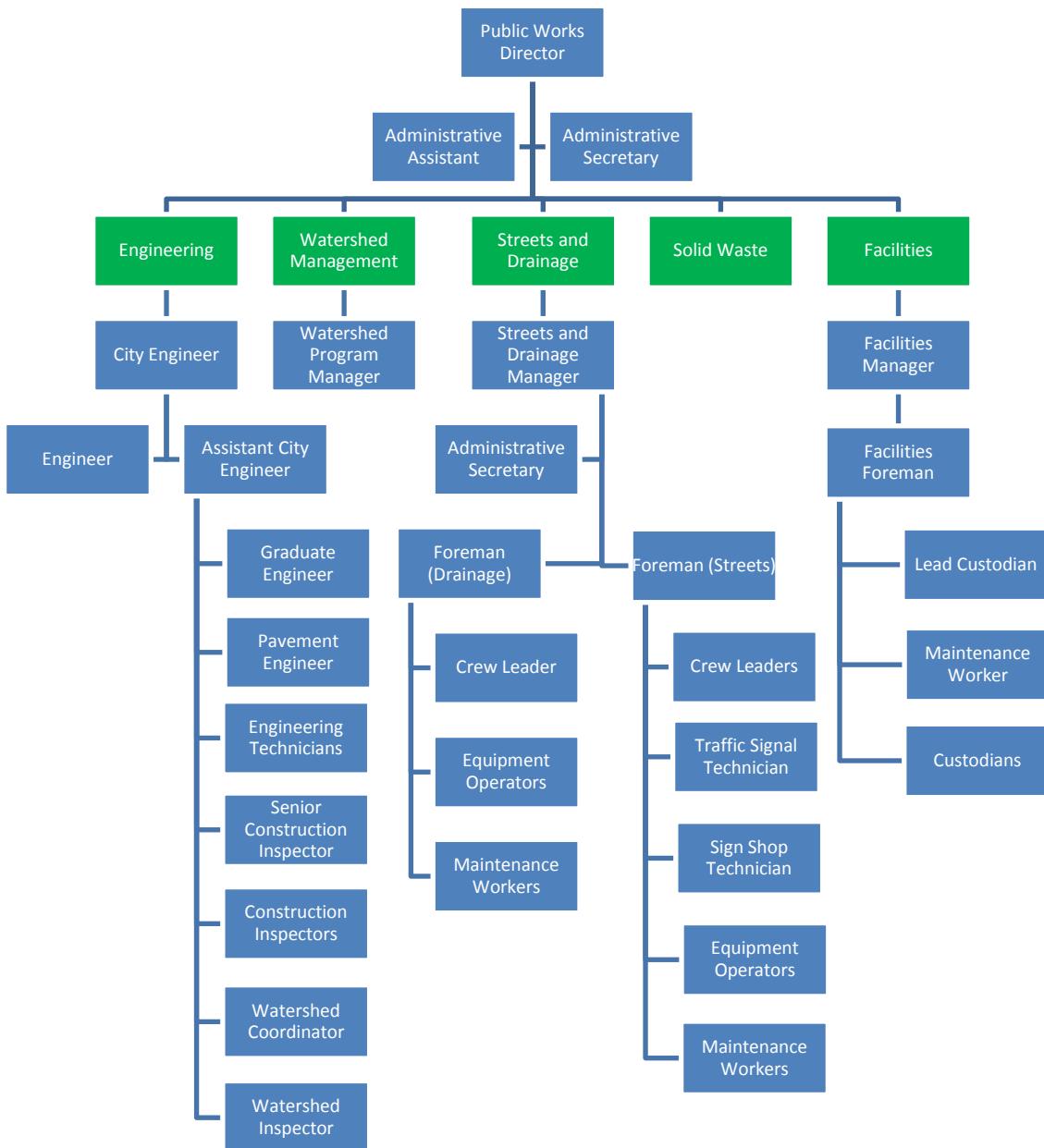
Program Justification and Fiscal Analysis:

The City Council has set a policy to maintain a fund balance in the General Fund equal to at least 25 percent of the budgeted expenditures in this fund. The FY 2017-18 Budget includes an ending balance that exceeds that requirement to protect the City's debt rating and maintain financial stability. The \$18,885,038 fund balance represents 29.66 percent of **all** budgeted expenditures in the General Fund. The fund balance totals 30.00 percent of **recurring** expenditures. It is important to note that any fund balance draw downs are one-time funding sources; they should not be used to fund recurring expenditures. The allocation of fund balance is a one-time expenditure. As a reminder, every recurring dollar added to the budget required 30 cents in fund balance reserve. In years past, the General Fund has carried over "excess" fund balance into the following year, usually as a result of revenues slightly higher than projected or expenditures slightly lower than expected. In FY 2015-16 neither happened. As a result of June and July flat sales tax revenue, total General Fund revenues were slightly lower than projected. Conversely, transfers from the General Fund to the Self Insurance Fund in FY 2016-17 also forced actual expenditures above the final projection. These two factors caused a need to build fund balance in the FY 2017-18 General Fund Budget to meet the current fund balance target. This is entirely why revenues exceed expenditures by approximately \$690,000 in FY 2017-18.

Infrastructure



PUBLIC WORKS DEPARTMENT



Mission:

To serve the community and make New Braunfels great by being responsive and providing extraordinary engineering, field maintenance and waste collection services while respecting the unique heritage of the City and balancing the challenges of an aging infrastructure and continued population growth.

Vision:

A satisfied, healthy and livable community through responsive customer service, department reliability, respect for our unique heritage and natural environment and efficient and cost effective use of resources.

Goals/Objectives:

1. Improve employee productivity and satisfaction through effective team development.
2. Enhance positive community perception through improved information access, friendly service and prompt professional response.
3. Provide cost effective services and management of all departmental and City resources.

Department Description:

The Public Works Department oversees transportation planning, residential and commercial development reviews, utility coordination, maintaining and repairing City buildings, maintaining and repairing streets, traffic signals, pavement markings and signs throughout the City. Additionally, The Public Works Department maintains and repairs drainage structures and easements as well as completing small drainage project improvements.

<i>Performance Measures:</i>			
	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Engineering:</i>			
Number of commercial and residential permits reviewed and completed	692	680	955
Number of plat reviews completed	216	213	250
Number of traffic service requests	74	194	210
<i>Streets:</i>			
Seal coat (chip seal) lane miles	10	10	12
Crack sealing lane miles completed by City forces	21.51	22	22
Pot hole repairs completed by City forces	4,939	4,910	4,910
Number of street service requests processed	518	563	570
<i>Drainage:</i>			
Easement and right-of-way (ROW) acres maintained	188	188	188
Roadway drainage ROW acres maintained	165	165	165
Number of drainage service requests processed	401	297	350

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Facilities Maintenance:			
Total of submitted service requests	613	670	725
Janitorial service square footage per FTE	26,640	35,223	35,223
Development and implementation of Preventative Maintenance Programs	2	6	55
Energy conservation projects completed	1	2	3
Watershed Management:			
Construction Stormwater Inspections completed	N/A	360	480
Illicit Discharge Inspections completed	N/A	90	90
Stormwater BMPs Inspections completed	N/A	20	100
Facility Inspections completed	N/A	48	48
Public Education and Outreach Events	N/A	10	12

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenditures	\$3,131,741	\$3,455,688	\$3,807,332
Operation Expenditures	2,883,218	3,174,207	3,128,901
Capital Expenditures	21,500	10,750	104,600
Total Appropriations		\$6,640,645	\$7,040,834
	\$6,036,459		

Program Justification and Fiscal Analysis:

The FY 2017-18 Public Works Budget increases overall in comparison to the FY 2016-17 estimates, with several factors contributing to this change. Employee expenditures also increase due to an increase in the employer contribution to the Self Insurance Fund. Increases to employee premiums are also included in the Self Insurance Fund budget as well. In addition, FY 2017-18 includes funding associated with the market/cost of living adjustment compensation increases recommended in the Adopted budget.

The increase in operating expenditures is primarily due to funding for professional services to support third party review. The City is continuing to see increased demand in the development community and to expedite delivery in the most efficient manner. The City will contract with outside vendors to provide permit review, traffic analysis, and drainage concerns. In addition, funding for a Traffic Signal Communication System (\$15,000) has been added. This system will decrease response times for traffic signal issues at critical intersections. City staff will be notified immediately rather than relying solely on the public or police department. Along with issues being reported immediately, traffic signal timing will be adjusted remotely.

Capital expenditures in FY 2017-18 include the purchase of a traffic signal cabinet (\$9,000) and traffic signal bucket truck (\$95,600). The traffic signal bucket truck was funded in FY 2016-17,

but postponed to FY 2017-18 as a budget balancing strategy. With the City having the responsibility to maintain and replace all traffic signals, having either a spare traffic signal cabinet or the funds available to procure one as well as the proper vehicle to maintain and repair the signals are essential.

Program Changes – The FY 2017-18 Adopted Budget includes one program change that actually does not increase the overall budget, however modifies the spread of street maintenance funding between internal and external efforts. The sole program change in Public Works is the implementation of a second streets crew. Four additional positions are necessary to add a second crew to the department, they include: (1) Equipment Operator, (2) Equipment Operator II, and (1) Crew Leader. The total cost to add these four positions is approximately \$160,000. However, there will be no impact to the budget from adding these positions as the existing funding for contract street work would be reduced by an equal amount (\$160,000). Based on staff analysis, the second crew should increase total paving output by approximately 15 percent in comparison to the current model. A crew vehicle is also needed to support the additional staff, but will be funded from existing capital funds.

***Authorized Full Time Equivalent
(FTE)***

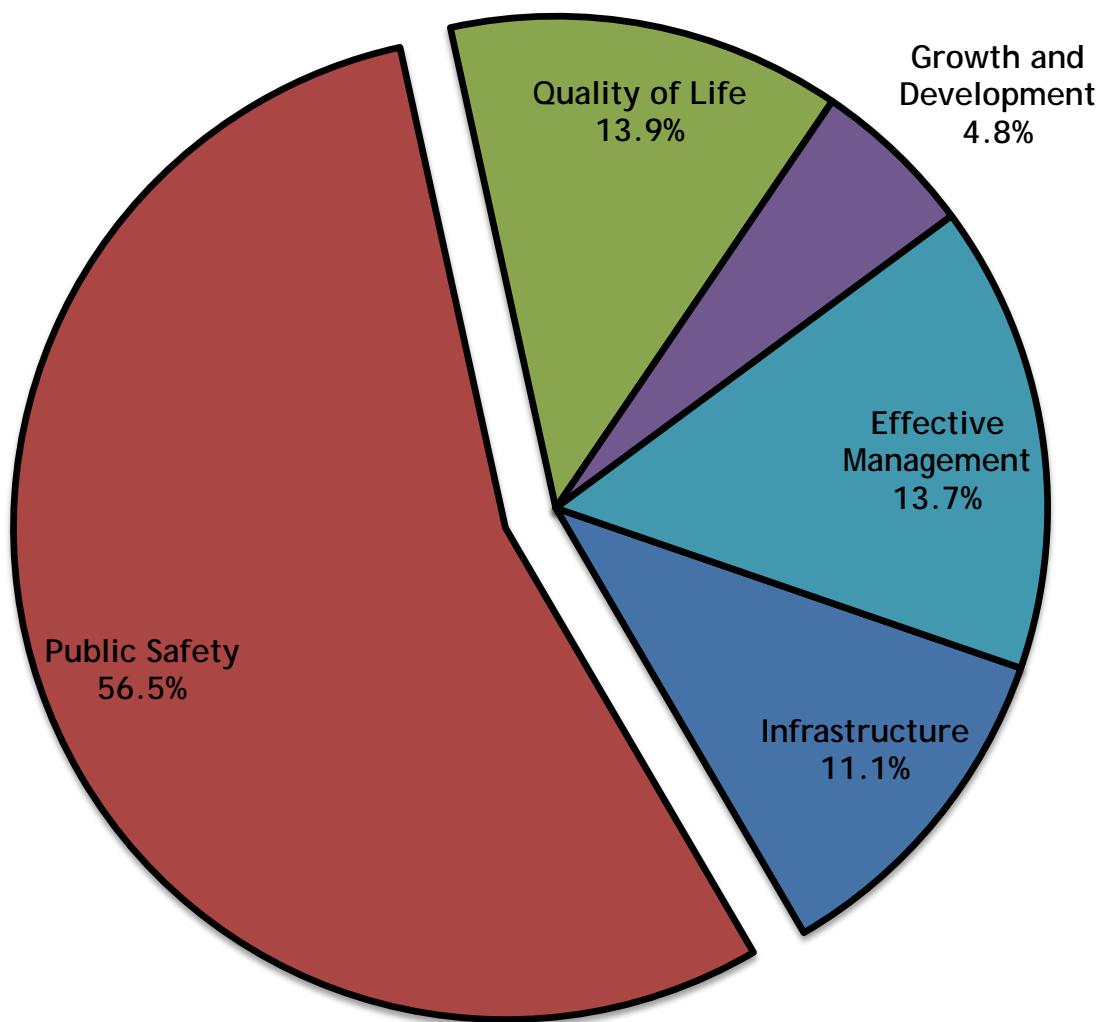
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i><u>Engineering:</u></i>			
Public Works Director*	1	1	1
Assistant City Engineer	2	2	2
Administrative Assistant	1	1	1
Administrative Secretary	1	1	1
City Engineer	1	1	1
Construction Inspector	3	3	3
Engineer	1	1	1
Engineering Technician	2	2	2
Graduate Engineer	1	1	1
Pavement Engineer	0	1	1
Senior Construction Inspector	1	1	1
Streets/Construction Inspector*	0	1	1
Subtotal - Engineering	14	16	16
<i><u>Streets:</u></i>			
Administrative Assistant	1	1	1
Crew Leader	2	2	3
Equipment Operator I	4	4	5
Equipment Operator II	4	4	6
Foreman	2	2	2
Maintenance Worker	1	1	1
Sign Shop Technician	1	1	1
Streets and Drainage Manager	1	1	1
Traffic Signal Technician I	1	1	1

***Authorized Full Time Equivalent
(FTE)***

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Traffic Signal Technician II	0	0	0
Traffic Signal Foreman	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Streets	18	18	22
 <i>Drainage:</i>			
Crew Leader	1	1	1
Equipment Operator I	6	6	6
Foreman	1	1	1
Maintenance Worker	2	2	2
Watershed Coordinator	1	1	1
Watershed Inspector	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Drainage	12	12	12
 <i>Facilities Maintenance:</i>			
Custodian*	2	2	2
Facilities Foreman	1	1	1
Facilities Manager	1	1	1
Lead Custodian	1	1	1
Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>
Subtotal - Facilities Maintenance	7	7	7
 Total Authorized FTE	51	53	57

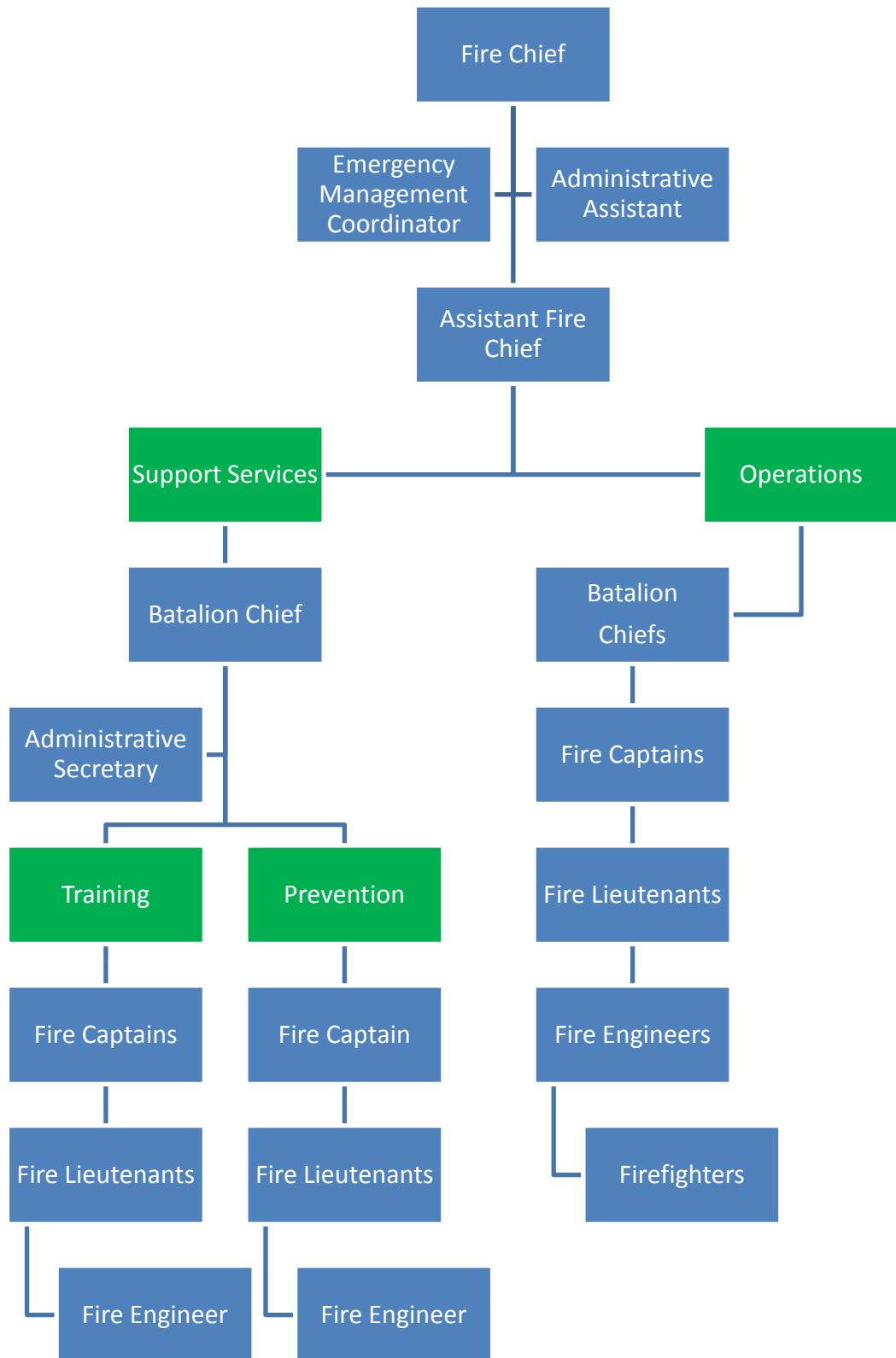
- * A portion of the Public Works Director salary and benefits is charged to the Solid Waste Fund.
- * The Watershed Program Manager is in the Public Works Department; however, this position is authorized and funded in other funds.
- * The Streets/Construction Inspector position is authorized but not funded in FY 2017-18. While not funding this position is a budget balancing strategy, this position need is dependent upon the timing of the various projects and developments. Staff is confident that inspection needs can be met with the authorized and funded positions in the organization.
- * One Custodian position has been held vacant for an extended period of time as a budget balancing strategy. Those roles have been augmented with additional contract staff. The FY 2017-18 budget does not include funding for one of the authorized positions; however, full year funding has been added to the operating budget to allow for daily contract augmentation.

PUBLIC SAFETY



Strategic Priority	Allocation
Public Safety	\$35,970,473
Effective Management	8,724,920
Quality of Life	8,880,293
Growth and Development	3,065,455
Infrastructure	7,040,834
Total	\$63,681,976

FIRE DEPARTMENT



Mission:

Protection with integrity.

Vision:

To promote organizational growth to match our community's diverse and growing needs.

Goals***Fire Administration:***

1. Ensure responsive, proactive and fiscally responsible delivery of services while embracing new and emerging technologies to improve the efficiency and effectiveness of the department.
2. Evaluate service levels and promote relationships with our citizens and city, county, regional, state and federal emergency services partners to ensure we are providing the most effective and efficient services possible.

Fire Training:

1. Ensure the delivery of company, multi-company, shift level fire and EMS training that meets required mandates, addresses specialized needs and is consistent with industry standards.

Fire Prevention:

1. Ensure fire prevention education efforts are age appropriate, hazard specific and delivered in a proactive and timely manner, all unwanted fires are investigated, and adopted codes and ordinances are fairly, equitably and consistently enforced.

Emergency Management:

1. Ensure City staff is prepared to respond during any emergency/disaster and develop community resources and capacity to assist with City response and recovery efforts.

Operations Division:

1. Use standardized strategies and tactics to reduce loss of life and property and reduce pain and suffering.

The New Braunfels Fire Department provides fire suppression, emergency medical services (EMS), and a multitude of other emergency and non-emergency services, to approximately 74,000 citizens and more than two million visitors annually. The department's service area includes 44 square miles within the city limits of New Braunfels and an additional 112 square miles of unincorporated portions of Comal County. The fire department operates six fire stations and responds to more than 9,000 emergency calls per year. Fire administration, fire/EMS training, fire prevention, inspections, fire investigations and Emergency Management functions are all managed through the fire department's Support Services Division.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Fire Services:			
Damage caused by fire			
City of New Braunfels	\$1,124,842	\$2,340,000	\$1,500,000
ESD 7	\$2,370,820	\$415,000	\$1,000,000
Smoke detectors issued/inspected/updated	381	450	450
Fire safety inspections for businesses and residents	1,758	3,600	4,500
Paramedics in the Fire Dept as a percent of total uniform staff	85%	87%	87%
Response times			
Structure Fire	5:07	5:11	5:05
Structure Fire – ESD 7	8:28	7:40	7:45
EMS	5:25	5:17	5:30
EMS – ESD 7	8:50	8:48	8:50
Injury prevention programs held	11	12	15
Total number of staff training hours	33,906	72,000	75,000
Emergency Management:			
Number of community education contact hours	5,988	7,500	7,000
Number of internal training contact hours	5,942	5,000	5,000
Trained Community Emergency Response Team volunteers	72	120	120
Percentage of staff completing required Incident Command System trainings	62%	62%	75%
Tabletop exercises completed	8	8	8
Interlocal collaboration/training contact hours	704	550	750

Appropriations:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Employee Expenditures	\$14,346,316	\$15,041,162	\$16,060,793
Operation Expenditures	1,752,849	1,811,658	1,933,780
Total Appropriations	\$16,099,165	\$16,852,820	\$17,994,574

Program Justification and Fiscal Analysis:

The FY 2017-18 Fire Department budget increases in comparison to the FY 2016-17 estimates. The increase is driven by multiple factors. Employee expenditures increase due to an increase in the employer contribution to the Self Insurance Fund. Increases to employee premiums are also included in the Self Insurance Fund budget as well. In addition, FY 2017-18 includes funding associated with the market, step plan (uniform personnel only) and cost of living adjustment compensation increases recommended in the Adopted budget.

Operating expenditures increase as well. Again, this is driven by several factors and initiatives. First, funding is included to purchase swift water dry suits (\$20,000). The suits will provide a thermal barrier between the diver and the water helping to prevent any environmental exposures to possibly contaminated water. Secondly, funding is included to support the first year lease payment to purchase a replacement ambulance (\$54,000). This ambulance was purchased in FY 2016-17. Lastly, funding is provided for the Westnet Fire Station Alerting Software and Maintenance (\$35,000). While there is no direct fiscal impact, the Fire Department will purchase ESO software (\$34,266) for the purpose of fire incident reporting/billing and will switch from FireHouse/Intermedix. The ESO software will increase employee efficiency by eliminating double entries and will increase ambulance availability by reducing the time spent documenting patient care reports. Furthermore, the discontinued use of Intermedix software will result in a decrease of the same amount as the ESO software in EMS billing cost.

Program Changes- This program change adds (1) Lieutenant. This position will be funded for six months (\$51,410 for FY 2017-18 and \$105,000 annually). \$4,432 is allocated for equipment necessary for the new position. The addition of an EMS Lieutenant will allow for more equitable division of management duties and provide support to the EMS Captain who currently serves as the EMS Administrator and Infection Control Officer.

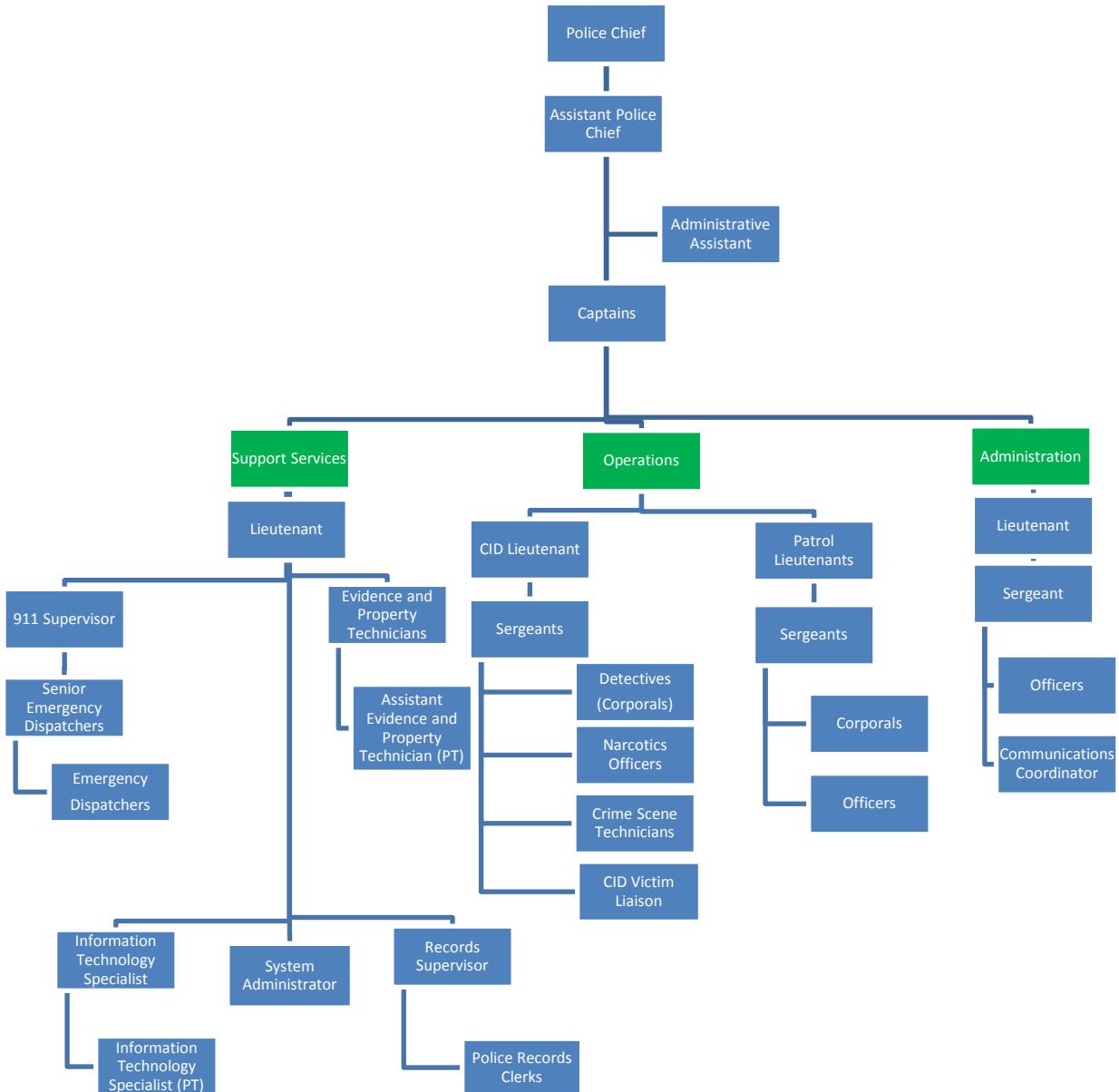
Authorized Full Time Equivalent (FTE):

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
<i>Fire Support Services:</i>			
Fire Chief	1	1	1
Administrative Assistant	2	2	2
Administrative Secretary	0	0	0
Assistant Fire Chief	1	1	1
Battalion Chief	1	2	2
Fire Captain	3	2	2
Fire Engineer	2	2	2
Fire Lieutenant	3	3	4
Total - Fire Support Services	13	13	14
<i>Emergency Management:</i>			
Emergency Management Coordinator	1	1	1
Total - Emergency Management	1	1	1
<i>Fire Operations:</i>			
Battalion Chief	3	3	3
Fire Captain	3	3	3
Fire Engineer	39	39	39
Fire Lieutenant	18	21	21
Firefighter	57	57	57
Total - Fire Operations	120	123	123

*Authorized Full Time Equivalent
(FTE):*

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
<i>Total Civil Service FTE</i>	129	132	133
<i>Total Non-Civil Service FTE</i>	5	5	5
<i>Total Authorized FTE</i>	134	137	138

POLICE DEPARTMENT



Mission:

To provide the citizens of New Braunfels with responsive, courteous and professional law enforcement services.

Vision:

To provide extraordinary customer service to the citizens of New Braunfels.

Goals/Objectives:***Support Services:***

1. To provide citizens with the most cost effective, courteous and professional service available.
2. To establish communication and positive interaction with citizens through proactive, innovative programs.
3. To address citizens' concerns in a manner which encourages an investment in the community on the part of the citizens

Patrol:

1. Continue to provide and execute effective law enforcement services with high visibility to maintain a valuable quality of life within the community.
2. Attract, employ and retain the finest quality of officers.
3. Utilize modern, cutting edge technology and innovative policing strategies to provide the best possible customer oriented police services possible, and to provide this technology to all personnel to maximize the effectiveness of our services and resources.

Criminal Investigations Division:

1. Increase public awareness of current trends of criminal activity while keeping them informed as to the latest crime prevention techniques.
2. Identify and target criminal activity.
3. Enhance sex offender registration compliance.

Department Description:***Administration***

The Administration Division of the Police Department works to ensure that the department provides contemporary law enforcement services to the community in a professional and ethical manner. This division oversees all matters pertaining to: budget, personnel issues, procurement, analysis, customer service, fleet management, strategic planning, and recruitment of new personnel. Under the direction of the Police Chief, staff develops and implements programs to address the City's strategic goals, deter crime, plan and conduct community service programs, facility maintenance, and enforce laws to protect life and property within the City of New Braunfels.

Support Services

The Support Services Division is responsible for administrative functions related to 911 communication operations; dispatch services for Police, Fire and EMS; records processing, filing, and retention; and open records responses. Staff is also responsible for evidence/property room management and information technology support.

Operations

The Operations Division is comprised of the Patrol Division and the Criminal Investigation Division (CID). Patrol is responsible for emergency response and delivering immediate police services to the citizens of the community. Current service responsibilities include a rapidly growing residential and commercial population of about 74,000 residents, a geographical area consisting of over 44 square miles covering two counties, including two recreational rivers which attract thousands of seasonal visitors daily, all of which is surrounded by urban sprawl situated along the IH-35 corridor, one of the busiest sections of interstate in the nation. In addition, the Patrol Division provides police services during numerous, well attended festive events throughout the year. The Traffic Unit and Community Response Unit are both part of the Patrol Division. CID is responsible for investigating open criminal cases, the collection and processing of crime scene evidence, fingerprints, photographs, crime analysis, and polygraph services. CID prepares and files criminal cases with the Office of the District Attorney and Grand Jury. In addition, this division oversees Crimestoppers and sex offender registration and compliance.

<i>Performance Measures:</i>			
	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
<i>Administration:</i>			
Commendations	44	26	45
Number of children contacted through outreach programs	N/A	N/A	3,000
<i>Operations:</i>			
Number of Crime Victims Assisted	N/A	N/A	600
Number of DWI arrests	379	400	400
Dollar value of narcotics seized in the City	\$141,388	\$200,000	\$200,000
Number of calls for service	N/A	N/A	62,000
<i>Support:</i>			
Number of people reached per day by all social media platforms	N/A	N/A	19,000
Response time for priority one calls (mins)	6:10	6:00	6:00
Number of processed reports	N/A	N/A	20,000
Number of open records request	N/A	N/A	4,200
Number of 911 calls answered	N/A	N/A	42,000

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenditures	\$13,102,167	\$14,005,153	\$15,328,571
Operation Expenditures	1,703,664	1,718,631	1,753,100
Capital Expenditures	60,679	67,650	195,120
<i>Total Appropriations</i>	\$14,866,510	\$15,791,434	\$17,276,791

Program Justification and Fiscal Analysis:

The FY 2017-18 Police Department Budget shows a significant increase overall in comparison to the FY 2016-17 estimates. The employee expenditure budget increases for several reasons. First, funding is included for market, cost of living and step plan compensation increases. Secondly, all authorized positions in the Police Department are fully funded. In FY 2016-17, nine positions were added to the department. The majority of those positions were deferred in FY 2016-17 as a budget balancing strategy; therefore, fully funding all those positions had a significant impact to the FY 2017-18 employee expenditure budget. Secondly, the budget proposes an increase to the employer portion to the City's Self Insurance Fund; this increased contribution is reflected in the employee expenditures for FY 2017-18. Employee premium increases are also included in the Self Insurance Fund budget.

Operating expenditures actually decrease in FY 2017-18 mainly as a result of one time expenditures allocated in FY 2016-17. However, the FY 2017-18 operating expenditure allocation does include funding for a latent print exam station. This system will reduce the number of fingerprints in backlog and will allow a more efficient process to send more prints to the state database.

Capital expenditures of \$113,000 are included to purchase one patrol vehicle (\$58,000) as well as purchase one unmarked police vehicles (\$25,000). This vehicle will be designed to be used for undercover purposes. This new vehicles will be assigned to them as their take home vehicle as well to be used on other non-undercover related assignments and tasks. The patrol vehicle is to purchase a unit for one of the Officers authorized in FY 2016-17. Three officers were added last fiscal year with the intention of utilizing spare vehicles until new units could be purchased. This purchase will provide a new vehicle for one of the new officers. Finally, funding is included for the purchase the vehicle to be assigned to the new Crime Scene Technician (\$30,000), again a position deferred in FY 2016-17.

Program Changes – Program changes of \$293,512 are to be added in the FY 2017-18. These include two additional Detective (Corporal) positions, which will be funded for nine months (\$160,106 in FY 2016-17 and \$213,475 annually). These two officers will all be assigned to the Criminal Investigation Division. An additional \$133,406 is included to purchase essential equipment associated with the new officers as well as two new vehicles.

***Authorized Full Time Equivalent
(FTE)***

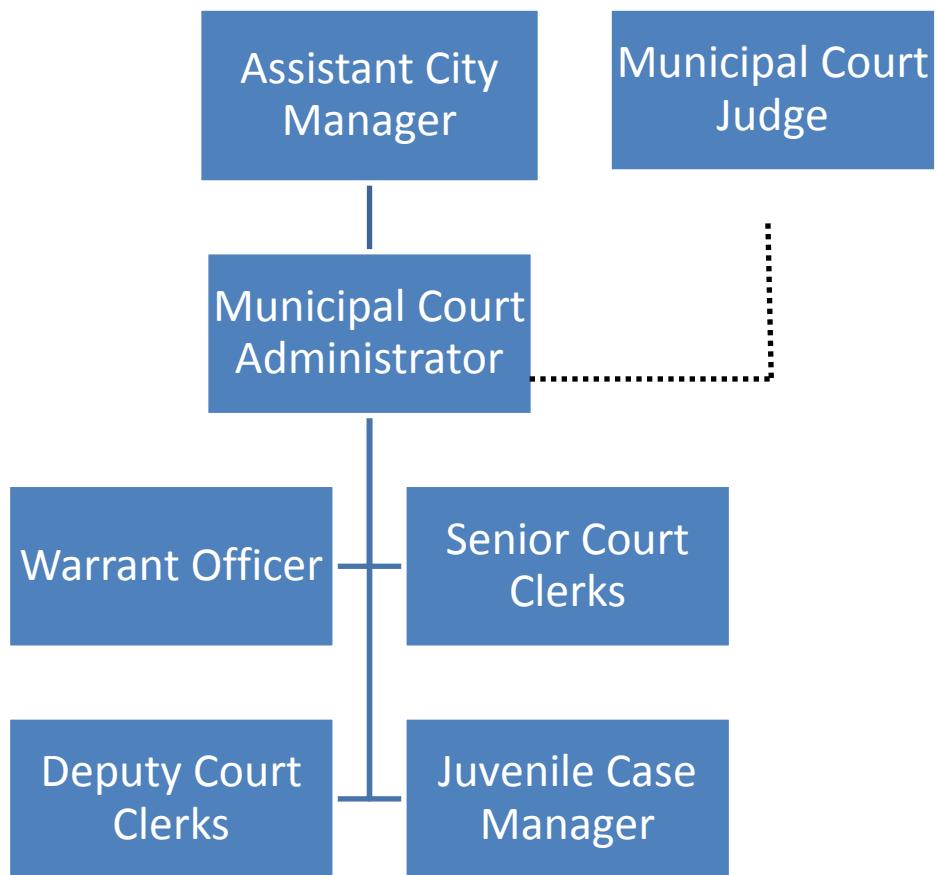
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Administration:</i>			
Police Chief	1	1	1
Administrative Assistant	1	1	1
Assistant Police Chief	1	1	1
Communications Coordinator	1	1	1
Police Captain	3	3	3
Police Lieutenant	1	1	1
Police Officer	3	3	3
Police Sergeant	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Administration	12	12	12
<i>Support Services:</i>			
Assistant Evidence and Property Technician (Part time) (1 at 20 hrs/wk)	0.5	0.5	0.5
Emergency Dispatcher	12	13	13
Evidence and Property Technician	2	2	2
Information Technology Specialist	0	0	0
Information Technology Specialist (Part time) (1@ 20 hrs/wk)	0.5	0	0
Fleet Technician II	1	0	0
Fleet Technician III	0	1	1
Police 911 Supervisor	1	1	1
Police Lieutenant	1	1	1
Police Records Clerk	5	8	8
Records Supervisor	1	1	1
Senior Emergency Dispatcher	3	3	3
System Administrator	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal - Support Services	27	30.5	30.5
<i>Patrol:</i>			
Police Corporal	7	7	7
Police Lieutenant	2	2	2
Police Officer	63	67	67
Police Sergeant	7	7	7
Subtotal - Patrol	79	83	83
<i>Criminal Investigation:</i>			
Crime Scene Technician	1	2	2
Crime Victim's Liaison*	1	1	2
Information Technology Specialist (Part time) (1@ 20 hrs/wk)	0	0.5	0.5

***Authorized Full Time Equivalent
(FTE)***

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Police Corporal	13	13	15
Police Lieutenant	1	1	1
Police Officer	10	10	10
Police Sergeant	<u>3</u>	<u>3</u>	<u>3</u>
Subtotal - Criminal Investigation	29	30.5	33.5
<i>Total Civil Service FTE</i>	<i>115</i>	<i>119</i>	<i>121</i>
<i>Total Non-Civil Service FTE</i>	<i>32</i>	<i>37</i>	<i>38</i>
<i>Total Authorized FTE</i>	<i>147</i>	<i>156</i>	<i>159</i>

**(1) Crime Victim's Liaison position is authorized pending the Victim's of Crime Act grant application*

CITY ADMINISTRATION MUNICIPAL COURT



CITY ADMINISTRATION

MUNICIPAL COURT

General Fund: 101

Mission:

To provide courteous, professional and efficient service to the public.

Vision:

To be the Municipal Court that other jurisdictions model themselves after.

Goals/Objectives:

1. To provide outstanding customer service to all those interacting with Municipal Court.
2. To maximize the use of available technology to make the court as efficient and effective as possible.
3. To bring cases to resolution in a timely manner.

Department Description:

Municipal Court represents the judicial branch of the City's government. While having jurisdiction over all Class C misdemeanors and City ordinances the Municipal Court is responsible for administering justice in a fair, efficient, and timely manner. Additional responsibilities include processing citations, summons, complaints, warrants, past due letters and show cause hearing letters.

The Municipal Court Judge presides over all trials (jury and non-jury) and other court proceedings such as arraignments and show cause hearings. The judge also has magistrate duties, including signing arrest warrants and juvenile warnings and as well as visiting arrested individuals at the jail. The Judge reports directly to the City Council.

<i>Performance Measures:</i>			
	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
New Cases Filed	N/A	18,000	20,000
Cases Processed	N/A	21,000	25,000
Percentage of Cases Closed in 30 days or less	N/A	30%	30%
Percentage of Cases Closed in 180 days or less	N/A	30%	30%
Cases Disposed	N/A	6,000	6,000
Warrants Issued	N/A	2,800	2,800
Warrants Cleared	N/A	3,400	3,000
Teen Court/Programs Participants	N/A	600	600

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenditures	\$551,497	\$595,467	\$657,059
Operation Expenditures	42,261	79,025	37,050
Capital Expenditures	0	0	5,000
Total Appropriations	\$593,758	\$674,492	\$699,109

Program Justification and Fiscal Analysis:

In comparison to the FY 2016-17 estimates, the FY 2017-18 Budget for Municipal Court increases overall. This is driven mainly by employee expenditures. In FY 2016-17, several vacancies occurred, creating a savings in employee expenditures. In FY 2017-18 all authorized positions are fully funded. Secondly, funding is included for market/cost of living adjustment compensation increases. Employee expenditures also increase due to an increase in the employer contribution to the Self Insurance Fund. Increases to employee premiums are also included in the Self Insurance Fund budget as well.

Operating expenditures decrease significantly when compared to FY 2016-17 Estimates. This is entirely due to one-time interim/contract services rendered during FY 2016-17 as a result of filling vacant positions with contract staff in FY 2016-17.

Capital expenditures of \$5,000 are included to extend the customer service counter and relocate/add a door within the Municipal Court area. By extending the length of the customer service counter the City will be able to provide better accommodations for those covered by ADA and provide additional space for new technology in the future. The modifications made to the office of the Juvenile case manager will provide better security for staff as well as sensitive documents and information governed by the State of Texas. Funding for this project is split between the General Fund (\$5,000) and the Judicial Efficiency Fund (\$10,000).

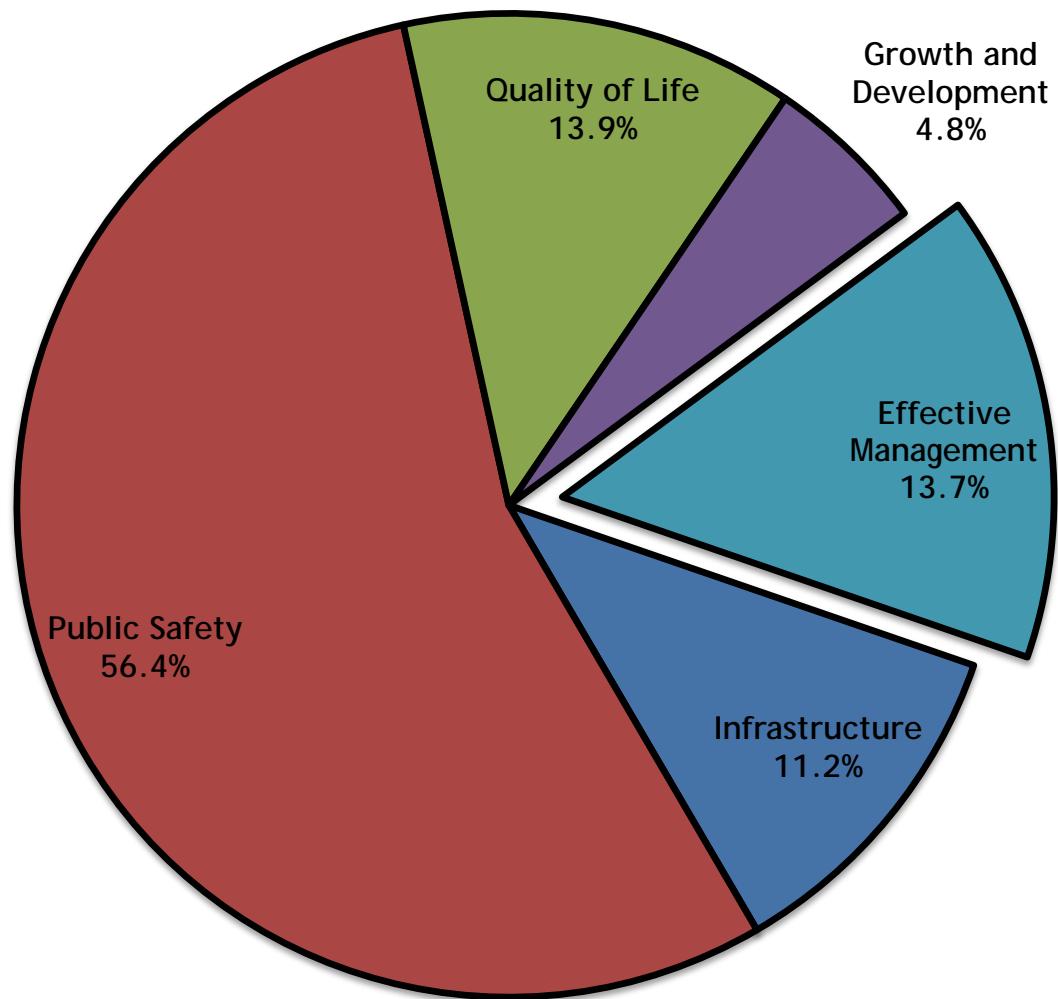
Authorized Full Time Equivalent (FTE):

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Municipal Court Administrator	1	1	1
Municipal Court Judge	1	1	1
Municipal Court Supervisor	1	0	0
Deputy Court Clerk	4	5	5
Senior Court Clerk	1	1	1
Warrant Officer*	1	1	1
Total Authorized FTE	9	9	9

The Juvenile Case Manager is authorized and fully funded in the Juvenile Case Manager Fund.

* The Warrant Officer is partially funded in the Court Security Fund.

EFFECTIVE MANAGEMENT



Strategic Priority	Allocation
Public Safety	\$35,970,473
Effective Management	8,724,920
Quality of Life	8,880,293
Growth and Development	3,065,455
Infrastructure	7,040,834
Total	\$63,681,976

CITY COUNCIL

City Mission:

The City of New Braunfels will add value to our community by planning for the future, providing quality services, encouraging community involvement and being responsive to those we serve.

Core Values:

Integrity

We operate with integrity, holding ourselves to the highest standards of performance, transparency, accountability and ethical conduct.

Service

We are responsive and respectful to those we serve with an attitude that everything is worth our best effort.

Visionary Leadership

We anticipate needs, look to our community's future and execute to achieve our goals.

Stewardship of Local Resources

We use our resources responsibly. We treasure our unique heritage and natural environment and wish to preserve them for future generations.

Fiscal Responsibility

Our decisions reflect sound fiscal management and prudence.

Department Description:

The City Council of the City of New Braunfels is made up of the Mayor, elected City-wide, and six Council members, each elected from a defined precinct. They serve as the governing and managing body for the City. They are supported by the City Manager and his staff. The Council provides policy direction in all aspects of City operations including priorities and strategic objectives for staff to use in carrying out Council's directives.

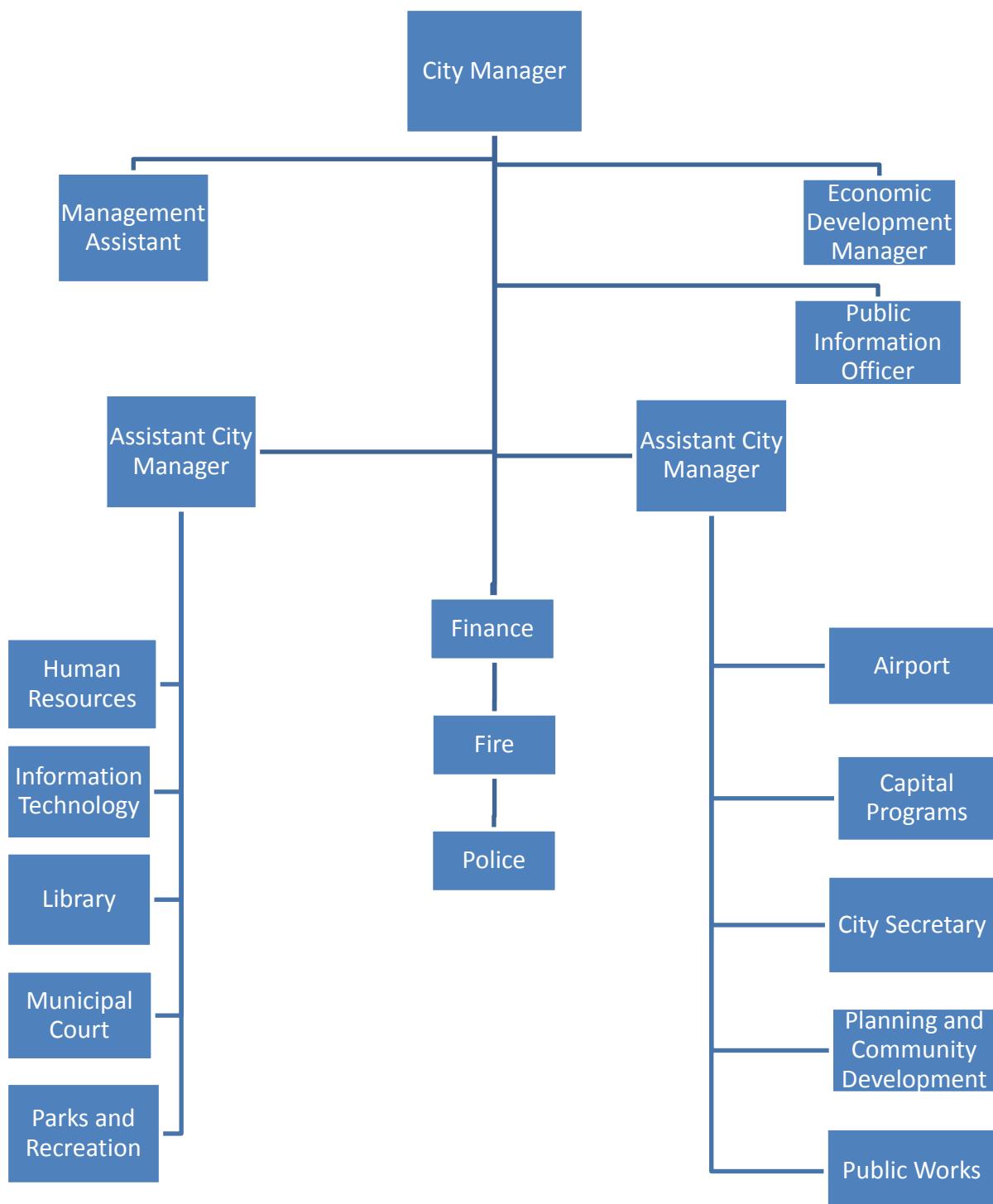
Appropriations:

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenditures	\$13,782	\$16,663	\$18,839
Operation Expenditures	29,694	24,558	19,350
<i>Total Appropriations</i>	<i>\$43,476</i>	<i>\$41,221</i>	<i>\$38,189</i>

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget for City Council decreases slightly in comparison to the FY 2016-17 estimates. FY 2015-16 and FY 2016-17 were affected by some one time expenditures that are not expected to occur in FY 2017-18, which is entirely why the budget decreases.

CITY ADMINISTRATION



Mission:**City Manager:**

To provide the best possible working relationship with the City Council, City department directors, City staff and the citizens of New Braunfels.

City Secretary:

To provide administrative support to the City Council and staff and to manage and preserve the official records of the City of New Braunfels while providing quality assistance to the public in locating government information maintained by the City, as required by law.

Vision:**City Manager:**

The City Manager's Office is dedicated to enhancing the quality of life in the City of New Braunfels by providing the best possible services through open communication and the mutual support of a team of diverse and highly skilled employees who recognize each other as the City's most valuable assets.

City Secretary:

The City Secretary's Office is dedicated to achieving a superior level of customer service and improving public access to municipal records and related information by utilizing state-of-the-art technology.

Goals/Objectives:**City Manager:**

The City Manager's Office aligns its' goals and objectives with those of the City Council and aims to provide the best possible service.

City Secretary:

1. Maintain a high level of customer service.
2. Assist the City Council and staff in fulfilling assigned duties and responsibilities.
3. Continue to improve office operations through the use of technology.

Department Description:**City Manager:**

The Office of the City Manager provides policy direction and executive leadership for the effective operations of all municipal services for the City of New Braunfels as directed by the City Council. As part of the City Manager's Office, the Public Information Officer is responsible for the dissemination of news, both written and verbal, that originates within the City, and communicates with the public and media to ensure that the City's key messages reach the public. The City Manager serves as the focal point for the management of the City staff.

City Secretary:

The City Secretary provides administrative and policy support to City Council, boards, residents, and staff in a variety of ways. The City Secretary prepares and distributes City Council agenda packets and attends all meetings of the City Council to provide administrative support and keep accurate meetings of the proceedings. The City Secretary is also responsible for cataloging all

ordinances, resolutions, and minutes from City Council meetings, as well as codifying all adopted ordinances. The staff administers municipal elections, oversees the records management program for the City and provides research support for the city records it catalogs, coordinates board vacancies and appointments, and issues a variety of permits for cemeteries, alcohol, taxis, permitted parking, and shuttles.

The Capital Programs Division is described in the Capital Improvement Funds section of this document.

Performance Measures:			
	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
City Manager:			
Number of citizen outreach events	166	109	109
Public service recognition awards	81	65	65
Number of employees recognized annually for outstanding contributions to the mission and values of the City	29	18	18
Percentage of time that information will be available on the City's government access channel and website	100%	100%	100%
Maintenance of High Bond Rating			
- Fitch	AA	AA	AA
- Standard and Poor's	AA	AA	AA
Collaboration events/opportunities with surrounding communities/entities	142	63	63
Public Information Officer:			
Internal/staff development projects	8	7	5
Number of media releases	252	225	230
Number of printed stories from media releases	426	256	260
Number of TV/Radio coverage spots	335	150	90
Public information initiatives	17	18	10
City Secretary:			
Open record requests received and processed	678	750	850
Average response time on open record requests (days)	7	7.5	8.5
Lobby customers served (daily)	18	12	12
Phone calls received (daily)	19	17	17
Agendas Posted (annually)	360	400	420
Permits Issued (annually)	1,137	1,250	1,375

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>City Manager's Office and City Secretary</i>			
Employee Expenditures	\$887,365	\$986,537	\$1,181,863
Operation Expenditures	120,814	97,277	114,145
<i>Capital Programs*</i>			
Employee Expenditures	155,884	361,973	247,749
Operation Expenditures	37,093	51,439	54,450
<i>Program Change</i>			
Total Appropriations	\$1,201,156	\$1,497,226	\$1,598,207

*A description of the Capital Program Division can be found on pages 209-211 in the Capital Improvement Fund section of the document which includes an organization chart and table of authorized full time equivalent (FTE) for that division.

Program Justification and Fiscal Analysis:

The combined City Manager's Office/City Secretary's office increases in employee expenditures and slightly decreases in operating expenditures. The increase in employee expenditures is driven by added funding for market and cost of living compensation increases. Specific to the City Manager's Office, funding for the new Assistant City Manager position was added in FY 2017-18. Employee expenditures also increased due to an increase in the employer contribution to the Self Insurance Fund. Increases to employee premiums are also included in the Self Insurance Fund budget as well. The increase in operational expenditures is driven mainly by the expectations of holding an election for District 3 and 4 in May.

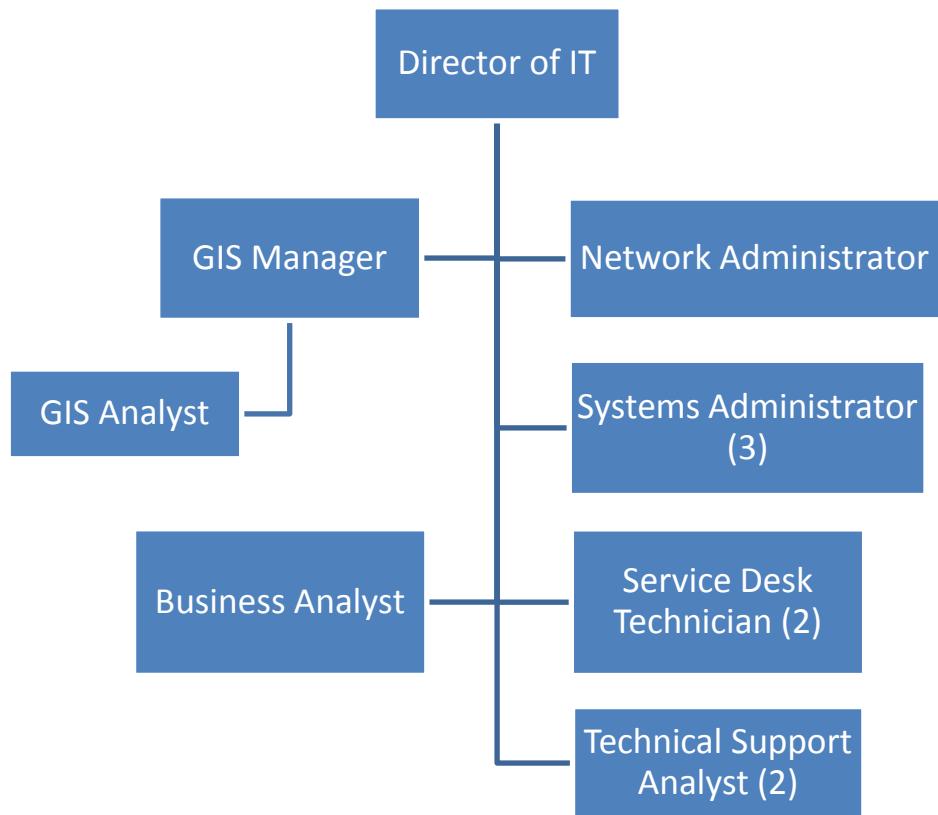
Employee expenditures in the Capital Programs division decrease significantly in FY 2017-18. This is driven by the two factors. The decrease is mainly attributable to the strategy of shifting the current staffing costs from the General Fund to the 2013 bond funds. Investment earnings have slowly improved over the last year, creating comfort for staff in shifting additional personnel back to the 2013 bond fund. Beginning in FY 2017-18, the only remaining capital programs staff supported by the General Fund will be the Capital Project Controls Specialist and 70 percent of the costs associated with the Real Estate Manager.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>*City Manager's Office:</i>			
City Manager	1	1	1
Assistant City Manager	1	2	2
Development Coordinator	0	0	0
Economic Development Manager	1	1	1
Management Assistant	1	1	1
Public Information Officer	1	1	1
Total - City Manager	5	6	6
<i>City Secretary:</i>			
City Secretary	1	1	1
Administrative Secretary	1	1.5	1.5
Assistant City Secretary	1	1	1
Total - City Secretary	3	3.5	3.5
<i>Total Authorized FTE</i>	8	9.5	9.5

*The River Manager reports to the Assistant City Manager, but is authorized and funded in the River Activities Fund.

INFORMATION TECHNOLOGY



Mission:**Information Technology:**

Provide technology leadership and expertise by designing, deploying and maintaining modern technology solutions that facilitate and enhance the city's effectiveness in serving the citizens of New Braunfels.

Vision:**Information Technology:**

To lead and facilitate all IT needs across the organization, provide managerial leadership and administrative support to all city departments, and provide exceptional customer service to those we serve.

Goals/Objectives:**Information Technology:**

1. Improve Accela to provide online permit applications and payments
2. Upgrade One Solution and provide testing environment
3. Upgrade Municipal Court hardware and software allowing them to move towards a paperless environment
4. Provide flood inundation mapping to enhance emergency operations preparedness
5. Replace and upgrade the Data Center hardware providing a fully redundant infrastructure
6. Implement an expanded pilot program for traffic signal communications
7. Enhance the public meeting broadcast system's capabilities

Department Description:**Information Technology:**

Information Technology is responsible for supporting all of the City of New Braunfels technology and communications systems and ensuring their efficient and secure operation. Information Technology staff works with departments to install new and maintain existing hardware, software and communications systems in order to minimize downtime and maximize staff efficiency and effectiveness. In addition to these responsibilities, Information Technology staff, facilitates broadcasts of City public meetings, and trains staff on the use of technology. The GIS division provides mapping services to internal and external clients via paper maps, custom desktop applications and web driven map applications.

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Information Technology and GIS			
Network Infrastructure is available	N/A	100%	99.90%
Tier 1 and 2 applications are available	N/A	100%	99.90%
Communication systems are available	N/A	100%	100%
Number of Service Desk Requests completed	N/A	6,540	5,000
Critical Priority – Completed within 4 hours	N/A	65%	90%
High Priority – Completed within 24 hours	N/A	70%	90%
Normal Priority – Completed within 72 hours	N/A	85%	90%
Projects completed on time and within budget	N/A	38%	100%
Mapping elements that meet or exceed accuracy standards	N/A	98%	95%
Edited mapping elements that are transferred into production environment within 3 days	N/A	92%	98%

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Information Technology			
Employee Expenditures	\$768,991	\$994,794	\$1,088,648
Operation Expenditures	361,737	591,322	859,505
Total Appropriations	\$1,130,728	\$1,586,116	\$1,948,152

Program Justification and Fiscal Analysis:

The FY 2017-18 budget for Information Technology increases, which is driven by multiple factors including program changes, described in further detail below. In employee expenditures, all authorized positions are fully funded in FY 2017-18. In addition, funding has been added for market and cost of living adjustment compensation increases. Employee expenditures also increased due to an increase in the employer contribution to the Self Insurance Fund

Operating expenditures increase as well in FY 2017-18. However, the increase is mainly driven by added funding to support existing software licenses and maintenance contracts, several of which were added in FY 2016-17, but from an annual cost perspective, don't take place until FY 2017-18. The increase is also driven by added funding to implement a GIS Flood Inundation Model (\$14,000). This model will greatly increase our mitigation, preparedness, response and recovery with regard to emergency management efforts.

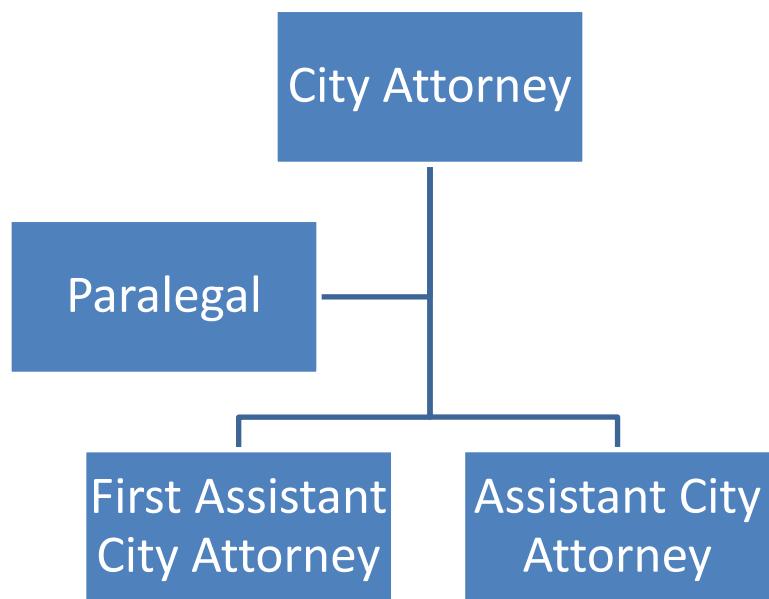
Program Change - \$197,708 is allocated in the Adopted budget to implement various enhancements, improvements and automation to the City's permit review and inspection processing software, Accella. The major program enhancement will be the introduction of on-line payments. The costs to implement and provide the necessary internal customer service to support these enhancements are \$197,708. This cost is broken down into several components. First, a

Business Analyst has been added to support the implementation, training and ongoing maintenance of the software system. This position is funded for the full year at an annual cost of \$67,708. To support the increased recurring licensing and maintenance costs, \$30,000 has been included as well. Finally, \$100,000 in one time implementation costs have been added as well. Significant staff time savings are anticipated from the various automation and efficiency enhancements. To support the costs stemming from this program change, three existing vacant positions will be authorized, but not funded in FY 2017-18. All three of those positions are assigned to the Planning and Community Development Department. Additional detail on which positions will not be funded can be found on pages 110-111.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Information Technology and GIS:</i>			
Business Analyst	0	0	1
Information Technology Director	1	1	1
GIS Analyst	1	1	1
Network Administrator	1	1	1
Senior Technical Support Analyst	1	1	1
Systems Administrator	3	3	3
Technical Support Analyst	1	1	1
Service Desk Technician	2	2	2
GIS Manager	1	1	1
<i>Total Authorized FTE</i>	11	11	12

CITY ATTORNEY



CITY ATTORNEY

General Fund: 101

Mission:

City Attorney:

To ensure the interests of justice are served, hold offenders accountable, enhance the public's sense of safety and provide proactive, effective and efficient legal services to the City Council, the City's various boards and commissions and the City staff.

Vision:

City Attorney:

The City Attorney's Office is dedicated to enhancing the quality of life in the City of New Braunfels by providing the best possible legal services through open communication and the mutual support of a team of diverse and highly skilled employees who recognize each other as the City's most valuable assets.

Goals/Objectives:

The City Attorney's Office aligns its goals and objectives with those of the City Council and aims to provide the best possible service.

Department Description:

The City Attorney's Office handles all aspects of municipal representation for the City of New Braunfels by providing representation and legal advice to the City Council, City employees, the New Braunfels Industrial Development Corporation and 27 boards and commissions. The Office of the City Attorney's Office also handles the prosecution of all municipal offenses.

Performance Measures:

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Response time on requests for legal services	3.6	3	3
Litigation handled in-house : versus outsourced	1:7	2:7	2:7
Legal documents, opinions, meetings	767	760	760
Hearings held at Municipal Court	1,661	1,600	1,600

Appropriations:

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenditures	\$474,768	\$503,428	\$520,082
Operation Expenditures	531,848	273,545	387,400
<i>Total Appropriations</i>	<i>\$1,006,616</i>	<i>\$776,973</i>	<i>\$907,482</i>

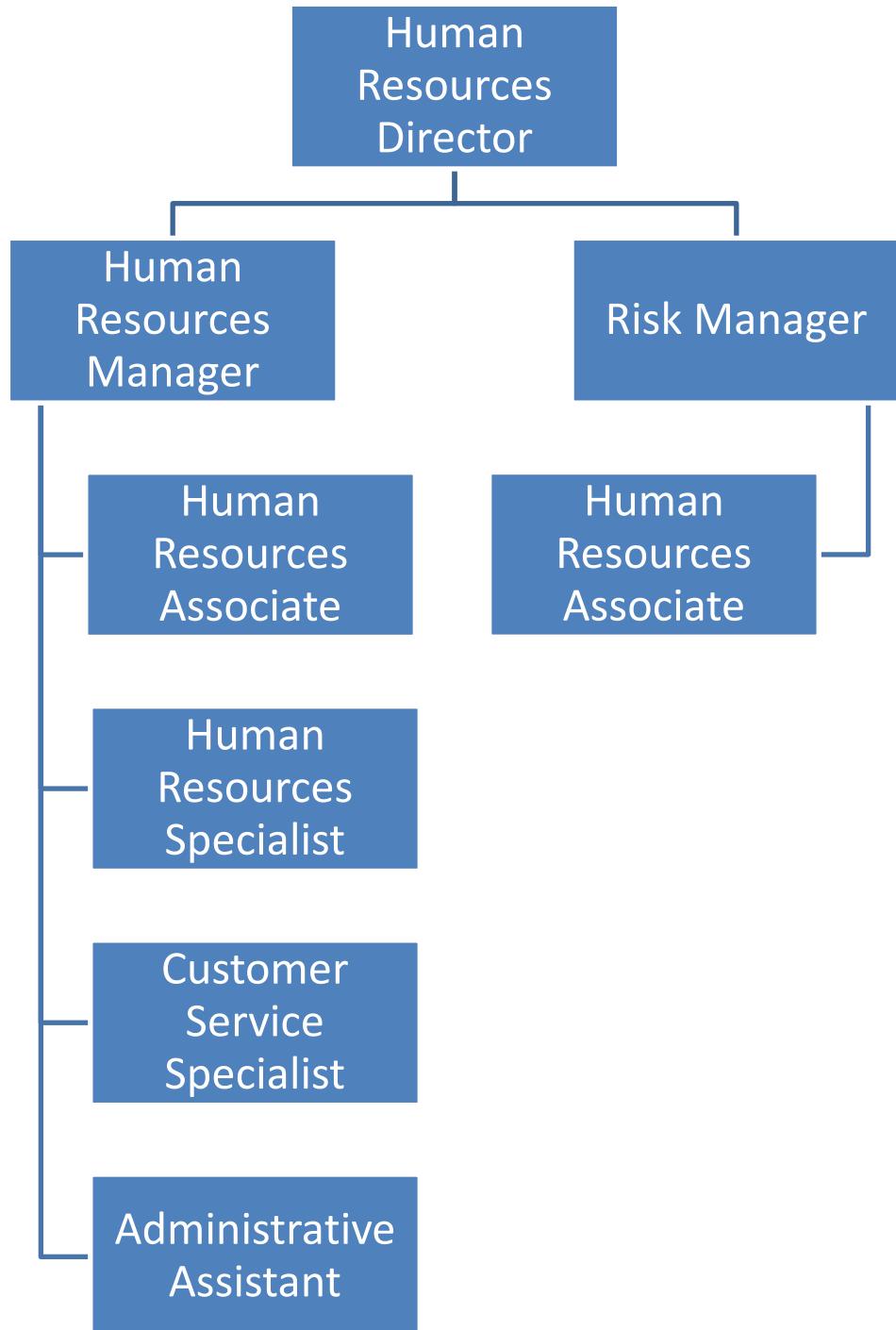
Program Justification and Fiscal Analysis:

In comparison to the FY 2016-17 estimates, the FY 2017-18 Budget increases slightly. This is driven mainly by added funding for market and cost of living adjustment compensation increases. Operating expenditures increased when comparing FY 2016-17 and FY 2017-18 due to fully funding expected legal cost. Expenditures for outside legal counsel were significantly less in FY 2016-17 in comparison to prior years.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
City Attorney	1	1	1
Assistant City Attorney	1	1	1
First Assistant City Attorney	1	1	1
Paralegal	<u>1</u>	<u>1</u>	<u>1</u>
Total Authorized FTE	4	4	4

HUMAN RESOURCES DEPARTMENT



Mission:

We are a business partner providing support and guidance to all employees in employee relations, benefits and compensation programs, recruitment, training, development and safety. We are committed to recognizing that our employees are our most valuable asset. We are focused on delivering quality customer service in all personnel operations with integrity, responsiveness and sensitivity to all employees, citizens and visitors. We embrace change and the opportunity it brings. We accomplish this through being cooperative, exhibiting leadership, maintaining ethical behavior and constantly pursuing excellence.

Vision:

We aspire to be the model for excellence and leadership, emphasizing strategic and progressive human resource practices, high quality customer service, operational efficiency, employee growth and enrichment.

Goals/Objectives:

1. Maintain a compensation and benefits structure that provides equitable and competitive pay rates and benefit programs for its employees while ensuring fiscal responsibility.
2. Pursue a time-to-fill rate of no more than 60 days (requisition received - offer accepted).
3. Mitigate and eliminate losses to the City through a Risk Management process that includes risk identification, analysis, control, financing and administration.

Department Description:

The Human Resources staff manages all aspects of recruitment, compensation, benefits, employee development, employee relations, risk management/safety, policy development and implementation and support for the Police and Fire Civil Service Commission. This includes: application and new hire processing; development and management of the City's benefits' programs; salary surveys and compensation plan design; and development and implementation of training programs that support the organization's goals and objectives. Staff is also responsible for policy development and implementation. Human Resources currently manages all property and casualty insurance and worker's compensation, and is responsible for customer service delivery in the City Hall lobby, as well as special projects and events such as City University.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Maintain a turnover rate of less than 10% (Percentage based on industry standards)	3.5%	3%	10%
Total contact training hours	1,292	3,000	2,500
Fill vacancies in 60 days or less (request to fill vacancy through offer acceptance)	129.8	62	60
Number of benefit outreach sessions offered	38	75	80

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenditures	\$563,423	\$587,566	\$659,857
Operation Expenditures	115,090	178,810	164,642
<i>Program Change</i>			
Total Appropriations	\$678,513	\$766,376	\$824,499

Program Justification and Fiscal Analysis:

In comparison to the FY 2016-17 estimates, the FY 2017-18 Budget for Human Resources increases overall. In employee expenditures, the increase is entirely driven by added funding for market and cost of living adjustment compensation increases. The vacancy of the Human Resources Director also drives the increase; this position is fully funded in FY 2017-18. Employee expenditures also increase due to an increase in the employer contribution to the Self Insurance Fund. Increases to employee premiums are also included in the Self Insurance Fund budget as well.

Operating expenditures decrease next year, entirely driven by one-time costs stemming from the interim Human Resources Director services rendered in FY 2016-17.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Administrative Assistant	0	1	1
Human Resource Director	1	1	1
Customer Service Specialist	1	1	1
Human Resources Associate	2	2	2
Human Resources Manager	1	1	1
Human Resources Specialist	1	1	1
Risk Manager	1	1	1
Total Authorized FTE	7	8	8

NON-DEPARTMENTAL

Program Description:

The Non-Departmental budget is used to account for expenditures that benefit multiple departments and/or the City of New Braunfels organization as a whole. This budgetary approach helps the City streamline budgeting and accounting processes. It also provides a mechanism to account for some major, one-time, project related expenditures so that department budgets and Expenditures show the true recurring costs of those operations. The actual expenditures budgeted here are described in more detail below.

Appropriations:

	<u>FY 2015-16</u> <u>Actual</u>	<u>FY 2016-17</u> <u>Estimate</u>	<u>FY 2017-18</u> <u>Budget</u>
Operation Expenditures	\$1,374,681	\$1,526,275	\$1,573,750
Capital Expenditures	550,199	0	0
Interfund Transfers	2,180,452	851,425	684,827
Contingencies	0	0	100,000
<i>Total Appropriations</i>	<i>\$4,105,332</i>	<i>\$2,377,700</i>	<i>\$2,358,577</i>

Program Justification and Fiscal Analysis:

Market Adjustment Implementation

In the fall of 2013, staff conducted a market study to determine how all the City's positions (public safety uniform and all non-uniform) compare against the benchmark, City Council approved list of cities. The survey results yielded that, on average, non-uniform employees are 14.8 percent behind the market, Police Department uniform employees are 17.6 percent behind the market and Fire Department uniform employees are 22.3 percent behind the market. The total cost to implement the updated pay plans based on the 2013 study was approximately \$4.5 million dollars. Those adjustments were funded over a three year period (FY 2014-15, FY 2015-16 and FY 2016-17).

Last fiscal year, city staff indicated that it was time to re-assess the market for all City positions once again. Benchmark cities were revisited and presented to City Council for approval. Separate benchmark cities were approved by City Council, one for civil service employees analysis/comparison and another for non-civil service positions. Chapter 143 civil service police and fire organizations typically create step/pay plans that do not overlap through rank progression. Therefore, staff only wanted to compare uniform public safety positions to cities and pay plans that incorporate that same progression and structure. The results of the updated study were significantly different than the one completed in 2013, reflecting that as a city, we were closing the gap between New Braunfels compensation and the benchmark market for those positions. The table below references the summary of the analysis.

Employee Category	Average % Below Benchmark Market Midpoint
Police – Uniform Employees	8.2%
Fire – Uniform Employees	6.5%
Non Uniform Employees – Those who were behind the market	6.3%

A police and fire employee committee was implemented once again to assist Finance and Human Resources Department(s) in utilizing the updated data to create new step plans. The total cost to implement the market adjustments and revised civil service step plans are \$2,235,000. Of that amount \$315,000 is for non-uniform employees and the remaining \$1,920,000 is for uniform employees. Not all non-uniform employees are eligible for a market adjustment. If a position was determined to be in the correct pay grade based on market data and internal equity analysis, those employees assigned to that position will not receive a market adjustment. Secondly, if your position was moved up to a higher grade, but that employee already makes more than the midpoint of the new grade; they are not eligible for a market adjustment. All Civil Service employees are eligible for a market adjustment. Secondly, the average salary for a non-civil service position is less in comparison to a non-uniform position. These several factors drive the difference between the implementation costs.

FY 2017-18 Compensation

The goal with the compensation analysis is to continue to close the gap completely between our compensation plans and the benchmark market. In FY 2017-18, 50 percent of the costs stemming from updating the Civil Service step plans are included. The annual step plan increases are also funded, meaning that if a civil service employee is not “maxed out” they will receive a 2%-3% increase on their anniversary date in addition to the market adjustments. Funding is included for Non-uniform employees to receive their market adjustments and/or a 3% minimum cost of living adjustment. Unlike the steps plans, non-uniform employees can only receive a market adjustment, a COLA, or a combination of both. For example, if an employee was eligible for a 2% market adjustment, they would also be provided a 1% COLA. Conversely, if they were eligible for a 4% market adjustment, they would not receive any additional compensation increases. The summary of the funding for these initiatives is included below.

Employee Category	FY 2017-18 Adopted Budget Funding
Police and Fire – Market Adjustments and Step Plan Increases	\$1,080,000
Non Uniform Employees – Market Adjustments/COLA	\$602,000
Total Compensation Funding – GENERAL FUND	\$1,682,000

Turnover Adjustment

Turnover savings (a reduction to the budget) are also included in the Adopted Budget, which are realized through the normal time lag between one employee's departure and filling the vacated position. The FY 2017-18 turnover savings represents approximately 1.0 percent of total employee expenditures budgeted in the General Fund with the exception of the employer contribution to the Self Insurance Fund, those funds will be expensed as the City now contributes that amount based on budgeted personnel as opposed to actual.

In the past, funding for compensation increases and turnover adjustments were budgeted in the contingencies allocation of the General Fund. However, in FY 2017-18, the funding for compensation increases as well as turnover adjustments are included in all departmental employee expenditure allocation(s). This will allow department directors, managers and supervisors to better control their progress and budget variance throughout the fiscal year. This will also allow Finance to better report to Council on the budget to actual status of employee expenditures and work with departments when and if a budget overage begins to occur.

Tax Collection

The City of New Braunfels, along with all the other taxing entities served by the Comal Appraisal District (CAD) and the Guadalupe Appraisal District (GAD), supports the costs of those organizations. The State legislature required, effective with the City's FY 2007-08, that entities spanning more than one county use each county's appraisal district for appraised value services. The City of New Braunfels spans both Comal and Guadalupe County; therefore, the City pays both entities for their services. For FY 2017-18, the City's portion of those costs is projected to total \$320,000. The City's cost is driven both by the total budgets for the appraisal districts and the City's total share of appraised values across all organizations served by the districts.

Insurance Services

The City's budgeted cost of liability, property and unemployment insurance for General Fund functions FY 2017-18 totals \$445,000. This amount is budgeted in Non-Departmental and includes insurance for vehicles, facilities and other City property as well as coverage in case of an injury caused by the actions of a City employee.

Services and Programs

The FY 2017-18 Budget includes funding for various programs and initiatives. In the Non-Departmental Budget, funding is included for continuing service by the investment advisory firm engaged by the City to assist in increasing the City's return on its investments. A total of \$70,000 is included for costs related to acceptance of credit cards as payment. This reflects the City's commitment to customer service by expanding the number of departments that accept credit cards for payment and offering on-line payment services at Municipal Court. \$2,000 is provided for miscellaneous advertising, mainly public notices in the newspaper. Organization dues for FY 2017-18 total \$20,000. In the FY 2017-18 Budget, \$75,000 is provided to continue support at the federal and state levels. This investment has already been recouped several times over through federal and state funding (through grants and other sources) for needed City programs and projects. As the City more aggressively pursues alternative funding sources, this effort becomes more and more important.

In the FY 2017-18 Budget, funding for the City's outside audit is \$57,500 to reflect the current contract cost for auditing services. The contract tasks the firm with completing a comprehensive annual financial report which includes statistical data and other information to improve the communication with citizens and our business partners regarding the City's financial and economic status.

The FY 2017-18 Budget includes \$165,000 to fund various studies and consultant services that may be needed to continue to provide services to the citizens.

In FY 2017-18, \$10,000 is provided to support United Way's continuing work to address the issues identified in the Comal County Needs Assessment.

Demand Bus Service

For FY 2017-18, \$395,000 is included in the Non-Departmental budget to contribute towards the continuation of demand bus service for New Braunfels residents. The County pays a portion of the total cost (\$70,000) and is budgeted as contribution revenue to the General Fund. Therefore, the net cost to the City is \$315,000.

Census 2010 resulted in a significant expansion of the San Antonio urbanized area into Guadalupe and Comal Counties, including most of the city limits of New Braunfels, Schertz, and Cibolo. Prior

to that census, all or most of these cities were part of the non-urbanized (rural) area served by Alamo Regional Transit (ART), a rural transit district operated by the Alamo Area Council of Governments (AACOG). Funds to operate rural transit were provided by the Texas Department of Transportation (TxDOT) from the FTA Section 5311 Non-urbanized Formula Program, the FTA Section 5310 Elderly and Individuals with Disabilities Program, and State Transit Funds for rural areas. Effective September 1, 2013, AACOG could no longer access federal or state funds to provide transit services in those areas of Guadalupe and Comal Counties that are now part of the San Antonio urbanized area.

Contingencies

\$100,000 has been allocated to undesignated funds. These funds can be used only through City Council action to address unforeseen expenditures that may arise.

Interfund Transfers

The FY 2017-18 Budget includes \$684,827 in interfund transfers. The River Activities Fund supports all efforts relating to maintaining a safe and clean environment along the City's rivers. However, the revenue generated from that activity does not fully support all the related expenditures. Therefore, the General Fund estimates \$217,736 in funding will be required from the General Fund for these important efforts in FY 2017-18.

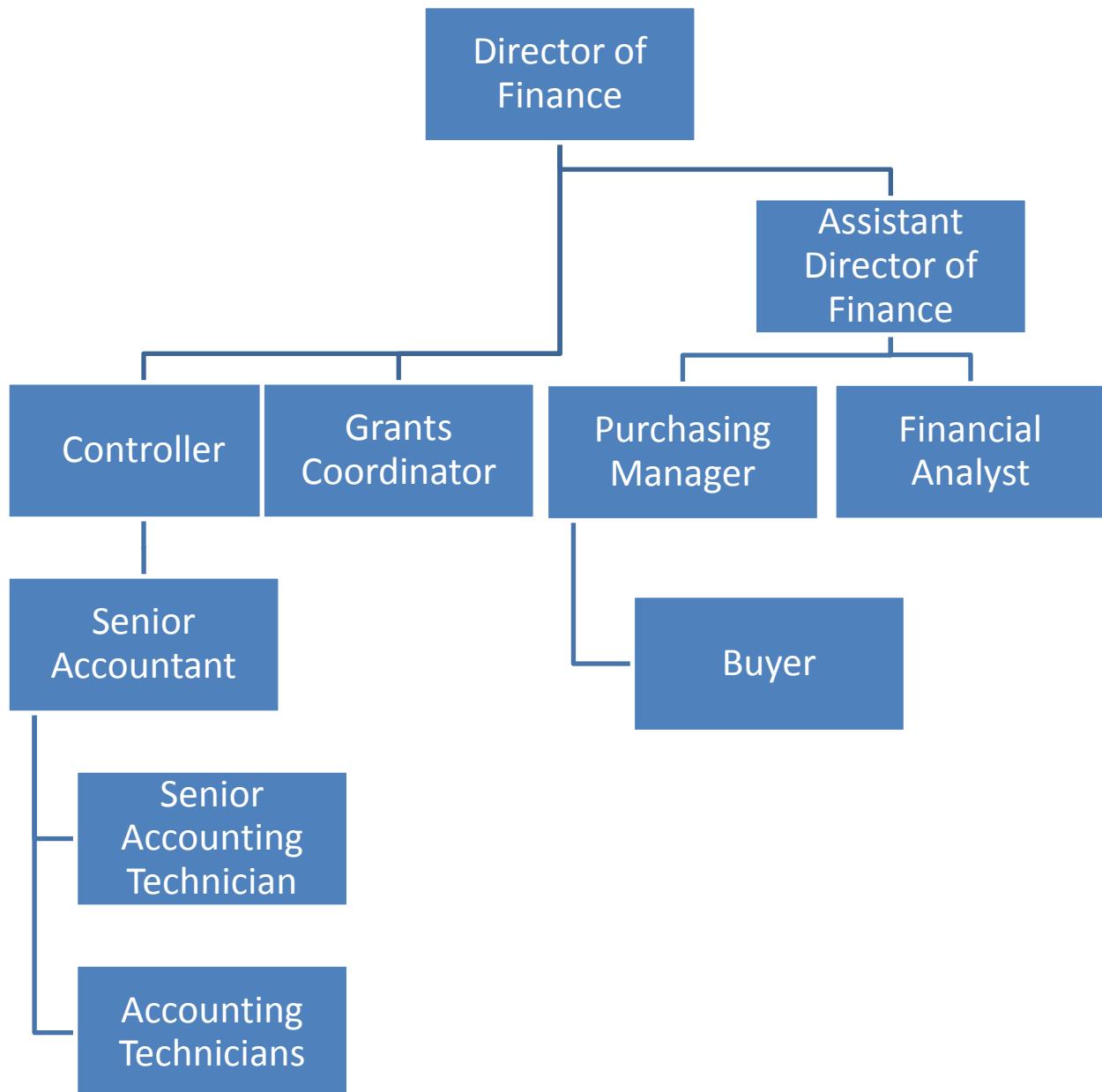
In FY 2013-14, the equipment replacement program was suspended as a budget balancing strategy. As part of this suspension, no vehicles were replaced in FY 2013-14. This maintained the fiscal integrity of the program as much as possible while it was suspended. Suspension of this program created some risk for the City as vehicles age and maintenance and repair costs increase. In FY 2014-15, the program has been only partially reinstated. The full annual contribution to the program is approximately \$800,000. Beginning in FY 2014-15, the contribution has been reinstated incrementally. In FY 2015-16 and FY 2016-17, the transfer was reallocated to the Self Insurance Fund to ensure that fund remained solvent during our recent spike in health care costs. In FY 2017-18, \$120,000 will be transferred to the Equipment Replacement Fund.

In FY 2011-12, The Edwards Aquifer Habitat Conservation Program Fund was established. This fund serves as a method of tracking costs and reimbursements for the mitigation projects that of the Habitat Conservation Plan (HCP). While 100 percent of the estimated project costs will be reimbursed to the City by the Edwards Aquifer Authority, Administrative costs that are not eligible for reimbursement and the General Fund provides \$85,000 in funding these efforts.

While the Airport fund is self supporting, there are transfers from the General Fund budgeted to the Airport in FY 2017-18. This is to support an existing ground lease on two properties (\$162,091). The Central Texas Technology Center is utilizing one parcel while the other one is currently being utilized to store street removal spoils. The Airport is also now making a transfer back to the General Fund for administrative support as well as a transfer to the Debt Service Fund to help support the debt related to a hanger that was constructed at the airport. These two contributions offset the transfer from the General Fund to the Airport.

The remaining \$100,000 in transfers is budgeted in FY 2017-18 to provide the cash match requirement for grants as they are awarded throughout the fiscal year.

FINANCE DEPARTMENT



Mission:***Finance:***

To provide accurate, timely financial and payroll information in a user-friendly manner and to manage and account for City resources efficiently.

Purchasing:

To secure, whenever practical, competitive prices on purchases and to generate fair and open competition to receive the best prices, terms and conditions for the City.

Management and Budget:

To budget and effectively utilize the resources needed to service the citizens efficiently and effectively as well as assist the City Council and City Manager's Office with long term financial and strategic planning efforts.

Vision:***Finance and Budget:***

To provide budget and financial management information so that the City of New Braunfels can plan strategically as well as serve the citizens effectively and efficiently.

Purchasing:

To aid the City in serving the citizens through greater efficiency, both in terms of economy and service to the departments, and procurement of quality supplies, equipment and services.

Goals/Objectives:***Finance:***

1. Provide customers – other City departments' staff – with excellent customer service, responding to their issues in a timely manner and with data and information in a user-friendly format.
2. Continue to strengthen the City's financial position.
3. Promote cost-effective use of City resources and accountability for the use of those resources.

Purchasing:

1. Establish policies and procedures that maintain the integrity of the purchasing process, encourage competitiveness and show a cost savings on procurements.
2. Procure goods and services for departments of the requested quality and quantity from an appropriate source using the most efficient and economical means and at the best possible price to have them available when and where they are needed.
3. Improve delivery speed to departments by predetermining appropriate sources of supply before an actual need for a particular item or service becomes known, facilitating potential quantity and special discounts.

Management and Budget:

1. Balance the demands for additional services against the available revenues.
2. Budget the resources required for departments to serve the citizens.
3. Provide all the management information needed by elected officials and department heads.

Grants Coordination

1. Assist departments in acquiring grants that meet the City's high priority, unfunded requirements.
2. Ensure the City's compliance with all grant management and reporting requirements.

Department Description:

Finance and Management and Budget:

Finance manages and administers all aspects of the City of New Braunfels financial and payroll transactions and records. This includes accounts payable, accounts receivable, cash management, auditing, investments, and debt management.

Management and Budget staff annually develops the operating and capital budgets as well as the five year financial forecast for the City. In addition, special studies are conducted to evaluate the costs and benefits of programs and projects. Staff also works as a management consultant with departments on special projects and business process evaluations to ensure the City operates as efficiently and effectively as possible.

Purchasing:

Purchasing facilitates City purchases through competitive processes to ensure the highest quality goods at the lowest price. This applies to procurement of supplies, equipment and services, from pens and pencils to major construction projects. The Purchasing staff: defines requirements; assesses information provided for solicitations; assembles suitable terms, conditions, instructions and provisions for the solicitations; prepare bid specifications; plans and conducts negotiations with selected service providers; conducts debriefings; and handles performance disputes between the City and vendors should they arise.

Grants Coordination

The Grants Coordination division is responsible for actively pursuing grant resource opportunities, maintaining an active and diverse grant portfolio, and utilizing grant funds to supplement and enhance the long-term goals and objectives of the City.

<i>Performance Measures:</i>			
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Finance Department</i>			
Accuracy of General Fund Revenue/Expenditure forecasting compared to year end actuals	Revenue: 100.2% of actual Expenditures: 99% of actual	Revenue: 99.0% of actual Expenditures: 101% of actual	Revenue: 99.0% of actual Expenditures: 101% of actual
Percent of purchase orders and contracts exceeding \$50,000 awarded within 50 days of finalized solicitation documents	100%	100%	100%
Funds generated from City auctions	\$22,183	\$95,000	\$90,000
Dollar amount of expenditure completed with central purchasing office assistance	\$88,973,796	\$57,000,000	\$76,000,000

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Grants:			
Number of grants submitted	17	19	19
Number of grants pending	10	10	10
Number of grants awarded	7	7	8
Dollar amount of grants awarded	\$350,716	\$1,448,443	\$370,000
Dollar amount of CDBG funding	\$379,104	\$447,557	\$379,073

Appropriations:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Employee Expenditures	\$837,077	\$960,685	\$1,002,864
Operating Expenditures	63,041	50,903	46,950
Total Appropriations	\$900,118	\$1,011,588	\$1,049,814

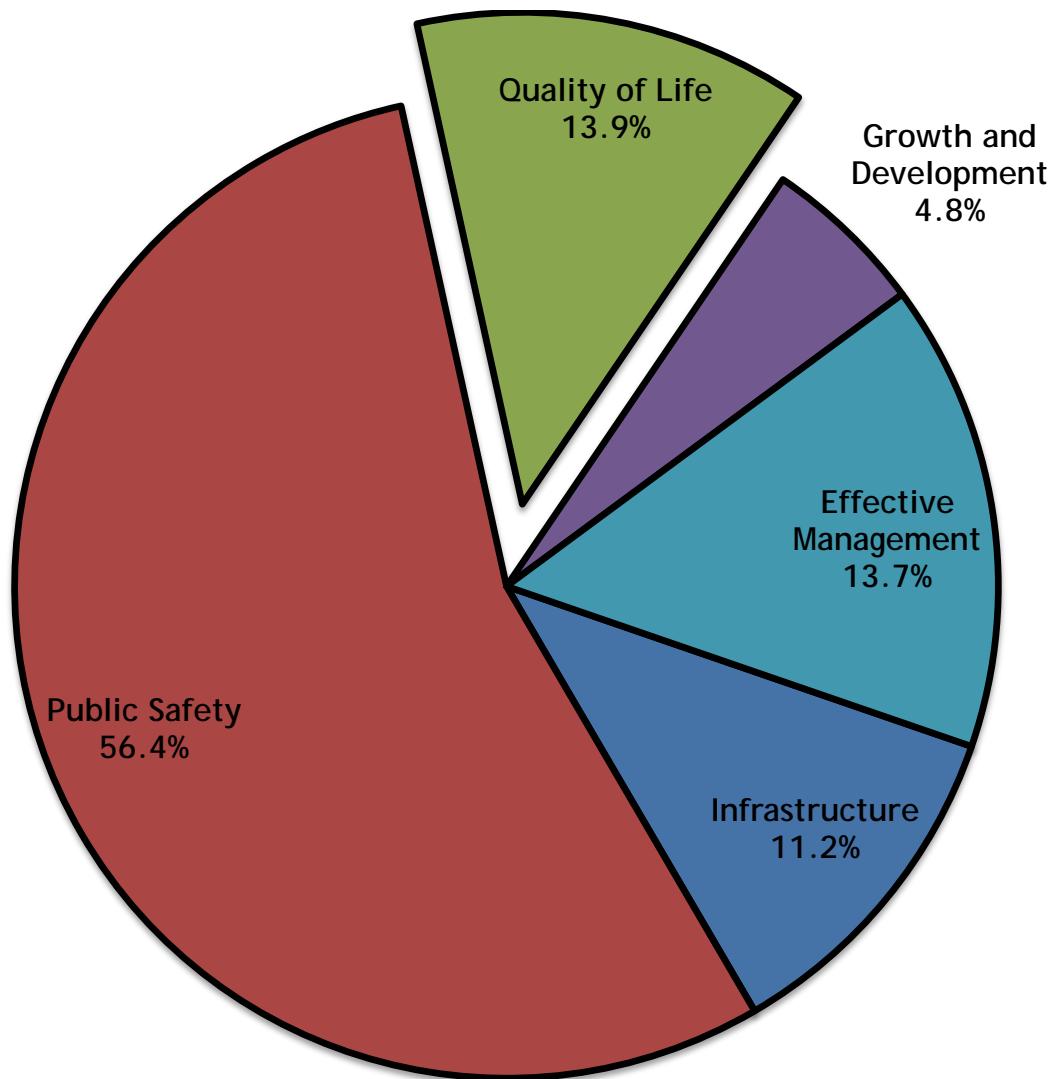
Program Justification and Fiscal Analysis:

The FY 2017-18 Finance Department budget reflects an increase in comparison to FY 2016-17. This increase is almost entirely driven by employee expenditures. All authorized positions are fully funded in FY 2017-18. Moreover, funding has been added to the budget for market and cost of living adjustment increases. Employee expenditures increase due to an increase in the employer contribution to the Self Insurance Fund. Operating expenditures actually decrease in FY 2017-18 in comparison to prior years.

Authorized Full Time Equivalent (FTE):

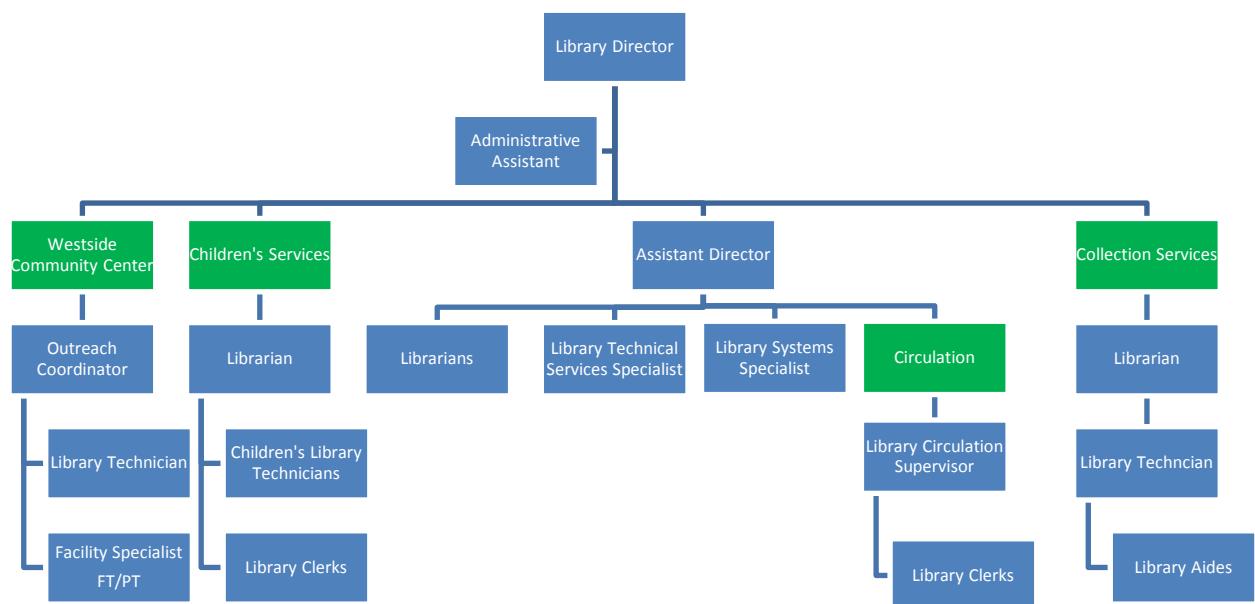
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Finance:			
Director of Finance	1	1	1
Accounting Technician	1	2	2
Administrative Assistant	1	0	0
Assistant Director of Finance	1	1	1
Buyer	1	1	1
Controller	1	1	1
Financial Analyst	1	1	1
Grants Coordinator	1	1	1
Purchasing Manager	1	1	1
Senior Accountant	1	1	1
Senior Accounting Technician	1	1	1
Total Authorized Positions	11	11	11

QUALITY OF LIFE



Strategic Priority	Allocation
Public Safety	\$35,970,473
Effective Management	8,724,920
Quality of Life	8,880,293
Growth and Development	3,065,455
Infrastructure	7,040,834
Total	\$63,681,976

LIBRARY



Mission:

The mission of the New Braunfels Public Library is to provide the community with equal access to physical and virtual environments that support and encourage lifelong learning and enrichment.

Vision:

The New Braunfels Public Library is the community's primary source for information, lifelong learning and enrichment.

Goals/Objectives:

Department goals are aligned with the latest edition of Texas Public Library Standards prepared by the Texas State Library and Archives Commission and the Texas Library Association.

1. To ensure that community readers of all ages will have access to library materials in a variety of formats to satisfy their informational, educational, cultural and recreational needs.
2. To ensure that the current library facilities meet the needs of the population served.
3. To provide quality programs and services to satisfy public demand in a fiscally responsible manner.

Department Description:

The New Braunfels Public Library provides access to books and materials, information and reference services, programs, meeting rooms and computers for the general public. Individuals with a valid library card may borrow books and other materials. Library staff assists patrons in all aspects of library use. In addition, staff develops and conducts adult and children's programming and fosters literacy and learning in a positive, fun environment.

Performance Measures:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Library			
Visits to Library facilities	461,568	297,000	310,000
Patrons accessing the Internet*	140,203	79,000	75,000
Library visits per day	754	810	850
Total materials circulations	1,733,824	905,000	915,000
Circulations per day	2,437	2,500	2,600
Library items per capita (National average is 2.0)	2	1.8	1.7
Customer Satisfaction (measured by online survey)	N/A	90%	92%
Database accesses	178,343	65,000	75,000
Outreach events held	2,872	2,100	2,400
Children's program participants	31,921	16,000	17,000
*Patrons can and do access information at the library through wireless services which is not counted but affects other performance measures.			
Westside Community Center			
Outreach and library programs held	1,707	900	1,200
Attendance for programs	53,572	30,000	40,000
Mobile food pantry events	42	22	24
Mobile food pantry attendance	18,227	10,000	10,000

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenditures	\$1,421,731	\$1,577,924	\$1,681,167
Operation Expenditures	494,277	521,913	557,035
Capital Expenditures	0	0	35,000
Total Appropriations	\$1,916,008	\$2,099,837	\$2,273,202

Program Justification and Fiscal Analysis:

In comparison to the FY 2016-17 estimates, the FY 2017-18 Library budget increases. Several factors drive the increase. FY 2016-17 employee expenditures are impacted by vacancies that have occurred throughout the year (savings). In FY 2017-18, all library services positions are fully funded, driving the increase from estimate to budget. Moreover, funding is also included for market/cost of living adjustment compensation increases. Employee expenditures also increase due to an increase in the employer contribution to the Self Insurance Fund.

The increase in operating expenditures is mainly driven from increase funding for facility maintenance and repair and a slight increase in funding for library materials.

Capital expenditures of \$35,000 are included to replace two Air conditioning Units (\$15,000) and complete roof repairs (\$20,000) at the West Side Community Center.

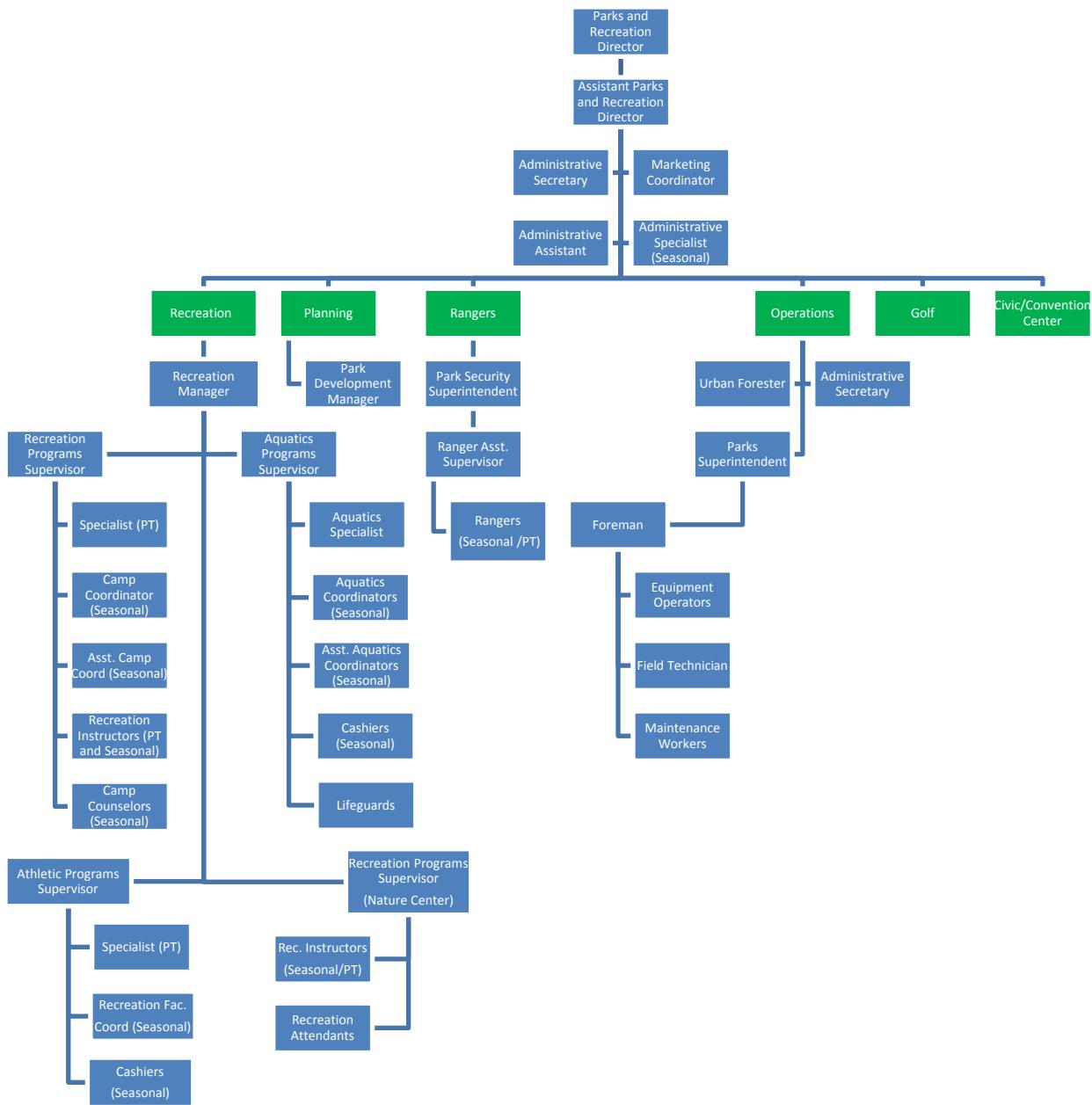
Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Library:</i>			
Library Director	1	1	1
Administrative Assistant	1	1	1
Assistant Director - Library	1	1	1
Children's Library Technician	2	2	2
Children's Library Technician (3 at 30 hrs/wk)	0	0	0
Librarian	8	8	8
Librarian II	0	0	0
Library Aide (4 at 20 hrs/wk)	2	2	2
Library Circulation Supervisor	1	1	1
Library Clerk	3	3	3
Library Clerk (11 at 30 hrs/wk)	5.25	5.25	5.25
Library Systems Specialist	0	0	0
Library Technical Services Specialist	0	0	0
Library Technician	0	0	0
Total - Library	24.25	24.25	24.25
<i>Westside Community Center:</i>			
Outreach Coordinator	1	1	1
Facility Specialist	1	1	1
Library Technician	1	1	1
Total - Westside Community Center	3	3	3
<i>Total Authorized FTE</i>	27.25	27.25	27.25

Authorized Seasonal Positions:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Library:</i>			
Library Aide	0	0	0
Library Clerk	1	1	1
<i>Total Authorized Seasonal Positions</i>	1	1	1

PARKS AND RECREATION DEPARTMENT



Mission:

To afford diverse opportunities and access for all residents and visitors through innovative programs and facilities, open space preservation and economic enhancement.

Vision:

To enhance the well being of our community through laughter, play, conservation and discovery.

Goals/Objectives:**Administration:**

1. Provide excellent customer service.
2. Promote the programs provided by the department and insure good media relations.
3. Develop visionary plans for future and current parks.

Recreation:

1. Maintain professional and customer-service oriented staff.
2. Provide quality, diverse recreation and leisure-time programs and activities at an affordable price.
3. Improve and expand recreational opportunities for teens, adults, the elderly and the disabled and boost the physical, social, emotional and cultural development of families in the New Braunfels community.

Aquatics:

1. Maintain a safe environment for guests.
2. Provide quality aquatic programs and activities at an affordable price.
3. Maintain professional and customer-service oriented staff.

Rangers:

1. Minimize crime, graffiti, speeding and other violations in the parks.
2. Increase the public's awareness of rules and ordinances.
3. Increase the Ranger activity and patrol in the parks.

Park Operations:

1. Identify and eliminate safety hazards within the Park Operations areas of responsibility.
2. Provide customers with a professionally kept park system (parks and golf course).
3. Increase customer satisfaction through improved product quality.

Athletics:

1. Maintain professional and customer-service oriented staff.
2. Provide quality, diverse, recreation and leisure-time programs and activities at an affordable price.
3. Improve and expand recreational opportunities for adults, the elderly and the disabled

Department Description:

Administration:

The Parks Administration Division works to provide customer information, administrative support to the other divisions, budget development and management, marketing and publicity, park planning and design and City-wide event planning and management.

Recreation:

The Recreation Division is responsible for providing varied programs for both youth and adults. Typical programs include summer day camp, special interest programs, arts classes and special events.

Aquatics:

The Aquatics Division is responsible for overseeing the safe use of City aquatic facilities by citizens, area residents and guests to the community. The Aquatics Division provides aquatic education through swim and fitness programs as well as recreational aquatic special events and programs.

Rangers:

The Park Ranger Division works to provide a safe and secure outdoor experience for all patrons of the City's parks. Staff enforces state and local laws, collects fees, provides information and serves as the first point of contact to the public in the parks as well as on the rivers.

Maintenance:

The Park Maintenance Division is responsible for ensuring safe and well maintained parks. This is accomplished with landscape management, facility maintenance, playground safety inspections, construction management, trash removal, urban forestry and special event facilitation.

Athletics:

The Athletics Division is responsible for programming athletic classes, clinics and camps and oversees all adult sports leagues. Staff coordinates tournaments at Camp Comal and Fredericksburg Fields. In addition, this division manages the paddle boats, mini golf and the summer track team. The Athletics Supervisor is also the liaison to all Youth Sports Associations that use City property to run their leagues.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Administration:</i>			
Peak season rental percentage	74%	80%	80%
Dollar value of volunteer efforts	\$72,260	\$57,879	\$60,000
Customer service satisfaction (measured by survey)	94%	90%	N/A
<i>Administration (continued):</i>			
Percent completion of capital projects on budget/on time	100%	100%	100%
Percent completion of Parks Master Plan	59%	59%	69%
<i>Recreation:</i>			
Percent of programs offered vs. held	70%	68%	70%

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Number of program participants	7,889	7,318	8,000
<i>Preschool</i>	309	356	325
<i>School Age</i>	2,484	2,661	2,500
<i>Adults</i>	205	149	170
<i>Special Events</i>	5,025	4,152	5,005
Program Satisfaction measured by (survey)	98%	97%	90%
Nature Education Center Field Trips	62	69	100
Aquatics:			
Annual admissions	106,221	96,500	96,500
Calls for EMS service	24	15	14
Training contact hours	205	340	375
Rangers:			
Calls for assistance to Police Department	58	55	35
Parking violations issued	760	570	575
Park patrol hours	23,513	19,657	19,500
Picnic permits issued	3,177	2,222	3,000
Park Operations:			
Numbers of injuries causing lost days	0	0	0
Customer Service Satisfaction (measured by survey)	82%	84%	85%
Compliance with preventive maintenance schedule/requirements	90%	90%	90%
Park acres maintained per FTE*	17	17	17
Forestry community education contact hours	47	0	40
Athletics:			
Percent of programs offered vs. programs held	79%	76%	80%
League team participants	380	247	260
Customer Service Satisfaction (measured by survey)	95%	94%	90%

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenditures	\$3,289,606	\$3,449,406	\$4,486,987
Operation Expenditures	1,586,447	1,662,439	2,120,105
Capital Expenditures	10,500	0	0
Total Appropriations	\$4,886,553	\$5,111,845	\$6,607,091

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget for Parks and Recreation increases. The increase is driven by multiple factors. In employee expenditures, funding is added for market and cost of living adjustment increases. Secondly, Employee expenditures also increase due to an increase in the employer contribution to the Self Insurance Fund.

Operating expenditures increase as well in FY 2017-18. Various one-time expenses and initiatives drive the increase such as the repainting of the Olympic pool (\$30,000), funbrella replacements (\$6,000) and the replacement of pool bleachers (\$4,400). Funding for these enhancements is tied to an increase to the Landa Park Aquatic Center daily admission rate.

Program Changes- The FY 2017-18 Adopted Budget includes \$1,184,185 to support pre-planning, opening and operational expenditures for the new community recreation center. As can be seen in the table below, 11.5 FTE is authorized in the new recreation center division. However, the net effect to the total number of full time and part time positions in the department is 8 FTE. This net effect is driven by reallocating some of the existing staff in the Parks Department to the recreation center division. This is entirely why the authorized FTE in the recreation and athletic divisions decreases from FY 2016-17 to FY 2017-18. Moreover, the budget includes funding for seasonal staff, however the titles and frequency of each position has not been finalized. Therefore, the authorized seasonal position listing will need to be amended at some point in FY 2017-18 once those staffing figures are finalized. The funding and staffing strategies for the FY 2017-18 recreation center budget will be discussed in detail in one of the City Council workshops.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
<i>Parks - Administration:</i>			
Parks and Recreation Director	1	1	1
Administrative Assistant	1	1	1
Administrative Secretary	1	1	1
Assistant Parks and Recreation Director	1	1	1
Marketing Coordinator	1	1	1
Park Development Manager	1	1	1
Recreation Manager	1	1	1
Total - Administration	7	7	7

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Parks - Recreation:</i>			
Recreation Instructor (9 at 20 hours)	7	7	4.5
Recreation Programs Supervisor	2	2	1
Recreation Specialist (1 at 20 hours)	1	1	0.5
Recreation Coordinator	0	0	1
Total - Recreation	10	10	7
<i>Parks - Athletics:</i>			
Athletic Programs Supervisor	1	1	0
Athletic Coordinator	0	0	1
Athletics Specialist (1 at 20 hours)	0.5	0.5	0
Total - Athletics	1.5	1.5	1
<i>Parks - Aquatics:</i>			
Aquatics Programs Supervisor	1	1	1
Aquatics Specialist	1	1	1
Total - Aquatics	2	2	2
<i>Parks - Rangers:</i>			
Park Security Superintendent	1	1	1
Ranger (3 at 20 hours)	1.5	1.5	1.5
Ranger Assistant Supervisor**	0.5	0.5	0.5
Total - Rangers	3	3	3
<i>Parks - Operations:</i>			
Equipment Operator I	4	4	4
Field Technician	2	2	2
Foreman	3	3	3
Maintenance Worker	13	13	13
Parks Superintendent	1	1	1
Administrative Secretary	1	1	1
Senior Park Foreman	1	1	1
Urban Forester	1	1	1
Total - Maintenance	26	26	26
<i>Parks - Rec Center:</i>			
Fitness Supervisor	0	0	1
Assistant Manager	0	0	1
Marketing Specialist	0	0	1
Aquatics Supervisor	0	0	1
Building Maintenance Supervisor	0	0	1
Building Maintenance Technician	0	0	1

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Custodian	0	0	2
Recreation Center Manager	0	0	1
Recreation Instructor-PT	<u>0</u>	<u>0</u>	<u>2.5</u>
Total - Maintenance	0	0	11.5
Total Authorized FTE	49.5	49.5	57.5

*50 percent of the salary and benefits costs associated with the Park Ranger Assistant Supervisor are funded in the River Activities Fund; the remaining portion is funded in the General Fund.

Authorized Seasonal Positions:

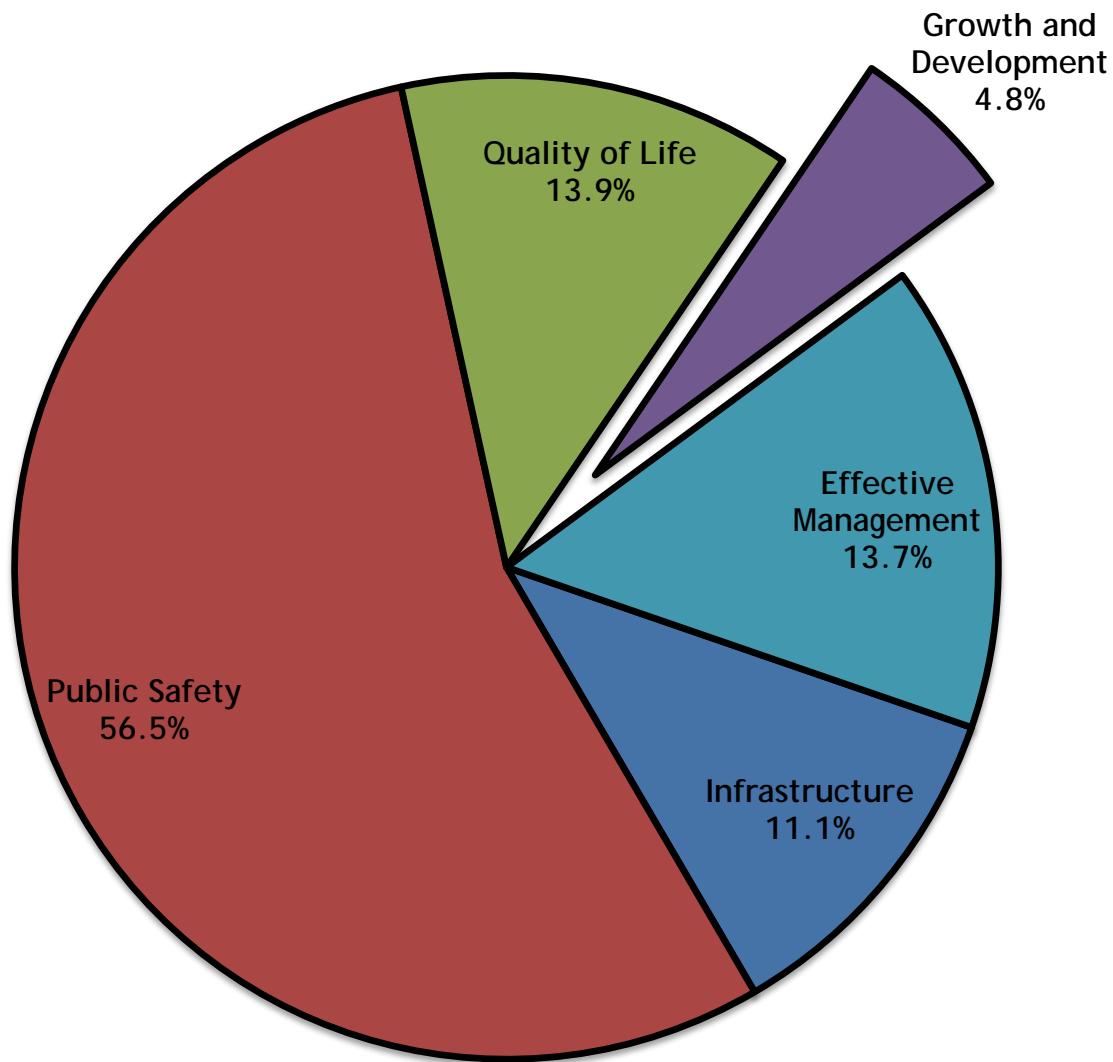
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Parks - Administration:</i>			
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>
Total - Administration	1	1	1
<i>Parks - Recreation:</i>			
Assistant Camp Coordinator	1	1	1
Camp Coordinator	1	1	1
Camp Counselor	10	10	10
Recreation Attendant	4	4	4
Recreation Instructor	<u>1</u>	<u>3</u>	<u>3</u>
Total - Recreation	17	19	19
<i>Parks - Athletics:</i>			
Cashier	4	4	4
Lead Cashier	1	1	1
Recreation Facilities Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
Total - Athletics	6	6	6
<i>Parks - Aquatics:</i>			
Aquatics Coordinator	2	2	2
Assistant Aquatics Coordinator	5	5	5
Attendant	0	0	0
Cashier	12	12	12
Lifeguard	<u>55</u>	<u>55</u>	<u>55</u>
Total - Aquatics	74	74	74
<i>Parks - Rangers:</i>			
Ranger (Seasonal)	<u>13</u>	<u>13</u>	<u>13</u>
Total - Rangers	13	13	13

Authorized Seasonal Positions:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Parks – Recreation Center</i>			
TBD*	0	0	<u>TBD</u>
Total - Rangers	0	0	TBD
Total Seasonal Positions	111	113	113

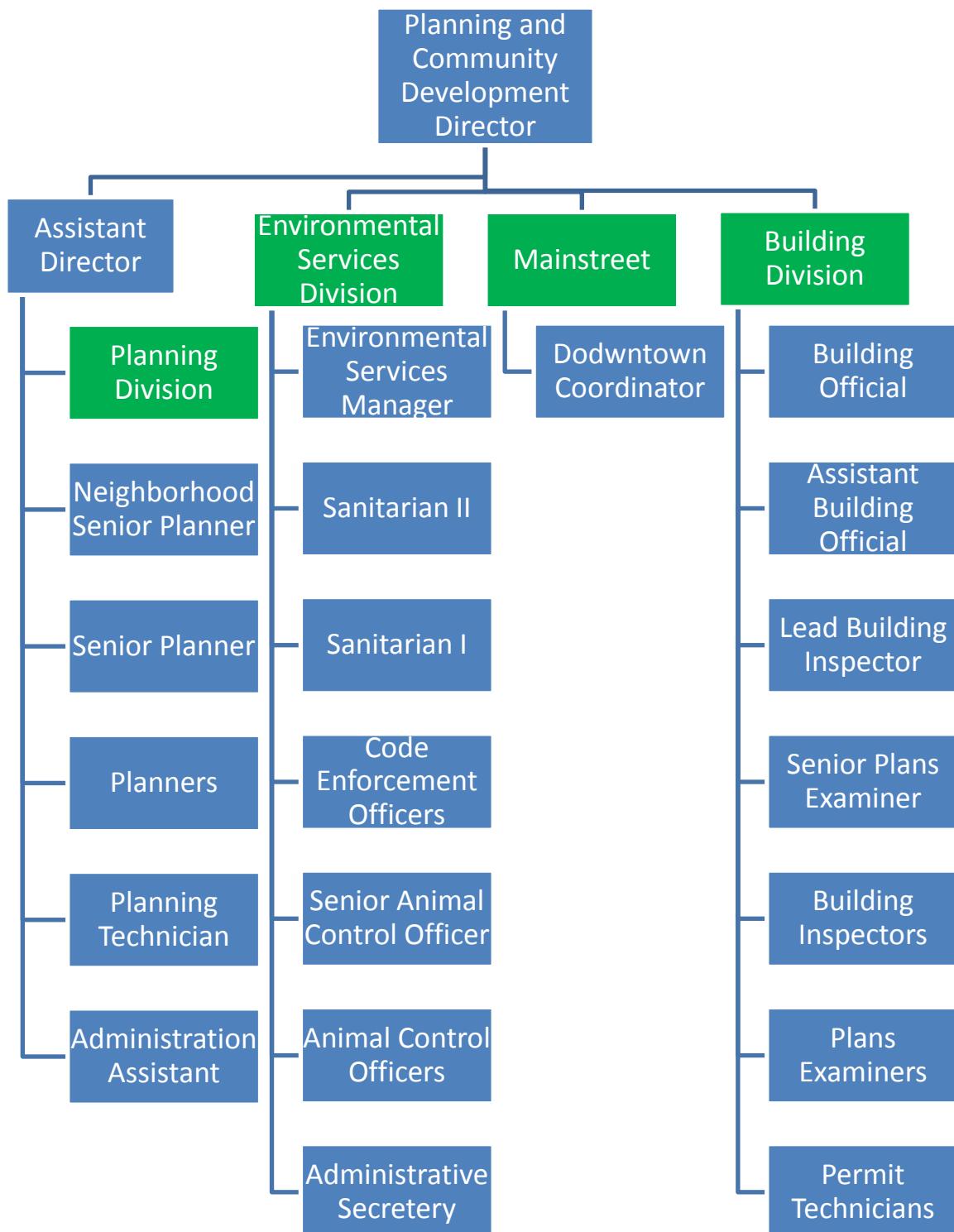
As mentioned above, funding is included for seasonal staff funding at the recreation center, however titles and the frequency of each position is still being finalized.

GROWTH AND DEVELOPMENT



Strategic Priority	Allocation
Public Safety	\$35,970,473
Effective Management	8,724,920
Quality of Life	8,880,293
Growth and Development	3,065,455
Infrastructure	7,040,834
Total	\$63,681,976

PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT



PLANNING AND COMMUNITY DEVELOPMENT General Fund: 101

Mission:

To guide the development process with the goal of ensuring coordinated, cost effective, quality land development for the future of New Braunfels and preservation of the community's unique historic and environmental features in accordance with the City's Comprehensive Plan.

Main Street: To make Downtown New Braunfels the heart of the community and a recognized destination, providing abundant opportunities for residents and visitors to live, shop, dine, worship, conduct business and enjoy the arts and entertainment in a beautiful and historically rich venue.

Vision:

Building Inspections: Provide high quality customer service to the various groups served, including builders, developers, land owners, neighborhood groups, City commissions/boards, outside agencies and the citizens of the community. Our vision is to be a comprehensive municipal facilities provider, nationally acclaimed for professionally responsible and client-oriented service.

Environmental Services: Dedicate our efforts towards the elimination of health and safety hazards in the community by promoting and safeguarding the quality of life in our community through effective and responsible customer service.

Main Street: Endeavor to preserve and promote the downtown district as the vibrant social, historic, cultural and economic center of the community for residents and visitors through business development, economic reinvestment and historic preservation.

Planning: Ensure that the citizens, policy makers, property owners and, developers of New Braunfels can enjoy an enriched quality of life and a distinctive community character by guiding and directing the City's future growth while protecting and improving existing development, and preserving the City's historic heritage and character.

Goals and Objectives:

Building Inspections:

1. To maintain or exceed the goal of processing commercial permits in ten days and residential permits in four days (processing a permit means that either the permit is issued or a request for additional information has been requested).
2. To provide services for the City of New Braunfels by doing more in-depth quality inspections, especially those dealing with life safety issues, to better assure structures are designed and built as per the building codes and City ordinances.
3. To better serve the public by assuring that code compliance reduces the number of complaints concerning un-permitted work and un-licensed contractors.

Environmental Services:

Animal Control:

1. Integrity – we are committed to candor, honesty, and ethical behavior with each other and those we serve.
2. Public Service – we will deliver to the public high quality service, which is fair, courteous, responsive and efficient.

3. Competence – we will maintain high standards of training and expertise and keep abreast of new trends and standards in the field of animal control.

Health and Code Enforcement:

1. Deliver all services fairly, uniformly and ethically.
2. Consider the needs of business operators, customers and statutory requirements when making decisions and recommendations.
3. Reduce the number of critical violations observed on routine food service facility inspections and reduce the number of repeat compliance actions taken each year.

Main Street:

1. Implement the downtown implementation plan.
2. Improve and/or increase downtown parking through management strategies.
3. Increase heritage tourism.

Planning:

1. Enhance the distinctive character of the community.
2. Continue to improve the use of GIS (geographic information systems).
3. Continually improve development regulations.

Department Description:

The Planning and Community Development Department is responsible for land use and neighborhood planning, administration of land development regulations, building permit review and inspections, and code enforcement for the City.

The Main Street Division is dedicated to coordinating and facilitating implementation of the adopted Downtown Implementation Plan and managing the Texas Main Street Program, which focuses on revitalization of historic commercial districts, preservation, economic restructuring and promotions. Main Street works cooperatively with the Downtown Development Board, Downtown Association, and all merchants to revitalize and promote downtown as a destination for residents and visitors alike.

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Development Activity:			
Processing time for first response for residential permits - Building Division	5	5	5
Response time for first response for residential permits - Planning Division	5.75	5	6
Processing time for first response for commercial permits - Building Division	8	10.5	10
Response time for first response for commercial permits - Planning Division	11.63	13	12
Commercial permits issued	410	481	475
Residential permits issued	3,380	2,687	2,600
Plats processed	177	150	150

Performance Measures:			
	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Zoning requests processed	63	50	55
All other cases processed	398	340	350
Environmental Services:			
<i>Code Enforcement:</i>			
Public nuisance violations abated	3,726	3,600	3,700
Resolution prior to legal action	97%	97%	98%
<i>Health:</i>			
Food handlers trained	2,218	1,400	300
Contact hours of foods handlers training	2,365	1,917	300
Food service assessments	1,848	2,400	2,400
<i>Animal Control:</i>			
Stray animal impoundments	2,058	2,060	2,060
Dispatched call for service per FTE*	1,846	2,010	2,000
Downtown:			
Percent completion of downtown implementation plan	20%	22%	25%
Outreach events	5	5	5
Planning:			
New historic landmark designations	0	3	3
Special projects completed	4	5	5

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenditures	\$2,373,262	\$2,425,743	\$2,465,198
Operation Expenditures	499,764	716,403	580,258
Total Appropriations	\$2,873,026	\$3,142,146	\$3,065,456

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget for Planning and Community Development decreases in comparison to FY 2016-17. The decrease is driven by multiple factors. In employee expenditures, three existing vacant positions are not funded in FY 2017-18. As discussed in the Information Technology section earlier, a significant investment will be made in the City's permit and inspection review software system, Accella. The upgrades to the system are intended to improve efficiency, automate various processes as well as offer online payment to customers. To fund that investment, these three positions will be authorized but not funded in FY 2017-18. The positions will be reevaluated once the software upgrades are completed and staff can properly analyze the impact to workflow and other support processes. The positions that will be held vacant include a Senior Planner, Assistant Building Official and Building Inspector. All three of these positions were added to the

budget in FY 2016-17 and deferred as a budget balancing strategy; therefore, they have never been filled.

In FY 2017-18, operating expenditures decreases in comparison to the FY 2016-17 estimates, driven mainly by are reduction in needed funding to complete the comprehensive plan. The level of funding necessary to complete the project decreases significantly in comparison to previous fiscal year.

Program Changes – One Code Enforcement Officer is adopted for FY 2017-18. This position will be funded for nine months (\$37,243 for FY 2017-18 and \$49,658 annually). \$23,165 is allocated for supplies, materials, and the vehicle necessary for the new position. Workload for Code Enforcement related efforts has increased dramatically over the past several years; this additional position will assist staff in responding to issues in a timely manner.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<i>Building Inspections:</i>			
Assistant Building Official*	0	1	1
Building Inspector*	5	6	6
Building Official	1	1	1
Lead Building Inspector	1	1	1
Permit Technician	3	3	3
Plans Examiner	2	2	2
Senior Plans Examiner	1	1	1
Subtotal - Building Inspections	13	15	15
<i>Environmental Services:</i>			
Administrative Secretary	1	1	1
Animal Control Officer	3	3	3
Code Enforcement Officer	1	1	2
Environmental Services Manager	1	1	1
Sanitarian I	2	2	2
Senior Sanitarian	1	1	1
Senior Code Enforcement Officer	2	2	2
Subtotal - Environmental Services	11	11	12
<i>Planning:</i>			
Planning and Community Development Assistant Director	0	1	1
Planning and Community Development Director	1	1	1
Administrative Assistant	1	1	1

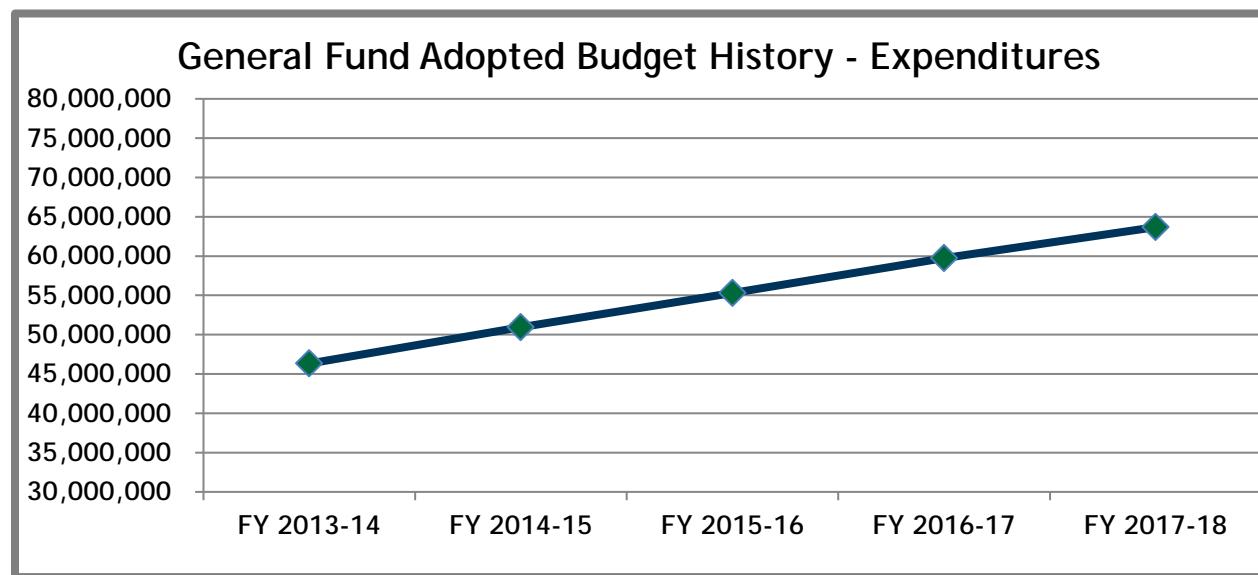
Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Downtown Development Coordinator/Historic Preservation Officer	1	1	1
Neighborhood Senior Planner	1	1	1
Planner	3	3	3
Planning Manager	1	0	0
Planning Technician	1	1	1
Senior Planner*	0	1	1
Subtotal - Planning	9	10	10
<i>Total Authorized FTE</i>	33	36	37

*The Assistant Building Official, Senior Planner and one Building Inspector will not be funded in FY 2017-18 in an effort to fund software enhancements and automation to Accella.

Five Year General Fund Adopted Budget History

The historical trends for the City of New Braunfels contribute to a better understanding of the City priorities and its commitment to meet the service demands of its growing population efficiently and effectively. The 2010 census revealed that the current population of New Braunfels is 57,740. This represents a 58.2 percent increase over a ten year period or a 5.8 percent average annual increase when compared to the 2000 census. The current population estimate for New Braunfels is approximately 72,000. In addition, the Census bureau announced in 2016 that New Braunfels is the 2nd fastest growing city in the country and 2nd in the state of Texas. As the population increases, the demand for services increases as well. Other factors such as inflation, revenue growth, mandated initiatives, new positions, capital planning initiatives such as the opening of fire stations, and employee salary and benefits costs have impacted the City of New Braunfels' budgets and actual expenditures over the last five years.



The FY 2013-14 General Fund Adopted Budget totaled \$60.2 million and includes \$46.3 million for expenditures, a slight reduction from the FY 2012-13 Adopted Budget. The ending fund balance was \$13.9 million which equated to 30.0 percent of operating expenditures. Three new positions are added in FY 2013-14 in the General Fund to enhance patrol efforts. Step plan pay increases were included for Fire and Police uniform positions. Non-uniform positions received a one-time payment of \$500 in FY 2013-14. There were no cost of living or market adjustments included for any staff in FY 2013-14. The operations and maintenance portion of the property tax rate did increase \$.009515 from FY 2012-13 which resulted in a rate of \$.278079. In FY 2013-14, the General Fund was structurally balanced, meaning that recurring revenues are equal to recurring expenditures. However, to achieve a structurally balanced budget, the equipment replacement program has been suspended for all General Fund departments. The suspension of the program resulted in a reduction of approximately \$800,000 in annual contributions from the General Fund to the Equipment Replacement Fund. In addition, available capital funds, the Facilities Maintenance Fund and use of Equipment Replacement Fund reserves were utilized to fund budget requests for new initiatives and equipment that were deemed a high priority in FY 2013-14. These two strategies were critical in keeping expenditures relatively flat from FY 2012-13 to FY 2013-14 in the General Fund.

The FY 2014-15 General Fund Adopted Budget totals \$66.25 million and included \$50.96 million for expenditures, an increase from the FY 2013-14 Adopted Budget. The ending fund balance totaled \$15.29 million, which equates to 30.0 percent in expenditures. This increase in

expenditures is a result of multiple initiatives. First, a market study was completed in FY 2013-14 that revealed the City's salaries to be between 14.8 and 22.3 percent behind the market. Full implementation cost is about \$4.5 million. In FY 2014-15, the market study was partially implemented (40%) at a cost of approximately \$1.9 million. In addition, step plan increases were funded for civil service employees. The budget also included a total of \$1.4 million for the purchase of equipment, software and facilities improvements for various departments and City buildings. \$1.5 million is budgeted to fund a total of 23 new positions throughout the organization including five new police officers, operating costs for Fischer Park including the Nature Center and contracted services for Walnut Avenue and other positions to support new programs and/or increased demand for services. Most positions are funded for nine months in the budget. The suspension of the vehicle and computer replacement program began in FY 2013-14. In FY 2014-15, the program will begin to be phased back in, with a \$300,000 contribution from the General Fund into the Equipment Replacement Fund. The FY 2014-15 General Fund Budget was structurally balanced.

The FY 2015-16 General Fund Adopted Budget totals \$71.45 million and includes \$55.29 million for expenditures, an increase from the FY 2014-15 Adopted Budget. The ending fund balance totals \$16.16 million, which equates to 30.0 percent of all recurring expenditures and transfers (29.24 percent overall). The increase is driven by various initiatives and new programs. The most significant being the continued implementation of the market compensation plan. In FY 2014-15, 40% of the costs associated with the implementation of the new pay plans were implemented. In FY 2015-16, an additional 50% of the costs to fully implement the plan is allocated, which totals \$2.2 million in the General Fund. In addition, fifteen positions were added to various General Fund departments to address increased demands for services as well as new initiatives and programs. These positions include four public works employees, six in the police department, one in information technology, one in finance, two in planning and community development and one in the capital programs division. All new positions are funded for nine months in FY 2015-16.

The FY 2016-17 General Fund Adopted Budget totals \$77,410,416 million and includes \$59.75 million for expenditures, an increase from the FY 2015-16 Adopted Budget. The ending fund balance totals \$17.66 million, which equates to 30.1 percent of recurring expenditure commitments. The increase is driven by various initiatives. However, the two largest contributors are employee compensation increases and additional positions needed to meet increased service demands on various departments. As described above, the City has been implementing a new pay plan based on a compensation review and analysis completed in FY 2013-14. The final 10% of that compensation plan was funded as well as cost of living adjustments for all employees. 22 positions were authorized in FY 2016-17 in the General Fund, the majority of which are assigned to Public Safety (nine in the Police Department and three in Fire Department). Two positions were assigned to the Public Works Department, one part time position to the City Secretary's Office, one position to be shared between Human Resources and Information Technology, one part time position to the Westside Community Center, two seasonal Parks and Recreation positions and three positions assigned to Planning and Community Development. Additional detail on these initiatives as well as all others is available in the departmental narratives earlier in this section of the document.

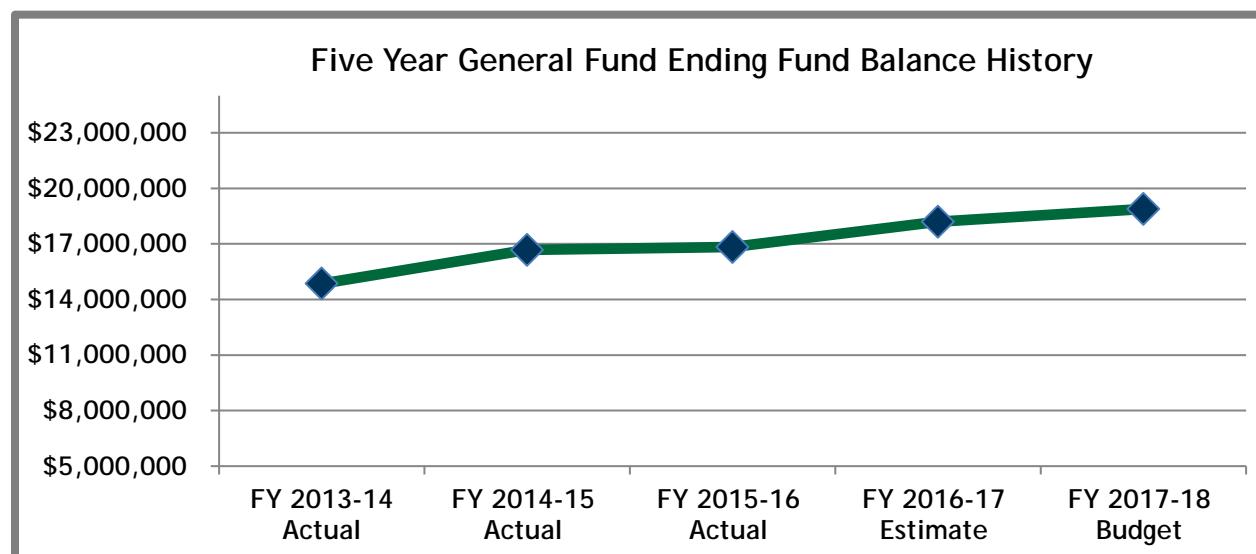
The FY 2017-18 General Fund Adopted Budget totals \$82,567,014 million and includes \$63.6 million for expenditures, an increase from the FY 2016-17 Adopted Budget. The ending fund balance totals \$18.8 million, which equates to 30 percent of recurring expenditure commitments. The increase is driven by various initiatives. The increase in funds are allocated to meet the

growing needs of the organization, Recreation Center start-up cost, and compensation increases for all employees. Additional detail on these initiatives as well as all others is available in the departmental narratives earlier in this section of the document.

Five Year General Fund Carry Forward Balance History

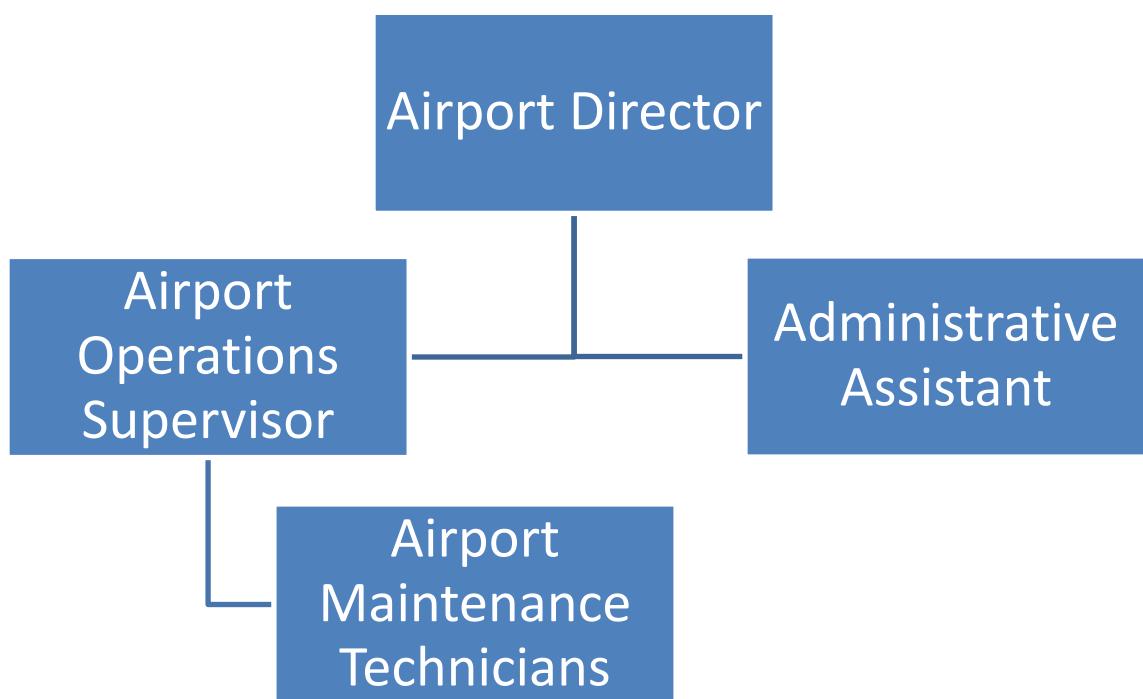
The carry forward fund balance represents the sum of unspent funds from the previous year. The graph below illustrates the fund balances both realized and anticipated over five years in the General Fund. The ending fund balances are budgeted much like any other item. However, these balances are designed to be spent only in emergencies or for unexpected, extraordinary circumstances. These balances provide a financial "cushion" for extraordinary events or financial challenges. The Council currently has the goal of maintaining a reserve of at least 30 percent of the General Fund's recurring expenditures/commitments. The financial policies adopted by Council require a 25 percent reserve; however the 30 percent remains the practical level to maintain the City's current bond rating.

The fund balances shown below are the *actual* fund balances and do not match *budgeted* fund balances described in the prior section for the four years prior to this budget. The fund balances in the FY 2016-17 Budget are based on *projections* based on anticipated expenditures and projected revenues. The *actual* fund balances (reflecting the audited financial statements) are provided below. The FY 2017-18 Budget includes \$18,885,038 in projected fund balance or 30.0 percent of recurring expenditures. During the economic downturn, available fund balance was used to fund expenditures in an effort to maintain existing service levels. As mentioned earlier, the Council has a goal of maintaining a reserve of at least 30 percent of the General Fund operating expenditures.



Enterprise Funds

AIRPORT OPERATIONS



City of New Braunfels
 Airport Fund
 Fiscal Year Ending September 30, 2018

Fund: 501

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 469,822	\$ 422,711	\$ 521,390	\$ 511,412
Total Beginning Balance	\$ 469,822	\$ 422,711	\$ 521,390	\$ 511,412

Revenue

Charges for Services	\$ 2,079,822	\$ 2,571,900	\$ 2,393,959	\$ 2,558,880
Intergovernmental Revenue	50,000	50,000	50,000	50,000
Interfund Transfer	150,529	157,370	157,370	162,091
Total Revenue	\$ 2,280,351	\$ 2,779,270	\$ 2,601,329	\$ 2,770,971
TOTAL AVAILABLE FUNDS	\$ 2,750,173	\$ 3,201,981	\$ 3,122,719	\$ 3,282,383

APPROPRIATIONS

Employee Expenses	\$ 451,134	\$ 513,065	\$ 446,716	\$ 539,315
Operation Expenses	1,235,831	1,619,915	1,546,485	1,633,870
Capital Expenses	107,692	217,500	140,000	210,000
Interfund Transfer	434,126	478,106	478,106	494,641

TOTAL OPERATING APPROPRIATIONS	\$ 2,228,783	\$ 2,828,586	\$ 2,611,307	\$ 2,877,827
Ending Fund Balance	\$ 521,390	\$ 373,395	\$ 511,412	\$ 404,557
TOTAL APPROPRIATIONS	\$ 2,750,173	\$ 3,201,981	\$ 3,122,719	\$ 3,282,383

AIRPORT FUND

Fund: 501

Mission:

To provide a safe and efficient transportation portal into the national airspace system, while planning for future growth and the economic benefit of New Braunfels and the surrounding areas.

Vision:

To promote general aviation and foster economic development by strategically planning, developing and operating an effective and efficient airport that meets current and future corporate business and general aviation needs of the City of New Braunfels, Comal and Guadalupe Counties, and portions of the San Antonio metropolitan area.

Goals/Objectives:

1. Efficiently maintain airport operating surfaces and airway facilities to the highest standards of quality.
2. Attract and retain high quality aviation service businesses.
3. Plan and develop airport infrastructure that meets current and future demands.
4. Advertise and promote the airport to attract new and diverse businesses to the community.
5. Establish ongoing programs for improving customer service.

Department Description:

The New Braunfels Municipal Airport provides a safe and efficient transportation portal into the National Airspace System for New Braunfels and the surrounding area. The airport and its business tenants provide hangar space, aircraft maintenance, fuel, aircraft sales, charter services, air ambulance service, meeting and conference rooms and technical education opportunities. Airport administrative responsibilities include lease and property management, Federal Aviation Administration regulation compliance, planning and development of airport infrastructure projects, coordination with local, state and federal entities, oversight of security and safety concerns and promoting local economic development. The Airport Fund is one of the City's four enterprise funds.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Customer service satisfaction	98%	98%	98%
Flight operations – traffic activity	44,241	68,000	60,000
Gallons of fuel sold	406,539	620,000	500,000
Jet-A (Corporate Traffic Indicator)	332,809	495,000	400,000
Standard aviation fuel	73,820	125,000	100,000
Airport improvements (Total)	\$0	465,000	465,000
City contribution	\$0	46,500	46,500
Grant contribution	\$0	418,500	418,500
Percent of business plan implemented	90%	95%	95%

Appropriations:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Employee Expenses	\$451,134	\$446,716	\$539,315
Operation Expenses	1,235,831	1,546,485	1,633,870
Capital Expenses	107,692	140,000	210,000
Interfund Transfer	434,126	478,106	494,642
Total Appropriations	\$2,228,783	\$2,611,307	\$2,877,827

Program Justification and Analysis:

In comparison to the FY 2016-17 estimates, the FY 2017-18 Airport Budget increases. This is driven by multiple factors. As for employee expenses, the Airport Fund had several vacancies in FY 2016-17, generating savings, the FY 2017-18 Budget reflects full funding for all authorized positions as well as additional funding for compensation increases, creating the higher level of allocation in this category.

The increase in operating expenses in FY 2017-18 is mainly due to the budget for purchasing fuel for resale. In FY 2015-16 and FY 2016-17, the Airport budget is impacted significantly by the lower cost of fuel. The FY 2017-18 budget allows for the Airport to purchase fuel within their allocation should the cost of fuel increase.

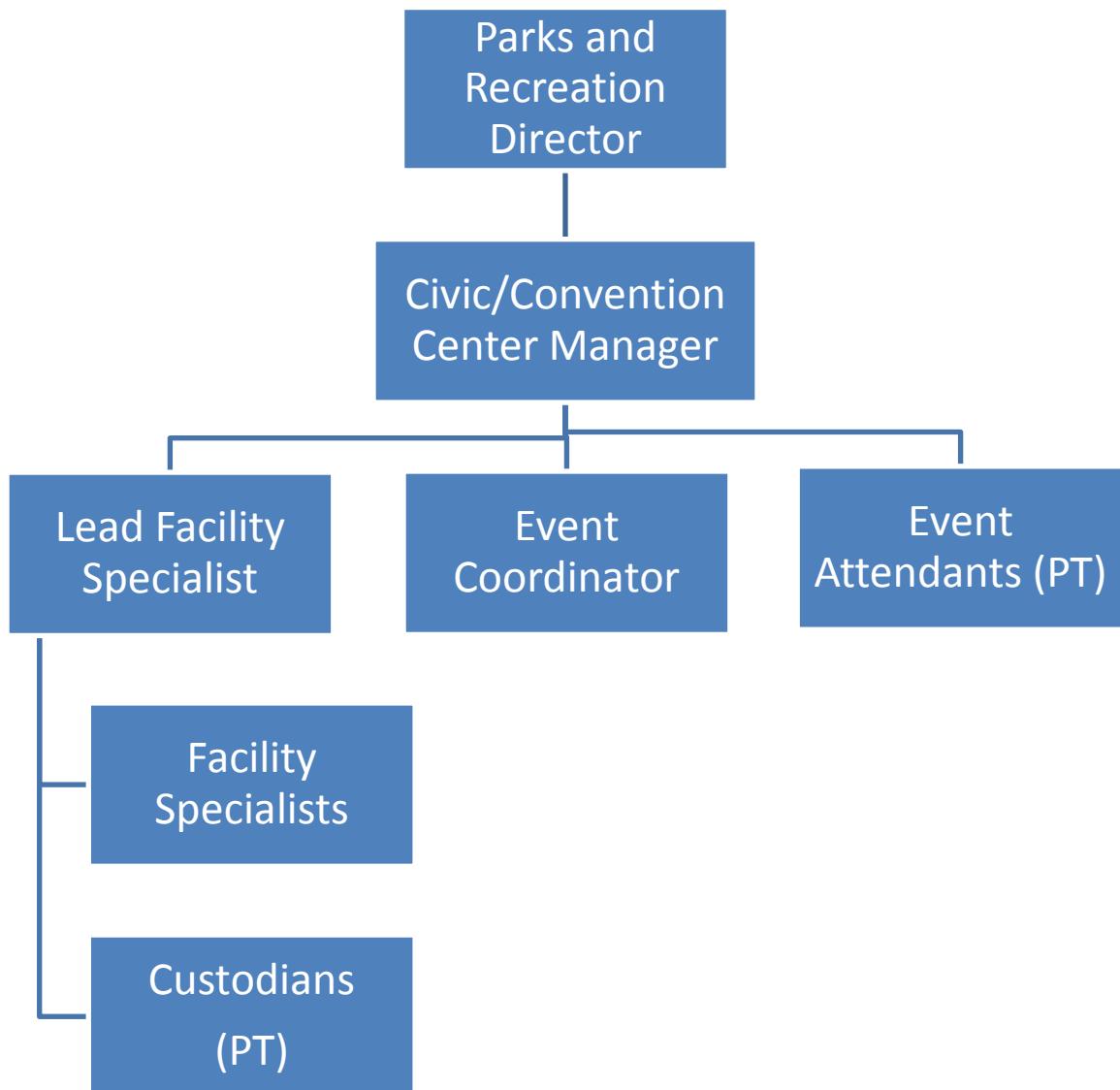
Capital expenditures in FY 2017-18 include the purchase of a refueling vehicle. This will provide Airport operations staff with a second refueling vehicle, improving customer service and operational efficiencies as well.

Interfund Transfers total \$494,641 in FY 2017-18. The Airport use services provided by other City departments such as human resources, information technology, and finance among others. In FY 2017-18, the Airport Fund will transfer \$71,159 to the General Fund for the use of those administrative services. The Airport Fund has two outstanding loans from the Enterprise Maintenance and Equipment Replacement Fund – for the purchase of a hanger and refueling vehicle. In FY 2017-18, \$76,000 is allocated for transfer payments for those two assets. \$17,000 is allocated for a grant cash match for taxi lane repair. The remaining \$330,482 in interfund transfers for debt service is associated with the purchase of and improvement to Airport facilities.

Authorized Full Time Equivalents(FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Airport Director	1	1	1
Administrative Assistant	1	1	1
Airport Maintenance Technician	4	4	4
Operations Supervisor	1	1	1
Total Authorized FTE	7	7	7

CIVIC/CONVENTION CENTER



City of New Braunfels
 Civic/Convention Center Fund
 Fiscal Year Ending September 30, 2018

Fund: 541

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 241,975	\$ 155,184	\$ 146,347	\$ 161,602
Total Beginning Balance	\$ 241,975	\$ 155,184	\$ 146,347	\$ 161,602

Revenue

Charges for Services	\$ 435,582	\$ 418,500	\$ 431,000	\$ 431,000
Miscellaneous	\$ 1,400	\$ -	\$ 1,302	\$ -
Interfund Transfers	\$ 67,190	\$ 278,995	\$ 229,362	\$ 286,146
Total Revenue	\$ 504,172	\$ 697,495	\$ 661,664	\$ 717,146

TOTAL AVAILABLE FUNDS \$ 746,147 \$ 852,679 \$ 808,011 \$ 878,748

APPROPRIATIONS

Employee Expenses	\$ 321,813	\$ 413,968	\$ 383,653	\$ 444,999
Operation Expenses	\$ 211,419	\$ 237,413	\$ 230,187	\$ 224,523
Capital Expenses	\$ -	\$ -	\$ -	\$ -
Interfund Transfer	\$ 66,568	\$ 32,569	\$ 32,569	\$ 33,476

TOTAL OPERATING APPROPRIATIONS	\$ 599,800	\$ 683,950	\$ 646,409	\$ 702,998
Ending Fund Balance	\$ 146,347	\$ 168,729	\$ 161,602	\$ 175,750
TOTAL APPROPRIATIONS	\$ 746,147	\$ 852,679	\$ 808,011	\$ 878,748

CIVIC/CONVENTION CENTER FUND

Fund: 541

Mission:

To enhance New Braunfels as its venue of choice for successful and memorable events.

Vision:

To create opportunities for New Braunfels' individuals, organizations and local businesses to thrive.

Goals/Objectives:

1. Provide a comfortable, safe and attractive facility.
2. Maintain affordable room, service and equipment fees in line with market rates
3. Offer quality services and equipment for convenience and enhanced event production.
4. Promote, train and retain a highly competent, professional staff dedicated to serving client and attendee needs.
5. Expand business through marketing opportunities, building relationships and community partnerships.

Department Description:

The Civic/Convention Center is a multi-use meeting facility that can accommodate social events, business meetings, trade shows, recitals and much more. The Civic/Convention Center renovation and expansion was completed in FY 2007-08. The expanded facility contains an auditorium, banquet room and several meeting rooms. The main auditorium contains a stage, stage lighting and independent sound system. The facility complies with the requirements of the Americans with Disabilities Act (ADA) for those with special needs. The facility's staff coordinates with the Greater New Braunfels Chamber of Commerce in marketing, selling and delivering the highest level of customer service. The Civic/Convention Center is one of the City's four enterprise funds.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Total Revenue	\$429,750	\$431,000	\$431,000
Non room Rental Revenue	\$43,239	\$46,000	\$46,000
Number of events	233	230	235
Customer Service Satisfaction (measured by survey)	100%	95%	95%
Repeat customers as a percent of total business	82%	78%	78%
New customers – convention/ trade shows	9	7	5
New customers - Non-convention/trade shows and SMERF (social, military, education, religious and fraternal)	30	57	40

Appropriations:

	FY 201-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$321,813	\$383,653	\$444,999
Operation Expenses	211,419	230,187	224,523
Interfund Transfers	66,568	32,569	33,476
Total Appropriations	\$599,800	\$646,409	\$702,998

Program Justification and Fiscal Analysis:

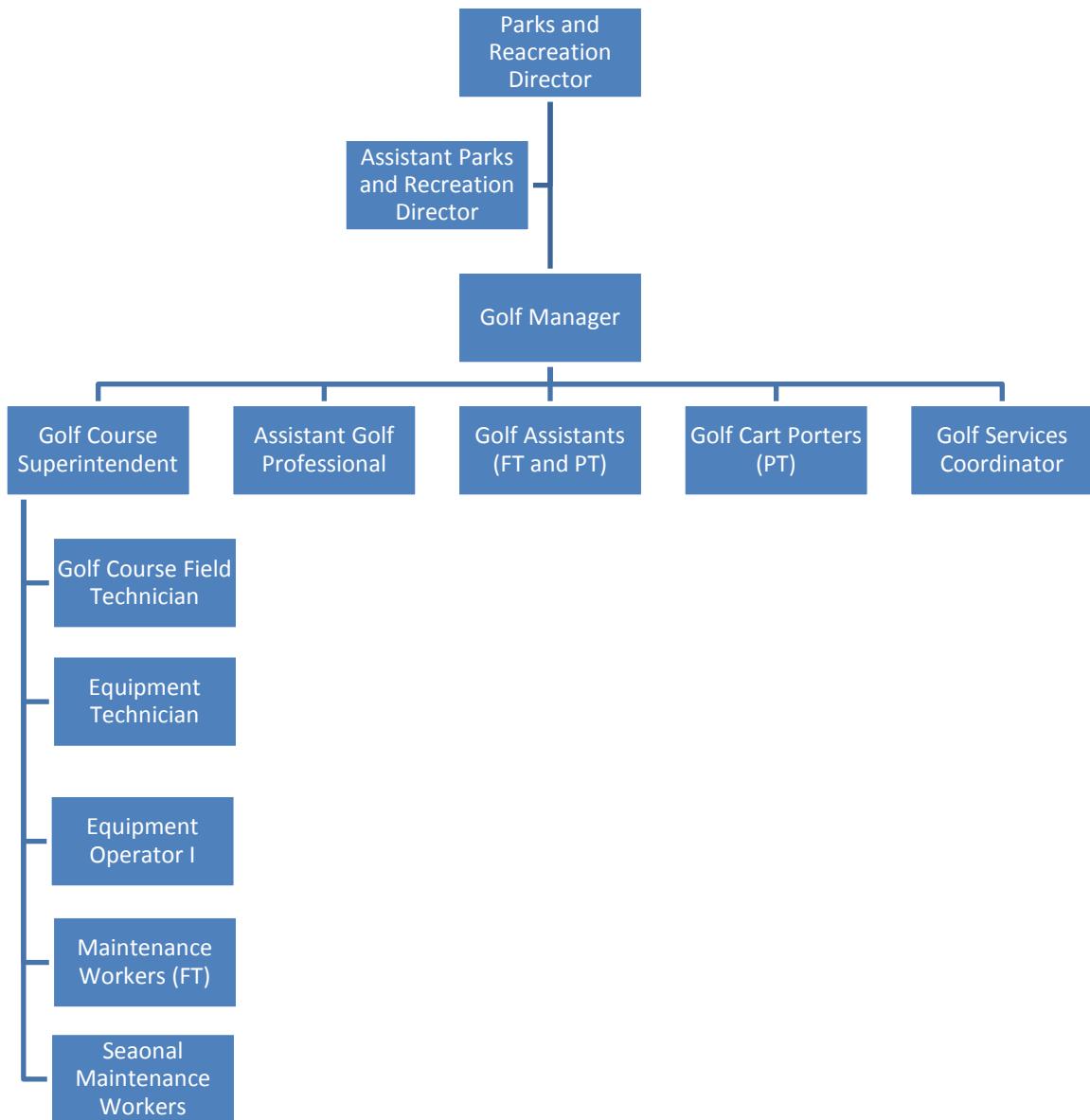
The FY 2017-18 Civic/Convention Center Budget reflects an overall increase in comparison to the FY 2016-17 estimates. The increase is entirely driven by employee expenditures. In FY 2017-18, all positions are fully funded. Funding is also included for employee compensation increases. In FY 2015-16 and FY 2016-17, vacancies have generated significant savings. Operating expenditures actually decrease in FY 2017-18, a result of telecommunication cost savings.

The Civic/Convention Center makes use of services provided by other City departments such as human resources, information technology, finance/accounting, and facilities maintenance. In FY 2017-18, The Civic/Convention Center Fund will contribute \$33,476 to the General fund for the use of those services. In FY 2015-16, two one-time transfers occurred (Self Insurance Fund and Enterprise Maintenance and Equipment Replacement Fund), entirely why the figure was higher that fiscal year.

Authorized Full Time Equivalents (FTE):

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Civic/Convention Center Manager	1	1	1
Custodian – Part Time	1	1	1
Customer Service Specialist	0	1	1
Event Coordinator	1	1	1
Event Attendant – Part time	1.5	1	1
Facility Specialist	3	2	2
Lead Facility Specialist	1	1	1
Lead Event Attendant	<u>0</u>	<u>.5</u>	<u>.5</u>
Total Authorized FTE	8.5	8.5	8.5

GOLF FUND



City of New Braunfels
Golf Fund
Fiscal Year Ending September 30, 2018

Fund: 531

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 237,451	\$ 143,646	\$ (23,508)	\$ -
Total Beginning Balance	\$ 237,451	\$ 143,646	\$ (23,508)	\$ -

Revenue

Charges for Services	\$ 1,414,719	\$ 1,583,599	\$ 1,423,250	\$ 1,423,250
Interest Income	586	-	-	-
Contributions	176,000	-	369,962	-
Miscellaneous	26,242	36,000	26,115	24,000
Interfund Transfer	-	-	-	-
Total Revenue	\$ 1,617,547	\$ 1,619,599	\$ 1,819,327	\$ 1,447,250
TOTAL AVAILABLE FUNDS	\$ 1,854,998	\$ 1,763,245	\$ 1,795,819	\$ 1,447,250

APPROPRIATIONS

Employee Expenses	\$ 790,949	\$ 794,943	\$ 756,406	\$ 829,322
Operation Expenses	588,932	543,943	554,138	543,943
Interfund Transfer	498,625	485,275	485,275	-
TOTAL OPERATING APPROPRIATIONS	\$ 1,878,506	\$ 1,824,161	\$ 1,795,819	\$ 1,373,265
Ending Fund Balance	\$ (23,508)	\$ (60,916)	\$ -	\$ 73,985
TOTAL APPROPRIATIONS	\$ 1,854,998	\$ 1,763,245	\$ 1,795,819	\$ 1,447,250

GOLF FUND

Fund: 531

Mission:

To afford diverse parks and recreation opportunities and access for all residents and visitors through innovative programs and facilities, open space preservation and economic enhancement.

Vision:

To enhance the well being of our community through laughter, play, conservation and discovery.

Goals/Objectives:

1. Provide exceptional customer service.
2. Provide a high quality golf facility at an affordable price.
3. Remain financially self-sufficient.
4. Grow the game of golf.

Department Description:

The Golf Division of the Parks and Recreation Department is responsible for maintaining, preserving and operating the Landa Park Golf Course at Comal Springs. This includes 120 acres of the newly renovated course as well as a landscaped area, pro shop, grill and clubhouse. Services provided through the course include golf rounds, lessons, junior programs, senior leagues, tournaments, food service and the pro shop.

The Golf Fund is one of the City's four enterprise funds. The City's objective for each of these funds is that they are self sustaining – meaning that the revenue generated by the activity (enterprise) by providing goods and services to the public at large is sufficient to cover all the costs of the enterprise including all current expenditures and other financial requirements related to this activity. This includes regular costs, such as operating expenditures, personnel costs, equipment purchases and routine facilities maintenance and repair.

Performance Measures:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Golf course rounds played	38,059	38,250	39,000
Potential days open	363	361	361
Actual days open	268	306	310
Number of beginner class contact hours (Adult and Junior)	144	202	182
Number of followers through social media (Facebook, GolfNow)	7,557	7,560	7,500
Customer satisfaction (measured by survey)	94%	95%	95%
Resident vs. Nonresident customers	74/27	81/19	80/20

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$790,949	\$756,406	\$829,322
Operation Expenses	588,932	554,138	543,943
Interfund Transfers	498,625	485,275	0
Total Appropriations	\$1,878,506	\$1,795,819	\$1,373,265

Program Justification and Fiscal Analysis:

Overall, the FY 2017-18 Golf Course budget decreases significantly when compared to FY 2015-16 actuals and FY 2016-17 estimates. This is driven primarily by the exclusion of debt service in the FY 2017-18 budget, which is described in greater detail below.

Employee expenditures increase in FY 2017-18, driven by two factors. First the implementation of market and cost of living compensation adjustments drive a portion of the increase. The second factor is that all positions are fully funded in FY 2017-18. There have been several positions held vacant at various points in the fiscal year. Those positions will not be filled until a policy decision has been made regarding future management of the golf course; however, to be conservative, the FY 2017-18 budget fully funds all full time and part time authorized positions.

Operating expenditures are essentially flat and/or decreasing in comparison to the FY 2015-16 actuals and FY 2016-17 estimates.

In FY 2017-18, the debt service associated with the course and clubhouse renovation is included in the debt service fund budget. As a result of higher than anticipated growth in assessed valuation and the policy decision to not issue bonds stemming from the 2013 bond program, the golf course debt service was able to be absorbed by the I&S portion of the tax rate (without an increase to total tax rate). The future funding source of this debt can be modified should the council seek alternative funding sources to support this annual commitment. In FY 2016-17, the NBIDC pledged up to \$450,000 to support the debt service for the golf course. Approximately \$365,000 will be utilized to keep the fund solvent.

The Golf Course Fund will not make a transfer to the General Fund for administrative services in FY 2017-18.

Policy Consideration:

The NBIDC had pledged \$750,000 to support the golf course in the year of renovation and first two years of operation. The original business plan projected profitability for the course in year three (FY 2016-17). Unfortunately, those projections have not come to fruition and the City utilized a new consultant in FY 2016-17 to analyze the probability of profitability for the Landa Park Golf Course. The results of that analysis were that there was a less than 10 percent chance that the course would be able to generate sufficient revenues to support operational costs plus debt service. The reason that the original business plan was flawed is that is assumed a much higher level of non-resident play generated through seasonal tourism, which has not and is likely not to manifest.

Management of the Golf Course

The City's consultant also provided options for improving the financial position of the golf course. The main recommendation was to explore a management company to assume operations of the course. The main savings generated through this level of provision stem from a lower benefits package in comparison to City employees. City staff, along with our consultant has gone through the competitive process of evaluating management firms to assume responsibility for operating the course. The FY 2017-18 budget processes will include a workshop to present the options for future management of the course. The FY 2017-18 Budget described above assumes a continuation of self management. In the event that City Council decides an alternative service provision of the course, a budget amendment will be brought forward reflective of those changes.

Authorized Full Time Equivalent (FTE):

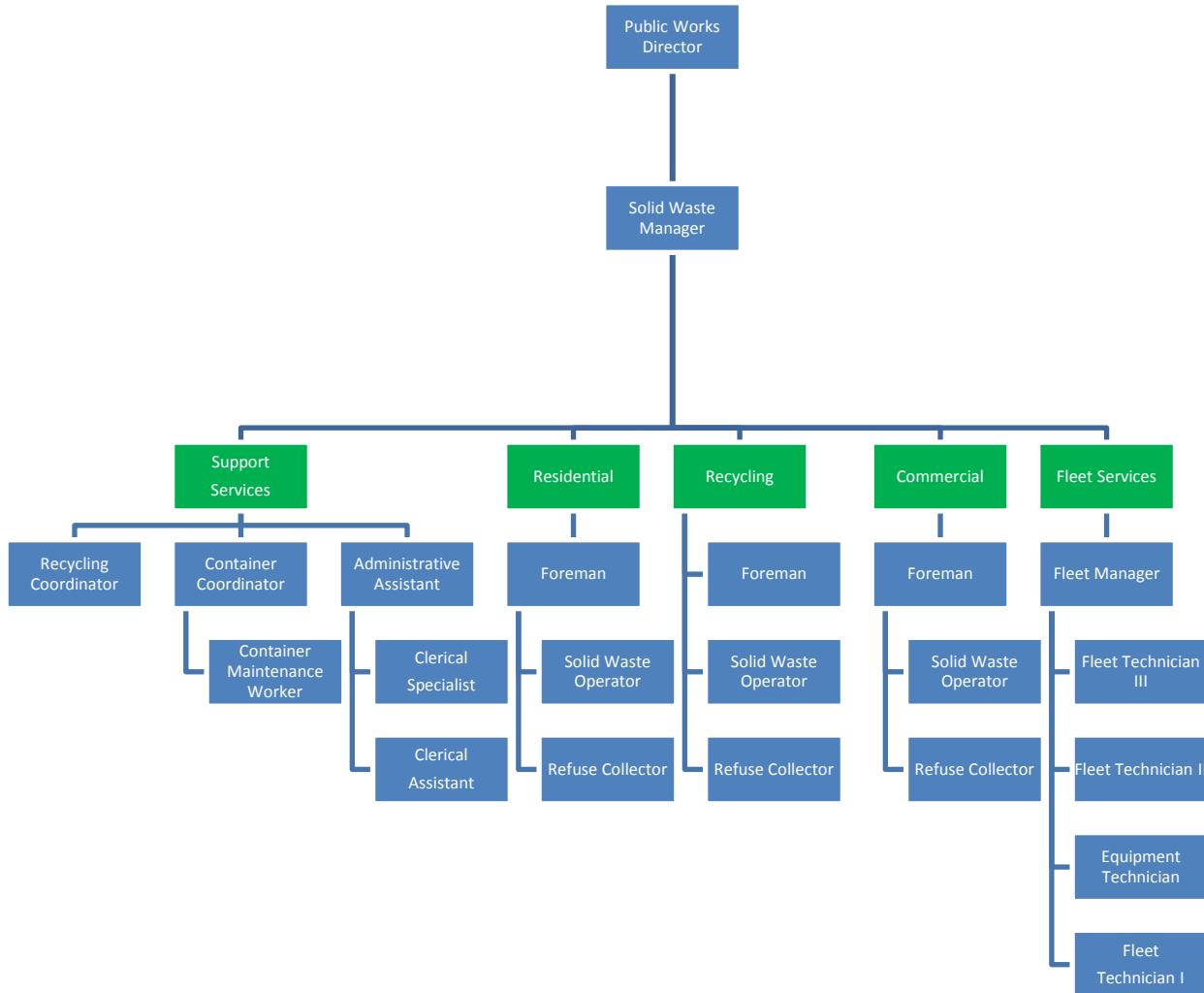
	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Assistant Golf Professional	1	2	2
Equipment Operator I	1	1	1
Equipment Technician	1	1	1
Golf Assistant	1	0	0
Golf Assistant – Part time	1	1	1
Golf Cart Porter – Part time	2	2	2
Golf Course Field Technician	1	1	1
Golf Course Superintendent	1	1	1
Golf Manager	1	1	1
Golf Marketing Coordinator	1	1	1
Maintenance Worker	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
Total Authorized FTE	15	15.0	15.0

Authorized Seasonal Positions

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Maintenance Worker*	<u>2</u>	<u>2</u>	<u>2</u>
Total Authorized Seasonal Positions	2	2	2

* These positions are not funded in FY 2017-18.

PUBLIC WORKS – SOLID WASTE FUND



Available Funds	FY 2015-16 Actual	FY 2015-16 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 2,969,493	\$ 2,642,895	\$ 2,936,111	\$ 2,893,315
Total Beginning Balance	\$ 2,969,493	\$ 2,642,895	\$ 2,936,111	\$ 2,893,315

Revenue

Charges for Services	\$ 8,176,261	\$ 8,389,959	\$ 8,518,500	\$ 8,853,500
Interest Income	7,201	5,000	13,500	13,500
Miscellaneous	167,053	169,750	202,929	190,287
Total Revenue	8,350,515	8,564,709	8,734,929	9,057,287

TOTAL AVAILABLE FUNDS	\$ 11,320,008	\$ 11,207,604	\$ 11,671,040	\$ 11,950,602
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APPROPRIATIONS

Public Works

Employee Expenses	\$ 3,067,874	\$ 3,413,432	\$ 3,291,027	\$ 3,517,588
Operation Expenses	4,333,091	4,127,866	4,145,927	4,591,019
Capital Expenses	6,114	416,000	401,749	-
Interfund Transfers	976,818	940,738	939,022	928,844
Program Change				47,948

TOTAL OPERATING APPROPRIATIONS	\$ 8,383,897	\$ 8,898,036	\$ 8,777,725	\$ 9,085,399
Ending Fund Balance	\$ 2,936,111	\$ 2,309,568	\$ 2,893,315	\$ 2,865,203
TOTAL APPROPRIATIONS	\$ 11,320,008	\$ 11,207,604	\$ 11,671,040	\$ 11,950,602

SOLID WASTE FUND

Fund: 521

Mission:

To be an, innovative and responsive City division that aggressively provides comprehensive and cost-effective solid waste management in an environmentally sound manner, while incorporating common sense methods and technology, and educating the public on responsible waste management.

Vision:

To have an efficient, safe, environmentally sound and cost-effective solid waste program created through an experienced team of hard-working employees who use their diverse skills to effectively manage and handle the community's solid waste needs.

Goals/Objectives:

1. Accurately forecast the resources necessary to meet growing population demands.
2. Maintain a high level of customer satisfaction.
3. Reduce litter and other nuisances associated with collection.
4. Provide levels of service that will meet or exceed health and regulatory requirements.
5. Raise public awareness of the City's solid waste and recycling programs.
6. Provide quality services at the best possible value.

Department Description:

The Solid Waste Division of the Public Works Department consists of four sub-divisions: residential refuse collection, recycling and green waste collection, and commercial refuse collection and fleet services. Each division assists in ensuring the health and safety of the community by providing once-per-week collection of residential garbage, recycling and green waste commercial garbage collection in various size containers collected up to six times a week, and fleet maintenance services for City vehicles (light and heavy).

By providing timely, consistent and high quality service at a reasonable cost, the Solid Waste Division contributes to a healthy and attractive environment that enhances the quality of life in the community.

The Solid Waste Fund is one of the City's four enterprise funds. The City's objective for each of these funds is that they are self sustaining – meaning that the revenue generated by the activity (enterprise) by providing goods and services to the public at large is sufficient to cover all the costs of the enterprise including all current expenditures and other financial requirements related to this activity. This includes regular costs, such as operating expenses, personnel costs, equipment purchases, routine facilities maintenance and repair, debt service and administrative services provided by other City departments. Solid Waste is currently a self-supporting operation.

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Solid Waste – Residential:</i>			
Tons collect	32,661	33,774	35,994
Operating cost per ton	69.99	\$68.61	\$66.73
<i>Solid Waste – Commercial:</i>			
Tons collected	31,834	33,291	34,623
Operating cost per ton	\$70.52	\$71.80	\$70.85
Percent of collection that meets established schedule	99%	100%	100%
<i>Solid Waste – Recycling:</i>			
Customer outreach contact hours	3,376	1,750	2,250
Tons diverted from landfill	9,599	10,725	11,800
Percent of total tons collected	30%	33%	39%
Container set out rate	N/A	57%	60%
<i>Fleet Service Center:</i>			
Work orders completed	3,360	3,800	4,200
Percentage of outsourced repair costs	22%	17%	14%
Parts Inventory turns	8	7.4	5
Work orders completed within two days	99%	99%	100%
<i>Special Programs:</i>			
Household hazardous waste customers served	624	657	750
Bulky goods collection customers served	2,200	2,100	2,500
Green waste collection opportunities per year	3,346	4,500	5,000

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$3,067,874	\$3,291,027	\$3,556,386
Operation Expenses	4,333,091	4,145,927	4,600,169
Capital Expenses	6,114	401,749	
Interfund Transfers	976,818	939,022	928,844
Total Appropriations	\$8,383,897	\$8,777,725	\$9,085,399

Program Justification and Fiscal Analysis:

The FY 2017-18 Solid Waste Budget increases in comparison to the FY 2016-17 estimates. The increase is driven by various factors. In FY 2017-18 employee expenses are higher as a result of all current authorized positions being fully funded and funding included for market and cost of living adjustment compensation increases.

Operating expenditures increase significantly in FY 2017-18. This is primarily driven by added funding for two initiatives. First, the Solid Waste Comprehensive Plan has been added at a cost of \$120,000. This plan will provide goals and strategies to ensure adequate landfill capacity for future growth, facility development, service expansion and additional analysis that outlines how to meet the disposal needs of the community now and into the future. The second initiative is funding for a drive safe camera system (\$168,000). The department has incorporated this equipment into a small portion of the vehicles and sees great value in expanding to the remainder of the fleet. The system records driver activity, and can verify details of traffic accidents, damage to personal property and reported missed stops.

Interfund Transfers - The Solid Waste Fund funds the expenses associated with litter pickup along and in the Comal River. In FY 2017-18, these expenses continue to be funded through Solid Waste (\$150,000) as they relate to garbage collection and disposal. The funds are transferred to the River Activities Fund to make actual payments for services to better reflect the total cost of supporting river activities.

The Solid Waste Division will continue to pay a fee to the General Fund in the amount of \$300,000. These funds will help offset the cost of street maintenance and repair. The Solid Waste heavy vehicles (mainly refuse collection trucks) create significant wear and tear on the streets. The Solid Waste Fund also contributes funding to the General Fund for administrative support including accounting and budgeting, information technology services, purchasing, human resources, attorney support and facilities maintenance. For FY 2017-18, this contribution totals \$407,828.

In 2008, the City issued debt to fund land acquisition and design of a future Public Works/Fire Training facility. Approximately 50 percent of the land and facility will be occupied by Solid Waste. The annual payment due in FY 2017-18 is (\$71,016).

Program Change – One program change is included in the FY 2017-18 Adopted Budget to add a Solid Waste Operator and refuse collection vehicle. This position and equipment will allow the commercial division to align the workload for this division with industry standards by adding an additional route. The position is funded for nine months in FY 2017-18 at a cost of \$47,948. The costs of the vehicle will come from the Enterprise Maintenance and Equipment Replacement Fund.

Authorized Full Time Equivalent (FTE):

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
<u>*Support Services:</u>			
Assistant Director – Public Works	.5	0	0
Administrative Assistant	1	1	1
Clerical Assistant	1	1	1
Clerical Specialist	1	1	1
Container Coordinator	1	1	1
Container Maintenance Worker	1	1	1
Recycling Coordinator	1	1	1
Solid Waste Manager	<u>1</u>	<u>1</u>	<u>1</u>
Total – Administration	7.5	7	7
<u>Residential Collection:</u>			
Foreman	1	1	1
Refuse Collector	4	3	3
Solid Waste Operator	<u>9</u>	<u>9</u>	<u>9</u>
Total – Residential Collection	14	13	13
<u>Commercial Collection:</u>			
Foreman	1	1	1
Refuse Collector	2	0	0
Solid Waste Operator	<u>9</u>	<u>9</u>	<u>10</u>
Total – Commercial Collection	12	10	11
<u>Recycling Collection:</u>			
Recycle Center Foreman	1	1	1
Refuse Collector	4	7	7
Solid Waste Operator	<u>7</u>	<u>8</u>	<u>8</u>
Total – Recycling	12	16	16
<u>Fleet Services:</u>			
Equipment Technician	1	1	1
Fleet Manager	1	1	1
Fleet Technician I	2	1	1
Fleet Technician II	1	2	2
Fleet Technician III*	1	1	1
Parts Technician	<u>1</u>	<u>1</u>	<u>1</u>
Total – Fleet Services	7	7	7
<i>Total Authorized FTE</i>	52.5	53	54

* One additional Fleet Technician III position is assigned to the Police Department vehicle fleet and is fully funded and authorized in the General Fund Police Department Budget.

* Fifty percent of the costs associated with the Public Works Director is assigned to the Solid Waste Fund Budget in FY 2017-18



Special Revenue Funds



INFRASTRUCTURE

Available Funds	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
	Actual	Current Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ 94,399	\$ 9,097	\$ 19,642	\$ 29,142
Total Beginning Balance	\$ 94,399	\$ 9,097	\$ 19,642	\$ 29,142

Revenue

Licenses and Permits	\$ 700	\$ 500	\$ 500	\$ 500
Parks and Recreation	\$ 3,150	\$ -	\$ 9,000	\$ 9,000
Miscellaneous	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ 166	\$ 100	\$ -	\$ -
Total Revenue	\$ 4,016	\$ 600	\$ 9,500	\$ 9,500

TOTAL AVAILABLE FUNDS \$ 98,415 \$ 9,697 \$ 29,142 \$ 38,642

APPROPRIATIONS

Operation Expenses	\$ 8,500	\$ -	\$ 8,000
Capital Expenses	\$ 78,773		

TOTAL OPERATING APPROPRIATIONS \$ 78,773 \$ 8,500 \$ - \$ 8,000

Ending Fund Balance \$ 19,642 \$ 1,197 \$ 29,142 \$ 30,642

TOTAL APPROPRIATIONS \$ 98,415 \$ 9,697 \$ 29,142 \$ 38,642

CEMETERY IMPROVEMENTS FUND

Cemetery Fund: 781

Program Description:

The City of New Braunfels owns and maintains a cemetery located on Peace Avenue. The City's Parks and Recreation Department has responsibility for managing the contractor who provides maintenance and operational services for the site. The contractor ensures that appropriate standards are met, maintains the grounds and landscaping, and facilitates the sale of lots and burials in the facility. In the past, the Cemetery Improvement Fund was named the Cemetery Perpetual Care Fund. However, the costs for upkeep of the grounds are now paid from the City's General Fund Parks and Recreation Department budget. The Cemetery Improvement Fund is currently used to fund improvements that result from the master planning process and other non-routine improvements, should the need arise.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Operation Expenses	\$0	\$0	\$8,000
Capital Expenses	\$78,773	0	
<i>Total Appropriations</i>	\$78,773	\$0	\$8,000

Program Justification and Fiscal Analysis:

The City of New Braunfels has committed to perpetual care for the cemetery. Routine maintenance and operations are funded in the City's General Fund budget.

The signs marking streets at the Comal Cemetery are damaged and hard to see. The Cemetery Committee proposes replacing these signs with a more standard pole and sign. This would prevent cars from driving over the low profile signs on site today. In FY 2017-18, \$8,000 is projected to be spent on a recommendation identified in the master plan, the replacement of street signage at the Comal Cemetery.

Policy Considerations:

One of the City's cemeteries is located adjacent to the Guadalupe River. Erosion from flooding over the years has begun to threaten the stability of the embankment in the cemetery. The City is currently working to address this issue. A major capital investment will be required to address this erosion. Design and archeological survey for the project are completed. However, construction funds have not yet been identified for this capital improvement project.

**City of New Braunfels
Stormwater Development Fund
Fiscal Year Ending September 30, 2018**

Fund: 232

	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Available Funds	Actual	Current Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ 190,935	\$ 119,310	\$ 117,357	\$ 162,906
Total Beginning Balance	\$ 190,935	\$ 119,310	\$ 117,357	\$ 162,906

Revenue

Development Fees	\$ 97,128	\$ 55,000	\$ 95,000	\$ 75,000
Interest Income	45	-	-	-
Total Revenue	\$ 97,173	\$ 55,000	\$ 95,000	\$ 75,000

TOTAL AVAILABLE FUNDS \$ 288,108 \$ 174,310 \$ 212,357 \$ 237,906

APPROPRIATIONS

Operation Expenses	119,751	130,000	36,813	-
Capital Expenses	51,000	15,000	12,638	215,000

TOTAL OPERATING APPROPRIATIONS \$ 170,751 \$ 145,000 \$ 49,451 \$ 215,000

Ending Fund Balance \$ 117,357 \$ 29,310 \$ 162,906 \$ 22,906

TOTAL APPROPRIATIONS \$ 288,108 \$ 174,310 \$ 212,357 \$ 237,906

STORMWATER DEVELOPMENT FUND

Fund: 232

Program Description:

The City of New Braunfels created the Stormwater Development Fund in FY 2005-06 to account for fees assessed on developments in the community. The revenue may be used to fund operations and maintenance expenses for personnel and equipment that provide upkeep to drainage facilities and easements.

Appropriations:

	FY 2014-15 <u>Actual</u>	FY 2015-16 <u>Estimate</u>	FY 2016-17 <u>Budget</u>
Operation Expenses	\$119,751	\$36,813	\$0
Capital Expenses	51,000	12,638	215,000
<i>Total Appropriations</i>	\$170,751	\$49,451	\$215,000

Program Justification and Fiscal Analysis:

In FY 2017-18, funds are allocated to support two critical drainage maintenance projects. A portion of these allocated funds will support replacement and upgrades to existing drainage culverts that run under Landa Street in conjunction with the 2013 bond program's citywide streets project on Landa Street from Walnut Ave to Loop 337. The second portion of the funding will be paid to Union Pacific based on the June 22, 2007 DRAINAGE FACILITY & WATERWAY AGREEMENT between Union Pacific and the City to support City owned drainage culvert improvements that cross Union Pacific's Right of Way.

PUBLIC SAFETY

City of New Braunfels
 Child Safety Fund
 Fiscal Year Ending September 30, 2018

Fund: 230

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Balance				
Undesignated Funds	\$ 171,562	\$ 158,684	\$ 162,863	\$ 145,569
Total Beginning Balance	\$ 171,562	\$ 158,684	\$ 162,863	\$ 145,569
Revenue				
Fines and Forfeitures	\$ 12,397	\$ 14,000	\$ 12,500	\$ 12,500
Interest Income	55	-	-	-
Miscellaneous	-	-	-	-
Intergovernmental Revenue	121,657	122,000	126,720	127,000
Total Revenue	\$ 134,109	\$ 136,000	\$ 139,220	\$ 139,500
TOTAL AVAILABLE FUNDS	\$ 305,671	\$ 294,684	\$ 302,083	\$ 285,069

APPROPRIATIONS

Operation Expenses	142,808	164,500	156,514	198,000
TOTAL OPERATING APPROPRIATIONS	\$ 142,808	\$ 164,500	\$ 156,514	\$ 198,000
Ending Fund Balance	\$ 162,863	\$ 130,184	\$ 145,569	\$ 87,069
TOTAL APPROPRIATIONS	\$ 305,671	\$ 294,684	\$ 302,083	\$ 285,069

CHILD SAFETY FUND

Fund: 230

Program Description:

The Child Safety Fund revenues are required by statute to be used to fund school crossing guard programs if the municipality operates one. If the municipality does not operate a school crossing guard program or if the money received from court costs from municipal court cases exceeds the amount necessary to fund that program, the municipality can expend it for programs designed to enhance child safety, health or nutrition, including child abuse prevention and intervention and drug and alcohol abuse prevention or for programs designed to enhance public safety and security. The funds must be used for programs for school age children. The City of New Braunfels has school crossing guards for which the funds are used. In addition, the funds are used for other statutorily allowable programs and expenditures for children.

The majority of revenue collected is from the Child Safety Vehicle Registration Fee, whereby the city remits only a portion. The Child Safety Fund also receives its revenue from a \$25 court cost assessed for passing a school bus loading and unloading children and for certain traffic offenses that occur in a school crossing zone. The fund also receives revenue from a \$20 fee assessed for juveniles who are cited for failure to attend school and parental contribution to non-attendance, (Article 102.014(g), Texas Code of Criminal Procedure).

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$0	\$0	\$0
Operation Expenses	142,808	156,514	198,000
<i>Total Appropriations</i>	\$142,808	\$156,514	\$198,000

Program Justification and Fiscal Analysis

The Child Safety Fund pays the cost of school crossing guards for intersections of schools within the City limits. The budget also includes funding for equipment and supplies to provide child safety programs for school age children.

Beginning in FY 2015-16 the city transitioned this effort from an internal provision to a contractual service. In doing so, indirect resources and efforts required to manage the school crossing guard program (mainly from Human Resources and the Police Department) were redirected back to their departmental core responsibilities and functions.

Since FY 2016-17, the budget includes the same contractual provision of school crossing guards as well as funding for the various annual programs offered to school age children by Municipal Court as well as the Police and Fire Departments.

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 12,322	\$ -	\$ (7,218)	\$ 2,282
Total Beginning Balance	\$ 12,322	\$ -	\$ (7,218)	\$ 2,282

Revenue

Fines and Forfeitures	\$ 31,318	\$ 32,800	\$ 37,500	\$ 37,500
Total Revenue	\$ 31,318	\$ 32,800	\$ 37,500	\$ 37,500

TOTAL AVAILABLE FUNDS \$ 43,640 \$ 32,800 \$ 30,282 \$ 39,781

APPROPRIATIONS

Employee Expenses	\$ 50,858	\$ 30,000	\$ 28,000	\$ 36,000
TOTAL OPERATING APPROPRIATIONS	\$ 50,858	\$ 30,000	\$ 28,000	\$ 36,000
Ending Fund Balance	\$ (7,218)	\$ 2,800	\$ 2,282	\$ 3,781

TOTAL APPROPRIATIONS \$ 43,640 \$ 32,800 \$ 30,282 \$ 39,781

COURT SECURITY FUND

Fund: 227

Mission:

To provide courteous, professional and efficient court services to the public.

Program Description:

Municipal Court represents the judicial branch of the City's government and is a state court with jurisdiction over Class C misdemeanors and City ordinance violations. The judge presides over all trials (jury and non-jury) and other court proceedings such as arraignments and show cause hearings. The Municipal Court staff serves as the clerks of the court whose primary responsibilities include: administering daily operations of the court; maintaining court records; coordinating the scheduling of cases; providing service to the public; and performing other duties as may be outlined in the City charter or ordinances. The Municipal Court is funded mainly from the General Fund. However, several other funds have been established by the State Legislature to support various specific court activities and requirements.

Under the provisions of Article 102.017, Texas Code of Criminal Procedure, the Court Security Fund was established by the City of New Braunfels in August 2004. The City collects \$3.00 from defendants convicted of a misdemeanor offense in the Municipal Court. For the purpose of collecting money for this fund, a person is considered convicted if a sentence is imposed or the court defers final disposition of the person's case. Proceeds from this fee can be used only for security services for buildings housing a court. This includes but is not limited to the purchase or repair of x-ray machines and conveying systems; handheld and walk through metal detectors; identification card systems; electronic locks; surveillance equipment; video teleconferencing systems; bailiffs; contract security personnel; signage; confiscated weapon inventory and tracking systems; locks, chains, alarms or similar security devices; the purchase or repair of bullet-proof glass; continuing education on security issues for court and security personnel; and warrant officers and related equipment.

Appropriations:

	<u>FY 2015-16</u> <u>Actual</u>	<u>FY 2016-17</u> <u>Estimate</u>	<u>FY 2017-18</u> <u>Budget</u>
Employee Expenses	\$50,858	\$28,000	\$36,000
<i>Total Appropriations</i>	<i>\$50,858</i>	<i>\$28,000</i>	<i>\$36,000</i>

Program Justification and Fiscal Analysis

The Court Security Fund pays for a portion of the salary for the Municipal Court's Warrant Officer position. This position has multiple responsibilities, including acting as bailiff for the court and, therefore, providing security for the Municipal Court judge and other Court personnel. Thus, it is appropriate for these funds to be used for this expenditure.

The FY 2017-18 Budget represents an increase in allocations in comparison to the FY 2016-17 estimates. The FY 2017-18 Budget will support approximately 70 percent of the total cost of the Warrant Officer position, an increase from the 50 percent allocation in FY 2016-17.

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 32,632	\$ 29,922	\$ 11,126	\$ 38,436
Total Beginning Balance	\$ 32,632	\$ 29,922	\$ 11,126	\$ 38,436

Revenue

Fines and Forfeitures	\$ 41,786	\$ 41,900	\$ 50,000	\$ 50,000
Total Revenue	\$ 41,786	\$ 41,900	\$ 50,000	\$ 50,000

TOTAL AVAILABLE FUNDS \$ 74,418 \$ 71,822 \$ 61,126 \$ 88,436

APPROPRIATIONS

Operation Expenses	\$ 23,292	\$ 22,750	\$ 22,690	\$ 80,000
Capital Expenses	40,000	22,250	-	-
TOTAL OPERATING APPROPRIATIONS	\$ 63,292	\$ 45,000	\$ 22,690	\$ 80,000
Ending Fund Balance	\$ 11,126	\$ 26,822	\$ 38,436	\$ 8,436
TOTAL APPROPRIATIONS	\$ 74,418	\$ 71,822	\$ 61,126	\$ 88,436

COURT TECHNOLOGY FUND

Fund: 229

Mission:

To provide courteous, professional and efficient court services to the public.

Program Description:

Municipal Court represents the judicial branch of the City's government and is a state court with jurisdiction over Class C misdemeanors and City ordinance violations. The judge presides over all trials (jury and non-jury) and other court proceedings such as arraignments and show cause hearings. The Municipal Court staff serves as the clerks of the court whose primary responsibilities include: administering daily operations of the court; maintaining court records; coordinating the scheduling of cases; providing service to the public; and performing other duties as may be outlined in the City charter or ordinances. The Municipal Court is funded mainly from the General Fund. However, several other funds have been established by the State legislature to support various specific court activities and requirements.

The City of New Braunfels established this fund in December 1999. The City collects \$4.00 from all defendants convicted of a misdemeanor offense in the Municipal Court. For the purpose of collecting money for this fund, a person is considered convicted if a sentence is imposed or the court defers final disposition of the person's case. The Court Technology Fund can be used only to fund the purchase and maintenance of technological enhancements for the Municipal Court. This includes, but is not limited to: computer systems, networks, hardware and software; imaging systems; electronic kiosks; docket management systems; and electronic ticket writers. The City currently uses the funds to purchase and support the Municipal Court's case management software and other technological enhancements and needs.

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Operation Expenses	\$23,292	\$22,690	\$80,000
Capital Expenses	40,000	0	0
<i>Total Appropriations</i>	\$63,292	\$22,690	\$80,000

Program Justification and Fiscal Analysis

The Court Technology Fund pays for voice and data management hardware and software as well as other technology requirements/enhancements that help to continue to improve the efficiency and effectiveness of the Municipal Court's operation. Appropriations primarily support software and license agreements including online credit card payment acceptance as well as telephone notification and scheduling.

In FY 2017-18, funds will be utilized for hardware and/or other technology enhancements that are necessary, while still supporting its recurring technology related expenditures. However, \$32,900 is included within the allocation for operating expenditures to begin integration and

implementation of the Laser fiche/paperlite application. The integration of this application will decrease the amount of time each transaction takes with a Municipal Court customer and will make finding documents/files less cumbersome as well as creating workflow efficiencies.

City of New Braunfels
 Judicial Efficiency Fund
 Fiscal Year Ending September 30, 2018

Fund: 228

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 20,294	\$ 25,301	\$ 23,768	\$ 6,686
Total Beginning Balance	\$ 20,294	\$ 25,301	\$ 23,768	\$ 6,686

Revenue

Fines and Forfeitures	\$ 9,460	\$ 10,400	\$ 10,500	\$ 10,500
Total Revenue	\$ 9,460	\$ 10,400	\$ 10,500	\$ 10,500

TOTAL AVAILABLE FUNDS \$ 29,754 \$ 35,701 \$ 34,268 \$ 17,186

APPROPRIATIONS

Employee Expenses	\$ 5,986	\$ 7,200	\$ 2,812	
Operations Expenses		25,000	24,770	5,500
Capital Expenses				10,000

TOTAL OPERATING APPROPRIATIONS	\$ 5,986	\$ 32,200	\$ 27,582	\$ 15,500
Ending Fund Balance	\$ 23,768	\$ 3,501	\$ 6,686	\$ 1,686
TOTAL APPROPRIATIONS	\$ 29,754	\$ 35,701	\$ 34,268	\$ 17,186

JUDICIAL EFFICIENCY FUND

Fund: 228

Mission:

To provide courteous, professional and efficient court services to the public.

Program Description:

Municipal Court represents the judicial branch of the City's government and is a state court with jurisdiction over Class C misdemeanors and City ordinance violations. The Municipal Court is funded mainly from the General Fund. However, several other funds have been established by the State legislature to support various specific court activities and requirements.

The Judicial Efficiency Fund receives its revenue from a portion of the State mandated Time Payment Fee and the State Judicial Support Fee. A Time Payment Fee of \$25 is required to be paid by individuals who pay any portion of their fines and costs thirty-one days after a judgment has been rendered. One-half of the fee (\$12.50) is remitted to the State; \$10 is deposited to the City's General Fund and can be used for any lawful purpose; and \$2.50 is required to be used by the City to increase judicial efficiency. State law does not define judicial efficiency and allows each court to make that determination. The Judicial Support Fee in the amount of \$6.00 is required to be paid by defendants who are convicted or whose cases are deferred in the Municipal Court. The State provides that the City is required to keep and use 10 percent of the \$6.00 to promote the efficient operation of the municipal court and the investigation, prosecution, and enforcement of offenses that are within the jurisdiction of the court. .

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$5,986	\$2,812	\$0
Operation Expenses	0	24,770	5,500
Capital Expenses	0	0	10,000
<i>Total Appropriations</i>	\$5,986	\$27,582	\$15,500

Program Justification and Analysis:

In FY 2016-17, warrant round ups were being held only for the first few months of the fiscal year. Employee expenditures associated with warrant round ups (overtime for law enforcement officers) were paid from the Judicial Efficiency Fund. The operating expenditures were utilized to replace six electronic ticket writers for the Police Department.

In FY 17-18, the Municipal Court will no longer hold warrant round ups. Senior staff at the municipal court feels confident they can increase collection(s) by other means. \$10,000 is included in capital expenditures to make modifications to Municipal Court offices to allow better security for staff as well as sensitive documents. Furthermore, funding is also available for customer service counter modifications. By extending the length of the customer service counter, we will be able to provide better accommodations for those covered by ADA requirements. The total cost of these improvements is \$15,000. The remaining \$5,000 will be supported by the General Fund as not all of the costs of the improvements are eligible for this funding source.

City of New Braunfels
 Juvenile Case Manager Fund
 Fiscal Year Ending September 30, 2018

Fund: 240

Available Funds	FY 2015-16 Actual	FY 2015-16 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 165,516	\$ 133,834	\$ 129,799	\$ 103,196
Total Beginning Balance	\$ 165,516	\$ 133,834	\$ 129,799	\$ 103,196

Revenue

Fines and Forfeitures	\$ 60,888	\$ 64,000	\$ 73,000	\$ 73,000
Interest Income	226	-	-	-
Total Revenue	\$ 61,114	\$ 64,000	\$ 73,000	\$ 73,000

TOTAL AVAILABLE FUNDS \$ 226,630 \$ 197,834 \$ 202,799 \$ 176,195

APPROPRIATIONS

Employee Expenses	\$ 82,383	\$ 85,052	\$ 85,052	\$ 90,000
Operating Expenses	14,448	14,551	14,551	70,000

TOTAL OPERATING APPROPRIATIONS	\$ 96,831	\$ 99,603	\$ 99,603	\$ 160,000
Ending Fund Balance	\$ 129,799	\$ 98,231	\$ 103,196	\$ 16,195
TOTAL APPROPRIATIONS	\$ 226,630	\$ 197,834	\$ 202,799	\$ 176,195

JUVENILE CASE MANAGER FUND

Fund: 240

Mission:

To provide courteous, professional and efficient court services to the public.

Program Description:

Municipal Court represents the judicial branch of the City's government and is a state court with jurisdiction over Class C misdemeanors and City ordinance violations. The judge presides over all trials (jury and non-jury) and other court proceedings such as arraignments and show cause hearings. The Municipal Court staff serves as the clerks of the court whose primary responsibilities include: administering daily operations of the court; maintaining court records; coordinating the scheduling of cases; providing service to the public; and performing other duties as may be outlined in the City charter or ordinances. The City established by ordinance the Juvenile Case Manager Fund in December 2005. The City collects \$5.00 from defendants convicted of a misdemeanor offense in the Municipal Court for the fund. The fund also receives revenue of \$1.00 from the State court cost, Truancy Prevention and Diversion Fund, on convictions of a misdemeanor in the Municipal Court. The Juvenile Case Manager Fund can be used only to fund the salary, benefits, training, travel expenses, office supplies or other necessary expenses of a juvenile case manager. this position provides services in cases involving juveniles offenders consistent with the court's statutory powers or referred to a court by a school administrator or designee for misconduct that would otherwise be within the court's statutory powers prior to a case being filed, with the consent of the juvenile and the juvenile's parents or guardians.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$82,383	\$85,052	\$90,000
Operation Expenses	14,448	14,551	70,000
<i>Total Appropriations</i>	\$96,831	\$99,603	\$160,000

Program Justification and Analysis:

The FY 2017-18 Budget supports the full cost of the Juvenile Case Manager as well as various operating costs associated with juvenile case management. In addition, funds are allocated for the court to pursue opportunities to increase services and programming as it relates to juvenile case management.

Authorized Positions

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Juvenile Case Manager	1	1	1
<i>Total Authorized Positions</i>	1	1	1

City of New Braunfels
 Federal Court Awards Fund
 Fiscal Year Ending September 30, 2018

Fund: 772

Available Funds	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
	Actual	Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ 122,721	\$ 106,846	\$ 122,881	\$ 112,881
Total Beginning Balance	\$ 122,721	\$ 106,846	\$ 122,881	\$ 112,881

Revenue

Federal Funds	\$ 100,769	\$ 85,000	\$ 50,000	\$ -
Interest Income	99	-	-	-
Interfund Transfer	891	-	-	-
Total Revenue	\$ 101,759	\$ 85,000	\$ 50,000	\$ -

TOTAL AVAILABLE FUNDS \$ 224,480 \$ 191,846 \$ 172,881 \$ 112,881

APPROPRIATIONS

Employee Expenses	\$ 10,000			
Operation Expenses	101,599	115,000	60,000	102,000
Capital Expenses		50,000		

TOTAL OPERATING APPROPRIATIONS	\$ 101,599	\$ 175,000	\$ 60,000	\$ 102,000
Ending Fund Balance	\$ 122,881	\$ 16,846	\$ 112,881	\$ 10,881
TOTAL APPROPRIATIONS	\$ 224,480	\$ 191,846	\$ 172,881	\$ 112,881

Federal Court Awards Fund

Fund: 772

The Federal Court Awards Fund is used to account for properties and revenues seized by Federal Authorities while working in conjunction with the New Braunfels Police Department. Specifically, the revenues deposited into this fund stem from Federal related cases. Law prohibits the funds be utilized for anything other than specifically defined law enforcement purposes.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$0	\$0	\$0
Operation Expenses	101,599	60,000	102,000
Capital Expenses	0	0	0
<i>Total Appropriations</i>	\$101,599	\$60,000	\$102,000

Program Justification and Analysis:

As mentioned above, law requires these funds be used explicitly for law enforcement uses. The Police Department staff uses these funds at their discretion based on needs and priorities.

City of New Braunfels
 Non Federal Court Awards Fund
 Fiscal Year Ending September 30, 2018

Fund: 773

Available Funds	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 59,986	\$ 83,143	\$ 85,530	\$ 185,530
Total Beginning Balance	\$ 59,986	\$ 83,143	\$ 85,530	\$ 185,530

Revenue

Miscellaneous	\$ 18,582	\$ 15,000	\$ 160,000	\$ -
Interest Income	78	-	-	-
Sale of Property/Equipment	15,713	-	-	-
Total Revenue	\$ 34,373	\$ 15,000	\$ 160,000	\$ -

TOTAL AVAILABLE FUNDS \$ 94,359 \$ 98,143 \$ 245,530 \$ 185,530

APPROPRIATIONS

Employee Expenses	\$ 20,000			
Operation Expenses	8,829	42,000	60,000	165,000
Capital Expenses		27,500		

TOTAL OPERATING APPROPRIATIONS	\$ 8,829	\$ 89,500	\$ 60,000	\$ 165,000
Ending Fund Balance	\$ 85,530	\$ 8,643	\$ 185,530	\$ 20,530
TOTAL APPROPRIATIONS	\$ 94,359	\$ 98,143	\$ 245,530	\$ 185,530

Non Federal (State) Court Awards Fund

Fund: 773

The Non Federal Court Awards Fund is used to account for properties and revenues seized by the New Braunfels Police Department. Specifically, the revenues deposited into this fund stem from non-federal related cases. State Law prohibits the funds be utilized for anything other than specifically defined law enforcement purposes.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$0	\$0	\$0
Operation Expenses	8,829	\$60,000	\$165,000
Capital Expenses	0	0	0
<i>Total Appropriations</i>	\$8,829	\$60,000	\$85,000

Program Justification and Analysis:

As mentioned above, law requires these funds be used explicitly for law enforcement uses. The Police Department staff uses these funds at their discretion based on needs and priorities.

EFFECTIVE MANAGEMENT

	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Available Funds	Actual	Current Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ 616,970	\$ 18,970	\$ 89,524	\$ 220,699
Total Beginning Balance	\$ 616,970	\$ 18,970	\$ 89,524	\$ 220,699

Revenue

Franchise Payments	\$ 268,944	\$ 244,200	\$ 146,000	\$ 146,000
Total Revenue	\$ 268,944	\$ 244,200	\$ 146,000	\$ 146,000

TOTAL AVAILABLE FUNDS \$ 885,914 \$ 263,170 \$ 235,524 \$ 366,699

APPROPRIATIONS

Operating Expenses	\$ 66,988	\$ 25,000	\$ -	\$ 25,000
Capital Expenses	729,402	210,000	14,825	325,000

TOTAL OPERATING APPROPRIATIONS \$ 796,390 \$ 235,000 \$ 14,825 \$ 350,000

Ending Fund Balance \$ 89,524 \$ 28,170 \$ 220,699 \$ 16,699

TOTAL APPROPRIATIONS \$ 885,914 \$ 263,170 \$ 235,524 \$ 366,699

CABLE FRANCHISE (PEG) FUND

Fund: 245

The Cable Franchise PEG Fund was established to account for the one percent payment that the City receives in franchise payments from cable service providers specifically for the purchase of equipment to support the City's cable television broadcast capabilities and services. Legislation passed in 2011 by the Texas legislature requires cities to manage these funds in a separate account. These funds can only be utilized to purchase video and broadcast equipment. The City began receiving payment in January of 2010 and these funds were initially accounted for in the General Fund revenues and expenditures. Beginning in FY 2011-12, the City established this fund to separately account for and report activities related to this revenue.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Operation Expenses	\$66,988	\$0	\$25,000
Capital Expenses	\$729,402	\$14,825	\$325,000
<i>Total Appropriations</i>	\$796,390	\$14,825	\$350,000

Program Justification and Analysis:

In FY 2012-13 and FY 2013-14, the City utilized this fund to make significant enhancements in broadcasting capabilities in the City Council Chambers (approximately \$310,000 in total). In FY 2014-15, the City decided to utilize this funding source to pay for capital costs associated with the council chambers and audio visual space at the new City Hall complex. The Council Chambers and Tejas Room are where televised public meetings occur. \$325,000 in capital expenses as allocated in FY 2017-18 for the replacement of Council Chambers Audio/Visual Broadcast System. The current system will be 5 years old, which will put it at the end of its production life. In addition, \$25,000 is allocated for any additional equipment required and/or cost associated with the new broadcast system.

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 4,319,146	\$ 2,501,892	\$ 2,515,830	\$ 1,356,404
Total Beginning Balance	\$ 4,319,146	\$ 2,501,892	\$ 2,515,830	\$ 1,356,404

Revenue

Interfund Transfers	\$ 65,000	\$ 465,000	\$ 65,000	\$ 120,000
Miscellaneous	\$ 33,529	\$ 32,000	\$ 84,600	\$ 25,000
Interest Income	\$ 10,391	\$ 3,000	\$ 13,776	\$ 10,000
Total Revenue	\$ 108,920	\$ 500,000	\$ 163,376	\$ 155,000
TOTAL AVAILABLE FUNDS	\$ 4,428,066	\$ 3,001,892	\$ 2,679,206	\$ 1,511,404

APPROPRIATIONS

Technology Enhancements/Replacement	\$ 139,158	\$ 752,000	\$ 592,747	\$ 200,000
Vehicles				
Planning and Community Development	\$ 106,301	\$ 57,200	\$ 35,000	\$ -
Police	\$ 782,226	\$ 430,000	\$ 517,723	\$ 479,000
Fire	\$ 857,881	\$ 110,000	\$ 72,332	\$ 154,000
Public Works	\$ -	\$ 113,500	\$ 105,000	\$ 86,000
Parks	\$ 26,670	\$ -		\$ 98,000

TOTAL OPERATING APPROPRIATIONS	\$ 1,912,236	\$ 1,462,700	\$ 1,322,802	\$ 1,017,000
Ending Fund Balance	\$ 2,515,830	\$ 1,539,192	\$ 1,356,404	\$ 494,404
TOTAL APPROPRIATIONS	\$ 4,428,066	\$ 3,001,892	\$ 2,679,206	\$ 1,511,404

EQUIPMENT REPLACEMENT FUND

Fund: 260

This fund is used to account for the replacement of City-owned vehicles and computer equipment and other major equipment purchases for all funds except the City's enterprise funds. Currently, the vehicle program encompasses all light vehicles (1½ tons or less). Beginning in FY 2012-13, all heavy equipment and vehicles, including refuse collection trucks that are assigned to an enterprise fund are accounted for in the Enterprise Maintenance and Equipment Fund. This differentiation is important to ensure accurate accounting of available resources. Enterprise funds' revenues can only be used to support the purposes for which the revenue is generated. In future years, all heavy equipment and vehicles (such as dump trucks, ambulances and fire trucks) will be included.

This fund was created by City Council action in FY 2005-06 with initial funding provided in the amount of \$1.5 million. Each year, funds are added based on set standards for vehicle useful life. The Council set an initial standard of 85,000 miles or six years (whichever occurs first) for all vehicles. This formula was established with the original program with the intent of re-evaluating the criteria once sufficient data was available. In FY 2011-12, the criteria for replacement changed to 85,000 miles and at least 8 years. This change was based on the positive experience the City has had with the newer fleet, actual mileage accumulations and the recommendations of the City's Fleet Manager because of the improved maintenance program implemented for the City's fleet. Contributions to this fund are determined by allocating one-eighth of the expected replacement cost less trade-in value (so that funding is available in the year the vehicle turns "eight").

In FY 2013-14, the vehicle and computer replacement program was suspended as a budget balancing strategy. This meant that no contribution occurred into the fund in FY 2013-14 and only very select vehicles were replaced. The Fire Department's self contained breathing apparatus (SCBA) contribution was made. This equipment was 2016, which is why this portion of the program remained active in FY 2013-14. In FY 2014-15, the program was partially reinstated. A portion of the full contribution was made into the fund and only a relatively small number of vehicles that meet various age and mileage criteria replaced. In FY 2015-16 and FY 2016-17, the contribution will be diverted to the Self Insurance Fund to address the budget shortfall stemming from higher than anticipated health expenditure costs. In FY 2017-18, the contribution is \$120,000, a reduced amount driven by balancing the transfer to other priorities in the General Fund.

Appropriations:

	FY 2014-15 <u>Actual</u>	FY 2015-16 <u>Estimate</u>	FY 2016-17 <u>Budget</u>
Operation Expenses	\$139,158	\$592,747	\$200,000
Capital Expenses	\$1,773,078	\$730,055	\$817,000
<i>Total Appropriations</i>	<i>\$1,912,236</i>	<i>\$1,322,802</i>	<i>\$1,017,000</i>

Program Justification and Analysis:

In FY 2016-17, operating expenditures (technology replacements) total \$592,747, the majority of the funds were utilized to replace the inventory of mobile data terminals (MDT) installed in public safety vehicles. In FY 2017-18, \$200,000 in operating expenditures is allocated. \$150,000 is included as an anticipated first year lease payment to upgrade/replace the city's data center infrastructure. The total cost of this project is projected to be \$750,000; however, staff is confident that we secure low interest financing through the equipment vendor. The remaining \$50,000 is allocated for technology replacements as needed. Staff does not plan on replacing equipment in FY 2017-18 unless deemed absolutely necessary by Information Technology staff.

In FY 2017-18, capital expenditures funding of \$817,000 is to replace 21 vehicles. This figure is based on the Fleet Manager's assessment of the mileage age and maintenance records of the vehicles. Again, many of the vehicles in the fleet meet replacement criteria. However, due to financial limitations in the Equipment Replacement Fund (due to suspension and partial reinstatement of the program) the City has had to reevaluate how to determine when replacements should occur. Seeing that the contribution into the fund is partial in FY 2017-18 (\$120,000), a secondary analysis will occur at the beginning of the fiscal year to determine if any of the budgeted 21 replacements could be postponed further.

Policy Considerations:

The City has suspended the program and reallocated transfers as a budget balancing strategy as well as to ensure solvency in the Self Insurance Fund. However, the contribution must be fully reinstated (\$800,000-\$900,000) in FY 2018-19. If the contribution isn't fully reinstated, there will likely only be emergency vehicle replacement allocated from this fund

City of New Braunfels
 Enterprise Maintenance and Equipment Fund
 Fiscal Year Ending September 30, 2018

Fund: 262

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Balance				
Undesignated Funds	\$ 2,375,672	\$ 3,793,803	\$ 3,695,020	\$ 5,019,144
Total Beginning Balance	\$ 2,375,672	\$ 3,793,803	\$ 3,695,020	\$ 5,019,144
Revenue				
Interfund Transfers	\$ 1,878,234	\$ 1,578,968	\$ 1,578,968	\$ 1,441,910
Sale of Property	-	-	-	-
Miscellaneous	13,862	13,000	19,400	20,000
Interest Income	4,107	3,750	9,391	9,391
Total Revenue	\$ 1,896,203	\$ 1,595,718	\$ 1,607,759	\$ 1,471,301
TOTAL AVAILABLE FUNDS	\$ 4,271,875	\$ 5,389,521	\$ 5,302,779	\$ 6,490,445
APPROPRIATIONS				
Civic Center - Operating Expenditures		\$ 28,408	\$ 28,408	\$ 53,262
Capital Expenditures - Vehicles and Equipment				
Airport	231,400			
Solid Waste	45,455	291,000	255,227	290,000
TOTAL OPERATING APPROPRIATIONS	\$ 276,855	\$ 319,408	\$ 283,635	\$ 343,262
Unrestricted Fund Balance	\$ 3,695,020	\$ 4,670,113	\$ 4,619,144	\$ 5,647,183
Civic/Convention Center Facility Reserve	300,000	400,000	400,000	500,000
TOTAL APPROPRIATIONS	\$ 4,271,875	\$ 5,389,521	\$ 5,302,779	\$ 6,490,445

Enterprise Maintenance and Equipment Replacement Fund Fund: 262

This fund is used to account for the replacement of all light vehicles that are assigned to the enterprise funds and for heavy equipment assigned to Solid Waste. The enterprise funds include the Airport, Golf, Civic/Convention Center and Solid Waste. In addition, facility improvements and repair funding for the Civic Center is a component of this fund. This fund was established in FY 2012-13. Prior to this year, the enterprise funds were combined in a single equipment replacement fund. Because enterprise funds are accounted for as business enterprises, including depreciation of assets, and because their funds can only be used for the activity's purpose, it is appropriate to segregate these funds.

As with the rest of the light vehicle fleet, the criteria for enterprise funds' vehicle replacements will be 85,000 miles or 8 years (previously six years). Again, this change is based on the positive experience the City has had with the newer fleet, actual mileage accumulations and the recommendations of the City's Fleet Manager because of the improved maintenance program implemented for the City's fleet. The majority of the heavy equipment in Solid Waste is replaced on a 7 year, 100,000 mile schedule. Hybrid heavy equipment vehicles are replaced on a 10 year, 150,000 mile schedule.

This fund also provides funding that is earmarked for improvements and major repairs to the Civic/Convention Center. These funds are transferred from the Hotel/Motel Tax Fund. The majority of these funds will be held in reserve until a major repair necessitates the use.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Operation Expenses – Civic Center	\$0	\$28,408	\$53,262
Capital Expenses			
Civic Center			
Airport	231,400		
Solid Waste	45,455	255,227	290,000
<i>Total Appropriations</i>	\$276,855	\$283,635	\$343,262

Program Justification and Analysis:

The Civic/Convention Center has several fees that are deposited into this fund to be utilized for minor equipment replacement and repair. The operating allocation of \$53,262 in FY 2017-18 reflects actual and projected revenue stemming from those sources.

While there are no Solid Waste vehicles scheduled for replacement in FY 2017-18, an additional commercial route is planned to be added in FY 2017-18. After analyzing the reserves in the replacement fund, staff determined there are sufficient funds to purchase the vehicle for the new route (as opposed to utilizing Solid Waste Fund reserves) while still meeting future replacement needs. Therefore, the \$290,000 is allocated in FY 2017-18 to purchase that new vehicle.

Beginning in FY 2013-14 a reserve was established for the Civic/Convention Center. The funding for this reserve comes via a transfer from the Hotel/Motel Fund (\$100,000 annually). In FY 2017-18, this effort continues with the same level of funding. Therefore, by the end of FY 2017-18, there will be a total of \$500,000 in the reserve. The funding is planned to continue in future years in an effort to build a sufficient reserve for maintenance and repair needs as the building ages. For example, these funds could be used to replace heating/air conditioning systems if necessary.

Available Funds	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
	Actual	Current Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ (1,259)	\$ -	\$ (1,223)	\$ -
Total Beginning Balance	\$ (1,259)	\$ -	\$ (1,223)	\$ -

Revenue

Interest Income	\$ 36	\$ -	\$ 31	\$ -
Interfund Transfers	-	-	1,192	-
Total Revenue	\$ 36	\$ -	\$ 1,223	\$ -
TOTAL AVAILABLE FUNDS	\$ (1,223)	\$ -	\$ -	\$ -

APPROPRIATIONS

Employee Expenses	\$ -	\$ -				
Operating Expenses	-	-				
Capital Expenses	-	-				
Interfund Transfer	-	-				
TOTAL OPERATING APPROPRIATIONS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (1,223)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ (1,223)	\$ -				

FACILITIES MAINTENANCE FUND

Fund: 261

The Facilities Maintenance Fund was established to provide for repair and maintenance of the City's aged infrastructure. Funds have been utilized to address major structural and system (electrical, heating, cooling, plumbing, etc.) repairs, and maintenance to City owned facilities. Additionally, this fund accommodated parks repair and maintenance in the event of flood, other natural disasters or extraordinary occurrences that required corrective action to ensure the parks can continue to be enjoyed by citizens and visitors alike, keeping them safe and accessible. This proactive funding approach permitted the City to complete maintenance and repairs in a timely fashion, thus avoiding both potential additional damaged from delays and the need to redirect funds from other priorities if and when problems occurred. On June 9, 2010, the City experienced a major storm event; causing flooding of neighborhoods as well as many City parks facilities. This fund was used to pay for the repairs in damaged City parks. Over the last several years, available funds in this fund have been utilized and no new funds have been available to transfer into this fund.

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$0	\$0	\$0
Operating Expenses	0	0	0
Capital Expenses	0	0	0
<i>Total Appropriations</i>	\$0	\$0	\$0

Program Justification and Analysis

In FY 2016-17 and FY 2017-18, there are no expenses allocated in the Facilities Maintenance Fund. The Facilities Manager will be authorized and funded in the General fund.

Policy Consideration

In future years and as funding allows, the City will need to look to provide additional funding into this fund to rebuild reserves for future needs and unexpected occurrences.

City of New Braunfels
Grant Fund
Fiscal Year Ending September 30, 2018

Fund: 220

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 207,744	\$ -	\$ 480,835	\$ -
Total Beginning Balance	\$ 207,744	\$ -	\$ 480,835	\$ -

Revenue

Intergovernmental Revenue	\$ 1,630,010	\$ 1,025,000	\$ 1,207,391	\$ 629,624
Miscellaneous	5,000			
Interfund Transfers	57,816	125,000	51,000	117,000
Total Revenue	\$ 1,692,826	\$ 1,150,000	\$ 1,258,391	\$ 746,624
TOTAL AVAILABLE FUNDS	\$ 1,900,570	\$ 1,150,000	\$ 1,739,226	\$ 746,624

APPROPRIATIONS

Employee Expenditures	\$ 135,631	\$ 150,000	\$ 131,635	\$ 232,000
Operating Expenditures	123,449	250,000	279,287	75,000
Capital Expenditures	1,160,655	750,000	1,328,304	427,000
Interfund Transfer				12,624

TOTAL OPERATING APPROPRIATIONS	\$ 1,419,735	\$ 1,150,000	\$ 1,739,226	\$ 746,624
Ending Fund Balance	\$ 480,835	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 1,900,570	\$ 1,150,000	\$ 1,739,226	\$ 746,624

GRANT FUND

Fund: 220

Program Description:

The City of New Braunfels continually looks for opportunities to utilize grant funding for needed programs and projects to better serve the citizens. The City has received funding through the Office of Justice Programs for Police Department programs, State Homeland Security Funds through the Alamo Area Council of Governments and Comal County's Emergency Management Coordinator for Police and Fire Department equipment, the Texas Infrastructure Fund for technology upgrade projects and Lone Star grants for improvements to library services, the State of Texas Housing Trust Fund, the National Parks Service for the courthouse restoration project, Texas Parks and Wildlife grants for park related projects and some grants for recycling services. The budget also includes a grant from Texas Parks and Wildlife for trail development at Fischer Park funding from the HUD Economic Development Initiative to improve downtown utility infrastructure and ADA improvements.

All grant revenue and expenditures are accounted for in this Grant Fund. Each grant is accounted for separately to ensure compliance with State and Federal grant-related requirements and reporting.

In FY 2010-11, a full time Grants Coordinator position was created. The Grants Coordinator continues to work to increase the City's efforts to identify grant opportunities that further the City's goals and objectives as well as to improve the City's opportunities for grant awards. The efforts of staff over the last several years have significantly increased the City's grant funding for important functions and projects. As new grants are received, those appropriations are added to the Grant Fund budget. In addition, because of reporting requirements and better internal control practice, all grants are tracked individually as well in the City's financial software system.

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenditures	\$135,631	\$131,635	\$232,000
Operating Expenditures	123,449	279,287	75,000
Capital Expenditures	1,160,655	1,328,304	427,000
Interfund Transfer	0	0	12,624
<i>Total Appropriations</i>	\$1,419,735	\$1,739,226	\$746,624

Program Justification and Analysis:

The FY 2017-18 allocations are based on either confirmed or anticipated grant expenditures for the upcoming fiscal year. As new grants are received and awarded, those appropriations are added to the Grant Fund budget (in accordance with financial and budgetary policy)..

City of New Braunfels
Special Revenue Fund
Fiscal Year Ending September 30, 2018

Fund: 221

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 195,425	\$ 179,503	\$ 209,958	\$ 269,958
Total Beginning Balance	\$ 195,425	\$ 179,503	\$ 209,958	\$ 269,958

Revenue

Donations and Contributions	\$ 106,214	\$ 120,000	\$ 165,000	\$ 170,000
Miscellaneous	16,427		-	-
Reimbursements	40,450		-	-
Total Revenue	\$ 163,091	\$ 120,000	\$ 165,000	\$ 170,000
TOTAL AVAILABLE FUNDS	\$ 358,516	\$ 299,503	\$ 374,958	\$ 439,958

APPROPRIATIONS

Operating Expenditures	\$ 133,585	\$ 150,000	\$ 90,000	\$ 250,000
Capital Expenditures	14,973	120,000	15,000	150,000

TOTAL OPERATING APPROPRIATIONS	\$ 148,558	\$ 270,000	\$ 105,000	\$ 400,000
Ending Fund Balance	\$ 209,958	\$ 29,503	\$ 269,958	\$ 39,958
TOTAL APPROPRIATIONS	\$ 358,516	\$ 299,503	\$ 374,958	\$ 439,958

SPECIAL REVENUE FUND

Fund: 221

Program Description:

The Special Revenue Fund is used exclusively for those to account for projects associated with donated funds and reimbursements used for projects (such as insurance proceeds). Donations received mainly pertain to Police, Fire, Parks and Recreation and Library activities, with the Library and Parks benefiting from donations due to the active involvement of their support organizations.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Operating Expenditures	\$133,585	\$90,000	\$250,000
Capital Expenditures	14,973	15,000	150,000
<i>Total Appropriations</i>	\$148,558	\$105,000	\$400,000

Program Justification and Analysis:

In FY 2016-17, the Special Revenue Fund will continue to be used for expenditures funded through outside pass-through funds and on a project-by-project basis. Therefore, the allocations are simply an estimate of where the expenditures will occur in FY 2017-18, as funding is received, the receipt and expenditure of those funds are tracked individually as a project budget.

QUALITY OF LIFE

**City of New Braunfels
CDBG Fund
Fiscal Year Ending September 30, 2018**

Fund: 205

Appropriations:	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Balance			
Undesignated Funds	\$ (15,927)	\$ (201,944)	-
Total Beginning Balance	\$ (15,927)	\$ (201,944)	-
Revenue			
Intergovernmental - Federal grant	\$ 165,447	\$ 650,596	\$ 382,622
Interfund Transfer	-	-	-
Total Revenue	\$ 165,447	\$ 650,596	\$ 382,622
TOTAL AVAILABLE FUNDS	\$ 149,520	\$ 448,652	382,622

APPROPRIATIONS

Program Year 2014

New Braunfels Housing Partners	13,533
Comal County Crisis Center	27,133

Program Year 2015

Administration	49,087	1,244
Big Brothers/Big Sister	5,060	
CASA	10,123	
San Antonio Food Bank	11,415	
Comal County Crisis Center	13,159	
Family Life Center of New Braunfels	15,184	
Comal County Senior Center	21,805	3,131

Program Year 2016

CASA - Court Advocacy Program	5,000		
Administration	5,667	28,333	(464)
Comal County Senior Citizens Foundation -			
Nutrition Program	8,298		

**City of New Braunfels
CDBG Fund
Fiscal Year Ending September 30, 2018**

Fund: 205

Appropriations:	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
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Program Year 2016

Comal County Habitat for Humanity	2,500	2,738
Family Promise of Greater New Braunfels	8,298	
Family Life Center of New Braunfels	13,486	
San Antonio Food Bank	13,485	
Crisis Center of New Braunfels	17,000	
CASA - Office Remodel	24,468	
Comal County Senior Center Facility Repairs	93,395	
Solms Park Trail Replacement	77,000	
Morningside Park	166,000	
Haymarket Park	77,300	
Jesse Garcia Park	27,097	
Westside Comm Center	63,159	

Program Year 2017

Administration	75,820
San Antonio Food Bank	5,000
Senior Center Nutrition Program	15,366
CASA - Court Advocacy Program	16,500
Family Life Center of New Braunfels	10,000
STEPS	10,000
Crisis Center of New Braunfels	85,000
Westside Comm Center	17,918
Comal County Habitat for Humanity	8,500
Solms Park Improvements	35,000
Senior Center Home Repair	100,000

TOTAL OPERATING APPROPRIATIONS	\$ 351,464	\$ 448,652	\$ 382,622
Ending Fund Balance	\$ (201,944)	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 149,520	\$ 448,652	\$ 382,622

CDBG FUND

CDBG Fund: 205

Mission:

Identify priority areas for the City to pursue on a policy and program basis to meet the needs of the low to moderate income residents of the City of New Braunfels as set out in the most current consolidated plan and strategy.

Vision:

To help residents of the City of New Braunfels achieve an improved quality of life through the development of a better community.

Goals/Objectives:

1. Aggressively promote existing youth oriented programs, recruit new programs and assist and encourage the development of after school and weekend programs.
2. Support educational opportunities and increase training programs, including community colleges or technical schools.
3. Preserve and rehabilitate the City's existing single primarily for extremely low, very low and low income families (0 to 80 percent of median income).
4. Provide and support opportunities for transitional living facilities for homeless persons and families.
5. Increase opportunities for low and moderate income level home ownership.
6. Improve living conditions for extremely low, very low and low income renters.
7. Preserve, provide and improve social services for residents with special needs, particularly the elderly/frail, the physically disabled and children who are troubled or at risk of inadequate housing.
8. Expand economic opportunities in the community, particularly for lower income residents.
9. Improve the neighborhood environment and facilities used for community services and activities.
10. Develop drainage systems that protect personal property, traffic flow and the environment.
11. Support historic preservation initiatives.

Department Description:

CDBG funding is utilized for a variety of projects that benefit low and moderate income citizens of the City of New Braunfels. Funded projects have included such activities as drainage improvements, City park improvements, children's shelters, youth programs, prescription assistance programs, historic preservation, minor home repair projects and a first-time homebuyers program.

Program Justification and Fiscal Analysis:

For program year 2016, \$379,104 in total project funding was authorized by CDBG. For program year 2017, an equal amount is projected. The City uses CDBG funding to support various programs in the community that assist low to moderate income citizens of all ages. This includes activities such as Big Brothers/Big Sisters, the San Antonio Food Bank, Comal County Senior Citizens Foundation, minor home repair programs, and Communities in Schools. The FY 2017-18 Budget reflects a total of \$382,622, with funding coming from program years 2015, 2016 and 2017. Beginning in FY 2017-18, the City has transitioned from a calendar year program year to a fiscal program so that funding coincides with the City's fiscal year.

City of New Braunfels
River Fund
Fiscal Year Ending September 30, 2018

Fund: 225

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$	-	\$	-	\$	-
Total Beginning Balance	\$	-	\$	-	\$	-

Revenue

Licenses and Permits	\$ 6,950	\$ 6,700	\$ 7,500	\$ 7,500
Fines and Forfeitures	81,488	66,500	71,000	71,000
Parks and Recreation - River Access Fee	550,137	612,000	557,452	557,452
Miscellaneous	128	-	2,095	-
Parking Revenue	196,864	218,500	217,500	217,500
Interfund Transfer - Solid Waste Fund	171,323	145,000	141,869	150,000
Interfund Transfer - General Fund	265,101	252,376	186,594	217,736
 Total Revenue	 \$ 1,271,991	 \$ 1,301,076	 \$ 1,184,010	 \$ 1,221,188
 TOTAL AVAILABLE FUNDS	 \$ 1,271,991	 \$ 1,301,076	 \$ 1,184,010	 \$ 1,221,188

APPROPRIATIONS

Public Safety	\$ 619,610	\$ 709,099	\$ 619,804	\$ 629,600
Parks and Recreation	652,382	591,978	564,206	591,588
 TOTAL OPERATING APPROPRIATIONS	 \$ 1,271,992	 \$ 1,301,077	 \$ 1,184,010	 \$ 1,221,188
 Ending Fund Balance	 \$ -	 \$ -	 \$ -	 \$ -
 TOTAL APPROPRIATIONS	 \$ 1,271,992	 \$ 1,301,077	 \$ 1,184,010	 \$ 1,221,188

RIVER ACTIVITIES FUND

River Activities Fund: 225

Mission:

To promote conservation of the unique aquatic natural resources of New Braunfels and to provide healthy, enjoyable and safe water recreation opportunities on the Guadalupe and Comal Rivers.

Vision:

Through environmental stewardship and balanced management of the City's water-oriented natural resources, comply with all applicable environmental regulations while providing an environment that fosters recreation.

Goals/Objectives:

1. Manage and protect the springs, rivers and streams.

Program Description:

The Comal and Guadalupe Rivers represent significant assets for the City of New Braunfels, requiring protection of their natural and environmental features while offering activities to visitors. River activities staff work to maintain the sustainability of the rivers as a long-term renewable natural resource while ensuring that the citizens and tourists have a positive experience regarding river activities. Specifically, staff is responsible for environmental planning, endangered species concerns, and regional initiatives to protect the water supply. Staff is also responsible for management of the Comal and Guadalupe Rivers to help ensure a safe environment for river visitors. In FY 2007-08, the water resource management (including river activities) function moved under Public Works. Prior to that time, the main activity of this function was management of the City's recreational activities along the two rivers in the community. More recently, since 2009, recognizing the importance of the rivers as a multifaceted resource, the City has become much more active in regional water activities, resource planning and watershed protection such as: the EARIP, Region L water planning, Edwards Aquifer activities, water quality testing, stormwater planning, Geronimo/Alligator Creek watershed protection plan, and other programs.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Employee Expenses	\$933,982	\$949,536	\$970,908
Operation Expenses	286,994	234,474	250,280
Capital Expenses	51,016		
<i>Total Appropriations</i>	\$1,271,992	\$1,184,010	\$1,221,188

Program Justification and Fiscal Analysis:

In FY 2015-16 a standing River Advisory Committee was established. That committee developed various policy recommendations to the City Council regarding the collection of the River Access Fee. That affected the budget in various ways. Additional seasonal staff was authorized and funded to collect a fee from non-outfitter guests on the weekends and holidays. Secondly, trailers (\$51,016) were purchased to facilitate the collection of the fee.

In comparison to FY 2016-17, Employee expenditures increase slightly in FY 2017-18 to account for planned market and cost of living compensation increases and full year funding of all positions. Operating expenditures increases slightly, providing for potential increase in service contract and supply costs.

Authorized Full Time Equivalent (FTE)

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Assistant Ranger Supervisor*	.5	.5	.5
River Manager	1	1	1
Total Authorized FTE	1.5	1.5	1.5

* 50 percent of the costs associated with the Assistant Ranger Supervisor are funded in the General Fund

Authorized Seasonal Positions

	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2016-17 Budget
Cashier	0	12	12
Coordinator	0	1	1
Lead Ranger (Seasonal)	4	4	4
Ranger (Seasonal)	<u>50</u>	<u>55</u>	<u>55</u>
Total Authorized Seasonal Positions	54	72	72

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ (195,120)	\$ -	\$ (626,841)	\$ -
Total Beginning Balance	\$ (195,120)	\$ -	\$ (626,841)	\$ -

Revenue

Intergovernmental Revenue	\$ 813,662	\$ 822,500	\$ 1,547,849	\$ 647,000
Interfund Transfer - General Fund	\$ 77,219	\$ 94,115	\$ 56,600	\$ 85,000
Total Revenue	\$ 890,881	\$ 916,615	\$ 1,604,449	\$ 732,000
TOTAL AVAILABLE FUNDS	\$ 695,761	\$ 916,615	\$ 977,608	\$ 732,000

APPROPRIATIONS

Employee Expenses	\$ 77,219	\$ 91,115	\$ 56,600	\$ 82,000
Operating Expenses	-	3,000	-	3,000
Watershed Protection Plan - Phase I	120,000	-	-	-
Watershed Protection Plan - Phase 2	45,000	240,000	240,000	-

EARIP Projects: Year three

Old Channel Restoration	6,787
Aquatic Vegetation Restoration	33,730
Non-Native Animal Species Control	(501)
Decaying Vegetation removal and Dissolved Oxygen Removal	18,829
Riparian Improvements - Riffle Beetle	7,298
Gill Parasite Control	4,932
Restoration of Riparian Zones	4,743
LID/BMP Management	640
Litter Control/Floating Vegetation	5,670

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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APPROPRIATIONS

EARIP Projects: Year four

Old Channel Restoration	120,272	4,558	4,558
Flow Split Ongoing Maintenance	4,306	-	-
Aquatic Vegetation Restoration	94,753	232	232
Non-Native Animal Species Control	50,455	2,520	2,520
Decaying Vegetation removal and Dissolved Oxygen Removal	10,589	5,460	5,460
Riparian Improvements - Riffle Beetle	16,612	7,090	7,090
Gill Parasite Control	25,807	4,178	4,178
Restoration of Riparian Zones	634,878	189,925	189,925
LID/BMP Management	88	95,000	95,000
Household Hazardous Waste	24,565		
Litter Control/Floating Vegetation	15,930	4,895	4,895

EARIP Projects: Year Five

Old Channel Restoration	135,000	80,000	55,000
Flow Split Ongoing Maintenance	44,150	44,150	-
Aquatic Vegetation Restoration	100,000	65,000	35,000
Non-Native Animal Species Control	55,000	43,000	12,000
Decaying Vegetation removal and Dissolved Oxygen Removal	15,000	15,000	-
Riparian Improvements - Riffle Beetle	25,000	20,000	5,000
Gill Parasite Control	30,000	25,000	5,000
Restoration of Riparian Zones	50,000	40,000	10,000
LID/BMP Management	10,000	10,000	-
Litter Control/Floating Vegetation	30,000	25,000	5,000

EARIP Projects: Year Six

Old Channel Restoration	100,000
Aquatic Vegetation Restoration	50,000
Non-Native Animal Species Control	55,000

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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APPROPRIATIONS

EARIP Projects: Year Six

Decaying Vegetation removal and Dissolved Oxygen Removal	15,000
Riparian Improvements - Riffle Beetle	35,000
Gill Parasite Control	30,000
Restoration of Riparian Zones	50,000
LID/BMP Management	125,000
Household Hazardous Waste	30,000
Litter Control/Floating Vegetation	30,000

TOTAL OPERATING APPROPRIATIONS	\$ 1,322,602	\$ 1,142,123	\$ 977,608	\$ 732,000
Ending Fund Balance	\$ (626,841)	\$ (225,508)	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 695,761	\$ 916,615	\$ 977,608	\$ 732,000

Edwards Aquifer Habitat Conservation Plan/Watershed Protection Plan Fund

Fund: 263

Program Description:

The City of New Braunfels officially entered into the Edwards Aquifer Recovery Implementation Plan (EARIP) on October 24, 2011 and, at the same time, approved the Habitat Conservation Plan (HCP), the Funding Management Agreement (FMA) and the Implementing Agreement. These documents represent the culmination of 20 years of effort in the region that gets its water supply from the Edwards Aquifer. The agreements are designed to protect the water supply and the endangered species living in and around the aquifer waters. Five parties signed the agreements – the San Antonio Water System (SAWS), the City of San Marcos, Texas State University, the Edwards Aquifer Authority (EAA) and the City of New Braunfels. Each entity committed to preserving the aquifer and completing projects that serve that end. FY 2012-13 was the first year of the projects' design and implementation. The Edwards Aquifer Habitat Conservation Plan Fund allows the City of New Braunfels to track all revenues and expenditures related to this important program.

New to the fund in FY 2015-16 was the management of the expenditures and TCEQ reimbursements associated with the Watershed Protection Plan (WPP). In 2010 the Dry Comal Creek was identified through the conservation reserve program (CRP) as having bacteria impairment. Through CRP one area of potential concern is the wildlife in Landa Park and in the watershed draining to the lake and river areas. Staff has investigated a watershed management program to consider all available information and activities to establish a solid program for protecting our resources to the benefit of plant life, animals and humans alike. This type of activity is often referred to as a Watershed Protection Plan. The majority of the expenditures associated with this program are reimbursable through TCEQ, those costs and reimbursements will be managed and tracked through this fund.

Program Justification and Fiscal Analysis:

EAHCP

In FY 2017-18, a total of **\$732,000** is appropriated to complete the year five (\$127,000) and begin year six EARIP projects (\$520,000) as well as \$85,000 for administrative costs. The EARIP allocates project funding by calendar year, which is why the City splits project funding into two fiscal years.

Through the Edwards Aquifer Recovery Implementation Plan (EARIP) Funding and Management Agreement (FMA), the City of New Braunfels is required to complete various projects under the time lines included in the agreement. For the sixth year of the EAHCP, the City is committed to \$520,000 in additional projects. The projects include:

Projects – Year Six	Estimated Cost
Old Channel Restoration	\$100,000
Aquatic Vegetation Restoration	50,000
Non-Native Animal Species Control	55,000

Projects – Year Six	Estimated Cost
Decaying Vegetation removal and Dissolved Oxygen Removal	15,000
Riparian Improvements - Riffle Beetle	35,000
Gill Parasite Control	30,000
Restoration of Riparian Zones	50,000
LID/BMP Management	125,000
Household Hazardous Waste	30,000
Litter Control/Floating Vegetation	30,000

WPP

Funding for Phase 3 of the Watershed Protection Plan will not be available until FY 2018-19.

Administrative Expenditures

A large share of the Watershed Program Manager position's time is required to oversee the EAHC. Therefore, eighty-five percent of the salary and benefits cost of this position is charged to this fund. In addition, the FY 2017-18 Budget includes funding for administrative expenditures (\$3,000), which is primarily utilized for outside assistance in developing project scopes of work for the EAHC projects. The administrative and staff expenses are paid by the City. These costs are funded through an interfund transfer from the General Fund.

Authorized Positions

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Watershed Program Manager*		1	1
Total Authorized Positions		1	1

** 15 percent of the costs associated with the Watershed Program Manager are funded in the River Activities Fund. The remaining portion is funded in the EAHC Fund.

	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Available Funds	Actual	Current Budget	Estimate	Budget

Beginning Balance

Undesignated Funds	\$ 7,820	\$ 518	\$ 683	\$ 1,151
Total Beginning Balance	\$ 7,820	\$ 518	\$ 683	\$ 1,151

Revenue

Donations	\$ 467	\$ -	\$ 468	\$ -
Total Revenue	\$ 467	\$ -	\$ 468	\$ -

TOTAL AVAILABLE FUNDS \$ 8,287 \$ 518 \$ 1,151 \$ 1,151

APPROPRIATIONS

Operation Expenses \$ 7,604 \$ 518 \$ 1,151

TOTAL OPERATING APPROPRIATIONS \$ 7,604 \$ 518 \$ - \$ 1,151

Ending Fund Balance \$ 683 \$ - \$ 1,151 \$ -

TOTAL APPROPRIATIONS \$ 8,287 \$ 518 \$ 1,151 \$ 1,151

WALTER FAUST LIBRARY FUND

Fund: 704

The Walter Faust Library Fund helps the New Braunfels Public Library to achieve its vision and mission by providing for the purchase of goods and services not budgeted in the General Fund.

Mission:

The mission of the New Braunfels Public Library is to provide access to informational, educational, cultural and recreational library materials and services in a variety of formats and to be responsive to the public library needs of the community.

Vision:

The New Braunfels Public Library is the primary source the community turns to for information, lifelong learning and enrichment.

Goals/Objectives:

1. *Finance:* Provide quality services to satisfy public demand in a fiscally responsible manner. Continue wise management of existing trust accounts each fiscal year.
2. *Programs and Services:* Ensure that students of all ages will have access to materials and services that will help them attain their educational and lifelong goals.
3. *Technology:* Provide access to current technology to help meet the need for information on topics related to work, school, and personal life.

Program Description:

The New Braunfels Public Library provides access to books and materials, information and reference services, programs, meeting rooms, and computers to the general public. Individuals with a valid library card may borrow books and other materials. Library staff assists patrons in all aspects of library use. In addition, staff develops and conducts adult and children's programs to foster literacy and learning in a positive, fun environment.

The Walter Faust Library Fund was established in 1997. There are no restrictions on its use. Recently, the fund has been used to support library programs and improvement projects.

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Operation Expenses	\$7,604	\$0	\$1,151
<i>Total Appropriations</i>	<i>\$7,604</i>	<i>\$0</i>	<i>\$1,151</i>

Program Justification and Analysis:

The Walter Faust Library Fund has no restrictions on its use; therefore, the City has used the fund to support library programs and improvement projects. In FY 2017-18, \$1,151 is available for library program and/or building enhancements.

City of New Braunfels
 Recreation Center Improvements and
 Repair Fund
 Fiscal Year Ending September 30, 2018

Fund: 264

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$	-	\$	-	\$	-
Total Beginning Balance	\$	-	\$	-	\$	-

Revenue

Intergovernmental Revenue	\$	-	\$	-	\$	-	\$ 1,000,000
Total Revenue	\$	-	\$	-	\$	-	\$ 1,000,000
TOTAL AVAILABLE FUNDS	\$	-	\$	-	\$	-	\$ 1,000,000

APPROPRIATIONS

Interfund Transfer	\$	-			\$	50,000
TOTAL OPERATING APPROPRIATIONS	\$	-	\$	-	\$	50,000
Ending Fund Balance	\$	-	\$	-	\$	950,000

TOTAL APPROPRIATIONS	\$	-	\$	-	\$	-	\$ 1,000,000
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Recreation Center Improvements and Repair Fund

Fund: 264

Description:

New to the budget in FY 2017-18, this fund has been created to account for the portion of the contribution pledged by NBISD for the operating of the eight lane pool within the new Community Recreation Center. In total, the school district pledged \$2.2 million dollars to support the construction of the eight lane indoor pool of the recreation center. With that contribution, the district will receive certain usage and operating benefits of the aquatic center. City Administration recommended that \$1.2 million of that contribution go directly to construction costs, with the remaining \$1.0 million to support the operating costs of NBISD's usage of the facility. That funding and annual transfer to the General Fund will be accounted for in this new fund.

This fund could also be used to account for donations for the center to support operating enhancements such as increased scholarships. Moreover, if the General Fund was able to support a replacement reserve for the center, those funds could be accounted for here as well.

Appropriations:

	FY 2015-16 <u>Actual</u>	FY 2016-17 <u>Estimate</u>	FY 2017-18 <u>Budget</u>
Interfund Transfer	\$0	\$0	\$50,000
<i>Total Appropriations</i>	\$0	\$0	\$50,000

Program Justification and Analysis:

As mentioned above, this fund is new to the budget in FY 2017-18. At this point, the only expenditure is to account for the annual transfer to the General Fund to assist in funding the operating costs stemming from the expanded indoor aquatic portion of the facility.

GROWTH AND DEVELOPMENT

City of New Braunfels
 Hotel/Motel Tax Fund
 Fiscal Year Ending September 30, 2018

Fund: 794

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 1,776,680	\$ 2,053,995	\$ 1,958,667	\$ 2,130,352
Total Beginning Balance	\$ 1,776,680	\$ 2,053,995	\$ 1,958,667	\$ 2,130,352

Revenue

Hotel/Motel Tax	\$ 3,766,653	\$ 4,508,620	\$ 3,991,648	\$ 4,149,945
Interest Income	3,752	1,500	8,150	8,150
Miscellaneous	75	-	-	-
Reimbursements	-	-	-	-
Total Revenue	\$ 3,770,480	\$ 4,510,120	\$ 3,999,798	\$ 4,158,095

TOTAL AVAILABLE FUNDS \$ 5,547,160 \$ 6,564,115 \$ 5,958,465 \$ 6,288,447

APPROPRIATIONS

Employee Expenses	\$ 31,941	\$ 20,000	\$ 35,102
Operating Expenses	2,673,219	3,015,000	2,662,852
Capital Expenses	87,222	631,000	206,000
Interfund Transfer	828,052	988,895	939,262

TOTAL OPERATING APPROPRIATIONS	\$ 3,588,493	\$ 4,666,836	\$ 3,828,114	\$ 4,427,048
Ending Fund Balance	\$ 1,958,667	\$ 1,897,279	\$ 2,130,352	\$ 1,861,399
TOTAL APPROPRIATIONS	\$ 5,547,160	\$ 6,564,115	\$ 5,958,465	\$ 6,288,447

HOTEL/MOTEL TAX FUND

Hotel/Motel Tax Fund: 794

Program Description:

The City of New Braunfels collects a 7 percent tax on all hotel and motel rooms rented in the City limits. This tax currently generates about \$4.0 million annually. The City Council has adopted the allocation of those funds as follows: 15 percent is currently split among various arts and heritage organizations. A minimum of 35 percent remains with the City of New Braunfels to support the Civic/Convention Center's debt service and operating costs. The tax proceeds now fully fund the annual debt service payment associated with the building expansion project (approximately \$560,000 annually). Other funds from the City's portion help offset the operating costs of the facility. The remaining amount is allocated to the City and by contract to the Greater New Braunfels Chamber of Commerce (GNBCC). Under the contract, the GNBCC through the Convention and Visitor's Bureau, promotes tourism through marketing and other professional services. These funds go into the Convention and Tourism Fund (CTF) shown separately in this document under Other Funds.

Appropriations:

	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses		\$20,000	\$35,102
Operation Expenses			
Convention and Tourism Fund	\$2,034,046	\$1,989,852	2,069,000
Arts and Heritage	564,947	568,000	620,700
Marketing	49,601	90,000	90,000
Miscellaneous	24,694	15,000	15,000
Interfund Transfers	828,052	939,262	947,246
Capital Expenses	87,222	206,000	650,000
Total Appropriations	\$3,588,493	\$3,828,114	\$4,427,048

Program Justification and Analysis:

As stated, the hotel/motel tax proceeds are used for three purposes: 50 percent to support the Chamber of Commerce's tourism and marketing efforts, 15 percent supports arts and heritage organizations and a minimum of 35 percent for the City, which is mainly utilized to support the costs related to the construction and operation of the Civic/Convention Center. For FY 2017-18, the arts and heritage allocation is \$620,700 and the Convention and Tourism Fund amount totals \$2,034,046. Actual payments made for arts and heritage are based on 15 percent of the actual collected in the prior year. The Convention and Tourism Fund is paid out on the actual collection of Hotel/Motel taxes paid throughout the year. In FY 2015-16, a "true up" of the 50% collection from the prior year was included in that year's remission of funds, which is entirely why that figure is higher in comparison to FY 2016-17 and FY 2017-18.

As stated, the primary use of the City's funds is retirement of debt issued to pay construction costs associated with the facility (\$561,100 in FY 2017-18). Funds are also used to support the increased operations and maintenance expenses for the facility. The facility is not self-supporting and has not established a reserve level that meets the existing financial policies established by City

Council. Therefore, in FY 2016-17, hotel/motel tax proceeds are being transferred into that fund (\$286,146). Once again in FY 2017-18, a portion of the Golf Services Coordinator is paid from the Hotel/Motel Tax Fund, reflective of the efforts to bring out of town play and events to the Landa Park Golf Course at Comal Springs. \$90,000 is included for additional marketing for City events that attract out of town visitors as well as direct advertising for the Landa Park Golf Course (only advertising targeting out of town golfers)

The Hotel/Motel Fund continues a capital contribution to the Enterprise Maintenance and Equipment Fund (\$100,000) in FY 2017-18. These funds have been set aside as a reserve to address major facility repair issues related to the Civic/Convention Center as they arise, for example replacement of air conditioning systems.

In addition, \$650,000 in capital expenditures is appropriated in the Hotel/Motel Fund in FY 2017-18 for several initiatives. First, completion of the City's wayfinding signs project which includes an update to the directional signing in the downtown area (\$300,000). Secondly, \$150,000 is included to make audio visual enhancements at the Civic/Convention Center. Specifically, these funds will be invested in an integrated projector system for the exhibit hall. At last, \$200,000 is allocated to continue preliminary engineering and conceptual work for two capital projects, the renovation of the Comal River last tuber's exit area and renovation of the City Tube Chute property.

Debt Service and Internal Service Funds

City of New Braunfels
 Debt Service Fund
 Fiscal Year Ending September 30, 2018

Fund: 401

Available Funds	FY 2015-16 Actual	FY 2015-16 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 1,417,917	\$ 1,505,504	\$ 1,577,144	\$ 1,574,297
Total Beginning Balance	\$ 1,417,917	\$ 1,505,504	\$ 1,577,144	\$ 1,574,297

Revenue

Taxes	\$ 11,340,428	\$ 12,416,568	\$ 12,347,898	\$ 12,536,142
Interest Income	1,325	1,325	3,000	3,000
Miscellaneous	-	-	-	-
Contributions	1,684,428	1,683,078	1,683,081	1,384,115
Interfund Transfers	1,541,809	1,501,858	1,501,858	962,598
Total Revenue	\$ 14,567,990	\$ 15,602,829	\$ 15,535,837	\$ 14,885,855
TOTAL AVAILABLE FUNDS	\$ 15,985,907	\$ 17,108,333	\$ 17,112,981	\$ 16,460,152

APPROPRIATIONS

Debt Service	\$ 14,408,763	\$ 15,538,684	\$ 15,538,684	\$ 14,892,855
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TOTAL OPERATING APPROPRIATIONS	\$ 14,408,763	\$ 15,538,684	\$ 15,538,684	\$ 14,892,855
Ending Fund Balance	\$ 1,577,144	\$ 1,569,649	\$ 1,574,297	\$ 1,567,297
TOTAL APPROPRIATIONS	\$ 15,985,907	\$ 17,108,333	\$ 17,112,981	\$ 16,460,152

Program Description:

The City of New Braunfels issues bonds and certificates of obligation to fund needed capital improvement projects such as streets and drainage improvements, park improvements, library and fire station construction, civic/convention center renovations and additions, airport runways, taxiways and hangers and other major projects. The amounts budgeted in this fund reflect the principal and interest payments for outstanding debt. The first table below lists the current outstanding Certificates of Obligation (C of O's), General Obligation Bonds (GO Bonds), refunding bonds and tax note debt issuances, their purpose, issuance date and amount of debt. The second set of tables shows the City's total principal and interest payments for the life of the existing outstanding debt by issuance.

The City does not have a debt limit from the perspective of the total amount that can be issued under current Texas law. However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 in population limits the City's total tax rate to \$2.50 per \$100 assessed valuation. The Texas Attorney General has further adopted an administrative policy that generally prohibits the issuance of debt by a municipality, such as the City, if its issuance produces debt service requirements exceeding that which can be paid from a \$1.50 maximum tax rate calculated at 90 percent collection. This \$1.50 is part of the overall \$2.50 limit. The City has adopted a Home Rule Charter which does not limit the City's maximum tax rate limit beyond these limits.

The following chart shows the City of New Braunfels total outstanding debt requirements annually through the life of all outstanding debt.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	8,855,000	6,027,857	14,882,856
FY 2018-19	9,480,000	5,678,905	15,158,905
FY 2019-20	9,705,000	5,324,528	15,029,529
FY 2020-21	10,020,000	5,010,514	15,030,514
FY 2021-22	10,205,000	4,660,948	14,865,948
FY 2022-23	10,410,000	4,222,568	14,632,568
FY 2023-24	10,345,000	3,768,479	14,113,479
FY 2024-25	10,750,000	3,306,863	14,056,863
FY 2025-26	9,445,000	2,853,450	12,298,450
FY 2026-27	9,100,000	2,467,180	11,567,180
FY 2027-28	8,775,000	2,116,801	10,891,802
FY 2028-29	8,110,000	1,790,309	9,900,309
FY 2029-30	7,855,000	1,479,123	9,334,124
FY 2030-31	8,195,000	1,143,285	9,338,285
FY 2031-32	7,170,000	820,432	7,990,432
FY 2032-33	6,030,000	543,313	6,573,313
FY 2033-34	4,810,000	307,850	5,117,850
FY 2034-35	3,205,000	138,900	3,343,900
FY 2035-36	1,870,000	37,400	1,907,400
	\$154,335,000	\$51,698,707	\$206,033,709

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in September 2006. The original issue amount was \$1,600,000 and was used to construct a hanger at the New Braunfels Municipal Airport.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	135,000	24,243	159,243
FY 2018-19	140,000	18,708	158,708
FY 2019-20	145,000	12,828	157,828
FY 2020-21	155,000	6,665	161,665
Total	\$575,000	\$62,444	\$637,444

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in August 2008. The original issue amount was \$14,300,000 and funded street improvements, municipal facilities including property acquisition, railroad quiet zones improvements and other projects. The remaining commitment stemming from this issuance was refunded; those payments are referenced later in this section.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	665,000	13,633	678,633
TOTAL	\$665,000	\$13,633	\$678,633

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in August 2009. The original issue amount was \$9,500,000 and funded technology upgrades, parts projects, equipment purchases, fire station construction and fire apparatus and equipment as well as the purchase of property. A portion of the original proceeds have since been refunded. That obligation is accounted for and referenced in a later issuance within this section.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	455,000	25,775	480,775
FY 2018-19	475,000	8,906	483,906
TOTAL	\$930,000	\$34,681	\$964,681

The chart below shows the outstanding obligations for the City of New Braunfels General Obligation Refunding Bonds issued in August 2010. This issue refunded the 1998 Certificates of Obligation issued by the City with the debt service paid by the New Braunfels Industrial Development Corporation. The corporation now pays the debt service on this refunding issue. The amount refunded was \$540,000.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	245,000	7,228	252,228
TOTAL	\$245,000	\$7,228	\$252,228

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in 2011. The original issue amount was \$18,200,000 and funded street improvements, flood control projects, parks repair and improvement projects, property acquisition, airport improvements and downtown improvements.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	775,000	563,862	1,338,861
FY 2018-19	810,000	531,765	1,341,65
FY 2019-20	840,000	498,352	1,338,353
FY 2020-21	875,000	463,624	1,338,624
FY 2021-22	910,000	427,478	1,337,478
FY 2022-23	950,000	389,813	1,339,813
FY 2023-24	990,000	350,528	1,340,528
FY 2024-25	1,030,000	309,623	1,339,623
FY 2025-26	1,070,000	267,098	1,337,098
FY 2026-27	1,115,000	222,851	1,337,851
FY 2027-28	1,160,000	176,782	1,336,783
FY 2028-29	1,210,000	128,790	1,338,790
FY 2029-30	1,260,000	78,772	1,338,773
FY 2030-31	1,315,000	26,629	1,341,629
TOTAL	\$14,310,000	\$4,435,967	\$18,745,969

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in July 2012. The original issue amount was \$19,470,000. The City received a net total (after debt issuance costs) of \$20,750,000 because of a significant premium (\$1,525,866) associated with this debt sale. Debt service on \$8.3 million of this issuance is paid for by the New Braunfels Industrial Development Corporation. The remaining is supported by property taxes. The debt proceeds funded street improvements, railroad quiet zones, airport and Fire Department equipment, parks improvements, downtown improvements and a computer aided dispatch/records management software system for public safety.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	815,000	606,388	1,421,388
FY 2018-19	840,000	581,688	1,421,688
FY 2019-20	855,000	563,669	1,418,669
FY 2020-21	875,000	540,925	1,415,925
FY 2021-22	900,000	515,988	1,415,988
FY 2022-23	935,000	485,476	1,420,476
FY 2023-24	965,000	452,301	1,417,301
FY 2024-25	1,005,000	412,701	1,417,701
FY 2025-26	1,060,000	361,076	1,421,076
FY 2026-27	1,115,000	306,701	1,421,701
FY 2027-28	1,170,000	249,576	1,419,576
FY 2028-29	1,220,000	199,738	1,419,738
FY 2029-30	1,275,000	147,275	1,422,275
FY 2030-31	1,335,000	82,025	1,417,025
FY 2031-32	1,390,000	24,325	1,414,325
TOTAL	\$15,755,000	\$5,529,852	\$21,284,852

The chart below shows the outstanding obligations for the City of New Braunfels 2013 General Obligation Refunding Bonds that refunded all the outstanding 2003 Certificates of Obligation. The original issue amount was \$6,270,000. The schedule below reflects the updated debt service schedule associated with the refunding. This debt service is paid by the New Braunfels Industrial Development Corporation.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	370,000	69,175	439,175
FY 2018-19	390,000	59,925	449,925
FY 2019-20	405,000	50,175	455,175
FY 2020-21	425,000	40,050	465,050
FY 2021-22	445,000	27,300	472,300
FY 2022-23	465,000	13,950	478,950
Total	\$2,500,000	\$260,575	\$2,760,575

The chart below shows the principal and interest payments related to the 2013A General Obligation Refunding Bonds. This debt refunded most of the remaining outstanding 2004 certificates of obligation.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	1,390,000	144,400	1,534,400
FY 2018-19	1,435,000	87,900	1,522,900
FY 2019-20	1,480,000	29,600	1,509,600
Total	\$4,305,000	\$261,900	\$4,566,900

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in July 2013. The original issue amount was \$19,490,000. The City received a net total (after debt issuance costs) of \$20,200,000 because of a significant premium (\$975,968) associated with this debt sale. A portion of the debt service for this issuance (related to \$1.7 million in debt issued) is paid for by the New Braunfels Industrial Development Corporation. The debt proceeds fund street improvements, replacement of all public safety radios, the purchase and renovation of a facility for a new city hall and the second phase of construction for Fischer Park.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	745,000	715,206	1,460,206
FY 2018-19	775,000	684,806	1,459,806
FY 2019-20	810,000	651,081	1,461,081
FY 2020-21	840,000	620,256	1,460,256
FY 2021-22	870,000	590,256	1,460,256
FY 2022-23	905,000	550,231	1,455,231
FY 2023-24	945,000	512,250	1,457,250
FY 2024-25	990,000	472,144	1,462,144
FY 2025-26	1,035,000	421,519	1,456,519
FY 2026-27	1,090,000	368,394	1,458,394
FY 2027-28	1,145,000	312,519	1,457,519
FY 2028-29	1,205,000	253,769	1,458,769
FY 2029-30	1,260,000	198,444	1,458,444
FY 2030-31	1,315,000	146,122	1,461,122
FY 2031-32	1,370,000	89,888	1,459,888
FY 2032-33	1,430,000	30,388	1,460,388
TOTAL	\$16,730,000	\$6,617,273	\$23,347,273

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation (AMT) issued in June 2014 for the purchase and improvement of airport property and facilities. The original issue amount was \$3,300,000.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	105,000	117,544	222,544
FY 2018-19	110,000	114,844	224,844
FY 2019-20	110,000	111,544	221,544
FY 2020-21	115,000	108,169	223,169
FY 2021-22	160,000	104,044	264,044
FY 2022-23	165,000	99,169	264,169
FY 2023-24	170,000	94,144	264,144
FY 2024-25	175,000	88,750	263,750
FY 2025-26	180,000	82,869	262,869
FY 2026-27	185,000	76,478	261,478
FY 2027-28	190,000	69,563	259,563
FY 2028-29	200,000	62,000	262,000
FY 2029-30	210,000	52,750	262,750
FY 2030-31	220,000	42,000	262,000
FY 2031-32	230,000	30,750	260,750
FY 2032-33	245,000	18,875	263,875
FY 2033-34	255,000	6,375	261,375
TOTAL	\$3,025,000	\$1,279,866	\$4,304,866

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in June 2014 for the renovation of the Landa Park Golf Course at Comal Springs as well as clubhouse improvements. The original issue amount was \$6,900,000.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	275,000	208,450	483,450
FY 2018-19	285,000	201,475	486,475
FY 2019-20	290,000	194,275	484,275
FY 2020-21	300,000	185,425	485,425
FY 2021-22	310,000	176,275	486,275
FY 2022-23	320,000	166,825	486,825
FY 2023-24	330,000	155,425	485,425
FY 2024-25	340,000	143,725	483,725
FY 2025-26	350,000	133,375	483,375
FY 2026-27	365,000	122,422	487,422
FY 2027-28	375,000	110,625	485,625
FY 2028-29	390,000	97,706	487,706
FY 2029-30	400,000	83,881	483,881
FY 2030-31	415,000	69,359	484,359
FY 2031-32	430,000	54,044	484,044
FY 2032-33	450,000	35,000	485,000
FY 2033-34	475,000	11,875	486,875
TOTAL	\$6,100,000	\$2,150,163	\$8,250,163

The chart below shows the outstanding obligations for the first issue of General Obligation Bonds associated with the \$86 million 2013 Bond Program approved by the votes in May 2013. The first issuance totaled \$14,500,000 (issued June 2014). The debt service for this issuance will be paid from ad valorem property tax revenue and supports street improvements, drainage improvements, park improvements and expansion of the Central Texas Technology Center, an educational institution managed by the college district.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	555,000	469,263	1,024,263
FY 2018-19	565,000	455,288	1,020,288
FY 2019-20	580,000	440,938	1,020,938
FY 2020-21	600,000	423,238	1,023,238
FY 2021-22	620,000	401,838	1,021,838
FY 2022-23	645,000	376,538	1,021,538
FY 2023-24	675,000	350,138	1,025,138
FY 2024-25	695,000	326,213	1,021,213
FY 2025-26	720,000	304,988	1,024,988
FY 2026-27	740,000	282,625	1,022,625
FY 2027-28	765,000	258,631	1,023,631
FY 2028-29	790,000	232,375	1,022,375
FY 2029-30	820,000	202,150	1,022,150
FY 2030-31	860,000	164,250	1,024,250
FY 2031-32	905,000	120,125	1,025,125
FY 2032-33	950,000	73,750	1,023,750
FY 2033-34	1,000,000	25,000	1,025,000
TOTAL	\$12,485,000	\$4,907,344	\$17,392,344

The Chart below shows the outstanding obligations for the second issuance of the General Obligation bonds associated with the 2013 bond program as well as some advanced refundings (all issued in April 2015). The funds account for \$15,290,000 of the total issuance. The remaining funds included in this issuance were advanced refundings stemming from the 2007 and 2008 Certificates of Obligation.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	525,000	989,861	1,514,861
FY 2018-19	550,000	968,363	1,518,363
FY 2019-20	570,000	948,812	1,518,812
FY 2020-21	1,310,000	920,614	2,230,614
FY 2021-22	1,330,000	867,711	2,197,711
FY 2022-23	2,190,000	779,713	2,969,713
FY 2023-24	2,270,000	668,211	2,938,211
FY 2024-25	2,340,000	552,963	2,892,963

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2025-26	2,425,000	433,836	2,858,836
FY 2026-27	2,385,000	337,438	2,722,438
FY 2027-28	1,780,000	273,850	2,053,850
FY 2028-29	825,000	232,632	1,057,632
FY 2029-30	850,000	205,413	1,055,413
FY 2030-31	885,000	173,900	1,058,900
FY 2031-32	920,000	137,800	1,057,800
FY 2032-33	955,000	100,300	1,055,300
FY 2033-34	995,000	61,300	1,056,300
FY 2034-35	1,035,000	20,700	1,055,700
TOTAL	\$24,140,000	\$8,673,417	\$32,813,417

The Chart below shows the outstanding obligations from the refunding of the 2006b certificates of obligation. This debt service is paid for by hotel/motel taxes as it supports the renovation of the Civic/Convention Center. These funds were issued concurrently with the issue above (April 2015).

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	380,000	181,100	561,100
FY 2018-19	410,000	165,300	575,300
FY 2019-20	425,000	150,725	575,725
FY 2020-21	445,000	137,675	582,675
FY 2021-22	465,000	119,375	584,375
FY 2022-23	495,000	95,375	590,375
FY 2023-24	520,000	70,000	590,000
FY 2024-25	555,000	43,125	598,125
FY 2025-26	585,000	14,625	599,625
TOTAL	\$4,280,000	\$977,300	\$5,257,300

The Chart below shows the outstanding obligations from the 2015 certificates of obligation. The total funds issued were \$5.5 million. However, the City received a premium on the debt, which is why only \$5.4 is supported. These funds were issued concurrently with the issue above (April 2015) and will be supported by ad valorem property tax revenue.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	210,000	172,088	382,088
FY 2018-19	215,000	167,838	382,838
FY 2019-20	220,000	162,388	382,388
FY 2020-21	225,000	155,713	380,713
FY 2021-22	235,000	148,813	383,813
FY 2022-23	240,000	141,688	381,688
FY 2023-24	250,000	134,338	384,338
FY 2024-25	260,000	125,388	385,388
FY 2025-26	270,000	113,438	383,438
FY 2026-27	280,000	102,488	382,488
FY 2027-28	290,000	93,757	383,757
FY 2028-29	300,000	84,351	384,351
FY 2029-30	310,000	74,438	384,438
FY 2030-31	320,000	63,000	383,000
FY 2031-32	335,000	49,900	384,900
FY 2032-33	345,000	36,300	381,300
FY 2033-34	360,000	22,200	382,200
FY 2034-35	375,000	7,500	382,500
TOTAL	\$5,040,000	\$1,855,626	\$6,895,626

The Chart below shows the outstanding obligations from the 2015 Tax Notes Issuance. The total funds issued were \$1.255 million. This issuance is supported entirely by ad valorem tax proceeds.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	180,000	13,611	193,611
FY 2018-19	180,000	10,676	190,676
FY 2019-20	185,000	7,702	192,702
FY 2020-21	190,000	4,645	194,645
FY 2021-22	190,000	1,548	191,548
TOTAL	\$925,000	\$38,182	\$963,182

The Chart below shows the outstanding obligations from the 2016 General Obligation and Refunding bonds. The total issuance was \$37.36 million. The majority of these funds stem from the third issuance of the 2013 Bond Program (\$28.15 million). The remaining funds are refundings stemming from the 2007 and 2008 Certificates of Obligation.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	975,000	1,598,100	2,573,100
FY 2018-19	2,235,000	1,522,725	3,757,725
FY 2019-20	2,320,000	1,408,850	3,728,850
FY 2020-21	3,190,000	1,318,950	4,508,950
FY 2021-22	3,285,000	1,204,925	4,489,925
FY 2022-23	2,600,000	1,057,800	3,657,800
FY 2023-24	2,720,000	924,800	3,644,800
FY 2024-25	2,845,000	785,675	3,630,675
FY 2025-26	1,220,000	684,050	1,904,050
FY 2026-27	1,285,000	621,425	1,906,425
FY 2027-28	1,350,000	555,550	1,905,550
FY 2028-29	1,410,000	493,600	1,903,600
FY 2029-30	1,470,000	436,000	1,906,000
FY 2030-31	1,530,000	376,000	1,906,000
FY 2031-32	1,590,000	313,600	1,903,600
FY 2032-33	1,655,000	248,700	1,903,700
FY 2033-34	1,725,000	181,100	1,906,100
FY 2034-35	1,795,000	110,700	1,905,700
FY 2035-36	1,870,000	37,400	1,907,400
TOTAL	\$37,070,000	\$13,879,950	\$50,949,950

The Chart below shows the outstanding obligations from the 2017 General Obligation and Refunding bonds. The principal amount(s) originally stemmed from the 2009 Certificates of Obligation.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2017-18	55,000	107,931	162,931
FY 2018-19	65,000	98,699	163,699
FY 2019-20	470,000	93,590	563,590
FY 2020-21	475,000	84,566	559,566
FY 2021-22	485,000	75,398	560,398
FY 2022-23	500,000	65,991	565,991
FY 2023-24	510,000	56,345	566,345
FY 2024-25	515,000	46,556	561,556
FY 2025-26	530,000	36,577	566,577

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2026-27	540,000	26,358	566,358
FY 2027-28	550,000	15,948	565,948
FY 2028-29	560,000	5,348	565,348
TOTAL	\$5,255,000	\$713,307	\$5,968,307

Appropriations:

	<u>FY 2015-16</u> <u>Actual</u>	<u>FY 2016-17</u> <u>Estimate</u>	<u>FY 2017-18</u> <u>Budget</u>
Debt Service	\$14,408,763	\$15,538,684	\$14,892,855
Total Appropriations	\$14,408,763	\$15,538,684	\$14,892,855

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget appropriates \$14,892,855. The decrease is driven by the policy decision to not issue bonds for the 2013 bond program. Due to the available bond proceeds and current schedule of the projects, cash flow projections substantiated the need to defer the remaining bonds to be issued in FY 2017-18. The final issuance will total approximately \$20 million. The budget amount reflects the full annual debt service requirements for the City of New Braunfels. In addition, \$10,000 in administrative fees paid to the banking institutions is included in the FY 2017-18 Budget.

Internal Revenue Service regulations encourage public entities to maintain a fund balance of no more than 10 percent of the total annual debt service of the entity. Since FY 2011-12, the Debt Service Fund has maintained a fund balance slightly under 10 percent. In FY 2017-18, the fund balance is budgeted at 11.6 percent. While this is slightly higher than 10 percent, this funding will be necessary to maintain the 10 percent balance next fiscal year when the remaining bonds are issued and debt service allocation increases in the FY 2018-19 Budget.

Tax rate Detail

In FY 2013-14, an increase in the property tax rate of \$.021371 to a total rate of 22.0151 cents was included to fund the increase in debt service requirement resulting from the issuance of the 2013 Certificates of Obligation. No additional increase in the rate was required in FY 2014-15, FY 2015-16 and FY 2016-17 even though property tax supported debt was issued in both fiscal years. The rate actually decreases in FY 2017-18 19.985 cents as a result of deferring the remaining bond debt service to FY 2018-19. The rate of 19.985 cents will support the current debt service. The total rate is to be decreased to the rollback rate of 48.822 cents, a nearly 1 cent reduction from the current rate of 49.823. In FY 2018-19, the I&S rate will increase to support the increased debt service stemming from the final 2013 bond program issuance. The level of tax rate increase needed to support that final issuance is dependent on several factors such as growth in assessed valuation and borrowing rates; however, there is no doubt that it will at least require the total rate to increase back to the FY 2016-17 rates of 49.823 cents. The annual debt service payment for the remaining bonds (\$28 million) is \$2,240,000, again which will take effect in FY 2018-19.

In the funds stemming from the 2008 Certificates of Obligation, land acquisition and design services were funded for the future Public Works Service Center and Fire Training Facility. Approximately 50 percent of this project will be utilized by City functions funded through the Solid Waste Fund, one of the City's four enterprise funds. The Solid Waste Fund had not, through FY 2012-13, made a contribution toward the debt service payments for this project's land and design costs. The annual payment from Solid Waste totals \$71,016.

In FY 2013-14, the Airport Fund once again began to make a contribution to the Debt Service Fund to partially support the debt service requirement relating to the hanger funded with 2006 certificates of obligation (\$107,938). The airport also supports the debt service costs associated with the 2014 AMT Certificates of Obligation for the purchase of and improvement to airport facilities. This additional debt requirement will be fully paid by lease revenues from the newly acquired facilities (\$222,544).

In June 2014, City Council also approved a debt issuance to fund the renovation and improvements to the Landa Parks Golf Course at Comal Springs and the clubhouse. This additional debt requirement will be fully paid by revenues generated by the Golf Course (\$483,450).

City of New Braunfels
Self Insurance Fund
Fiscal Year Ending September 30, 2018

Fund: 601

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 90,318	\$ -	\$ 90,318	\$ 621,681
Total Beginning Balance	\$ 90,318	\$ -	\$ 90,318	\$ 621,681

Revenue

Premiums - Employer and Employee	\$ 5,579,502	\$ 6,516,600	\$ 6,787,521	\$ 6,983,000
Premiums - Retiree and Cobra	240,042	358,500	286,000	-
Interest Income	1,438	-	2,159	2,500
Miscellaneous	10,344	11,000	39,312	10,000
Interfund Transfer	1,713,896	-	400,000	-
Total Revenue	\$ 7,545,222	\$ 6,886,100	\$ 7,514,992	\$ 6,995,500
TOTAL AVAILABLE FUNDS	\$ 7,635,540	\$ 6,886,100	\$ 7,605,310	\$ 7,617,181

APPROPRIATIONS

Employee Expenditures	\$ 7,505,193	\$ 6,836,100	\$ 6,957,172	\$ 6,969,339
Operating Expenditures	40,029	50,000	26,457	3,036
TOTAL OPERATING APPROPRIATIONS	\$ 7,545,222	\$ 6,886,100	\$ 6,983,629	\$ 6,972,375
Ending Fund Balance	\$ 90,318	\$ -	\$ 621,681	\$ 644,806
TOTAL APPROPRIATIONS	\$ 7,635,540	\$ 6,886,100	\$ 7,605,310	\$ 7,617,181

SELF INSURANCE FUND

Fund: 601

Mission:

To design, maintain and manage a quality, cost-effective benefit program that meets employee needs.

Vision:

To continue to maximize the value and quality of the employees' benefit package to attract and retain highly qualified, productive employees.

Program Description:

The City's benefit program consists of medical, dental, vision, basic life and accidental death and dismemberment insurance, as well as voluntary supplemental products. Employees contribute to the cost for themselves and their dependents for medical, dental and vision insurance. Employees pay the full premium cost for supplemental products offered, and pay the elected amount of contributions for both health and dependent care flexible spending accounts, as well as health saving accounts.

The City is self insured for medical, dental and vision insurance provided to employees. The Self Insurance Fund is used to account for both revenue and expenses associated with medical, dental, vision insurance. Revenue into the fund comes from insurance premiums paid by the City, employees and retirees. Expenses to the fund include: third-party administration fees; the cost of stop loss insurance; actual claim expenses paid for medical (to include prescription), and dental services.

Insurance premium contributions provided by the City consists of a per employee per pay period amount. The City's premium contribution comes from all funds that pay for employees, including the general and enterprise funds. The fund then uses that revenue to pay actual claims costs, administrative expenses and stop loss insurance premiums for both individual and aggregate stop loss. Stop loss provides the City outside insurance for large claims. Once a claim reaches the stop loss level, currently \$125,000, the City's Self Insurance Fund no longer pays the claim costs; the stop loss insurer pays the claim costs. This has proven a cost-effective means for the City to control medical insurance expenses.

The Self Insurance Fund is also used to fund the employer-provided basic life and accidental death and dismemberment insurance for employees, as well as the City's wellness programs, to further promote employee's health and well-being.

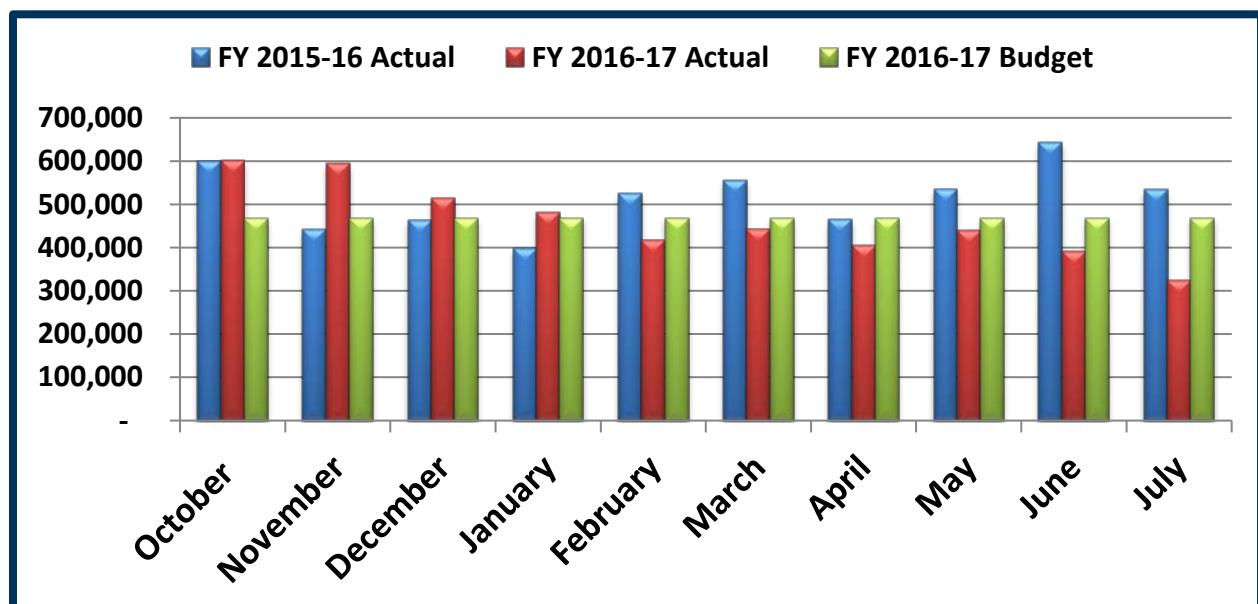
Appropriations:

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Employee Expenses	\$7,505,193	\$6,957,172	\$6,969,339
Operation Expenses	40,029	26,457	3,036
Total Appropriations	\$7,545,222	\$6,983,629	\$6,972,375

Program Justification and Fiscal Analysis:

Medical, Dental, Prescription and Vision Employee Benefits Plan: The rising cost of health care is a constant concern nationwide and for the City of New Braunfels. Over the last six years, many organizations have seen double-digit annual increases in costs in claims as well as in administrative service costs. The City of New Braunfels had benefited from relatively low and manageable growth from FY 2010-11 to FY 2013-14 however, beginning in FY 2014-15, the City's health insurance costs have increased. The FY 2015-16 Budget was built upon an anticipated decrease based on lower claim activity trends in previous years and plan design changes. However, FY 2015-16 continued on the upward trend. This significant increase in costs have been driven by a higher frequency of large claims (both medical and prescription) by individuals. Overall increased utilization, significant increases to the cost of prescription claims and rising medical costs also contributed to this increase. In FY 2016-17, additional plan design changes and modifications to coverage(s) were implemented, however costs continued to increase into the first quarter of the fiscal year. To create immediate cost savings, several cost reduction strategies were implemented, such as eliminating out of network coverage.

Beginning in February 2017, the monthly claims started to normalize and even fall in line with the monthly budget parameters. The graph below illustrates this most recent trend.



While the latest changes and data seem to suggest that the claim expenditures may not continue to grow, the FY 2017-18 budget will not be predicated on that assumption. The Self Insurance Fund

has only remained solvent over the past two fiscal years by transferring funds from the General Fund as needed. City staff has been directed to develop a budget in FY 2017-18 that mitigates the risk of additional interfund transfer and support from the General Fund. Moreover, the fund balance in the Self Insurance Fund was exhausted in FY 2014-15 as a result of the dramatic increases in costs. The Self Insurance Fund should have a reserve that represents at least 60 days of expenditures – approximately \$1.4 million. The FY 2016-17 changes and FY 2017-18 Budget also begins to address the issue of rebuilding this reserve.

Revenue Modifications

Active Employee Premiums – The City currently offers three plans (A, B and C). The majority of all employees are on plans A and B. Plan C is a relatively new plan and is considered a high deductible health plan or HDHP. While this plan offers the lowest premiums, it also offers the lowest level of coverage. Premiums are recommended to increase by 5 percent in FY 2017-18 for those employees on plans A and B.

Employer Contribution – The City currently contributes \$9,010 per year per budgeted employee into the Self Insurance Fund. The FY 2017-18 includes a 5.5% increase to the contribution to \$9,510 per employee per year. The contribution was increased by 14% last fiscal year. Prior to that, the contribution had not been increased since FY 2011-12. From FY 2010-11 to FY 2017-18, the compounded annual growth rate of the employer contribution is 3.1%.

Expenditure Modifications (cost reductions)

Plan Design Changes – These changes include increases to co-pays, deductibles and other plan coverage components.

Prescription Plan/Classification – This change would modify the classification, coverage, and requirements to certain non-generic prescription drugs. In addition, the City's benefits consultants have successfully renegotiated RX contracts through Aetna, creating additional savings.

Compass Transparency Tool – This product will provide HR staff and employees the ability to search for the most cost effective doctors, procedures and even prescriptions. The interface is very basic and helpful and will allow users to search for the costs for all in-network medical costs.

Separate dental coverage from plan – This strategy involves implementing a separate dental policy that employees can elect to participate in. Therefore, if someone requires dental coverage, the City would have a separate fully insured product available to them. This would require a separate premium. The 5 percent increase in premiums stated above does not include dental. The City intends to offer two dental plan choices to employees. First a DHMO plan, a very small network of dental providers (2 locations in New Braunfels). That premium will range from approximately \$10-\$33 monthly, based on the level of coverage. The second plan is a standard DPPO, which provides a much broader network, but with higher premiums. The monthly premiums for the DPPO will range from \$35- \$113 monthly. Again, if employees wish to have dental coverage,

these premiums will be a new cost to the employee in addition to the premium increases described above.

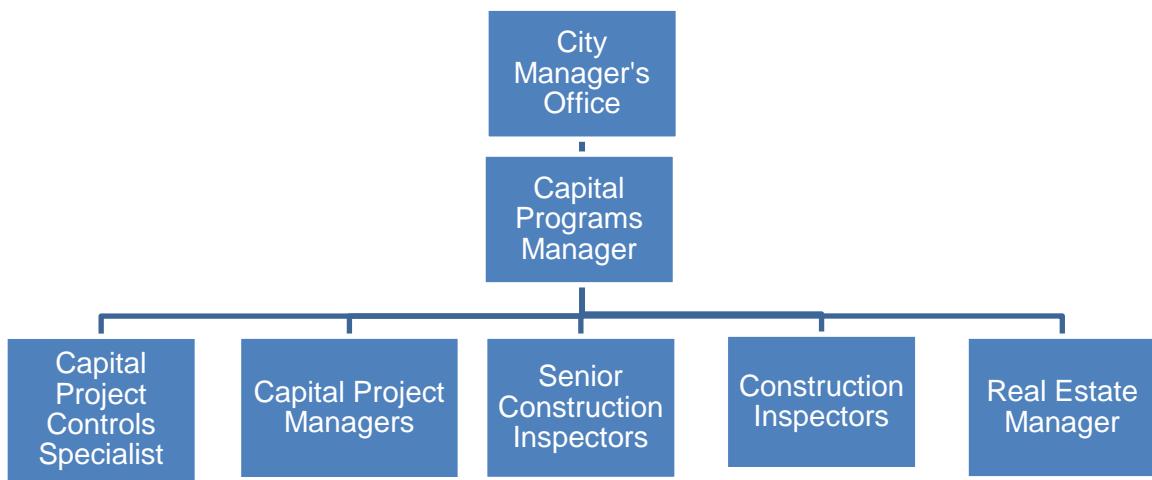
Retiree Coverage – Pre 65 retirees will now be offered insurance through the Texas Municipal League. The Self Insurance Fund will no longer support the costs nor receive the premiums from previously enrolled retirees.

The FY 2017-18 Adopted Self Insurance Fund budget includes all of previously mentioned strategies. Health insurance costs are dynamic and unpredictable. Regardless, continued and consistent analysis of these costs will be critical in determining whether or not the various strategies are successful in reducing total program costs. The table below provides additional detail on the projected FY 2017-18 Self Insurance Fund related expenditures.

Claim Expenditures	\$ 5,786,007
Third Party Administration (Aetna)	238,205
Stop Loss Premiums	905,126
Benefits Consultant	40,000
Miscellaneous	3,037
Total	\$ 6,972,375

Capital Improvement Funds

CAPITAL PROGRAMS



CAPITAL PROGRAMS

Mission:

Making New Braunfels great by preserving, enhancing and building quality infrastructure.

Vision:

To be a progressive team dedicated to excellence in project management and customer service.

Goals/Objectives:

1. Deliver quality infrastructure through projects that are within budget, on time and at the quality specified in engineering/architectural plans.
2. Enhance positive community perception through improved information access, friendly service and prompt, professional responses.
3. Planning for the future by supporting preparation and submission to the City Council a five year capital improvement plan.

Division Description:

The Capital Programs Division (CPD) was created in November 2012 to administer the City's Capital Improvement Plan based on a need for personnel dedicated to capital project management, specifically addressing design, construction and financial management of capital projects. The CPD is under the direction of the Capital Programs Manager. The CPD assists City departments in managing the development and implementation of their departmental goals, objectives, policies, and priorities as they relate to capital infrastructure improvements.

Real estate management is also a key function of the capital programs division. Property acquisitions associated with streets and drainage projects and other City property purchases and leases are coordinated by the City's Real Estate Manager. In FY 2008-09, the City hired a Real Estate Manager to bring in-house the real estate acquisition function, thus saving contracted services costs. In addition, having this expertise in-house assists the City in timely response to real estate issues. The Real Estate Manager takes the lead in managing land acquisitions associated with capital improvement projects.

<i>Performance Measures:</i>	FY 2015-16	FY 2016-17	FY 2017-18
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Capital Programs</i>			
Percentage of capital project construction completed on budget	100%	100%	90%
Percentage of capital project construction completed on schedule	100%	100%	90%
Number of Capital projects managed	29	25	27
Dollar amount of capital projects managed	\$19,775,851	\$18,223,623	\$36,000,000
Number of citizen contact related to capital projects including public/individual meetings, phone calls, emails	2,450	3,675	1,850
Square footage of property acquired	45,100	3,254,444	45,000

Performance Measures:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
Dollar amount of property acquired	\$226,434	\$4,034,556	\$250,000
Percentage of property acquisition requiring condemnation	0%	0%	10%

Program Justification and Fiscal Analysis:

In FY 2012-13, the Capital Programs Division was created to serve as a central hub for the development, implementation and oversight of the City's capital improvement projects. The City has a significant obligation to deliver the authorized and funded capital projects. This commitment is what led to the creation of a division whose main objective is to oversee the development of these projects. Because the primary responsibility of this division is to oversee debt-funded projects, a large portion of the salary and benefit costs associated with the staff is funded from available capital funds.

Authorized Positions:

	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Estimate	Budget
<i><u>Capital Programs</u></i>			
Capital Programs Manager	1	1	1
Capital Project Controls Specialist	1	1	1
Capital Project Manager*	3	3	3
Construction Inspector	1	1	1
Real Estate Manager*	1	1	1
Senior Construction Inspector	2	2	2
Total Authorized Positions	9	9	9

- * The three Capital Project Managers, three Construction Inspectors and 70 percent of the costs associated with the Real Estate Manager are funded from debt proceeds. The remaining authorized staff within this division is funded from the General Fund.

Policy Consideration:

The chart on the following page reflects the current schedule and remaining amount of unissued bond funds for the remainder of the 2013 bond program. Between the first three years, \$57.94 million of the \$86 million approved by the voters has been authorized. No debt issuance stemming from the 2013 bond program will occur in the fourth year (FY 2016-17). The fifth year issuance, scheduled to occur in FY 2017-18 will total \$28.06 million.

Appropriations:	Bond Issuance Year One	Bond Issuance Year Two	Bond Issuance Year Three	Bond Issuance Year Four	Projected Bond Issuance Year Five	Total Bond Appropriation FY 2017-18
Available Funds						
General Obligation Bond Proceeds	\$ 14,723,992	\$ 15,489,379	\$ 28,457,268	\$ -	\$ 28,060,000	\$ 86,730,639
Interfund Transfer - Roadway Impact Fees	-	-	-	1,500,000	-	1,500,000
Interest Income	671	9,190	110,674	158,000	158,000	436,535
Contribution	711,470	-	-	100,000	6,900,000	\$ 7,711,470
TOTAL AVAILABLE FUNDS	\$ 15,436,133	\$ 15,498,569	\$ 28,567,942	\$ 1,758,000	\$ 35,118,000	\$ 96,378,644
APPROPRIATIONS						
Proposition 1 - Streets						
Klein Road Reconstruction	\$ 2,085,465	\$ 645,500	\$ 4,000,000	\$ -	\$ 4,800,035	\$ 11,531,000
Rueckle Road Reconstruction	365,000	325,500	1,570,000	-	507,500	2,768,000
Solms/Morningside Drive Reconstruction	2,285,000	2,697,000	5,000,000	-	1,614,000	11,596,000
Roadway Impact Expenditure	-	-	-	1,000,000	-	1,000,000
Citywide street improvements	2,000,000	2,000,000	2,000,000	-	4,000,000	10,000,000
Subtotal - Proposition 1	\$ 6,735,465	\$ 5,668,000	\$ 12,570,000	\$ 1,000,000	\$ 10,921,535	\$ 36,895,000
Proposition 2 - Drainage						
Alves Lane Improvements	\$ 1,370,000	\$ 1,011,236	\$ 6,370,000	\$ -	\$ 6,524,377	\$ 15,275,613
Roadway Impact Expenditure	-	-	-	500,000	-	\$ 500,000
Blieders Creek watershed improvements	441,000	226,873	-	-	-	667,873
Live Oak/Katy Street Improvements	335,000	1,030,000	2,823,000	-	401,000	4,589,000
Panther Canyon erosion control	84,000	340,000	-	-	-	424,000
Wood/Landa Street preliminary design	619,000	643,514	231,500	-	1,149,500	2,643,514
Subtotal - Proposition 2	\$ 2,849,000	\$ 3,251,623	\$ 9,424,500	\$ 500,000	\$ 8,074,877	\$ 24,100,000
Proposition 3 - Parks						
Community Recreation Center	\$ 1,533,000	\$ 1,317,500	\$ 5,247,000	\$ -	\$ 9,197,500	\$ 17,295,000
NBIDC Expenditure	\$ -	\$ -	\$ -	\$ 100,000	\$ 5,700,000	\$ 5,800,000
Land Acquisition - Sports Complex	2,200,000	300,000	-	-	-	2,500,000
Morningside Park Development	420,000	580,000	-	-	-	1,000,000
Dry Comal Hike & Bike Trail	-	-	-	-	-	-
Subtotal - Proposition 3	\$ 4,153,000	\$ 2,197,500	\$ 5,247,000	\$ 100,000	\$ 14,897,500	\$ 26,595,000
Proposition 4 - Economic Development						
CTTC expansion	\$ 1,281,676	\$ 3,470,000	\$ -	\$ -	\$ -	\$ 4,751,676
Subtotal - Proposition 4	\$ 1,281,676	\$ 3,470,000	\$ -	\$ -	\$ -	\$ 4,751,676
Total Projects	\$ 15,019,141	\$ 14,587,123	\$ 27,241,500	\$ 1,600,000	\$ 33,893,912	\$ 92,341,676
Prop 1 -Contingencies/Capital Project Staff	55,000	477,500	320,000	-	752,500	1,605,000
Prop 2 -Contingencies/Capital Project Staff	91,000	133,652	335,500	-	366,500	926,652
Prop 3 -Contingencies/Capital Project Staff	47,000	100,915	253,000	-	3,500	404,415
Debt Issuance Cost	223,992	199,379	307,268	-	-	730,639
Contingencies (interest earnings)	-	-	110,674	158,000	101,588	370,262
TOTAL APPROPRIATIONS	\$ 15,436,133	\$ 15,498,569	\$ 28,567,942	\$ 1,758,000	\$ 35,118,000	\$ 96,378,644

**2004 CERTIFICATES OF OBLIGATION
CAPITAL IMPROVEMENTS PROJECT FUND**

Fund: 304

Program Description:

The City of New Braunfels issued \$26 million in Certificates of Obligation in April 2004 to fund various streets and drainage improvement projects. The debt issuance was originally issued to fund improvements to the South Tributary and the North Tributary for regional flood control, the Bleders Creek detention pond, Bleders Creek - River Road improvements and the Churchill Drainage projects. In addition, \$10 million was set aside to fund other street improvement projects that the City planned to complete in phases. Since that time, the City Council reprioritized funding from this debt issuance to optimize project completion opportunities. Funding for some projects was reduced while others were increased to fully fund projects that were moving ahead and needed additional funding to complete construction. The projects now funded with the 2004 Certificates of Obligation are listed and described below.

2004 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

APPROPRIATIONS	Project Revenue/ Budget	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 26,000,000	\$ 26,000,000	\$ -
Miscellaneous and Contributions	68,959	68,959	-
Intergovernmental Revenue		-	-
Interest Income	4,101,029	4,050,824	50,205
TOTAL AVAILABLE FUNDS	\$ 30,169,988	\$ 30,119,783	\$ 50,205

APPROPRIATIONS

Projects

South Tributary Flood Control	\$ 4,284,339		
Engineering	1,218,933	\$ 1,218,933	\$ -
Right-of-Way	1,876,758	1,876,758	-
Construction	1,188,648	1,188,648	-
North Tributary	827,257	777,052	50,205
Churchill Drainage Project	4,627,661		
Engineering	196,426	196,426	-
Right-of-Way	596,423	596,423	-
Construction	3,834,812	3,834,812	-
Katy/Mesquite Drainage - Construction	665,204	665,204	-
Alves Lane	166,997	166,997	-
Gruene Rd. Improvements	24,638	24,638	-
Walnut Ave. Widening - Right of Way	6,047,818	6,047,818	-
Walnut Ave. Ext to Klien Rd. - Construction	4,530,016	4,530,016	-
Walnut Ave. Ext to Klien Rd. - Amenities	173,747	173,747	-

2004 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

APPROPRIATIONS	Project Revenue/ Budget	Activity to Date As of 09/30/2017	Total Available Funds
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APPROPRIATIONS

Street Maintenance Projects

2004 Projects

Phase 1	298,332	298,332	-
Phase 2	435,559	435,559	-
Phase 3	349,802	349,802	-

2005 Projects

Phase 1	1,130,385	1,130,385	-
Phase 2	1,838,579	1,838,579	-
Phase 3	874,697	874,697	-

2006 Projects

Phase 1	1,027,526	1,027,526	-
Phase 2	598,629		
Engineering	154,740	154,740	-
Construction	443,889	443,889	-
Phase 3	1,103,000		
Engineering	150,000	150,000	-
Construction	953,000	953,000	-
Subtotal - Street Maintenance Projects	\$ 7,656,509	\$ 7,656,509	\$ -

Total Projects	29,004,186	28,953,981	50,205
Real Estate Manager	138,438	138,438	-
Engineering Staff	134,149	134,149	-
Interfund Transfers	893,215	893,215	-
TOTAL APPROPRIATIONS	\$ 30,169,988	\$ 30,119,783	\$ 50,205

**2007 CERTIFICATES OF OBLIGATION
CAPITAL IMPROVEMENTS PROJECT FUND**

Fund: 307

Program Description:

The City of New Braunfels issued \$17.5 million in Certificates of Obligation to fund various needed capital improvement projects (listed and described below). \$2.5 million of this issue pays for park improvement projects. That debt is being repaid through New Braunfels Industrial Development Corporation (NBIDC) funds that come from sales tax proceeds.

Appropriations	Project Revenue/ Budget	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 17,654,242	\$ 17,654,242	\$ -
Interest Income	595,892	535,985	59,907
Miscellaneous	142,223	142,223	-
Interfund Transfers	72,344	25,056	47,288
TOTAL AVAILABLE FUNDS	\$ 18,464,701	\$ 18,357,506	\$ 107,195

APPROPRIATIONS**Projects**

Gruene Bridge Replacement - ROW and Constr	\$ 544,693	\$ 544,693	\$ -
Walnut Ave. Widening - Engineering	848,406	848,406	-
Walnut Ave. Extension to Klein Rd.	1,943,153		
Engineering	867,391	867,391	-
Construction	1,075,762	1,075,762	-
Katy/Mesquite Drainage	47,068		
Engineering	46,068	46,068	-
Right-of-Way	1,000	1,000	-
Highway 46 Improvements - Right-of-Way			
Acquisition	181,000	181,000	-
Highway 46 Improvements - Interest Expense	428,675	428,675	-
Gruene Hike and Bike Trail	405,483	405,483	-
Water Lane Improvements - Design	93,541	93,541	-
Gruene Crossing - Design	120,000	120,000	-
Phase I 2006 Street Maintenance	30,000	30,000	-
Gruene Rd Improvements (Gruene Apple)	96,139	96,139	-
Landa Park Bathhouse	229,304	229,304	-
Landa Park Restrooms Improvements -			
Construction	36,943	36,943	-
Park Land Purchases and Improvements	4,667,273		
Fisher Park Land	2,284,078	2,284,078	-
Fisher Park Master Plan	19,000	19,000	-
Fischer Park Land and Riverfront Properties	1,010,434	1,010,434	-
Fischer Park Design	607,612	607,612	-
Landa Park Irrigation	381,162	381,162	-
Landa Park Walls and Dams - Design	343,690	343,690	-
West Loop Park Site Work/Environmental	21,297	21,297	-

City of New Braunfels
2007 Certificates of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

Fund: 307

APPROPRIATIONS

Main Plaza Improvements	238,552	238,552	-
Cemetery Walls - Design	301,931	301,931	-
Eikel Park Playground	50,500	50,500	-
Prince Solms Improvements	56,569	56,569	-
Airport Runway/Taxiway Improvements			
Engineering	30,624	30,624	-
Airport Business Plan	83,367	83,367	-
Airport Hanger Apron and Taxiway (match for TXDOT project)	89,577	89,577	-
Underground Utilities - Airport Runway	104,191	104,191	-
Airport tractors and gator	185,103	185,103	-
Airport Fuel Farm	97,265	97,265	-
Eikel Park Skate Park Improvements	175,320	175,320	-
South Tributary Hike and Bike Trail Improvements	1,073,536	1,073,536	-
Hoffman Park Improvements	49,000	49,000	-
Fire Stations Improvements - #2 and #4	288,716	288,716	-
Fire Stations #1 Renovation	90,782		90,782
Fire Station #6 - Construction and Equipment	2,683,714	2,683,714	-
Drainage Improvements	371,281	371,281	-
Transportation Enhancement Project - Westside	16,413		16,413
New Braunfels Industrial Development Corp. Funded Projects			
Spring Fed Pool Improvements	40,310	40,310	-
Landa Park River Front Rehabilitation	207,300	207,300	-
Landa Park Irrigation	48,450	48,450	-
Golf Course Improvements	856,441	856,441	-
Fredericksburg Fields Bleachers	16,076	16,076	-
Landa Playground Improvements	407,352	407,352	-
HEB Soccer Complex Improvements	607,516	607,516	-
County Line Trail Parking Lot	64,554	64,554	-
Eikel Park Skate Park Improvements	91,000	91,000	-
Eikel Field Improvements	102,000	102,000	-
Panther Canyon Improvements	9,450	9,450	-
Camp Comal Lighting	79,700	79,700	-
Total Projects	\$ 18,188,268	\$ 18,081,073	\$ 107,195
Contingencies	-	-	-
Debt Issuance Cost	261,233	261,233	-
Engineering Staff	15,200	15,200	-
TOTAL APPROPRIATIONS	\$ 18,464,701	\$ 18,357,506	\$ 107,195

**2008 CERTIFICATES OF OBLIGATION CAPITAL
IMPROVEMENTS PROJECT FUND**

Fund: 308

Program Description:

The City of New Braunfels issued \$2 million in tax notes to fund the acquisition of fire apparatus in June 2008. In addition, the City issued \$14.3 million in Certificates of Obligation in September 2008 to fund various needed capital improvement projects. Funding for Walnut Avenue Widening, land purchases as well as design costs for a new Public Works/Fire Training Facilities, improvements to Goodwin Lane and Morningside Drive for the Comal Independent School District, railroad quiet zones and the Oak Run Pedestrian Bridge are some of the projects included in the 2008 Certificates of Obligation issuance. These projects are described in more detail below.

City of New Braunfels

Fund: 308

2008 Certifications of Obligation Capital Improvement Fund

Fiscal Year Ending September 30, 2018

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 16,400,409	\$ 16,400,409	\$ -
Interest Income	167,335	18,045	149,290
Donations, Contributions and Grants	262,500	262,500	-
Reimbursements	164,924	-	164,924
Miscellaneous	74,330	-	74,330
Interfund Transfers	28,186	-	28,186
TOTAL AVAILABLE FUNDS	\$ 17,097,684	\$ 16,680,954	\$ 416,730

APPROPRIATIONS

Projects

Fire Apparatus	\$ 1,970,645	\$ 1,970,645	\$ -
Walnut Avenue Widening - Segment 1	1,620,401		
Right-of Way Acquisition	1,428,726	1,428,726	-
Engineering Services	191,675	191,675	-
Walnut Ave. Widening Segments 2 & 3	686,313	686,313	-
Right-of Way Acquisition	8,475	8,475	-
Engineering Services	677,838	677,838	-
SouthTributary Drainage Improvement -			
Construction	3,828,395	3,828,395	-
Walnut Extension to Klien Road - Land	115,554	115,554	-
Drainage Improvements	159,987	159,987	-
North Tributary Flood Control Project	544,361	208,642	335,719
Gruene Road Improvements (Gruene Apple)	3,328	3,328	
Gruene Rd - Business 35 to Post Rd.	72,174	72,174	-

2008 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

APPROPRIATIONS

Railroad Quiet Zones	1,211,501			
Engineering	321,900	321,900	-	
Construction	889,601	889,601	-	
Municipal Facilities property acquisition	905,605	905,605	-	
Parks Modular Building	193,000	193,000	-	
Goodwin Lane	302,843	302,843	-	
Morningside Drive	946,932	946,932	-	
Public Works/Fire Training Facility Design	1,965,088			
Land	1,120,711	1,120,711	-	
Professional Services	844,377	816,430	27,947	
Highway 46 Improvements - Land	333,259	333,259	-	
Pavement Management Program	953,727	953,727	-	
Street Improvement Project - Phase 1 - 2006	172,352	172,352	-	
Street Improvement Project - Phase 2 - 2005	175,000	175,000	-	
Oak Run Bridge	217,918	217,918	-	
Municipal Facilities (City Hall)	122,139	122,139	-	
Transportation Enhancement Program -Westside	53,064		53,064	

Total Projects	\$ 16,553,586	\$ 16,136,856	\$ 416,730	
Contingencies	0	\$ -	0	
Debt Issuance Expense	242,811	242,811	-	
Engineering Staff	301,287	\$ 301,287	-	
TOTAL APPROPRIATIONS	\$ 17,097,684	\$ 16,680,954	\$ 416,730	

**2009 CERTIFICATES OF OBLIGATION CAPITAL
IMPROVEMENT FUND**

Fund: 309

Program Description:

The City of New Braunfels issued \$9,500,000 in Certificates of Obligation to fund City wide technology upgrades, Public Works heavy equipment, various Parks projects and equipment, property for municipal facilities, fire station construction and a replacement engine for the Fire Department. The individual projects are listed and described below.

**City of New Braunfels
2009 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018**

Fund: 309

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
Available Funds			
Proceeds from Debt Issuance	\$ 9,564,480	\$ 9,212,640	\$ 351,840
Intergovernmental Revenue	292,703	292,703	-
Interest Income	42,909	-	42,909
TOTAL AVAILABLE FUNDS	\$ 9,900,092	\$ 9,505,343	\$ 394,749
APPROPRIATIONS			
Projects			
Human Resources/Finance Software System	\$ 157,605	\$ 157,605	\$ -
Public Works Equipment	399,007	399,007	-
Computer Aided Dispatch Software System (CAD/RMS)	1,099,814	1,099,814	-
Parks and Recreation Equipment	178,914	178,914	-
Fire Station #1 Renovation	489,115	119,600	369,515
Prince Solms Park - Phase 3 and 4	441,687	441,687	-
Wayfinding signs - monuments	89,413	89,413	-
Fencing at Camp Comal, Boathouse and	122,832	122,832	-
Fire apparatus for station #2	478,126	478,126	-
Ambulance Remounts - 2	284,223	284,223	-
Police Vehicles	120,843	120,843	-
Prisoner Transport Van - Police Department	9,164	9,164	-
Police Department Facility Improvements	273,663	273,663	-
Boathouse improvements and boats	6,450	6,450	-
Irrigation system - Business 35	34,443	34,443	-
Water Lane property and improvements	1,083,297	1,083,297	-
Fire Station #4 - Construction	2,370,638	2,370,638	-
Property for Municipal Facilities	1,853,183	1,853,183	-
Mini Golf Lights replacement	34,088	34,088	-
Municipal Facilities (City Hall)	78,587	78,587	-
One Solution Upgrade	25,234		25,234
Total Projects	\$ 9,630,326	\$ 9,235,577	\$ 394,749
Debt Issuance Cost	\$ 147,639	\$ 147,639	-
Real Estate Manager	97,293	97,293	-
Special Projects Manager	24,834	24,834	-
Contingencies	-	-	-
TOTAL APPROPRIATIONS	\$ 9,900,092	\$ 9,505,343	\$ 394,749

**2011 CERTIFICATES OF OBLIGATION CAPITAL
IMPROVEMENT FUND**

Fund: 351

Program Description:

In FY 2011-12, the City issued \$18.2 million issuance of Certificates of Obligation to fund the Walnut Avenue Widening project's construction costs, construction costs for the North Tributary Flood Control project, parks repair and improvement projects, property acquisition, flood warning sirens, airport improvements, and the Gruene Crossing Drainage Improvement project.

City of New Braunfels
 2011 Certificates of Obligation Capital Improvement Fund
 Fiscal Year Ending September 30, 2018

Fund: 351

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 18,200,000	\$ 18,200,000	\$ -
Intergovernmental Revenue - TXDOT	1,616,502	1,616,502	-
Proceeds from Insurance	25,025	\$ 25,025	-
Interest Income	46,061		46,061
Leases	86,902		86,902
Interfund Transfer	166,725		166,725
Reimbursement	47,809	27,269	20,540
TOTAL AVAILABLE FUNDS	\$ 20,189,024	\$ 19,868,796	\$ 320,228

APPROPRIATIONS

Projects

Walnut Avenue Widening Project	\$ 5,425,989	\$ -
Construction/Professional Services	5,071,989	5,071,989
Engineering and Inspection (in-house)	354,000	354,000
Landa Plaza Property	1,902,264	1,902,264
Olympic Pool Sand Filter Replacement	61,964	61,964
Airport Terminal and Tower Improvements	103,858	103,858
Airport Runway Improvements - Design	8,410	8,410
Airport Runway Extension	209,691	209,691
Airport Land Acquisition	1,616,502	1,533,097
Airport Entrance Drive Improvements	147,003	147,003
Crest Lane Property Acquisition	45,586	45,586
Flood Warning System	270,020	270,020
Landa Dam and Culverts Repairs (flood damage)	56,803	56,803
Landa Park Bridge repairs (wading pool, behind dance slab, gazebo)	455,980	455,980
Landa Park Master Plan	50,000	50,000

City of New Braunfels

Fund: 351

2011 Certificates of Obligation Capital Improvement Fund

Fiscal Year Ending September 30, 2018

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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APPROPRIATIONS

Projects

Landa Park Riverfront Rehab	671,499	671,499	-
Prince Solms Improvements	141,888	141,888	-
Fredericksburg Field Lighting Replacement	150,000	150,000	-
Landa Bathhouse Restroom Improvements	20,951	20,951	-
Gruene Rd. Improvements (Gruene Apple)	615,598	615,598	-
San Antonio Street Bridge Improvements	235,500	235,500	-
Highway 46 Interest Expense	171,470	171,470	-
Transportation Enhancement Program -Landa Street	475,000	475,000	-
Transportation Enhancement Program -Westside	7,100	6,559	541
Site work - Community Recreation Center	200,000	200,000	-
North Tributary Flood Control Project	6,375,472		
Engineering and Inspecting (in house)	13,597	13,597	-
Professional Services	90,400	90,400	-
Right of Way	704,828	704,828	-
Construction	5,566,647	5,330,365	236,282
Gruene Crossing Drainage Improvement	542,538		-
Right of Way	158,670	158,670	-
Construction	383,868	383,868	-

Total Projects	\$ 19,961,086	\$ 19,640,858	\$ 320,228
In House Staff	180,650	180,650	-
Contingencies	-		-
Interfund Transfer	47,288	47,288	-
TOTAL APPROPRIATIONS	\$ 20,189,024	\$ 19,868,796	\$ 320,228

Allowable expenditures from debt proceeds

**2012 CERTIFICATES OF OBLIGATION CAPITAL
IMPROVEMENT FUND**

Fund: 352

Program Description:

The FY 2011-12 Budget included a \$15.5 million issuance of Certificates of Obligation. Projects funded with the proceeds would include additional funds for the Walnut Avenue Widening project, the FM 306 overpass, railroad quiet zones (2nd phase), airport and fire department equipment, parks improvements, downtown improvements and a computer aided dispatch/records management software system for public safety. The New Braunfels Industrial Development Corporation will fund the debt service associated with the FM 306 overpass project (\$1.5 million in debt issuance).

City of New Braunfels
2012 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

Fund: 352

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
Available Funds			
Proceeds from Debt Issuance	\$ 20,995,866	\$ 20,787,481	\$ 208,385
Miscellaneous Revenue	334		334
Interest Income	98,313		98,313
TOTAL AVAILABLE FUNDS	\$ 21,094,513	\$ 20,787,481	\$ 307,032
APPROPRIATIONS			
Projects			
Walnut Avenue Widening	\$ 6,670,040	\$ 6,670,040	\$ -
Downtown Improvements - Phase I Construction	2,200,000	2,200,000	-
Railroad Quiet Zones - Construction - Phase II	1,088,426	1,088,426	-
Fire apparatus for Station #4	836,879	836,879	-
Fire Station #1 Renovation	54,694		54,694
Ambulance Remounts	208,200	208,200	-
Parks Maintenance Shop Structural Repairs	547,355	547,355	-
HEB Soccer complex - lighting and additional fields	156,038	156,038	-
Transportation Improvement Project - Westside	132,342		132,342
Police Department Facility Improvements	258,793	138,797	119,996
Prisoner Transport Van - Police Department	53,388	53,388	-
Park Improvement Projects			
Fischer Park Improvements	3,354,606	3,354,606	-
Construction	3,318,450	3,318,450	-
Design	36,156	36,156	-
Landa Park Riverfront Rehab	4,482,719	4,482,719	-
Springfed Pool repairs	193,036	193,036	-
Morningside Park	100,000	100,000	-
Landa Park Master Plan	25,500	25,500	-
Total Projects	\$ 20,362,016	\$ 20,054,984	\$ 307,032
Debt Issuance Cost	\$ 245,866	\$ 245,866	-
Capital Project Staff	486,297	486,297	-
Contingencies	-	-	-
Interfund Transfer	334	334	-
TOTAL APPROPRIATIONS	\$ 21,094,513	\$ 20,787,481	\$ 307,032

***2013 CERTIFICATES OF OBLIGATION CAPITAL
IMPROVEMENT FUND***

Fund: 353

Program Description:

In FY 2013-14 the City issued a \$20.2 million in certificates of obligation. Initial projects funded with the proceeds include the final funds for the completion of the Walnut Avenue Widening project, the FM 306 overpass, replacement of all public safety radios, purchase and renovation of a facility for a new city hall and the second phase of construction for Fischer Park.

City of New Braunfels
2013 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2018

Fund: 353

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 20,465,968	\$ 19,364,122	\$ 1,101,846
Intergovernmental Revenue	3,630,579	3,630,579	-
Interest Income	73,802		73,802
TOTAL AVAILABLE FUNDS	\$ 24,170,349	\$ 22,994,701	\$ 1,175,648

APPROPRIATIONS

Projects

Walnut Avenue Widening	\$ 3,035,143	\$ 3,035,143	\$ -
FM 306 Construction	4,531,250	4,531,250	-
Flood Property Buyout (Grant)	1,150,680	1,150,680	-
Radio Replacement	2,244,283	2,244,283	-
Cemetery Walls - Design	38,460	38,460	-
Fischer Park Construction - Phase 2	5,027,265	5,027,265	-
Municipal Facilities	5,861,061	5,861,061	-
Station Alerting - Fire Department	257,096	257,096	-
Athletic Fields Master Plan	39,390	39,390	-
Live Oak Avenue/Katy Street Draiange Improvements	100,000	100,000	-
FEMA Property Acquisition Match	40,000		40,000
Parks and Recreation Equipment - Mowers	43,400	43,400	-
Plaza Christmas Tree Replacement	7,836	7,836	-
Police Department Facility Improvements	58,458		58,458
Fischer Park Dam Report and Inspection	75,000		75,000
Transportation Improvement Project - Westsic	973,452		973,452
Public Works - Street Crew Truck	28,738		28,738

Total Projects	\$ 23,511,512	\$ 22,335,864	\$ 1,175,648
Debt Issuance Cost	\$ 265,968	\$ 265,968	-
Capital Project Staff	392,869	\$ 392,869	-
Contingencies	-	-	-
TOTAL APPROPRIATIONS	\$ 24,170,349	\$ 22,994,701	\$ 1,175,648

2014 CAPITAL IMPROVEMENT PROJECTS FUND

Program Description:

The City issued \$10.375 million in certificates of obligation in 2014. Projects funded with the proceeds include the golf course and clubhouse renovations, and the purchase of and improvements to Airport facilities.

City of New Braunfels
2014 Capital Improvement Projects Fund
Fiscal Year Ending September 30, 2018

Fund: 354

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 10,386,727	\$ 10,361,469	\$ 25,258
Interest Income	12,947		12,947
TOTAL AVAILABLE FUNDS	\$ 10,399,674	\$ 10,361,469	\$ 38,205

APPROPRIATIONS

Projects

Golf Course and Clubhouse Improvements	\$ 6,912,947	\$ 6,878,567	\$ 34,380
Airport Improvements	3,300,000	3,296,175	3,825

Total Projects	\$ 10,212,947	\$ 10,174,742	\$ 38,205
Debt Issuance Cost	\$ 186,727	\$ 186,727	-
Contingencies	-	-	-
TOTAL APPROPRIATIONS	\$ 10,399,674	\$ 10,361,469	\$ 38,205

2015 CERTIFICATES OF OBLIGATION CAPITAL IMPROVEMENT FUND

Program Description:

The City issued \$5.5 million in certificates of obligation in 2015, all earmarked for the renovation of the former Albertsons building into the new City Hall complex.

City of New Braunfels	Fund: 355
2015 Certifications of Obligation Capital Improvement Fund	
Fiscal Year Ending September 30, 2018	

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 5,617,119	\$ 5,522,614	\$ 94,505
Interest Income	46,547	-	46,547
TOTAL AVAILABLE FUNDS	\$ 5,663,666	\$ 5,522,614	\$ 141,052

APPROPRIATIONS

Projects

Municipal Facilities (City Hall Renovation)	\$ 5,475,000	\$ 5,405,494	\$ 69,506
Police Department Facility Improvements	71,546		71,546

Total Projects	\$ 5,546,546	\$ 5,405,494	\$ 141,052
Debt Issuance Cost	\$ 117,120	\$ 117,120	-
Contingencies	-	-	-
TOTAL APPROPRIATIONS	\$ 5,663,666	\$ 5,522,614	\$ 141,052

2015 TAX NOTES CAPITAL FUND

Program Description:

The City intends to issue a \$1,290,000 tax note prior to the end of FY 2014-15. The notes will be amortized over a seven year period. The notes will fund various equipment needs as well as other initiatives that were either not fully funded or tied specifically to program changes included in the FY 2016-17 budget.

City of New Braunfels
2015 Tax Notes Capital Fund
Fiscal Year Ending September 30, 2018

Fund: 315

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2017	Total Available Funds
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Available Funds

Proceeds from Debt Issuance	\$ 1,290,000	\$ 1,039,087	\$ 250,913
Interest Income	-	-	-
Miscellaneous	-	-	-
TOTAL AVAILABLE FUNDS	\$ 1,290,000	\$ 1,039,087	\$ 250,913

APPROPRIATIONS

Equipment/Projects

Three Police Pursuit Vehicles	\$ 135,424	\$ 135,424	\$ -
Agenda building software	20,800	20,800	-
Vehicles - Capital Programs, Public Works, Police, Planning and Community Development	117,949	117,949	-
Street Equipment - Dump Truck and Street Sweeper	297,652	297,652	-
Phone system upgrade	156,887	156,887	-
Slope mower	37,000	37,000	-
Fire Station #1 overhead door replacement	37,965	37,965	-
Fire Station #2 design services	150,000		150,000
Transportation Enhancement Program - Westside	200,000	175,940	24,060
High load detection system - Landa Street	24,470	24,470	-
Westside Community Center facility improvements	22,600		22,600
One Solution Upgrade	22,766		22,766
Mobile device management	12,000		12,000
Public Works - Street Crew Truck	19,487		19,487

Total Projects	\$ 1,255,000	\$ 1,004,087	\$ 250,913
Debt Issuance Cost	\$ 35,000	\$ 35,000	-
TOTAL APPROPRIATIONS	\$ 1,290,000	\$ 1,039,087	\$ 250,913

2013 General Obligation Bond Fund

Program Description:

The FY 2016-17 Budget included the four issuances of General Obligation Bonds associated with the 2013 Bond Program - \$14.7 million in FY 2013-14, \$15.4 million in FY 2014-15, \$28.1 million in FY 2015-16, and \$28.06 million in FY 2017-18. Available bond funds will be utilized to continue progress on various projects in all four propositions.

Appropriations:	Total Appropriation FY 2017-18	Activity to date as of 09/30/2017	Total Available Project Funds
Available Funds			
General Obligation Bond Proceeds	\$ 86,730,639	\$ 30,686,859	\$ 56,043,780
Interfund Transfer - Roadway Impact Fees	1,500,000		1,500,000
Interest Income	436,535	-	436,535
Contributions	7,711,470		7,711,470
TOTAL AVAILABLE FUNDS	\$ 96,378,644	\$ 30,686,859	\$ 65,691,785

APPROPRIATIONS

Proposition 1 - Streets

Klein Road Reconstruction	\$ 11,531,000	\$ 1,430,651	\$ 10,100,349
Rueckle Road Reconstruction	2,768,000	680,000	2,088,000
Solms/Morningside Drive Reconstruction	12,596,000	2,546,019	10,049,981
Citywide street improvements	10,000,000	5,300,000	4,700,000
Subtotal - Proposition 1	\$ 36,895,000	\$ 9,956,670	\$ 26,938,330

Proposition 2 - Drainage

Alves Lane Improvements	\$ 15,775,613	\$ 2,912,155	\$ 12,863,458
Blieders Creek watershed improvements	667,873	611,387	56,486
Live Oak/Katy Street Improvements	4,589,000	1,007,592	3,581,408
Panther Canyon erosion control	424,000	95,683	328,317
Wood/Landa Street preliminary design	2,643,514	966,705	1,676,809
Subtotal - Proposition 2	\$ 24,100,000	\$ 5,593,522	\$ 18,506,478

Proposition 3 - Parks

Community Recreation Center	\$ 23,095,000	\$ 7,651,279	\$ 15,443,721
Land Acquisition - Sports Complex	2,500,000	20,015	2,479,985
Morningside Park Development	1,000,000	999,966	34
Dry Comal Hike & Bike Trail	-	-	-
Subtotal - Proposition 3	\$ 26,595,000	\$ 8,671,260	\$ 17,923,740

Proposition 4 - Economic Development

CTTC expansion	\$ 4,751,676	\$ 4,751,676	\$ -
Subtotal - Proposition 4	\$ 4,751,676	\$ 4,751,676	\$ -

Total Projects	\$ 92,341,676	\$ 28,973,128	\$ 63,368,548
Prop 1 -Contingencies/Capital Project Staff	1,605,000	529,251	1,075,749
Prop 2 -Contingencies/Capital Project Staff	926,652	209,103	717,549
Prop 3 -Contingencies/Capital Project Staff	404,415	244,738	159,677
Debt Issuance Cost	730,639	730,639	-
Contingency (interest earnings)	370,262		370,262
TOTAL APPROPRIATIONS	\$ 96,378,644	\$ 30,686,859	\$ 65,691,785

Capital Project Descriptions – Completed Projects

South Tributary Drainage Improvements

The South Tributary drainage project is a regional flood control project that collects run-off from a 1,932 acres watershed. The budgeted cost for the project is \$8,112,714. Of that amount, \$4,284,339 is funded in the 2004 Certificates of Obligation, with the remainder (\$3,828,395) in the 2008 Certificates of Obligation. Project design was substantially completed in FY 2007-08 and construction began in 2009. The project was delayed and the channel re-aligned, and the project was completed during FY 2012-13.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

North Tributary Flood Control Project

The North Tributary Flood Control Project is a regional flood control project that will reduce the threat of potential flooding. The current project consists of three large regional detention ponds, one on either side of Walnut Avenue and one between Walnut Avenue and Old McQueeney Road, and channel improvements from Walnut Avenue to Old McQueeney Road. The current budget for the project including channel improvements is \$7,748,090. The 2004 Certificates of Obligation funded \$827,257. The 2008 Certificates of Obligation funded additional right-of-way and construction costs of \$544,361 and the 2011 Certificates of Obligation fund \$6,375,472. The project is nearly complete. However, potential repairs could be required. Those repairs and costs will be determined at the close of ongoing legal proceedings.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Church Hill Drainage Project

The Church Hill watershed is adjacent to the Union Pacific Railroad and generally runs between the Guadalupe River and FM 306. This area has had significant flooding issues common to Church Hill Drive and Wright Avenue for at least the last decade. This drainage improvement project will be completed in two phases. The construction for the first phase was completed in July 2008. The total cost of the project funded with 2004 Certificates of Obligation was \$4,627,661.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Katy/Mesquite Drainage

This project consisted of the installation of a large reinforced concrete box storm drain system on Mesquite Avenue from West San Antonio Street to Katy Street as well as improvements to Katy Street. The drainage system significantly reduces the flooding potential by collecting and passing 100-year storm events. The City funded a portion of the professional services costs from

the General Fund (\$163,000) and the Streets and Drainage Fund (\$46,000) which is now closed, with the remaining engineering funding (\$47,068) coming from the 2007 Certificates of Obligation. The 2004 Certificates of Obligation funded \$665,204 in construction costs for this project. The total project cost was \$922,272 (including \$1,000 for right-of-way acquisition) funded in the 2007 Certificates of Obligation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Alves Lane

This project included construction of a drainage culvert and street reconstruction in a limited area on Alves Lane. Construction was completed through an agreement with a private developer. The total cost of the project to the City was \$166,997 and was funded entirely from 2004 Certificates of Obligation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Gruene Road Street and Drainage Improvement

The Historic District of Gruene is a significant tourist destination. Gruene Road, the primary access into this district was, before this project began, a rural road with a noteworthy history of accidents and significant flooding issues. The project extends from Sunnybrook Drive to Common Street. The project was completed in October 2007 at a total cost of \$6,346,950. The 2003 Certificates of Obligation funded all but a small portion of this cost. This remaining amount was funded with the 2004 Certificates of Obligation (\$24,638).

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Walnut Avenue Widening

This project includes the widening of the Walnut Avenue street section from Business 35 to Katy Street, as well as intersection improvements at Katy Street and Business 35. In addition, the project includes improvements to San Antonio Street at Walnut Avenue. Drainage improvements are also included in the project. In addition, major landscaping and other improvements are being accomplished in the project to create a park-like environment through a portion of this roadway. Total right-of-way costs were \$7,485,019 with the 2004 Certificates of Obligation funding \$6,047,818 of the total cost and the 2008 Certificates of Obligation providing the remaining funds required (\$1,437,201). The 2007 and 2008 Certificates of Obligation funded the design and engineering costs for all segments with \$867,391 coming from the 2007 Certificates of Obligation and the remaining \$869,513 from the 2008 Certificates of Obligation.

Funding for construction of the project came from three separate debt issuances to better match the need for funds with timing of debt issuances. The 2011 Certificates of Obligation included \$5,425,989. The 2012 Certificates of Obligation provided an additional \$6,670,040 for the

construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,035,143.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget
Yes – Landscape Maint	General Fund	Parks and Recreation

Walnut Avenue Extension to Klein Road – Construction and Amenities

This project consisted of extending Walnut Avenue from County Line Road to Klein Road with a five-lane street section. The road section crosses one major drainage way; therefore, required storm drain improvements as well. A portion of the funding for the project (\$4,530,016) came from the 2004 Certificates of Obligation. Remaining funding came from the 2007 Certificates of Obligation (\$1,943,153) for engineering and construction, the 2008 Certificates of Obligation (\$115,554) for right-of-way acquisition. The project also included \$173,747 in the 2004 Certificates of Obligation to fund enhancements and amenities to this road improvement that funded additional landscaping and irrigation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget
Yes – Landscape Maint	General Fund	Parks and Recreation

Street Improvement Projects

In 2003, the City completed a street inventory and condition study that identified an approach to improve the overall street network condition by applying either a timely overlay or reconstruction of the street. The study compared the rate of deterioration and identified improvement projects. The City used this study to select projects, schedule projects, project phasing, and funding. The budget for these street projects originally totaled \$10 million. Staff managed these projects in phases. All these projects are now completed. The total amount expended for these projects is \$8,033,861. The Phase 2 2005 street improvement project included improvements to Mill Street. The total project cost was \$2,013,579 with \$1,838,579 funded from the 2004 Certificates of Obligation and the remaining funding of \$175,000 from the 2008 Certificates of Obligation. The project was completed in February 2008. The Phase 3 2005 street improvement project included construction on several streets, the project was completed in FY 2009-10. This project has a total budget of \$874,697.

The Phase 1 2006 street improvement project budget was \$1,229,878 with \$1,027,526 coming from the 2004 Certificates of Obligation, \$30,000 from the 2007 Certificates of Obligation and the remaining \$172,352 from the 2008 Certificates of Obligation. The Phase 2 2006 street improvement project was completed in FY 2008-09 with a total cost of \$598,629. The Phase 3 2006 street improvement project was completed in FY 2008-09 with a total project cost of \$1,103,000 funded from the 2004 Certificates of Obligation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Gruene Bridge Replacement

This project provided funding for the right-of-way and matching funds for construction costs associated with the replacement of the Gruene Bridge as Gruene Road crosses the Guadalupe River. The project was a TxDOT off-system bridge replacement project and replaced the existing structure with a wider and higher deck. Project construction was completed in May 2008, and the total construction cost for the project was \$2.8 million. Total City costs amounted to \$581,914, with \$544,693 funded in the 2007 Certificates of Obligation and the remaining from the City's General Fund (\$37,221).

Impact to FY 2017-18 operating costs	Fund	Department
Yes – General Maint	General Fund	Public Works Budget

Highway 46 Improvements

This project involved major improvements to Highway 46. TxDOT managed construction of this project. Both Comal County and the City of New Braunfels participated in the project by purchasing right-of-way and providing initial financing that will be repaid by TxDOT as the roadway is used. The City had a contract with TxDOT to pay the right-of-way costs over a three year period. By participation with the County, the City took advantage of the ability to expedite a significant regional transportation project. The 2007 Certificates of Obligation funded the first payment to TxDOT for the right-of-way acquisition for this project (\$181,000). The 2008 Certificates of Obligation paid a portion of this cost as well as utility relocation within the City limits for this project, funded there at \$333,259. The Roadway Impact Fee Fund also paid a significant portion of this cost (\$760,706) which represented the final total payment to TxDOT. This was considerably more than the original TxDOT estimate.

In addition, the City had to pay its proportionate share of interest only costs related to a total of \$16 million in debt issued by Comal County to facilitate construction financing. This debt will be repaid by TxDOT through pass-through financing as citizens use the roadway. The pre-completion interest expenses are an actual (non-reimbursable) cost to the City. The 2007 Certificates of Obligation include appropriations of \$428,675, which helped fund this interest expense. The 2011 Certificates of Obligation include \$171,470 for another year's interest expense. Roadway impact fees have also been utilized to cover the interest expense.

Highway 46 will remain a TxDOT maintained roadway; therefore, most of these improvements will not affect the City's operating costs.

Gruene Road Hike and Bike Lane

The Gruene Road Hike and Bike trail was a partnership project between the City of New Braunfels and the Texas Department of Transportation (TxDOT). This enhancement project cost a total of \$1,244,233 and required the City to provide a 20 percent match. The City also had to fund the professional services cost, bringing the total City cost to \$614,435. The project resulted in a bike trail that links downtown New Braunfels with the Historic District of Gruene. The project was first initiated by the Comal Trails Group. It consists of lane widening and striping from the Faust Street Bridge to Sunnybrook Drive. The project integrated with the Church Hill Drainage Project, as a significant portion of the project follows the Church Hill alignment to Gruene Road then along Gruene Road to Sunnybrook Drive. \$208,942 was expensed for this project in the 2003 Certificates of Obligation fund. The remaining cost of the project was funded

with the 2007 Certificates of Obligation (\$405,483). The FY 2017-18 Budget includes funds to maintain this hike and bike trail.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Water Lane Improvements – Design

Water Lane from IH 35 to San Antonio Street (approximately 1,170 linear feet) is currently a 20 foot pavement section with open ditch drainage. The street condition assessment indicates the street needs to be re-constructed. City ordinances require local streets serving multifamily, commercial or industrial property to have a 40 foot pavement width. The project will address all these issues. The City purchased property and buildings along Water Lane, making the improvements even more critical since a fire station will move to this location. The 2007 Certificates of Obligation include funds of \$93,541 which funded design this project. Design was completed in January 2011.

This project will not affect the City's operating budget until construction is completed. Construction costs are not currently funded.

Gruene Crossing Drainage Improvements

The Gruene Crossing project includes improvements to the low-water crossing at the entrance to the Gruene Crossing Subdivision. Even small rainfall events produce runoff that prevents access to this residential neighborhood of more than 200 units. Preliminary design suggested that the project should be done in two phases. The first phase includes channel upgrades downstream; the second phase involves construction of culverts at Club Crossing Street. Design for this project is funded at \$120,000 in the 2007 Certificates of Obligation. Construction costs of \$383,868 and right-of-way acquisition costs of \$158,670 for a total of \$542,538 are funded in the 2011 Certificates of Obligation. Total project cost is \$663,067. This project was completed in FY 2012-13. The FY 2017-18 Budget includes appropriations for this and other drainage area maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works Budget

Gruene Road Improvements (Gruene Apple)

Through a mediated settlement agreement with Gruene Apple Land Company, Ltd. the City addressed some outstanding issues associated with the Gruene Road Project. By mutual agreement, Gruene Apple and the City selected Civil Engineering Consultants (CEC) to investigate, analyze, survey, propose solutions and provide final design for the identified issues. Council authorized proceeding with design services in December of 2011 with the total cost for those services of \$85,000.

As a result of preliminary design, it was evident that not only could the terms and conditions outlined in the mediated settlement agreement be addressed, but improvements could also improve street drainage. The project includes an underground drainage system, reestablishment

of an embankment, a retaining wall to stabilize the bank in City right of way at the base of a metal building, gabion bank stabilization in a select area, channel erosion repairs and gabion reconfiguration near the Guadalupe River. Improvements are being constructed by the City with its own forces and by an outside contractor. The 2007 Certificates of Obligation will fund \$96,139 of the total project cost, the 2008 Certificates of Obligation will fund \$3,328 and the 2011 Certificates of Obligation will fund \$615,598. The project was completed in the fall of FY 2014-15.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works Budget

Landa Park Bathhouse

This \$500,687 project included the construction costs associated with the renovation of the existing Landa Park pools' bathhouse to improve use of space, customer access, concessions area, and storage areas. The bathhouse at the Aquatic Complex was not optimally configured to support customer service or to access the complex. The bathhouses had not been upgraded for over twenty-five years. Through the reconstruction, a concessions area was constructed to better serve pool customers. Another part of this project relocated storage areas, facilitating the movement of equipment back and forth for swimming lessons and team practices. The Aquatic Coordinator's office was relocated to provide direct access to and visibility of the pool area, increasing management efficiency and improving their ability to ensure safety for all swimmers. Finally, the lifeguard training room was reconfigured to allow better access in and out and to provide more efficient storage of supplies. In FY 2005-06, the professional services costs associated with this project were appropriated during the April 2006 budget adjustments approved by Council. Construction of this project began in the fall of 2007 and was completed in June 2008. The 2007 Certificates of Obligation provided \$229,304 in funding for construction costs.

The 2011 Certificates of Obligation include \$20,951 which was used to complete renovations of the facility's restrooms. These areas were not renovated in the original project.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Facility Maintenance	General Fund	Parks and Recreation

Landa Park Restrooms Improvements

This project provided the funding for the renovation of two existing restrooms in Landa Park: one restroom located by Fredericksburg Road and one by the dance slab. Construction costs were funded with the 2007 Certificates of Obligation in the amount of \$36,943. The remaining funding of \$21,990 came from the General Fund for a total project cost of \$58,933. The project was completed in the spring of 2008.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Fischer Park

This project had several funding requirements from the 2007 Certificates of Obligation. In FY 2007-08, the City purchased 58 acres of land at McQueeney and County Line Roads for development into a park. The initial land was purchased for \$2,284,078 in January 2007. In July 2009, City Council also completed a master plan study (of which \$19,000 was funded from the 2007 Certificates of Obligation) and accepted the recommended alternative for the park's development. Once again, the 2007 Certificates of Obligation were used to fund \$269,518 to buy the property adjacent to the City's existing property and to provide \$607,612 to fund the construction drawings and engineering to fully implement the master plan recommendations. The 2012 Certificates of Obligation provided an additional \$36,156 for design related costs. Design was completed for this new park in 2013 and construction services for the project were bid out. The construction cost for the first phase of this project is provided by the 2012 Certificates of Obligation for \$3,318,450. The debt service associated with this expense will be funded by the New Braunfels Industrial Development Corporation. The 2013 Certificates of Obligation include \$5,027,265 for the remaining construction cost funding. The total expected construction cost of Fischer Park is \$8,345,715.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance, landscaping, programming and ranger patrol costs	General Fund	Parks and Recreation

Riverfront Properties

The City currently owns property along the Guadalupe River (near the New Braunfels Library) a flood prone area. The property was purchased because development in this area is discouraged due to its propensity to flood. \$740,916 in funding from the 2007 Certificates of Obligation was used to buy additional properties that are adjacent to those that were already under the City's ownership. The 2013 Certificates of Obligation also include funding in the amount of \$1,150,680 to purchase additional properties in this area. The City received several grants from FEMA (Federal Emergency Management Agency) to help fund these costs (\$855,517 in grant funds). The City had to provide a 25 percent match as well as pay relocation expenses and some other costs. The FY 2017-18 Adopted Budget has additional appropriations for this and other open space areas' maintenance to fund the additional costs to control vegetation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Landa Park Irrigation – Construction

The irrigation system in Landa Park was a manual system that consisted of a combination of galvanized and PVC pipe. The network of existing pipe also supplied potable water to all of the restrooms and drinking fountains within the park. This system has been replaced with new equipment and piping. The new irrigation system for the park includes: all new main lines and water meters that by-pass the potable water lines; a looped main line to reduce pressure losses; and smart controllers that use soil moisture sensing devices to establish watering schedules. This new system provides a more efficient method of watering the park by increasing watering rates and reducing man hours. The total construction cost for this project was \$381,162 with all

funding coming from the 2007 Certificates of Obligation; debt service on \$48,450 of this cost is being paid by the New Braunfels Industrial Development Corporation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Landa Park Riverfront Rehabilitation – Walls and Dam

This project identified existing Comal river bank locations within Landa Park in need of rehabilitation due to severe soil erosion and damage. Additionally, improvements are needed to the Landa Lake Dam to minimize frequent spillover into the Spring Fed Pool (which causes maintenance issues due to silt infiltration). A study was conducted in FY 2008-09 to determine recommended solutions to these issues. The study recommended rebuilding the retaining walls with MSE block material and raising the Landa Lake Dam by 1.7 feet above the current elevation. The 2007 Certificates of Obligation include a total of \$343,690 for the design of this project with \$207,300 from the debt supported by the New Braunfels Industrial Development Corporation. Design was completed in January 2011.

Construction of these walls will prevent further erosion and loss of banks and provide a safe surface from which to stand at the water's edge. \$671,499 is included in the 2011 Certificates of Obligation to address repairs to the dam and culverts resulting from the June 2010 flood as well as to help fund professional services and construction costs for this project. The remaining construction and professional services costs to make these improvements are funded in the 2012 Certificates of Obligation with \$4,482,719 provided.

The FY 2017-18 operating budget will not be impacted by this project. In fact, now that this project is complete, park maintenance along the riverfront will be maintained more efficiently.

West Loop Park

This project is for the development of a community park that will include an off-leash dog area, among other amenities. The park will be five to ten acres in size and will include separate areas for small and large dogs. Off leash dog areas are one of the most popular types of new parks being developed throughout the United States. These parks provide an opportunity for dogs to play, unleashed, with other canines. Added benefits are increased fitness and socialization for the owners as they interact with their animals and other pet owners. The FY 2007 Certificates of Obligation include \$21,297 that was spent for site work and environmental issues at this site. A community wide effort is underway to raise funds and solicit volunteers to help pay for and construct this park. Private fund raising (cash and in-kind services) and a contribution from the New Braunfels Industrial Development Corporation of \$100,000 will allow the first phase of the project to be developed.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape and Maintenance Services	General Fund	Parks and Recreation

Main Plaza Improvements

\$238,552 included in the 2007 Certificates of Obligation provided funding for improvements to the City's plaza at San Antonio and Seguin streets. This area is a focal point for downtown activities and events including the holiday lighting and associated festivities. These funds were used to upgrade the plaza's electrical infrastructure and sound systems to ensure continued safe and vibrant activities in this area. This project was completed in August 2010.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Cemetery Walls - Design

The City owns two cemeteries, one of which is located adjacent to the bank of the Guadalupe River. This cemetery is very old and erosion on the bank will eventually threaten gravesites near the river. This project will design and construct improvements to the wall to prevent further erosion and protect this property. The 2007 Certificates of Obligation (\$301,931) and 2013 Certificates of Obligation (\$38,460) provide funding for design of this project, which is currently underway. Construction funding has not yet been identified.

Eikel Park Playground

The playground at Eikel Park has surpassed its recommended life. The existing play structures require ongoing maintenance to keep them in compliance with national safety standards. This project includes replacement of play structures and playground surfacing. The FY 2007 certificates of obligation will fund \$50,500 of the cost to complete these upgrades to this park. CBDG funding and the Parks Improvement Fund will provide the remaining funding needed for the project.

A reduction of maintenance cost can be expected due to these upgrades.

Prince Solms Improvements

Since parking has been limited to pavement only at Prince Solms Park, the opportunity was created to make improvements to the park for use by local residents and visitors. Improvements include irrigation and sodding. \$166,175 from the parking revenue from the last year of parking in this area was allocated to support this effort. These funds were previously accounted for in the Facilities Maintenance Fund and were transferred into the 2011 Certificate of Obligation Fund in FY 2012-13 to better track these funds. The total cost of the improvements was \$198,457 (\$56,569 funded in the 2007 Certificates of Obligation and the remaining \$141,888 in the 2011 Certificates of Obligation). The FY 2017-18 operating budget includes maintenance funding for these projects.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Airport Runway and Taxiway Improvements

The City and the Texas Department of Transportation (TxDOT) on behalf of the Federal Aviation Administration identified the need for the rehabilitation of Runway 13/31, taxiway A, North East Apron, Taxiway C, Taxiway F, and the City Terminal Aircraft Ramp. These

improvements not only provide a 35 year life span for these surfaces, but they provide additional strength to accommodate larger corporate aircraft that already exceed the capacity of the airport's pavements. This project was funded through Federal Airport Improvement funds at 90 percent with the City contributing 10 percent. The 2007 Certificates of Obligation include \$30,624 which funded the City's match for the engineering costs for this project. The New Braunfels Industrial Development Corporation funded the cash match required for the construction costs (\$880,684).

This project is expected to reduce the operating costs in the short term - for the next three to five years as the new pavement will require less maintenance. The FY 2017-18 Budget includes the funds to maintain this improvement.

Airport Business Plan and Contract Tower Benefit/Cost Analysis

In recognition of the need for sound planning for the future of the Airport, the City and TxDOT agreed that an Airport Business Plan would provide an independent view of the short and long-term strategy for the airport. The Airport Business Plan serves as a dynamic document that addresses such issues as functions, aesthetics, economic challenges and opportunities, marketing and economic developments issues, financial feasibility of various alternatives, land use, airfield planning, transportation infrastructure, and phasing. TxDOT funded 50 percent of the total estimated cost, and the City funded the remaining from the 2007 Certificate of Obligation (\$83,367). The business plan has and will continue to positively impact the City's operating budget as more activity will generate more revenue, enough to at least offset any added costs for services to the new businesses.

The contract tower benefit/cost analysis resulted in the Federal Aviation Administration (FAA) taking over the airport tower operations, saving the City at least \$320,000 annually.

Airport Hanger Apron and Taxiway Improvements

Texas Department of Transportation (TxDOT) has recognized the need for growth and expansion at the Airport by funding the construction of a taxiway and apron to accommodate the construction of new hangars. Construction of new regular and/or T-hangars is critical for the growth of the airport as all hangars and T-hangars used to store aircraft were filled to capacity. This project was funded by a TxDOT non-primary entitlement grant at 90 percent and required the City to participate at a 10 percent share. The 2007 Certificates of Obligation include \$89,577 for the City's match for this project.

This project reduced operating costs for this pavement section in the short term as the new areas require less maintenance.

Airport Underground Utilities

To accommodate the construction of the apron and taxiway improvements (described above), TxDOT identified the need to place underground electric utilities that were currently overhead. New Braunfels Utilities performed this work at total cost to the City of \$104,191, which was included in the 2007 Certificates of Obligation. TxDOT also extended a grant in the amount of \$50,000 to fully fund this project.

The FY 2017-18 operating budget is not impacted by this project.

Airport Equipment

The use of inadequate equipment for moving and storing aircraft at the airport prompted the need to acquire the proper equipment to perform these operations safely. The cost of this equipment was \$185,103 which was funded by the 2007 Certificates of Obligation. The equipment includes tractors, a gator, and an airplane tugger. This equipment makes the staff more efficient in their daily responsibilities, allowing them, in the short term; to meet service demand increases as the airport operations grows.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Equipment Maintenance	Airport Fund	Airport

Airport Fuel Farm

To increase safety at the airport and minimize failure of the existing fuel storage and dispensing system, funding of \$97,265 from the 2007 Certificates of Obligation was used to upgrade and refurbish the fuel “farm” to include the following: replacement of the spill containers, hook-up connections, Avgas and jet fuel hose reel; pouring of concrete pads for stainless steel cabinets to house new hose reels and high visibility display for fuel dispensing; installation of additional piping to accommodate relocation of hose reels; replacement of two fuel pumps and two liquid control meters; installation of two sump separators; painting of two 12,000 gallon tanks and associated piping; addition of capability to dispense Jet A fuel via self-service machine; and other miscellaneous upgrades. This project makes self-service fuel sales more efficient, and it makes the process for dispensing Jet A fuel to the Med-Evac helicopter tenant safer. Work on this project was completed in October 2010. The FY 2017-18 operating budget for the Airport Fund will be impacted by this project with higher revenues from the increased sale of fuel and decreased costs due to less maintenance of the facility.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Equipment Maintenance	Airport Fund	Airport

Eikel Park Skate Park Improvements

The City completed development of an expanded skate park at Eikel Park. Funding from multiple sources was used for this community project. \$91,000 was incorporated in the \$2.5 million funded in the 2007 Certificates of Obligation being repaid by the New Braunfels Industrial Development Corporation. Additional contributions of \$50,000 from the General Fund, along with grants from the Tony Hawk Foundation (\$25,000), LCRA (\$25,000), Wurstfest Association (\$30,000), New Braunfels Rotary (\$25,000) and CDBG (\$25,000) were also included to fund the total cost of this project. That level of funding allowed for completion of the first phase of this project. The Council appropriated an additional \$175,320 from the 2007 Certificates of Obligation proceeds (not funded by the Industrial Development Corporation) to fully fund all phases of this project. The total cost for all phases of the project was \$446,320. The new skate park benefits the citizens by providing an improved facility that addresses the need for more challenging and various structures for the skating community. It also serves as a course that will draw tournaments and visitors from other cities. Since work on this project was

completed in June 2009, the FY 2017-18 Budget already includes funds to maintain this park facility.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

South Tributary (County Line Memorial) Hike and Bike Trail

As a part of the South Tributary drainage improvements, an 8-foot-wide concrete trail was placed along the channel. This trail is almost two miles in length and provides hike and bike access between neighborhoods, schools, and parks. Additional improvements, funded here, include trail crossings, landscaping, signage, benches, a pedestrian traffic signal, water fountains and a parking area. The 2007 Certificates of Obligation Fund includes \$1,073,536 to fund this project.

Maintenance and operating costs will increase with this project's completion due to the increased landscaping and maintenance of these structures. These additional costs are included in the FY 2017-18 Budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Hoffman Park Improvements

Improvements to Hoffman Park were completed in FY 2008-09 with the installation of a play unit and park benches and the replacement of the basketball court and goals. The total cost of this project was \$77,883 with \$49,000 funded from the 2007 Certificates of Obligation and the remainder from the General Fund. The FY 2017-18 operating budget includes funds for maintenance and upkeep of this facility.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Fire Stations #1 Renovation

The Central Fire Station (Station #1) needs repairs and upgrades. The 2007 Certificates of Obligation include \$90,782 to provide funding for costs related to Fire Station #1 improvements. The 2009 Certificates of Obligation provide another \$489,115 and the 2012 Certificates of Obligation provide another \$54,694 for these remaining improvements. A total of \$633,943 is available for fire station development and improvements.

No impact to the FY 2017-18 Operating Budget is anticipated from this project.

Fire Stations Improvements - #2 and #4

Due to the population growth over the last ten years; the City needed to add another fire station to effectively serve the citizens of New Braunfels as well as Emergency Service District #7. Fire Station #4 provided that expansion of service. The 2007 Certificates of Obligation include

\$288,716 to provide funding for design and other cost associated with the completion of Fire Station #4.

No impact to the FY 2017-18 Operating Budget is anticipated from this project.

Fire Station #6

Construction of the new Fire Station #6 was completed in September 2008. \$2,683,714 was expended in the 2007 Certificates of Obligation to fund this construction as well as the equipment (emergency service vehicles) needed at the station. Fire Station #6 has three apparatus bays and is capable of housing up to nine Fire Department staff. The City worked with an architectural firm to establish a prototype fire station. Fire Station #6 is built on this prototype. The costs for staffing and operating supplies have already been absorbed in the City's Fire Department operating budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Fire Department

Drainage Improvements

The City continues to identify smaller scale drainage improvement projects needing to be addressed. Funding in the amount of \$371,281 was provided in the 2007 Certificates of Obligation to fund design and construction of several of these projects identified. The 2008 Certificates of Obligation have an additional \$159,987 in funding. In FY 2007-08, drainage project opportunities included investigation of ten projects. Through the concept design process, the Cedar Elm Street, Conrad's Road, Post Road and Live Oak Avenue projects were determined to be too costly to complete with the drainage funding available. These projects remain on the City's Capital Improvement Program. The South Bank, Pecan Ridge, Dove Crossing and Landa Street drainage projects were completed in FY 2008-09. The Honeysuckle Lane Project had right-of-way issues, and design revisions indicated drainage would not properly tie to the South Tributary project. The River Terrace drainage project was completed in FY 2009-10 at an approximate cost of \$85,000.

The City has established a Watershed Advisory Committee. One of their important responsibilities is to make recommendations to Council regarding identified drainage improvement projects that currently total about \$95 million. The drainage bond proposition, approved by the voters in May 2013, includes \$24.5 million to begin addressing these needs.

The FY 2017-18 Budget has additional appropriations for new drainage areas' maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Spring Fed Pool, Landa Park River Front and Dam Rehabilitation and Landa Park Irrigation Improvements: The spring fed pool represents a unique and well used asset to the community. It is, however, in need of maintenance and repair to bring to back to pristine condition for the enjoyment of residents and tourists. \$300,000 was originally provided for the study of

recommended improvements to the pool. However, due to significant issues with Landa Park irrigation, retaining walls and Landa Lake Dam, these funds were divided to study each of these three important issues. \$48,450 was allocated to design a new irrigation system for Landa Park; \$207,300 was budgeted for river front rehabilitation (retaining walls and Landa Lake Dam) study; and \$40,310 was used to study improvements to the spring fed pool. The irrigation system and river front rehabilitation were presented to City Council in July 2009. These studies are completed. The 2012 Certificates of Obligation include \$193,036 (in addition to the \$40,310) to complete necessary repairs to the springfed pool. These additional funds are also supported by the NBIDC.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Operating Costs	Golf Fund	Golf Course

Golf Course Improvements: The original golf course irrigation and greens project included the complete replacement of the failing irrigation system on the Landa Park Golf Course. However, the City completed a golf course master plan that recommended major changes and improvements to the golf course. The Council directed staff to move forward with a complete renovation to the course. The \$856,441 in funding in the 2007 certificates of obligation (funded by the New Braunfels Industrial Development Corporation) has been used to complete the archeological survey required and complete design of the golf course improvements. The 2014 certificates of obligation provide funding for construction at the course (\$6,912,947) as well as funding some improvements to the clubhouse.

During FY 2013-14 when the course is closed for construction, staff was retained and paid from several funding sources – the project itself, the General Fund and contributions from the New Braunfels Industrial Development Corporation (NBIDC).

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Operating Costs	Golf Fund	Golf Course

Fredericksburg Fields Bleachers: Existing bleachers at Fredericksburg Fields were dilapidated and beginning to warp and break, which created safety hazards. Funding of \$16,076 in the 2007 certificates of obligation (funded by the New Braunfels Industrial Development Corporation) provided replacements of two five-row bleachers and two three-row bleachers at Fredericksburg Fields, including shade structures that provide protection from the sun for youth and families. This amount included two bleacher shades for youth fields at Fredericksburg Fields and three shades for youth fields at Camp Comal. This project was completed in FY 2010-11.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Landa Playground Improvements: Landa Park provides residents and visitors with many options for play and enjoyment. The playground areas are one important aspect of this experience. This project provides \$407,352 in the 2007 certificates of obligation (funded by the New Braunfels

Industrial Development Corporation) to upgrade the playground areas and the areas surrounding them. This project was completed in FY 2012-13. These improvements are not expected to have any significant increase on operating expenses as the areas will continue to be maintained as they have been. Maintenance costs are being funded in the FY 2017-18 Budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

County Line Trail Parking Lot

As a part of the South Tributary drainage improvements, an 8-foot-wide concrete trail was placed along the channel. This trail is almost two miles in length and provides hike and bike access between neighborhoods, schools, and parks. Additional improvements include trail crossings, landscaping, signage, benches, a parking area, a pedestrian traffic signal and water fountains. The parking lot improvements were funded by the New Braunfels Industrial Development Corporation total \$64,554, funded in the 2007 Certificates of Obligation. In FY 2013-14, the parking area will was completed

Maintenance and operating costs will increase with this project's completion due to the increased landscaping and maintenance of these structures. These additional costs are included in the FY 2017-18 Budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Eikel Field Improvements: Improvements to Eikel Field included replacing the asphalt trail with a granite trail, an additional covered picnic pavilion, soccer goals, signage, grills, 35 trees with landscaping, a splash pad/water playground, architectural accents, fencing, and additional sidewalks. Funding in the amount of \$102,000 was provided for this project in the 2007 Certificates of Obligation and was used for trail replacement and relocation of the basketball court. Eikel Field is the major destination park for the west side of town and is used frequently by families for walking and recreation. Expansion of this park provides an alternative to Landa Park. Work on this project began in FY 2007-08 and was completed in early FY 2008-09. These improvements are not expected to have any significant increase on operating expenses as the areas will continue to be maintained as they have been.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Panther Canyon:

The 2007 Certificates of Obligation include \$9,450 to complete a study of repairs and improvement needed for low water crossings in Panther Canyon. The current crossings consist of wooden bridges that are constantly vandalized and broken. In addition, the June 2010 caused significant erosion in this area. The study made recommendations on how to best address these

issues. The 2013 general obligation bond program approved by the voters in May 2013 provides additional funding (\$424,000) to address issues in Panther Canyon.

The FY 2017-18 Operating Budget will not be impacted by this project.

Camp Comal Lighting:

The lighting at one of the fields at Camp Comal needed to be replaced. The lights were, in some cases, failing and all of them required significant maintenance. The fixtures were of sufficient age that parts were difficult and/or expensive to acquire. The cost to replace these fixtures was \$79,700, funded in the 2007 Certificates of Obligation. They have a useful life of at least fifteen years. This project was completed in FY 2009-10. These improvements are not expected to have any significant increase on operating expenses as the lights will continue to be maintained as the previous structures have been.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Fire Apparatus

A 100-foot platform truck was purchased for the Fire Department to replace an existing 75-foot ladder truck. The replaced truck was incurring significant maintenance costs and showing signs of structural failure. For the safety of the firefighters and to provide the equipment needed to respond effectively to fires, the City purchased this larger apparatus. The move from a 75-foot to a 100-foot ladder addresses the growth in New Braunfels and recognizes the additional reach capabilities required to services new multi-level structures. The 100-foot ladder can also assist with water rescue efforts from major traffic arteries. The tax notes also funded two engines to replace aging equipment that also has high maintenance costs and low reliability. The cost of this apparatus was \$1,896,081. The remaining \$74,564 from the original tax note issuance was used to help fund the new engine being purchased for Fire Station #2. The 2009 Certificates of Obligation includes an additional \$478,126 in funding for that engine's purchase.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Fire Department

Gruene Road Business 35 to Post Rd

The Gruene Road from Business 35 to Post Road project was initially a part of the Street Maintenance Phase 3 2005 project. It was deleted from that project when the Phase 3 2005 project was separated into Tier 1 and Tier 2 components. The project consists of reconstruction of Gruene Road and Glenbrook Lane, plus a drainage outfall. Design costs were funded in the 2008 Certificates of Obligation at a total of \$72,174.

This project will not impact the FY 2017-18 operating budget.

Railroad Quiet Zones

This project includes developing railroad quiet zones for various areas within the City. In February 2009, staff presented a five-year Railroad Quiet Zone Implementation Program to City Council that identified which quiet zones could be addressed in phases over multiple fiscal years.

The first phase of the identified quiet zones are generally from downtown to Rock Street (Union Pacific Railroad line number 2), from Church Hill to Rusk (Union Pacific Railroad line number 1), and from Bridge Street to Coll Street (Union Pacific Railroad line number 1). The first phase also includes from downtown to Live Oak (Union Pacific Railroad line number 2). The project budget for design of both phases and construction of the first phase is \$1,211,501 with \$321,900 of the total budget allocated for engineering and \$889,601 for phase I construction funded with FY 2008 Certificates of Obligation. The FY 2012 Certificates of Obligation fund Phase II Construction costs at \$1,088,426.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Parks Modular Building

Additional space was needed to relocate staff from inadequate and deteriorating office spaces and to remove a metal storage container, then being used as an office, from Landa Park. A total of eight offices, one small meeting room, and a climate controlled break and meeting area for field staff are located within the modular building. Staff was working in non-climate controlled areas, and offices had leaking roofs and moldy conditions. The 2008 Certificates of Obligation funded \$193,000 to purchase and install this modular building.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Goodwin Lane

The Comal Independent School District expanded their infrastructure with construction of the new Oak Creek Elementary School along Goodwin Lane near Conrads Road. The City worked with the school district to support this effort by funding construction of road improvements needed on Goodwin Lane. The school district contracted for and completed this work and the City contributed \$302,843 toward construction costs from the 2008 Certificates of obligation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Morningside Drive Improvements

In a similar situation, the Comal Independent School District constructed the new Morningside Elementary School along Morningside Drive near Solms Road. The City again partnered with the school district to complete needed road improvements on Morningside Drive by contributing \$946,932 for construction costs related to this street improvement project funded with the FY 2008 Certificates of Obligation.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Public Works/Fire Training Property and Facility Design

The City-wide Facilities Master Plan was completed in 2007 and indicated a need to increase available building and yard space for the Public Works streets and drainage function, the fleet service center, the sign shop, and solid waste functions. In addition, the City has identified a need for a full fire training facility. Property was purchased on Orion Road that will effectively serve both these needs. The 2008 Certificates of Obligation supported the property purchase. The actual cost for this property was \$1,120,711.

In addition, the 2008 Certificates of Obligation include \$844,377 to complete the design of the new Public Works/Fire Training Facility. The design contract was awarded in July 2012. The City is working to identify the most cost effective approach to providing these facilities, including phasing in the full build out. The total estimated cost to construct the facility is \$15 million. Funding will need to be identified for the construction costs of this project.

This project will not impact the FY 2017-18 Operating Budget

Pavement Management Program/Street Improvement Projects

In June 2009, the City completed a pavement management survey and assessment. This project included a survey of all City streets to assess their current condition and what improvements may be required on every street segment. The \$953,727 included in the 2008 Certificates of Obligation augments the General Fund funding included annually in the budget for street maintenance and repair. The \$953,727 in this fund has already been used for mill and overlay type projects. Specifically, work was done on Gruene Road from Loop 337 to Sunny Brook, Saur Road from FM 778 to Westmeyer Road, Conrad's Lane from IH 35 to Goodwin Lane and Goodwin Lane from Dove Hollow to Conrad's Lane. The assessment shows that the City should spend at least \$2 million annually in crack seal (partially funded from the General Fund) and mill and overlay to keep pace with needed street maintenance and repair. The study also identified a large number of other street improvement projects that require reconstruction and/or major overhaul. Funding for many of these projects has not yet been identified.

These road improvements will, in the short term, reduce the operating costs for maintenance and repair of these stretches of pavement. After the first three to five years, maintenance costs for these roads are expected to increase.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Street Improvement Project – Phase 1-2006

The Phase 1 2006 street improvement project included construction of Union Avenue from Common to Lincoln, Basel from Union to Grant and Fredericksburg from Landa Street to Bell Street as Phase 1A. Edgewater Terrace from Elizabeth to Houston, Allen from Edgewater to Dallas, Chicago from Edgewater to Dallas, Elizabeth Avenue from Torrey to Edgewater and Country Club Circle were completed as Phase 1B. The project was awarded for construction in two phases to allow areas of high tourist traffic to flow smoothly. The project was also expanded from its original scope by extending Fredericksburg from Howard to Bell and the addition of Allen and Chicago. Competitive construction bids allowed the City to extend the limits of the

project while remaining within the initial budget. The total project budget is \$1,229,877 with \$1,027,526 coming from the 2004 Certificates of Obligation, \$30,000 from the 2007 Certificates of Obligation and the remaining \$172,352 from the 2008 Certificates of Obligation.

These road improvements will, in the short term, reduce the operating costs for maintenance and repair of these stretches of pavement. After the first three to five years, maintenance costs for these roads are expected to increase.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Street Improvement Project – Phase 2-2005

The Phase 2 2005 street improvement project included improvements to Mill Street. The total project cost was \$2,013,579 with \$1,838,579 funded from the 2004 Certificates of Obligation and the remaining funding of \$175,000 from the 2008 Certificates of Obligation. The project was completed in February 2008.

These road improvements will, in the short term, reduce the operating costs for maintenance and repair of these stretches of pavement. After the first three to five years, maintenance costs for these roads are expected to increase.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Oak Run Bridge

Students in New Braunfels Independent School District attending the Oak Run School coming from an adjacent neighborhood were exposed to a flooding hazard at a drainage ditch. This project involved construction of a bridge to connect the Oak Run Subdivision to Oak Run School, eliminating the problem. Funding for the project was shared by the City, the school district and a private developer. The City's contribution totaled \$112,500 from the 2008 Certificates of Obligation. The total project cost was \$217,918.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

Municipal Facilities

The City's Facilities Master Plan identified the need for a new city hall building as the current facility is too small to accommodate existing staff. The City leases several portable buildings and other space close to the current city hall to house current staff. This project provides funding to purchase and renovate an existing facility to provide sufficient space for staff for the next ten to fifteen years. The 2013 Certificates of Obligation include \$5,861,061 for this project. The 2015 Certificates of Obligation include \$5,475,000 for the project. The 2008 Certificates of Obligation include \$122,139 for this project. The 2009 Certificates of Obligation include \$78,587 for this project. This project was completed in September 2016.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Facility Maintenance	General Fund	Public Works
Yes – Landscape Services	General Fund	Parks and Recreation

Human Resources and Financial Management Software Systems:

The City continues to upgrade and add technology systems needed to support operations. The land development process and asset management software systems' implementation were completed in April 2009. The technology needs assessment completed by the City in FY 2005-06 identified a new human resource management information system as the next important technology the City needed to put in place to support its critical business processes. The human resources software provides expanded capabilities in the areas of benefits management, position control, employee self service, applicant tracking, employee information tracking, and attendance management. The financial management system must work in conjunction with a human resources system because of the critical payroll function that spans both data sets. For this and other reasons described here, the City upgraded both the financial software system and the human resources software system at the same time. The City's current vendor offered a unique opportunity to move to a new software platform within their product lines, providing enhanced capabilities at a very low implementation cost. This project began in September 2010. The financial/purchasing components of the system went live in June 2011 and the human resources/payroll modules followed in January 2012. \$157,605 is included in the 2009 Certificates of Obligation. In addition, the City's Project Manager in the Support Services Department was paid from the 2009 Certificates of Obligation (\$24,834).

This project will not impact the FY 2017-18 Operating Budget

Public Works Equipment

The 2009 Certificates of Obligation include funding for four major pieces of heavy equipment for the Public Works Department for street maintenance and improvement efforts: a pneumatic roller, a 50-foot haul trailer (capable of moving the largest pieces of heavy equipment), an asphalt paver, and a patch truck. All four pieces of equipment have been purchased. The pneumatic roller and asphalt paver were replacements for aged equipment that was also undersized and therefore no longer sufficient to handle the City's current needs. The new equipment makes street crews more efficient in their operations. The total cost for the original three pieces of equipment was \$399,007 funded by the 2009 Certificates of Obligation. The FY 2013-14 Budget included an additional \$168,019 to purchase the patch truck as well as some equipment needed for traffic signal maintenance and repair. Staff efficiencies have resulted from these purchases, allowing staff to complete more work orders during the course of the year.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Public Works

Computer Aided Dispatch Software System

The Police Department relies heavily on their computer aided dispatch (CAD) and records management software (RMS) daily to dispatch calls and generate all their reports. The Criminal Investigations Division also uses these systems to assign and manage cases while the communication center uses the same system to manage and dispatch all calls for service for

police, fire and animal control. The CAD system funded here is one that will allow the users to complete and submit for approval their field reports utilizing their mobile computers. The RMS allows all documents to be stored electronically for immediate retrieval. Additionally, the CAD provides detailed illustrated maps, tracks crime trends and other use data needed to deploy resources. Another important benefit of the CAD system is the AVL or automatic vehicle locator which provides numerous benefits such as allowing the communication operator to identify the best resource when one is needed. The old system did not meet the needs of the Police Department for dispatch and records management. The 2009 Certificates of Obligation fund the cost of this system for \$1,099,814. Included in the total project budget was funding for the on-staff project manager who had responsibility for the timely and effective implementation of the software system. This position also supports end users now that the system is fully operational and is now funded in the General Fund. The remaining project funds will also be used to implement a medical management module and a station alert module for the Police Department.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Licensing Costs	General Fund	Police Department

Parks and Recreation Equipment

New and replacement equipment is needed to provide the resources needed to maintain park assets. The 2009 debt issuance includes \$178,914 which funded the purchase of a haul trailer (to move Parks equipment), an aerifier, a dump truck, a soil aerator, two gators and a tractor. The dump truck is a replacement; the other equipment provides Parks Maintenance crews with the tools they need to effectively maintain the parks and keep the vegetation and trees healthy and thriving. All this equipment was purchased in FY 2008-09. In FY 2013-14, Parks will purchase a mower with the remaining funds. Staff efficiencies have resulted from these purchases, allowing staff to complete more work orders during the course of the year.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Equip. Maintenance	General Fund	Parks and Recreation

Prince Solms Park-Phases 3 and 4

In FY 2007-08, the City began a multi-phased project to improve Prince Solms Park. The 2009 Certificates of Obligation include \$441,687 to complete this project. Fencing, ramps, steps and railings in the area around the river were added in the earlier phases of this project. Phases 3 and 4 developed shade for the area, landscaping, stone columns, lighting and a new concrete landing for improved river access. This project was completed in August 2010. This project is not expected to have any significant increase on operating expenses as the area was previously maintained by staff.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Wayfinding Signs Project – Monuments

The City began implementation of the wayfinding signs in FY 2006-07. The project has been implemented in phases. The 2009 debt issuance provided \$89,413 in funding to complete another phase of the project which included other monument signs at strategic locations including parks and City buildings. Funding in the amount of \$300,000 to complete an overhaul of the existing signage and add signage in strategic areas is included in the Hotel/Motel Tax Fund FY 2017-18 Budget.

The second phase of this project will be under construction in FY 2017-18 and supported by the Hotel/Motel Tax Fund as stated above.

Park Improvements

Several smaller parks improvement projects were funded with the 2009 Certificates of Obligation. Funding for all these projects totals \$163,370. Projects include replacement of fencing that is aged and in disrepair at Camp Comal, Fredericksburg fields and the boathouse as well as replacement bleachers at Camp Comal and parking improvement at Torrey Park (\$122,832). The lighting at the mini golf course has been replaced as part of the mini golf course improvements (\$34,088) and several paddle boats were replaced (\$6,450). These improvements have had a small impact on operating costs as the new equipment has reduced maintenance expenses in the short term.

Impact to FY 2017-18 operating costs	Fund	Department
Yes –Maintenance Costs	General Fund	Parks and Recreation

Fire Apparatus Station #2

The City has been systematically replacing aged fire apparatus that has become costly to maintain and, in some cases, unreliable. The 2009 Certificates of Obligation include \$478,126 to replace the engine at Fire Station #2. The remaining cost of the apparatus was funded from the original 2008 tax note issuance that had funds remaining for this engine purchase (\$74,564).

Impact to FY 2017-18 operating costs	Fund	Department
Yes –Vehicle Maint.	General Fund	Fire Department

Ambulance Remounts

The City's ambulances require partial replacement (chassis) every five years and full replacement after two chassis replacement. This is an effective way to get the maximum use from the ambulance "box" and equipment that sits on the chassis. In FY 2011-12, two ambulances were remounted. \$208,200 was provided in the 2012 debt issuance to fund this cost. In FY 2013-14, an additional \$284,223 was provided in the 2009 Certificates of Obligation (re-programmed funds), to complete two more remounts. One ambulance, through the remount, will become a bariatric ambulance to facilitate service to obese individuals.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Vehicle Maint.	General Fund	Fire Department

Police Vehicles and Police Facilities Improvements

The 2009 Certificates of Obligation include shorter-term debt to fund the purchase of five police specification vehicles at a total cost of \$120,843. These vehicles are used by officers that were hired in FY 2008-09 when City Council authorized the addition of five positions to create a traffic unit and to enhance the community response team.

In addition, \$273,663 is included in the 2009 issuance and an additional \$258,793 in the 2012 issuance to fund upgrades and enhancements to the Police Department's building to make the existing space more efficient and effective and to better serve the expanded workforce in that facility. The remaining funding will be utilized to replace the dispatch flooring and begin preliminary engineering on the existing Municipal Court space, which will become available to the Police Department once the City Hall renovation is completed.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Vehicle Maint.	General Fund	Police Department

Prisoner Transport Van

The current transport van has been used far beyond its regular life expectancy and is constantly in need of repair and oftentimes out of service. The replacement of this vehicle would allow for safe and efficient transport of prisoners, as well as reduce the liability and dangers during the transportation of prisoners. The 2009 Certificates of Obligation include \$9,164 to replace the van. The remaining cost of the van was funded from the 2012 Certificates of Obligation (\$53,388).

Impact to FY 2017-18 operating costs	Fund	Department
Yes - V	General Fund	Police

Irrigation System - Business 35

The Business 35/Seguin Avenue intersection is one of the main gateways into the City. The current irrigation system is deficient and can no longer be effectively repaired. The installation of a new and updated irrigation system in the islands will allow landscaping, trees and grass to thrive, thus beautifying the intersection and improving the quality of the physical environment. The 2009 certificates of obligation include \$34,443 to fund this project.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Public Works and Parks Maintenance Campus (Water Lane Property)

The City purchased a former TxDOT facility for use by both the Public Works and Parks Maintenance functions. In addition, the City will construct the new Fire Station #2 on this campus. The existing structures include a maintenance building as well as other smaller structures that have passed their useful life. In addition, Comal County is utilizing a portion of the land to construct a new Sheriff's Office. The County paid the City \$289,000 for that land.

The total project budget is \$1,083,297 in the 2009 certificates of obligation for the land and structures. Funding for design and construction of City facilities on this property has not been identified.

The FY 2017-18 operating budget will not be affected by this purchase. Future fiscal years will see an increase in maintenance costs.

Fire Station Construction

The City, because of the population growth over the last ten years, needed to add another fire station to effectively serve the citizens of New Braunfels as well as Emergency Service District #7. Fire Station #4 provides that expansion of service. The 2009 Certificates of Obligation included \$2,370,638 to fund construction of Fire Station #4. The City broke ground on this construction in June 2011 and the project was completed in August 2012 and became fully operational in October 2012. All operating expenditures associated with this station are included in the budget.

Impact to FY 2017-18 operating costs	Fund	Department
Personnel and facility maintenance costs	General Fund	Fire Department

Properties for Municipal Improvements

The City identified various properties that could be used to construct needed City facilities. These properties will serve various purposes including expansion of the City's parks system, additional administrative space, flood property buyouts, and new public safety facilities. The total funding for these purchases in the 2008 Certificates of Obligation is \$905,605. The 2009 Certificates of Obligation include an additional \$1,853,183 in funding for these same types of acquisitions. No additional property purchases are anticipated.

Funds for mowing and other landscape maintenance are included in the FY 2017-18 Budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Parks and Recreation

Real Estate Manager

In FY 2008-09, the City hired a Real Estate Manager to bring in-house the real estate acquisition function, thus saving contracted services costs. In addition, having this expertise in-house assists the City in more timely responses to real estate issues. In prior years, the position was fully funded from the 2004 and 2009 certificates of obligation as this position worked on property acquisition for the Walnut Avenue Widening project and other capital improvement projects. As the City's needs to continue to diversify, the funding for this position is changing.

Impact to FY 2017-18 operating costs	Fund	Department
Employee Expenditures	General Fund	Capital Programs

Landa Plaza Property

This property known as Landa Plaza on Landa Street was purchased to provide a location for a future municipal facility. The City is building a new community recreation center on this site. The 2011 Certificates of Obligation funded the cost of the land totaling \$1,902,264.

Olympic Pool Sand Filter Replacement

The existing sand filters for the Olympic Pool have been in use since 1996. The sand is original, the footings and fittings are deteriorated, gauges are unreliable and the units are generally worn out. The filters are necessary for managing water sanitation and clarity. The current units do not work at full capacity or efficiency. Replacing the units with updated equipment provides greater efficiency in power usage and improves water quality by cleaning the water more effectively and at a higher rate. The 2011 Certificates of Obligation include \$61,964 for this project which is completed.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maint costs	General Fund	Parks and Recreation

Airport Terminal and Tower Improvements

This project replaces: the failing rock façade at the airport terminal building; the water damaged walls in the building interior; and the hardy board on the exterior with decorative stone or blocks. The project also includes painting the exterior of the building. Some equipment damaged by lightning housed in the Airport tower has also been replaced with this funding. The 2011 certificates of obligation now include \$103,858 to complete this project.

Airport Runway Improvements

The 2011 Certificates of Obligations include \$8,410 for the City's 10 percent cash match for this TxDOT airport improvement project to help fund the design of extension of the Airport runway 13. This project includes the design of the overlay of Runway 13/31 and Taxiways A, B, C, D and F, the apron in front of the City Terminal, the apron around the City owned T-Hangars, resurfacing of the North East Apron, design for City Terminal apron expansion, design of the new taxiway stub next to the City Terminal, design of a new lighting system for Runway 13/31 and Taxiway A, relocation of the Airport electrical vault, and new marking and striping of the re-surfaced areas. The \$480,000 cash match for construction costs for this project is funded by the New Braunfels Industrial Development Corporation.

Airport Runway Extension

The 2011 Certificates of Obligation now include \$209,691 to fulfill a portion of the City's grant match requirement with TxDot to complete a runway extension project at the airport. The total project cost is estimated to be \$6,900,000. The Council authorized the New Braunfels Industrial Development Corporation (NBIDC) to pay the City's original estimated portion of \$480,000 towards the project. After approval, TxDOT began final design of the project. The project is now fully designed and the total project estimated cost was increased to \$6.9 million. The City's contribution has therefore increased to \$690,000 with the City increasing its contribution to fully fund the project's required match. This cost increase has been due primarily to the identification and amelioration of issues identified as part of the design process. This includes addressing

regional drainage issues, enhancing runway safety areas, widening existing taxiways to accommodate the needs of airport businesses, and other related items.

Airport Land Acquisition

The 2011 Certificates of Obligation include \$1,616,502 for airport land acquisition. This level of funding represents the award of several land acquisition related grants through the TxDot Aviation Capital Improvement Program. These parcels are required to protect the runway protection zones of several existing runways at the New Braunfels Regional Airport. \$1,616,502 represents the full funding requirement for these land acquisitions. A significant portion of this cost is funded by TxDot.

Airport Entrance Drive Improvements

The 2011 Certificates of Obligation includes \$147,003 to rebuild the entrance drive, as it was affecting the operation of staff and commercial customers. One of the City's bid-tab contractors was utilized to repave the Airport entrance drive. Repaving of this road actually reduced the maintenance requirement for this asset and will not require any additional operating expenditure in FY 2017-18.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Facility Maintenance	Airport Fund	Airport

Flood Warning System

The City has purchased and installed flood warning sirens to improve the ability to warn citizens and visitors of potential and/or imminent danger on or near the two rivers flowing through the City. The 2011 Certificates of Obligation fully funded the \$270,020 cost of this project. The system is in place and available for use should the need arise. Maintenance costs for the system have been included in the FY 2017-18 operating budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Public Works

Landa Dam and Culverts Repairs

The Landa Lake Dam has eroded over the past years due to flood events and natural erosion, allowing lake water to enter the spring fed pool and line it with sediment. This project raised the height of the dam by 1.7 feet to prevent frequent overtopping. In addition, after the June 2010 flood, it was discovered that the lake culverts leading into the old channel were severely eroded and in danger of failing. This project also replaced the culverts to prevent possible failure. The sluice gates that control flow into the old channel was also replaced. This project is funded in the 2011 Certificates of Obligation at \$56,803. Maintenance costs for the system have been included in the FY 2017-18 operating budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Public Works

Landa Park Bridge Repairs

The Landa Park wading pool pedestrian bridge and the pedestrian bridge by the gazebo were lost during the June 2010 flood. In addition, the bridge into Gazebo Circle at Landa Park was damaged. This project replaces the pedestrian bridges with sturdier structures that will better withstand future high water and flooding and repairs the other bridge. The FY 2011 Certificates of Obligation fund the \$455,980 needed to cover these costs.

The FY 2017-18 operating budget will not be affected by these repairs.

Landa Park Master Plan Completion

As a part of the 2010 Parks, Recreation and Open Space Strategic Plan, two planning concepts were developed for Landa Park. These concepts have not been presented for public input to determine final design for long term improvements to the park. Adopting a final master plan for Landa Park will enable staff to work towards an organized goal, as well as provide a plan that the public will be familiar with regarding future development. A final, formalized plan is important to guide improvement efforts within the park so that all additions, renovations and repairs are consistent and in line with an overall plan. The Budget includes \$50,000 in the 2011 Certificates of Obligation and \$25,500 from the 2012 Certificates of Obligation to complete the Landa Park Master Plan.

The FY 2017-18 operating budget will not be affected by these repairs.

Fredericksburg Field Lighting Replacement

The lighting system at the Fredericksburg Field was at the end of its useful life and was causing energy inefficiencies. The wooden poles were seriously deteriorating. The system needed to be replaced to keep the fields viable. The new lighting system also provides automatic scheduling and increased energy efficiency. The 2011 Certificates of Obligation funded the cost of this replacement at \$150,000. This project is complete.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maint costs	General Fund	Parks and Recreation

Landa Bathhouse Restroom Improvements

This project replaced pipes, toilets and urinal fixtures, as well as walls in the Landa Bathhouse. Individual toilets and urinals throughout the building that were frequently “out of service”. The majority of the plumbing lines within the walls was cast-iron, installed during the 1969 renovation of the building. Failures and major deterioration had been discovered through an evaluation of the pipes and carrier system within the walls that support the installation of toilet fixtures. New units were installed to replace existing toilets and urinals that show signs of deterioration. The 2011 Certificates of Obligation funded this project with \$20,951. These improvements were not part of the bathhouse renovations completed in June 2008. The FY 2017-18 operating budget funds any maintenance costs for this project.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Parks and Recreation

San Antonio Street Bridge Improvements

This project included repairs to the San Antonio Street Bridge and improvements to the lighting. In FY 2011-12, there was a single car accident on this bridge that resulted in the need for structural repairs. The 2011 Certificates of Obligation included \$235,500 to address the damages incurred from accident. The second part of this project includes installing historical type lighting on the bridge. The funding for this aspect of the project was a collaborative effort between the City and the Main Street Partners, who completed fundraising for this project over the past several years. In total, the cost of the project is \$372,500. The City received insurance proceeds of \$25,000 to help offset the City's portion of the project costs of \$235,500 which was funded with 2011 Certificates of Obligation for bridge repairs and lighting installation. The Main Street Partners committed to funding the actual lighting purchase.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maint costs	General Fund	Public Works

Highway 46 Interest Expense

This project involved major improvements to Highway 46. TxDOT managed construction of this project. Both Comal County and the City of New Braunfels participated in the project by purchasing right-of-way and providing initial financing that will be repaid by TxDOT as the roadway is used. The City had a contract with TxDOT to pay the right-of-way costs over a three year period. By participation with the County, the City took advantage of the ability to expedite a significant regional transportation project. The 2007 Certificates of Obligation funded the first payment to TxDOT for the right-of-way acquisition for this project (\$181,000). The 2008 Certificates of Obligation paid a portion of this cost as well as utility relocation within the City limits for this project, funded there at \$333,259. The Roadway Impact Fee Fund also paid a significant portion of this cost (\$760,706) which represented the final total payment to TxDOT. This was considerably more than the original TxDOT estimate.

In addition, the City had to pay its proportionate share of interest only costs related to a total of \$16 million in debt issued by Comal County to facilitate construction financing. This debt will be repaid by TxDOT through pass-through financing as citizens use the roadway. The pre-completion interest expenses are an actual (non-reimbursable) cost to the City. The 2007 Certificates of Obligation include appropriations of \$428,675, which helped fund this interest expense. The 2011 Certificates of Obligation include \$171,470 for another year's interest expense. Roadway impact fees have also been utilized to cover the interest expense. When the roadway was completed, TxDOT began taking traffic counts and reimburse the County for the debt it issued (with reimbursement based on the level of activity along the roadway). Therefore, the interest expense to the City (and the County) is shortened; it is not, as is the case with long term debt issued by the City, for a fifteen or twenty year period.

Transportation Enhancement Program – Landa Street

In FY 2012-13, the City was awarded a grant from the Texas Department of Transportation - Transportation Enhancement Program. This program is geared towards completing projects that promote travel by pedestrians and bicyclists connect to planned improvements, and that link communities to parks, businesses and shopping. The project is located on Landa Street and includes improvements from Landa Park Drive to Walnut Avenue. Bike lanes and six foot sidewalks will be added to both the north and southbound sides of Landa Street. The grant

provides 80 percent of the cost of construction. The award requires a 20 percent cash match for construction costs. The total City portion is \$475,000 which is included in the 2011 Certificates of Obligation for design of the project and 20 percent match requirement for construction cost. Professional services were not allowable expenditures of the grant, which is why the city must fully fund this portion of the project.

Community Recreation Center

A multi-generational community recreation center will offer a wide array of outreach opportunities and services for the entire community. The center's amenities include: a double gymnasium, classrooms, fitness area, indoor walking track, and locker/shower areas. The water recreation side will include lap lanes, a resistance/current channel, preschool play features, play slides, and spray features. Amenities will be determined through a public input process and based upon available funds. The site for the center will be Landa Street, a piece of property that was already owned by the City. Design for the project is currently underway and will continue into FY 2017-18. \$200,000 is included in the 2011 Certificates of Obligation specifically for site work/demolition.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – operating expenditures	General Fund	Parks and Recreation

Railroad Quiet Zones – Construction - Phase II

This project includes developing railroad quiet zones for various areas within the City. In February 2009, staff presented a five-year Railroad Quiet Zone Implementation Program to City Council that identified which quiet zones could be addressed in phases over multiple fiscal years. The first phase of the identified quiet zones are generally from downtown to Rock Street (Union Pacific Railroad line number 2), from Church Hill to Rusk (Union Pacific Railroad line number 1), and from Bridge Street to Coll Street (Union Pacific Railroad line number 1). The first phase also includes from downtown to Live Oak (Union Pacific Railroad line number 2). The project budget for design of both phases and construction of the first phase is \$1,211,501 with \$321,900 of the total budget allocated for engineering and \$889,601 for phase I construction funded with FY 2008 Certificates of Obligation. The FY 2012 Certificates of Obligation fund Phase II Construction costs at \$1,088,426. All quiet zone infrastructure has been completed, requiring maintenance and repair in some instances. These costs are budgeted in the FY 2017-18 operating budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Public Works

Fire Station Apparatus

Fire Station #4 became operational in October 2012. The construction costs were funded with the 2009 Certificates of Obligation. The 2012 debt issuance funds the purchase of the engine and ambulance needed for this station at total cost of \$836,879.

Maintenance and operations costs for these vehicles are included in the Fire Department's FY 2017-18 Budget.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Fire Department

Maintenance Shop Structural Repairs

The maintenance shop structure was originally built by the Landa Cotton Oil Company as a fireproof hull warehouse in the late 1800's to early 1900's. Currently, the Parks and Recreation Department is using it as office space and workspace as well as for storage for supplies and equipment. It provides approximately 12,000 square feet of inadequate space for Parks and Golf operations. There is little or no climate control, potential roof leaks and other structural issues that make it difficult at best for the staff using the facility. Although not currently designated as an historical structure, it is one which would preserve the heritage of this City. The 2012 Certificates of Obligation provide \$547,355 to address the structural problems at this facility. This project is expected to reduce operating costs. The project is complete.

HEB Soccer Complex Improvements

Improvements to the HEB Soccer Complex include improved parking, reclamation of green space, construction of a championship soccer field, new concessions and training rooms, a neighborhood park element with playground and benches, trees and landscaping, signage, shade pavilions, additional goals, fencing and lighting improvements. Funding in the amount of \$607,516 is included in the 2007 Certificates of Obligation for this project. Renovation of this complex will allow for better playing conditions, a safer environment for the children through improved parking, the creation of a neighborhood park element to allow neighbors an opportunity for play, and a general improved appearance of the facility. This project began its initial phase in FY 2007-08. Parking lot improvements were completed in July 2009. Funding for two important additions to this complex – lighting and another field was added in FY 2013-14. In addition to the funding in the 2007 Certificates of Obligation, \$156,038 is included in the 2012 certificates of obligation to complete these improvements.

Morningside Park

Morningside Park is located adjacent to Morningside Elementary School. The 16 acre tract of land was donated to the City by the Comal Independent School District in 2009. The park will offer a wide variety of amenities including: playgrounds, picnic facilities, a children's bike track, walking trails, a nature play area, and a GaGa ball pit. The FY 2017-18 Budget includes \$100,000 in the 2012 Certificates of Obligation to complete the Morningside Park. The 2013 Bond program also includes \$1,000,000 for the design and construction of this park.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape and Maint Costs	General Fund	Parks and Recreation

FM 306 Overpasses (TXDOT project)

This is a TxDOT project and involves improvements to FM 306 from north of Hunter Road to IH 35. It includes two new railroad grade separations and other road features and amenities. The

estimated total project cost was \$47 million with \$40 million for construction. City Council passed a resolution in support of the project and initially committed to \$12 million in cost participation. This commitment would have been met by \$3 million in New Braunfels Industrial Development Corporation (NBIDC) funding (\$1.5 million in cash and \$1.5 million in debt where the NBIDC would pay the debt service) and \$3 million in certificates of obligation where the debt service would be supported by property tax. The County also originally committed \$6 million in funding to meet the local funding requirement of \$12 million. However, Comal County's contribution was reduced to \$3 million (with the County committing to pay the first \$3 million required by TxDOT) and the City and NBIDC's combined amount was increased to \$9 million so the County would have sufficient funds to complete a dam project.

When TxDOT bid the construction for the project, the actual bid award was \$23,138,866. This allowed the local contributions to be reduced to a total of \$7.25 million (from the original \$12 million). This reduced each entities share to the following:

City of New Braunfels	\$2,718,750
New Braunfels Industrial Development Corporation	\$2,718,750
Comal County	\$1,812,500

The 2013 Certificates of Obligation fully fund the City's contribution of \$2,718,750. The FY 2017-18 Budget reflects a cost for this project of \$4,531,250 which includes both the City and the County's contributions.

The FY 2017-18 Operating Budget is not impacted by this project.

Flood Property Buyout (Grant)

The Repetitive Flood Claim (RFC) Grant from FEMA awarded to the City for \$700,100 was used to acquire and demolish homes prone to flooding due to their location in the floodway. Once the homes were demolished, the land acquired is being used for open, green space which helps alleviate flooding issues in the area. The grant requires that no structures can be built on the properties once they are acquired. This grant is accounted for in the Grant Fund. The City also received two FEMA's Hazard Mitigation grants for \$357,818 and \$486,720 to be used for the same purpose. These two grants required matching funds and some other expenditures related to the project (such as relocation of tenants) totaling \$317,123. The 2013 Certificates of Obligation provide the matching portion of these grants. Therefore, the full expenditure of \$1,150,680 is budgeted in the 2013 Certificates of Obligation Fund. The grant revenue of \$844,538 is also accounted for in this fund.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – landscape services	General Fund	Parks and Recreation

Radio Replacement

The City's old 900 analog radio system had to be converted to a digital system by February 2014. The system was at the end of its fifteen year life span. Upgrades totaling \$375,000 started in FY 2011-12. This included adding eight channels and two towers. These additions were necessary to ensure the proper radio coverage and meet user demands of the fire and police departments. The majority of hand held and mobile radios would have been obsolete when this

changeover occurred. The newer radios purchased in the last three years can be utilized by Public Works on the new 900 digital system. This 700 MHz radio conversion is in line with AACOG's regional interoperability plan. Funding for this new replacement system is included in the 2013 Certificates of Obligation for a total of \$2,244,283. This project was completed in FY 2013-14.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – telecommunication	General Fund	Public Works
Yes –telecommunication	General Fund	Police Department
Yes – telecommunication	General Fund	Fire Department

Station Alerting

When units are dispatched to a call, information is sent to the station alerting system, which then delivers alert tones and automated voice instruction to each station regarding what units are to be dispatched and the details of the specific incident. There are several benefits to station alerting. The first benefit is that it will save 30 to 45 seconds off every emergency call that requires a fire or EMS response. This will shave off over 60 hours of response time for the fire department in a one year time period. This system will allow 911 dispatchers to dispatch several units within milliseconds. It will also enable the dispatch center to handle an increased call volume with the same staff. A significant component of this system for fire department personnel is that unit notification will be cardiovascular friendly by providing ramped up emergency tones and lighting to the fire stations. \$257,096 is included in the 2013 Certificates of Obligation for this project, which was implemented in FY 2015-16.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – licensing costs	General Fund	Fire Department

Athletic Fields Master Plan

In Proposition 3 of the 2013 Bond Program funding was approved for the acquisition of land for development of a future sports complex, and in August of 2015 the City approved the expenditure of \$50,000 in New Braunfels Industrial Development Corporation funds to fund a feasibility study.

Due to the overwhelming need for a more global look at athletic field needs within the City to include current field assessments, future land needs, and potential partnerships. The Athletic Field Master Plan would need to take place concurrent to the Feasibility Study. The 2013 Certificates of Obligation include \$39,390 for this project.

The FY 2017-18 Operating Budget is not impacted by this project.

Live Oak Avenue/Katy Street Drainage Improvements

This project eliminates a low water crossing and improves access to neighborhoods during and after storm events. North Live Oak Avenue serves as the only street running parallel to North Walnut Avenue in this area and provides an east-west connection of neighborhoods from Landa St. to Business 35. The project reconstructs a section of North Live Oak and raises it out of the floodway. The project also includes construction of a new drainage channel perpendicular to

North Live Oak, along with drainage pipes to direct storm water flow to the new channel. The 2013 Certificates of Obligation provide \$100,000 to begin design of this project.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Public Works

FEMA Property Acquisition Match

The City for many years has been dedicated to minimizing the loss of life and property associated with flooding events. The City received funds through the Texas Water Development Board's Flood Mitigation Assistance grant to be used for acquisition and demolition of floodplain properties. The grant requires a 25 percent match from the City unless properties qualify for Repetitive Loss at 10 percent match from the City or Sever Repetitive Loss that is 100 percent covered by Federal Funding. The total matching funds from the City for three properties would be \$40,000 with a Federal match of \$1,067,912. The 2013 Certificates of Obligation provide \$40,000 this project.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Landscape Services	General Fund	Parks and Recreation

Parks and Recreation Equipment Mowers

The hustler mowers will replace two Toro mowers that are used regularly in the operation and mowing of the City properties. The two current Toro mowers are no longer dependable due to their old age and high hours despite the routine maintenance being performed. The old mowers also do not have many of the safety features offered by today's mowers due to their age. The two Hustler mowers will be used to mow large open area properties and increase efficiency of the Parks Department by having a dependable mower ready when needed. The 2013 Certificates of Obligation include \$43,400 for the purchase of the mowers.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance costs	General Fund	Parks and Recreation

Plaza Christmas Tree Replacement

The 30' panel tree currently being used was purchased in 2007. In the past few years, staff has had difficulty erecting the tree due to missing/breaking parts because of age and design. Also the lights are not LED and cause power failures. The 2013 Certificates of Obligation include \$7,836 for the purchase of a new panel tree, complete with LED lights. HEB has pledged an amount of \$15,000 towards holiday lighting and can be used to offset costs incurred for a new tree.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Maintenance Costs	General Fund	Parks and Recreation

Airport Improvements

In FY 2013-14, the City reached an agreement to purchase various Airport infrastructure and facilities from the former fixed base operator. Acquisition costs totaled \$2 million. The remaining \$1.3 million will be utilized to make structural repairs and overall enhancements to all facilities. These facilities will be utilized as rental space to New Braunfels Regional Airport customers. The lease revenue is anticipated to cover all the debt service requirement of the \$3.3 million dollars, which is included in the 2014 debt issuance.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	Airport Fund	Airport

2013 Bond Program - Proposition Four: Expansion of the Central Texas Technology Center

This project calls for expanding the current size of the Central Texas Technology Center (CTTC), effectively doubling its current footprint to add capacity and enroll additional students. This project will implement post-secondary education recommendations set forth in the 2010 Mayor's Higher Education Task Force report and the 2012 Economic Development Strategic Plan. There are approximately 2,000 students at the current facility. The school provides services to five area school districts and regional industries. The \$4 million funds a portion of the estimated \$6.3 million expansion and implementation of the project. In FY 2013-14, the project was awarded a grant of \$1.25 million from the Economic Development Administration (EDA). The Seguin 4A corporation and the New Braunfels Industrial Development Corporation have committed the needed remaining funding. Construction is expected to be completed in the beginning of FY 2016-17.

The FY 2017-18 Budget will not be impacted by this project.

Police Pursuit Vehicles

Three additional Police Officers were included in FY 2015-16. The cost of the vehicles (\$135,424) is included in the 2015 tax note.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Police Department

Agenda Building Software

Development, preparation and management of agenda packet(s) for public meetings are a significant, labor intensive process. A software system will increase the efficiency with which these essential documents are completed. The licensing costs are funded in the General Fund. However, acquisition of the software is included in the 2015 tax note (\$20,800)

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	City Secretary

Vehicles

A total of \$117,949 is included in the 2015 tax note. The majority of which is associated with vehicles for new positions. These funds will provide vehicles for the following new positions: Sanitarian I, Senior Construction Inspector, Construction Inspector and Crime Scene Technician. These funds will also be available for an additional Animal Control Truck. This truck will be able to remove deceased animals more efficiently, humanely, and safely.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – vehicle maint.	General Fund	Public Works
Yes – vehicle maint.	General Fund	Planning
Yes – vehicle maint.	General Fund	Police Department

Street Maintenance Equipment - Street Sweeper and Dump Truck

\$297,652 is included in the 2015 tax note to replace an existing street sweeper and dump truck. The current units are undersized. The street sweeper is nearly ten years old and the dump truck is over fifteen years old. Both units have also experienced higher than average repair costs. Therefore, replacement is warranted for both and a higher and more effective level of service can be expected from the new equipment once in service.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Equip. Maintenance	General Fund	Public Works

Phone System Upgrade

The current phone system is over ten years old. In addition, the current phone(s) are no longer in production; therefore, additional units are purchased from companies that still have units in inventory. \$156,887 is included in the 2015 tax note to replace the existing phone system.

This project does not impact the FY 2017-18 Budget.

Slope Mower

The purchase of a slope mower is included in the 2015 tax note (\$37,000). This mower would be assigned to the Parks and Recreation Department. Specifically, it will be stationed at Fischer Park, where there are various elevation changes where a slope mower is required.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – equipment maintenance	General Fund	Parks and Recreation

Fire Station Overhead Door Replacement/Improvements

\$37,965 is included in the 2015 tax note to make overhead door replacements/enhancements as needed at the fire stations. The new doors will be safer and require less annual maintenance when compared to the current antiquated system. Moreover, the doors will have protective sensors, reducing the chance of the door(s) coming down on a vehicle or individual.

Impact to FY 2017-18 operating costs	Fund	Department
Yes – Facility Maintenance	General Fund	Fire Department

High Load Detection System – Landa Street

The Rail Road underpass bridge on Landa Street has a vertical clearance of 11' 8". This bridge is impacted numerous times throughout the year, which causes significant damage to personal property and can result in serious damage to the structure. The high load detection system would trigger flashing lights mounted to a sign near the bridge, indicating to the driver the load is too high for the bridge. \$24,470 is included in the 2015 tax note for this effort.

Impact to FY 2017-18 operating costs	Fund	Department
Yes	General Fund	Public Works

Projects in Progress

2013 Bond Program - Proposition One

The streets proposition includes three major road improvement projects as well as \$10 million for smaller but still significant street improvement projects. The projects in this proposition total \$36,895,000 not including contingencies and funding for capital project staff. Roadway impact fees of \$1,000,000 will go towards the construction funding of the Klein, Rueckle and Solms/Morningside reconstruction project.

Klein Road Reconstruction

This project improves vehicular/pedestrian access and drainage between FM 1044, S. Walnut Avenue. and new developments, including Voss Farms and Legend Pond, by reconstruction of Klein Road from FM 1044 to Klein Way. The current road consists of two lanes with an open ditch on either side. The 2012 Thoroughfare Plan classifies Klein Road as a minor arterial, which could include up to 120-feet of right-way (which could accommodate up to seven lanes). The roadway will also include sidewalks on both sides and drainage improvements. Final design will be completed by the fall of 2017 and right of way acquisition is currently underway and will continue into FY 2017-18. The budget for this project is \$11,531,000.

Rueckle Road Reconstruction

This project addresses vehicular/pedestrian access to IH-35, and improves road conditions and drainage in the rapidly developing east side of the City. Rueckle connects the Highland Grove development to IH-35. This project will reconstruct Rueckle Road from IH-35 to Morningside Drive. The 2012 Thoroughfare Plan classifies Rueckle Road as a parkway which could include up to 200-feet of right-way (which could accommodate up to seven lanes). The roadway will also include sidewalks on both sides and drainage improvements. Final design is complete and right of way acquisition is currently underway and will continue into FY 2017-18. The budget for this project is \$2,768,000.

Solms/Morningside Reconstruction

This project improves vehicular/pedestrian access to Morningside Elementary and connects a rapidly developing area of the City with IH-35. This project involves the reconstruction of Morningside Drive from Solms Road to the IH-35 frontage road and reconstruction of Solms Road from Morningside Drive to the IH-35 frontage road. The current roads have two lanes with an open ditch on either side. The 2012 Thoroughfare Plan classifies Morningside Drive and Solms Road as major collectors which could include up to 90 feet of right-way (which could accommodate up to five lanes). The roadways will also include sidewalks on both sides and drainage improvements. Final design is complete and right of way acquisition is currently underway and will continue into FY 2017-18. The current budget for this project is \$12,596,000.

Citywide Street Improvements

This program increases the life span of streets by restoring existing pavements to excellent condition without reconstructing the entire street. This project allocates \$10 million over the course of five years towards improving streets that need more than regular maintenance and less than a complete reconstruction. Citywide, approximately 89 lane miles of streets requiring repair have been documented. This project will allow for a portion of the streets identified throughout the City as needing repair to be addressed, therefore avoiding complete reconstruction of those streets. Final determinations on streets selected for funding are made by City Council. The current budget for this project is \$10,000,000.

This project will have a positive impact on the operating budget(s) in FY 2016-17 and future years thereafter as the improvements will reduce the annual maintenance and repair efforts specific to the sections of road that are addressed over the next five years.

Proposition Two

The drainage proposition includes five projects, one of which (Wood/Landa Street) has funding for design only. The proposition authorized \$24,100,000 for the projects not including contingencies and funding for capital project staff.

Alves Lane Improvements

The Alves Lane project improves drainage adjacent to and reconstructs Alves Lane from SH-46 to Saur Lane. The project includes sidewalks on both sides of the roadway. It improves drainage on a street that connects multiple residential and commercial areas and assists with relieving congestion on SH-46. The Alves Lane project has been ranked as high priority in the 2003 Drainage Master Plan and by the Watershed Advisory Committee. Construction will begin and continue through FY 2017-18. The project budget is \$15,775,613 (\$500,000 will be funded from roadway impact fees).

Blieders Creek Watershed Improvements

This project will reduce flooding in the Blieders Creek/German Creek watersheds, including Landa Park. Storm water flow will be diverted and conveyed from Blieders Creek to German Creek, then to the Guadalupe River. This project includes right of way acquisition and would require permitting by Federal Emergency Management Agency (FEMA), Texas Commission on Environmental Quality (TCEQ), U.S. Army Corps of Engineers (USACE), and Union Pacific Railroad (UPRR). Up to \$5 million of the project cost will be reimbursed to the City by the Veramendi Development. The project budget is \$667,873.

Live Oak Avenue/Katy Street Improvements

The project eliminates a low water crossing and improves access to neighborhoods during and after storm events. North Live Oak Avenue serves as the only street running parallel to North Walnut Ave. in this area and provides an east-west connection for neighborhoods from Landa St. to Business 35. This project reconstructs a section of North Live Oak and raises it out of the floodway. The project also includes construction of a new drainage channel perpendicular to North Live Oak, along with drainage pipes to direct storm water flow to the new channel. Preliminary design is currently underway on this project. The project budget is \$4,589,000 (\$100,000 is included in the 2013 Certificates of Obligation for design). Final design is expected to be completed in December 2017 and construction will continue through FY 2017-18.

Panther Canyon

This project will help control erosion in Panther Canyon as well as reduce sediment entering the Comal Springs, Landa Park Wading Pool, Landa Lake, and the Comal River. The erosion control will help to improve water quality in Landa Park, Hinman Island Park and Prince Solms Park. It will also help prevent damage to Panther Canyon resulting from floods, such as the one in 2010. The project will include seeding, planting and trimming trees, installing a system to filter silt and debris at the end of streets and the installation of other filtration systems to improve storm water quality. The total project budget is \$424,000. Construction will begin and continue through FY 2017-18.

Wood/Landa St. Preliminary Design

This project provides preliminary design for a potentially phased project to reduce flooding in the areas of Wood Road, Landa Street and adjacent streets. Options for future improvements will be determined as part of the preliminary design. The project budget is \$2,643,514 with \$618,840 committed for preliminary design.

Proposition Three

The parks proposition includes four projects, one of which is a new community recreation center. The approved proposition provides \$19,595,000 for the project below not including contingencies or funding for capital project staff.

Community Recreation Center

A multi-generational community recreation center will offer a wide array of outreach opportunities and services for the entire community. The center's amenities include: a double gymnasium, classrooms, fitness area, indoor walking track, and locker/shower areas. The water recreation side will include lap lanes, a resistance/current channel, preschool play features, play slides, and spray features. Amenities will be determined through a public input process and based upon available funds. The site for the center will be Landa Street, a piece of property that was already owned by the City. The project budget is \$23,095,000 which includes contribution funding from the NBIDC and NBISD.

Land Acquisition – Sports Complex

This project acquired land necessary to construct a future sports complex. Future amenities could include softball fields, little league baseball fields, flag football fields, soccer fields, trails, restrooms, concessions, bleachers, parking, lighting, a playground, a picnic pavilion and picnic tables. City staff along with a real estate firm are currently looking for and evaluating potential sites. It is expected to complete evaluation and begin the process to purchase the land for the future sports complex in FY 2017-18. The project budget is \$2,500,000. Site evaluation is currently ongoing.

Morningside Park Development

Morningside Park will connect two neighborhoods and a school. Additional subdivision development has begun along Morningside Drive, as well. The closest park to these neighborhoods is four miles away and accessed by crossing major thoroughfares. This project will develop a neighborhood park on 16 acres of land dedicated to the City by the Comal Independent School District (CISD). The park is adjacent to Morningside Elementary School. Amenities, such as a playground, picnic tables, water fountains, playing fields, sports court, benches, a walking trail and parking will be finalized after public input. Morningside Elementary students have been active participants in determining park amenities. The design for the park is nearly complete. The project budget is \$1,000,000 with \$106,100 committed for design. \$100,000 is allocated for this project in the 2012 Certificates of Obligation for this project as well. Project was completed January 2017.

Capital Project Staff/Contingencies

The FY 2017-18 Budget continues to use debt proceeds to fund the capital project management efforts by existing staff. To accurately reflect the project management efforts of existing staff, all or a portion of the salary and benefit costs of some positions staff have been charged to the

capital improvement funds. A portion of these staff costs will be funded through the 2013 Bond Fund. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

Funds in these appropriations will also be used as contingency funding for projects if that becomes necessary.

Fire Station #2 Design Services

The current fire station #2 will need to be replaced. The facility has multiple issues and the traffic surrounding the station has become very congested. The City owns property near the existing fire station (adjacent to the Westside Community Center on Water Lane) which allows for much improved ingress and egress. The replacement station will ultimately be built on that property. \$150,000 is included in the 2015 tax note for design services.

Westside Community Center Facility Improvements

\$22,600 is included in the 2015 tax note to make continued facility improvements to the Westside Community Center. Specifically, A/C system replacement, fire retardant, ADA compliant exit doors will be installed on the second story of the building. The exterior stairwell landings will also be improved for better mobility.

Downtown Improvements- Phase I

The City completed a downtown implementation plan that included many recommendations for infrastructure improvements in the area. The total project cost is estimated at \$6.3 million. The project will be broken into several phases. This first phase of the project will enhance the sidewalk infrastructure for the downtown area to make the area more accessible, increase pedestrian safety in the area while also increasing the pedestrian traffic to the area. It includes portions of the sidewalk upgrades; other phases will continue these improvement efforts. The New Braunfels Industrial Development Board is funding design costs for the first phase of this project (\$286,052). Phase I construction costs are funded in the 2012 Certificates of Obligation at \$2,200,000.

Transportation Enhancement Project – Westside Pedestrian Improvements

In FY 2013-14, the City was awarded a grant from the Texas Department of Transportation - Transportation Enhancement Program. This program is geared towards completing projects that promote travel by pedestrians and bicyclists connect to planned improvements, and that link communities to parks, businesses and shopping. The area will be focused in the residential area surrounding Lone Star Elementary. The Grant will pay for 80 percent of the construction costs. The City's share must cover all engineering and pre-construction services, estimated to total \$400,000. The City's grant match totals \$400,000 and allocated amongst the following capital funds for this project: \$16,413 in the 2007 Certificates of Obligation Fund, 2008 Certificates of Obligation (\$53,064), 2011 Certificates of Obligation (\$7,100), 2012 Certificates of Obligation (\$132,342) and \$200,000 in the 2015 Tax Notes.

One Solution Upgrade

One Solution is the city's HR and Finance software. The latest release of One Solution will enable us to increase efficiencies by enabling/launching the employee online portal, enhance purchasing workflows, and improve data import capabilities. \$25,234 is included in the 2009 Certificates of Obligation and \$22,766 from the 2015 Tax Notes.

Mobile Device Management

The Police Department added a large number of smart phones to their mobile device fleet primarily to take advantage of the mobile application available on the CAD/RMS system, Spillman. This now triggers advanced security requirements through the FBI's Criminal Justice Information System security requirements. This mobile device management solution meets the needs outlined in CJIS and will provide a platform the City can use to manage additional mobile devices in the future. \$12,000 is included in the 2015 Tax Notes to meet this requirement.

Police Department Facility Improvements

\$119,996 is included in the 2012 issuance, \$58,458 in the 2013 issuance, and an additional \$71,546 in the 2015 Certificates of Obligation to fund upgrades and enhancements to the Police Department's building to make the existing space more efficient and effective and to better serve the expanded workforce in that facility. The remaining funding will be utilized to replace air conditioners, roof repair, and exterior painting.

Fischer Park Dam Plan

This plan is mandated by Federal, State, and Homeland Security regulations. The purpose of the plan is to ensure dam safety, establish Emergency Action Plans, and reduce the risk to life and property from dam failure. \$75,000 is included in the 2013 Certificates of Obligation.

Street Crew Truck

Public Works is implementing a second streets crew. Four additional positions are necessary to add a second crew to the department, they include: (1) Equipment Operator, (2) Equipment Operator II, and (1) Crew Leader. Based on staff analysis, the second crew should increase total paving output by approximately 15 percent in comparison to the current model. A crew vehicle is also needed, but will be funded from the 2013 Certificates of Obligation (\$28,738) and from the 2015 Tax Notes (\$19,487).

PARKS IMPROVEMENT FUND

Fund: 314

Program Description:

The Parks Improvement Fund is now used to account for revenue and expenditures in the City's Parks Development Fee program. In FY 2005-06, the City instituted a new Parks Development Fee. This fee must be used only to develop neighborhood parks. The City is divided into four districts and funds generated by each district must be used in that district. This Parks Improvement Fund is now used to account for this program.

Program Justification and Fiscal Analysis:

The Parks Improvement Fund has \$2,156,967 appropriated by quadrant to support future neighborhood park development efforts. Funds must be spent in the quadrant in which they were generated. The budget includes over \$2,000,000 in allocations across all four park quadrants. However, not all funds are available for use many developers pay the fee(s) at the beginning of a development project and are reimbursed once the subdivision park improvements are completed. The Parks and Recreation Department monitors and tracks the funds that are encumbered and eligible for reimbursement once the park is complete. Therefore, not all funds reflected on the previous page are available for neighborhood park projects.

City of New Braunfels
Parks Improvements Fund
Fiscal Year Ending September 30, 2018

Fund: 314

Appropriations:	Total Collections as of 06/30/2017	Expenditures to date as of 06/30/2017	Total Funds - Encumbered and Available
Revenue			
Development Fees	\$ 2,338,550	\$ 216,953	\$ 2,121,597
Interest Income	35,370		35,370
Interfund Transfer	-		-
TOTAL AVAILABLE FUNDS	\$ 2,373,920	\$ 216,953	\$ 2,156,967

APPROPRIATIONS

Projects				
Quadrant 1	\$ 578,520	\$ 52,180	\$ 526,340	
Quadrant 2	664,881	-	664,881	
Quadrant 3	537,813	106,273	431,540	
Quadrant 4	592,706	58,500	534,206	
TOTAL APPROPRIATIONS	\$ 2,373,920	\$ 216,953	\$ 2,156,967	

ROADWAY DEVELOPMENT IMPACT FEES FUND

Fund: 336

Program Description:

In FY 2007-08, the City instituted roadway development impact fees. Revenue from these fees must be used only to complete roadway improvements in the district in which the funds were generated. The City is divided into six service areas, which have different boundaries than City Council districts. The City completed the required studies to determine the maximum fee per district. Council set the fees as a result of that study. In FY 2012-13, the City completed the required update to the roadway development impact fee program.

Program Justification and Fiscal Analysis:

The Roadway Development Impact Fees Fund has \$8,382,476 available that can be used to fund roadway improvements identified in the impact fee study. Funds are appropriated by roadway district as the money must be expended in the district it was generated.

City of New Braunfels
Roadway Development Impact Fees Fund
Fiscal Year Ending September 30, 2018

Fund: 336

Appropriations:	Total Collections as of 06/30/2017	Activity to Date As of 09/30/2017	Total Funds - Encumbered and Available
Revenue			
Development Fees	\$ 11,879,840	\$ 3,549,434	\$ 8,330,407
Interest Income	46,069	-	46,069
Contributions	300,000	300,000	-
Miscellaneous	6,000		6,000
TOTAL AVAILABLE FUNDS	\$ 12,231,909	\$ 3,849,434	\$ 8,382,476

APPROPRIATIONS

Projects

Service Area 1	1,497,710	1,293,431	204,279
Service Area 2	175,497	53,448	122,049
Service Area 3	3,099,982	248,643	2,851,339
Service Area 4	527,912	295	527,617
Service Area 5	4,298,661	1,445,048	2,853,613
Service Area 6	2,632,148	808,569	1,823,579
TOTAL Appropriations	\$ 12,231,909	\$ 3,849,434	\$ 8,382,476

Other Funds

The FY 2017-18 Budget for the Convention and Tourism Fund, New Braunfels Industrial Development Corporation and Creekside Town Center TIRZ Fund are included in this section. City Council approves the annual budget for these funds; however they are all managed by a separate board or entity. Therefore, these three funds are not included into the All Funds Summary, which is located in the overview and schedules section of this document.

New Braunfels Convention and Visitors Bureau
 Fiscal Year Ending September 30, 2018

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Fund Balance:	\$ 100,000	\$ 135,188	\$ 100,000
Revenues			
Hotel/Motel Tax	\$ 1,896,266	\$ 1,989,852	\$ 2,069,000
Hotel/Motel Tax- Prior Year	137,780	-	-
Interest Income	1	-	-
Total Revenues	\$ 2,034,047	\$ 1,989,852	\$ 2,069,000
Total Available Funds	\$ 2,134,047	\$ 2,125,040	\$ 2,169,000
Expenditures:			
Administration	\$ 483,153	\$ 518,500	\$ 534,664
Convention Services	32,487	40,000	25,000
Brochure and Graphics/Creative	91,672	60,000	80,000
Cultural Heritage	36,278	32,016	30,000
Telephone	713	400	500
Postage	8,870	9,000	10,000
Advertising	814,715	829,512	833,836
Operations	150,883	160,000	165,000
Travel Trade	42,885	65,000	75,000
Market Research	22,660	20,000	20,000
Public Relations/Fam	108,307	110,612	115,000
Miscellaneous/Training	22,775	25,000	25,000
Contingency/Coop	27,303	25,000	25,000
Technology and Emerging Opportunities	117,491	105,000	105,000
Convention/Sports Incentives	38,667	25,000	25,000
Total Expenditures	\$ 1,998,859	\$ 2,025,040	\$ 2,069,000
Appropriated Fund Balance	\$ 135,188	\$ 100,000	\$ 100,000

CONVENTION AND TOURISM FUND

Program Description:

The City of New Braunfels collects a 7 percent tax on all hotel and motel rooms rented in the City limits. The City Council has adopted the allocation of those funds including payments to the New Braunfels Chamber of Commerce under a contract for the promotion of tourism, marketing and other professional services. The Convention and Tourism Fund (CTF) (managed by the Chamber of Commerce Convention and Visitors Bureau) receives 50 percent of the total hotel/motel tax generated.

The Convention and Visitors Bureau represents New Braunfels in their efforts to generate overnight stays. They act as the community's destination marketing organization, promoting growth in tax revenue from hotel/motel stays. They use various trade shows, print media, social network forums, and other technology based outlets to promote conventions and other tourist activities in New Braunfels.

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget increases in comparison to the FY 2016-17 estimate. This fund is only able to increase outreach and promotional efforts if hotel/motel tax collections continue to increase.

NEW BRAUNFELS INDUSTRIAL DEVELOPMENT CORPORATION FUND

Fund: 212

Program Description:

The New Braunfels Industrial Development Corporation (NBIDC) works with the City of New Braunfels to promote economic development in the community. They receive a portion (25 percent) of the sales tax collected in the City to fund various programs and projects that benefit the citizens. These projects include park improvements, construction of a new airport tower and other airport improvements, loans to businesses relocating and/or expanding in the area (examples include Home Depot, Leisure Pools, National Flight Service, Berry Aviation, Ernest Health and Buc-ee's), contributions to the cost of the Civic/Convention Center improvements, training funds for companies moving into the area, and other important efforts. The main focus of the NBIDC is to encourage economic development that brings quality jobs to the community.

As new projects are brought before the board for consideration and approval by both the board and the City Council, the budget is revised during the year.

New Braunfels Industrial Development Corp.
Fiscal Year Ending September 30, 2018

	FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
Beginning Fund Balance	\$ 15,644,671	\$ 12,516,773	\$ 8,436,563
Revenue:			
Sales Tax	\$ 5,843,612	\$ 6,183,614	\$ 6,430,959
Interest Income	16,168	71,044	70,000
Reimbursements			
Loan Payments	10,000	87,406	64,000
Total Revenue	\$ 5,869,780	\$ 6,342,064	\$ 6,564,959
 Total Available Funds	 \$ 21,514,451	 \$ 18,858,837	 \$ 15,001,522

Expenditures:

Administrative and Promotional Expenditures

City of New Braunfels Contract	\$ 135,775	\$ 137,500	\$ 144,375
Miscellaneous	-	5,000	6,500
Chamber of Commerce Contract	398,261	404,963	405,835
Downtown Parking Lease	17,942	13,500	-
National Development Council Contract	60,000	-	-

Current Projects/Incentives

Airport Utility Extensions - Hanger/Taxiway	141,673	10,000	2,248,327
Airport Utility Extensions - Water/Sewer/Road	323,691	261,309	-
Alamo Area Acadamies	67,500	69,500	71,500
ASA Properties	-	1,600,000	-
ASA Properties			
Boon Chapman LTD	-	-	-
Broadband Legal Services (Baller, Stokes and Linde)		25,000	-
CBE Companies, inc.	109,157	-	-
Center for Entrepreneurship	-	110,359	-
Center for Entrepreneurship - Improvements		46,000	-
CGT U.S. Limited		82,767	-
CTTC Expansion - PHASE I	320,000	-	-
CTTC Expansion - PHASE II	353,667	130,333	-
Maintstreet Partners - Landa Bridge	44,710	-	-
HEB	-	800,000	-
IBEX	200,000	200,000	-
Land Acquisition - Gruene 16	3,314,031	-	-
Land Acquisition - Chase Bank	-	900,000	-
Landa St. Transportation Enhancement	39,790	160,210	-
Loop 337 Expansion	-	1,500,000	-
Magellan - Feasibility Study	-	-	-

New Braunfels Industrial Development Corp.
Fiscal Year Ending September 30, 2018

FY 2015-16 Actual	FY 2016-17 Estimate	FY 2017-18 Budget
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Expenditures:

Magellan - Phase II	5,223	51,990	-
Main Street Partners - Landa Bridge	-	109,312	-
Mini Golf Renovations	-	75,000	-
Nexus Medical Consulting, inc.	74,286	74,286	-
Pegasus Planning and Development	9,000	21,000	-
Rush Enterprises	800,000	-	-
Stream Realty	-	-	125,000
Titan Enterprises - Initial	500,000	-	-
Titan Enterprises - Secondary	-	597,282	-
VBM New Braunfels Acquisition Infrastructure	-	85,000	-

Strategic Budget Initiatives

Community Recreation Center - Aquatics	-	-	2,500,000
Community Recreation Center - Gym	-	-	3,200,000
Community Recreation Center - Party Room	-	100,000	-
Amateur Sports Complex Feasibility Study	21,770	28,230	-
Architectural and Design/Sports Fields	-	25,000	225,000
Landa Park Golf Course	176,000	450,000	-
Masterplan Service for City Hall Property	152,924	146,502	-
County Line Trail Connection	850	49,150	-
Downtown Restroom Construction	-	470,000	-
Downtown Parking Study	47,000	-	-

Debt Service Payments

Debt Service Reserve - Park Improv Proj	694,562	611,156	-
CO Series 2012	-	-	567,738
CO Series 2013	-	76,759	124,975
2006 Refunding	239,100	244,800	-
2007 Certificates of Obligation	315,363	311,863	-
2010 Refunding	7,228	7,228	252,228
2013 Refunding	428,175	431,275	439,175
Total Expenditures	8,997,678	10,422,274	10,310,653

Reserve for New Projects	-	-	\$ 4,690,869
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Ending Fund Balance	\$ 12,516,773	\$ 8,436,563	\$ -
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Program Justification and Fiscal Analysis:

The FY 2017-18 Budget for the New Braunfels Industrial Development Corporation totals \$10,310,653. This includes funding for annual administrative and other recurring commitments as well as funds for earmarked projects already approved by the board and the City Council.

Available Funds	FY 2015-16 Actual	FY 2016-17 Current Budget	FY 2016-17 Estimate	FY 2017-18 Budget
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Beginning Balance

Undesignated Funds	\$ 1,147,719	\$ 807,132	\$ 2,141,097	\$ 3,319,693
Debt Service Reserve	1,200,000	1,200,693	1,200,453	1,200,000
Total Beginning Balance	\$ 2,347,719	\$ 2,007,825	\$ 3,341,550	\$ 4,519,693

Revenue

Property Tax	2,163,984	2,263,759	2,348,605	2,583,466
Municipal Sales Tax	955,583	999,000	955,000	955,000
Interest Income	-	-	-	-
Miscellaneous				
Total Revenue	\$ 3,119,567	\$ 3,262,759	\$ 3,303,605	\$ 3,538,466
TOTAL AVAILABLE FUNDS	\$ 5,467,286	\$ 5,270,584	\$ 6,645,155	\$ 8,058,159

APPROPRIATIONS

Administrative	\$ 30,022	\$ 30,000	\$ 30,000	\$ 30,000
Debt Service	2,095,714	2,095,462	2,095,462	2,093,910
TOTAL OPERATING APPROPRIATIONS	\$ 2,125,736	\$ 2,125,462	\$ 2,125,462	\$ 2,123,910
Unrestricted Ending Fund Balance	\$ 2,141,097	\$ 1,944,429	\$ 3,319,693	\$ 4,734,249
Debt Service Reserve	\$ 1,200,453	\$ 1,200,693	\$ 1,200,000	\$ 1,200,000
TOTAL APPROPRIATIONS	\$ 5,467,286	\$ 5,270,584	\$ 6,645,155	\$ 8,058,159

CREEKSIDE TIRZ

Program Description:

The City of New Braunfels created the Creekside Tax Increment Reinvestment Zone (TIRZ) to support a major new mixed-use development in the City limits that includes retail stores, a hospital complex and, eventually, residential areas. The developer completed and initially funded public improvements that include drainage structures and new and improved roadways. The TIRZ now generates sales tax and property tax revenue. Per the economic development agreement between the City and the developer, the funds will be used for two purposes: administrative costs for managing the TIRZ; and debt service requirements on TIRZ issued debt. Debt is issued in amounts that the revenue can support. The proceeds of the debt are used to reimburse the developer for the cost of that public infrastructure. In December 2010, the TIRZ issued its first debt - \$7 million in tax increment contract revenue notes. The developer received reimbursement of \$6,769,751. In 2012, the TIRZ did a second debt issuance of \$11.67, refunding the original issue to gain savings from lower interest rates and issuing additional funds to repay the developer. The developer received an additional \$4,785,090. In July 2014, the TIRZ issued \$17 million as the last debt issuance needed to repay the developer. After this issuance, the developer was owed \$883,197 which was repaid with available cash in FY 2014-15.

Program Justification and Fiscal Analysis:

The FY 2017-18 Budget for the Creekside TIRZ totals \$2,123,910 and will provide sufficient funding for all expenses. The agreement executed when the debt was issued for the TIRZ requires all funds to be transferred to Frost bank as they are the designated fiscal agent for this fund.

Appendices

FY 2017-18 Forecast/Budget Development Calendar	
Dates	Requirements
2017 Dates	
Friday, February 3 rd	<ul style="list-style-type: none"> • Winter Retreat: <ul style="list-style-type: none"> • FY 2016-17 financial challenges • FY 2017-18 preliminary budget policy discussion
May 15-19	<ul style="list-style-type: none"> • Budget meetings with Finance
May 9 (tentative)	<ul style="list-style-type: none"> • Community Budget Input Meeting
May 26	<ul style="list-style-type: none"> • Council retreat <ul style="list-style-type: none"> • Five Year Forecast • FY 2017-18
June 12-16	<ul style="list-style-type: none"> • Budget meetings with the City Manager/Finance
June 23	<ul style="list-style-type: none"> • IT meeting with the CMO
June 30	<ul style="list-style-type: none"> • Performance measures submitted to Finance • Departmental narrative edits submitted to Finance
June - July	<ul style="list-style-type: none"> • Budget Development
Week of July 24	<ul style="list-style-type: none"> • Draft Base Budgets provided to Departments
Monday, August 7	<ul style="list-style-type: none"> • FY 2017-18 Proposed Budget placed in City Council mailboxes
Sunday, August 13	<ul style="list-style-type: none"> • Notice of Public Hearings on the FY 2017-18 Proposed Budget and Tax Rate
Monday, August 14	<ul style="list-style-type: none"> • Submission to Council of Effective and Rollback Tax Rates, Statements and Schedules • Presentation of FY 2017-18 Proposed Budget to Council • Council sets time and date of public hearings on the FY 2017-18 Proposed Budget and the time and date of the meeting to discuss the tax rate • Council discusses tax rate and, if proposed rate will exceed the rollback or effective rate (whichever is lower), recode vote is taken
Tuesday, August 15	<ul style="list-style-type: none"> • Council work session on FY 2017-18 Proposed Budget
Wednesday, August 16	<ul style="list-style-type: none"> • Council work session on FY 2017-18 Proposed Budget
Monday, August 21	<ul style="list-style-type: none"> • Council work session on FY 2017-18 Proposed Budget
Tuesday, August 22	<ul style="list-style-type: none"> • Council work session on FY 2017-18 Proposed Budget
Thursday, August 24	<ul style="list-style-type: none"> • First Public Hearing on the Proposed Tax Rate; schedule and announce meeting to adopt tax rate • Public Hearing on the FY 2017-18 Proposed Budget
Sunday, August 27	<ul style="list-style-type: none"> • Notice of 2017 Tax Year Proposed Property Tax Rate; must be published by September 1, 2017; second quarter-page notice, television and website
Tuesday, September 5	<ul style="list-style-type: none"> • Second Public Hearing on the Proposed Tax Rate; announce meeting to adopt tax rate 3-14 days from this date. • First reading of ordinance to adopt the Budget and tax rate
Monday, September 11	<ul style="list-style-type: none"> • Council adopts FY 2017-18 Proposed Budget; second reading of budget ordinance; ratifies property tax revenue increase reflected in the budget (if needed) • Meeting to Adopt Tax Rate; second reading of tax ordinance (must be between 3 and 14 days after Second Public Hearing)

NOTICE OF 2017 TAX YEAR PROPOSED PROPERTY TAX RATE FOR CITY OF NEW BRAUNFELS

A tax rate of \$0.488220 per \$100 valuation has been proposed by the governing body of CITY OF NEW BRAUNFELS. 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 NEW BRAUNFELS proposes to use revenue attributable to the tax rate increase for the purpose of Maintenance and Operations.

PROPOSED TAX RATE	\$0.488220 per \$100
PRECEDING YEAR'S TAX RATE	\$0.498230 per \$100
EFFECTIVE TAX RATE	\$0.458561 per \$100
ROLLBACK TAX RATE	\$0.488221 per \$100

The effective tax rate is the total tax rate needed to raise the same amount of property tax revenue for CITY OF NEW BRAUNFELS 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 CITY OF NEW BRAUNFELS 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:

Cathy C. Talcott, PCC, CTOP
Comal County Tax Assessor-Collector
205 N Seguin Ave New Braunfels, Tx 78130
830-221-1353
talcoc@co.comal.tx.us
www.comalcountytaxoffice.net

You are urged to attend and express your views at the following public hearings on proposed tax rate:
First Hearing: 08/24/2017 6:00 PM at New Braunfels City Hall 550 Landa Street New Braunfels, TX 78130

Second Hearing: 09/05/2017 6:00 PM at New Braunfels City Hall 550 Landa Street New Braunfels, TX 78130

ORDINANCE NO. 2017-67

TAX LEVY ORDINANCE

AN ORDINANCE LEVYING TAXES FOR THE USE AND SUPPORT OF
THE MUNICIPAL GOVERNMENT OF THE CITY OF NEW BRAUNFELS
AND FOR THE TAX DEBT SERVICE FUND FOR PAYMENT OF
INTEREST AND PRINCIPAL REQUIREMENTS FOR THE FISCAL
YEAR OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF NEW BRAUNFELS,
TEXAS:

- SECTION 1. That there is hereby levied and there shall be collected for the use and benefit of the City's General Operating Fund during the Fiscal Year 2017-18, the sum of \$0.28837 on each One Hundred Dollars (\$100.00) of the assessed valuation of taxable property, real, personal and mixed, of said City of New Braunfels, which taxes, when collected, shall be paid into the City's General Operating Fund in the City Treasury. In accordance with the provisions and requirements of Section 26.05 (b) (1) of the Texas Property Tax Code, as amended, the City Council hereby states that **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**
- SECTION 2. That there is hereby levied and there shall be collected for the use and benefit of the City's Tax Debt Service Fund during the Fiscal Year 2017-18, the sum of \$0.19985 on each One Hundred Dollars (\$100.00) of the assessed valuation of taxable property, real, personal and mixed, of said City of New Braunfels, which taxes, when collected, shall be paid into the City's Tax Debt Service Fund.
- SECTION 3. That the governing body of the City of New Braunfels proposes to use the revenue attributable to the tax rate increase for the purpose of funding increases to support increased service demands, address employee compensation and fully fund medical insurance expenses, meet the city's debt service commitments as well as other increased expenses related to the growth of the community.
- SECTION 4. That for the use and support of the Fiscal Year 2017-18 Budget, the total tax levy of \$0.48822 on every One Hundred Dollars (\$100.00) assessed valuation of taxable property in the City of New Braunfels as listed and

rated above, shall become due and payable on/about October 1st, 2017, and become and be considered delinquent if not paid by January 31st, 2018. In accordance with the provisions and requirements of Section 26.05 (b) (1) of the Texas Property Tax Code, as amended, the City Council hereby states that THE TAX RATE WILL EFFECTIVELY BE RAISED BY 6.46 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$29.66.

After January 31, 2018, such taxes shall become delinquent and the penalty and interest designated herein shall be collected for each month or portion of month that the delinquent taxes remain unpaid:

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Penalty	6	7	8	9	10	12	12	12	12	12	12	12
Interest	1	2	3	4	5	6	7	8	9	10	11	12
Total	7%	9%	11%	13%	15%	18%	19%	20%	21%	22%	23%	24%

The rate of interest to be collected on delinquent taxes shall be one percent (1%) per month for each month they remain unpaid. On July 1, the total penalty incurred on delinquent taxes shall be twelve percent (12%) without regard to the number of months the tax is delinquent. Accrual of interest at one percent (1%) per month for each month taxes remain unpaid shall continue to accrue until taxes are paid.

Further, after July 1, 2018, an additional Tax Attorney Fee in the amount of fifteen percent (15%) shall be added to penalty and interest as set forth herein on all delinquent taxes forwarded to the designated Delinquent Tax Attorney for collection of said delinquent taxes.

SECTION 5. All monies collected under this Ordinance for the specific items herein named, be and the same are hereby appropriated and set apart for the specific purposes indicated in such items and that the Assessor-Collector of Taxes, the City Secretary and the City Treasurer shall keep these accounts so as to readily and distinctly show the amount collected, the amounts expended and the amount on hand at any time, belonging to such funds, it is hereby made the duty of the Tax Assessor-Collector of Taxes and every person collecting money for the City of New Braunfels, Texas, for delivery to the City Treasurer and the City Secretary at the time of depositing monies, a statement showing to what funds such deposit shall be made and from what sources received. All receipts for the City not specifically apportioned by this Ordinance are hereby made payable to the General Operating Fund of the City.

SECTION 6. The recorded vote on this Ordinance was as follows:

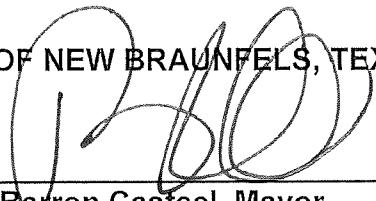
		1 st Reading	2 nd Reading
District One	Councilmember George Green	aye	aye
District Two	Councilmember Justin Meadows	aye	aye
District Three	Councilmember Ron Reaves	aye	aye
District Four	Council Member Chris Monceballez	aye	aye
District Five	Mayor Pro Tem Wayne Peters	aye	aye
District Six	Councilmember Leah Garcia	aye	aye
	Mayor Barron Casteel	aye	aye

SECTION 7. That all ordinances and parts of ordinances in conflict be and same are hereby repealed.

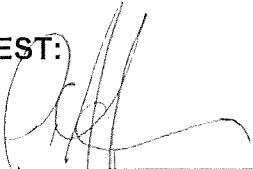
SECTION 8. This ordinance shall become effective immediately upon its passage as provided by the Charter.

PASSED AND APPROVED: First reading this the 5th day of September, 2017.

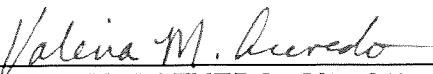
PASSED AND APPROVED: Second reading this the 11th day of September, 2017.

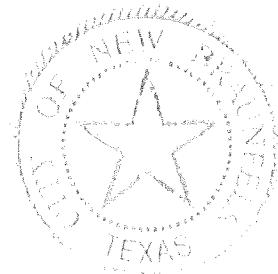
CITY OF NEW BRAUNFELS, TEXAS
BY: 
Barron Casteel, Mayor

ATTEST:


PATRICK ATEN, City Secretary

APPROVED AS TO FORM:


VALERIA ACEVEDO, City Attorney



Budget Order

City of New Braunfels

FY 2017-18 Budget

For the period October 1, 2017 through September 30, 2018

Approval of the FY 2017-18 Budget

City Council approves the FY 2017-18 Budget as filed with the City Secretary.

Authorized Positions and Salaries

The positions listed in the FY 2017-18 Budget document under each department or division are the authorized positions for FY 2017-18. These lists include seasonal and part time positions but not temporary positions. Temporary positions are approved during the year at the City Manager's discretion and depend on available budgeted funds.

Attached to this order are three pay plans, adopted with this order and the FY 2017-18 Budget - the Public Safety Uniform Employees Step Pay Plan - Police, the Public Safety Uniform employees Step Pay Plan - Fire, and the Non-Uniform Pay Plan.

Salary increases authorized for FY 2017-18 are market adjustments for those employees eligible and a 3 percent cost of living adjustment for non-uniform employees. Uniform employees are also eligible for market adjustments. Market adjustments and cost of living adjustments are effective October 7, 2017. Step pay plan increases are effective on the employee's anniversary in their current position.

General Fund, Enterprise Funds, Special Revenue Funds, Debt Service Fund, and Self Insurance Fund (as listed in the designated sections of the FY 2017-18 Budget document)

The FY 2017-18 Budget, as adopted by City Council, controls expenditures by fund, department and at the group level for all funds in these categories. These groups are:

Employee Expenses

Operations Expenses

Capital Expenses

Interfund Transfers

Debt Service

Contingencies

This means that, although funds are allocated into individual line items in each budget and those line item allocations are adopted as part of the FY 2017-18 Budget, departments have flexibility in expensing these funds within the group. As long as the total appropriation for a group (for example employee expenses) is

not exceeded, one or more line items in the group (for example certification pay) may exceed its budget allocation. Operating (recurring) and Equipment and Initiatives (one-time), shown separately in the budget appropriations, are considered part of one appropriation – Operations Expenses – for budget control purposes. In the proposed budget document, funding for program changes are separated from the other expenditure categories. This funding will be incorporated into the adopted budget document in the appropriate expenditure category i.e. employee, operating, capital expenditures.

In the CDBG, Special Revenue, Grants Funds, and New Braunfels Industrial Development Corporation (NBIDC) Budget, appropriations are controlled at the project level. As the Council accepts federal entitlements and grants, as donations are received from outside sources, and as projects are approved, those proceeds are appropriated and available to departments and to NBIDC to expend for identified City purposes and needs.

Capital Improvement Funds (as listed in the designated section of the FY 2017-18 Budget document)

Capital improvement funds are controlled at the project level. Expenditures within the individual projects may span fiscal years. However, budgetary control is not exercised by fiscal year; it is by the total project cost and total project expenditures. This provides a more realistic approach to budgetary control for these types of activities.

Budget Amendment Process:

The budget may be changed through a budget transfer or a budget amendment only through an action of the City Council. Transfers move appropriations within a fund from one of the appropriation groups listed above to another of those groups, for example from operations expenses to capital expenses. These transfers most often occur within one department but can occur between departments within the same fund. Budget amendments generally reflect changes in revenues and may allocate additional funds into a budget expenditure appropriation. Staff prepares an agenda item for Council consideration that describes the proposed budget amendment or budget transfer. A vote by the majority of the Council is required for approval of changes to the budget.

Authority of the City Manager

The City Manager and his authorized and designated employees, at his direction, are authorized to sign or release easements, airport leases, permits, and licenses; to authorize change orders of less than \$25,000; to sign interlocal agreements as authorized by state law; to sign documents authorizing the payment of funds, and to expend public funds as authorized by state law unless otherwise authorized by the City Council; to settle paving assessment, weed mowing, demolition, and other disputes based on legal questions of whether the assessments are enforceable or other extenuating factual circumstances.

The City Manager is authorized to adjust compensation, within Council policy guidelines, of any City employee when in his discretion an adjustment needs to be made to hire or retain qualified personnel. The City Manager is authorized to hire temporary employees when needed and if sufficient funds are available within the adopted budget. The intent of this section is to provide the ability to conduct daily affairs of the City, which involves numerous decisions of a routine nature, and to hire and retain qualified personnel.

City Council Approval

The City Council hereby approves grants and contracts that are set out by this budget and authorizes the City Manager and his authorized and designated employees, at his discretion, to sign said federal, state, and other such grant and contract documents, including interlocal agreements, on behalf of the City. The funds for said contracts, agreements, and purchases are hereby approved and appropriated. The intent of this section is to approve and simplify the grant process and approve expenditures that are exempt from the Purchasing and Contracting Authority of Municipalities, Chapter 252 of the Local Government Code.

ORDINANCE NO. 2017- 66

AN ORDINANCE ADOPTING THE ANNUAL BUDGET FOR THE CITY OF NEW BRAUNFELS FOR THE FISCAL YEAR 2017-18; MAKING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018; AND REGULATING THE PAYMENT OF MONEY OUT OF THE CITY TREASURY.

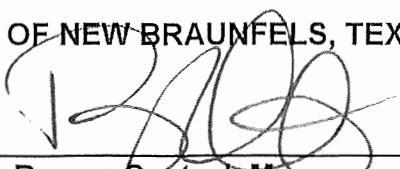
BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF NEW BRAUNFELS, TEXAS:

- SECTION 1. The annual budget as more detailed in the attached document – City of New Braunfels FY 2017-18 Proposed Operating Budget and Plan of Municipal Services - by reference and made a part hereof; and the attached Budget Order (including attachments) are hereby ratified and adopted as the budget for Fiscal Year 2017-18.
- SECTION 2. The amounts documented in the City of New Braunfels FY 2017-18 Proposed Operating Budget and Plan of Municipal Services are hereby appropriated subject as hereinafter set forth in this ordinance for use in maintenance and support of the departments and divisions of the City's government and for the purposes hereinafter mentioned for the fiscal year beginning October 1, 2017, and ending September 30, 2018.
- SECTION 3. That revenues included in the City of New Braunfels FY 2017-18 Proposed Operating Budget and Plan of Municipal Services shall be used to fund the City's required expenditures for FY 2017-18. The amount of revenue raised by taxation shall constitute a determination of the amount of levy for the City's purposes in the corresponding tax year.
- SECTION 4. That expenditures of funds for the City of New Braunfels shall hereafter be made in conformance with this budget as adopted; and as set forth in the Charter and ordinances of the City of New Braunfels, Texas.
- SECTION 5. This ordinance shall become effective immediately upon its passage as provided by the Charter.

PASSED AND APPROVED: First reading this the 5th day of September, 2017.

PASSED AND APPROVED: Second reading this the 11th day of September, 2017.

CITY OF NEW BRAUNFELS, TEXAS

BY: 

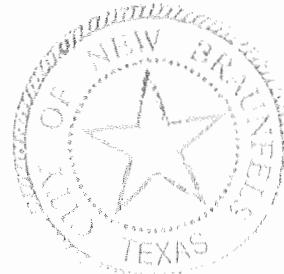
Barron Casteel, Mayor

ATTEST: 

PATRICK ATEN, City Secretary

APPROVED AS TO FORM:

Valeria M. Acevedo
VALERIA ACEVEDO, City Attorney



FY 2017-18 Interfund Transfer Reconciliation

Fund Detail - Revenue	Revenue	Expenditure	Fund Detail - Expenditure
General Fund			
	\$ 875,087	\$ 71,159 \$ 33,476 \$ 707,828 \$ 12,624 \$ 50,000 \$ 875,087	Airport Fund - Admin Sv Civic/Convention Center - Admin Sv Solid Waste - Admin Sv & Street Impact Grant Fund - Reimbursement Rec. Center Imp Fund - Aquatic Operations Support
Grant Fund	\$ 117,000	\$ 100,000 \$ 17,000 \$ 117,000	General Fund - Cash Match for Grant Projects Airport Fund - Cash Match for Grant Project
River Activities Fund	\$ 367,736	\$ 150,000 \$ 217,736 \$ 367,736	Solid Waste Fund -river litter pick up General Fund - gap funding for river activities fund
Equipment Replacement Fund	\$ 120,000	\$ 120,000	General Fund - Equipment Replacement Fund
		\$ 106,447	Airport Fund Operating Expenditures - Equipment Replacement & Loan payoff*
Enterprise Maintenance and Equipment Replacement Fund	\$ 1,441,910	\$ 1,943 \$ 1,233,520 \$ 100,000 \$ 1,441,910	Golf Course Fund Operating Expenditures- Equipment Replacement* Solid Waste Fund Operating Expenditure - Heavy Equipment Replacement* Hotel Motel Tax Fund - Reserves for Civic/Convention Center repairs
Edwards Aquifer Habitat Conservation Plan Fund	\$ 85,000	\$ 85,000	General Fund - Admin Support for EAHCp program
Debt Service Fund	\$ 962,598	\$ 330,482 \$ 71,016 \$ 561,100 \$ 962,598	Airport - Debt Service Solid Waste - Debt Service Hotel/Motel Tax Fund - Civic/Convention Center Fund
Airport Fund	\$ 162,091	\$ 162,091	General Fund - Land Lease for CTTC building(s)
Civic/Convention Center Fund	\$ 286,146	\$ 286,146	Hotel Motel Tax Fund - Gap Funding for Civic/Convention Center Expenditures
Total	\$ 4,417,568	\$ 4,417,568	

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost

Public Works

Maintenance Worker - Streets Division	\$ 43,557	\$ 43,557
12 Yard Dump Truck (Replacement)	\$ 102,000	\$ 102,000
Airport Road Drainage Repairs (Reconstruction)	\$ 50,000	\$ 50,000
Continued equipment upgrades at existing signals.	\$ - 25,000	\$ 25,000
Traffic signal upgrades: Union & Common, San Antonio & Castell, San Antonio & Academy, SH 46 & FM1101, Business 35 & River Turnaround	\$ 172,000	\$ 172,000
Radar detection upgrades on SH46 West corridor	\$ 128,000	\$ 128,000
City of New Braunfels Drainage Master Plan	\$ 500,000	\$ 500,000
Headwaters Construction Estimate & Plans	\$ 5,000	\$ 5,000
Pavement Overview Video	\$ 5,000	\$ 5,000
CMMS: Computerized Maintenance Management System	\$ 24,000	\$ 24,000
Oak Run Sidewalk Design	\$ 20,000	\$ 20,000
California/Lakeview Sidewalk Design	\$ 185,000	\$ 185,000

Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	
Public Works					
Rivercrest Drainage Design & Construction Phase I	\$ 200,000			\$ 200,000	
FM 306/SH 46 mowing and sweeping	\$ 25,000	\$ 25,000		\$ 50,000	
IH 35 Landscaping	\$ 30,000	\$ 105,000		\$ 135,000	
Total - Public Works	\$ 1,446,000	\$ 198,557	\$ -	\$ 1,644,557	
Fire					
Quarter Master	\$ 3,100	\$ 63,281		\$ 66,381	
Medical physicals	\$ 40,200			\$ 40,200	
Civilian Plans Examiner	\$ 4,432	\$ 65,901		\$ 70,333	
Thermal Imaging cameras (3)	\$ 16,000			\$ 16,000	
Fire Engine Replacement	\$ 710,908			\$ 710,908	
AED for Staff Vehicles	\$ 12,200			\$ 12,200	
Ballistic Vests	\$ 8,322			\$ 8,322	
Additional cascade system	\$ 51,687			\$ 51,687	
Zodiac 420 boat	\$ 28,000			\$ 28,000	
Scott Heads up display TIC for Officers	\$ 24,600			\$ 24,600	
Replacement Halmatrol Tools	\$ 14,000			\$ 14,000	
Airbag Request	\$ 9,578			\$ 9,578	
Entry door simulator(s) - Fire training device	\$ 16,380			\$ 16,380	
Holmatro Ram replacement for Rescue	\$ 15,250			\$ 15,250	
Station 5: Fume-A Vent 2 Drop System	\$ 14,000			\$ 14,000	

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost

Fire

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost
Smart Station Fire Alerting	\$ 80,000			\$ 80,000
Paratech Vehicle Stabilizers	\$ 7,286			\$ 7,286
Red Boat - Dive Hazmat Boat Equipment	\$ 15,563			\$ 15,563
Exercise equipment	\$ 10,200			\$ 10,200
Interior Security Door - Station #6	\$ 5,000			\$ 5,000
AES encryption for all fire department radios.	\$ 48,000			\$ 48,000
Total - Fire	1,134,706	129,182	-	1,263,888

Police

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost
Twenty Patrol Officers Positions	\$ 1,782,280	\$ 1,494,298		\$ 3,276,578
Three Detective Positions	200,109	320,211		520,320
Six Traffic Officers	534,684	456,642		991,326
Evidence Manager	1,950	60,833		62,783
Patrol Lieutenant	87,296	118,283		205,579
Three Records Clerks	7,200	137,270		144,470
Six School Resource Officers	534,684	533,686		1,068,370
Two Community Officer Positions	169,728	160,169		329,897

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost
Police				
Crime Analyst	5,900	63,280		69,180
Administrative Assistant - Training	1,700	51,901		53,601
Administrative Training Officer	86,614	74,118		160,732
Four Mental Health Officers	334,456	308,405		642,861
Two Crime Scene Technicians	108,100	118,373		226,473
Crime Victim Liaison	7,000	61,193		68,193
River Truck	50,000			50,000
Replacement SWAT Headsets	9,623			9,623
Records Storage Shelving	35,000			35,000
Replacement Ticket Writers and Printers	43,904			43,904
Vehicle Storage Vaults	41,400			41,400
Evidence Lockers	80,000			80,000
Pole Cameras	13,950			13,950
Mobile Command Vehicle	750,000			750,000
Target Pointer Illuminators	23,400			23,400
Total - Police	\$ 4,908,978	\$ 3,958,662	\$ -	\$ 8,867,640

Unmet Needs Submitted by Departments

Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost
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City Administration

Assistant to the City Secretary	1,450	59,186		60,636
Total - City Administration	\$ 1,450	\$ 59,186	\$ -	\$ 60,636

Information Technology

Assistant IT Director	\$ 2,732	\$ 99,381	\$	102,113
City Mobile Application	\$ 6,000	\$ 5,000	\$	11,000
IT Administrative Assistant	\$ 2,300	\$ 52,051	\$	54,351
Webmaster position	\$ 2,732	\$ 63,431	\$	66,163
Laser fiche Expansion	\$ 57,000	\$ 18,000	\$ (20,800)	\$ 54,200
IT Support Services Manager	\$ 2,732	\$ 83,433	\$	86,165
Downtown Security Cameras	\$ 22,000	\$ 1,200	\$	23,200
Total - Information Technology	\$ 95,496	\$ 322,496	\$ (20,800)	\$ 397,192

Capital Programs

Vehicle purchase - available to project managers	\$ 20,000	\$	20,000
Total - Capital Programs	\$ 20,000	\$ -	\$ 20,000

Library Services

Children's Outreach Librarian	\$ 1,450	\$ 63,281	\$	64,731
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Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total	
Library Services					
Mobile Devices - Westside Community Center and Main Library	\$ 30,000			\$	30,000
Westside Community Center Carpeting Upstairs	\$ 10,000			\$	10,000
Library/Westside Community Center - Library & Gym LED Conversion	\$ 48,000			\$	48,000
Westside Community Center - Finish Wheelchair Exit	\$ 25,000			\$	25,000
Library - A/C Software	\$ 19,000			\$	19,000
Library Parking Lot Sealcoat	\$ 20,000			\$	20,000
Westside Community Center - Flag Pole	\$ 3,500			\$	3,500
Westside Community Center Master Plan	\$ 50,000			\$	50,000
Westside Community Center Landscaping Enhancements	\$ 15,000			\$	15,000
Platform lift - facility maintenance	\$ 13,000			\$	13,000
Library Foyer Chairs	\$ 30,000			\$	30,000
Library Benches	\$ 4,000			\$	4,000
Total - Library Services	\$ 268,950	\$ 63,281	\$ -	\$	332,231

Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total	Net Cost
Parks and Recreation					
Trails Master Plan	\$ 69,500			\$ 69,500	
Swim lesson coordinator - Seasonal	\$ -	\$ 10,500		\$ 10,500	
Paddleboats Replacements (2)	\$ 6,000	\$ -		\$ 6,000	
TCOLE Training for Rangers	\$ 2,300	\$ -		\$ 2,300	
Gators Utility Vehicles for Operations division (2)	\$ 22,000	\$ -		\$ 22,000	
Zero Turn Mowers for operations division (2)	\$ 34,500	\$ -		\$ 34,500	
Gym Insulation - Landa Recreation Center	\$ 12,000	\$ -		\$ 12,000	
Truck for Nature Center operations	\$ 23,000	\$ -		\$ 23,000	
Golf Cart and Gator for Ranger division	\$ 25,000	\$ -		\$ 25,000	
Man Lift - Operations division	\$ 50,000	\$ -		\$ 50,000	
Compact Excavator	\$ 52,000	\$ -		\$ 52,000	
Picnic tables for Landa Park Aquatic Center	\$ 13,270	\$ -		\$ 13,270	
Repaint Landa Park Aquatic Center bathhouse	\$ 22,000	\$ -		\$ 22,000	

Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total	
					Net Cost
Parks and Recreation					
Lifeguard Stand Replacements	\$ 6,104	\$ -	\$ 6,104		
Aquatics Maintenance Worker -FT		\$ 42,197	\$ 42,197		
Handheld radios for Rangers assigned to River detail	\$ 32,000	\$ 1,000	\$ 33,000		
Total - Parks and Recreation	\$ 369,674	\$ 53,697	\$ -	\$ 423,371	
Planning and Community Development					
Planning Technical position - Historic Preservation	\$ 2,065	\$ 50,860	\$ 52,925		
Building Inspector positions	\$ 28,165	\$ 57,181	\$ 85,346		
Part time Code Enforcement Administrative secretary	\$ 1,950	\$ 18,918	\$ 20,868		
Animal Control Officer position	\$ 3,515	\$ 45,516	\$ 49,031		
Downtown Lamp Posts repainting	\$ 6,500	\$ -	\$ 6,500		
Total - Planning and Community Development	\$ 42,195	\$ 172,475	\$ -	\$ 214,670	
Total- General Fund Departments	\$ 8,287,449	\$ 4,957,536	\$ (20,800)	\$ 13,224,185	

Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/Revenue	Total Net Cost	
Airport					
Administrative Specialist position	\$ -	\$ 16,297	\$	\$ 16,297	
Maintenance worker position		\$ 47,140		\$	\$ 47,140
Tower Shade Replacement	\$ 15,000			\$	\$ 15,000
Airport Gate Replacement	\$ 200,000			\$	\$ 200,000
Total - Airport	\$ 215,000	\$ 63,437	\$ -	\$	\$ 278,437
Civic Center					
HVAC Program/Controllers	39,849		\$ 11,000	\$ 28,849	
Facility and parking lot security cameras	\$ 35,000			\$	\$ 35,000
Resurfacing interior carpeted walls	87,000		\$ 6,000	\$	\$ 81,000
Building Exterior Painting & Entry Cleaning	48,750			\$	\$ 48,750
Fountain Replacement	75,000		\$ 500	\$	\$ 74,500
Total - Civic/Convention Center	\$ 285,599	\$ -	\$ 17,500	\$	\$ 268,099

Unmet Needs Submitted by Departments

Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost
Solid Waste				
Cyclone hard surface deep cleaning w/ recovery	\$ 161,753	\$ -	\$ -	\$ 161,753
Total - Solid Waste	\$ 161,753	\$ -	\$ -	\$ 161,753
Total-All Departments	\$ 8,949,801	\$ 5,020,973	\$ (3,300)	\$ 13,932,474

City of New Braunfels

Financial Policies

PURPOSE:

To establish guidelines and procedures for accounting and auditing; financial planning; budgeting and budget transfers; revenues; operating and debt reserves; personnel; purchasing and fixed assets; debt management and investment and cash management.

A. GENERAL

1. The City will operate on a fiscal year which begins on October 1 and ends on September 30.
2. The City will conduct its financial affairs in conformity with state and federal laws. These Financial Policies shall be approved by City Council and reviewed on an annual basis as a part of the budget development process.

B. ACCOUNTING, AUDITING AND FINANCIAL PLANNING

1. The Finance Department maintains records on a basis consistent with generally accepted accounting principles (GAAP) including standards for local government accounting, as determined by GASB and GFOA.
2. Regular monthly and annual financial reports are issued summarizing financial activity. The monthly financial reports are provided to City Council and departments. A presentation of the financial reports and status is made quarterly to the City Council by the Finance Director/Chief Financial Officer.
3. A financial audit is performed annually by an independent public accounting firm, and an official opinion and annual financial report is published and issued.
 - a) Annually, City Council will accept the audited Comprehensive Annual Financial Report for the prior fiscal year.

4. Full disclosure is provided in the annual financial and budget reports and bond representations.

C. BUDGETING

1. The City budgets resources on a fiscal year which begins October 1 and ends the following September 30.
2. Since FY 2013-14, the City of New Braunfels has prepared and presented a long range five year financial forecast which: a) updates reserve and expenditure projections for the next five years; b) projects debt service requirements and potential capacity over the five year period, including operating costs associated with all projects; c) projects revenue and expenses for

each year in the period; and d) describes strategic issues that present the City with challenges and opportunities for the future.

3. Information and forms for use in the annual budget preparation process will be distributed to City departments each year at the beginning of the budget development process. All departments must return their budget proposals to the Finance Department for consideration.
4. A balanced proposed budget will be prepared and distributed to City Council in accordance with the City charter and the fund balance requirement set forth in these financial policies.
5. The proposed budget document shall include:
 - a) A budget message
 - b) Fund balance schedules that include expected revenue and expenditures for all funds
 - c) An analysis of property valuations and tax rates for the last ten years
 - d) Revenue estimates
 - e) Operating expenditures by department and expense category (delineated below)
 - f) Debt service costs (delineating principal and interest) by issuance and a description of outstanding debt issuances
 - g) A statement of expenditures for debt proceeds
 - h) Descriptions of departments functions and mission
 - i) Performance measures for each department – workload, efficiency and effectiveness
 - j) Descriptions and cost analysis of program changes
 - k) Description of capital projects included for funding in the proposed budget
 - l) A list of authorized positions by department and division (where appropriate)
 - m) The budget and tax ordinances adopted by Council
6. City Council will adopt the tax rate and budget by ordinance in accordance with the City charter and to allow sufficient time to send out property tax statements.
7. Appropriations as approved by the City Council are incorporated into the City's financial software by the Finance Department.
 - a. The following general categories are used to appropriate funds annually:
 - i. Employee Expenses
 - ii. Operations Expenses
 - iii. Capital Expense
 - iv. Debt Service Expenses
 - v. Contingencies
 - vi. Interfund Transfers

Detailed expenditures by line item and by department (divisions where appropriate) are maintained by the Finance Department.

- b. Annually, the budget will be developed for each department at the division level to better represent their organization structures. However, the budget approved by City Council will appropriate funds at the department level and fiscal control shall occur at this level.

- c. Appropriations in the Capital Project Funds are made on a project basis across multiple fiscal years rather than on a single fiscal year basis and are carried forward until the projects are completed.
 - d. Appropriations in the grants and donations funds (including CDBG, HOME, the Grant Fund, EARIP/HCP and the Special Revenue Fund) are made on a program year basis and/or by project rather than on a City fiscal year basis.
8. Except for capital projects, grants and federal entitlement programs (CDBG and HOME), , unused appropriations, including any encumbrances lapse at the end of each fiscal year..
 9. Departments are accountable for not exceeding their annual budgetary appropriations.

D. RESERVES

1. The City of New Braunfels will maintain an operating reserve for use in the event of unanticipated, extraordinary expenditures and/or the loss of a major revenue source. In the General Fund, the operating reserve and specified contingencies shall be established at a minimum of twenty-five (25) percent of the General Fund budgeted expenditures for the current fiscal year. For all other Special Revenue Funds, the operating reserve shall equal ten (10) percent of the budgeted annual expenditures. For all Enterprise Funds, the operating reserve shall equal (25) percent of the budgeted annual expenditures. These funds can only be appropriated by City Council.
2. Capital project funds' reserves will be established by project, not by fund and will manage on a project by project basis. .
3. The City will maintain a balance in the Debt Service Funds equal to not less than ten percent of the principal and interest payments on outstanding debt for each fiscal year. These funds can only be appropriated by City Council.

E. PERSONNEL

1. At no time shall the number of regular employees on the payroll in each department exceed the total number of positions authorized by City Council. All personnel actions shall at all times be in strict conformance with applicable federal, state and City policies.
2. The City Manager may institute a freeze during the fiscal year on hiring, promotions and transfers.
3. City Council shall annually approve all authorized regular positions through the annual budget adoption process and any subsequent additions or deletions to the total number of positions. The City Manager approves reclassifications of positions.
4. The City Manager is authorized to adjust compensation, of any City employee, including appointees, when in his discretion an adjustment needs to be made to hire or retain qualified personnel. The City Manager is authorized to hire temporary employees when needed and if sufficient funds are available within the adopted budget. The intent of this section is to provide the ability to hire and retain qualified personnel.
5. The City maintains written Personnel Policies.

F. PURCHASING, CONTRACTING AND FIXED ASSETS

1. All purchases of fixed assets with a value of \$5,000 or more will be placed on the City inventory.
2. The City will maintain these assets at a level adequate to protect the City's capital investments and to minimize future maintenance and replacement costs by:
 - a) Developing and maintaining a five year plan for capital projects and authorizing all capital projects in accordance with this plan; and
 - b) Providing for adequate maintenance of capital plant and equipment replacement in the annual operating budget.
 - c) The City shall maintain reserves for vehicle replacement, computer replacement, facilities maintenance and parks maintenance.
3. Where possible, items in good, safe, useable condition placed in surplus will be used to supplement expenditures for new budgeted capital purchases or to supply needed unbudgeted new and replacement equipment.
4. The City Manager has the authority to declare items with a value of no greater than \$5,000 as surplus and/or salvage for auctioning purposes.
5. Information Technology staff will review and approve all purchases of information and communication technology to ensure compatibility with the City's existing voice and data infrastructure and to protect that infrastructure from viruses and other threats.

6. Any asset seized by forfeiture will be accepted by the City Council and placed into the City inventory, before any expenditure of City budgeted funds is made for or in relation to the asset.
7. The City Manager and his authorized and designated employees, at his direction, are authorized to sign or release easements, permits, licenses and change orders; to sign interlocal agreements as authorized by state law; to sign documents authorizing the payment of funds, and to expend public funds as authorized by state law unless otherwise authorized by the City Council; to settle paving assessment, weed mowing, demolition, and other disputes based on legal questions of whether the assessments are enforceable or other extenuating factual circumstances. The intent of this section is to provide the ability to conduct daily affairs of the City, which involves numerous decisions of a routine nature, and to hire and retain qualified personnel.

G. DEBT MANAGEMENT

1. The City will not use long term debt for current operations.
2. The City will adhere to the following when it finds it necessary to issue debt instruments:
 - a) Average weighted general obligation bond maturities will not exceed twenty (20) years.
 - b) The term of any debt issuance will not exceed the useful life of the capital project, facility or equipment for which the borrowing is intended.
 - c) Debt service for all funds in any year will not exceed twenty-five (25) percent of the total annual operations budgets across all other funds;
 - d) The City will maintain a balance in the debt service fund equal to not less than ten percent of the principal and interest payments on outstanding debt for each fiscal year for all debt not requiring an earnings coverage unless approved by City Council;
 - e) Interest earnings on debt service fund balances will be used to make debt service payments;
3. The City will comply with all federal requirements regarding arbitrage on debt issuances to avoid any penalties.
4. The City will consider opportunities to refund existing debt issuances if the savings on the current principal and interest payments over the remaining life of the debt.

H. INVESTMENT AND CASH MANAGEMENT

1. The City maintains a written Investment Policy adopted by City Council and reviewed annually.



INVESTMENT POLICY

1.0 POLICY

It is the policy of the City of New Braunfels to invest public funds in a manner which will provide the highest reasonable investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds. The Policy complies with and incorporates the Public Funds Investment Act, (the “Act”), Chapter 2256, Texas Government Code and the Public Funds Collateral Act, Chapter 2257, Texas Government Code.

2.0 SCOPE

This Investment Policy applies to all financial assets of the City of New Braunfels. These funds are accounted for in the City’s Comprehensive Annual Financial Report and include:

Funds

General Fund

Special Revenue Funds

Debt Service Funds

Capital Project Funds

Enterprise Funds

Trust and Agency Funds

Internal Service Funds

Any new funds created by the City will be incorporated under this Policy unless specifically exempted by Council action.

3.0 PRUDENCE

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. The standard states:

Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal liability for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

In determining whether the investment officers have exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the investment of all funds over which the officer had responsibility rather than a consideration as to the prudence of a single investment, and whether the investment decision was consistent with the written investment policy.

OBJECTIVES

The primary objectives, in priority order, of the City of New Braunfels' investment activities shall be:

3.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. The City shall seek to control the risk of loss due to the failure of a security issuer or guarantor by investing in high credit quality securities, by qualifying and monitoring financial counterparties, through adequate collateralization, through diversification, and by establishing maximum maturities and weighted average maturities.

3.2 Liquidity

The City of New Braunfels' investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

3.3 Diversification

Whenever practical, assets held in the portfolio(s) shall be diversified to minimize the risk of loss resulting from the concentration of assets in a specific maturity, a specific issuer, or a specific market sector.

3.4 Return on Investments

The City of New Braunfels' investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio.

4.0 INVESTMENT STRATEGY

The City maintains one commingled portfolio for investment purposes which incorporates the specific investment strategy considerations and the unique characteristics of the fund groups represented in the portfolio:

- A. The investment strategy for operating, enterprise and special revenue funds has as its primary objective assurance that anticipated liabilities are matched and adequate investment liquidity provided. The secondary objective is to create a portfolio structure which will experience minimal volatility. This may be accomplished by purchasing high quality, short- to medium-term maturity securities which will complement each other in a laddered maturity structure permitting some extension for yield enhancement.
- B. The investment strategy for debt service funds shall have as its primary objective the assurance of available funds adequate to fund the debt service obligations on a timely basis. Successive debt service dates will be fully funded before extension.
- C. The investment strategy for debt service reserve funds shall have as its primary objective the ability to generate a revenue stream to the debt service funds from high quality securities with a low degree of volatility. Securities should be high credit quality and, except as may be required by the bond ordinance specific to an individual issue, be limited to short to intermediate-term maturities.

- D. The investment strategy for capital projects or capital project funds will have as its primary objective assurance that anticipated cash flows are match funded and that adequate liquidity is provided for unanticipated draws. The stated final maturity dates of securities held may not exceed the estimated project completion date.

The City shall pursue an active versus a passive portfolio management strategy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade.

5.0 DELEGATION OF AUTHORITY AND RESPONSIBILITIES

Management responsibility for the investment program has been delegated by City Council primarily to the City Manager, the Chief Financial Officer and the Assistant Finance Director, who are designated by resolution as investment officers.

The Investment Officers shall establish written procedures for the operation of the investment program consistent with this Investment Policy. Procedures should include safekeeping controls, documentation, internal controls, repurchase agreements, wire transfers, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Chief Financial Officer. The Chief Financial Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Each Investment Officer shall attend 10 hours of training in the responsibilities of the position within 12 months of assuming those duties. In addition, Investment Officers shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date, and receive not less than eight hours of instruction relating to investment responsibilities from an independent source approved by the City.

The City may contract with an investment management firm registered under the Investment Advisers Act of 1940 (15 U.S.C. Section 80b-1 et seq.) or with the State Securities Board to provide for the investment and management of its public funds or other funds under its control. A contract may not be for a term longer than two years. A renewal or extension of the contract must be made by the City Council by order, ordinance, or resolution.

6.0 ETHICS AND CONFLICT OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business within their jurisdiction, and they shall further disclose any personal financial/investment relationships that could impact the performance of the City of New Braunfels' investment portfolio. If an Investment Officer has a personal relationship as defined in the Act with a business organization engaging in investment transactions with the City, the Investment Officer must disclose the relationship and file a disclosure with the City Secretary and the Texas Ethics Commission.

7.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

The Investment Officer(s) or adviser will maintain a list of authorized broker/dealers, financial institutions, money market mutual funds and local government investment pools offering to engage in an investment transaction with the City. An annual review of the services provided, financial condition and registrations of these firms will be conducted by the Chief Financial Officer and a list of firms submitted to Council for approval at least once a year. [2256.005]

Broker/dealers may include “primary” dealers as defined by the New York Federal Reserve or regional dealers. Financial institutions shall be qualified public depositories as designated by state law.

All firms desiring to transact investment transactions with the City must complete the City’s internal questionnaire and execute a Policy Certification (Appendix A) before any transaction. A current audited financial statement is required to be on file for each firm. Should the City contract with an external investment advisor to execute the City’s investment strategy, including the negotiation and execution of investment transactions, the advisor shall be responsible for conducting appropriate due diligence and providing a list of its approved broker/dealers not less than annually. In addition, a managing officer of the investment advisory firm shall sign the City’s written certification, which shall be included as part of the investment advisory contract.

8.0 AUTHORIZED INVESTMENTS

Authorized investments shall be limited to the following, as further defined by the Act:

- 8.1** Obligations of the United States or its agencies and instrumentalities excluding mortgage backed securities;
- 8.2** Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, this state or the United States or their respective agencies and instrumentalities;
- 8.3** Fully insured or collateralized certificates of deposit issued by banks doing business in Texas that are guaranteed or insured by the Federal Deposit Insurance Corporation, or its successor; or, secured by obligations as described by the Policy;
- 8.4** Fully collateralized repurchase agreements having a defined termination date, placed through a primary government securities dealer or a bank doing business in Texas, and secured in accordance with this Policy, purchased under a master repurchase agreement which specifies the rights and obligations of both parties and requires that the securities involved in the transaction be held in a safekeeping account subject to the control of the City with a stated final maturity of one year, except flex repurchase agreements used for bond funds which may extend to match the expenditure plan of the bond proceeds.
- 8.5** AAA-rated SEC-registered money market mutual funds with a dollar-weighted average portfolio maturity of 60 days or fewer whose investment objectives include seeking to maintain a stable net asset value of \$1 per share.
- 8.6** Constant-dollar, AAA-rated Texas local government investment pools as defined by the Act.
- 8.7** Collateralized or insured demand deposit accounts in approved depositories approved by City Council under an executed depository agreement.
- 8.8** An SEC registered, no-load mutual fund with a weighted average maturity of less than two years, invested exclusively in obligations approved by the Policy, and continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent.
- 8.9** Obligations of any US state or political subdivision rated AA or better by a nationally recognized rating agency not to exceed two years to maturity.

- 8.10** A certificate of deposit (CD) or share certificate is an authorized investment if the certificate is issued by a depository institution that has its main office or a branch office in Texas and is 1) guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor; (2) secured by any combination of cash and obligations in 9.1 through 9.3 above, including pass-through mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the certificates, or with an FHLB letter of credit.

In addition, an investment in CDs made in accordance with the following conditions is an authorized investment: (1) the funds are invested through: a broker that has its main office or a branch office in Texas and selected from a list adopted by the City, or a depository institution that has its main office or a branch office in Texas and is selected by the City; (2) the selected broker or the depository institution arranges for the deposit of the funds in CDs in one or more federally insured depository institutions, wherever located, for the account of the City; (3) the full amount of the principal and accrued interest of each CD is insured by the United States or an instrumentality of the United States; and the City appoints the selected depository, any institution described in Section 2257.041(d) of the Public Funds Collateral Act or a clearing broker-dealer registered with the SEC and operating pursuant to SEC Rule 15c3-3 (17 C.F.R. Section 240.15c3-3) as custodian with respect to the CDs issued for the account of the City.

- 8.11** Commercial paper that has a stated maturity of 270 days or less from the date of issuance and is rated A-1 or P-1 or an equivalent rating by at least two nationally recognized rating agencies.

Competitive Bidding Requirement

It is the policy of the City to require competitive bidding for all individual security purchases except for those transactions with money market mutual funds and local government investment pools which are deemed to be made at prevailing market rates. At least three bids/offers must be obtained. Bids may be solicited in any manner provided by law. For those situations where it may be impractical or unreasonable to receive three bids for a transaction due to a rapidly changing market environment or to secondary market availability, documentation of a competitive market survey of comparable securities or an explanation of the specific circumstance must be included with the bid document and retained for auditing purposes.

Delivery versus Payment

Transactions must be settled on a delivery versus payment (DVP) basis to a City approved depository except for transactions involving mutual funds, investment pool or collateralized bank CDs. This assures City control of all its funds and assets. No securities shall be held by the transaction counterparty.

Change of Authorization or Rating

The City will not be required to liquidate investments that were authorized investments at the time of purchase. The Investment Officer or investment adviser shall monitor, on no less than a weekly basis, the credit rating on all authorized investments in the portfolio based upon independent information from a nationally recognized rating agency. If any security falls below the minimum rating required by Policy, the Investment Officer or adviser shall notify the City Manager of ratings change, conditions affecting the rating and possible loss of principal with liquidation options available, within two weeks after the ratings change.

Monitoring FDIC Status

The Investment Officer or Investment Adviser shall regularly monitor the status and ownership of all banks issuing brokered CDs owned by the City based upon information from the FDIC. If any bank has been acquired or merged with another bank in which brokered CDs are held, the Investment Officer or Adviser shall immediately liquidate any brokered CD which places the City above the FDIC insurance level.

10.0 COLLATERALIZATION

10.1 Pledged Collateral

The City of New Braunfels requires all time and demand deposits to be insured or collateralized at a minimum of 102%. City depositories will be required to execute tri-party depository agreements to include safekeeping agents. If the Federal Reserve acts as custodian, the Pledge Agreement of Circular 7 will be executed in lieu of the tri-party FRB signature. The agreement shall define the

City's rights to collateral and shall establish a perfected security interest in compliance with federal and state regulations, including:

- A. The agreement shall be in writing;
- B. The agreement shall be executed by the Depository and the City contemporaneously with the acquisition of the asset;
- C. The agreement will include no listing of pledged collateral.
- D. The agreement must be approved by the Board of Directors or the Loan Committee of the Depository and a copy of the meeting minutes must be delivered to the City.

If the City's depository offers a collateral pooling program as defined by State Law (Local Government Code 2257) the investment officers will evaluate the program for cost efficiencies and risk before participation. Participation in a collateral pool will require Council approval.

10.2 Owned Repurchase Agreement Collateral

Each counterparty to a repurchase transaction is required to execute the Securities Industry and Financial Markets Association (SIFMA) Master Repurchase Agreement. An executed copy of this Agreement must be on file before any transaction is initiated. Collateral will be evidenced by safekeeping receipts clearly denoting City ownership from the safekeeping agent.

10.3 Authorized Collateral

A. Time and Demand Deposits

Deposits must be secured by an FHLB Letter of Credit or any combination of cash and obligations in section 9.1 through 9.3 above, including pass-through mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than 102% of the principal amount of the CDs.

B. Repurchase Agreements

Securities bought and sold as part of a repurchase agreement are limited to:

- U.S. Government, Agencies and Instrumentalities obligations including mortgage backed securities

The eligibility of specific issues may at times be restricted or prohibited by the City because of current market conditions.

10.4 Collateral Substitution or Reduction

Pledged collateral for deposits and repurchase agreements may be substituted or reduced at any time provided that the total market value of the collateral, plus FDIC insurance, remains equal to or greater than 102% of the deposit amount. The custodian, who shall be independent of the pledging bank, will be liable for monitoring and maintaining the collateral and collateral margins at all times.

10.5 Monitoring Collateral Adequacy for Certain Investments

Monthly reports of the pledged securities with the full descriptions and market values are required to be sent directly to the City from the custodian for all time and demand deposits. The Investment Officers will review the adequacy of the collateral.

The Investment Officers will monitor the adequacy of all collateral underlying repurchase agreements on at least a weekly basis.

10.6 Margin Calls

If any collateral falls below 102%, the counterparty will be required to pledge additional securities no later than the end of the next business day.

11.0 DELIVERY VERSUS PAYMENT

All security transactions, including collateral for repurchase agreements, shall be conducted on a delivery-versus-payment (DVP) basis. Securities shall be held by a third-party custodian approved by the Chief Financial Officer and evidenced by original safekeeping receipts.

12.0 DIVERSIFICATION

The City of New Braunfels shall diversify its portfolio by security type and institution.. Risk of principal loss in the portfolio as a whole shall be minimized by diversifying investment types according to the following limitations.

<u>Investment Type</u>	<u>% of Portfolio</u>
U.S. Treasury Notes/Bonds/Bills	90%
U.S. Government Agencies	80%
Certificates of Deposit	50%
Limit per financial institution	10%
Repurchase Agreements	20%
Flex repurchase agreements by bond issue	100%
Money Market Mutual Funds	25%
Local Government Investment Pools	100%

13.0 MAXIMUM MATURITIES

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not invest in securities maturing more than two (2) years from the date of purchase.

14.0 PERFORMANCE STANDARDS

The investment portfolio shall be designed with the objective of obtaining a reasonable yield throughout budgetary and economic cycles, commensurate with the investment risk constraint and the cash flow requirements. The benchmarks established for the portfolio in keeping with the cash flow requirements of the City shall be the six month U.S. Treasury Bill.

15.0 REPORTING

The Investment Officers shall provide a report on investment activity and returns to the City Council on a quarterly basis. Investment performance will be monitored and evaluated by the Investment Officers on a monthly basis. This investment report shall be signed and in compliance with the Act and include, at a minimum:

- 1) detail on each investment position of the portfolio,
- 2) the beginning and ending amortized book and market value,
- 3) the change to market value during the period for each portfolio,
- 4) the beginning and ending amortized book and market value for each investment security by asset type and fund type,
- 5) the final stated maturity date of each investment security,
- 6) the dollar weighted average maturity of the portfolio and its comparison to an accepted benchmark, and
- 7) a statement of compliance of the investment portfolio with the Authority's Investment Policy and Strategy and the Act.

Prices used for the calculation of market values will be obtained from independent sources.

16.0 INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by resolution of the City Council on no less than an annual basis. Any changes to the Policy shall be reflected in the approving resolution of Council.

APPENDIX A:

CITY OF NEW BRAUNFELS **INVESTMENT POLICY CERTIFICATION**

Firm: _____

Account Representative: _____

Date of Completion: _____

This certification is executed on behalf of the City of New Braunfels (the "City") and the "Firm" pursuant to the Public Funds Investment Act, Chapter 2256, Texas Government Code in relation to investment transactions conducted between the City and the Firm.

As the authorized representative of the Firm, I hereby acknowledge that I have received and reviewed the attached Investment Policy of the City of New Braunfels.

I hereby further acknowledge that the Firm has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the City and the Firm not authorized by the Investment Policy, except to the extent that this authorization is dependent on analysis of the makeup of the City's entire portfolio or requires an interpretation of subjective investment standards.

Firm Name: _____

Address _____

Representative's Telephone (_____) _____

Representative's FAX (_____) _____

Representative's Email: _____

Signature _____

Printed Name _____

APPENDIX B:

AUTHORIZED BROKER/DEALERS AND COUNTERPARTIES

In accordance with the Texas Public Funds Investment Act, 2256.025 Selection of Authorized Brokers,

The governing body of an entity subject to this subchapter or the designated investment committee of the entity shall, at least annually, review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with the entity.

The authorized list of counterparties is:

Bank of America Merrill Lynch

Barclays Capital

BNP Paribas

*Bonwick Capital ***

BOSC, Inc.

Cantor Fitzgerald & Co

Citigroup Global Markets

Coastal Securities

D.A. Davidson

Daiwa Capital Markets

FTN Financial

Goldman, Sachs & Co

INTL FCStone

JP Morgan Securities

KeyBanc Capital Markets

*Loop Capital Markets ***

Mesirow Financial

Mizuho Securities

Morgan Stanley & Co

Piper Jaffray & Co.

Raymond James

RBC Capital Markets

Rice Financial **

SunTrust Robinson Humphrey

Stifel, Nicolaus & Co.

TD Securities

UBS Securities

Vining Sparks

Wells Fargo Securities

Williams Capital Group **

* **Bold face font indicates firm is a Primary Dealer.**

** *Dark blue italics font indicates firm is an Historically Underutilized Business (HUB) or Minority/Women Owned Business (MWOB).*

FY 2017-18 Pay Plan

Grades	Existing GRADE	Minimum	Midpoint	Maximum
A		9.17	11.00	12.83
Golf Cart Porter - 13316	PART/A1N	9.17	11.00	12.83
Attendant - 13126 (Recreation)	SEAS/A1X	9.17	11.00	12.83
Cashier - 13505	SEAS/A1X	9.17	11.00	12.83
B		9.53	11.44	13.35
Lifeguard - 13125	SEAS/B1X	9.53	11.44	13.35
Camp Counselor - 13111	SEAS/B1X	9.53	11.44	13.35
C		9.91	11.90	13.88
D		10.31	12.37	14.44
E		10.72	12.87	15.01
F		11.15	13.38	15.61
Recreation Instructor - 13112, 13113 (Seas)	PART/F1N SEAS/F1X	11.15	13.38	14.44
Assistant Camp Coordinator - 13109	SEAS/F1X	11.15	13.38	15.61
Assistant Aquatics Coordinator - 13124	SEAS/F1X	11.15	13.38	15.61
Lead Cashier - 13128	SEAS/F1X	11.15	13.38	15.61
G		11.60	13.92	16.24
Library Aide - 14107	PART/G1N	11.60	13.92	16.24
Clerical Assistant - 11007	REGU/G1N	11.60	13.92	16.24
H		12.06	14.48	16.89
Ranger - 13136 (SEAS), 13134 (PT)	SEAS/H1X, PART/H1N	12.06	14.48	16.89
Event Attendant - 11520	PART/H1N	12.06	14.48	16.89
Custodian - 15406 (FT), 15408 (PT)	PART/H1N, REGU/H1N	12.06	14.48	16.89
Aquatics Coordinator - 13123	SEAS/H1X	12.06	14.48	16.89
Camp Coordinator - 13110	SEAS/H1X	12.06	14.48	16.89
Recreation Facilities Coordinator - 13108	SEAS/H1X	12.06	14.48	16.89
River Activities Coordinator - 13502	SEAS/H1X	12.06	14.48	16.89
I		12.55	15.05	17.56
Golf Assistant - 13315 (PT)	PART/I1N	12.55	15.05	17.56
Library Clerk - 14106 (PT), 14113 (FT), 14109 (Seas)	PART/I1N, REGU/I1N, SEAS/I1X	12.55	15.05	17.56
Lead Ranger - 13133	SEAS/I1X	12.55	15.05	17.56
Administrative Specialist - 13008	SEAS/I1X	12.55	15.05	17.56

FY 2017-18 Pay Plan

Grades	Existing GRADE	Minimum	Midpoint	Maximum
J		13.05	15.66	18.27
Lead Custodian - 15405	J	13.05	15.66	18.27
Facility Specialist - 11528 (Civic Center/Library)	J	13.05	15.66	18.27
Maintenance Worker - 13214 (Parks-FT), 13216 (Seas), 13127 (PT), 15300 (Facilities), 15307 (STR/STMWTR)	REGU/J1N, PART/J1N, SEAS/J1X	13.05	15.66	18.27
Refuse Collector - 15507 (SW RES CMRCL), 15511 (R)	REGU/J1N	13.05	15.66	18.27
Assistant Evidence and Property Technician - 16607	PART/J1N	13.05	15.66	18.27
Clerical Specialist - 11005	REGU/J1N	13.05	15.66	18.27
Customer Service Specialist - 11607	REGU/J1N	13.05	15.66	18.27
Lead Event Attendant - 11522	PART/J1N	13.05	15.66	18.27
K		13.57	16.28	19.00
Lead Facility Specialist - 11527	REGU/K1N	13.57	16.28	19.00
Athletics Specialist - 13114	PART/K1N	13.57	16.28	19.00
Recreation Specialist - 13114	PART/K1N	13.57	16.28	19.00
L		14.11	16.93	19.76
Police Records Clerk - 16606	REGU/L1N	14.11	16.93	18.27
Parts Technician - 15608	REGU/L1N	14.11	16.93	18.27
Permit Technician - 12106	REGU/L1N	14.11	16.93	19.76
Library Technical Services Specialist - 14103	REGU/L1N	14.11	16.93	19.76
M		14.68	17.61	20.55
Children's Library Technician - 14102	REGU/M1N	14.68	17.61	20.55
Administrative Secretary - 11003 (1230, 2440, 5010, 5021, 5050, 6050, 6030, 4010 - Inactive)	REGU/M1N	14.68	17.61	20.55
Airport Maintenance Technician - 15205	REGU/M1N	14.68	17.61	20.55
Aquatics Specialist - 13020 (FT)	REGU/M1N	14.68	17.61	20.55
Fleet Technician I - 15603	REGU/M1N	14.68	17.61	20.55
N		15.26	18.32	21.37
Equipment Technician (Public Works 5050) - 15602	REGU/N1N	15.26	18.32	21.37
Field Technician - 13414	REGU/N1N	15.26	18.32	21.37
Golf Course Field Technician - 13414	REGU/N1N	15.26	18.32	21.37
Animal Control Officer - 12206	REGU/N1N	15.26	18.32	21.37
Equipment Operator I - 13213(PARKS), 13413(Golf), 15306(STR/STMWTR)	REGU/N1N	15.26	18.32	21.37
Equipment Technician (Parks 6040) - 15602	REGU/N1N	15.26	18.32	21.37
Sign Shop Technician - 15309	REGU/N1N	15.26	18.32	21.37

FY 2017-18 Pay Plan

Grades	Existing GRADE	Minimum	Midpoint	Maximum
O		15.87	19.05	22.22
Deputy Court Clerk - 11806	REGU/O1N	15.87	19.05	22.22
Solid Waste Operator - 15505(RESDTL), 15506(CMCRL), 15508(CONTAINER), 15509(RCYCLING)	REGU/O1N	15.87	19.05	22.22
Evidence and Property Technician - 16611	REGU/O1N	15.87	19.05	22.22
Container Coordinator - 15510	REGU/O1N	15.87	19.05	22.22
P		16.51	19.81	23.11
Human Resources Associate - 11611, 11605	REGU/P1N	16.51	19.81	23.11
Traffic Signal Technician I - 15315	REGU/P1N	16.51	19.81	23.11
Administrative Assistant - 11002 (7010), 2410, 3031, 4010, 5010, 6050, 0210)	REGU/P1N	16.51	19.81	23.11
Accounting Technician - 11105	REGU/P1N	16.51	19.81	23.11
Equipment Operator II -15305	REGU/P1N	16.51	19.81	23.11
Q		17.17	20.60	24.04
Senior Deputy Court Clerk - 11805	REGU/Q1N	17.17	20.60	24.04
Emergency Dispatchers - 16604	REGU/Q1N	17.17	20.60	24.04
Planning Technician - 12007	REGU/Q1X	17.17	20.60	24.04
Event Coordinator - 11521	REGU/Q1N	17.17	20.60	24.04
Senior Animal Control Officer - 12207	REGU/Q1N	17.17	20.60	24.04
Fleet Technician II - 15604	REGU/Q1N	17.17	20.60	24.04
Assistant Golf Professional - 13313	REGU/Q1X	17.17	20.60	24.04
R		17.86	21.43	25.00
Code Enforcement Officer - 12204	REGU/R1N	17.86	21.43	25.00
Assistant Supervisor, Park Ranger - 13138	REGU/R1X	17.86	21.43	25.00
S		18.57	22.28	26.00
Crew Leader - 15311	REGU/S1N	18.57	22.28	26.00
Fleet Technician III - 15610	REGU/S1N	18.57	22.28	26.00
Human Resources Specialist - 11612	REGU/S1N	18.57	22.28	26.00
Construction Inspector - 15304	REGU/S1N	18.57	22.28	26.00
Watershed Inspector - 15329	REGU/S1N	18.57	22.28	26.00
Senior Accounting Technician - 11104	REGU/S1N	18.57	22.28	26.00

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Grades	Existing GRADE	Minimum	Midpoint	Maximum
T		19.31	23.18	27.04
Recycling Coordinator - 15502	REGU/T1X	19.31	23.18	27.04
Warrant Officer - 11811	REGU/T1N	19.31	23.18	27.04
Engineering Technician - 15105	REGU/T1X	19.31	23.18	27.04
Paralegal - 11407	REGU/T1N	19.31	23.18	27.04
Service Desk Technician	REGU/T1N	19.31	23.18	27.04
Traffic Signal Technician II - 15314	REGU/T1N	19.31	23.18	27.04
Senior Emergency Dispatcher - 16508	REGU/T1N	19.31	23.18	27.04
Records Supervisor - 16612	REGU/T1N	19.31	23.18	27.04
Crime Scene Technician - 16614	REGU/T1N	19.31	23.18	27.04
Library Circulation Supervisor - 14101	REGU/T1N	19.31	23.18	27.04
Management Assistant - 11004	REGU/T1X	19.31	23.18	27.04
Building Inspector - 12105	REGU/T1N	19.31	23.18	27.04
Senior Code Enforcement Officer	REGU/T1N	19.31	23.18	27.04
Plans Examiner - 12103	REGU/T1N	19.31	23.18	27.04
U		20.09	24.10	28.12
Crime Victim Liaison - 16615	REGU/U1N	20.09	24.10	28.12
Foreman (incl. Traffic Signal) - 13212(PARKS), 13503(RECYCLE CENTER), 13504(SOLID WASTE), 15302(STR/STMWTR), 15316(TRAFFIC SIGNAL)	REGU/U1N	20.09	24.10	28.12
Sanitarian I - 12203	REGU/U1N	20.09	24.10	28.12
V		43,449	52,138	60,828
Assistant City Secretary - 11303	REGU/V1X	43,449	52,138	60,828
Communications Coordinator - 11512	REGU/V1X	43,449	52,138	60,828
Senior Park Foreman	REGU/V1N	43,449	52,138	60,828
Golf Marketing Coordinator - 13013	REGU/V1X	43,449	52,138	60,828
Capital Project Controls Specialist - 11107	REGU/V1X	43,449	52,138	60,828
Watershed Coordinator - 15330	REGU/V1X	43,449	52,138	60,828
Buyer - 11206	REGU/V1X	43,449	52,138	60,828
Librarian I - 14003	REGU/V1X	43,449	52,138	60,828
W		45,186	54,224	63,261
Juvenile Case Manager - 11808	REGU/W1X	45,186	54,224	63,261
Marketing Coordinator - 13005	REGU/W1X	45,186	54,224	63,261
Senior Plans Examiner - 12104	REGU/W1N	45,186	54,224	63,261
911 Center Supervisor - 16600	REGU/W1N	45,186	54,224	63,261

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Grades	Existing GRADE	Minimum	Midpoint	Maximum
X		46,994	56,393	65,791
Outreach Coordinator - 14007	REGU/X1X	46,994	56,393	65,791
Planner - 12006	REGU/X1X	46,994	56,393	65,791
Technical Support Analyst - 16616	REGU/X1N	46,994	56,393	65,791
GIS Analyst - 11707	REGU/X1N	46,994	56,393	65,791
Recreation Programs Supervisor - (6021, 6024, 6025)	REGU/X1X	46,994	56,393	65,791
Aquatics Programs Supervisor - 13103 (6021, 6024, 6025)	REGU/X1X	46,994	56,393	65,791
Athletic Programs Supervisor - 13103 (6021, 6024, 6025)	REGU/X1X	46,994	56,393	65,791
Senior Construction Inspector - 15313	REGU/X1N	46,994	56,393	65,791
Lead Building Inspector - 12102	REGU/X1N	46,994	56,393	65,791
IT Specialist - 16608 (PT)	REGU/X1N	46,994	56,393	65,791
Airport Operations Supervisor - 15203	REGU/X1X	46,994	56,393	65,791
Y		48,874	58,648	68,423
Grants Coordinator - 11110	REGU/Y1X	48,874	58,648	68,423
Senior Sanitarian - 12208	REGU/Y1X	48,874	58,648	68,423
Urban Forester - 13006	REGU/Y1X	48,874	58,648	68,423
Financial Analyst - 11209	REGU/Y1X	48,874	58,648	68,423
Z		50,829	60,994	71,160
Librarian II - 14006	REGU/Z1X	50,829	60,994	71,160
Historic Preservation and Neighborhood Planner - 12005	REGU/Z1X	50,829	60,994	71,160
AA		52,862	63,434	74,006
Park Security Superintendent - 13131	REGU/AAX	52,862	63,434	74,006
Assistant Building Official	REGU/AAX	52,862	63,434	74,006
Golf Course Superintendent - 13411	REGU/AAX	52,862	63,434	74,006
Senior Accountant - 11100	REGU/AAX	52,862	63,434	74,006
BB		54,976	65,971	76,967
Facilities Manager - 15402	REGU/BBX	54,976	65,971	76,967
Graduate Engineer - 15107	REGU/BBX	54,976	65,971	76,967
Senior Planner (including Neighborhood) - 12011	REGU/BBX	54,976	65,971	76,967
Downtown Development Coordinator/ Historic Preservation Officer - 12010	REGU/BBX	54,976	65,971	76,967
Senior Technical Support Analyst - 11713	REGU/BBN	54,976	65,971	76,967
Network Administrator - 11700	REGU/BBX	54,976	65,971	76,967
Systems Administrator (IT) - 11714	REGU/BBX	54,976	65,971	76,967
System Administrator (Police) - 11709	REGU/BBX	54,976	65,971	76,967

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Grades	Existing GRADE	Minimum	Midpoint	Maximum
CC		57,175	68,610	80,045
Parks Development Manager - 13002	REGU/CCX	57,175	68,610	80,045
Fleet Manager - 15600	REGU/CCX	57,175	68,610	80,045
Risk Manager - 11609	REGU/CCX	57,175	68,610	80,045
Capital Projects Manager - 15108	REGU/CCX	57,175	68,610	80,045
Golf Manager - 13311	REGU/CCX	57,175	68,610	80,045
Parks Superintendent - 13211	REGU/CCX	57,175	68,610	80,045
DD		59,462	71,355	83,247
Emergency Management Coordinator - 11606	REGU/DDX	59,462	71,355	83,247
Recreation Manager - 13101	REGU/DDX	59,462	71,355	83,247
Civic/Convention Center Manager - 11511	REGU/DDX	59,462	71,355	83,247
GIS Manager - 11711	REGU/DDX	59,462	71,355	83,247
Human Resources Manager - 11604	REGU/DDX	59,462	71,355	83,247
River Operations Manager - 13501	REGU/DDX	59,462	71,355	83,247
Watershed Program Manager - 15050	REGU/DDX	59,462	71,355	83,247
EE		61,841	74,209	86,577
Controller - 11102	REGU/EEX	61,841	74,209	86,577
Real Estate Manager - 15005	REGU/EEX	61,841	74,209	86,577
Purchasing Manager - 11205	REGU/EEX	61,841	74,209	86,577
Public Information Officer - 11510	REGU/EEX	61,841	74,209	86,577
Streets and Drainage Manager - 15301	REGU/EEX	61,841	74,209	86,577
Environmental Services Manager - 12200	REGU/EEX	61,841	74,209	86,577
FF		64,314	77,177	90,040
Planning Manager - 12009	REGU/FFX	64,314	77,177	90,040
Municipal Court Administrator - 11802	REGU/FFX	64,314	77,177	90,040
Assistant City Attorney - 11405	REGU/FFX	64,314	77,177	90,040
GG		66,887	80,264	93,642
Assistant Director - Library - 14005	REGU/GGX	66,887	80,264	93,642
Solid Waste Manager - 15501	REGU/GGX	66,887	80,264	93,642
HH		66,780	83,475	100,170
Building Official - 12101	REGU/HHX	66,780	83,475	100,170
Economic Development Manager - 11506	REGU/HHX	66,780	83,475	100,170
Engineer - 15100	REGU/HHX	66,780	83,475	100,170
City Secretary - 11301	REGU/HHX	66,780	83,475	100,170

FY 2017-18 Pay Plan

Grades	Existing GRADE	Minimum	Midpoint	Maximum
JJ		72,230	90,287	108,344
Information Technology Administrator - 11702	REGU/JJX	72,230	90,287	108,344
Capital Programs Manager - 15109	REGU/JJX	72,230	90,287	108,344
Assistant City Engineer - 15102	REGU/JJX	72,230	90,287	108,344
Assistant Director - Planning & Community Development	REGU/JJX	72,230	90,287	108,344
Assistant Director - Public Works - 15003	REGU/JJX	72,230	90,287	108,344
Assistant Director - Parks and Recreation - 13011	REGU/JJX	72,230	90,287	108,344
KK		75,118	93,898	112,678
Assistant Director - Finance - 11208	REGU/KKX	75,118	93,898	112,678
LL		78,123	97,654	117,185
MM		81,248	101,560	121,872
NN		88,019	105,622	123,226
OO		91,539	109,847	128,155
City Engineer - 15101	REGU/OOX	91,539	109,847	128,155
First Assistant City Attorney - 11404	REGU/OOX	91,539	109,847	128,155
Assistant Fire Chief - 16104	REGU/OOX	91,539	109,847	128,155
Assistant Police Chief - 16502	REGU/OOX	91,539	109,847	128,155
PP		95,201	114,241	133,281
QQ		91,393	118,811	146,228
Police Chief - 16501	REGU/QQX	91,393	118,811	146,228
Fire Chief - 16101	REGU/QQX	91,393	118,811	146,228
Director - Information Technology - 11712	REGU/QQX	91,393	118,811	146,228
Director - Library - 14001	REGU/QQX	91,393	118,811	146,228
Director - Airport - 15201	REGU/QQX	91,393	118,811	146,228
Director - Parks and Recreation - 13001	REGU/QQX	91,393	118,811	146,228
Director - Public Works - 15001	REGU/QQX	91,393	118,811	146,228
Director - Planning and Community Development - 12001	REGU/QQX	91,393	118,811	146,228
Director - Human Resources - 11601	REGU/QQX	91,393	118,811	146,228
Director - Finance - 11200	REGU/QQX	91,393	118,811	146,228
RR		102,969	123,563	144,157
SS		107,088	128,506	149,924
TT		111,372	133,646	155,920
UU		106,016	137,821	169,626
Assistant City Manager - 11503	REGU/UUX	106,016	137,821	169,626

Police Department Step Plan

Police Captain

	Step 1	Step 2	Step 3	Step 4	Step 5
Proposed - 100% Implementation	\$ 100,771	\$ 103,794	\$ 106,908	\$ 110,115	\$ 113,419
Increase - Proposed to Existing	7.1%	7.1%	7.1%	7.1%	7.1%
 FY 2017-18 - 50% Implementation	\$ 97,441	\$ 100,365	\$ 103,375	\$ 106,477	\$ 109,671
Increase - 50% to Existing	3.5%	3.5%	3.5%	3.5%	3.5%
 FY 2016-17 Existing Step Plan	94,112	96,935	99,843	102,838	\$ 105,924

Police Lieutenant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Proposed - 100% Implementation	\$ 88,613	\$ 90,385	\$ 92,193	\$ 94,037	\$ 95,918	\$ 97,836
Increase - Proposed to Existing	7.1%	6.0%	5.0%	4.0%	3.0%	5.0%
 FY 2017-18 - 50% Implementation	\$ 85,695	\$ 87,823	\$ 90,005	\$ 92,245	\$ 94,542	\$ 95,502
Increase - 50% to Existing	3.5%	3.0%	2.5%	2.0%	1.5%	2.5%
 FY 2016-17 Existing Step Plan	\$ 82,777	\$ 85,261	\$ 87,818	\$ 90,453	\$ 93,167	\$ 93,168

Police Sergeant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6 - MAX
Proposed - 100% Implementation	\$ 79,465	\$ 81,054	\$ 82,675	\$ 84,329	\$ 86,015	\$ 87,736
Increase - Proposed to Existing	11.3%	10.2%	9.1%	8.1%	7.0%	9.2%
 FY 2017-18 - 50% Implementation	\$ 75,434	\$ 77,301	\$ 79,214	\$ 81,177	\$ 83,191	\$ 84,051
Increase - 50% to Existing	5.6%	5.1%	4.6%	4.0%	3.5%	4.6%
 FY 2016-17 Existing Step Plan	\$ 71,404	\$ 73,547	\$ 75,753	\$ 78,026	\$ 80,366	\$ 80,366

Police Corporal (detective)

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6-MAX
Proposed - 100% Implementation	\$ 71,261	\$ 72,686	\$ 74,140	\$ 75,623	\$ 77,135	\$ 78,678
Increase - Proposed to Existing	15.7%	14.6%	13.5%	12.4%	9.1%	11.3%
 FY 2017-18 - 50% Implementation	\$ 66,428	\$ 68,064	\$ 69,743	\$ 71,464	\$ 73,230	\$ 74,002
Increase - 50% to Existing	7.8%	7.3%	6.7%	6.2%	5.6%	6.7%
 FY 2016-17 Existing Step Plan	\$ 61,594	\$ 63,442	\$ 65,345	\$ 67,305	\$ 69,325	\$ 69,325

Police Officer

	Step 1*	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11-MAX
Proposed - 100% Implementation	\$ 52,500	\$ 54,075	\$ 55,697	\$ 57,368	\$ 59,089	\$ 60,862	\$ 62,688	\$ 64,568	\$ 66,505	\$ 68,501	\$ 70,556
Increase - Proposed to Existing	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	11.2%	14.5%	18.0%
 FY 2017-18 - 50% Implementation	\$ 50,562	\$ 52,079	\$ 53,641	\$ 55,250	\$ 56,908	\$ 58,614	\$ 60,373	\$ 62,184	\$ 63,153	\$ 64,150	\$ 65,178
Increase - 50% to Existing	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	5.6%	7.3%	9.0%
 FY 2016-17 Existing Step Plan	\$ 48,623	\$ 50,082	\$ 51,584	\$ 53,132	\$ 54,726	\$ 56,367	\$ 58,058	\$ 59,800	\$ 59,800	\$ 59,800	\$ 59,800

Fire Department Step Plan

Battalion Chief

	Step 1	Step 2	Step 3	Step 4
Proposed - 100% Implementation	\$ 94,838	\$ 97,684	\$ 100,614	\$ 103,632
Increase - Proposed to Existing	7.0%	7.0%	7.0%	10.2%
FY 2017-18 - 50% Implementation	\$ 91,720	\$ 94,472	\$ 97,306	\$ 98,815
Increase - 50% to Existing	3.5%	3.5%	3.5%	5.1%
FY 2016-17 Existing Step Plan	\$ 88,602	\$ 91,260	\$ 93,998	\$ 93,998

Fire Captain

	Step 1	Step 2	Step 3	Step 4	Step 5
Proposed - 100% Implementation	\$ 83,428	\$ 85,931	\$ 88,509	\$ 91,164	\$ 93,899
Increase - Proposed to Existing	2.9%	2.9%	2.9%	6.0%	9.2%
FY 2017-18 - 50% Implementation	\$ 82,256	\$ 84,724	\$ 87,265	\$ 88,593	\$ 89,960
Increase - 50% to Existing	1.4%	1.4%	1.4%	3.0%	4.6%
FY 2016-17 Existing Step Plan	\$ 81,083	\$ 83,516	\$ 86,021	\$ 86,021	\$ 86,021

Fire Lieutenant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Proposed - 100% Implementation	\$ 74,816	\$ 76,312	\$ 77,838	\$ 79,395	\$ 80,983	\$ 82,602
Increase - Proposed to Existing	3.9%	2.8%	1.8%	0.9%	2.9%	4.9%
FY 2017-18 - 50% Implementation	\$ 73,429	\$ 75,257	\$ 77,133	\$ 79,058	\$ 79,852	\$ 80,663
Increase - 50% to Existing	1.9%	1.4%	0.9%	0.4%	1.4%	2.5%
FY 2016-17 Existing Step Plan	\$ 72,042	\$ 74,203	\$ 76,429	\$ 78,722	\$ 78,722	\$ 78,723

Fire Engineer

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Proposed - 100% Implementation	\$ 65,776	\$ 67,092	\$ 68,434	\$ 69,802	\$ 71,198	\$ 72,622	\$ 74,075
Increase - Proposed to Existing	9.0%	8.0%	6.9%	5.9%	4.8%	3.8%	5.9%
FY 2017-18 - 50% Implementation	\$ 63,055	\$ 64,618	\$ 66,221	\$ 67,865	\$ 69,552	\$ 71,283	\$ 72,009
Increase - 50% to Existing	4.5%	4.0%	3.5%	2.9%	2.4%	1.9%	3.0%
FY 2016-17 Existing Step Plan	\$ 60,334	\$ 62,144	\$ 64,008	\$ 65,928	\$ 67,906	\$ 69,943	\$ 69,943

Firefighter

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
Proposed - 100% Implementation	\$ 50,373	\$ 51,884	\$ 53,441	\$ 55,044	\$ 56,695	\$ 57,829	\$ 58,986	\$ 60,165	\$ 61,369	\$ 62,596	\$ 63,848	\$ 65,125
Increase - Proposed to Existing	13.2%	10.0%	10.0%	10.0%	10.0%	8.9%	7.9%	6.8%	5.8%	7.9%	10.1%	12.3%
FY 2017-18 - 50% Implementation	\$ 47,445	\$ 49,527	\$ 51,013	\$ 52,544	\$ 54,120	\$ 55,460	\$ 56,835	\$ 58,245	\$ 59,691	\$ 60,305	\$ 60,931	\$ 61,569
Increase - 50% to Existing	6.6%	5.0%	5.0%	5.0%	5.0%	4.5%	3.9%	3.4%	2.9%	3.9%	5.0%	6.1%
FY 2016-17 Existing Step Plan	\$ 44,516	\$ 47,171	\$ 48,586	\$ 50,043	\$ 51,544	\$ 53,091	\$ 54,684	\$ 56,324	\$ 58,014	\$ 58,014	\$ 58,014	\$ 58,014

Glossary of Cash Management Terms

Accretion – common investment accounting entry in which the book value of securities purchased at a discount are gradually written up to the par value. The process has the effect of recording the discount as income over time.

Accrued Interest – Interest earned, but not yet paid, on a bond.

Agency – See Federal Agency

Amortization – common investment accounting entry in which the book value of securities purchased at a premium are gradually written down to the par value.

Basis Point - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

Benchmark – Index used to compare risk and performance to a managed portfolio.

Bid - The indicated price at which a buyer is willing to purchase a security or commodity.

Book Value – The original acquisition cost of an investment plus or minus the accrued amortization or accretion.

Broker – A financial firm that brings securities buyers and sellers together in return for a fee. The term “broker” is often used interchangeably with “dealer” to refer to a seller of investment securities.

Callable Bond - A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

Cash Settlement - A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.

Collateralization - Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO) – A derivative mortgage-backed security (MBS) created from pools of home mortgage loans. A single MBS is divided into multiple classes, each class containing a unique risk profile and security characteristics. A number of CMO classes are expressly prohibited by Texas State law.

Commercial Paper - An unsecured short-term promissory note issued by corporations, with maturities ranging from 1 to 270 days. Commercial paper must carry a minimum rating of A1P1 in order to be eligible under the Texas Public Funds Investment Act.

Constant Maturity Treasury (CMT) – A calculated average released by the Federal Reserve of all Treasury yields along a specific maturity point. This calculation is frequently used as a benchmark for conservative government portfolios.

Coupon Rate - The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

Credit Risk - The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Derivative – Financial instruments whose value is derived from the movement of an underlying index or security.

Dealer – A dealer, as opposed to a broker, acts as a principal in all securities transactions, buying and selling for their own account. Often times, the terms “broker” and “dealer” are used interchangeably to refer to a seller of investment securities.

Delivery Versus Payment (DVP) - A type of securities transaction in which the purchaser pays for securities at the time of delivery either to the purchaser or his/her custodian.

Derivative Security - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Discount - The amount by which the par value of a security exceeds the price paid for the security.

Diversification - A process of investing assets among a range of security types by sector, maturity, and quality rating.

Dollar Weighted Average Maturity (WAM) - The average maturity of all the securities that comprise a portfolio.

Fair Market Rate – A documented and verifiable rate of interest which approximates the average rate which could have been earned on similar investments at the time of the transaction.

Federal Agency – A debt instrument, either fully guaranteed or sponsored by the U.S. government. The typical definition of agency includes the government sponsored enterprises of Fannie Mae, Freddie Mac, the Federal Farm Credit Bank (FFCB) and the Federal Home Loan Bank (FHLB).

Federal Deposit Insurance Corporation (FDIC) - A federal agency that insures bank deposits, currently up to \$250,000 per account (thru December 31, 2013). Public deposits that exceed this amount must be properly collateralized with investment securities or insured through a surety bond.

Interest Rate - See "Coupon Rate."

Internal Controls - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met.

Interlocal Cooperation Act –Law permitting joint participation by local governments providing one or more government functions within the State. This law (Section 791.001 et seq. of the Texas Government Code ("the Act")) has allowed for the creation of investment pools in Texas.

Investment Advisors Act of 1940 - Law which requires all Investment Advisors to be registered with the SEC in order to protect the public from fraud.

Investment Policy - A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities. The Texas Public Funds Investment Act requires that public entities have a written and approved investment policy.

Investment Pool – An entity created under the Interlocal Cooperation Act to invest public funds jointly on behalf of the entities that participate in the pool.

Liquidity – A liquid investment is one that can be easily and quickly converted to cash without substantial loss of value. Investment pools and money market funds, which allow for same day withdrawal of cash, are considered extremely liquid.

Local Government Investment Pool (LGIP) - An investment by local governments in which their money is pooled as a method for managing local funds.

Market Risk - The risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value - A security's par amount multiplied by its market price.

Master Repurchase Agreement – A written contract covering all future transactions between the two parties to a repurchase agreement.

Maturity - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity."

Money Market Mutual Fund - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

Mortgage-Backed Security (MBS) – Security backed by pools of home loan mortgages.

Financial Industry Regulatory Authority (FINRA) - formerly the National Association of Securities Dealers (NASD) - A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter

securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

Net Asset Value (NAV) – The value of a mutual fund or investment pool at the end of the business day. NAV is calculated by adding the market value of all securities in a fund or pool, deducting expenses, and dividing by the number of shares in the fund or pool.

Offer - An indicated price at which market participants are willing to sell a security. Also referred to as the "Ask price."

Par - Face value or principal value of a bond, typically \$1,000 per bond. A security's par value is multiplied by its coupon rate to determine coupon payment amount.

Premium - The amount by which the price paid for a security exceeds the security's par value.

Primary Government Securities Dealer (Primary Dealer) – One of 21 (as of 12/2011) large government securities dealers who are required to submit daily reports of market activity and monthly financial statements to the New York Federal Reserve Bank. Primary Dealers are required to continually "make a market" in Treasury securities, buying or selling when asked, thereby creating a liquid secondary market for US debt obligations.

Principal - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Prudent Person Rule - An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

Regular Way Delivery - Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on a T+1 basis is currently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

Repurchase Agreement (repo or RP) - An agreement by one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

Reverse Repurchase Agreement (Reverse Repo) - An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Safekeeping - Holding of assets (e.g., securities) by a financial institution.

Swap - Trading one asset for another.

Total Return - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends

or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

Treasury Bills - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of \$10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Notes - Intermediate U.S. government debt securities with maturities of two- to 10-years and issued in denominations ranging from \$1,000 to \$1 million or more.

Uniform Net Capital Rule - SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

Volatility - A degree of fluctuation in the price and valuation of securities.

Yield - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

Yield-to-call (YTC) - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date.

Yield Curve - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

Yield-to-maturity - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

Zero-coupon Securities – Securities issued at a discount which make no periodic interest payment. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

GLOSSARY OF TERMS

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual: Accounts on a balance sheet that represents liabilities, a non cash-based asset used in accrual based accounting.

Activity: A specific unit of work or service.

Appropriation: An authorization adopted by the City Council which allows staff to incur obligations and make expenditures of governmental resources. An appropriation is typically granted for periods of one year and specified for fixed amounts.

Assessed Valuation: An estimated value placed upon real and personal property by the appraisal district as the basis for levying property taxes.

Assets: An economic resource. Tangible or intangible property owned by the City for which a monetary value has been set either through the purchase of the item, the assets have a set monetary value, such as cash, can be converted into cash or through a market assessment study.

Audit: A systematic examination of resource utilization. The audit is a test of management's internal accounting controls and is intended to verify financial positions and the legality of transactions; to identify improvements in accounting systems and accuracy and consistency of transactions; and to certify the stewardship of officials responsible for governmental funds.

Authorized Positions: All positions authorized by City Council for each office and department. This includes full time, part time and seasonal positions. The numbers shown under authorized positions represent the full time equivalents (FTE) except seasonal positions. Seasonal positions are counted as 1 FTE regardless of hours worked.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing its assets, liabilities, and fund balance as of a specified date.

Balanced Budget: A budget in which planned expenditures on personnel, goods, services and debt are met by income from taxation and other governmental receipts.

Base Budget: Ongoing expenses for personnel, contractual services, supplies, and equipment required to maintain the same level of service as previously authorized by the City Council.

Bond: Bonds are used as long-term debt instruments to pay for capital expenditures. A bond is a written promise to pay a specified sum of money (principal) at a specified future date (maturity date), as well as periodic interest paid at a specified percentage of the principal (interest rate).

Bond Rating: The credit-worthiness of a government's debt as evaluated by independent agencies.

Budget (Operating): A financial and operating plan approved by the City Council to authorize levels of taxing and spending. The plan consists of an estimate of proposed expenditures or expenses for a fiscal year and an estimate of proposed revenues for the same period needed to provide City services. The term is also used to identify the officially approved expenditure levels under which the City and its departments operate.

Budget Calendar: The schedule of key target dates which the City follows in the preparation and adoption of the budget.

Budget Document: An instrument or document presented by the City Manager to the City Council to describe the level of taxing, spending and the level of services to be provided during a certain fiscal year to the citizens of the community. The document is a comprehensive financial program.

Budget Message: It is a message from the City Manager to the City Council and the citizens of the municipality regarding his recommendations relating to those issues that they believe will affect the community. The general discussion of the proposed budget presented in writing as a part of the budget document. .

Capital Assets (Fixed Assets): Assets of significant value (\$5,000 or greater individually) which have a useful life of more than one year.

Capital Improvements Budget: A plan of proposed capital expenditures including expenditures of buildings roads, drainage, park improvements, airport improvements, sidewalks or other structures necessary to run the community and the means of financing the proposed projects.

Capital Expenses: The expenditure group used to fund capital purchases such as furniture, computers, vehicles and heavy equipment like solid waste collection trucks where the individual item costs more than \$5,000. Purchases made from the capital expenditures group become fixed assets of the City.

Capital Improvement Program - CIP: A multi-year plan for capital project expenditures which sets forth each proposed capital project identifies the expected cost for each project and the amount to be expended each year.

Capital Improvements Project Activity: A Capital Improvements Project Activity is one of the following groups of actions usually undertaken in a capital improvements project: planning, design and engineering; right-of-way acquisition; construction; and equipment.

Carry Forward Balance: The difference of revenues and expenditures within the same fund transferred to fund balance from one fiscal year to the next.

Cash Management: The management of cash necessary to fund government services while investing available cash to earn interest revenue. Cash management refers to the activities of forecasting the inflows and the outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest. It is a promissory note issued by a bank

Certificates of Obligation – C of O's: An obligation to pay a debt. Debt issued by a governmental entity to support capital improvement programs and projects, equipment purchases, and other assets that have a useful life at least equal to the term of the debt. Public notices are required prior to the sale of this debt.

Commodities: Items of expenditure which, after use, are consumed or show a material change in their physical condition. Commodities are generally of limited value and are characterized by rapid consumption (i.e.: office supplies, motor fuel, etc.).

Contingencies: The expenditure group that includes all funding such as undesignated funds and monies set aside for salary increases

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services: Items of expenditure from services the City receives from an outside company through a contractual agreement.

Current Taxes: Taxes that are levied and due within one year.

Debt Service: The obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes: Taxes which are unpaid after the due date, in which a penalty is assessed for non-payment.

Department: A major administrative division of the City that reports to the City Manager and that indicates overall management responsibility for the operation of a group of related functions.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, physical elements, inadequacy, or obsolescence. Depreciation is also the portion of the cost of a capital asset which is charged as an expense during a particular accounting period. Depreciation is applied to assets in enterprise funds and internal service funds.

Effective Tax Rate: That tax rate which will generate the same amount of tax revenue on the same tax base in the next fiscal year as in the current fiscal year.

Employee Expenses: The expenditure group that includes all personnel related costs such as salaries, social security and Medicare, retirement, group health insurance, group life insurance and workers compensation premiums.

Encumbrances: Obligations in the form of purchase orders, contracts, or salary commitments which are reserved in specified appropriations. Encumbrances cease to exist when an invoice is paid or when an actual liability is established.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods or services through fees. Rate schedules for these services are established so that revenues are adequate to meet all necessary expenses including debt service for capital costs.

Estimate: The estimated actual expenditures and revenues for the fiscal year prior to the end of the budget fiscal year. Used to determine the Carry Forward Balance.

Estimated Revenue: The amount of projected revenue to be collected during the budget fiscal year.

Expenditure Group: A grouping of like expenditures used to exercise budgetary control. For example, the Employee Expenses expenditure group includes salaries, social security and Medicare, retirement, group health insurance, group life insurance and workers compensation premiums. A department can over run an individual line item as long as the expenditure group remains within budget.

Expenditures: The cost of goods and services rendered. This is terminology used under the “financial resources measurement focus” used by the governmental funds type of accounts,

Fiscal Year: The time period designated by the City signifying the beginning and ending periods for recording financial transactions. New Braunfels has designated October 1 to September 30 as its fiscal year.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations.

Full Time Equivalent – FTE: Equates to one full time authorized position working the equivalent of 40 hours per week for 52 weeks. Part time positions are measured as fractions of one FTE.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts, identifiable revenue sources and expenditures. Funds are segregated for the purpose of completing specific activities or attaining certain objectives.

Fund Balance: is the excess of an entity's revenues over expenditures and encumbrances since the inception of the fund. This number should equal the difference between the revenues and the expenditures reported in a governmental fund. This fund balance is available for emergencies or unforeseen expenditures when appropriated by the City Council.

Governmental Accounting Standards Board – GASB: The current source of generally accepted accounting principles used by state and local governments in the United States. GASB is a private, non-governmental organization.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government which may be used for any lawful purpose. General Fund revenues include property taxes, sales tax, franchise fees, court costs and fines, licenses and permits, charges for services, parks and recreation fees and other types of revenue. The General Fund usually includes most of the basic operating services, such as Police, Fire, Parks and Recreation, Library, Public Works, Planning and Community Development, Municipal Court and internal service functions.

General Obligation Bond: General Obligation Bonds must be authorized by public referenda. Bonds become General Obligation Bonds when the City pledges its full faith and credit to the repayment of the issued bonds.

Governmental Fund: Funds used to account for all or most of the City of New Braunfels general activities and services.

Interfund Transfers: The expenditure group used to account for transfers between funds.

Intergovernmental Revenue: Revenue received from another government for a specified purpose.

Internal Service Fund: Funds utilized to account for the financing of goods or services provided by one department or office to other departments or offices within a government. The Self Insurance Fund is the City of New Braunfels only internal service fund.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals, or base payments received.

Liability: Debt or other legal obligations arising out of transactions for goods and services received in the past which must be liquidated, renewed, or refunded at some future date. A liability does not include encumbrances.

Long-Term Debt: Debt amount with maturity of more than one year.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Major Fund: Any fund that the governmental unit believes to be of particular importance to the users of the statements either because of the nature of the fund or because it meets the “size” criteria set by GASB. The General Fund, by definition, is reported as and/or considered a major fund. If any fund meets the “size” criteria it should be designated as a major fund. It states:

- 1) Ten percent criterion: An individual fund that reports at least 10 percent of **any** of the following
 - a. Total government fund assets
 - b. Total government fund liabilities
 - c. Total government fund revenues
 - d. Total government fund expenditures

- 2) Five percent criterion: An individual governmental fund reports at least 5 percent of the aggregate total for both governmental funds and enterprise funds of any one of the items for which it met the 10 percent criteria

OPEB: Other Post Employment Benefits which are accounting and financial reporting provisions requiring government employers (under GASB) to measure and report the liabilities associated with other (than pension) post employment benefits. A major category of OPEB is retiree medical insurance benefits.

Operating Funds: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and "pay-as-you-go" capital projects.

Operations Expenses: The expenditure group that includes all payments for services. Examples of expenses included in this group are: postage, utilities, professional services, supplies, parts, vehicle and radio repair and maintenance and contributions to other agencies.

Performance Measures: Specific quantitative measures of work performed within an activity or program (i.e. total number of EMS responses by the Fire Department). Types of performance indicators include workload, efficiency (output), effectiveness (outcome) and productivity indicators.

Program Change: Requests submitted by departments during the budget preparation process to change the level of service or method of operation. Generally, these requests are for additional resources including personnel, but may take the form of program reductions or elimination.

Reconciliation: A detailed summary of increases and decreases in departmental expenditures from one budget year to another.

Reserve: An account used to indicate that part of a fund's assets is legally reserved for a specific purpose.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Revenue: The funds collected by a government.

Revenue Bonds: Government-issued bonds which do not pledge the full faith and credit of the jurisdiction, and must therefore rely on operating revenues other than property taxes to repay the bonded indebtedness. These bonds are used by enterprise funds. For example, the golf course operation could issue revenue bonds backed by greens fees and other charges.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for the upcoming budget period.

Risk Management: An organized attempt to protect a government's assets against accidental loss.

Shortfall: The excess of expenditures over revenues during a single accounting period.

Sales Tax: Revenue generated to the City from a percent tax levied on certain retail goods and services purchases. The current tax is 1.5 percent. This amount is split with 1.125 percent going to the City's General Fund and .375 percent going to the New Braunfels Industrial Development Corporation to fund economic development activities.

Tax Levy (Property): The total amount to be raised by general property taxes for operating and debt service purposes.

Tax Rate (Property): The amount of tax levied for each \$100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a City may levy a tax. The limit may apply to taxes raised for a particular purpose or for a general purpose.

Tax Increment Reinvestment Zone – TIRZ: Economic development tool used by the City to foster development. Developer pays for and constructs public infrastructure and is then reimbursed for the expenditure once the commercial activity within the designated zone generates sufficient revenue to support repayment either through current revenues or debt issuances.

Yield: The rate earned on an investment based on the price paid for the investment.

ACRONYMS

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

EARIP – Edwards Aquifer Recovery Implementation Program

EAHCP – Edwards Aquifer Habitat Conservation Plan

EMS – Emergency Medical Services

HOME – Home Investment Partnership Act

FTE – Full Time Equivalent

GASB – Governmental Accounting Standards Board

OPEB – Other Post Employment Benefit

TIRZ – Tax Increment Reinvestment Zone

GAAP – Generally Accepted Accounting Principles

GFOA – Government Finance Officers Association

WPP – Watershed Protection Plan



