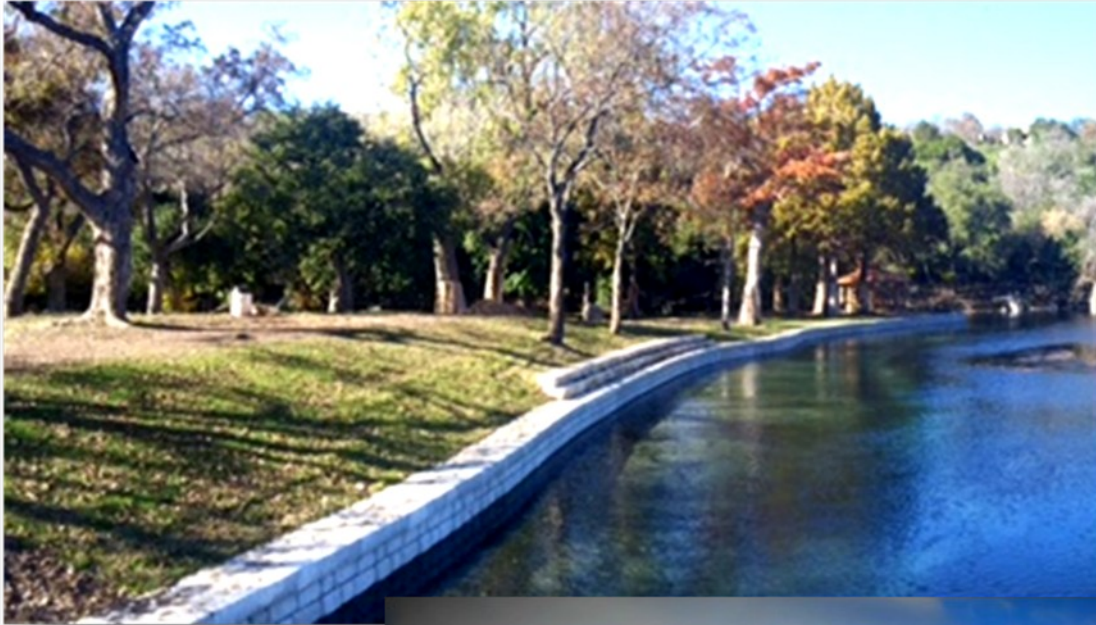




FY 2014-15

Operating 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, 2014 – September 30, 2015

This budget will raise more total property taxes than last year's budget by \$1,771,974.75 or 9.2 percent, and of that amount \$573,995.50 is tax revenue to be raised from new property added to the roll this year.

On September 8, 2014 the following City Council members voted to adopt the FY 2014-15 Proposed Budget.

Mayor Barron Casteel	Sandy Nolte
Mayor Pro Tem Ron Reaves	Wayne Peters
George Green	Leah Garcia

*Councilmember Aja Edwards was absent at the September 8, 2014 regular meeting

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

Tax Rate	Adopted FY 2014-15	Adopted FY 2013-14
Property Tax Rate	.49823	.49823
Effective Tax Rate	.46950	.44030
Effective M&O Rate	.31120	.30260
Rollback Tax Rate	.57650	.54720
Debt Rate	.22015	.22015

The total amount of municipal debt obligations secured by property taxes for the City of New Braunfels is: \$135,655,000

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, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

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, 2013. 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.



New Braunfels City Council 2014-2015

Mayor: Barron Casteel

District 1: George Green

District 2: Aja Edwards

District 3: Ron Reaves

District 4: Sandy Nolte

District 5: Wayne Peters

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:

Police Chief:

Fire Chief:

Public Works Director:

Director of Finance:

Human Resources Director:

Planning and Community Development Director:

Parks and Recreation Director:

Library Director:

Airport Director:

Kristi Aday

Thomas Wibert

Kenneth Jacks

Steven Ramsey

Martie Simpson

Gary Wuest

Shannon Mattingly

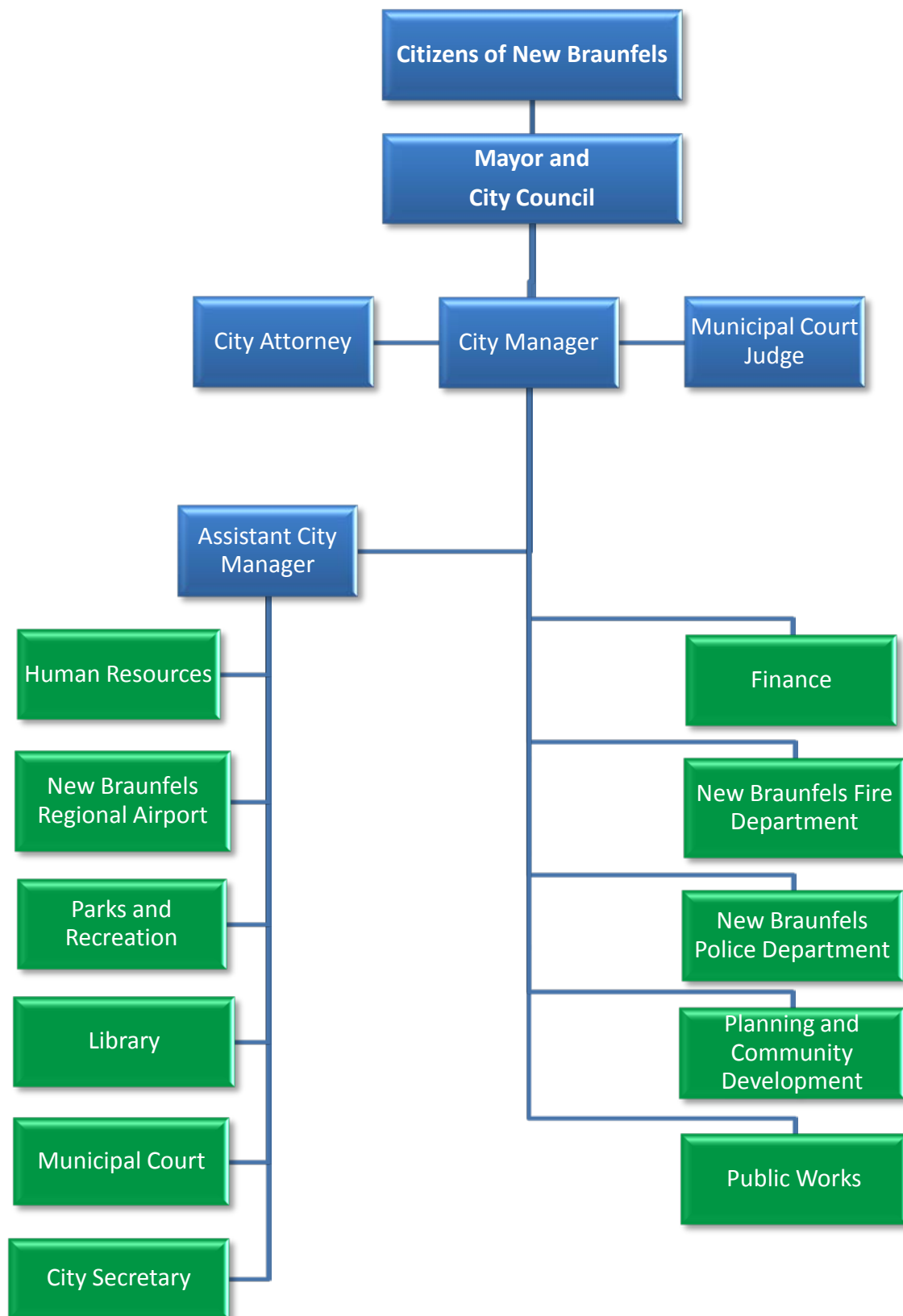
Stacey Laird Dicke

Gretchen Pruett

Vinicio Llerena

Assistant Director of Finance:

Jared Werner





OFFICE OF THE CITY MANAGER

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

New Braunfels continues to experience significant economic and population growth. In fact, the U.S. Census Bureau in May 2014 published a report that estimated the population change for cities with 50,000 or more in population. According to the report, New Braunfels is ranked 18th in the nation and 8th in the State of Texas for growth in population by percentage. The report stated that population in New Braunfels grew by 3.7 percent from July 2012 to July 2013. This is a considerable increase from the population growth estimate of 1.9 percent utilized in the Financial Forecast prepared in mid 2014.

After several years of moderate or no economic growth during the national recession, the New Braunfels economy continues to recover and grow. In 2013, nearly 1,000 building permits for new home starts and just over 60 for new commercial construction were issued. 2014 year-to-date activity indicates that prior year levels will either be met or exceeded. Building permit revenue is estimated to increase 13.3 percent to \$1,850,000 in FY 2013-14 in comparison to FY 2012-13 actuals, a positive sign regarding continued development within this community.

We are pleased to report that the total taxable assessed valuation increased by 12.6 percent to \$4.996 billion for the 2014 tax year. This includes a significant increase in values in the Creekside TIRZ. The City's property values – net of the TIRZ – increase 10 percent. The Five Year Financial Forecast assumed property values would grow and average of 4.5 percent annually throughout the forecast period. Taxable value on new construction (including the TIRZ) increased by \$240,207,568 and represents 43 percent of the total increase. \$319.2 million of the estimated \$559.4 million value increase was due to an increase in existing valuation. The TIRZ increased in value \$127.2 million.

FY 2014-15 PROPOSED BUDGET

At a retreat held in early June of this year, staff had the opportunity to present to City Council the first ever (inaugural) Five-Year Financial Forecast. The forecast provided current and long range financial projections for the General Fund, Debt Service Fund and Equipment Replacement Fund. The financial performance and solvency of these funds is critical to the City's ability to provide services to citizens as well as meet existing and anticipated debt commitments. The forecast document 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 is a tool to assist the City Council in setting policy direction and priorities to use in developing the proposed budget. It also assists the City Council by providing a longer term look at the financial impact various

programs could have, should the program be funded. The identification and description of strategic issues was also designed to assist Council in policy and priority decisions.

Staff appreciates the City Council's commitment to our community and the policy direction and feedback provided at the retreat and at a budget workshop held in late June. I hereby present the Fiscal Year 2014-15 Proposed Budget and Plan of Municipal Services. After much consideration and various challenging recommendations, the proposed budget is structurally balanced, with operating revenues meeting recurring operating expenditures. The use of fund balance for recurring expenditures was eliminated in FY 2013-14, and the FY 2014-15 proposed budget continues that practice. A structurally balanced budget will maintain the City's AA (AA with Fitch and Aa2 with Moody's, and AA- with Standard and Poor's) credit rating and sets the foundation for prudent fiscal management of City operations in the coming years.

I believe it is important to note that although the FY 2014-15 Proposed Budget is balanced and addresses to some extent numerous priority issues, there remains approximately \$12.7 million of identified unmet needs throughout the City such as additional personnel, equipment, remaining market compensation adjustments, full reinstatement of the equipment replacement program contribution as well as new programs and initiatives.

OVERVIEW

The FY 2014-15 Proposed Budget totals \$168,071,195 for all funds which represents an increase of \$7,209,506 or 4.5 percent from the FY 2013-14 Adopted Budget. The General Fund accounts for \$4,630,855 of this increase. These funds are proposed to be used to meet outstanding needs of the organization including partial implementation of the market study, additional staffing including five new police officers and purchases of equipment and software. The Golf Course Fund shows a significant increase as the course reopens after its complete renovation (\$1,469,443). Other funds show changes as well that help make up the additional net increase.

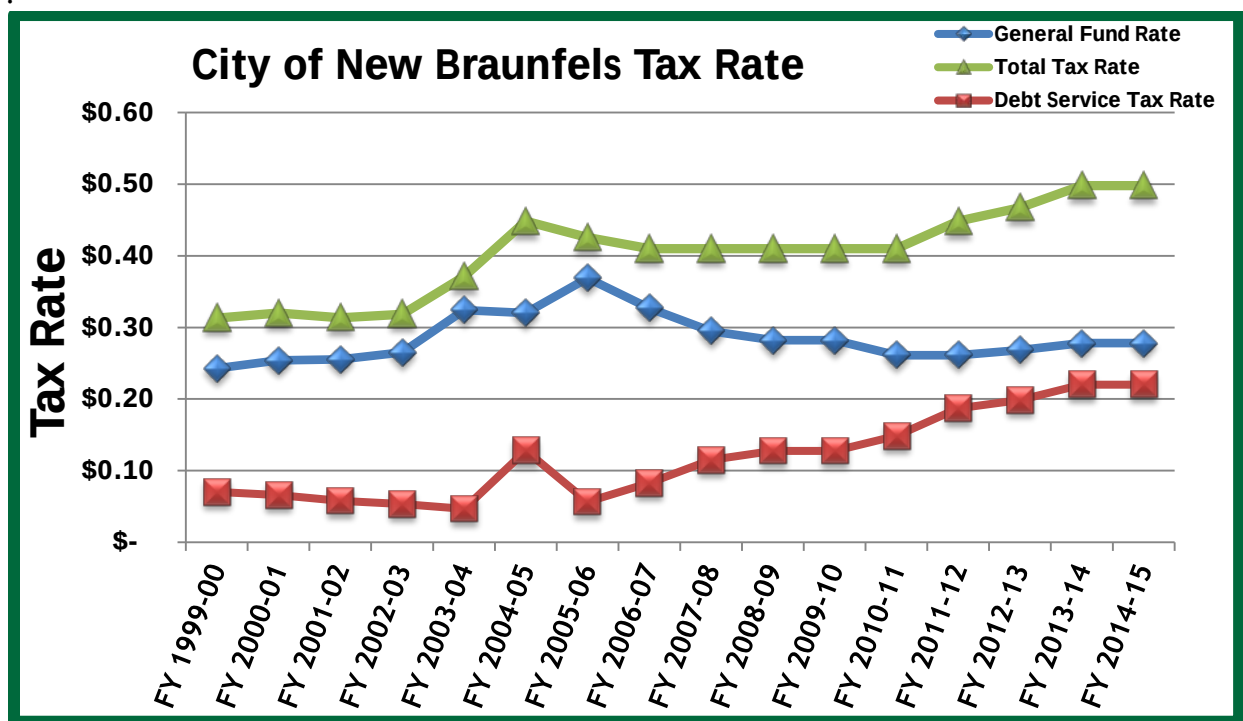
The FY 2014-15 Budget includes \$109,567,397 in total revenue, an increase of \$11,490,106 from the FY 2013-14 Adopted Budget. Several factors contribute to this increase: \$15.29 million from the second issue of general obligation bonds (the FY 2013-14 Budget included \$11.5 million in debt proceeds); an increase of \$4.06 million from property and sales tax revenues; \$1.67 million in additional golf course revenues as the renovated course reopens; and smaller increases in most other revenue sources. The FY 2014-15 Budget also includes beginning fund balances of \$58,503,798 a decrease of \$4,280,599 from the FY 2013-14 Budget. These balances include the proceeds of certificates of obligation and tax notes issued since 2004. Expenditures for all funds are \$138,712,269 or \$3,212,444 more than the FY 2013-14 Adopted Budget. The FY 2014-15 Budget includes \$15.3 million in capital expenditures for the expected 2015 issue of general obligation bonds. General Fund expenditures increase \$4.63 million to fund salary adjustments, new positions and needed equipment and software. The FY 2014-15 expenditures include \$43,527,924 for capital improvement projects and \$13,247,729 for debt service. The ending fund balance across all funds for FY 2014-15 is \$29,358,926, an increase of \$3,997,062 when compared to the FY 2013-14 Adopted Budget. The General Fund accounts for \$1,389,882 of this increase. Many other funds contribute to the increase including the Self Insurance Fund, Hotel/Motel Tax Fund and the equipment replacement funds.

The debt service requirement increases in FY 2014-15 is due to the first issuance of the general obligation bonds approved by the voters in May 2013 as well as the certificates of obligation, all issued in July 2014. This year's total principal and interest payments are \$13,247,729, an increase of \$1,614,079 in comparison to FY 2013-14. Of the total debt service amount for FY 2014-15, \$1,665,563 is paid by the New Braunfels Industrial Development Corporation and \$611,929 is paid from Hotel/Motel tax as the debt was issued for the Civic/Convention Center construction. In addition, the Solid Waste Fund will make a contribution to debt service of \$76,457 which represents their proportionate share of the debt service for the land acquisition and design services for the proposed new Public Works/Fire Training Service Center.

The Airport will once again make a contribution toward debt service (\$107,938) for costs associated with the hanger constructed in 2006. In addition, the Airport is supporting 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 (\$207,207). Finally, the Golf Course Fund will support the debt associated with the certificates of obligation issued in 2014 for golf course and clubhouse improvements (\$483,398). The debt service paid from property taxes totals \$10,076,237. The debt service requirements related to the general obligation bonds issued in 2014 ***will not require a property tax rate increase*** because the growth in property values is providing sufficient revenue to pay these additional requirements

Property Tax Rate:

No property tax rate increase is being proposed in the Fiscal Year 2014-15 budget. The total property tax rate proposed for FY 2014-15 is 49.8230 cents, which is exactly the same as the current rate. The debt service component of this rate is 22.0151 cents with the operations and maintenance rate at 27.8079 cents. The FY 2014-15 operations and maintenance rate is 9.092 cents less than it was in FY 2005-06.



FY 2014-15 Proposed User Fee Increases:

As part of an on-going review of the City's fees and the goal to recover costs associated with providing a specific service while remaining competitive in business and economic development opportunities, the following fees are proposed for either increases or implementation in FY 2014-15. City Council action, through an update to an existing ordinance will be required prior to final approval of these adjustments and the associated fiscal impact. In some cases, staff will meet with stakeholders affected by fee increases prior to bringing the fee changes for Council action. The details for each of the proposed user fee increases or implementation are stated below.

Environmental Health: The FY 2013-14 Budget was the first in a multi-year strategy to adjust various user fees to better reflect the market as well as achieve greater cost recovery. In FY 2014-15, restaurant inspection fees are recommended for a second and final increase. The fee increase is anticipated to generate an additional \$31,000.

Platting/Zoning Related Fees: A review of the existing fee structure for services related to platting and zoning functions has revealed that there are various fees that are well below those charged by surrounding cities. In addition, there are multiple services that the City of New Braunfels currently does not charge for; a review of surrounding cities' fee structures shows that these services consistently have a fee associated with them. It is recommended that establishment of and increases to these fees be implemented over multiple years. In addition, proposed fee increases would be discussed with the development community prior to the ordinance update coming to Council. In FY 2013-14, it was proposed that existing fees be increased; however, fee increases have not yet been proposed. Staff recommends the fee increases be addressed in FY 2014-15 with an increase, on average, of 25 percent. This will

provide an opportunity to bring the City's fees closer to attaining better cost recovery and mitigate the impact to the development community. Additional increases and fees would then be proposed in FY 2015-16. The initial proposed fee increases are estimated to generate an additional \$25,000.

Fischer Park Pavilion Rental – With the opening of Fischer Park, staff currently projects that an additional \$50,000 would be generated in revenue from pavilion rentals and other activities at the park in FY 2014-15.

Employee Compensation:

In FY 2013-14, staff conducted a market study to determine how all the City's positions (public safety uniform and all non-uniform) compare against the 22 benchmark, City Council approved list of cities. Of the 22 cities that were surveyed, 18 responded. Comal County was also surveyed and responded. 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.

Concurrently, three separate employee committees were established (non-uniform, police and fire) and they worked together in reviewing the survey results as well as recommending pay plan structure and implementation strategies.

As is always the case, not all of the City's positions were surveyed; 76 of the City's 171 positions were included in the market survey. Not all 76 of the surveyed positions had responses from the other cities. The market data provided by the cities was reviewed and analyzed by staff to ensure that the other cities' positions were comparable to the City of New Braunfels in scope of responsibility. This market data, for the positions where it was available, was one of the critical components of determining where a position should be placed on the City's pay plan. However, as stated, some of the market data was not truly comparable and some positions did not have market data. Staff used other factors and information to determine the placement of non-surveyed positions. This includes skills, experience and education required for the position, supervisory responsibility, the City's own recruitment experience and internal equity. Internal equity means that positions with comparable requirements and responsibilities for the City are placed in the same pay grade. These factors were also used to ensure that surveyed positions were ultimately placed in the most appropriate pay grade.

Staff recommends bringing the City's pay structure in line with the market through a multiyear approach. However, one of the main strategies agreed to by the employee committees was to develop a step plan for uniform employees and a revised pay plan for non-uniform employees that represents full implementation. For public safety uniform step pay plans, an interim pay plan is also proposed to conform with Civil Service requirements. The full 100 percent implementation cost of the market study for all employees across all City funds is approximately \$4.5 million. Of the total, \$4 million is associated with employees funded in the General Fund.

In the FY 2014-15 Budget, staff recommends funding and implementing 40 percent of the full market salaries. In addition, because non-uniform employees have not received a salary increase since January 1, 2013, the FY 2014-15 Budget includes funding to provide a minimum of a 4

percent increase (representing cost of living adjustments) to non-uniform employees who would receive less than 4 percent with the recommended 40 percent implementation strategy. Finally, funding is included in the FY 2014-15 Budget for regular step increases for public safety uniform employees. In the General Fund, implementation of 40 percent of the market study, funding for the regular step increases for uniform employees and the 4 percent minimum increase to all non-uniform employees will cost approximately \$1,869,000 in FY 2014-15. The total cost across all funds is \$1,994,000.

Self Insurance Fund – Health benefits are an important component of employee compensation and maintaining our market competitiveness. The City is self-insured; what is paid out in health benefits is funded through contributions from the City and from employees. Due to significantly above average claims in FY 2009-10 coupled with rising health care costs, the Self-Insurance Fund balance became unacceptably low. As a result, we began the process of restructuring our health benefits in an effort to maintain the Self Insurance Fund. A plan was developed for a phased increase in employee contributions along with changing (increasing) deductibles and co-pays. These steps, along with budgeted General Fund transfers to the Self Insurance Fund have resulted in improvements in this fund's fund balance. For FY 2014-15, the fund balance is projected to reach \$1,246,318 or 23.3 percent. This is the first year since FY 2009-10 that the fund will approach the target fund balance of 25 percent which resulted from continual plan design and premium changes as well as actual claims costs.

As stated, the plan to manage the self insurance program costs is a multi-year approach. In FY 2012-13, premiums were increased. In FY 2013-14, premiums remained at the current levels but plan design changes did occur.

Claim expenditures in FY 2013-14 are estimated to actually decrease in comparison to what was actually spent in FY 2012-13. In FY 2014-15, expenditures are projected to increase 3.3 percent. The City's benefit consultants are projecting that claims expenditures will increase by 8.5 to 10 percent overall in FY 2014-15 with no plan design changes. However, proposed changes to the plan are anticipated to mitigate if not eliminate any overall cost increases for claims.

Changes in the City's employee medical insurance program have been made and need to continue over the next several years to keep the plan sustainable, the fund healthy, and bring the plan more in line with the market. Plan design changes being proposed for FY 2014-15 are part of a three year strategy to modify the City's overall health program in anticipation of and in response to health care reform and continued increase in overall medical costs. The strategy focuses on achieving the following goals:

- Complying with existing and new legislation relating to health care reform
- Plan value and design comparable with the market
- Adding a consumer driven health plan
- Managing the financial impact to employer and employee regarding increased costs/premiums
- Exploring joint partnerships with other entities in an effort to reduce claim expenditures
- Exploring healthy living premium incentives

GENERAL FUND

Revenues:

Total General Fund revenues for FY 2014-15 are projected to be \$49,594,501, an increase of \$3,598,345 or 7.8 percent above the FY 2013-14 Adopted Budget and \$2,158,195 or 4.5 percent above the FY 2013-14 year-end estimate.

When compared to FY 2013-14 budgeted revenues (see table below), the increase in FY 2014-15 total General Fund budgeted revenues can be attributed to increases in property tax revenues (\$1,022,983 or 8.6 percent), sales taxes (\$1,860,620 or 11.4 percent), franchise taxes (\$116,700 or 1.5 percent), and non-annexation agreements (\$50,975 or 5.5 percent). Licenses and permits revenues are projected to be \$359,958 or 15.8 percent more in FY 2014-15 than the FY 2013-14 Budget because of continued growth in development in the community. Interfund transfers increase \$114,659 or 16.7 percent as all the enterprise funds, including golf, will make a contribution toward administrative services provided by the General Fund.

City of New Braunfels

General Fund

Fiscal Year Ending September 30, 2015

	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
Revenue				
Property Tax	\$ 10,923,710	\$ 11,939,477	\$ 11,864,850	\$ 12,962,460
Sales Tax	15,868,199	16,284,692	17,662,360	18,145,312
Other Taxes and Franchise Fees	7,929,666	8,045,500	8,363,950	8,162,200
Licenses and Permits	2,247,138	2,272,432	2,510,915	2,632,390
Charges for Services	2,929,221	3,131,000	2,790,250	3,087,600
Fines and Forfeitures	987,257	1,023,600	983,450	1,019,126
Parks and Recreation	1,059,919	1,202,750	1,161,175	1,296,350
Interest Income	62,777	70,000	35,000	70,000
Intergovernmental	54,736	20,000	20,000	20,000
Miscellaneous	1,437,666	1,321,650	1,327,399	1,399,350
Interfund Transfers	682,562	685,055	716,958	799,714
Total Revenue	\$ 44,182,851	\$ 45,996,156	\$ 47,436,306	\$ 49,594,501

Expenditures:

The expenditures in the General Fund for FY 2014-15 are budgeted at \$50,961,453 an increase of \$4,238,652 or 9.1 percent in comparison to the FY 2013-14 Adopted Budget. This increase in expenditures is a result of multiple initiatives. First, partial implementation of the market study that showed the City's salaries between 14.8 and 22.3 percent behind the market, a minimum 4 percent increase for non-uniform employees, regular step pay plan increases for public safety

uniform employees is funded at \$1,869,000. Full implementation cost is about \$4.5 million. City Council directed staff, during the FY 2013-14 budget work sessions, to complete a market study of all City positions.

The budget also includes a total of \$1,387,250 for the purchase of equipment, software and facilities improvements for various departments and City buildings. \$1,509,485 is budgeted to fund a total of 23 new positions throughout the organization including five new police officers (\$634,065) and staff, operating costs for Fischer Park including the Nature Center and contracted services for Walnut Avenue (\$529,495). Most positions are funded for nine months in the budget. The table below reflects all new positions added in FY 2014-15.

General Fund Positions Added in FY 2014-15		
Department	Division	Position
Public Works	Engineering	Senior Construction Inspector
Public Works	Drainage	Watershed Inspector
Police Department	Patrol	Police Officers (5)
Police Department	Support Services	Evidence and Property Technician
Library Services	Westside Community Center	Facility Specialist
Parks and Recreation	Park Operations	Foreman
Parks and Recreation	Operations	Equipment Operator
Parks and Recreation	Operations	Field Technician
Parks and Recreation	Operations	Maintenance Worker
Parks and Recreation	Recreation	Recreation Supervisor
Parks and Recreation	Recreation	Part Time Recreation Instructors (4)
Parks and Recreation	Recreation	Seasonal Recreation Attendants (4)
Planning and Community Development	Environmental Health	Animal Control Officer

All Parks and Recreation positions are associated with maintenance of Walnut Avenue landscaping and Fischer Park as well as operation and programming associated with the Fischer Park Nature Center.

The suspension of the vehicle and computer replacement program began in FY 2013-14 and was a budget balancing strategy which allowed for anticipated and recommended operational increases while maintaining the target fund balance of 30 percent and mitigated the need for increases in the property tax rate. 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 and a potential expenditure for new vehicles for about that amount.

Reduction to operating budgets - In FY 2014-15, all base operating budgets were reviewed to determine what efficiencies and cost savings could be implemented without impacting service levels. Every department had to identify at least a ten percent reduction from their operating

budgets (not to salary and benefits). The savings was used to help offset the cost of the proposed salary increases resulting from the market study. As a result of this strategy, approximately \$527,000 was eliminated from operating budgets in FY 2014-15.

Separation of recurring and one time expenditures – To better track operating expenditures (i.e. non-capital, non-employee expenditures), the operating expenditure category is now broken down by recurring (i.e. routine expenditures such as utilities, office supplies) and equipment/initiatives (one time equipment purchases or initiatives that do not meet the threshold of \$5,000 to be capitalized). This will enhance the City’s ability to track the cost of delivering a particular service or function.

Interfund Transfer to River Activities Fund from General Fund – The City Council has set an objective for the River Activities Fund to be revenue neutral. In FY 2012-13, the General Fund transferred \$551,926 to support river activities. In FY 2013-14, various policy changes were made (i.e. wristband consignment, charging for parking in Prince Solms Park, and increasing the River Management Fee from \$1.25 to \$1.50). As a result, the estimated transfer in FY 2013-14 is \$168,992 and FY 2014-15 is budgeted at \$155,027, moving significantly toward the revenue neutral objective.

The table below provides a comparison of the FY 2013-14 budgeted and estimated expenditures for the General Fund to the FY 2014-15 proposed expenditure budget:

City of New Braunfels

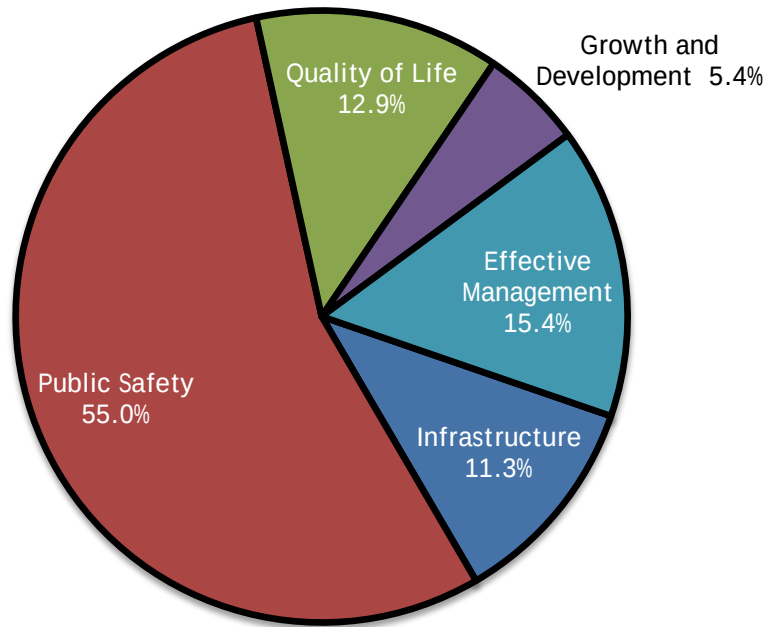
General Fund

Fiscal Year Ending September 30, 2015

	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
APPROPRIATIONS				
General Government	\$ 5,828,499	\$ 5,117,467	\$ 5,407,457	\$ 6,997,385
Planning and Community Development	2,409,497	2,588,976	2,455,818	2,742,506
Public Safety				
Police	12,015,152	12,320,418	12,502,107	13,144,794
Fire	13,862,422	13,884,986	14,062,036	14,312,203
Municipal Courts	395,990	443,900	373,541	559,517
Public Works	4,964,606	5,415,426	5,132,417	5,762,305
Parks and Recreation	3,829,308	4,020,081	3,773,879	4,606,066
Library	1,735,855	1,817,786	1,772,582	1,987,702
Interfund Transfers	791,738	721,558	489,192	848,975
TOTAL OPERATING APPROPRIATIONS	\$ 45,833,069	\$ 46,330,598	\$ 45,969,030	\$ 50,961,453

The graph on the following page illustrates the allocation of funds in the FY 2014-15 General Fund Budget by Council strategic priority.

FY 2014-15 General Fund Expenditures by Strategic Priority



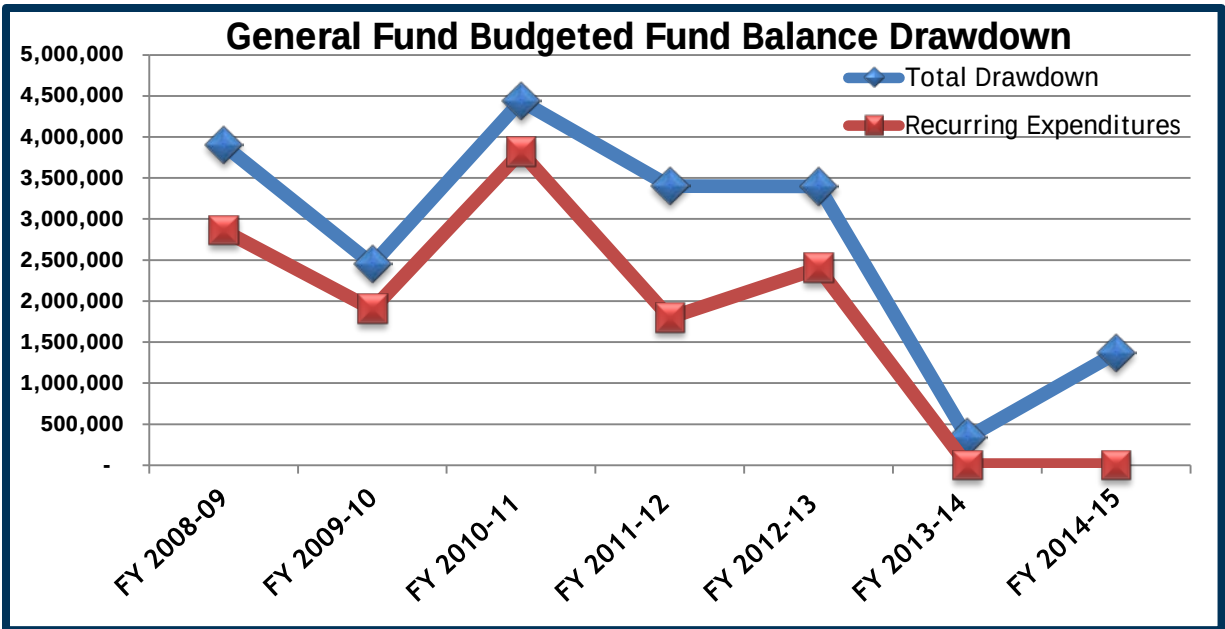
Fund Balance:

During the economic downturn, we met the needs of our community through mid-year adjustments in our expenditures and through use of our fund balance for recurring expenditures while being extremely conservative in generating new revenue from property tax. ***The current property tax rate devoted to operations and maintenance is 27.8079 cents, 9.092 cents less today than it was in FY 2005-06. As stated earlier, the FY 2014-15 proposed tax rate for operations and maintenance remains the same at 27.8079 cents.***

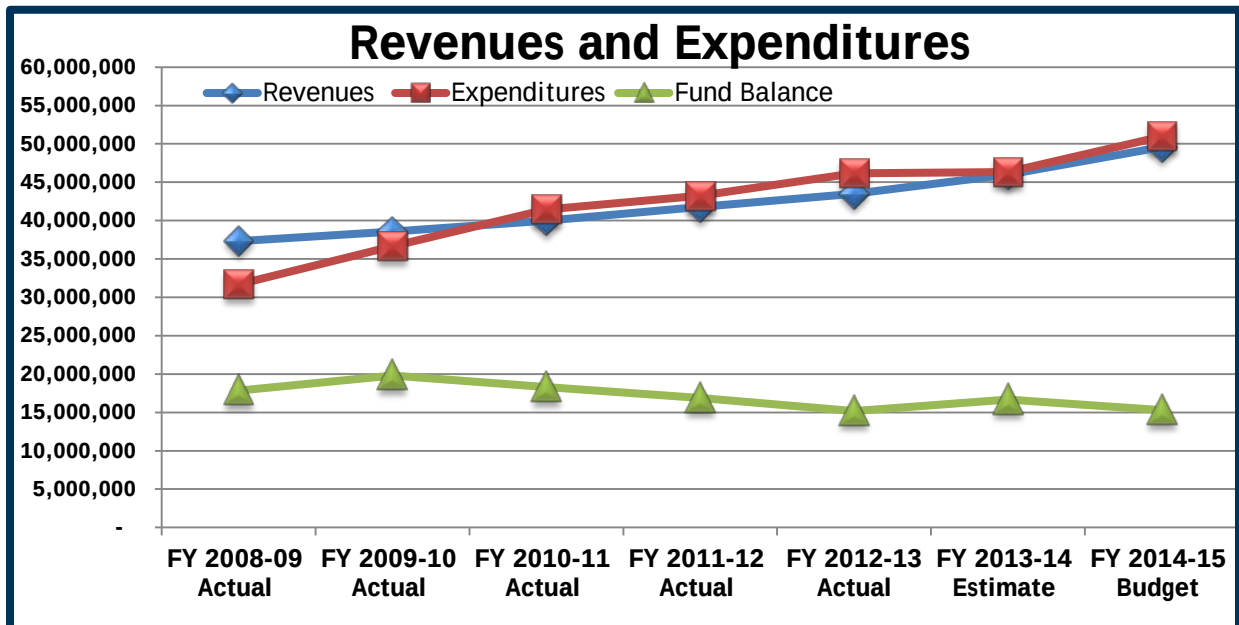
Over the last several years, the Council and staff have discussed how to continue to meet the needs of the community without increasing tax rates or if absolutely necessary, increasing tax rates by the least amount possible. We succeeded through temporarily reducing staffing levels with the remaining staff taking on additional duties and responsibilities, not increasing employees' salaries, managing expenditures such as travel and small equipment purchases, deferring capital purchases, and by drawing on the General Fund reserves (fund balance).

Four years ago (FY 2010-11), we budgeted \$4.44 million in fund balance drawdown to meet our operational needs (\$3.8 million of this amount was budgeted for recurring expenses). In FY 2011-12, we began a program to end the unsustainable use of fund balance for recurring expenses and reduced our use of fund balance to \$3.4 million (\$1.8 million for recurring expenses). In FY 2012-13, \$3.4 million of fund balance was again budgeted to meet operational expenses (\$2.4 million for recurring expenses – an increase of approximately \$600,000 from the previous fiscal year). Again, this practice is unsustainable and does not set a structurally balanced budget. Therefore, the FY 2013-14 Budget eliminated the use of fund balance for recurring expenses.

The FY 2014-15 Budget draws down fund balance by \$1,366,952, entirely for one-time expenditures. In addition, the suspension of the equipment replacement program, begun in FY 2013-14, continues into FY 2014-15 with the budget including only partial reinstatement of the program. The FY 2014-15 Budget also only funds a portion of the costs associated with the market study implementation. Future budgets will need to address these issues.



Our financial management approach has allowed the City to maintain or expand needed services, avoid lay-offs, maintain healthy reserves and sustain our excellent bond ratings. However, we can no longer expand service levels by relying on our fund balance. This is illustrated in the graph.



In FY 2014-15, there are a number of programs, initiatives, improvements, projects, and equipment that are proposed to be funded from a variety of sources such as General Fund revenues, stormwater development funds, hotel/motel tax fund balance, government access channel (cable franchise) funds, and equipment replacement funds. Many of these are described in more detail below.

STRATEGIC PRIORITIES

As with past budgets, our efforts are focused on meeting the Council's five Strategic Priorities:

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

QUALITY OF LIFE

Library

One-time expenditures for the Library total \$154,100, which will be utilized for improvements at both the Library and Westside Community Center (WCC). Meeting room enhancements will occur at the library with carpet replacement and new tables and chairs (\$14,100) in that room. \$79,000 is allocated for carpet replacement in other areas of the library, \$61,000 is allocated for facility enhancements to the Westside Community Center with \$10,000 to replace flooring in various areas of the facility, \$36,000 to replace the roof, and \$15,000 to replace two air conditioning units. The WCC has eight separate air conditioning units, all of which are beyond their recommended useful life. A multi-year strategy (beginning in FY 2014-15) to replace all units has been recommended by Library and Facilities Maintenance staff.

One Facility Specialist position to serve the Westside Community Center is proposed in the FY 2014-15 Budget (funded for nine months \$25,875 in FY 2014-15 with an annual cost of \$34,500). The new position will focus directly on increasing facility programming efforts for youth and seniors. In addition, the Facility Specialist will assist with overall facility logistics and scheduling. \$7,000 is also included for a library material tracking software module to assist staff in ensuring that material acquisition is managed according to budget by age level and type. The module will also allow patrons to look ahead at materials that are on order and sign up on a wait list before the item arrives.

A final program change for the Library will not have an impact on budgeted expenditures. The Library has two existing vacant positions (1 part time Children's Library Technician and one seasonal Library aide). After a review of existing staffing and resource needs, the Library has determined that it could be more efficient and increase customer service regarding children's programming if two part time Children's Library Technicians become full time. In addition, if these two existing positions were made full time, the Library would not have an immediate need for the two existing vacant positions. Therefore, the savings from eliminating the existing vacant positions can be utilized to cover the increased cost associated with making the two existing Children's Library Technicians full time.

Parks and Recreation

One time operating expenditures of \$16,500 are proposed to purchase tables and chairs for summer camp participants at the Landa Recreation Center (\$10,000) and a utility vehicle (gator) to be shared between the Park Operations and Ranger Divisions.

With the completion of the Walnut Avenue Widening project and Fischer Park, additional resources are required to maintain these new areas. The budget funds a blend of internal and external resources for the maintenance and upkeep functions associated with these significant assets to the community. In total, four additional Park Operations staff are proposed: one Foreman, one Equipment Operator, one Field Technician and one Maintenance Worker. The staff is needed for all mowing, landscaping and facility maintenance related tasks in Fischer Park. In addition, the Field Technician will be responsible for all irrigation system maintenance and upkeep for Fischer Park and Walnut Avenue Landscaping.

Additional landscape services funding is also included to pay for mowing services of the park and median areas along Walnut Avenue through an outside contractor. Recurring operating expenditures have also been added to the budget to pay for utilities, fuel, janitorial supplies, minor tools and equipment among other miscellaneous costs associated with maintenance and upkeep. Capital equipment needed to maintain Fischer Park (\$103,445) is also funded. The total cost to provide maintenance and upkeep of Fischer Park and Walnut Avenue Landscaping in FY 2014-15 is \$433,445 (\$175,428 for employee salary and benefits, \$154,572 for operating expenses including contracted services and the \$103,445 for one time capital equipment).

The Fischer Park Nature Center will open in December 2014. The FY 2014-15 Budget includes staffing for that facility – one full time Recreation Supervisor, four part time Recreation Instructors and four seasonal Recreation Attendants – will support day-to-day operations of the center, year round programming efforts, as well as boat and kayak rental operations. In addition, funding is included for standard operating costs associated with the facility. The total annual cost to operate the facility is \$148,550 with \$97,850 allocated for staff salary and benefits. However, programming/equipment rental revenue as well as a portion of the \$250,000 HEB grant to support the nature center generates a revenue offset of \$97,500. The HEB grant will also be used to purchase \$42,500 in needed equipment such as boats and kayaks. Therefore, the net cost to the General Fund in FY 2014-15 to operate the Nature Center and provide programming is \$51,050.

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 FY 2014-15 Budget includes \$50,000 in the 2011 Certificates of Obligation to complete the Landa Park Master Plan.

The Parks and Recreation Department's program registration and facility reservation software will also be upgraded/replaced in FY 2014-15. The existing software will no longer be supported by the software provider. While the upgrade is essential for maintenance and support,

the proposed software upgrade will also allow the City to begin offering online registration and payment, a customer service enhancement. The cost of this improvement is a \$45,000 one-time cost, with an additional \$30,000 in annual licensing and registration costs (\$75,000 in total for FY 2014-15)

Golf Course

Capital expenditures of \$205,000 are included in the FY 2014-15 Budget for the Golf Fund. This is entirely driven by the lease-purchase of the golf cart fleet and maintenance fleet for the course re-opening. This equipment was leased on a four year repayment schedule.

In FY 2014-15, the debt service associated with the course and clubhouse renovation has been added to the Golf Fund budget (\$483,398). The New Braunfels Industrial Development Corporation (NBIDC) committed \$750,000 to support the golf course during the renovation and after the golf course reopens. The current pro-forma for the renovated course projects a revenue shortfall for the first two years of operation. A portion of the funds from the NBIDC (\$283,500) have been utilized during the renovation to fund existing staff in FY 2013-14. In FY 2014-15, \$290,500 of the funds from NBIDC will be utilized to partially fund the debt service expense for the course and clubhouse renovation. This strategy would leave \$176,000 remaining (of the original \$750,000) available to the golf course in FY 2015-16 for debt service expenses.

A total of five new positions are proposed for the Golf Course Fund in FY 2014-15, all of which were included in the Golf Course pro-forma presented to City Council and are all associated with the enhanced level of customer service and maintenance that will be required by the newly renovated course. Regarding course maintenance, a total of three positions are included – one full time Equipment Technician, one full time Maintenance Worker and one part time Maintenance Worker (\$96,100 annually).

The renovated course will add 40 sand bunkers and other new features which have a significant workload impact on the maintenance staff. Course enhancements like the bunkers along with an overall higher expectation for course maintenance and upkeep are what drive the need for these three new positions. The final two positions recommended are two part time Golf Cart Porters (\$17,600 annually for both). Morning golf cart responsibilities were previously completed by maintenance staff. Maintenance staff will not have the ability to continue to manage the morning cart responsibilities as they will be tending to other course upkeep tasks; therefore the two additional cart porters are recommended to take over those roles.

Transportation

\$140,000 is included in the FY 2014-15 Non-Departmental budget as an increased contribution towards the continuation of demand bus service for New Braunfels residents. The FY 2013-14 Budget funded \$70,000. 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). Effective September 1, 2013, AACOG was no longer be able to 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. This includes the City of New Braunfels.

To continue to provide this service requires a local match annually, approximately \$210,000 in FY 2013-14. The VIA Board of Trustees has agreed to provide the additional funding in excess of the match needed to fully fund the service. In FY 2013-14, the McKenna Foundation provided a one-time grant of \$70,000. The City partnered with Comal County in funding the remaining portion of the local match so that the residents could continue to utilize this service. Funding in FY 2014-15 has been added to continue this service.

Civic/Convention Center

New in FY 2013-14 was the establishment of a reserve for the Civic/Convention Center. The funding for this reserve came from the Hotel/Motel Fund (\$100,000 in FY 2013-14). In FY 2014-15, this effort continues with the same level of funding. Therefore, by the end of FY 2014-15, there will be a total of \$200,000 in the reserve. The funding is planned to continue in future years and include revenue from other sources, such as room sponsorships in an effort to build a reserve for maintenance and repair needs as the building ages.

For example, these funds could be used to replace heating/air conditioning systems when necessary. \$225,000 is allocated in the Hotel/Motel Fund FY 2014-15 Budget to replace all the event chairs at the Civic/Convention Center.

In FY 2014-15, Cable Franchise (PEG) Fund funds are appropriated to continue enhancement to the City's broadcasting capabilities. Civic/Convention Center audio/visual equipment upgrades have been identified as a project and will continue to be evaluated for implementation. This facility is utilized for various public meetings and functions and is specifically designated as an alternate location for City Council meetings when citizen participation is expected to be high. \$250,000 is budgeted and available in the PEG Fund for these proposed improvements.

Solid Waste

Capital expenditures in FY 2014-15 for Solid Waste total \$293,150 and include funding to make environmental and structural repairs/enhancements to the existing fleet center (\$250,000); replacement of an existing power washer that has exceeded its useful life (\$5,900); and replacement and upgrade of an automated can crusher (\$37,250) which will be primarily utilized during household hazardous waste events. The new can crusher is expected to increase staff efficiency.

Three additional positions are recommended for Solid Waste in FY 2014-15 (funded for nine months). The first recommended position is a Recycle Center Foreman (\$41,912 for FY 2014-15 and \$55,883 annually). The Recycling Division has grown significantly and all staff within it are supervised by the foreman assigned to the Residential Division. The proposed new foreman position will increase oversight of service requests and existing staff and allow the residential foreman to focus all his efforts on responsibilities associated with the residential division.

The second position recommended is a Refuse Collector that would be assigned to the recycle center (\$28,162 for FY 2014-15 and \$37,549 annually). This position is needed to meet existing service demands of the recycle center as well as to expand service opportunities and community

outreach such as offering styrofoam recycling to residents and participating in events that promote and educate citizens on the recycling opportunities available. The third position recommended is a Solid Waste Operator (\$29,272 for FY 2014-15 and \$40,362 annually) that will focus specifically on meeting and enhancing the brush and bulky pickup program. The existing program is only offered one day per week. With this additional position, the program would be offered four days per week.

INFRASTRUCTURE

Public Works

\$90,700 in one time funding for operating equipment has been added in FY 2014-15 including \$2,700 to purchase tablet technology for the construction inspectors and Facilities Manager. This technology will increase reporting efficiency and increase productivity in the field for inspectors and allow the Facilities Manager to operate major HVAC systems remotely, increasing efficiency and reducing energy consumption. The purchase of a vehicle for Engineering and Watershed personnel (\$26,000) due to increased development activity and the addition of the Edwards Aquifer Habitat Conservation Plan (EAHCP) projects are also included. Also in FY 2014-15, \$54,000 has been included for the purchase of equipment associated with traffic calming. Lastly, \$8,000 has been included for the purchase of an infrared spectrometer, which is needed to properly repair and conduct preventive maintenance on electrical and mechanical infrastructure in City owned facilities.

One position is proposed for the Public Works Department in FY 2014-15, a Senior Construction Inspector. This position is funded for nine months in the budget (\$39,975 in FY 2014-15 and \$53,300 annually). Additional funding associated with this position, such as a vehicle and other minor tools and equipment has also been included in FY 2014-15 (\$31,600). This position will support the increased demand of subdivision, commercial and utilities inspection related work.

The purchase and implementation of new pavement management software is also included in FY 2014-15 (\$64,500). An additional \$100,000 in funding is also provided to complete an update of the pavement survey originally done in 2009.

Streets

Repair and maintenance of our streets is an ongoing priority. Since FY 2006-07, we have increased funding for street maintenance from \$665,000 to \$1.521 million in FY 2013-14, an increase of \$856,000 or 128 percent. The funding in FY 2014-15 for street repair is increased from FY 2013-14 levels. An additional \$65,000 has been added in FY 2014-15 to increase the level of funding for minor street repair as well. With this additional funding, the budget for street repairs totals \$1,586,000. The proposed funding for FY 2014-15 will pay for street repair materials and contracting cost for our mill and overlay program. This funding is in addition to the \$164,500 described above for the pavement management survey and software. To be clear, this funding is in addition to the funding approved in the 2013 bond program.

Drainage

Because the City has exceeded the 50,000 population mark, we are also now required to meet federal stormwater management requirements (MS4). The City's permit application was filed in

FY 2013-14 and began to enhance our existing stormwater management efforts. To support the Municipal Separate Storm Sewer program (MS4) in FY 2014-15, a Watershed Inspector is proposed (nine months funding of \$46,950 in FY 2014-15 and \$62,600 annually). In addition, \$65,000 for various fixed costs, such as professional services or surveys has been added to support MS4 in FY 2014-15. Participation by the City in the MS4 program is a federal mandate.

The Stormwater Development Fund has sufficient funds available in FY 2014-15 to pay the costs related to drainage maintenance and repair (\$80,000) that have been paid in prior years, including FY 2013-14, by the General Fund. That fund includes an appropriation of \$80,000 for these important services.

\$50,000 is included in the budget to begin design services for the Kentucky Boulevard streets and drainage improvement. This project is funded in the 2013 Certificates of Obligation Capital Improvement Fund.

Wayfinding Signs

The City installed wayfinding signs throughout the community several years ago. The FY 2014-15 Budget includes funding in the amount of \$325,000 in the Hotel/Motel Tax Fund from fund balance to complete an overhaul of the existing signage and add signage in strategic areas. The goal is to work with the New Braunfels Convention and Visitors Bureau on this project.

EFFECTIVE MANAGEMENT

Equipment Replacement Fund

In 2006, the City's General Fund had an undesignated fund balance of approximately 76 percent. At the same time, basic needs in facilities and vehicles had gone unmet. The City had no maintenance reserves to deal with the inevitable failures in aging building systems. We also had no reserves to provide for the ongoing replacement of vehicles and other equipment. These vehicle purchases had to compete with all other funding needs.

At the time, the average age of our fleet was eight years. The police fleet was over six years, parks and recreation fleet was eleven years, with some vehicles over fifteen years old. There was no planned program for replacement, nor was there a consistent method for determining when it was appropriate to replace vehicles. Working with the Council, a program was established that allows for the replacement of vehicles, when needed, without creating a strain on our operating budget and minimizing the impact on the operating tax rate.

The Council provided for seed capital by allocating a portion of the 76 percent fund balance (\$1.5 million) to the equipment reserve. From FY 2005-06 through FY 2012-13, each department contributed to the reserve in an amount equal to one-eighth of the projected replacement cost for the particular vehicle/equipment. In addition, computer equipment is included in this replacement program with a four year replacement cycle as well as the Fire Department's self contained breathing apparatus. While fund contributions are made on an assumed replacement schedule, the decision to replace a vehicle is done on a case by case basis (once it reaches the criteria for replacement consideration). In the coming years, we were scheduled to replace numerous vehicles (see the table on the following page).

Vehicle Replacement Schedule		
Fiscal Year	Number of Vehicles	Approximate Cost
FY 2014-15	40	\$1,459,000
FY 2015-16	71	1,980,000
FY 2016-17	15	575,000
FY 2017-18	18	672,000
FY 2018-19	13	634,000
Total	157	\$5,320,000

In FY 2013-14, the equipment replacement program was suspended as a budget balancing strategy. As part of this suspension, none of the 19 vehicles scheduled for replacement were, in fact, 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 is recommended to be only partially reinstated. The full annual contribution to the program is approximately \$875,000. The FY 2014-15 Budget includes only \$300,000 as a transfer into the Equipment Replacement Fund and only a small number of vehicles would be replaced. They will have to meet additional criteria over and above the age and mileage accumulation. Not all vehicles meeting the replacement criteria will be replaced. Funding to fully reinstate the program and begin purchasing the 109 replacement vehicles will need to be addressed in FY 2015-16.

Support Services

\$10,000 is included in one-time operating expenditures for support associated with updating the five year Capital Improvement Project Plan (CIP). The development of the plan will be managed both by Support Services and Capital Programs staff. This funding will be utilized specifically for refining cost estimates for all unfunded projects on the CIP. In addition, \$11,000 is included in the FY 2014-15 Budget to increase internal auditing efforts. Specifically, staff recommends engaging a contract employee to work on internal auditing projects as needed throughout the fiscal year.

Organizational changes made during FY 2013-14 are reflected in the FY 2014-15 Budget. The Municipal Court Judge is now accounted for in the Municipal Court budget rather than the City Council's. Capital Programs now reports directly to the City Manager's Office, rather than Public Works. Information Technology and GIS now report to the Assistant City Manager rather than Support Services. The budgets for these functions follow the reporting structure.

PUBLIC SAFETY

Fire

One-time operating expenses total \$63,000 in FY 2014-15. The Fire Department is scheduled for review by the Insurance Service Office (ISO) of the City's Public Protection Classification (PPC) in 2016. \$25,000 in professional services has been added to the budget to engage a firm that will create an action plan to ensure that the City's current PPC rating is either maintained or improved. This rating directly impacts homeowner' and business insurance rates. \$8,000 is

included to purchase materials and supplies associated with adopting the updated International Code Council (ICC) codes which is a set of comprehensive, coordinated building safety and fire prevention codes. Over the past several fiscal years, the Fire Department has been incrementally purchasing wild land fighting gear to equip firefighters to fight brush fires. In FY 2014-15, \$30,000 has been included to purchase wild land gear for all remaining shift employees that need this gear.

Capital Expenses in FY 2014-15 total \$225,400. Recurring capital lease payments for the purchase of defibrillators (\$58,400) and a fire engine (\$77,500) are included in the FY 2014-15 Budget. The defibrillators will be fully paid in FY 2016-17. The fire engine will not be fully paid until FY 2023-24 as FY 2014-15 is the first payment of a ten year lease purchase agreement. The bay doors in the older fire stations are in need of safety upgrades and enhancements - \$100,000 in total. In FY 2014-15, \$40,000 has been included in the budget to begin making these improvements. The remaining \$49,500 is included to participate in a joint funding effort with Comal County and the Water Oriented Recreation District of Comal County (WORD) to purchase flood gauges which provide real time data on water levels. The gauges would be placed upstream on the Guadalupe River and would enhance our community's preparedness and response to flooding events.

Police

One time equipment expenditures in FY 2014-15 total \$69,400. Ballistic entry vests and vest rifle plates have a recommended useful life; a portion of the existing inventory has either met or exceeded that useful life threshold. Therefore, \$39,600 is included in the budget to replace this equipment. The Police Department has an aging inventory of electronic ticket writers; funding to replace four units is included in the FY 2014-15 budget (\$14,800). \$7,000 is allocated to replace an existing and aging polygraph machine as well as \$8,000 to replace a radar trailer, which is utilized to deter drivers from speeding. In addition, \$33,000 is provided in the budget to fund the first phase of uniform replacements for the Police Department.

Program changes of \$758,478 are included in the FY 2014-15 Proposed Budget which represents five additional officer positions (\$634,065 for FY 2014-15 which includes \$376,605 for vehicles and equipment) and one Evidence and Property Technician (\$33,375). These six positions are funded for nine months in the budget. These five officers will all be assigned to the Patrol Division.

GROWTH AND DEVELOPMENT

Planning and Environmental Services

One Animal Control Officer is proposed for FY 2014-15. This position is funded for nine months in the budget (\$32,250 in FY 2014-15 and \$43,000 annually). Additional funding for this position is also included in the budget, such as a vehicle and other minor tools and equipment (\$35,900). Calls for service for the Animal Control Division increased 25 percent from 2012 to 2013. The additional Animal Control Officer will ensure that existing response time(s) and service levels can be maintained. A second program change of \$100,000 is included to begin the update and development of the City's comprehensive plan. The estimated total cost

to develop the plan is \$300,000; the remaining funding needed to complete the plan will be addressed in FY 2015-16

Policy Consideration

As is often the case, the budget process generates issues, challenges and opportunities that need to be addressed early in the new fiscal year. For FY 2014-15, I have identified four such areas: creating a managed competition opportunity for custodial services needed by the City, managed competition for summer river law enforcement activities, alternatives to address the pay issue in the Fire Department Support Services Division and resolution of the target staffing level for uniform police personnel. Managed competition allows outside vendors as well as City staff to submit a bid for defined services. As stated, I am evaluating this approach for custodial services for City facilities. For law enforcement on the river in the summer, a similar approach could be taken. I will work with the Police Department to determine how to move forward with this option.

The issue of pay in the Fire Department Support Services Division has been identified in the last several budget processes. When personnel move from Operations where they work 2,756 hours per year to Support Services where they work 2,080 hours per year, they have a significant net reduction in pay. Five options for resolving this issue have been identified. Staff will work to evaluate the costs and benefits, pros and cons of each alternative. Finally, during FY 2014-15, staff will work to finalize a model for determining appropriate uniform personnel staffing levels for the Police Department that takes into consideration factors such as population growth, workload and desired service levels.

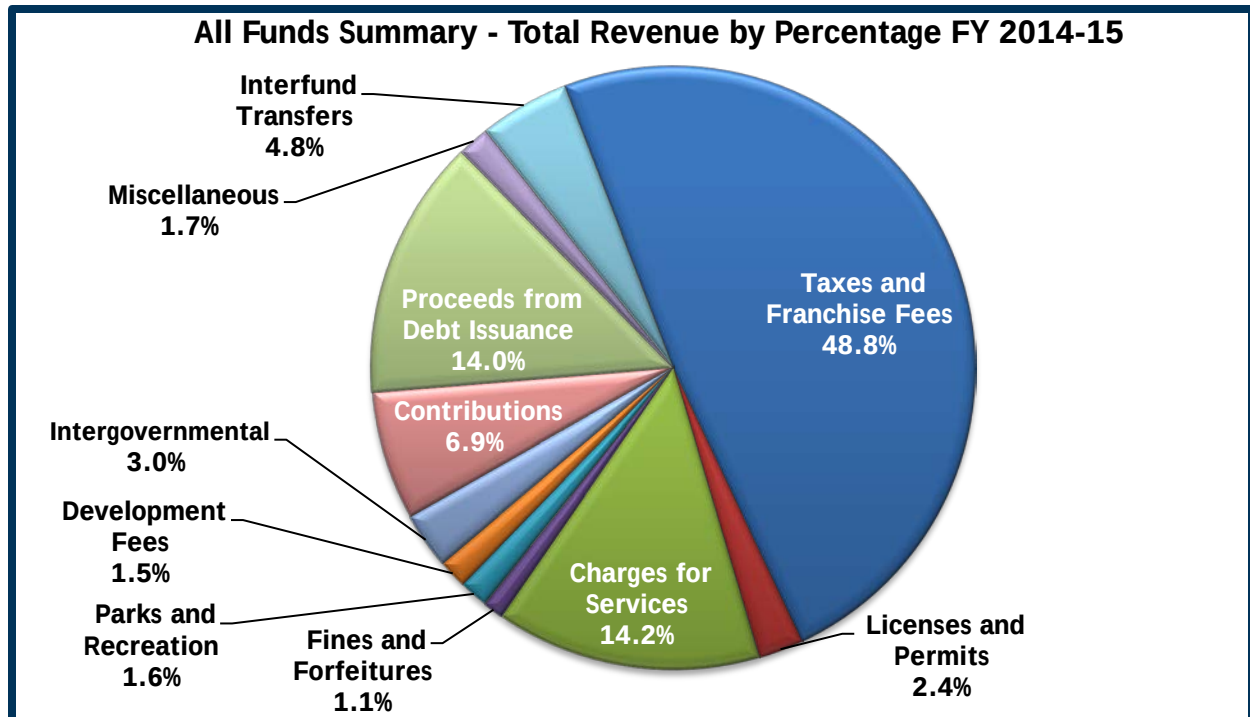
I am pleased to submit the proposed FY 2014-15 Operating Budget for City Council's consideration. This has been a year where much was accomplished. The coming years will bring additional community growth and continuing demands for City services. The City will be well positioned to meet those needs so long as we match the expectations for service levels with appropriate increases in our revenue. It should be noted that staff has identified an additional \$12.7 million in unmet needs, \$10.7 million in the General Fund – staff and equipment – to continue to provide high quality customer service. These amounts do not include capital improvements that impact our ability to provide customer service. These projects add significantly to this total.

Your staff looks forward to discussing the proposed budget and how we can continue to make New Braunfels great, together.

Respectfully submitted,



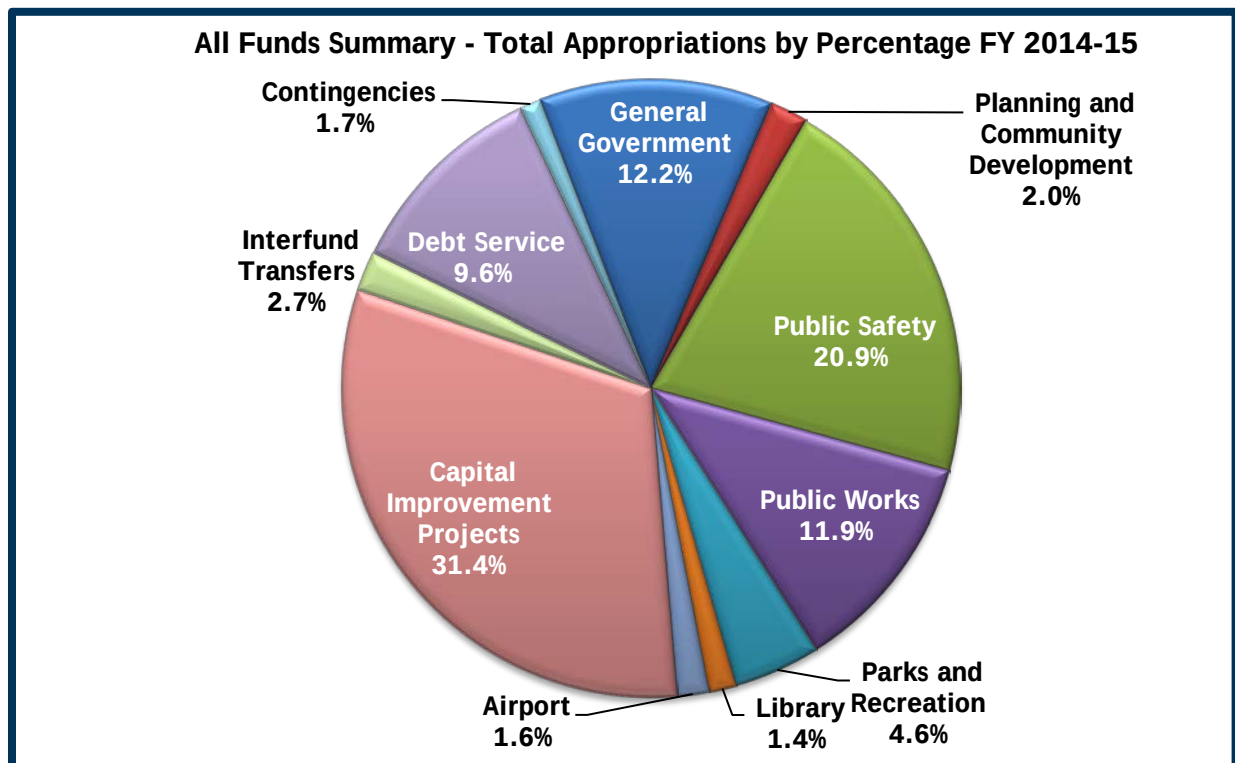
Robert Camareno
City Manager



Taxes and franchise fees	\$53,483,443
Licenses and permits	2,638,990
Charges for services	15,543,694
Fines and forfeitures	1,199,751
Parks and Recreation	1,710,450
Development Fees	1,692,500
Intergovernmental	3,300,597
Contributions	7,517,050
Proceeds from debt issuance	15,290,500
Miscellaneous	1,868,250
Interfund Transfers	5,322,173
TOTAL	\$109,567,398

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 2014-15 Adopted Budget. To note a few of the revenue categories, contributions of \$7.5 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 (\$15.5 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 \$15.3 million dollars in proceeds from debt issuance accounts for the anticipated second debt issuance associated with the 2013 bond program scheduled for FY 2014-15. Additional narrative on revenues can be found on pages 96-111.

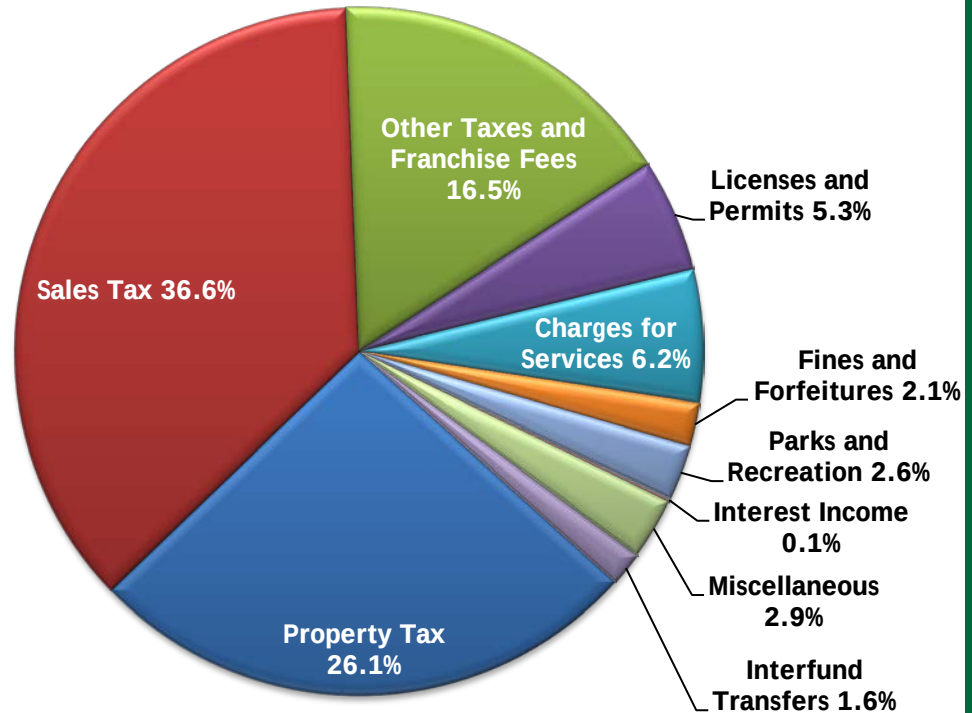


General Government	\$16,209,592
Planning and Community Development	2,983,006
Public Safety	29,257,331
Public Works	16,504,580
Parks and Recreation	6,423,932
Library	1,994,017
Airport	2,308,512
Capital Improvement Projects	43,527,924
Interfund Transfers	3,746,596
Debt Service	13,247,729
Contingencies	2,509,050
TOTAL	\$138,712,268

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 2014-15 Adopted Budget. A significant portion of these funds (\$43.5 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 2014-15

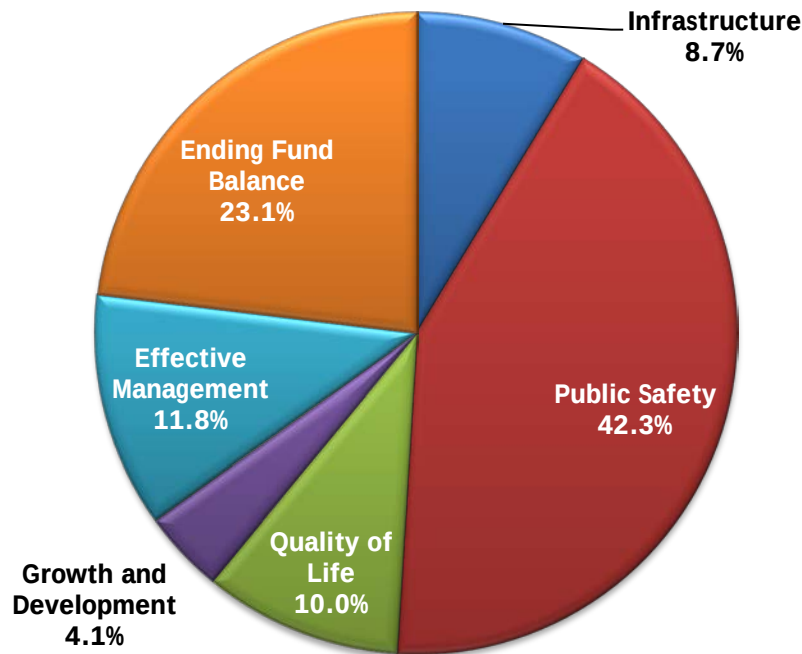


Property tax	\$12,962,460
Sales tax	18,145,312
Other taxes and franchise fees	8,162,200
Licenses and permits	2,632,390
Charges for services	3,087,600
Fines and forfeitures	1,019,126
Parks and Recreation	1,296,350
Interest Income	70,000
Miscellaneous	1,419,350
Interfund transfers	799,714
TOTAL	\$49,594,502

FY 2014-15 General Fund Budget – Total Revenues

Sales tax revenues continue to represent the largest portion of General Fund revenues in FY 2014-15 at 36.6 percent. Property taxes are the second largest source of General Fund revenues at 26.1 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 99-104.

General Fund - Total Appropriations by Percentage FY 2014-15



Ending Fund Balance	\$15,289,498
Infrastructure	5,762,305
Public Safety	28,016,514
Quality of Life	6,593,768
Growth and Development	2,742,506
Effective Management	7,846,360
TOTAL	\$66,250,951

FY 2014-15 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 \$15.3 million represents the City Council's targeted reserve level in the General Fund. The Ending Fund Balance represents 30 percent of the total budgeted expenditures in the General Fund (\$50.96 million). All General Fund appropriations are explained in further detail in the General fund section of the budget, pages 135-212.

FY 2014-15 Authorized and Funded Program Changes					
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost	Additional Information

Public Works

One Senior Construction Inspector position	\$ 31,600	\$ 39,975		\$ 71,575	56
One Watershed Inspector position - Stormwater Management program		\$ 46,950		\$ 46,950	56
Professional Services/Surveys to support Stormwater Management program		\$ 65,000		\$ 65,000	56
Pavement Management Software	\$ 64,500	\$ 21,000		\$ 85,500	56
Update to pavement survey	\$ 100,000			\$ 100,000	56
Additional street repair funding	\$ 65,000			\$ 65,000	56
Total - Public Works	\$ 261,100	\$ 172,925	\$ -	\$ 434,025	

Police

Five additional Police Officer positions - Patrol Division	\$ 376,605	\$ 257,460		\$ 634,065	69-70
One additional Evidence and Property Technician Position		\$ 33,375		\$ 33,375	69-70
Total - Police	\$ 376,605	\$ 290,835	\$ -	\$ 667,440	

FY 2014-15 Authorized and Funded Program Changes					
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost	Additional Information

Non-Departmental

Additional On-Demand bus service contribution		\$ 70,000		\$ 70,000	93-94
Partial reinstatement of equipment replacement program		\$ 300,000		\$ 300,000	94-95
Total - Non-Departmental	\$ -	\$ 370,000	\$ -	\$ 370,000	

Support Services

Increase internal auditing services		\$ 11,000		\$ 11,000	101

Library Services

One Facility Specialist position - Westside Community Center		\$ 25,875		\$ 25,875	106
Software - Library material tracking module		\$ 7,000		\$ 7,000	106
Reorganization - Elimination of two vacant positions (one part time Children's Library Technician and one seasonal Library Aide) and reclass two existing part time Children's Library Technician positions to full time				\$ -	106
Total - Library Services	\$ -	\$ 32,875	\$ -	\$ 32,875	

FY 2014-15 Authorized and Funded Program Changes					
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost	Additional Information

Parks and Recreation

Walnut Avenue and Fischer Park - staffing and operations expenses; includes full year funding for one Foreman, one Equipment Operator, One Field Technician and One Maintenance Worker and additional funding for contracted mowing services	\$ 103,445	\$ 330,000		\$ 433,445	112-113
Fischer Park Nature Center - staffing and operations expenses; includes full year funding for one Recreation Supervisor; four part time Recreation Instructors and four seasonal Recreation Attendants		\$ 148,550	\$ (97,500)	\$ 51,050	112-113
Software upgrade - program registration and reservation	\$ 45,000	\$ 45,000	\$ (15,000)	\$ 75,000	112-113
Total - Parks and Recreation	\$ 148,445	\$ 523,550	\$ (112,500)	\$ 559,495	

Planning and Community Development

One Animal Control Officer position	\$ 35,900	\$ 32,250		\$ 68,150	123
Comprehensive Plan update - funding for first year's efforts	\$ 100,000			\$ 100,000	123
Total - Planning and Community Development	\$ 135,900	\$ 32,250	\$ -	\$ 168,150	

Total - General Fund	\$ 922,050	\$ 1,433,435	\$ (112,500)	\$ 2,242,985	

FY 2014-15 Authorized and Funded Program Changes					
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost	Additional Information

Golf Course

One Equipment Technician position		\$ 44,300		\$ 44,300	140
One full time Maintenance Worker position		\$ 37,200		\$ 37,200	140
One part time Maintenance Worker position		\$ 14,600		\$ 14,600	140
Two part time Golf Cart Porter positions		\$ 17,600		\$ 17,600	140
Total - Golf Course	\$ -	\$ 113,700	\$ -	\$ 113,700	

Solid Waste

One Recycle Center Foreman position		\$ 41,912		\$ 41,912	147
One Refuse Collector position - Recycling Center		\$ 28,162		\$ 28,162	147
One Solid Waster Operator position - brush and bulky pickup		\$ 29,272		\$ 29,272	147
Total - Solid Waste	\$ -	\$ 99,346	\$ -	\$ 99,346	

Total - All Funds	\$ 922,050	\$ 1,646,481	\$ (112,500)	\$ 2,456,031	

***New positions are authorized October 1, 2014 and funded for nine months unless otherwise noted**

FY 2014-15 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Total Cost	Additional Information

Public Works

Traffic calming initiatives	\$	54,000		\$	54,000	56	
Vehicle - watershed inspection and engineering	\$	26,000	\$	1,000	\$	27,000	56
Infrared spectrometer for scanning mechanical and electronic systems	\$	8,000		\$	8,000	56	
Tablet Technology - construction inspection and facilities maintenance	\$	2,700	\$	1,080	\$	3,780	56
Design services - Kentucky Boulevard streets and drainage improvement (Capital Improvement Funds)	\$	50,000		\$	50,000	296	
Total - Public Works	\$	140,700	\$	2,080	\$	142,780	

Fire

ISO evaluation	\$	25,000		\$	25,000	64	
Wild Land Gear	\$	30,000		\$	30,000	64	
Real time flood gauges	\$	49,500	\$	5,000	\$	54,500	64
Fire station bay door equipment	\$	40,000		\$	40,000	64	
Total - Fire	\$	144,500	\$	5,000	\$	149,500	

FY 2014-15 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Total Cost	Additional Information

Police

Uniform replacements (phase I)	\$	33,000	\$	33,000	69
Ballistic entry vest replacement	\$	20,100	\$	20,100	69
Ballistic vest rifle plate replacement	\$	19,500	\$	19,500	69
Ticket writer replacements - four units	\$	14,800	\$	14,800	69
Polygraph machine replacement	\$	7,000	\$	7,000	69
Solar powered radar trailer replacement	\$	8,000	\$	8,000	69
Total - Police	\$	102,400	\$	-	\$ 102,400

Support Services

Capital project cost estimating - professional services	\$	10,000	\$	10,000	101

Library Services

Flooring replacement - Westside Community Center	\$	10,000	\$	10,000	105-106
Air conditioner replacement - Westside Community Center	\$	15,000	\$	15,000	105-106

FY 2014-15 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Total Cost	Additional Information

Library Services (continued)

Roof replacement - Westside Community Center	\$	36,000		\$	36,000	105-106
Meeting room enhancements - Library	\$	14,100		\$	14,100	105-106
Carpet replacement - Library	\$	79,000		\$	79,000	105-106
Total - Library Services	\$	154,100	\$	-	\$	154,100

Parks and Recreation

Table and chair replacement - Landa Recreation Center	\$	10,000		\$	10,000	112
Utility vehicle - operations and ranger division(s)	\$	6,500		\$	6,500	112
Landa Park Master Plan Completion (Capital Improvement Funds)	\$	50,000		\$	50,000	279
Total - Parks and Recreation	\$	66,500	\$	-	\$	66,500

Planning and Community Development

Code adoption - Building and Fire	\$	14,000		\$	14,000	64 and 123
Total - Planning and Community Development	\$	14,000	\$	-	\$	14,000

Total - General Fund Departments	\$	632,200	\$	7,080	\$	639,280

FY 2014-15 Equipment and Initiatives

Description	One-Time Cost	Recurring Cost	Total Cost	Additional Information

Solid Waste

Enhancements to fleet services building to meet safety/environmental requirements	\$	250,000	\$	250,000	146
Industrial can crusher - replacement	\$	37,250	\$	37,250	146
Pressure washer - replacement	\$	5,900	\$	5,900	146
Total - Solid Waste	\$	293,150	\$	-	\$ 293,150

Civic/Convention Center

Banquet chair replacement - Hotel/Motel Funds	\$	225,000	\$	225,000	202

Total - All Funds	\$	1,150,350	\$	7,080	\$ 1,157,430

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Public Works

One Maintenance Worker position assigned to sign shop	\$ 2,500	\$ 37,050		\$ 39,550
One Graduate Engineer position to support traffic control and review	\$ 4,160	\$ 62,126		\$ 66,286
One part-time custodial position assigned to Facilities Maintenance Division		\$ 28,109		\$ 28,109
Traffic signal bucket truck	\$ 99,035			\$ 99,035
One street sweeper vehicle - replacement	\$ 199,510			\$ 199,510
City Hall light retrofit	\$ 18,000			\$ 18,000
City Hall window replacement	\$ 13,000			\$ 13,000
One dump truck - Streets and Drainage Division	\$ 96,119			\$ 96,119
Total - Public Works	\$ 432,324	\$ 127,285	\$ -	\$ 559,609

Fire

Support Services assignment pay implementation - final strategy and cost to be determined. Costs shown represents full cost of assignment pay		\$ 99,377		\$ 99,377

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Fire (Continued)

Eliminate one Engineer position and add one Lieutenant position - Support Services Division		\$ 8,081	\$	8,081
One Quartermaster/IT position	\$ 2,500	\$ 56,979	\$	59,479
Three additional Captain positions - Operations Division	\$ 23,400	\$ 260,381	\$	283,781
One Lieutenant position - Support Services Division		\$ 81,447	\$	81,447
Additional light truck for Central Fire Station	\$ 36,191		\$	36,191
Cutters and spreaders - replacement equipment on fire apparatus	\$ 42,342		\$	42,342
Dry suit and neck seals for existing divers	\$ 5,000		\$	5,000
Confined space air system	\$ 11,400		\$	11,400
Gas detector lease program implementation		\$ 11,237	\$	11,237

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Fire (Continued)

Oceanid rapid deployment craft rescue boat	\$	5,500		\$	5,500	
Mini cutter core	\$	3,505		\$	3,505	
Rope rescue gear packs -15 units	\$	13,300		\$	13,300	
Additional air tank cascade system	\$	52,000		\$	52,000	
Box trailer for investigations and tools	\$	4,000		\$	4,000	
One hose roller cart	\$	7,200		\$	7,200	
Evidence locker	\$	12,800		\$	12,800	
Traffic signal preemption control program-City wide	\$	500,000		\$	500,000	
Total - Fire	\$	719,138	\$	517,502	\$ -	\$ 1,236,640

Police

Sixteen additional Police Officer positions	\$	1,027,488	\$	1,198,736		\$	2,226,224
Three additional Detective positions - Criminal Investigations Division	\$	123,708	\$	244,129		\$	367,837

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Police (Continued)

One Administrative Assistant position - Criminal Investigations Division	\$	3,000	\$	48,076	\$	51,076
One Evidence Manager position	\$	2,375	\$	53,952	\$	56,327
One additional Records Clerk position	\$	3,000	\$	40,088	\$	43,088
One Public Information/Social Media position	\$	5,000	\$	91,084	\$	96,084
One additional Emergency Dispatcher position	\$	100	\$	39,636	\$	39,736
One new Range Officer position	\$	3,000	\$	63,213	\$	66,213
Negotiator throw phone system	\$	40,000			\$	40,000
Additional year inventory of ammunition	\$	55,000			\$	55,000
Replacement electronic ticket writers (8)	\$	29,648			\$	29,648

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Police (Continued)

Forensic analytic computer and associated hardware	\$	33,623	\$	33,623
Night vision devices (22)	\$	77,000	\$	77,000
Aiming lasers for night vision devices (16)	\$	20,800	\$	20,800
Honor guard uniforms (12)	\$	20,000	\$	20,000
Thermal imaging cameras (2)	\$	9,998	\$	9,998
Crime scene/evidence vehicle	\$	130,582	\$	130,582
Tablet technology for command staff	\$	13,250	\$	13,250
Tactical robot for use by specialized response team	\$	30,000	\$	30,000
Connex storage units (4)	\$	13,400	\$	13,400
Truck for use in river related activities	\$	39,975	\$	39,975
Parking lot seal coat and striping for police station facility	\$	12,000	\$	12,000

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Police (Continued)

Ballistic entry shield (2)	\$	4,806		\$	4,806
Full department uniform replacement - partially funded in FY 2014-15	\$	66,000		\$	66,000
Dispatch flooring replacement	\$	14,103		\$	14,103
Total - Police	\$	1,777,856	\$	1,778,914	\$ - 3,556,770

City Administration

One additional IT Specialist position	\$	6,825	\$	55,890	\$	62,715
One GIS Technician position	\$	2,500	\$	53,912	\$ (27,000)	\$ 29,412
One additional Assistant City Manager position	\$	6,000	\$	157,668	\$	163,668
Municipal Court Clerk certification pay			\$	6,850	\$	6,850
Strategic plan development - voice/data services	\$	50,000			\$	50,000
Total - City Administration	\$	65,325	\$	274,320	\$ (27,000)	\$ 312,645

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Non-Departmental

Full implementation of the market study - remaining 60 percent		\$ 2,500,000		\$ 2,500,000
High load detection system - Landa Street at railroad underpass	\$ 30,250			\$ 30,250
Battery backup for traffic intersections	\$ 60,000			\$ 60,000
Dry Comal FEMA mapping	\$ 75,000			\$ 75,000
Total - Non-Departmental	\$ 165,250	\$ 2,500,000	\$ -	\$ 2,665,250

Support Services

Full reinstatement of Equipment Replacement program and contribution	\$ -	\$ 575,000		\$ 575,000
One Budget Analyst position	\$ 4,000	\$ 59,513		\$ 63,513
One Lead Accounting Technician position	\$ 2,000	\$ 53,328		\$ 55,328
Total - Support Services	\$ 6,000	\$ 687,841	\$ -	\$ 693,841

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Library Services

One Library Technical Services Clerk position		\$ 35,975		\$ 35,975
One Westside Community Center Librarian position		\$ 57,132		\$ 57,132
One Westside Community Center Facility Specialist position		\$ 34,500		\$ 34,500
One Westside Community Center Library Clerk position	\$ 1,500	\$ 35,566		\$ 37,066
Bookmobile recurring operating expenses - Friends of the Library are currently fundraising to purchase the bookmobile	\$ -	\$ 32,000		\$ 32,000
Platform lift and storage enclosure	\$ 11,500			\$ 11,500
Library parking lot sealcoat and striping	\$ 15,000			\$ 15,000
Expand STEM/early literacy program		\$ 17,250		\$ 17,250
Westside Community Center - exterior stairwell improvements	\$ 10,000			\$ 10,000

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

Library Services (Continued)

Westside Community Center Master Plan	\$ 30,000		\$	30,000
Library self check-in/check-out unit	\$ 30,000		\$	30,000
Westside server replacement and installation	\$ 22,500		\$	22,500
Create conference room in main library	\$ 15,000		\$	15,000
Library - backup server/firewall/network equipment	\$ 18,800		\$	18,800
Additional tablet technology for Library staff	\$ 20,000		\$	20,000
Library landscaping enhancements/improvement	\$ 50,000	\$ 2,000	\$	52,000
Radio frequency identification device (RFID) tagging - library materials	\$ 70,000	\$ 1,000	\$	71,000
Solar panel installation - library building	\$ 30,000		\$	30,000
Westside Community Center site work	\$ 100,000		\$	100,000
Donor wall - Library building	\$ 10,000		\$	10,000
Total - Library	\$ 434,300	\$ 215,423	\$ -	\$ 649,723

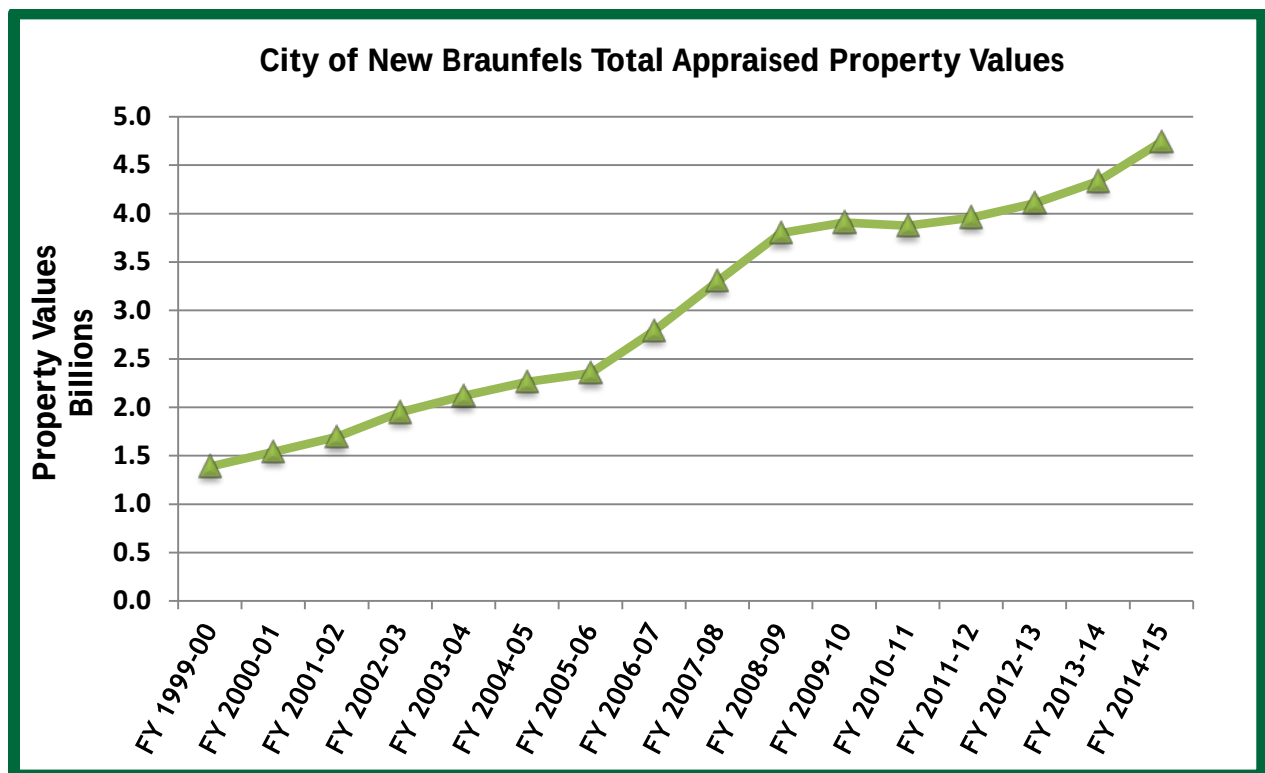
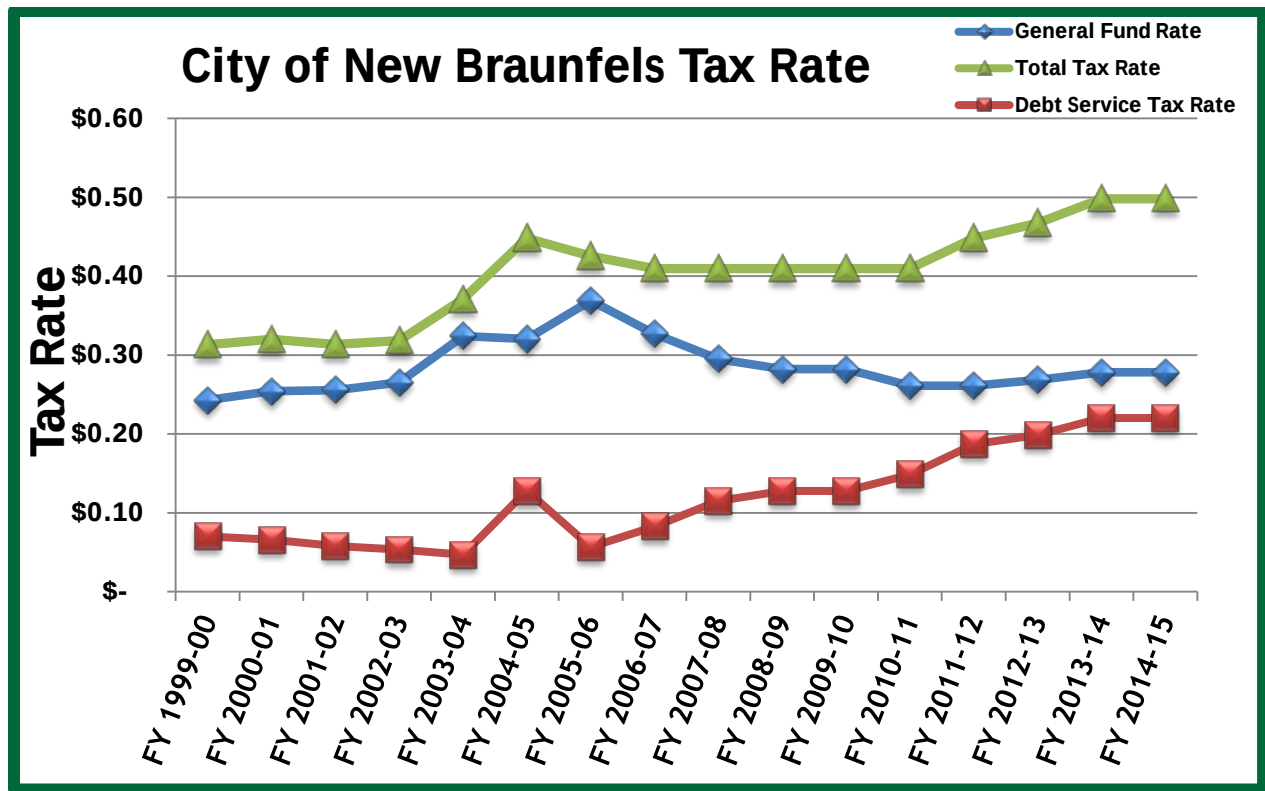
Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost

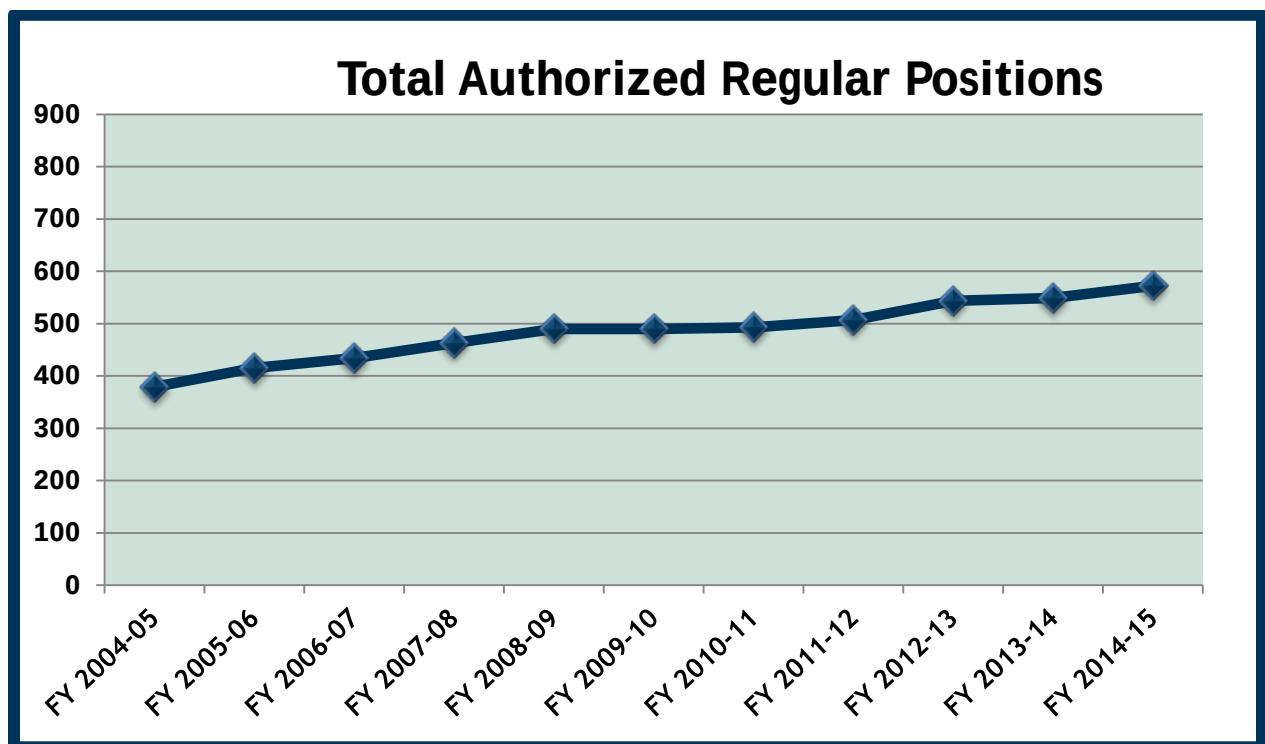
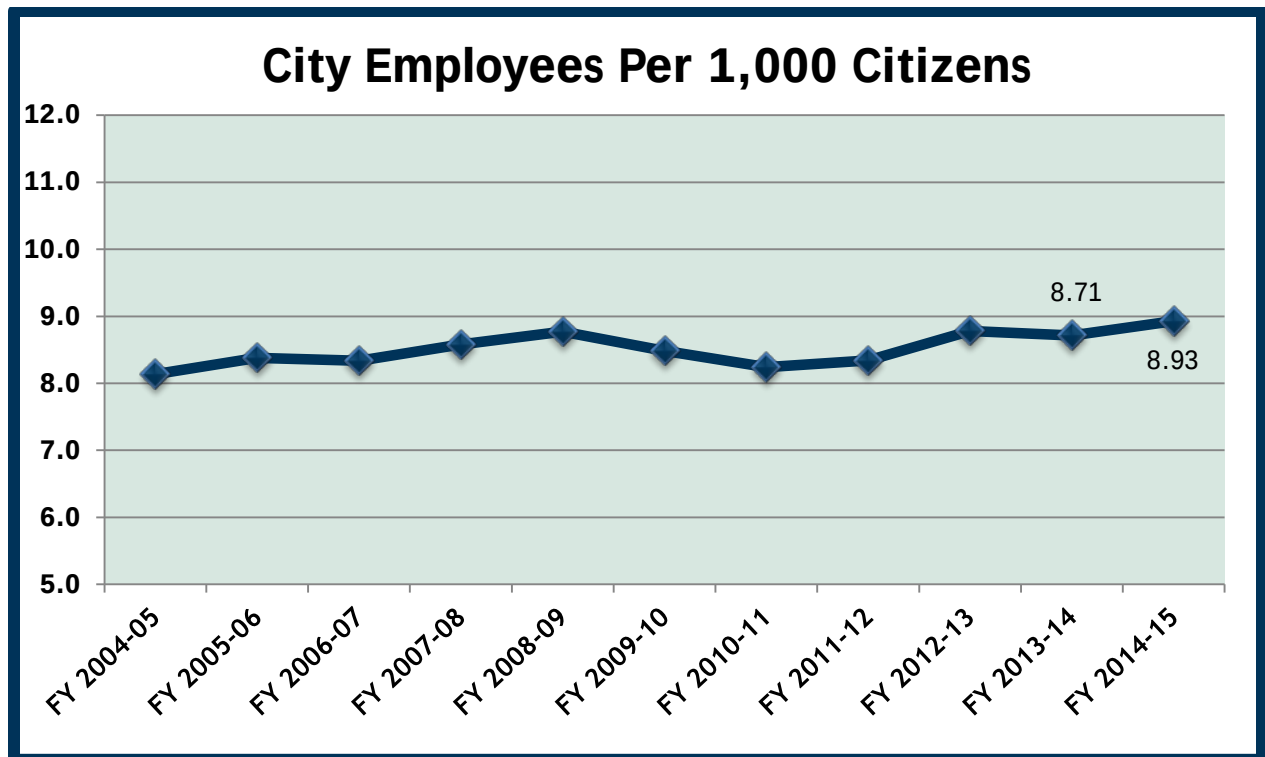
Parks and Recreation

One Park Development				
Specialist position	\$ 4,360	\$ 58,342		\$ 62,702
Add one Administrative Secretary position and eliminate existing seasonal administrative position				
	\$ 1,960	\$ 28,577	\$ (11,500)	\$ 19,037
One Volunteer Coordinator position				
	\$ 6,060	\$ 50,909		\$ 56,969
Landa Recreation Center air conditioning system replacement				
	\$ 9,775			\$ 9,775
Paddleboat replacements (2)				
	\$ 6,800			\$ 6,800
Landa Recreation Center - gym insulation and lighting installation				
	\$ 18,000			\$ 18,000
Landa Recreation Center - restroom renovations				
	\$ 30,000			\$ 30,000
Development of a river properties master plan				
	\$ 30,000			\$ 30,000
Five Z-Track mowers - to begin replacement of aging fleet				
	\$ 75,272			\$ 75,272
Parks administration office irrigation system				
	\$ 38,950			\$ 38,950
Towable cherry picker				
	\$ 50,000			\$ 50,000
15 passenger van for day camp and recreation programming				
	\$ 32,000	\$ 1,000		\$ 33,000

Unmet Needs Submitted by Departments				
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost
Parks and Recreation (Continued)				
Sidewalk reconstruction - Landa Park Aquatic Complex to Hinman Island	\$ 175,000			\$ 175,000
Solms Park walking path improvements	\$ 66,974			\$ 66,974
Panther Canyon Trail improvements	\$ 72,475			\$ 72,475
Articulating wheel loader - with excavator attachment	\$ 36,446			\$ 36,446
Total - Parks and Recreation	\$ 654,072	\$ 138,828	\$ (11,500)	\$ 781,400
Planning and Community Development				
One additional Senior Planner position	\$ 7,160	\$ 65,733		\$ 72,893
One additional Sanitarian I position	\$ 19,000	\$ 54,534		\$ 73,534
Tablet technology - Planning Division	\$ 2,600			\$ 2,600
Funding to complete Comprehensive Plan update - first phase of funding included in FY 2014-15	\$ 125,000			\$ 125,000
Downtown parking meter implementation (recurring costs for enforcement not yet determined)	\$ 200,000		\$ (240,000)	\$ (40,000)
Total - Planning and Community Development	\$ 353,760	\$ 120,267	\$ (240,000)	\$ 234,027
Total - General Fund Departments	\$ 4,608,025	\$ 6,360,379	\$(278,500)	\$10,689,904

Unmet Needs Submitted by Departments					
Description	One-Time Cost	Recurring Cost	Savings/ Revenue	Total Net Cost	
Airport					
Construction of maintenance facility	\$ 250,000			\$ 250,000	
Mowing attachment for tractor	\$ 16,000			\$ 16,000	
Zero turn radius mower	\$ 16,000			\$ 16,000	
Bobcat skid steer loader and attachments	\$ 75,000		\$ (10,000)	\$ 65,000	
Water and sewer construction for northeast side of the Airport	\$ 1,250,000			\$ 1,250,000	
Airport appraisal services	\$ 10,000			\$ 10,000	
Total - Airport	\$ 1,617,000	\$ -	\$ (10,000)	\$ 1,607,000	
Solid Waste					
Recycle center improvements - metal building and electrical	\$ 11,000			\$ 11,000	
Funding to complete improvements to fleet services center	\$ 310,000			\$ 310,000	
Total - Solid Waste	\$ 321,000	\$ -	\$ -	\$ 321,000	
Capital Programs					
Two Vehicles - Capital Project staff	\$ 48,000			\$ 48,000	
One Administrative Secretary position		\$ 28,059		\$ 28,059	
Total - Capital Programs	\$ 48,000	\$ 28,059	\$ -	\$ 76,059	
Total - All Departments	\$ 6,594,025	\$ 6,388,439	\$(288,500)	\$12,693,964	





Position Listing by Department

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>
Airport Fund	7	7	7
City Administration			
City Manager's Office	5	5	5
City Secretary	3	3	3
Information Technology	7	7	7
<i>Total City Administration</i>	<i>15</i>	<i>15</i>	<i>15</i>
Municipal Court	9	9	9
Juvenile Case Manager Fund	1	1	1
Capital Programs Division	6	8	8
City Attorney's Office	4	4	4
Civic/Convention Center Fund	8.5	8.5	8.5
Support Services	10	10	10
Human Resources	7	7	7
Fire			
Support Services	13	13	13
Operations	120	120	120
Emergency Management	1	1	1
<i>Total Uniform Positions</i>	<i>130</i>	<i>130</i>	<i>130</i>
<i>Total Fire</i>	<i>134</i>	<i>134</i>	<i>134</i>
Library Services			
Library	26.5	26.5	25.25
Westside Community Center	0	2	3
<i>Total Library Services</i>	<i>26.5</i>	<i>28.5</i>	<i>28.25</i>
Parks			
Administration	8	8	8
Recreation	20	20	27
Athletics	7.5	7.5	7.5
Aquatics	76	76	76
Rangers	17	17	17
Maintenance	22	22	26
<i>Total Parks</i>	<i>150.5</i>	<i>150.5</i>	<i>161.5</i>
Golf Course Fund	11.5	12.5	16.0

Position Listing by Department (continued)

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>
Planning and Community Development			
Environmental Services	10	10	11
Building Inspection	11	12	12
Planning	9	9	9
<i>Total Planning and Community Development</i>	30	31	32
Police			
Administration	10	11	11
Patrol	74	75	80
Criminal Investigations	22	23	23
Support Services	28	28	29
<i>Total Uniform Positions</i>	104	107	112
<i>Total Police</i>	134	137	143
Child Safety Fund - School Crossing Guards	14	14	14
Public Works			
Engineering	9.5	9.5	10.5
Streets	18	18	18
Drainage	10	10	11
Facilities Maintenance	6	6	6
<i>Total Public Works</i>	43.5	43.5	45.5
Facilities Maintenance Fund	1	1	1
EAHCP Fund	1	1	1
Solid Waste Fund	49.5	49.5	52.5
River Activities Fund	54.5	54.5	54.5
<i>Total - All Positions</i>	717.5	726.5	752.75
 <i>Full time regular positions</i>	 512.0	 522	 544
<i>Part time regular positions</i>	26.5	25.5	26.75
<i>Seasonal positions</i>	179	179	182

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.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
INFRASTRUCTURE		
<i>Develop operating and capital plans considering community input, realistic population and revenue projections, and other strategic priorities</i>	A	
Develop a clear strategic plan for Fire Department	In Progress	
Update Library long-range plan	Completed	
Complete improvements to Landa Park waterways (Landa Dam, spring-fed pool, retaining walls)	In progress	Landa Park Master Plan; Landa Park Rehabilitation Project is underway with estimated completion in early 2015.
Operate the solid waste program within parameters established by the rate study	On-going	Transition to once a week residential trash and recycling collection accomplished along with rate adjustments; updated rate study in 2013.
Develop five-year forecast of the General Fund and Debt Service Fund annually	Completed	Inaugural document completed in FY 2013-14. Forecast will now be updated annually and presented to City Council as the budget development process begins.
Work with other public entities to develop consistent population and other growth factor projections	On-going	Working with AACOG, Comal and Guadalupe counties to provide consistent population growth numbers
Work with TXDOT to develop a pavement management plan at airport	On-going	Airport Master Plan
Conduct a citizen survey regarding service needs and satisfaction	On-going	ICMA National Citizen Survey scheduled to be completed in FY 2014-15
<i>Use a variety of funding sources for operational and capital needs</i>	B	
Implement comprehensive storm water utility and storm water fees	In progress	
Explore creative funding alternatives and partnerships	On-going	Exploring opportunities for additional Transportation Enhancement Grant funding – funding awarded for Landa Street sidewalk/trail improvements; CDBG funding received for replacement of Jesse Garcia Park playground; received grant from

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		Texas Parks and Wildlife for trails at Fischer Park; Library is exploring opportunities for private funding of bookmobile.
Continue to work with Congressional delegation to obtain federal funds	On-going	City has utilized federal FEMA funds to purchase properties in the floodway
Effectively manage impact fees	On-going	Parks Master Plan, Comprehensive Plan, Roadway Impact Fee Study currently being updated 2013; available funds being used for costs associated with bond streets and drainage projects.
<i>Continue an ongoing program of infrastructure construction and maintenance</i>	B	
Upgrade City facilities in accordance with Facilities Master Plan	On-going	Park Maintenance Facility recently completed improvements; design underway for Public Works/Fire Training facility; preliminary design currently being completed for new City Hall.
Implement long-range capital improvement program (CIP) projects	On-going	Update to the Five Year Capital Improvement Program scheduled to begin in FY 2014-15; Capital Programs Division in place to centralize project management; \$86 million bond program approved by voters.
Continue the annual CIP process with community input	On-going	Update to the Five Year Capital Improvement Program scheduled to begin in FY 2014-15; extensive public input into formulation and implementation of 2013 bond projects.
PUBLIC SAFETY		
<i>Continue to ensure the protection of citizens' lives and property</i>	A	
Increase police officer presence in schools and after school programs	Not started	

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Improve the use of technology and enhance access to our public	In progress	CAD/Records Management software implementation went live in October 2013; additional modules will be implemented in FY 2014-15. A Facebook outreach page was developed in FY 2013-14.
Enhance abandoned building program to continue demolition and removal of buildings creating a potential fire hazard	On-going	Fire Department staff has already identified structures that reflect a potential hazard; in FY 2014-15, long term strategies for identifying structures continue to be developed.
Continue fuel reduction program - wild land/urban interface	On-going	Fire Department and Public Works have cleared several areas of potential fuel (dead vegetation and trees); areas will continue to be identified and cleared.
Enhance public education regarding the safe use of fireworks	On-going	
Continue program to provide smoke detectors in residences	On-going	Grant funding was sought but not awarded.
Continue program to increase awareness of cardiovascular disease	On-going	
<i>Maintain and review benchmarks and strive to meet or exceed agreed upon levels for public safety and services delivery</i>	A	
Conduct SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis that includes broad-based participation	Not started	
Conduct study to benchmark New Braunfels against comparable cities	In progress	ICMA National Citizens Survey will be updated in FY 2014-15 which assists in benchmarking New Braunfels with comparable cities. Market compensation study completed in FY 2013-14.
Conduct internal and external surveys of customer needs and customer satisfaction	On-going	Have begun external surveys. Began conducting internal surveys in FY 2012-13 in various departments.
<i>Develop and maintain a comprehensive program for water issues</i>	A	

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Develop storm water runoff regulations	On-going	Stormwater Management Strategy report presented to City Council in fall 2014. Stormwater program established in 2014 to comply with federal MS4 requirements. Coordination with Watershed Advisory Committee and stakeholders continues.
Expand flood-prone land acquisition	On-going	Parks Master Plan; The City was awarded a FEMA disaster mitigation grant and acquired several flood prone properties.
Revise ordinances to address building in floodway and floodplain	On-going	On-going review regarding potential drainage and water quality improvements. Stormwater Management Strategy report established in 2014 as a planning tool.
<i>Continue to develop proactive programs for transportation engineering</i>	B	
Improve review process for traffic control issues	In progress	
Partner with internal and external stakeholders to address proactive programs through design, engineering, traffic calming, and education	On-going	Comprehensive Plan
<i>Develop and enhance community partnerships with residential neighborhoods, businesses, and other entities</i>	B	
Develop communication clarity with developers, builders, and business owners regarding ordinances and code compliance	On-going	Comprehensive Plan; Continue to clarify ordinances through pre-development meetings; Consolidation of office space for development services to improve communication and service on hold due to planning for a new City Hall.
Enhance youth programs	On-going	Parks Master Plan, Comprehensive Plan, Community Needs Assessment; Parks and Recreation

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Enhance youth programs		Programs are expanded and enhanced yearly based on customer input, Parks and Recreation Teen Council organized in 2014 with focus on service projects. Library long range plan issued in spring 2014 and includes youth programming issues. Operation of Westside Community Center provides more options for youth programming including the Digital Media Creation Lab and after school programs including Homework Help and special interest clubs cosponsored by Parks. The Police Department has on-going programs such as Operation Intervention and Kid Print. Municipal Court will continue to enhance the Teen Court program, working in coordination with Connections. The Court also will provide drug court videos as a condition of probation.
Continue to hold community stakeholder meetings	On-going	River Activities Committee continues to exist and work towards improving the management and oversight of river related issues.
Expand partnerships with school districts	On-going	Parks Master Plan, Comprehensive Plan, Community Needs Assessment; Library Master Plan includes expanding services to districts and becoming a Connect to Compete site. Municipal Court will present curriculum to both school districts in the City and all age groups. Morningside Elementary School students are engaged in design of Morningside Park.
Enhance local speakers bureau for all departments	On-going	The Police Department has a Community Relations position as well as other officers who are regularly called upon to give

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		presentations in the public. Urban Forester provides educational programs for local schools.
Improve emergency management preparedness and coordination	On-going	On-going training of non-public safety employees in emergency management. Conducting exercises with City employees. Developed a Community Emergency Response Team (CERT). Training personnel in Web EOC, and utilizing planned events to test system.
Encourage City staff participation in community organizations and boards	On-going	Staff participates in United Way, Lions Club, Kiwanis, Rotary Clubs and other community service organizations. A United Way employee committee was implemented to increase participation. Parks and Recreation staff works with Eagle Scouts throughout the year to complete project requirements.
EFFECTIVE MANAGEMENT		
<i>Maintain fiscal stability of City operations</i>	A	
Develop sound indirect cost rates for enterprise funds and grants	Not started	
Develop NBU payment alternatives	Not started	
Implement a “Buy Local” program	In progress	Streets and drainage improvements engineering services acquired through local firms for small and large projects.
Develop predictors for property tax value changes	In progress	Housing starts, building permits, other indicators are tracked and analyzed.
Update user fees	In progress	Cost of service/rate study was conducted on various functions along with a market survey. Pool fees, health inspection fees, planning fees and Civic/Convention Center rates were approved for adjustment in FY 2013-14. Additional adjustments to health inspection fees are planned for FY

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		2014-15
Explore health clinic in partnership with other entities	On-going	Employee Benefits Committee will continue to review along with other initiatives, such as a Health Savings Account plan option for employees.
Improve performance measurement tracking and reporting (including training)	On-going	Enhanced performance measures created in FY 2012-13 and are now being tracked quarterly.
Provide periodic budget updates to directors with both revenues and expenses	On-going	Support Services conducts quarterly budget reviews with department directors to review revenues and expenses.
Review workers compensation, property, and health insurance programs and expenditures for efficiencies and possible cost management measures	On-going	Workers compensation policy changed; changed to new insurance carrier in 2013 to generate savings. Benefits consultants to complete more extensive review and work with staff on a three year plan for managing the City's insurance plan(s).
Develop and fund heavy equipment replacement program	On-going	Program implemented in Solid Waste only; purchases made annually based on program parameters.
<i>Maintain an ongoing program to provide exemplary customer service</i>	A	
Create a cultural shift to a problem resolution focus	On-going	Implemented Ethics Point
Continue customer service training	On-going	Implemented New Hire and NB101(class for employees about all City departments/services) to include customer service segments; offering recurring customer service training to all employees
Provide training to educate employees about City services	On-going	NB101 continues to be provided periodically to all City employees.
Continue process improvement efforts	On-going	City Attorney's Office now using Accella software program to intake, track and process all internal requests for legal services.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Continue improvements to the development processes including realignment of responsibilities	On-going	Constant review and adjustment as needed. Adopted revised building fee schedule in April/May 2013 to improve processing time and simplify fees.
<i>Provide effective project management</i>	A	
Improve capital project expenditure tracking	In progress	Capital Programs Division established in FY 2012-13 which improves tracking of project spending.
Improve communication with Council and the community regarding CIP process and projects	On-going	Project specific press releases along with updates on project are currently produced for public consumption and posted on the website; 2013 Bond Program has extensive information on City website. Council workshops held throughout the year on 2013 bond projects. Capital Project Status Report included in monthly financial report to City Council.
Identify and work to acquire the human and financial resources needed to implement capital projects	On-going	Staffing levels adjusted to meet CIP management demands. In FY 2012-13, Capital Programs Division created to effectively manage projects; division expanded in FY 2013-14 to manage all projects including bond program. Actively working on implementing recommendations provided in third party review of capital programs management.
Expand program to inform public about all capital projects	On-going	Project specific press releases along with updates on project are currently produced for public consumption and posted on the website; 2013 Bond Program has extensive information on City website that will be updated with projects' statuses.
Manage projects based on street condition survey	On-going	Funding included in FY 2014-15 to purchase new pavement management software as well as

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		complete a new street condition survey. Working together with NBU and other purveyors to synchronize capital road projects with utility relocation, repair and reconstruction needs.
Enhance the process for acquiring professional services to effectively implement the CIP program	On-going	Implemented a program to employ local engineering consultants to design maintenance projects and capital improvement projects. Currently implementing strategies to acquire professional services related to alternative project delivery methods including Construction Manager at Risk.
<i>Be an employer of choice</i>	A	
Complete policy updates	Completed	Personnel policies to be finalized in the spring of 2015
Continue the focus on the “Good to Great” program	On-going	Will reevaluate methods to implement into leadership and supervisory training in FY 2014-15.
Continue and promote tuition reimbursement and other learning opportunities	On-going	Increased participation in program continues
Improve how to communicate the benefits of working for the City to applicants	On-going	Completed and distributed benefits brochure; information on website updated; booklet detailing all benefits has been compiled for employees in FY 2014-15.
Keep salaries market competitive	On-going	Pay Plan Committee(s) implemented October 2014; market study completed during FY 2013-14. Market study partially implemented in FY 2014-15.
Improve facilities in which employees work	On-going	Improvements recently completed Park Maintenance building. Police Department currently making several significant facility enhancements such as the development of a Mechanic’s shop and additional work/storage space in. Currently in preliminary design of new City Hall facility.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
<i>Continue a comprehensive program for communicating with the public</i>	B	
Develop a City of New Braunfels page in the newspaper	Not started	
Expand and publicize the online feedback system	In progress	Implemented on City website. Staff does follow-up with individuals on performance. Implemented Citizens Access Portal through Accela land and asset management software to provide information and opportunities to request services.
Develop a City public information presentation for various uses	In progress	Press releases issued routinely with additional outreach when warranted. Parks and Recreation newsletter issued monthly, frequent social media updates provided for programs and project updates.
Publicize Accela on-line services once it goes “live”	In progress	Work has begun to implement Accela’s citizen access portal; first phase went live in FY 2013-14.
Better utilization of resources — Channel 21 and website	On-going	Now in use for City-wide emergency communications; improved content on both media; website overhaul completed in 2012.
Utilize organizations such as service clubs and neighborhood associations to communicate information to the public about the City’s activities/successes/etc.	On-going	Quarterly Parks Foundation newsletter issued; quarterly Downtown newsletter and Historic Happenings also produced and distributed. Reports on City activities provided to New Braunfels Chamber of Commerce Transportation Committee. Library sends out a weekly event email, individual event emails and a monthly newsletter that will be initiated in November 2013.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Provide periodic updates on projects to City Council and the community	On-going	Monthly report on projects and accomplishments provided to Council by City Manager. Parks and Recreation updates provided regularly via email newsletters
Expand the City's website	On-going	Council meetings can be watched via the City website as well. The Library website has implemented LibGuides which are curated content subject guides, Landa Park Golf Course website was launched with reopening of course.
Use radio and newspapers more proactively	On-going	Both are contacted when Emergency Operations Center is activated; used throughout emergency.
Create a City University	Completed	An alumni group has been formed in FY 2012-13; new session will be offered in January 2015.
<i>Promote and encourage a sustainable high-performing workforce and environment</i>	B	
Develop online employment application	In progress	Research will begin in spring 2015 with a targeted implementation date of spring 2016.
Complete personnel policies update	Completed	to be finalized in spring of 2015
Initiate succession planning	In progress	Leadership training is a requirement now for all Fire Department officers.
Promote a "corporate" culture of customer service to employees	On-going	Customer service training provided; NB 101 emphasizes customer service.
Develop intern programs	On-going	Intern program in place through various departments
Develop and expand technology training for City staff	On-going	Training opportunities provided regularly.
Conduct phone system training	On-going	Incorporated into New Hire Orientation
Complete the technology plan implementation	On-going	Two major software implementations completed – Accela (land and asset

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Complete the technology plan implementation		management) and OneSolution (finance/payroll/human resources). Document management is the remaining major project identified. Laserfiche (current document management software) was upgraded in 2013.
Develop career paths	On-going	Career paths have been developed in several departments
Expand the wellness program	On-going	Added Weight Watchers programs and exercise classes for City employees. Benefits consultants to do a comprehensive review of wellness program; A Health and Wellness Expo was held October 2014.
Continue effective management of employee benefits and insurance programs	On-going	Held mandatory employee meetings to brief all on employee benefits; active Employee Benefits Committee
Enhance the employee recognition program	On-going	Service awards ceremony to include all employees and expanded award program. Annual awards ceremony for Fire Department and Police Department implemented.
Complete and adopt safety policies; analyze safety trends in departments and communicate with departments to reduce accidents	On-going	Fire Department Standard Operating Procedures include mandated safety policies; City-wide policies included in Personnel Policies completed in the spring of 2014; invited TML to review trends with departments
<i>Be proactive in influencing legislative policies</i>	C	
Maintain legislative pressure on Texas local delegation to promote local goals	On-going	
Monitor and communicate legislation affecting employment	On-going	Staff in the Human Resources Department participates on a legislative committee of a municipal Human Resources professional organization; distributes information to staff.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Monitor benefits changes at the federal level as well as in national healthcare	On-going	Implementing changes in City's employee medical benefits to comply with new federal legislation
QUALITY OF LIFE		
<i>Foster opportunities for affordable housing</i>	A	
Define affordable housing for various income levels and determine how it can help attract a great, diversified workforce to New Braunfels	In progress	The City is working with the Department of Housing and Urban Development through their technical assistance program to develop a comprehensive plan that will assess the City's housing needs. The next step will be to use the comprehensive plan's identified strategies to develop a work plan that addresses affordable housing in the City
Develop a plan to encourage affordable housing	In progress	Reviewing ordinance options for diversified housing; Library is providing training for Habitat for Humanity computer grant.
<i>Ensure expanded age-appropriate educational, workforce development and literacy opportunities</i>	B	
Explore opportunities to involve high school students in City government	Not started	
Increase partnership with Central Texas Technology Center (CTTC) to prepare the workforce for <i>New Braunfels</i> job opportunities	In progress	Library Master Plan includes CTTC assessment; 2013 bond program includes funding to expand CTTC facility.
Increase interdepartmental programs between Parks, Police Department, Fire Department and the Library	In progress	Community Needs Assessment; Westside Community Center provides opportunities for joint programming targeting youth such as Homework Help, Digital Creation Lab, After School Clubs and in Spring 2014 – community garden.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Encourage non-alcohol events and activities targeting youth	On-going	Community Needs Assessment. On-going programs such as Operation Intervention and Project Graduation; increase in Library teen programs including FIRST robotics activities, Saturday programming for ages 10 to 18. Parks and Recreation Teen Council started in 2014 with focus on service projects.
Expand off-hours programs for literacy and learning	In progress	Library Long Range Plan; Westside Community Center (WCC) is offering programs in a previously underserved area. Library has implemented Saturday programs for all ages at the main and WCC locations.
Explore mobility options for library outreach	In progress	Library Long Range Plan; Library received two grants for outreach through the Westside Community Center and will continue to seek grant opportunities. Library is looking for grant/private funding for bookmobile acquisition.
Explore a community literacy program such as One Read	In progress	Library Long Range Plan
Explore multiuse facilities in the Library Master Plan	In progress	Library Long Range Plan.
Develop intergenerational programming for recreational learning	On-going	Programs held by the Parks and Recreation Department such as Grandparents tee time, mommy/me classes. Library has added additional baby, toddler and early literacy programs at main library and Westside Community Center.
Expand career and employment resources and training	On-going	Library has increased online employment services such as providing classes at the library and the Texas Workforce Commission. Library has added online computer training for use by library patrons and City staff. Parks and Recreation provides many first time work

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Expand career and employment resources and training		opportunities through summer employment for local youth.
<i>Expand recreational, arts and cultural enrichment opportunities</i>	B	
Explore options to implement a youth sports complex and recreation center	In progress	Parks Master Plan, Sports Complex Master Plan, Sports Tourism Study. 2013 Bond Program addresses design and construction of a recreation center and purchase of land for a future sports complex.
Encourage and promote a healthy community fitness and wellness campaign	In progress	Parks Master Plan, Comprehensive Plan, Community Need Assessment; Parks and Westside Community Center staff working with Healthy Living Coalition to incorporate opportunities for healthy lifestyle in the community. Parks offered activities in 2013 to promote family fitness.
Expand intradepartmental programs with parks and library	On-going	Library Long Range Plan, Parks Master Plan, Comprehensive Plan. Westside Community Center will provide opportunities for programming targeting youth.
<i>Preserve and improve our open space</i>	B	
Implement Landa Park Master Plan	In progress	Parks Master Plan, Landa Park Master Plan; Landa Park design principals completed; retaining walls and bridge replacement projects underway. Landa Park Master Plan RFQ will be issued 2015.
Analyze and implement improvements to river infrastructure	In progress	River Activities Committee will analyze infrastructure improvements for Council to consider in FY 2014-15.
Complete and implement the Parks, Recreation and Open Space Master Plan	On-going	Parks Master Plan; Landa Park improvements began in 2013. Fischer Park construction will be completed in FY 2014-15; Golf course renovation completed in

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		October 2014; 2013 Bond program addresses recreation center, Dry Comal trails and sports complex land acquisition.
Purchase open space land as opportunities arise	On-going	Parks Master Plan, Comprehensive Plan
Acquire floodplain properties and riverfront properties	On-going	Parks Master Plan, Comprehensive Plan; six properties were acquired during FY 2012-13
Encourage neighborhood adoption of small parks for maintenance and upkeep	On-going	Parks Master Plan; six parks adopted by volunteers. Eagle Scouts completed five projects in FY 2012-13.
<i>Protect the integrity of our neighborhoods</i>	B	
Implement railroad quiet zones	In progress	Quiet Zone 1 implemented September 2012; Quiet Zone 2 implemented November 2013. Quiet Zone 3, 4, and 5 are in construction phase with implementation expected spring 2015. Quiet Zone 6 (FM 306 Overpass Project) expected to be implemented summer 2015.
Continue creation of historic districts	On-going	Comprehensive Plan; Downtown historic district has been created along with others.
Develop a Neighborhood Action Program to address individual neighborhood concerns	On-going	Working with neighborhoods to address appropriate zoning options; Fire Department fuel reduction projects underway.
Develop additional options for bulk trash pickup	On-going	Call in service offered along with quarterly pickups. Household hazardous waste drop events on-going.
Review development ordinances to ensure compatible land use	On-going	Comprehensive Plan/ Land Use Plan
GROWTH AND DEVELOPMENT		
<i>Ensure sustainable quality development</i>	A	
Revise ordinance regarding residential landscaping	In progress	Comprehensive Plan, Land Use Plan; revising platting ordinances; updating as a part of federally

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
		mandated stormwater regulations in FY 2014-15.
Implement the Downtown Plan (including addressing parking)	On-going	Comprehensive Plan, Downtown Implementation Plan. Committee working towards implementation including downtown improvements; two billboards were installed in October 2012 to market downtown. Construction of sidewalk/pedestrian improvements expected to begin early 2015.
Offer the City's resources to partner organizations to increase their effectiveness (e.g. GIS)	On-going	GIS staff developing a database for emergency events to assist all agencies in preparing for disaster situations more effectively; enhancements to data sharing for GIS completed in FY 2012-13; working with Bexar Metro 911, Comal County, Guadalupe County, Seguin and Shertz to improve data sharing process.
Define and document the City's economic development policy	On-going	Economic Development Strategic Plan completed
<i>Promote premium mixed-use development within the community</i>	A	
Revise Planned Development District ordinance to encourage mixed-use development	In progress	Comprehensive Plan, Land Use Plan. Zoning ordinance revisions completed in 2012.
<i>Continue to develop year-round tourism</i>	A	
Use the existing tourism study to identify opportunities for year round tourism	On-going	Cemetery Master Plan complete; historic cemetery tour event held; walking tour of historic cemetery developed; downtown historic walking tour held; Wein and Saengerfest promoted regionally
- Increase use of the Civic/Convention Center as a meeting destination - Encourage regional meetings to locate in	On-going	Created webpage: www.nbtexas.org/civic_center . Submitted photos for www.meetnb.com (Chamber

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
New Braunfels using employees participation in professional organizations		managed site); finalized a new brochure; listings created on associated websites (wedding, meeting planners).
Focus on developing and marketing hike and bike trails and opportunities	On-going	Parks and Recreation Master Plan, Hike/Bike portion of Comprehensive Plan, participation in Active Living Coalition; 2013 Bond Program includes funding for Dry Comal Hike and Bike Trail, staff participating in MPO Regional Bike and Pedestrian Planning study.
Enhance marketing of the Landa Park golf course	On-going	Parks and Recreation Master Plan, Golf Renovation Plan; new Landa Park Golf Course website launched with reopening of course, new smart phone application developed for course, new marketing plan developed for reopening of course.
Attract youth sports tournaments	On-going	2013 bond program funds the purchase of land for a future sports complex
Enhance City services to attract more winter Texans	On-going	
Explore opportunities to link holiday activities and events to make New Braunfels a destination holiday experience	On-going	Participation in Festagge Celebration through coordination of Downtown Lighting and Wassailfest.
<i>Cultivate the relationship with the Greater New Braunfels Chamber of Commerce to address initiatives</i>	A	
Work with the Chamber of Commerce and Convention and Visitors Bureau to develop community-wide network of communication professionals	On-going	Enhanced communication with citizens and visitors by pooling resources and broadening the reach of community interest messaging
<i>Implement the vision for the future of the City of New Braunfels</i>	B	
Work with other entities and the community to develop a City vision including available resources	On-going	Plan to begin update Comprehensive Plan in FY 2014-15. Economic Strategic Plan completed and adopted.

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
Update the Comprehensive Plan to ensure that it matches the City's vision	On-going	Plan to begin update Comprehensive Plan in FY 2014-15.
<i>Continue to improve the development process to increase customer friendliness</i>	B	
Continue to streamline the development process	In progress	Consolidation of office space for development services to improve communication and service will be implemented into the design of the new City Hall facility.
<i>Ensure a variety of transportation options for pedestrian, cycling and vehicular mobility</i>	B	
Actively pursue bringing light rail through New Braunfels	On-going	Regional Transportation Plan; Comprehensive Plan, Thoroughfare Plan. Working closely with Lone Star Rail District and San Antonio MPO.
Revise platting ordinances to include connectivity issues	On-going	Comprehensive Plan, Thoroughfare Plan; Regional Transportation Plan Addressing platting ordinance for Fire Code connectivity requirements' consistency and overall City-wide connectivity
Plan and implement a bond election	Completed	\$86 million bond package approved by voters in May 2013.
Review staffing, response protocols, and resource placement to maximize response efficiency	Completed	The Police Department revised officer schedules to determine and implement the most efficient way to allocate resources.
Establish an emergency response protocol with the Fire Department to provide the airport with aircraft fire and safety services	Completed	Updated response protocol and signed agreement with airport tower management. In the fall of 2014, the City acquired a used Aircraft Rescue and Fire Fighting (ARFF) response vehicle.
Add a traffic planning and engineering function	Completed	Engineering staff with Traffic planning background hired. Continuing to work on a comprehensive plan for traffic control.
Implement new finance, purchasing, HR, and	Completed	Project completed, additional software interfaces and modules

LONG-TERM OBJECTIVE/ACTION ITEMS	COUNCIL PRIORITY/ STATUS	RELATED PLAN/ ACTIVITIES COMPLETED
budget software		will be implemented as needed. Upgrade to most recent version of software completed in October 2013.
Implement front lobby and receptionist customer service efforts	Completed	
Review and possibly update the hike and bike trail plan	Completed	Parks Master Plan, Comprehensive Plan update to begin in FY 2014-15
Complete Fischer Park Master plan	Completed	Park improvements under construction
Work on a regional transportation plan	Completed	Comprehensive Plan update to begin in FY 2014-15.

City of New Braunfels
Fund Balance Summaries
Fiscal Year Ending September 30, 2015

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual		Estimate		Budget	
<u>All Funds Summary</u>						
Beginning Balance	\$	62,804,607	\$	71,241,484	\$	58,503,798
Total Revenue	\$	109,664,477	\$	112,159,049	\$	109,567,397
Total Available Funds	\$	172,469,084	\$	183,400,533	\$	168,071,195
Total Expenditures	\$	101,078,567	\$	124,745,402	\$	138,712,269
Ending Fund Balance	\$	71,390,517	\$	58,655,131	\$	29,358,926
<u>General Fund</u>						
Beginning Balance	\$	16,839,391	\$	15,189,174	\$	16,656,450
Total Revenue	\$	44,182,851	\$	47,436,306	\$	49,594,501
Total Available Funds	\$	61,022,242	\$	62,625,480	\$	66,250,951
Total Expenditures	\$	45,833,069	\$	45,969,030	\$	50,961,453
Ending Fund Balance	\$	15,189,174	\$	16,656,450	\$	15,289,498
<u>Special Revenue Funds</u>						
Beginning Balance	\$	9,233,836	\$	9,445,283	\$	9,528,951
Total Revenue	\$	12,463,322	\$	9,125,877	\$	10,973,797
Total Available Funds	\$	21,697,158	\$	18,571,159	\$	20,502,748
Total Expenditures	\$	12,403,211	\$	8,890,873	\$	11,704,095
Ending Fund Balance	\$	9,293,947	\$	9,680,286	\$	8,798,654
<u>Capital Improvement Project Funds</u>						
Beginning Balance	\$	32,438,396	\$	41,853,842	\$	27,056,874
Total Revenue	\$	26,386,559	\$	26,953,136	\$	17,050,095
Total Available Funds	\$	58,824,955	\$	68,806,978	\$	44,106,969
Total Expenditures	\$	16,726,104	\$	41,750,106	\$	44,106,969
Ending Fund Balance	\$	42,098,851	\$	27,056,872	\$	0

City of New Braunfels
Fund Balance Summaries
Fiscal Year Ending September 30, 2015

FY 2012-13	FY 2013-14	FY 2014-15
Actual	Estimate	Budget

Debt Service Fund

Beginning Balance	\$ 785,975	\$ 809,356	\$ 1,273,661
Total Revenue	\$ 10,367,186	\$ 12,097,655	\$ 13,372,540
Total Available Funds	\$ 11,153,161	\$ 12,907,011	\$ 14,646,200
Total Expenditures	\$ 10,343,806	\$ 11,633,350	\$ 13,247,729
Ending Fund Balance	\$ 809,356	\$ 1,273,661	\$ 1,398,471

Airport Fund

Beginning Balance	\$ 8,510	\$ (6,713)	\$ 28,444
Total Revenue	\$ 1,879,193	\$ 2,323,230	\$ 2,673,550
Total Available Funds	\$ 1,887,703	\$ 2,316,517	\$ 2,701,994
Total Expenditures	\$ 1,894,416	\$ 2,288,073	\$ 2,697,483
Ending Fund Balance	\$ (6,713)	\$ 28,444	\$ 4,511

Civic Center Fund

Beginning Balance	\$ 231,381	\$ 14,158	\$ 122,113
Total Revenue	\$ 600,817	\$ 700,721	\$ 690,731
Total Available Funds	\$ 832,198	\$ 714,879	\$ 812,844
Total Expenditures	\$ 818,040	\$ 592,766	\$ 650,275
Ending Fund Balance	\$ 14,158	\$ 122,113	\$ 162,569

Golf Fund

Beginning Balance	\$ 254,644	\$ 429,660	\$ 253,390
Total Revenue	\$ 1,075,987	\$ 461,505	\$ 2,036,595
Total Available Funds	\$ 1,330,631	\$ 891,165	\$ 2,289,985
Total Expenditures	\$ 900,971	\$ 637,776	\$ 1,860,611
Ending Fund Balance	\$ 429,660	\$ 253,390	\$ 429,374

City of New Braunfels
Fund Balance Summaries
Fiscal Year Ending September 30, 2015

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual		Estimate		Budget	
<u>Solid Waste Fund</u>						
Beginning Balance	\$	2,405,277	\$	2,692,302	\$	2,440,400
Total Revenue	\$	7,240,945	\$	7,546,541	\$	7,714,601
Total Available Funds	\$	9,646,222	\$	10,238,843	\$	10,155,001
Total Expenditures	\$	6,953,920	\$	7,798,443	\$	8,125,470
Ending Fund Balance	\$	2,692,302	\$	2,440,400	\$	2,029,531
<u>Self Insurance Fund</u>						
Beginning Balance	\$	607,197	\$	814,422	\$	1,143,516
Total Revenue	\$	5,467,616	\$	5,514,079	\$	5,460,987
Total Available Funds	\$	6,074,813	\$	6,328,501	\$	6,604,503
Total Expenditures	\$	5,205,031	\$	5,184,985	\$	5,358,185
Ending Fund Balance	\$	869,782	\$	1,143,516	\$	1,246,318

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	All Funds		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 30,366,211	\$ 29,387,642	\$ 31,446,924
Reserve for Projects	32,438,396	41,853,842	27,056,874
Total Beginning Balance	\$ 62,804,607	\$ 71,241,484	\$ 58,503,798
Revenue			
Taxes and Franchise Fees	\$ 46,265,775	\$ 51,017,039	\$ 53,483,443
Licenses and Permits	2,257,525	2,517,515	2,638,990
Charges for Services	13,173,395	13,029,907	15,543,694
Fines and Forfeitures	1,172,668	1,160,257	1,199,751
Parks and Recreation	1,257,234	1,575,275	1,710,450
Interest Income	201,872	106,633	144,900
Development Fees	1,425,702	1,618,300	1,692,500
Intergovernmental	6,921,534	1,895,654	3,300,597
Contributions	7,218,922	7,696,808	7,517,050
Proceeds from Debt Issuance	20,466,302	24,875,000	15,290,500
Miscellaneous	2,078,521	2,305,766	1,723,350
Interfund Transfers	7,225,026	4,360,895	5,322,173
Total Revenue	\$ 109,664,477	\$ 112,159,049	\$ 109,567,397
TOTAL AVAILABLE FUNDS	\$ 172,469,084	\$ 183,400,533	\$ 168,071,195
APPROPRIATIONS			
General Government	\$ 13,918,878	\$ 14,006,779	\$ 16,209,592
Planning and Community Development	2,409,497	2,477,958	2,983,006
Public Safety	27,707,412	28,187,229	29,257,331
Public Works	15,226,640	14,866,105	16,504,580
Parks and Recreation	5,071,459	4,925,131	6,423,932
Library	1,814,711	1,830,794	1,994,017
Airport	1,897,979	2,252,001	2,308,512
Capital Improvement Projects	16,460,136	41,565,106	43,527,924
Interfund Transfers	1,779,808	2,699,491	3,746,596
Debt Service	14,100,982	11,934,807	13,247,729
Contingencies	691,065	-	2,509,050
TOTAL APPROPRIATIONS	\$ 101,078,567	\$ 124,745,402	\$ 138,712,269
Ending Fund Balance	\$ 71,390,518	\$ 58,655,130	\$ 29,358,926
TOTAL APPROPRIATIONS	\$ 172,469,085	\$ 183,400,532	\$ 168,071,195

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	General Fund		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 16,839,391	\$ 15,189,174	\$ 16,656,450
Reserve for Projects			
Total Beginning Balance	\$ 16,839,391	\$ 15,189,174	\$ 16,656,450
Revenue			
Taxes and Franchise Fees	\$ 34,721,575	\$ 37,891,159	\$ 39,269,972
Licenses and Permits	2,247,138	2,510,915	2,632,390
Charges for Services	2,929,221	2,790,250	3,087,600
Fines and Forfeitures	987,257	983,450	1,019,126
Parks and Recreation	1,059,919	1,161,175	1,296,350
Interest Income	62,777	35,000	70,000
Development Fees			
Intergovernmental	54,736	20,000	20,000
Contributions			
Proceeds from Debt Issuance			
Miscellaneous	1,437,666	1,327,399	1,399,350
Interfund Transfers	682,562	716,958	799,714
Total Revenue	\$ 44,182,851	\$ 47,436,306	\$ 49,594,501
TOTAL AVAILABLE FUNDS	\$ 61,022,242	\$ 62,625,480	\$ 66,250,951
APPROPRIATIONS			
General Government	\$ 5,137,435	\$ 5,407,457	\$ 5,468,085
Planning and Community Development	2,409,497	2,455,818	2,742,506
Public Safety	26,273,564	26,937,684	28,016,514
Public Works	4,964,606	5,132,417	5,762,305
Parks and Recreation	3,829,308	3,773,879	4,606,066
Library	1,735,855	1,772,582	1,987,702
Airport			
Capital Improvement Projects			
Interfund Transfers	791,738	489,192	848,975
Debt Service			
Contingencies	691,065	-	1,529,300
TOTAL APPROPRIATIONS	\$ 45,833,069	\$ 45,969,030	\$ 50,961,453
Ending Fund Balance	\$ 15,189,174	\$ 16,656,450	\$ 15,289,498
TOTAL APPROPRIATIONS	\$ 61,022,242	\$ 62,625,480	\$ 66,250,951

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	Enterprise Funds		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 2,899,812	\$ 3,129,408	\$ 2,844,347
Reserve for Projects			
Total Beginning Balance	\$ 2,899,812	\$ 3,129,408	\$ 2,844,347
Revenue			
Taxes and Franchise Fees	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-
Charges for Services	10,244,174	10,048,658	12,265,094
Fines and Forfeitures	-	-	-
Parks and Recreation	-	-	-
Interest Income	1,731	1,130	1,000
Development Fees	-	-	-
Intergovernmental	50,000	50,000	50,000
Contributions	-	283,500	290,500
Proceeds from Debt Issuance			
Miscellaneous	145,232	249,241	174,000
Interfund Transfers	355,805	399,468	334,883
Total Revenue	\$ 10,796,942	\$ 11,031,997	\$ 13,115,477
TOTAL AVAILABLE FUNDS	\$ 13,696,754	\$ 14,161,404	\$ 15,959,824
APPROPRIATIONS			
General Government	\$ 598,632	\$ 560,863	\$ 611,500
Planning and Community Development	-	-	-
Public Safety	-	-	-
Public Works	6,230,914	6,560,497	7,195,600
Parks and Recreation	855,315	637,776	1,291,712
Library	-	-	-
Airport	1,894,416	2,197,063	2,308,512
Capital Improvement Projects	-	-	-
Interfund Transfers	988,070	1,244,402	1,801,714
Debt Service	-	116,457	-
Contingencies	-	-	124,800
TOTAL APPROPRIATIONS	\$ 10,567,346	\$ 11,317,057	\$ 13,333,839
Ending Fund Balance	\$ 3,129,408	\$ 2,844,347	\$ 2,625,985
TOTAL APPROPRIATIONS	\$ 13,696,754	\$ 14,161,404	\$ 15,959,824

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	Special Revenue Funds		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 9,233,836	\$ 9,445,283	\$ 9,528,951
Reserve for Projects			
Total Beginning Balance	\$ 9,233,836	\$ 9,445,283	\$ 9,528,951
Revenue			
Taxes and Franchise Fees	\$ 3,525,106	\$ 3,806,879	\$ 3,995,466
Licenses and Permits	10,387	6,600	6,600
Charges for Services	-	191,000	191,000
Fines and Forfeitures	185,411	176,807	180,625
Parks and Recreation	197,315	414,100	414,100
Interest Income	41,123	19,408	19,900
Development Fees	-	99,900	36,000
Intergovernmental	2,581,501	1,787,412	3,230,597
Contributions	60,514	105,650	100,000
Proceeds from Debt Issuance			
Miscellaneous	481,815	415,330	150,000
Interfund Transfers	5,380,150	2,102,790	2,649,509
Total Revenue	\$ 12,463,322	\$ 9,125,877	\$ 10,973,797
TOTAL AVAILABLE FUNDS	\$ 21,697,158	\$ 18,571,159	\$ 20,502,748
APPROPRIATIONS			
General Government	\$ 2,977,780	\$ 2,853,474	\$ 4,771,821
Planning and Community Development	-	22,140	240,500
Public Safety	1,433,847	1,249,545	1,240,818
Public Works	4,031,121	3,173,191	3,546,675
Parks and Recreation	386,836	513,476	526,154
Library	78,856	58,212	6,315
Airport	3,563	54,938	-
Capital Improvement Projects	-	-	325,000
Interfund Transfers	-	965,897	1,046,812
Debt Service	3,491,208	-	-
Contingencies	-	-	-
TOTAL APPROPRIATIONS	\$ 12,403,211	\$ 8,890,873	\$ 11,704,095
Ending Fund Balance	\$ 9,293,947	\$ 9,680,286	\$ 8,798,654
TOTAL APPROPRIATIONS	\$ 21,697,159	\$ 18,571,159	\$ 20,502,748

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	Capital Improvement Funds		
	FY 2012-13	FY 2013-14	FY 2014-15
Available Funds	Actual	Estimate	Budget
Beginning Balance			
Undesignated Funds			
Reserve for Projects	\$ 32,438,396	\$ 41,853,842	\$ 27,056,874
Total Beginning Balance	\$ 32,438,396	\$ 41,853,842	\$ 27,056,874
Revenue			
Taxes and Franchise Fees	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-
Charges for Services	-	-	-
Fines and Forfeitures	-	-	-
Parks and Recreation	-	-	-
Interest Income	51,252	51,095	54,000
Development Fees	1,425,702	1,518,400	1,656,500
Intergovernmental	4,235,297	38,242	-
Contributions	-	300,000	-
Proceeds from Debt Issuance	20,466,302	24,875,000	15,290,500
Miscellaneous	13,095	141,847	-
Interfund Transfers	194,911	28,552	49,095
Total Revenue	\$ 26,386,559	\$ 26,953,136	\$ 17,050,095
TOTAL AVAILABLE FUNDS	\$ 58,824,955	\$ 68,806,978	\$ 44,106,969
APPROPRIATIONS			
General Government	\$ -	\$ -	\$ -
Planning and Community Development	-	-	-
Public Safety	-	-	-
Public Works	-	-	-
Parks and Recreation	-	-	-
Library	-	-	-
Airport	-	-	-
Capital Improvement Projects	16,460,136	41,565,106	43,202,924
Interfund Transfers	-	-	49,095
Debt Service	265,968	185,000	-
Contingencies	-	-	854,950
TOTAL APPROPRIATIONS	\$ 16,726,104	\$ 41,750,106	\$ 44,106,969
Ending Fund Balance	\$ 42,098,851	\$ 27,056,874	\$ 0
TOTAL APPROPRIATIONS	\$ 58,824,955	\$ 68,806,980	\$ 44,106,969

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	Debt Service Fund		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 785,975	\$ 809,356	\$ 1,273,661
Reserve for Projects			
Total Beginning Balance	\$ 785,975	\$ 809,356	\$ 1,273,661
Revenue			
Taxes and Franchise Fees	\$ 8,019,094	\$ 9,319,000	\$ 10,218,005
Licenses and Permits			
Charges for Services			
Fines and Forfeitures			
Parks and Recreation			
Interest Income	44,982	-	-
Development Fees			
Intergovernmental			
Contributions	1,691,512	1,665,528	1,665,563
Proceeds from Debt Issuance			
Miscellaneous		-	-
Interfund Transfers	611,598	1,113,127	1,488,972
Total Revenue	\$ 10,367,186	\$ 12,097,655	\$ 13,372,540
TOTAL AVAILABLE FUNDS	\$ 11,153,161	\$ 12,907,011	\$ 14,646,200
APPROPRIATIONS			
General Government			
Planning and Community Development			
Public Safety			
Public Works			
Parks and Recreation			
Library			
Airport			
Capital Improvement Projects			
Interfund Transfers			
Debt Service	10,343,806	11,633,350	13,247,729
Contingencies			
TOTAL APPROPRIATIONS	\$ 10,343,806	\$ 11,633,350	\$ 13,247,729
Ending Fund Balance	\$ 809,356	\$ 1,273,661	\$ 1,398,471
TOTAL APPROPRIATIONS	\$ 11,153,161	\$ 12,907,011	\$ 14,646,200

**City of New Braunfels
Consolidated Fund Balances**

Fiscal Year Ending September 30, 2015

	Internal Service Fund		
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Available Funds			
Beginning Balance			
Undesignated Funds	\$ 607,197	\$ 814,422	\$ 1,143,516
Reserve for Projects			
Total Beginning Balance	\$ 607,197	\$ 814,422	\$ 1,143,516
Revenue			
Taxes and Franchise Fees			
Licenses and Permits			
Charges for Services			
Fines and Forfeitures			
Parks and Recreation			
Interest Income	8		
Development Fees			
Intergovernmental			
Contributions	5,466,895	5,342,130	5,460,987
Proceeds from Debt Issuance			
Miscellaneous	713	171,949	-
Interfund Transfers		-	-
Total Revenue	\$ 5,467,616	\$ 5,514,079	\$ 5,460,987
TOTAL AVAILABLE FUNDS	\$ 6,074,813	\$ 6,328,501	\$ 6,604,503
APPROPRIATIONS			
General Government	\$ 5,205,031	\$ 5,184,985	\$ 5,358,185
Planning and Community Development			
Public Safety			
Public Works			
Parks and Recreation			
Library			
Airport			
Capital Improvement Projects			
Interfund Transfers			
Debt Service			
Contingencies			
TOTAL APPROPRIATIONS	\$ 5,205,031	\$ 5,184,985	\$ 5,358,185
Ending Fund Balance	\$ 869,782	\$ 1,143,516	\$ 1,246,318
TOTAL APPROPRIATIONS	\$ 6,074,813	\$ 6,328,501	\$ 6,604,503

All Funds Summary Fiscal Year Ending September 30, 2015

Available Funds	FY 2014-15 All Funds	FY 2014-15 General Fund
Beginning Balance		
Undesignated Funds	\$ 31,446,924	\$ 16,656,450
Reserve for Projects	27,056,874	
Total Beginning Balance	\$ 58,503,798	\$ 16,656,450
Revenue		
Taxes and Franchise Fees	\$ 53,483,443	\$ 39,269,972
Licenses and Permits	2,638,990	2,632,390
Charges for Services	15,543,694	3,087,600
Fines and Forfeitures	1,199,751	1,019,126
Parks and Recreation	1,710,450	1,296,350
Interest Income	144,900	70,000
Development Fees	1,692,500	
Intergovernmental	3,300,597	20,000
Contributions	7,517,050	
Proceeds from Debt Issuance	15,290,500	
Miscellaneous	1,723,350	1,399,350
Interfund Transfers	5,322,173	799,714
Total Revenue	\$ 109,567,397	\$ 49,594,501
TOTAL AVAILABLE FUNDS	\$ 168,071,195	\$ 66,250,951
APPROPRIATIONS		
General Government	\$ 16,209,592	\$ 5,468,085
Planning and Community Development	2,983,006	2,742,506
Public Safety	29,257,331	28,016,514
Public Works	16,504,580	5,762,305
Parks and Recreation	6,423,932	4,606,066
Library	1,994,017	1,987,702
Airport	2,308,512	
Capital Improvement Projects	43,527,924	
Interfund Transfers	3,746,596	848,975
Debt Service	13,247,729	
Contingencies	2,509,050	1,529,300
TOTAL APPROPRIATIONS	\$ 138,712,269	\$ 50,961,453
Ending Fund Balance	\$ 29,358,926	\$ 15,289,498
TOTAL APPROPRIATIONS	\$ 168,071,195	\$ 66,250,951

All Funds Summary Fiscal Year Ending September 30, 2015

Enterprise Funds

Available Funds	FY 2014-15 Airport	FY 2014-15 Solid Waste	FY 2014-15 Golf	FY 2014-15 Civic Center
Beginning Balance				
Undesignated Funds	\$ 28,444	\$ 2,440,400	\$ 253,390	\$ 122,113
Reserve for Projects				
Total Beginning Balance	\$ 28,444	\$ 2,440,400	\$ 253,390	\$ 122,113
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services	2,623,550	7,574,601	1,711,095	355,848
Fines and Forfeitures				
Parks and Recreation				
Interest Income	-	1,000	-	
Development Fees				
Intergovernmental	50,000			
Contributions			290,500	
Proceeds from Debt Issuance				
Miscellaneous		139,000	35,000	-
Interfund Transfers	-		-	334,883
Total Revenue	\$ 2,673,550	\$ 7,714,601	\$ 2,036,595	\$ 690,731
TOTAL AVAILABLE FUNDS	\$ 2,701,994	\$ 10,155,001	\$ 2,289,985	\$ 812,844

APPROPRIATIONS

General Government				\$ 611,500
Planning and Community Development				
Public Safety				
Public Works		7,195,600		
Parks and Recreation			1,291,712	
Library				
Airport	2,308,512			
Capital Improvement Projects				
Interfund Transfers	372,571	856,270	542,299	30,575
Debt Service				
Contingencies	16,400	73,600	26,600	8,200
TOTAL APPROPRIATIONS	\$ 2,697,483	\$ 8,125,470	\$ 1,860,611	\$ 650,275
Ending Fund Balance	\$ 4,511	\$ 2,029,531	\$ 429,374	\$ 162,569
TOTAL APPROPRIATIONS	\$ 2,701,994	\$ 10,155,001	\$ 2,289,985	\$ 812,844

All Funds Summary
Fiscal Year Ending September 30, 2015

Special Revenue Funds

Available Funds	FY 2014-15 CDBG	FY 2014-15 Grant	FY 2014-15 Special Revenue	FY 2014-15 River
Beginning Balance				
Undesignated Funds	\$ -	\$ -	\$ 89,928	\$ -
Reserve for Projects				
Total Beginning Balance	\$ -	\$ -	\$ 89,928	\$ -
Revenue				
Taxes and Franchise Fees				
Licenses and Permits				6,000
Charges for Services				191,000
Fines and Forfeitures				60,000
Parks and Recreation				414,100
Interest Income			-	
Development Fees				
Intergovernmental	493,204	1,137,768		
Contributions			100,000	
Proceeds from Debt Issuance				
Miscellaneous		-	-	
Interfund Transfers		-	-	280,027
Total Revenue	\$ 493,204	\$ 1,137,768	\$ 100,000	\$ 951,127
TOTAL AVAILABLE FUNDS	\$ 493,204	\$ 1,137,768	\$ 189,928	\$ 951,127

APPROPRIATIONS

General Government	\$ 493,204	\$ 500,000	\$ 172,000	
Planning and Community Development		240,500		
Public Safety		290,953	-	524,973
Public Works				
Parks and Recreation		100,000	-	426,154
Library		6,315	-	
Airport				
Capital Improvement Projects				
Interfund Transfers				
Debt Service				
Contingencies				-
TOTAL APPROPRIATIONS	\$ 493,204	\$ 1,137,768	\$ 172,000	\$ 951,127
Ending Fund Balance	\$ -	\$ -	\$ 17,928	\$ -
TOTAL APPROPRIATIONS	\$ 493,204	\$ 1,137,768	\$ 189,928	\$ 951,127

All Funds Summary
Fiscal Year Ending September 30, 2015

Special Revenue Funds

Available Funds	FY 2014-15 EARIP/HCP	FY 2014-15 Court Security	FY 2014-15 Judicial Efficiency	FY 2014-15 Court Technology

Beginning Balance

Undesignated Funds	\$ -	\$ 5,285	\$ 11,590	\$ 7,518
Reserve for Projects				
Total Beginning Balance	\$ -	\$ 5,285	\$ 11,590	\$ 7,518

Revenue

Taxes and Franchise Fees				
Licenses and Permits				
Charges for Services				
Fines and Forfeitures		26,300	4,200	35,200
Parks and Recreation				
Interest Income	-	-	-	-
Development Fees				
Intergovernmental	1,495,875			
Contributions				
Proceeds from Debt Issuance				
Miscellaneous				-
Interfund Transfers	90,800	-		
Total Revenue	\$ 1,586,675	\$ 26,300	\$ 4,200	\$ 35,200

TOTAL AVAILABLE FUNDS **\$ 1,586,675** **\$ 31,585** **\$ 15,790** **\$ 42,718**

APPROPRIATIONS

General Government				
Planning and Community Development				
Public Safety		27,287	13,800	35,700
Public Works	1,586,675			
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects				
Interfund Transfers				
Debt Service				
Contingencies				

TOTAL APPROPRIATIONS	\$ 1,586,675	\$ 27,287	\$ 13,800	\$ 35,700
Ending Fund Balance	\$ -	\$ 4,298	\$ 1,990	\$ 7,018
TOTAL APPROPRIATIONS	\$ 1,586,675	\$ 31,585	\$ 15,790	\$ 42,718

All Funds Summary
Fiscal Year Ending September 30, 2015

Special Revenue Funds

Available Funds	FY 2014-15 Child Safety	FY 2014-15 Stormwater	FY 2014-15 Juvenile Case Mgr	FY 2014-15 PEG Cable Fund
Beginning Balance				
Undesignated Funds	\$ 186,503	\$ 126,587	\$ 140,904	\$ 425,105
Reserve for Projects				
Total Beginning Balance	\$ 186,503	\$ 126,587	\$ 140,904	\$ 425,105
Revenue				
Taxes and Franchise Fees				183,100
Licenses and Permits				
Charges for Services				
Fines and Forfeitures	11,825		43,100	
Parks and Recreation				
Interest Income	-	-	-	
Development Fees		36,000		
Intergovernmental	103,750			
Contributions				
Proceeds from Debt Issuance				
Miscellaneous	-			
Interfund Transfers				-
Total Revenue	\$ 115,575	\$ 36,000	\$ 43,100	\$ 183,100
TOTAL AVAILABLE FUNDS	\$ 302,078	\$ 162,587	\$ 184,004	\$ 608,205

APPROPRIATIONS

General Government				\$ 250,000
Planning and Community Development				
Public Safety	267,615		80,490	
Public Works		80,000		
Parks and Recreation				
Library				
Airport				
Capital Improvement Projects				
Interfund Transfers				
Debt Service				
Contingencies				

TOTAL APPROPRIATIONS	\$ 267,615	\$ 80,000	\$ 80,490	\$ 250,000
Ending Fund Balance	\$ 34,463	\$ 82,587	\$ 103,514	\$ 358,205
TOTAL APPROPRIATIONS	\$ 302,078	\$ 162,587	\$ 184,004	\$ 608,205

All Funds Summary Fiscal Year Ending September 30, 2015

Special Revenue Funds

	FY 2014-15	FY 2014-15	FY 2014-15	FY 2014-15
Available Funds	Equipment Repl	Ent. Equip. Replacement	Facilities Maint	Hotel-Motel

Beginning Balance

Undesignated Funds	\$ 4,445,667	\$ 2,131,406	\$ 23,302	\$ 1,840,871
Reserve for Projects				
Total Beginning Balance	\$ 4,445,667	\$ 2,131,406	\$ 23,302	\$ 1,840,871

Revenue

Taxes and Franchise Fees				3,812,366
Licenses and Permits				
Charges for Services				
Fines and Forfeitures				
Parks and Recreation				
Interest Income	6,000	750	50	13,000
Development Fees				
Intergovernmental Contributions				
Proceeds from Debt Issuance				
Miscellaneous	10,000	140,000	-	-
Interfund Transfers	436,208	1,785,826	56,648	
Total Revenue	\$ 452,208	\$ 1,926,576	\$ 56,698	\$ 3,825,366

TOTAL AVAILABLE FUNDS	\$ 4,897,875	\$ 4,057,982	\$ 80,000	\$ 5,666,238

APPROPRIATIONS

General Government	\$ 516,000	\$ 167,000		\$ 2,593,617
Planning and Community Development	-			
Public Safety	-		-	
Public Works	-	1,800,000	80,000	
Parks and Recreation	-	-	-	
Library			-	
Airport		-		
Capital Improvement Projects				325,000
Interfund Transfers	-			1,046,812
Debt Service				
Contingencies				

TOTAL APPROPRIATIONS	\$ 516,000	\$ 1,967,000	\$ 80,000	\$ 3,965,429
Ending Fund Balance	\$ 4,381,875	\$ 2,090,982	\$ -	\$ 1,700,809
TOTAL APPROPRIATIONS	\$ 4,897,875	\$ 4,057,982	\$ 80,000	\$ 5,666,238

All Funds Summary Fiscal Year Ending September 30, 2015	Special Revenue Funds	Debt Service Fund	Internal Service Fund

Available Funds	FY 2014-15 Cemetery	FY 2014-15 Debt Service	FY 2014-15 Insurance

Beginning Balance

Undesignated Funds	\$	94,285	\$	1,273,661	\$	1,143,516
Reserve for Projects						
Total Beginning Balance	\$	94,285	\$	1,273,661	\$	1,143,516

Revenue

Taxes and Franchise Fees				10,218,005		
Licenses and Permits		600				
Charges for Services						
Fines and Forfeitures						
Parks and Recreation						
Interest Income		100		-		-
Development Fees						
Intergovernmental						
Contributions				1,665,563		5,460,987
Proceeds from Debt Issuance						
Miscellaneous						-
Interfund Transfers				1,488,972		-
Total Revenue	\$	700	\$	13,372,540	\$	5,460,987

TOTAL AVAILABLE FUNDS	\$	94,985	\$	14,646,200	\$	6,604,503

APPROPRIATIONS

General Government		80,000			\$	5,358,185
Planning and Community Development						
Public Safety						
Public Works						
Parks and Recreation						
Library						
Airport						
Capital Improvement Projects						
Interfund Transfers						
Debt Service				13,247,729		
Contingencies						

TOTAL APPROPRIATIONS	\$	80,000	\$	13,247,729	\$	5,358,185
Ending Fund Balance	\$	14,985	\$	1,398,471	\$	1,246,318
TOTAL APPROPRIATIONS	\$	94,985	\$	14,646,200	\$	6,604,503

All Funds Summary Fiscal Year Ending September 30, 2015

Capital Improvement Funds

Available Funds	FY 2014-15 Parks CIP	FY 2014-15 2004 C of O's	FY 2014-15 2007 C of O's	FY 2014-15 2008 C of O's

Beginning Balance

Undesignated Funds

Reserve for Projects

Total Beginning Balance	\$ 610,015	\$ 49,473	\$ 42,846	\$ 368,806

Revenue

Taxes and Franchise Fees

Licenses and Permits

Charges for Services

Fines and Forfeitures

Parks and Recreation

Interest Income	50

Development Fees	137,000

Intergovernmental

Contributions

Proceeds from Debt Issuance

Miscellaneous

Interfund Transfers	334	47,288

Total Revenue	\$ 137,384	\$ -	\$ 47,288	\$ -

TOTAL AVAILABLE FUNDS	\$ 747,399	\$ 49,473	\$ 90,134	\$ 368,806

APPROPRIATIONS

General Government

Planning and Community Development

Public Safety

Public Works

Parks and Recreation

Library

Airport

Capital Improvement Projects	747,399	48,000	90,134	368,806

Interfund Transfers	1,473

Debt Service

Contingencies

TOTAL APPROPRIATIONS	\$ 747,399	\$ 49,473	\$ 90,134	\$ 368,806
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 747,399	\$ 49,473	\$ 90,134	\$ 368,806

All Funds Summary
Fiscal Year Ending September 30, 2015

Capital Improvement Funds

Available Funds	FY 2014-15 2009 C of O's	FY 2014-15 2011 C of O's	FY 2014-15 2012 C of O's	FY 2014-15 2013 C of O's

Beginning Balance

Undesignated Funds

Reserve for Projects

Total Beginning Balance

856,132	4,607,952	\$ 2,910,395	4,884,303
\$ 856,132	\$ 4,607,952	\$ 2,910,395	\$ 4,884,303

Revenue

Taxes and Franchise Fees

Licenses and Permits

Charges for Services

Fines and Forfeitures

Parks and Recreation

Interest Income

1,000

7,000

15,000

Development Fees

Intergovernmental

Contributions

Proceeds from Debt Issuance

Miscellaneous

Interfund Transfers

1,473

Total Revenue

\$ -	\$ 1,000	\$ 7,000	\$ 16,473

TOTAL AVAILABLE FUNDS

\$ 856,132	\$ 4,608,952	\$ 2,917,395	\$ 4,900,776

APPROPRIATIONS

General Government

Planning and Community Development

Public Safety

Public Works

Parks and Recreation

Library

Airport

Capital Improvement Projects

856,132

4,561,664

2,917,061

4,900,776

Interfund Transfers

47,288

334

Debt Service

Contingencies

-

TOTAL APPROPRIATIONS	\$ 856,132	\$ 4,608,952	\$ 2,917,395	\$ 4,900,776
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 856,132	\$ 4,608,952	\$ 2,917,395	\$ 4,900,776

All Funds Summary Fiscal Year Ending September 30, 2015

Capital Improvement Funds

Available Funds	FY 2014-15 2014 C of O's	FY 2014-15 2013 Bond Fund	FY 2014-15 Rdway Impact Fee

Beginning Balance

Undesignated Funds

Reserve for Projects

Total Beginning Balance

1,290,000	8,281,254	3,155,698
\$ 1,290,000	\$ 8,281,254	\$ 3,155,698

Revenue

Taxes and Franchise Fees

Licenses and Permits

Charges for Services

Fines and Forfeitures

Parks and Recreation

Interest Income

10,000

20,000

950

Development Fees

1,519,500

Intergovernmental

-

-

Contributions

Proceeds from Debt Issuance

15,290,500

Miscellaneous

Interfund Transfers

Total Revenue

\$ 10,000	\$ 15,310,500	\$ 1,520,450

TOTAL AVAILABLE FUNDS

\$ 1,300,000	\$ 23,591,754	\$ 4,676,148

APPROPRIATIONS

General Government

Planning and Community Development

Public Safety

Public Works

Parks and Recreation

Library

Airport

Capital Improvement Projects

1,300,000

22,736,804

4,676,148

Interfund Transfers

Debt Service

-

Contingencies

854,950

TOTAL APPROPRIATIONS	\$ 1,300,000	\$ 23,591,754	\$ 4,676,148
Ending Fund Balance	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 1,300,000	\$ 23,591,754	\$ 4,676,148

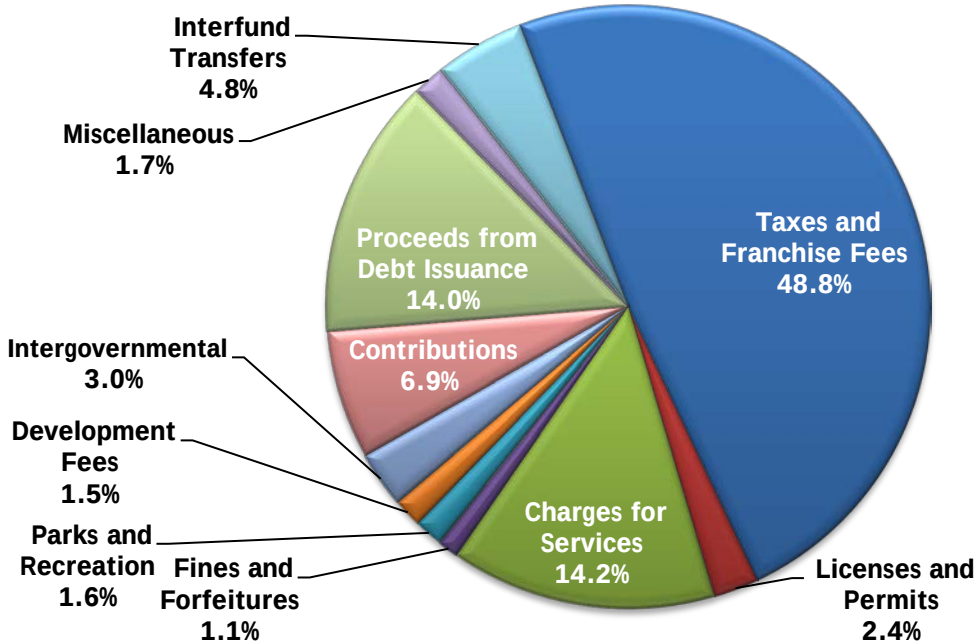
Revenues

The City, as part of the annual budget development process, projects revenues from all the various sources to determine the amount of funds that will be available to pay for needed programs and projects. 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 looks at current rates and customer base plus anticipated growth to determine the revenue that will be received.

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 their current budget and a reconciliation of prior year's actual revenues versus budgeted revenues.

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 is approximately one third of the City's total revenues, is driven to some extent by New Braunfels strong tourism sector in the economy. Second, the City has economic development agreements with a company that provides construction materials for contractors as well as a tax increment investment zone and other economic development agreements with two major retailers to share sales tax. 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.

All Funds Summary - Total Revenue by Percentage FY 2014-15



Taxes and franchise fees	\$53,483,443
Licenses and permits	2,638,990
Charges for services	15,543,694
Fines and forfeitures	1,199,751
Parks and Recreation	1,710,450
Development Fees	1,692,500
Intergovernmental	3,300,597
Contributions	7,517,050
Proceeds from debt issuance	15,290,500
Miscellaneous	1,868,250
Interfund Transfers	5,322,173
TOTAL	\$109,567,398

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 \$53,483,443 or 48.8 percent of the City's total revenue. Proceeds from debt issuances total \$15.3 million or 14 percent of revenue; these proceeds are entirely driven by the proposed 2015 debt issuance associated with the 2013 bond program. Charges for services (parks, solid waste collection, golf, airport operations, civic/convention center etc.) are the next largest source of revenue at \$15,543,694 or 14.2 percent. Interfund transfers of \$5,322,173 or 4.8 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 \$7,517,050 or 6.9 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 \$3,300,597 or 3.0 percent and represent revenues coming from other governments such as the federal or state government through grants and federal entitlement programs.

All other revenue sources – Miscellaneous (\$1,868,250), Parks and Recreation (\$1,710,450), Fines and Forfeitures (\$1,199,751), Development Fees (\$1,692,500), and Licenses and Permits (\$2,638,990) each represent less than 2.5 percent of the total revenue and total to 8.2 percent of all revenues.

As stated above, the City is heavily dependent on property tax (for the General Fund and the Debt Service Fund) and sales tax (for the General Fund). Property tax is a steady, predictable source of revenue. Sales tax can be much more volatile. The City had experienced steady, robust growth in sales tax until the latter part of FY 2008-09 when the economic downturn hit this revenue source causing its growth to decline slightly in FY 2008-09, in FY 2009-10 sales tax began to rebound, showing a 4.5 percent increase.

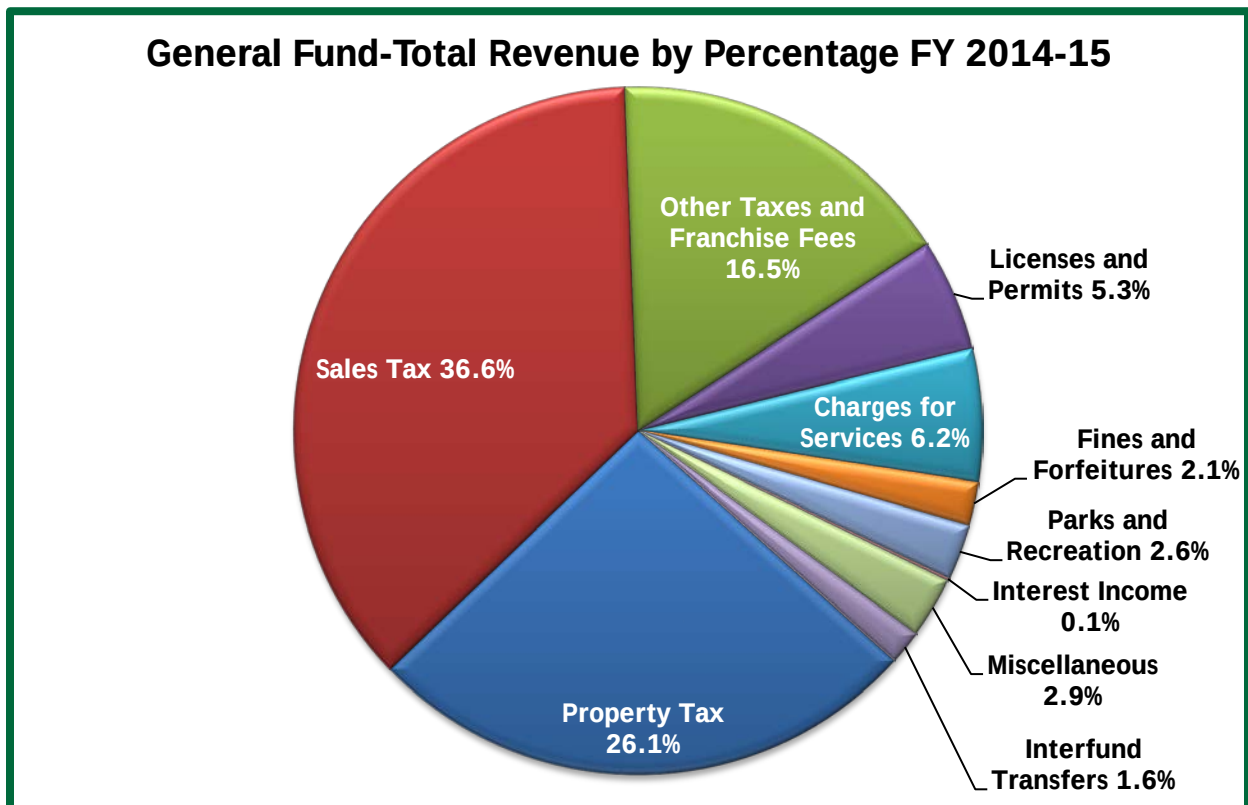
Sales tax revenues have continued to grow in FY 2013-14 (estimated at 11.3 percent increase for the year). In FY 2014-15, the City is projecting a 7.5 percent increase in sales tax activity. However, net revenue in FY 2014-15 is only budgeted to increase by 2.7%, driven entirely by a change in legislation that impacts the amount of sales tax generated by the Ashley Furniture distribution center.

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 build 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 2014-15 Adopted Budget for the General Fund includes total revenues of \$49,594,502. This represents an increase of \$2.16 million or 4.6 percent more than the FY 2013-14 estimated revenues. As shown in the graph below, the City of New Braunfels General Fund has two major revenue sources – ad valorem (property) tax (\$12,962,460 or 26.1 percent) and sales tax (\$18,145,312 or 36.6 percent). These two sources make up 62.7 percent of the General Fund revenue. The next largest source of revenue is other taxes and franchise payments (\$8,162,200 or 16.5 percent), particularly from New Braunfels Utilities, a City owned water, wastewater and electric service provider. The remaining revenue sources include licenses and permits (\$2,632,390 or 5.3 percent), charges for services (\$3,087,600 or 6.2 percent), court fees and fines (\$1,019,126 or 2.1 percent), parks and recreation fees (\$1,296,350 or 2.6 percent), interest income (\$70,000 or .1 percent), interfund transfers (\$799,714 or 1.6 percent) and miscellaneous revenue (\$1,419,350 or 2.9 percent).

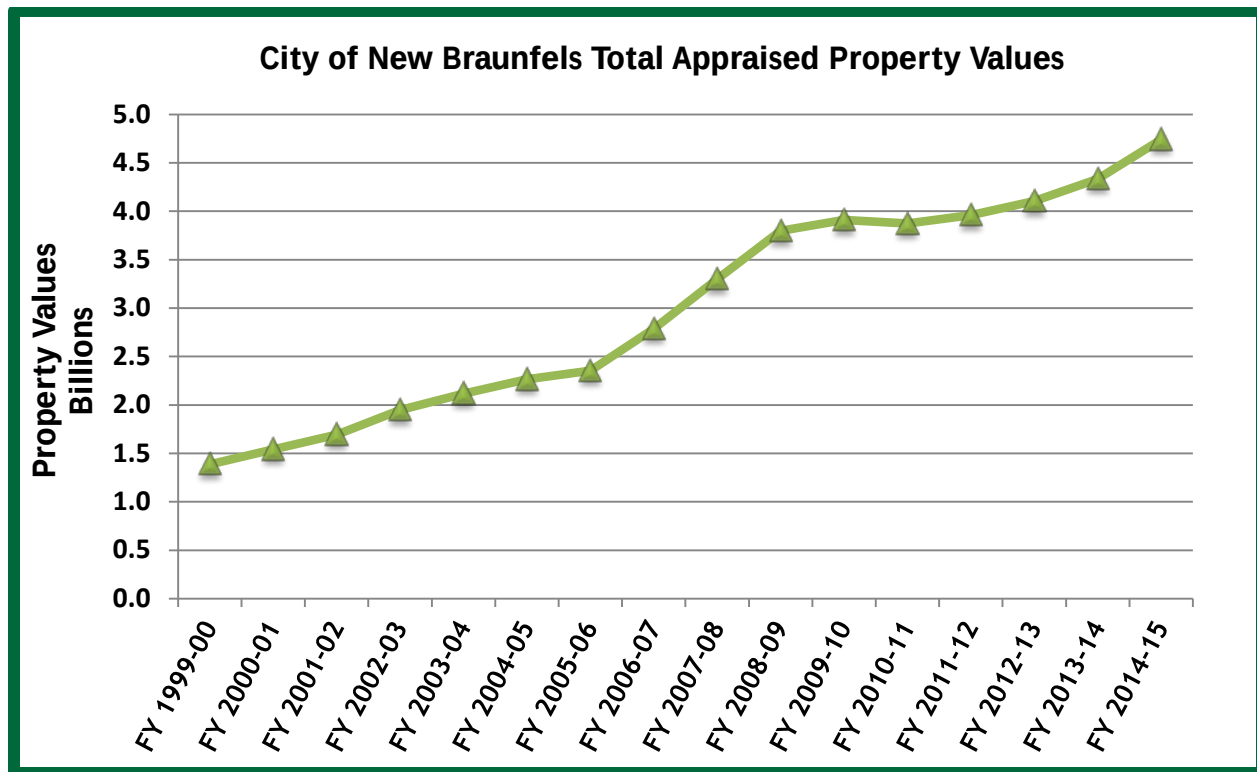


Ad Valorem Property Taxes

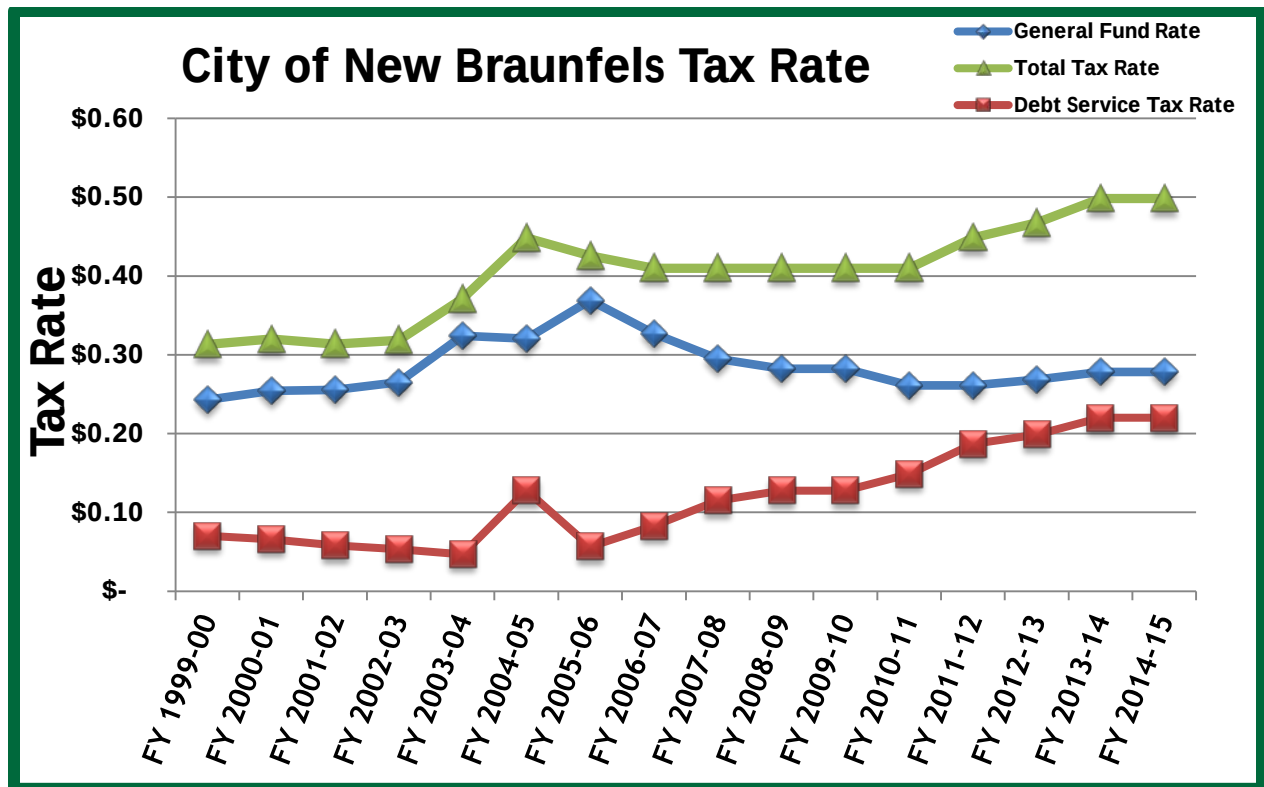
Property taxes in the General Fund for FY 2014-15 total \$12,962,460. This total tax revenue represents an increase of \$1,097,610 or 9.3 percent more than the FY 2013-14 estimates. The General Fund property tax rate for FY 2014-15 is \$.278079 per \$100 valuation, equal to the rate for FY 2013-14

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 2014-15 all additional revenue was generated by new properties added to the tax roll and increased valuation to existing properties. The graph on the following page illustrates the growth in property values over the last sixteen years.



The chart on the following page below shows the changes in the property tax rates since FY 1998-99. Tax rates shown include the overall tax rate as well as the two components that make up that rate – the General Fund and the Debt Service portion. As the graph illustrates, the City raised the overall tax rate in FY 2011-12 for the first time in seven years. Additionally, the rate was increased in FY 2012-13 and FY 2013-14, necessary for both the Debt Service and the General Fund portions of the tax to support increased funding requirements in both areas. In FY 2014-15, both the General Fund and Debt Service portion of the tax rate remains at the same level.

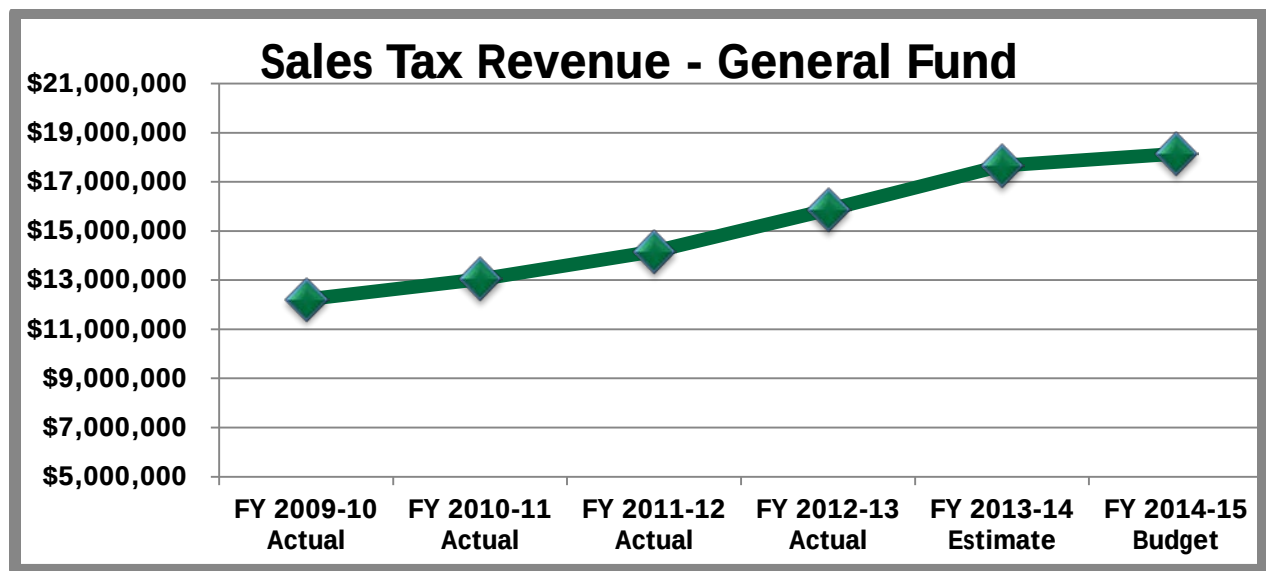


Sales Tax

The General Fund sales tax revenue for FY 2014-15 totals \$18,145,312, an increase of \$482,952 or 2.7 percent in comparison to the FY 2013-14 estimated revenues.

Prior to the recession, sales tax revenue growth showed steady growth. During the recession, sales tax revenue remained fairly flat. Sales tax revenue showed steady growth through FY 2007-08 (18.1 percent average annual growth over each of the three years up to and including FY 2007-08). During the economic downturn, sales tax revenues stayed relatively flat in FY 2008-09 and FY 2009-10. FY 2010-11 showed a rebound with revenue exceeding the prior year by 6.7 percent. FY 2011-12 ended the year 8.6 percent above the prior year. In FY 2012-13, sales tax growth reached 12.6 percent. In FY 2013-14, sales tax is projected to grow 11.3 percent. In FY 2014-15, sales tax growth is impacted significantly by legislation that impacts the amount of sales tax revenue generated by the Ashley Furniture distribution center. While revenues are budgeted to grow 2.7 percent in FY 2014-15, net sales tax activity (excluding the impact from Ashley Furniture) are projected to grow 7.5 percent.

The City has several economic incentive agreements that involve the sharing of sales tax revenues for certain organizations or developments such as HD Supply and the Town Creek Reinvestment Zone development. All percentages indicating growth above are net of any agreements that incorporate sharing sales tax.

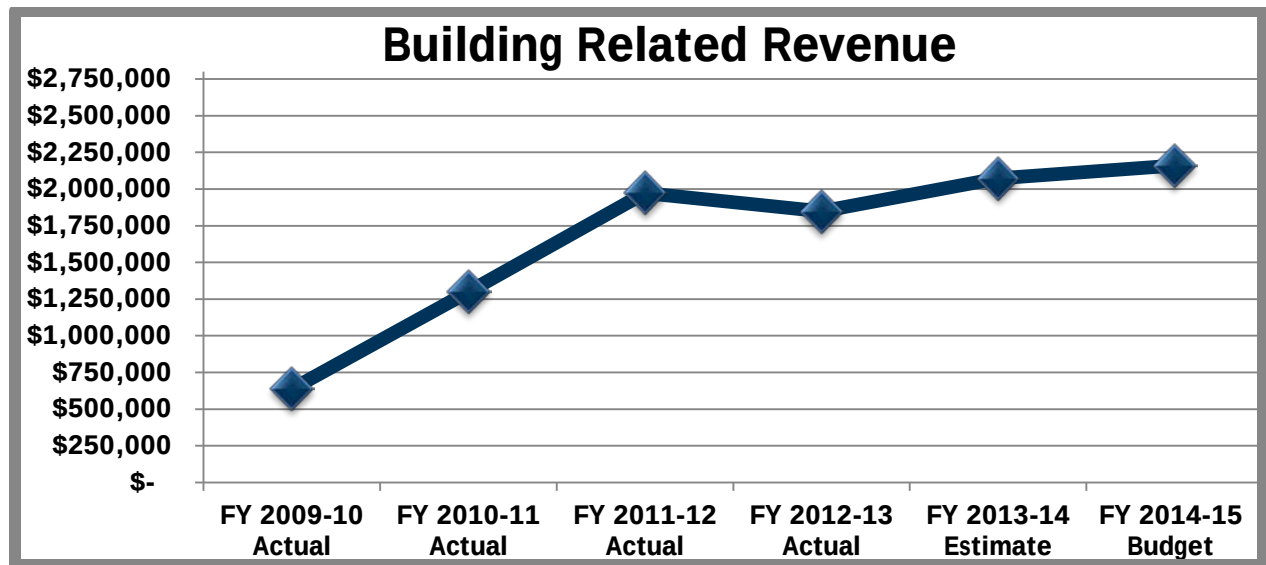


Other Taxes and Franchise Fees

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 2014-15 Budget includes \$6,200,000 from this source, which represents a 3.8 percent decrease from the FY 2013-14 estimates. NBU pays the City of New Braunfels 16 percent of their gross margin (calculated as available revenue after deducting the cost of purchased power, purchased water and principal payments for hydroelectric generation). The decrease is driven entirely by recent drought conditions, which have had a significant impact to purchased water. There is a significant lag in the reconciliation of NBU's actual revenue to the computed City payment. The payment is set annually based on budgeted revenues, adjusted for prior years' actual and is provided directly to City staff by NBU. Other franchise payments include voice communications, cable television and other utilities operating within the City limits and total \$1,568,450. The City also receives a mixed beverage tax (\$393,750). When combined, these revenues total \$8,162,200 for FY 2014-15 and represent a decrease of 2.4 percent in comparison to the FY 2013-14 estimates.

Licenses and Permits

Revenue from all licenses and permits totals \$2,632,390 for FY 2014-15, an increase of 4.8 percent compared to the FY 2013-14 estimates. Building permits make up approximately 72.6 percent of the total revenue in this category (\$1,911,000). For FY 2014-15, 3.3 percent growth is budgeted when compared to FY 2013-14 estimate. The graph on the following page illustrates building related license and permit revenue since FY 2009-10. As can be seen in the graph, building related revenue started to increase with the end of the recession, peaking in FY 2011-12. Over the past several years, construction associated with the Creekside retail development has had an impact on building related revenue.



Skilled trade license revenue, which includes general contractor licenses, totals \$126,000 in FY 2014-15, an amount equal to the FY 2013-14 estimates. Alarm permit revenue totals \$117,000. Most other types of permits and licensing fees remain fairly flat in comparison to the FY 2013-14 estimates.

Charges for Services

Charges for services includes two major revenue sources: payments for ambulance services provided through the Fire Department's emergency management response (\$2,024,100), and payment from the Emergency Services District #7 (\$945,000). Other miscellaneous items contribute to the total FY 2014-15 revenues in this category of \$3,087,600; this amount is 10.7 percent more than the FY 2013-14 estimates. The increase is driven entirely by the implementation of a program to recover ambulance fees. Additional information on this new source of revenue is provided below.

In March 2012, the State passed new legislation to allow cities to request "supplemental" reimbursement for ambulance services provided to patients that are either covered by Medicare or uninsured. The State limits the amount that can be recovered by a city if the person receiving the services is on Medicare and actually sets the amount that a city can recover. Additionally, if the person is uninsured, the amount the City can collect is also limited. So, full recovery of costs for ambulance services will still not be entirely achievable. However, participation in this program will allow the City to recover costs currently paid from the General Fund. This new fee is estimated to generate an additional \$250,000 per year in revenue.

Fines

The FY 2014-15 Adopted Budget includes \$1,019,126 in revenues from fines, an increase of 3.6 percent when compared to the FY 2013-14 estimate. The main sources of revenue in this category are traffic violations (\$596,200) and misdemeanors (\$241,200) 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 (\$543,250) and the Recreation Fees (\$327,650). Park facilities rentals (\$238,200) and tube chute entrance fees (\$71,500) 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. The total Parks and Recreation revenue for FY 2012-13 is \$1,296,350, an increase 11.6 percent when compared to FY 2013-14 estimates. This increase is driven mainly by additional programming and rental revenue associated with the opening of Fischer Park, which is scheduled for early 2015.

Interest Income

Interest income represents the return on investments made with available General Fund cash. For FY 2014-15, \$70,000 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 rebound, 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 2014-15 totals \$1,399,350 5.4 percent higher than the FY 2013-14 estimates. The increase is driven by anticipated increases associated with several non-annexation agreements.

Intergovernmental Revenue

\$20,000 in revenue is budgeted in the Intergovernmental Revenue category for FY 2014-15. Reimbursable overtime from federal agencies is what makes up this revenue source.

Interfund Transfers

For FY 2014-15, interfund transfers total \$799,714, an increase of 11.5 percent compared to the FY 2013-14 estimates. The increase is driven entirely by the fact that the golf course did not make a transfer in FY 2013-14 as the course was closed for renovation. 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. The General Fund budgets the full cost of these support departments. However, since these other funds receive services, it is appropriate for them to contribute to the cost of those functions. This is accomplished through interfund transfers. In FY 2014-15, all of the City enterprise funds will contribute to the General Fund. The bulk of the transfer comes from the Solid Waste Fund (\$654,813). For Solid Waste, \$354,813 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 2014-15 Budget includes revenue of \$493,204. This revenue represents projects from program years 2011, 2012, 2013 and 2014. However, the majority of the revenue (\$342,742) is from program year 2014.

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 2014-15 Adopted Budget includes \$1,137,768 in grant revenue. These revenues are recognized for approved grants such as a recreational trails program that will be utilized for trail development in Fischer Park (\$100,000).

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. \$100,000 in revenue is budgeted in FY 2014-15.

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 2014-15, a total of \$951,127 is budgeted in revenue, a decrease of .9 percent in comparison to FY 2013-14 estimates. The decrease is driven by an anticipated reduction in General Fund support (interfund transfer) for river management efforts in FY 2014-15.

In FY 2014-15, 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. Charging for parking was a new initiative in FY 2013-14. For FY 2014-15, \$414,100 is budgeted for river management fees, \$191,000 is included for parking revenue, \$6,500 for shuttle inspection permits, \$60,000 from fines and other misdemeanors and a total of \$280,027 in transfers from the General Fund (\$155,027) and Solid Waste (\$125,000).

Court Security Fund

The Court Security Fund was established by the City of New Braunfels in August 2004. The City collects \$3.00 from all defendants convicted of a misdemeanor offense in the Municipal Court. For FY 2014-15, \$26,300 is budgeted in revenue, an amount greater than the FY 2013-14 estimates by 13.9 percent.

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 2014-15 the City projects revenue from this source of \$4,200 in the Judicial Efficiency Fund, an amount less than FY 2013-14 due to a onetime adjustment that occurred in FY 2013-14.

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 \$35,200 are included in the FY 2014-15 Budget for the Court Technology Fund, an amount greater than the FY 2013-14 estimates 10 percent.

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 \$11,000 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. In addition, the City receives a portion of the \$150 fee collected by the County on motor vehicle registrations. For FY 2014-15, the City budgeted total revenue into this fund of \$115,575, an amount greater than the FY 2013-14 estimates by 2.7 percent.

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 \$43,100 in FY 2014-15, which is equal when compared to the FY 2013-14 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 2014-15, \$36,000 in revenue is anticipated in this fund, which is significantly less than the estimated amount in FY 2013-14 (\$99,000). This is driven entirely by an accounting correction completed in FY 2013-14.

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 is partially reinstated, with \$300,000 in contributions budgeted in FY 2014-15, which only accounts for costs of vehicles that are in dire need of replacement. Additional revenue totals \$152,208. The bulk of which is the contribution for the replacement of the Fire Department's self contained breathing apparatus (SCBA).

Enterprise Maintenance and Equipment Replacement Fund

This fund was created in FY 2012-13 to more easily meet all the accounting requirements to maintain and account for the enterprise funds separately from the General Fund and has revenues projected in FY 2014-15 of \$1,926,576. The Generally Accepted Accounting Principles (GAAP) state that all revenues and expenses for an enterprise fund should be accounted for separately so that any revenues from an enterprise fund will not be used by a General Fund activity and any expense for an enterprise will be funded by the enterprise fund. Therefore, any contributions for rolling stock from any designated enterprise fund are accounted for in this fund, as is any use of funds to purchase any rolling stock. 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 2013-14 of additional funding is from Solid Waste (\$1,671,436) which primarily supports refuse collection trucks' replacement.

Edwards Aquifer Habitat Conservation Plan Fund (EAHCP)

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. The fund is projected to receive revenues of \$1,586,675 in FY 2014-15. \$1,495,875 of these funds will come from the Edwards Aquifer Authority, the funding source for these projects, as the approved projects are completed and submitted for reimbursement. The additional \$90,800 in revenue is a transfer from the General Fund which will support administrative expenses in FY 2014-15.

Facilities Maintenance Fund

This fund provides for repair and maintenance of the City's aged infrastructure. Funds are utilized to address major structural and system repairs to City owned facilities. The fund was established in FY 2006-07 with contributions from the General Fund of \$800,000 as its only revenue. In FY 2007-08, the General Fund again made an \$800,000 contribution, \$300,000 for Parks and \$500,000 for other City facilities. No contributions occurred in FY 2008-09 or FY 2009-10 due to budgetary constraints. In FY 2009-10, the City used a significant amount of the fund's available funding to pay for debris removal and repairs needed as a result of damage to parks and neighborhoods caused by the June 9, 2010 flood event. Therefore, the City made a contribution into this fund in FY 2010-11 of \$300,000. Since FY 2010-11, no further contributions were made nor are scheduled. As a result, there is now a minimal cash balance in the fund. In FY 2014-15, the salary and benefit costs of the Facilities Manager are the only expenditures budgeted. However, the fund requires partial General Fund support to fully fund those costs in FY 2014-15; therefore a transfer of \$56,648 is budgeted in addition to the \$50 in anticipated interest income.

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 2014-15, this franchise payment is expected to generate \$183,100, an increase of 4 percent when compared to FY 2013-14 estimates.

2007 Certificates of Obligation Capital Improvements Fund

This fund's original source of revenue was \$17.5 million in certificates of obligation, issued in September 2007. The proceeds are being used for streets and drainage improvements, park land purchases and park improvements as well as for construction of fire stations. For FY 2014-15, and interfund transfer of \$47,288 is budgeted.

2008 Certificates of Obligation Capital Improvements Fund

This fund's original source of revenue was \$2 million in tax notes issued in June 2008 to fund the acquisition of fire apparatus and \$14.3 million in certificates of obligation, issued in September 2008 to fund streets and drainage improvements as well as the land and design costs for new public works and fire training facilities. There are no revenues budgeted in FY 2014-15

2009 Certificates of Obligation Capital Improvements Fund

This fund's original source of revenue was \$9.5 million in certificates of obligation issued in August 2009. The proceeds were and are being used to purchase a new financial and human resources software system, equipment for parks and public works, parks improvements at various locations throughout the City, fire apparatus, police vehicles, fire station construction and a property and structures for a new parks and public works maintenance facility. There are no revenues budgeted in FY 2014-15

2011 Certificates of Obligation Capital Improvements Fund

This fund's original source of revenue was \$18.2 million in certificates of obligation. The proceeds fund a portion of the construction costs for the Walnut Avenue Widening project, park projects, downtown improvements, public works equipment and projects, airport improvements and the flood warning system. In FY 2014-15 \$1,000 is budgeted from interest income.

2012 Certificates of Obligation Capital Improvements Fund

This fund's original source of revenue was \$20.75 million in certificates of obligation. The proceeds fund a portion of the construction costs for the Walnut Avenue widening project, downtown improvements, the second phase of railroad quiet zones construction park projects, ambulance remounts, and fire apparatus for station #4, and Parks maintenance shop structural repairs, improvements to Fischer Park. The fund is projected to generate \$7,000 in interest income during FY 2014-15.

2013 Certificates of Obligation Capital Improvement Funds

This fund's original source of revenues is the proposed \$15.7 million in certificates of obligation. The proceeds are expected to fund the final portion of the construction costs for the Walnut Avenue widening project, radio system replacement, flood property buy-outs, Fischer Park

construction phase II, and the FM 306 road improvements/ overpasses project. The fund is also projected to generate \$16,473 from interest income and an interfund transfer.

2014 Certificates of Obligation Capital Improvement Funds

This fund's original source of revenues is the proposed \$11.5 million in certificates of obligation. The proceeds are expected to fund the renovation of the Landa Park Golf Course, cemetery wall stabilization at the Comal cemetery, public safety equipment and facility enhancements and a TxDOT transportation enhancement program (grant). The fund is projected to generate \$10,000 in interest income.

2013 General Obligation Bond Fund

This fund was created in FY 2013-14 to account for all bond issuances and expenditures associated with the \$86,000,000 2013 bond program approved by voters. In FY 2014-15, a proposed debt issuance of \$15,290,500 is budgeted. In addition, the fund is projected to generate \$20,000 in interest income.

Parks Improvement Capital Improvements Fund

For FY 2014-15, the Parks Improvement Fund revenue totals \$137,384 which comes primarily from parks development fees as well as interest income and an interfund transfer; the parks development fee was approved by City Council in February 2006.

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. For FY 2014-15, revenues are projected to total \$1,520,450.

Debt Service Fund

For FY 2014-15, the revenue for the Debt Service Fund totals \$13,372,540, an increase of \$1,274,885 or 10.5 percent from the FY 2013-14 estimates. This increase comes mainly from increased ad valorem tax revenues as well as a new contribution for debt service from the Solid Waste Fund. The increase in ad valorem property revenue comes entirely from growth in property values. The debt service rate is \$.220151 in FY 2014-15, which is unchanged from the rate in FY 2013-14.

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 \$611,929 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 2014-15 is \$1,665,563. The Solid Waste Fund (\$76,500) and Airport Fund (\$317,145) and the Golf Course Fund (\$483,398) will make an interfund transfer for debt service payments for projects that are associated with those three specific proprietary functions.

Airport Fund

The FY 2014-15 Budget for the Airport Fund totals \$2,673,550 in revenues. This represents an increase of 15.1 percent in comparison to the FY 2013-14 estimates. Lease and rental revenue is expected to increase significantly in FY 2014-15, driven by the General Fund supporting ground leases at the airport for the Central Texas Technology Center and the storage of street spoilage materials as well as the recent acquisition of existing infrastructure and facilities that will begin paying lease revenue to the City in FY 2014-15. Fuel sales are also expected to increase in FY 2014-15 as activity at the airport continues to increase. Airport revenue comes from several main sources: leases and rent (\$713,500), commercial activities fees (\$48,000), and sales of fuel and oil (\$1,839,000). Miscellaneous revenues total \$23,000. 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 2014-15 Adopted Budget, the total revenues for the Solid Waste Fund are \$7,714,601 increasing \$140,640 or 2.2 percent in comparison to the FY 2013-14 estimates. Charges for services represent the largest revenue source for this fund representing 97 percent of the total revenue (\$7,574,601). This includes commercial and residential fees which incorporates both garbage and recycling collection and disposal. Interest income (\$1,000) and miscellaneous revenues (\$139,00) make up the remaining portion of the revenue.

Golf Fund

The Golf Fund revenues for FY 2014-15 total \$1,711,095 a significant increase in comparison to FY 2013-14 estimates. This is driven entirely by the planned renovation of the golf course, which closed nearly all operations during FY 2013-14. Charges for services (green fees) make up the majority of the revenue collected by the golf course (1,561,095). Other revenues include pro shop sales (120,000), golf lessons (30,000), leases (35,000) and a contribution from the New Braunfels Industrial Development Corporation (290,500).

The NBIDC committed \$750,000 to support the golf course during the renovation and after the golf course reopens. The current pro-forma for the renovated course projects a revenue shortfall for the first two years of operation. A portion of the funds from the NBIDC (\$283,500) have been utilized during the renovation to fund existing staff in FY 2013-14. In FY 2014-15, \$290,500 of the funds from NBIDC will be utilized to partially fund the debt service expense for the course and clubhouse renovation.

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 \$355,848 in FY 2014-15, an increase of 5.0 percent in comparison to the FY 2013-14 estimates. For FY 2014-15, the Hotel/Motel Tax Fund will contribute \$334,883 to support Civic Center operations. Total revenue for the fund is \$690,731.

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, dental and vision. However, significantly increased claims costs in FY 2009-10 required a different funding strategy for FY 2010-11 and FY 2011-12 than the City had used in the past several years. First, the City made a one-time contribution from the General Fund of \$500,000 in FY 2010-11 and \$400,000 in FY 2011-12 to provide funds needed to maintain the Self Insurance Fund's fund balance. In addition, the City has made various changes to the insurance program such as increasing premiums for employees as well as benefit modifications that resulted in costs savings. For FY 2014-15, the budgeted revenue totals \$5,460,987.

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 2014-15 \$700 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 tax is expected to generate \$3,825,366 in FY 2014-15, a decrease of 0.9 percent in comparison to the FY 2013-14 estimated revenues. The decrease is driven entirely by a reimbursement of Hotel/Motel taxes from the Chamber of Commerce received in FY 2014-15. Actual Hotel/Motel taxes are projected to increase 5.0 percent in FY 2014-15 when compared to the FY 2013-14 estimates. 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.

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

101 General Fund

Taxes

Property Taxes

311.01-00 Ad Valorem Tax - Current	\$ 10,589,920	\$ 11,614,477	\$ 11,613,000	\$ 12,686,181
311.02-00 Ad Valorem Tax - Delinquent	220,148	200,000	135,000	148,095
311.11-00 Penalties and Interest	113,642	125,000	116,850	128,184
Other				
<i>Subtotal - Property Taxes</i>	<i>\$ 10,923,710</i>	<i>\$ 11,939,477</i>	<i>\$ 11,864,850</i>	<i>\$ 12,962,460</i>

Sales Tax

313.01-00 Municipal Sales Tax	15,868,199	16,284,692	17,662,360	18,145,312
<i>Subtotal - Sales Tax</i>	<i>\$ 15,868,199</i>	<i>\$ 16,284,692</i>	<i>\$ 17,662,360</i>	<i>\$ 18,145,312</i>
314.01-00 <u>Mixed Beverage Tax</u>	\$ 274,836	\$ 269,000	\$ 375,000	\$ 393,750

Franchise Taxes

316.01-00 GVEC	122,250	125,000	130,000	138,450
316.02-00 Phone Lines	446,168	416,000	513,000	520,000
316.03-00 Centerpoint/Entex Gas	286,858	250,000	330,500	340,000
316.04-00 Cable	595,936	595,500	569,100	570,000
316.05-00 New Braunfels Utilities	6,203,619	6,390,000	6,446,350	6,200,000
<i>Subtotal - Franchise Taxes</i>	<i>\$ 7,654,830</i>	<i>\$ 7,776,500</i>	<i>\$ 7,988,950</i>	<i>\$ 7,768,450</i>

TOTAL TAXES & FRANCHISE FEES **\$ 34,721,575 \$ 36,269,669 \$ 37,891,159 \$ 39,269,972**

Licenses and Permits

321.02-00 Vehicle Permits	640	2,100	715	750
321.03-00 Alarm Permits	117,172	107,000	117,000	117,000
321.05-00 Parking Permits	504	500	500	500
321.11-00 Alcohol License	34,490	30,000	42,000	46,200
321.31-00 Animal Licenses	1,050	975	1,400	1,540
322.01-00 Food Establishment License	120,196	195,000	166,300	197,500
322.04-00 Health Certificates	50,471	51,500	39,300	40,000
322.05-00 Miscellaneous Licenses and Permits	17,978	21,500	42,300	42,300
323.01-00 Fire Inspection Permit	36,725	40,000	27,600	27,600
323.02-00 Plan Review Fees	20,211		600	
323.03-00 Zoning/Variance Application	13,145	21,000	8,400	13,000
323.04-00 Plat Filing Fees	31,117	52,000	46,800	59,000
323.07-00 Commercial Plan Check Fee	70			
323.09-00 Miscellaneous Permits	37,603	49,500	42,000	50,000
325.01-00 Skilled Trade Licenses	132,172	123,500	126,000	126,000
326.04-00 Building Permits	1,633,594	1,577,858	1,850,000	1,911,000
TOTAL LICENSES AND PERMITS	\$ 2,247,138	\$ 2,272,432	\$ 2,510,915	\$ 2,632,390

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

101 General Fund

Intergovernmental Revenue

Federal Government

331.11-01 Federal	54,736	20,000	20,000	20,000
Subtotal - Federal Government	\$ 54,736	\$ 20,000	\$ 20,000	\$ 20,000
TOTAL INTERGOVERNMENTAL REVENUE	\$ 54,736	\$ 20,000	\$ 20,000	\$ 20,000

Charges for Services

341.41-00 Reproductions and Miscellaneous	7,505	8,000	6,400	6,500
342.51-01 Ambulance Service	1,730,807	2,010,000	1,774,100	2,024,100
342.51-02 Emergency Services District Services	1,004,807	1,005,000	898,000	945,000
344.02-00 Landfill - Percent of Gross	75,000	-		
346.01-00 Library Fines	111,102	108,000	111,750	112,000
TOTAL CHARGES FOR SERVICES	\$ 2,929,221	\$ 3,131,000	\$ 2,790,250	\$ 3,087,600

Fines and Forfeitures

351.03-00 Animal Control Fees and Fines	15,814	17,501	12,600	12,850
352.01-00 Traffic Violations	579,116	600,000	585,100	596,200
352.02-00 Arrest Fees	42,160	37,500	37,000	37,700
352.03-00 Other Misdemeanors	206,579	213,600	221,000	241,200
352.07-00 Child Safety	-	1,000	-	-
353.01-00 Court Costs	61,970	70,000	53,000	55,000
354.01-00 Warrant Service Fees	81,617	84,000	74,750	76,175
TOTAL FINES AND FORFEITURES	\$ 987,257	\$ 1,023,600	\$ 983,450	\$ 1,019,126

Interest Income (361.01-00) \$ 74,774 \$ 70,000 \$ 35,000 \$ 70,000

Change in Market Value (361.03-00) \$ (11,997)

Parks and Recreation

372.01-00 Pool	428,391	510,800	530,000	543,250
372.04-00 Tube Chute	76,784	80,000	71,500	71,500
373.01-00 Recreation	260,240	320,750	266,000	327,650
373.05-00 Paddle Boats	50,206	58,500	50,200	51,500
373.06-00 Miniature Golf	13,904	14,500	17,750	17,750
373.08-00 Youth Sports Contract Fees	13,627	10,000		
374.01-00 Park Rentals	168,336	161,700	179,225	238,200
375.02-00 Miniature Train Revenue	48,430	46,500	46,500	46,500
TOTAL PARKS AND RECREATION	\$ 1,059,919	\$ 1,202,750	\$ 1,161,175	\$ 1,296,350

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

101 General Fund

Miscellaneous

332.01-00 Contributions	52,603	100,000	100,000	142,500
381.01-00 Contracts - Industrial District	1,100,125	918,900	902,225	969,875
386.01-00 Leases	35,100	20,000	39,725	26,500
387.01-00 Sale of Equipment/Property	375		21,000	
388.01-00 Donations	500		300	
389.01-00 Miscellaneous	58,552	75,000	54,575	54,575
389.02-00 Reimbursements/Current Yr				
389.03-00 Reimbursements/Prior Yr	160,007	188,000	192,400	192,400
389.07-00 TML Equity Return	10,465		3,000	
389.09-30 Misc - Abandoned, Found, Unclaimed	2,329		674	
389.12-00 Misc - Subject to Sales Tax	16,973	19,750	13,500	13,500
389.99-00 Over/Short	637			
TOTAL MISCELLANEOUS	\$ 1,437,666	\$ 1,321,650	\$ 1,327,399	\$ 1,399,350

Interfund Transfers (391.01-00)	\$ 682,562	\$ 685,055	\$ 716,958	\$ 799,714

TOTAL - GENERAL FUND	\$ 44,182,851	\$ 45,996,156	\$ 47,436,306	\$ 49,594,501

205 CDBG Fund

331.11-01 Federal Funds	296,301	482,963	341,392	493,204
Total - CDBG Fund	\$ 296,301	\$ 482,963	\$ 341,392	\$ 493,204

210 Creekside Town Center TIRZ Fund

311.01-00 Ad Valorem Tax	394,370	534,282	863,123	1,551,290
313.01-00 Municipal Sales Tax	608,854	723,588	999,500	1,074,500
361.01-00 Interest Income	500			
389-01.00 Reimbursements	1,500			
Total - Creekside Town Center TIRZ Fund	\$ 1,005,224	\$ 1,257,870	\$ 1,862,623	\$ 2,625,790

212 Industrial Development Board Fund

313.01-00 Municipal Sales Tax	5,051,774	4,859,745	5,584,643	5,799,241
389.15-00 Loan Payment	1,136,158	740,128	778,100	288,100
389-01.00 Reimbursements	135,420			
361.01-00 Interest Income	32,898	35,000	24,400	25,000
361.03-00 Change in Market Value	(4,219)			
Total - Industrial Development Board Fund	\$ 6,352,032	\$ 5,634,873	\$ 6,387,143	\$ 6,112,341

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
220 Grant Fund				
331.11-01 Federal Grant Revenue	777,901	940,500	342,500	1,137,768
335.11-01 State Grant Revenue	235,329		100,000	
338.11-00 Local Grant Revenue	21,295		6,212	
391.01-00 Interfund Transfers	40,616			
Total - Grant Fund	\$ 1,075,141	\$ 940,500	\$ 448,712	\$ 1,137,768
221 Special Revenue Fund				
353.01-00 Court Costs	855		840	
361.01-00 Interest Income				
388.01-00 Donations	56,034	65,000	72,000	70,000
332.01-00 Contributions	4,481	5,000	33,650	30,000
389.01-00 Miscellaneous	9,063		71,132	
389.02-00 Reimbursements/Current Year	64,020	45,000		
391.01-00 Interfund Transfers			1,000	
Total - Special Revenue Fund	\$ 134,452	\$ 115,000	\$ 178,622	\$ 100,000
225 River Activities Fund				
321.02-00 Vehicle Permits	4,312	4,500	6,000	6,000
352.03-00 Other Misdemeanors	67,055	86,250	60,000	60,000
375.01-00 Parking		257,000	191,000	191,000
375.06-00 River Activities Fee	197,315	205,250	414,100	414,100
391.01-00 Interfund Transfers - Solid Waste Fund	116,100	140,203	120,000	125,000
391.01-00 Interfund Transfers - General Fund	551,296	340,567	168,992	155,027
Total - River Activities Fund	\$ 936,077	\$ 1,033,770	\$ 960,092	\$ 951,127
227 Court Security Fund				
353.03-00 Court Fees	26,335	27,972	23,100	26,300
389.03-00 Reimbursements				
391.01-00 Interfund Transfer				
Total - Court Security Fund	\$ 26,335	\$ 27,972	\$ 23,100	\$ 26,300
228 Judicial Efficiency Fund				
353.04-00 Judicial Efficiency Fee	3,363	3,743	6,782	4,200
391.01-00 Interfund Transfers				
Total - Judicial Efficiency Fund	\$ 3,363	\$ 3,743	\$ 6,782	\$ 4,200

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
229 Court Technology Fund				
353.05-00 Court Technology	35,217	37,813	32,000	35,200
Total - Court Technology Fund	\$ 35,217	\$ 37,813	\$ 32,000	\$ 35,200
230 Child Safety Fund				
338.03-00 County Government	107,687	111,793	100,715	103,750
352.04-00 Child Safety	9,651	10,250	11,825	11,825
361.01-00 Interest Income	29			
Total - Child Safety Fund	\$ 117,366	\$ 122,043	\$ 112,540	\$ 115,575
232 Stormwater Development Fund				
344.30-00 Stormwater Dev Fee		10,000	99,900	36,000
361.01-00 Interest Income	52			
Total - Stormwater Development Fund	\$ 52	\$ 10,000	\$ 99,900	\$ 36,000
240 Juvenile Case Manager Fund				
353.06-00 Fines and Forfeitures	43,792	46,750	43,100	43,100
361.01-00 Interest Income	119			
Total - Juvenile Case Manager Fund	\$ 43,911	\$ 46,750	\$ 43,100	\$ 43,100
245 PEG Cable Franchise Fund				
316.02-00 Franchise Payments	163,201	160,000	176,040	183,100
Total - PEG Cable Franchise Fund	\$ 163,201	\$ 160,000	\$ 176,040	\$ 183,100
260 Equipment Replacement Fund				
361.01-00 Interest Income	26,840	41,000	5,585	6,000
387.01-00 Sale of Property	26,695	10,000		10,000
391.01-00 Interfund Transfers	855,711	136,208	136,208	436,208
Total - Equipment Replacement Fund	\$ 909,246	\$ 187,208	\$ 141,793	\$ 452,208
262 Enterprise Maintenance and Equipment Fund				
361.01-00 Interest Income	30	5,000	625	750
387.01-00 Sale of Property	380,697	233,624	123,893	140,000
389.01-00 Miscellaneous		50,000	-	-
391.01-00 Interfund Transfers	3,784,061	1,570,663	1,590,390	1,785,826
Total - Enterprise Replacement Fund	\$ 4,164,788	\$ 1,859,287	\$ 1,714,908	\$ 1,926,576

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
263 Edwards Aquifer Habitat Conservation Plan Fund				
389.02-00 Reimbursements/Current Year	1,142,988	1,892,880	896,593	1,495,875
391.01-00 Interfund Transfers - General Fund	32,366	97,991	87,200	90,800
Total - Facilities Maintenance Fund	\$ 1,175,354	\$ 1,990,871	\$ 983,793	\$ 1,586,675
261 Facilities Maintenance Fund				
361.01-00 Interest Income	476	100	98	50
391.01-00 Interfund Transfers		-		56,648
Total - Facilities Maintenance Fund	\$ 476	\$ 100	\$ 98	\$ 56,698
304 2004 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	195		70	-
Total - 2004 C of O Fund	\$ 195	\$ -	\$ 70	\$ -
307 2007 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	1,660	650	700	-
389.03-00 Reimbursements	500			
Total - 2007 C of O Fund	\$ 2,160	\$ 650	\$ 700	\$ -
308 2008 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	127	2,000	250	-
389.01-00 Miscellaneous				
391.01-00 Interfund Transfer	28,186			
Total - 2008 C of O Fund	\$ 28,313	\$ 2,000	\$ 250	\$ -
309 2009 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	2,580	2,000	500	-
Total - 2009 C of O Fund	\$ 2,580	\$ 2,000	\$ 500	\$ -
351 2011 Certificates of Obligation Capital Improvement Fund				
361.01-00 Interest Income	8,372	8,000	2,000	1,000
386.01-00 Leases	12,595	8,000	13,750	-
389.03-00 Reimbursements	1,616,502		27,809	
389.07-00 Proceeds from Insurance				
391.01-00 Interfund Transfer	166,725	366	366	-
332.01-00 Contributions				
Total - 2011 C of O Fund	\$ 1,804,193	\$ 16,366	\$ 43,925	\$ 1,000

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

352 2012 Certificates of Obligation Capital Improvement Fund

361.01-00 Interest Income	34,634	10,000	14,325	7,000
389.01-00 Miscellaneous	334			
393.04-00 Debt Proceeds				
Total - 2012 C of O Fund	\$ 34,968	\$ 10,000	\$ 14,325	\$ 7,000

353 2013 Certificates of Obligation Capital Improvement Fund

361.01-00 Interest Income	645	7,500	32,250	15,000
391.01-00 Interfund Transfers				1,473
331.11-01 Intergovernmental Revenue	2,618,795	-	38,242	
383.04-00 Debt Proceeds	20,465,968	-		
Total - 2013 C of O Fund	\$ 23,085,408	\$ 7,500	\$ 70,492	\$ 16,473

354 2014 Capital Improvement Projects Fund

361.01-00 Interest Income		25,000	-	10,000
389.01-00 Debt Proceeds		11,500,000	10,375,000	
331.11-01 Intergovernmental Revenue		1,016,249	-	-
Total - 2014 CIP Fund	\$ -	\$ 12,541,249	\$ 10,375,000	\$ 10,000

350 2013 General Obligation Bond Fund

361.01-00 Interest Income		-	-	20,000
389.01-00 Debt Proceeds			14,500,000	15,290,500
Total - 2013 GO Bond Fund	\$ -	\$ -	\$ 14,500,000	\$ 15,310,500

314 Parks Improvements Capital Improvement Fund

362.01-00 Parks Development Fee	270,500	7,200	137,000	137,000
361.01-00 Interest Income	190	250	50	50
391.01-00 Interfund Transfers				334
Total - Parks Improvements Fund	\$ 270,690	\$ 7,450	\$ 137,050	\$ 137,384

336 Road Development Impact Fees Fund

363.01-00 Roadway Impact Fees	\$ 1,155,202	\$ 1,030,000	\$ 1,381,400	\$ 1,519,500
361.01-00 Interest Income	2,850	1,500	950	950
332.01-00 Contributions	-	-	300,000	-
Total - Road Development Impact Fees Fund	\$ 1,158,052	\$ 1,031,500	\$ 1,682,350	\$ 1,520,450

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

401 Debt Service Fund

Property Taxes

311.01-00 Ad Valorem Tax - Current	7,820,319	9,254,742	9,160,000	10,043,582
311.02-00 Ad Valorem Tax - Delinquent	125,467	118,450	90,000	98,730
311.11-00 Ad Valorem Tax - Penalties and Interest	73,308	70,000	69,000	75,693
332.01-00 Contributions	1,691,512	1,665,528	1,665,528	1,665,563
361.01-00 Interest Income	44,982			
391.01-00 Interfund Transfers - Airport		40,000	40,000	317,145
391.01-01 Interfund Transfers - Golf Course				483,398
391.01-01 Interfund Transfers - Solid Waste		463,698	463,698	76,500
391.01-00 Interfund Transfers - Hotel/Motel	611,598	609,429	609,429	611,929
Total - Debt Service Fund	\$ 10,367,186	\$ 12,221,847	\$ 12,097,655	\$ 13,372,540

501 Airport Fund

Charges for Services

319.01-00 Commercial Activities Fee	16,403	35,000	57,385	48,000
386.01-00 Leases and Rents	336,194	459,000	490,000	713,500
389.01-00 Miscellaneous	21,273	17,500	23,000	23,000
389.02-00 Reimbursement/Current Year	2,363	-	1,185	
389.50-12 Fuel and Oil	1,396,077	1,509,500	1,701,610	1,839,000
389.99-00 Over/Short	1,539	50	50	50
Total Charges for Services	\$ 1,773,849	\$ 2,021,050	\$ 2,273,230	\$ 2,623,550

Intergovernmental Revenue

335.1101 TXDOT	50,000	50,000	50,000	50,000
Total Intergovernmental Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

391.01-00 Interfund Transfers	\$ 55,344

Total - Airport Fund	\$ 1,879,193	\$ 2,071,050	\$ 2,323,230	\$ 2,673,550

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
521 Solid Waste Fund				
Charges for Services				
344.01-00 Garbage Collection	5,962,241	6,062,500	6,194,250	6,361,495
344.03-00 Recycling Collection	1,044,425	1,066,048	1,078,000	1,107,106
344.11-00 Brush/Special Pick ups	22,924	21,500	20,000	20,000
344.31-00 Garbage Penalties	88,969	86,000	86,000	86,000
Total Charges for Services	\$ 7,118,559	\$ 7,236,048	\$ 7,378,250	\$ 7,574,601
361.01-00 Interest Income	1,445	1,500	1,000	1,000
Miscellaneous				
389.07-00 Sale of Property/Equipment			28,491	
389.01-00 Miscellaneous	117,896	121,300	138,800	139,000
389.02-00 Reimbursements/Current Year	3,044			
Total Miscellaneous	\$ 120,940	\$ 121,300	\$ 167,291	\$ 139,000
Total - Solid Waste Fund	\$ 7,240,945	\$ 7,358,848	\$ 7,546,541	\$ 7,714,601
531 Golf Fund				
Charges for Services				
371.01-00 Green Fees	545,948	-	1,650	977,364
371.02-00 Annual Fees	71,355	-	1,125	302,100
371.04-00 Cart Rental	321,797	-	1,000	281,631
371.08-00 Proshop Sales	91,797	-	33,500	120,000
371.11-00 Golf Lessons	27,965	11,000	21,000	30,000
Total Charges for Services	\$ 1,058,860	\$ 11,000	\$ 58,275	\$ 1,711,095
361.01-00 Interest Income	\$ 286		\$ 130	
Miscellaneous				
386.01-00 Leases	16,212		14,700	35,000
387.01-00 Sale of Equipment		30,000	60,750	
388.01-00 Donations				
388.05-00 Contributions		283,500	283,500	290,500
389.01-00 Miscellaneous	428		1,150	
389.02-00 Reimbursements/Current Yr				
389.07-00 Proceeds from Insurance				
389.99-00 Over/Short	201			
Total Miscellaneous	\$ 16,841	\$ 313,500	\$ 360,100	\$ 325,500
391.01-00 Interfund Transfers		\$ 43,000	\$ 43,000	
Total - Golf Fund	\$ 1,075,987	\$ 367,500	\$ 461,505	\$ 2,036,595

REVENUES	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

541 Civic/Convention Center Fund

Charges for Services

347.01-00 Civic Center Rental	292,905	313,500	338,903	355,848
Total Charges for Services	\$ 292,905	\$ 313,500	\$ 338,903	\$ 355,848

Miscellaneous

389.01-00 Miscellaneous	7,450	-	5,350	
Total Miscellaneous	7,450	-	5,350	-

Interfund Transfers

391.01-00 Interfund Transfers	300,461	356,468	356,468	334,883

Total - Civic/Convention Center Fund \$ 600,817 \$ 669,968 \$ 700,721 \$ 690,731

601 Self Insurance Fund

345.01-00 Premiums	5,248,647	5,072,777	5,118,615	5,220,987
345.02-00 Cobra	218,248	233,750	223,515	240,000
361.01-00 Interest Income	8	-		
389.01-00 Miscellaneous	713		171,949	-
Total - Self Insurance Fund	\$ 5,467,616	\$ 5,306,527	\$ 5,514,079	\$ 5,460,987

781 Cemetery Improvements Fund

326.06-00 Special Permits	6,075	725	600	600
388.01-00 Donations	485			
361.01-00 Interest Income	81		100	100
Total - Cemetery Improvements Fund	\$ 6,641	\$ 725	\$ 700	\$ 700

794 Hotel/Motel Tax Fund

315.01-00 Hotel Occupancy Tax	3,361,905	3,554,935	3,630,839	3,812,366
315.02-00 Penalty	13,497		13,000	13,000
361.01-00 Interest Income	429		350	
389.01-00 Miscellaneous			219,465	
Total - Hotel/Motel Tax Fund	\$ 3,375,832	\$ 3,554,935	\$ 3,863,654	\$ 3,825,366

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. The current strategic plan is documented earlier in this section of the budget document. In addition, annually, the Council reviews the current strategic plan to ensure its continued relevance and to make any updates/improvements that may be warranted by changing conditions or events. Council also then clarifies policy statements, sets priorities and gives direction to staff regarding issues for development of the budget.

Financial Planning and Management Process:

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

- During the fall 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. If the assumptions change, the forecast will change. 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 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.

First quarter review completed by Finance staff with all departments	January
Finance staff begins to 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	May
Five year forecast document completed and delivered to City Council	May
Departments submit all budget requests and documentation to Finance	May
Finance staff conducts budget meetings with departments to review revenue, expenditure estimates and projections	May
Working budget documents collated and submitted to City Manager	May
City Manager and Finance staff conduct budget meetings with departments to review and determine revenue and expenditure estimates and projections	June
City Council retreat on budget and financial forecast	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 2014-15 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 2014-15 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, 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.

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.

The following governmental funds are classified as major funds:

- The General Fund including the Equipment Replacement Fund and the Facilities Maintenance Fund
- the Hotel/Motel Tax Fund, classified as a Special Revenue Fund.
- the Debt Service Fund
- the 2011 Certificates of Obligation Capital Improvement Fund
- the 2012 Certificates of Obligation Capital Improvement Fund
- the 2013 Certificates of Obligation Capital Improvement Fund
- the 2014 Capital Improvement Projects Fund
- the 2013 General Obligation Bond Fund

All other governmental funds are classified as non-major funds.

- ***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 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, the Stormwater Utility 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 and commercial) 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 ten 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, 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 now 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 district 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 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. The Edwards Aquifer Habitat Conservation Plan Fund allows the City of New Braunfels to track all revenues and expenditures related to this important program.

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 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.

Facilities Maintenance Fund – is used to set aside funds for unexpected repairs on the City’s aging infrastructure. Funds are used to address major structural and system repairs in City buildings and parks and for unexpected requirements such as repairs from floods.

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.

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.

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

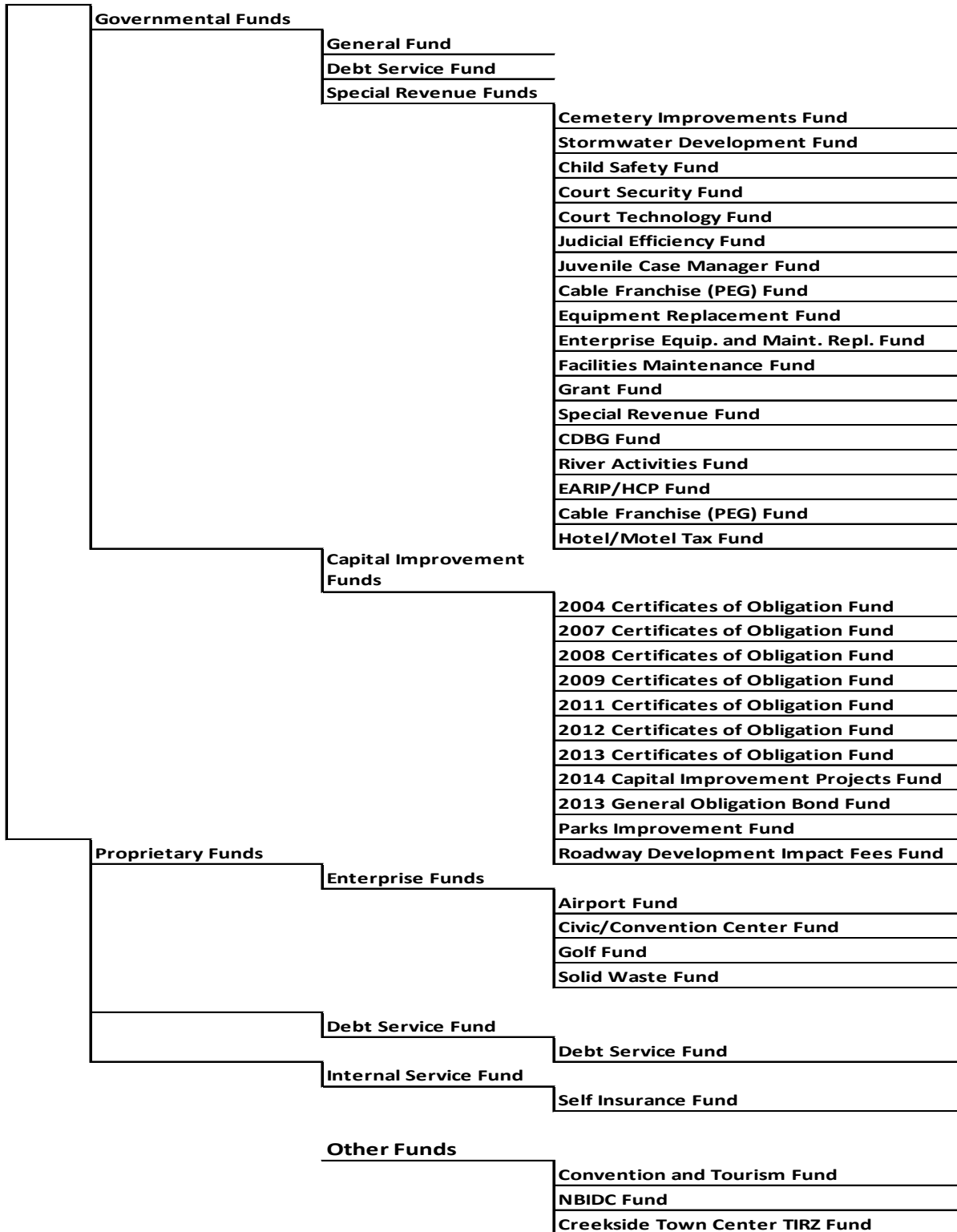
New Braunfels Industrial Development Corporation Fund – the New Braunfels Industrial Development Corporation (NBIDC) works with the City of New Braunfels to promote economic development in the community. This fund receives 25 percent of the sales tax collected in the City to fund various programs and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

Fund Structure Chart

ALL FUNDS



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 2014-15 Adopted Budget appropriates funds using the following expenditure groups. Capital expenditures are defined as the purchase of an asset where the individual cost of an item is \$5,000 or greater.

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

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. This system reduces unnecessary bureaucratic control while continuing to provide sound financial and management information. Although budgetary data is presented in the budget document according to expenditure group, detailed line item information has been input into the City's financial management system.



General Fund



City of New Braunfels
General Fund
Fiscal Year Ending September 30, 2015

Fund: 101

Available Funds	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 16,839,391	\$ 14,234,058	\$ 15,189,174	\$ 16,656,450

Revenue

Property Tax	\$ 10,923,710	\$ 11,939,477	\$ 11,864,850	\$ 12,962,460
Sales Tax	15,868,199	16,284,692	17,662,360	18,145,312
Other Taxes and Franchise Fees	7,929,666	8,045,500	8,363,950	8,162,200
Licenses and Permits	2,247,138	2,272,432	2,510,915	2,632,390
Charges for Services	2,929,221	3,131,000	2,790,250	3,087,600
Fines and Forfeitures	987,257	1,023,600	983,450	1,019,126
Parks and Recreation	1,059,919	1,202,750	1,161,175	1,296,350
Interest Income	62,777	70,000	35,000	70,000
Intergovernmental	54,736	20,000	20,000	20,000
Miscellaneous	1,437,666	1,321,650	1,327,399	1,399,350
Interfund Transfers	682,562	685,055	716,958	799,714
Total Revenue	\$ 44,182,851	\$ 45,996,156	\$ 47,436,306	\$ 49,594,501

TOTAL AVAILABLE FUNDS	\$ 61,022,242	\$ 60,230,213	\$ 62,625,480	\$ 66,250,951

APPROPRIATIONS

General Government	\$ 5,828,499	\$ 5,117,467	\$ 5,407,457	\$ 6,997,385
Planning and Community Development	2,409,497	2,588,976	2,455,818	2,742,506
Public Safety				
Police	12,015,152	12,320,418	12,502,107	13,144,794
Fire	13,862,422	13,884,986	14,062,036	14,312,203
Municipal Courts	395,990	443,900	373,541	559,517
Public Works	4,964,606	5,415,426	5,132,417	5,762,305
Parks and Recreation	3,829,308	4,020,081	3,773,879	4,606,066
Library	1,735,855	1,817,786	1,772,582	1,987,702
Interfund Transfers	791,738	721,558	489,192	848,975

TOTAL OPERATING APPROPRIATIONS	\$ 45,833,069	\$ 46,330,598	\$ 45,969,030	\$ 50,961,453
Ending Fund Balance	\$ 15,189,174	\$ 13,899,616	\$ 16,656,450	\$ 15,289,498
TOTAL APPROPRIATIONS	\$ 61,022,242	\$ 60,230,213	\$ 62,625,480	\$ 66,250,951

	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget
City Council	\$ 102,055	\$ 169,897	\$ 156,566	\$ 41,350
City Attorney	641,144	685,536	697,660	675,137
City Manager	724,173	701,375	581,182	674,886
City Secretary	223,833	240,109	214,232	232,889
Information Technology	-	-	-	992,746
Capital Programs	-	-	-	62,674
Total Administration	\$ 1,691,205	\$ 1,796,917	\$ 1,649,641	\$ 2,679,683
Human Resources	624,852	641,348	606,454	618,516
Support Services	836,002	860,507	860,905	879,027
Information Technology	932,187	982,447	981,732	
Total Support Services and IT	1,768,189	1,842,954	1,842,637	879,027
Planning and Community Development				
Planning	658,887	724,525	740,304	839,544
Environmental Services	844,052	897,117	861,670	963,152
Building Inspection	737,596	811,395	758,686	806,447
Main Street	168,963	155,939	95,158	133,363
Total Planning and Community Dev.	\$ 2,409,497	\$ 2,588,976	\$ 2,455,818	\$ 2,742,506
Police				
Administration	1,419,172	1,389,044	1,345,793	1,439,661
Patrol	6,685,518	7,070,357	6,930,260	7,655,145
Criminal Investigations	2,286,921	2,165,079	2,457,749	2,305,240
Support Services	1,623,542	1,695,937	1,768,305	1,744,748
Total Police	\$ 12,015,152	\$ 12,320,418	\$ 12,502,107	\$ 13,144,794
Municipal Courts	\$ 395,990	\$ 443,900	\$ 373,541	\$ 559,517
Fire				
Operations	11,954,322	11,718,806	11,843,283	12,127,165
Support Services	1,792,332	2,045,244	2,105,314	2,012,173
Emergency Management	115,768	120,936	113,439	172,864
Total Fire	\$ 13,862,422	\$ 13,884,986	\$ 14,062,036	\$ 14,312,203
Public Works				
Engineering	1,023,817	1,125,954	992,730	1,386,734
Streets	3,019,240	2,982,485	3,056,435	3,136,725
Drainage	567,181	783,995	633,090	788,067
Facilities Maintenance	354,368	437,488	409,722	450,779
Capital Programs	-	85,504	40,440	-
Total Public Works	\$ 4,964,606	\$ 5,415,426	\$ 5,132,417	\$ 5,762,305
Parks				
Administration	756,127	712,201	728,374	813,996
Recreation	361,792	375,872	356,096	519,289
Aquatics	501,446	548,917	516,350	521,449
Rangers	145,463	215,588	127,787	216,343
Maintenance	1,891,810	1,983,079	1,869,927	2,355,270
Athletics	172,670	184,424	175,344	179,719
Total Parks	\$ 3,829,308	\$ 4,020,081	\$ 3,773,879	\$ 4,606,066

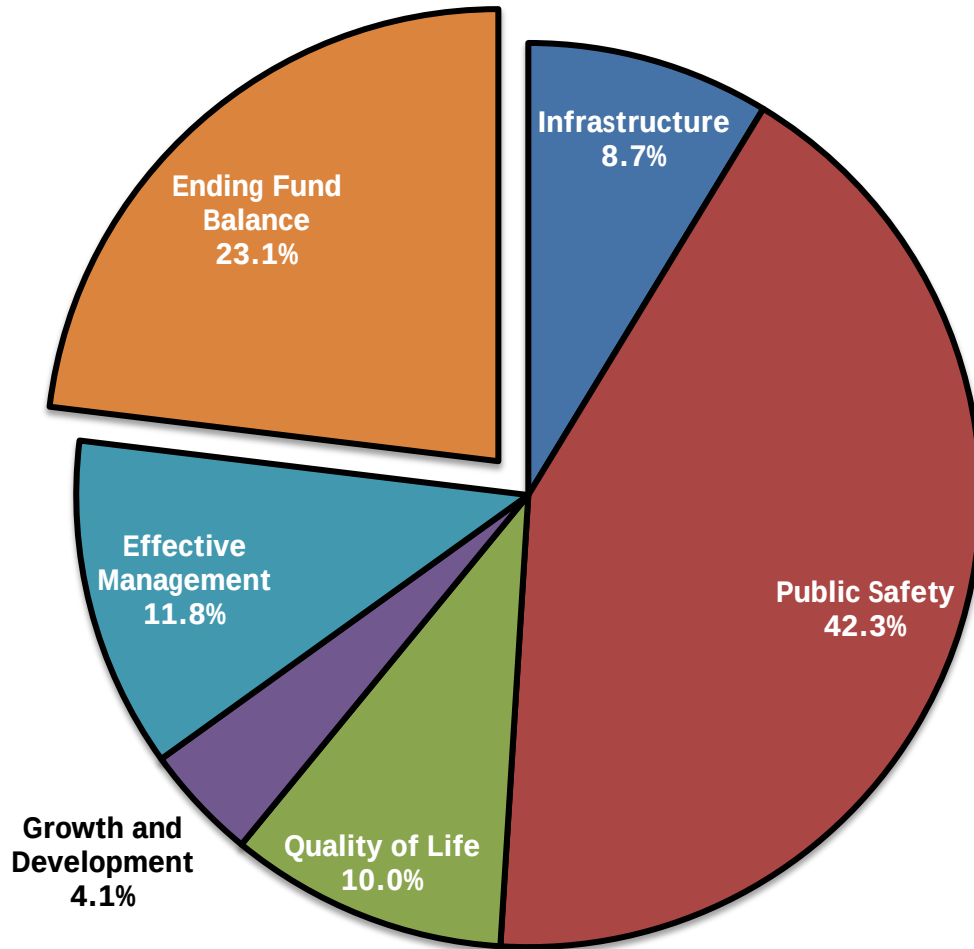
FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Budget

Library Services

Library	\$ 1,596,649	\$ 1,624,849	\$ 1,588,791	\$ 1,718,691
Westside Community Center	139,206	192,937	183,792	269,011
Total Library	\$ 1,735,855	\$ 1,817,786	\$ 1,772,582	\$ 1,987,702
Non-Departmental - General Government	\$ 1,053,188	\$ 1,361,248	\$ 1,308,726	\$ 1,290,859
Operating Transfers	791,738	721,558	489,192	848,975
Contingencies	691,065	(525,000)	-	1,529,300
Total Non-Departmental	\$ 2,535,991	\$ 1,557,806	\$ 1,797,918	\$ 3,669,134

Total General Fund	\$ 45,833,069	\$ 46,330,598	\$ 45,969,030	\$ 50,961,453

FUND BALANCE



Strategic Priority	Allocation
Public Safety	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Ending Fund Balance	15,289,498
Total	\$66,250,951

ENDING FUND BALANCE

General Fund: 101

Program Description:

The FY 2014-15 Budget includes \$15,289,498 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.

Appropriations:

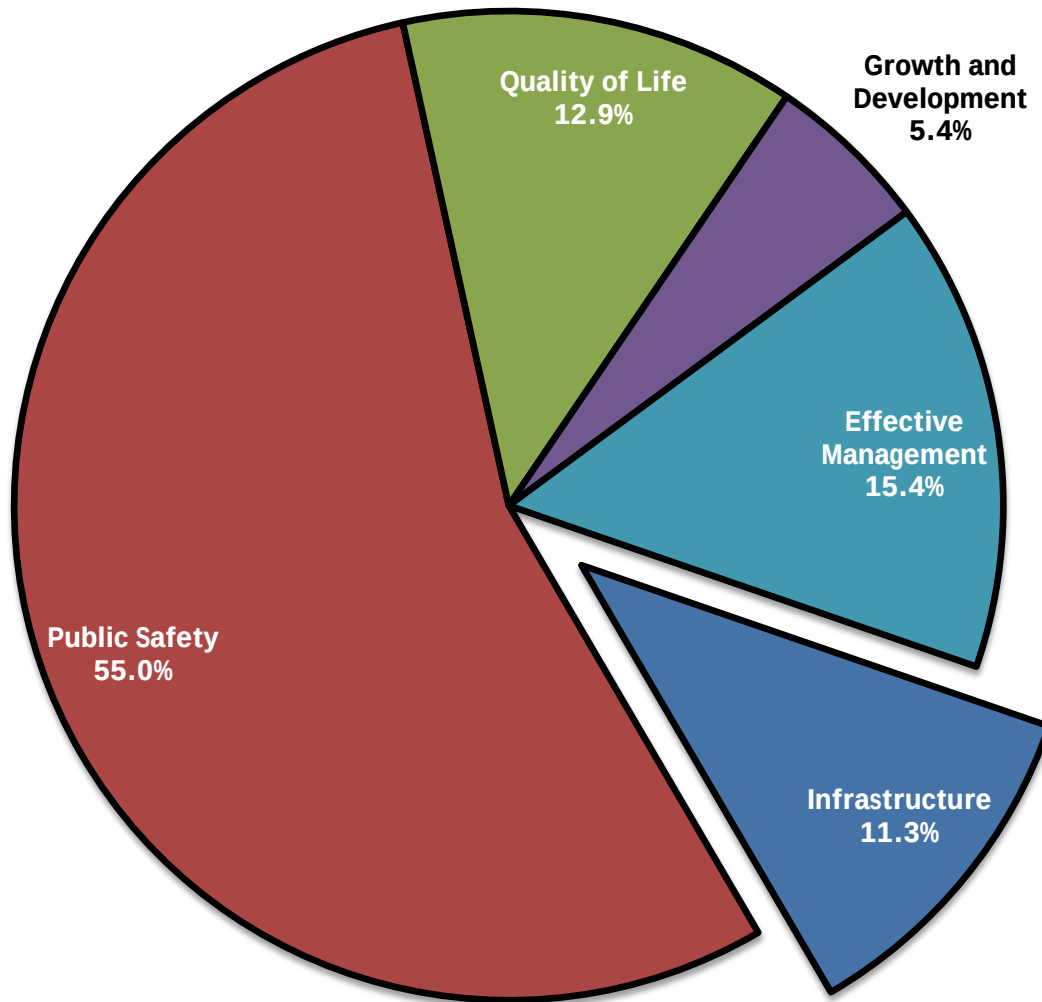
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Ending Fund Balance	\$15,189,174	\$16,656,450	\$15,289,498
<i>Total Appropriations</i>	<i>\$15,189,174</i>	<i>\$16,656,450</i>	<i>\$15,298,498</i>

Program Justification and Fiscal Analysis:

The City Council has set a policy to maintain a General Fund fund balance equal to at least 25 percent of the budgeted expenditures in this fund. The FY 2014-15 Budget includes an ending balance that exceeds that requirement to protect the City's debt rating and maintain financial stability. The \$15,289,498 fund balance represents 30 percent of the budgeted expenditures in the General Fund. Bond rating agencies strongly prefer steady or increasing fund balances but the City needed to keep all the requirements in balance. In FY 2005-06, the fund balance was approximately 65 percent of expenditures and considered much higher than necessary by normal standards. As mentioned above, the City Council set a policy to keep fund balance levels at a minimum of 25 percent of budgeted expenditures and the City started reducing the fund balance in FY 2006-07 to the initial target of 35 percent. In FY 2012-13, the City began implementation of a strategy to reduce the fund balance levels once again. The strategy was a measured approach that allowed the City to preserve its excellent debt ratings and continue to provide sufficient reserves to meet unexpected and/or extraordinary circumstances. The new planning and budgeting target is 30 percent. As mentioned earlier, beginning in FY 2013-14, the fund balance target represents 30 percent of the operating expenditures. It is important to note that any fund balance draw downs are one-time revenue sources; they should not be used to fund recurring expenditures. In FY 2014-15, current revenues and current expenditures are essentially equal, with no use of fund balance for recurring expenditures.

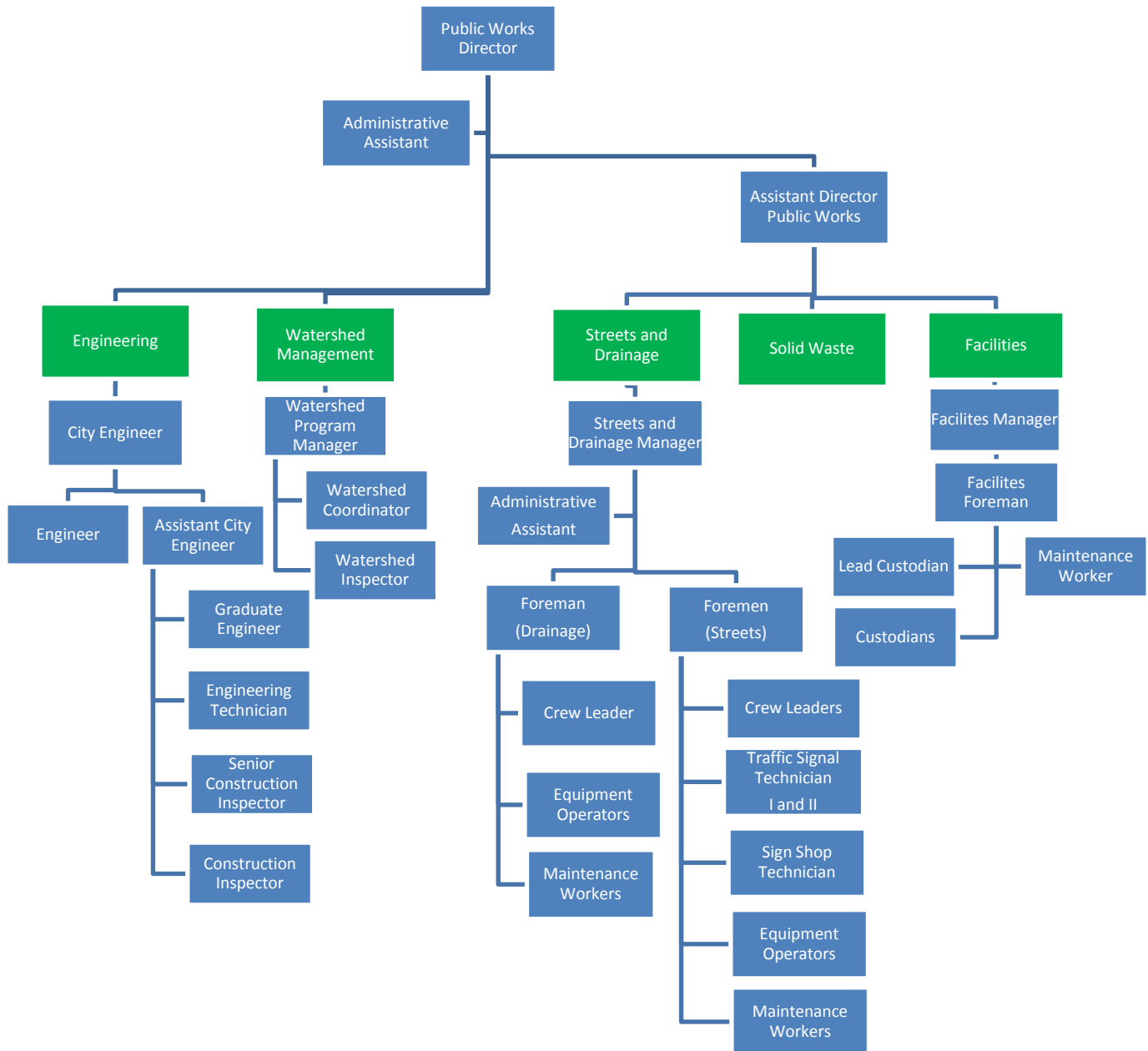
The City has, in past years, transferred funds from the General Fund into the Facilities Maintenance Fund and the Equipment Replacement Fund. The Facilities Maintenance Fund has been used to pay for extraordinary or unexpected maintenance and repairs for City buildings and parks, as occurred with the June 2010 flood. However, there is no increase in fund balance percentage for FY 2014-15 when the Facilities Maintenance Fund is included because this fund has not been receiving new revenue in the form of transfers. In FY 2014-15, the fund will be completely drawn down. The Equipment Replacement Fund is used to purchase replacement vehicles. Much of its funding also comes from the General Fund. However, since this has a much more specific purpose, staff does not include its available fund balance in the calculation.

INFRASTRUCTURE



Strategic Priority	Allocation
Public Safety	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Total	\$50,961,453

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.
4. Facilitate the prompt application of City policy.
5. Continue enhancements of operations and project management to improve quality and efficiency.
6. Promote, train and retain highly competent staff dedicated to serving the needs of the City.
7. Enhance interdepartmental support activities to improve City-wide efficiencies.

Department Description:

The Public Works Department is under the direction of the Public Works Director and includes the following divisions: Engineering; Streets and Drainage; Facilities Maintenance; Solid Waste; and Water Resource and Watershed Management.

Engineering:

The Engineering Division provides management, support and guidance for capital projects, residential and commercial development reviews, utility coordination, drainage management and many other engineering related functions. The division is led by the City Engineer and provides engineering support for the Capital Programs Division, Parks and Recreation, Airport and other City departments. This division also provides support for the Bond and Pavement Management Program.

Streets:

The Streets Division is responsible for maintaining and repairing streets, traffic signals, pavement markings and signs throughout the City. The City currently maintains an estimated 310 miles of streets, which has increased approximately 20 percent over the last 10 years. Along with the pressures of keeping up with the growth in the community, aging infrastructure will continue to place significant demands on this division to maintain safe roadways for New Braunfels citizens' and visitors protection. The Streets Maintenance Program prioritizes maintenance activities based on actual street conditions. Projects are scheduled with internal resources and outside contractors to ensure efficient use of public funds and are coordinated with New Braunfels Utilities activities. Another factor affecting workload is the Texas Department of Transportation's transfer of signal maintenance to the City, due to population levels exceeding

50,000 in the 2010 census. There is more signal maintenance, and engineering has taken on the responsibility for signal warrant studies and other traffic-related engineering.

Drainage:

The Drainage Division is responsible for maintaining and repairing drainage facilities throughout the City. City growth continues to place significant demands on this division to maintain drainage systems to protect the community. Staff is responsible for vegetation control in drainage structures and easements as well as completing small drainage project improvements. The City's population has exceeded 50,000 with the 2010 census. As a result, the City is complying with federally mandated stormwater regulations and requirements. In addition, the City has significant drainage and flooding issues, as evidenced by the flood in June 2010. Currently, drainage staff is responsible for maintaining and repairing drainage facilities throughout the City. An estimated 188 acres are currently being maintained. Community growth continues to place significant demands on the drainage staff to properly maintain stormwater systems. Upon completion, future capital projects will add to maintenance needs.

Facilities Maintenance:

The Facilities Maintenance Division maintains and repairs many City buildings, including City Hall, the Library, Police and Municipal Courts building, golf course buildings, and the Parks and Recreation office building. Work activities include janitorial support, light remodeling, heating, ventilation and air conditioning, plumbing and electrical general work and heavy maintenance coordination. This work ensures employees and citizens have a comfortable and productive work environment.

Watershed Management:

In FY 2008-09, the water resource management function, including watershed management moved under Public Works. The City is the host to Comal Springs, a major water source for not only New Braunfels but other cities and counties downstream. These springs are a key natural resource that influences many of the region's water decisions. Spring protection and the federally mandated Municipal Separate Stormwater Sewer Systems (MS4) program are activities currently being managed by the Watershed Management Division. New Braunfels is very active in regional water activities and is a signature party to the Edwards Aquifer Habitat Conservation Plan (EAHCP) and the Funding Management Agreement (FMA) and an Implementing Agreement. Mitigation projects to protect springs resources, home to endangered species, are funded by the Edwards Aquifer Authority (EAA) and are managed by water resource management staff. This staff has the experience and expertise and represents the City's interests in regional water planning.

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Develop and maintain a comprehensive program for water issues.

- Action Item: Develop storm water runoff regulations.
 - ❖ Stormwater management strategy report presented to Council in fall 2014. Stormwater program established in 2014 to comply with federal MS4 requirements.

Strategic Priority: Quality of Life**Long Term Objective: Protect the integrity of our neighborhoods**

- Action Item: Implement railroad quiet zones.
 - ❖ Quiet zone 3, 4 and 5 are in construction phase with implementation expected spring 2015. Quiet zone 6 (FM 306 overpass TxDot project) expected to be implemented summer 2015.

<i>Performance Measures:</i>			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
<i>Engineering:</i>			
Number of commercial and residential permit and plat reviews	240	260	310
Percentage of commercial and residential permit and plat reviews completed within ten business days	90%	95%	95%
Number of traffic service requests	30	50	80
Percentage of traffic service requests processed within 20 business days	90%	90%	90%
<i>Streets:</i>			
Street Rehabilitation (lane miles)	N/A	1.53	2.78
Mill and overlay lane miles	N/A	7.54	4.75
Level-up lane miles completed by City forces	N/A	3.54	1.57
Seal coat (chip seal) lane miles	N/A	10.76	6.42
Crack sealing lane miles completed by City forces	N/A	11.90	19.94
Pot hole repairs completed by City forces	N/A	10,700	10,700
Signs repaired or installed by City forces	N/A	675	675
Percentage of regulatory sign and signal maintenance requests completed within 12 hours	N/A	99%	99%
Number of street service requests processed	N/A	195	195
Percentage of high priority street repair service requests completed within 10 business days	N/A	98%	98%
Percentage of uncomplicated lower priority street repair service requests completed within 30 business days	N/A	95%	95%
<i>Drainage:</i>			
Maintenance level projects completed (tree/brush removal, street drainage, structure repairs, herbicide applications, silt removal, ditch reshaping, etc.)	N/A	1,406	1,410
Easement and right-of-way (ROW) acres maintained	N/A	188	188

Performance Measures:			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Roadway drainage ROW acres maintained	N/A	165	165
New channel ROW acres maintained	N/A	143	143
Easement conversions to public maintenance acres maintained	N/A	1.0ac	1.0ac
Number of drainage service requests processed	N/A	88	88
Percentage high priority drainage services requests completed within 10 business days	N/A	98%	98%
Percentage of uncomplicated lower priority drainage service requests completed within 30 business days	N/A	98%	98%
Facilities Maintenance:			
Percentage of customer work orders responded to within 24 hours	73%	60%	65%
Percentage of preventive maintenance work orders accomplished on time	92%	90%	92%
Janitorial service square footage per FTE	19,870	19,870	22,000
Energy conservation projects completed	2	2	2
Number of preventative maintenance work orders	N/A	120	130
Percentage of preventative maintenance work orders completed	92%	90%	92%
Water Resource and Watershed Management:			
Amount of litter collected from river services contract	69,397 lbs.	91,380 lbs.	91,500 lbs.
Participation in regional water planning initiatives (Region L, GBC, EARIP, etc)	N/A	90%	100%
Development and implementation of the MS4 program	N/A	100%	100%
Percentage completion of EARIP/EAHCP annual mitigation initiatives	N/A	100%	100%
Percentage of MS4 compliance with defined control measures	N/A	100%	100%

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$2,364,320	\$2,434,136	\$2,738,230
Operation Expenses			
Operating (recurring)	2,584,710	2,698,281	2,901,775
Equipment and Initiatives (one time)			2,700
Capital Expenses	15,576		119,600
<i>Total Appropriations</i>	\$4,964,606	\$5,132,417	\$5,762,305

Program Justification and Fiscal Analysis:

The FY 2014-15 Public Works Budget increases overall in comparison to the FY 2013-14 estimates and FY 2012-13 actuals, with several factors contributing to this change. In FY 2014-15, all authorized positions are fully funded, driving the increase in employee expenses in comparison to FY 2013-14 and FY 2012-13, years in which vacancies occurred. A new position (described below) is added. As was the case for the last four fiscal years, in FY 2014-15, all salary and benefit costs associated with the Facilities Manager will continue to be charged to the Facilities Maintenance Fund. However, in FY 2014-15, the Facilities Maintenance Fund does not have sufficient funding to pay the full cost of this position, so the General Fund is transferring the amount needed to fully support the position within the fund (\$56,648).

Recurring operating expenses actually decrease in FY 2014-15. This is driven by the use of an alternative funding strategy for drainage repair funding. In FY 2014-15, these costs (\$80,000) are funded in the Stormwater Development Fund, rather than the General Fund. Additional information on the Stormwater Development Fund can be found on pages 153-154. \$2,700 in one time funding for operating equipment has been added in FY 2014-15 to purchase tablet technology for the construction inspectors and facilities manager. This technology will increase reporting efficiency and increase productivity in the field for inspectors and allow the Facilities Manager to operate major HVAC systems remotely, increasing efficiency and reducing energy consumption.

Capital expenditures in FY 2014-15 include the purchase of a vehicle for Engineering and Watershed personnel (\$26,000). With development activity continuing to increase and the addition of the Edwards Aquifer Habitat Conservation Plan (EAHCP) projects, time spent in the field has increased significantly. This vehicle would be available to the staff within the department, primarily the new Watershed Inspector position (described below), when deployed in the field. In FY 2014-15, \$54,000 has been included for the purchase of equipment associated with traffic calming. Lastly, \$8,000 has been included for the purchase of an infrared spectrometer, which is needed to properly repair and conduct preventive maintenance on electrical and mechanical infrastructure in City owned facilities.

Program Changes – One position has been added to the Public Works Department in FY 2014-15, a Senior Construction Inspector. This position is funded for nine months in the budget (\$39,975 in FY 2014-15 and \$53,300 annually). Additional funding associated with this position, such as a vehicle and other minor tools and equipment has also been included in FY 2014-15

(\$31,600). This position will support the increased demand of subdivision, commercial and utilities inspection related work. The purchase, implementation and annual licensing costs of new pavement management software as well as updating the street survey is also included in FY 2014-15 (\$184,500). An additional \$65,000 in street repair funding has also been added to the FY 2014-15 Budget.

To support the Municipal Separate Storm Sewer program (MS4) in FY 2014-15, a Watershed Inspector has been added and funded for nine months (\$46,950 in FY 2014-15 and \$62,600 annually). In addition, \$65,000 for various fixed costs, such as professional services or surveys has been added to support MS4 in FY 2014-15. Participation by the City in the MS4 program is a federal mandate.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<u><i>Engineering:</i></u>			
Public Works Director	1	1	1
Assistant City Engineer	1	1	1
Assistant Director of Public Works*	.5	.5	.5
Administrative Assistant	1	1	1
City Engineer	1	1	1
Construction Inspector	2	2	2
Engineer	1	1	1
Engineering Technician	1	1	1
Graduate Engineer	1	1	1
Senior Construction Inspector	<u>0</u>	<u>0</u>	<u>1</u>
Subtotal – Engineering	9.5	9.5	10.5
<u><i>Streets:</i></u>			
Administrative Assistant	1	1	1
Crew Leader	0	2	2
Equipment Operator I	4	2	4
Equipment Operator II	6	6	4
Foreman	2	2	2
Maintenance Worker	2	1	1
Sign Shop Technician	1	1	1
Streets and Drainage Manager	1	1	1
Traffic Signal Technician I	0	1	1
Traffic Signal Technician II	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal – Streets	18	18	18
<u><i>Drainage:</i></u>			
Crew Leader	1	1	1
Equipment Operator I	5	5	5
Foreman	1	1	1
Maintenance Worker	2	2	2
Watershed Coordinator	1	1	1
Watershed Inspector	<u>0</u>	<u>0</u>	<u>1</u>
Subtotal – Drainage	10	10	11

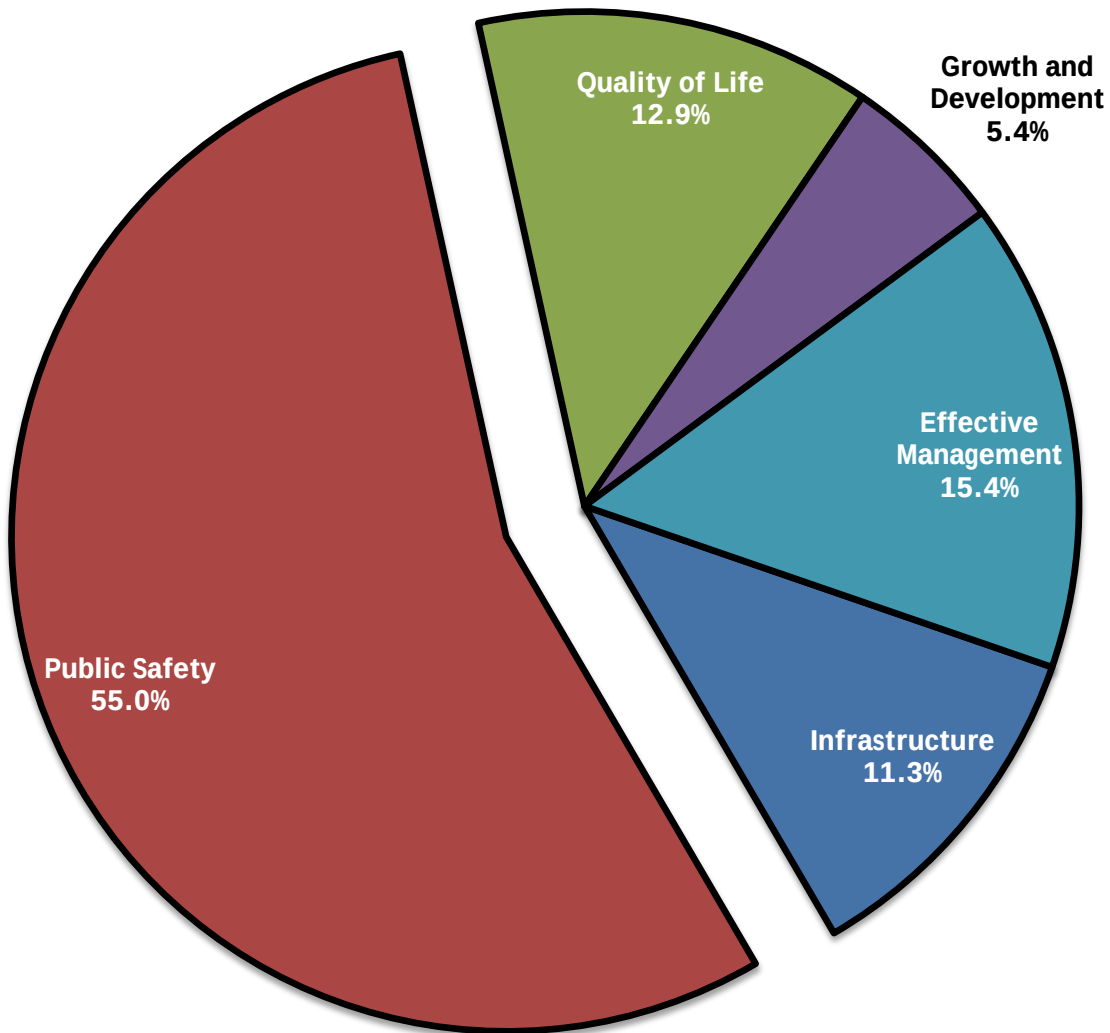
Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<u><i>Facilities Maintenance:</i></u>			
Custodian	3	3	3
Facilities Foreman	1	1	1
Lead Custodian	1	1	1
Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>
Total – Facilities Maintenance	6	6	6
 <i>Total Authorized Positions</i>	 43.5	 43.5	 45.5

- * 50 percent of the costs associated with the Assistant Director of Public Works are charged to the Solid Waste Fund Budget.

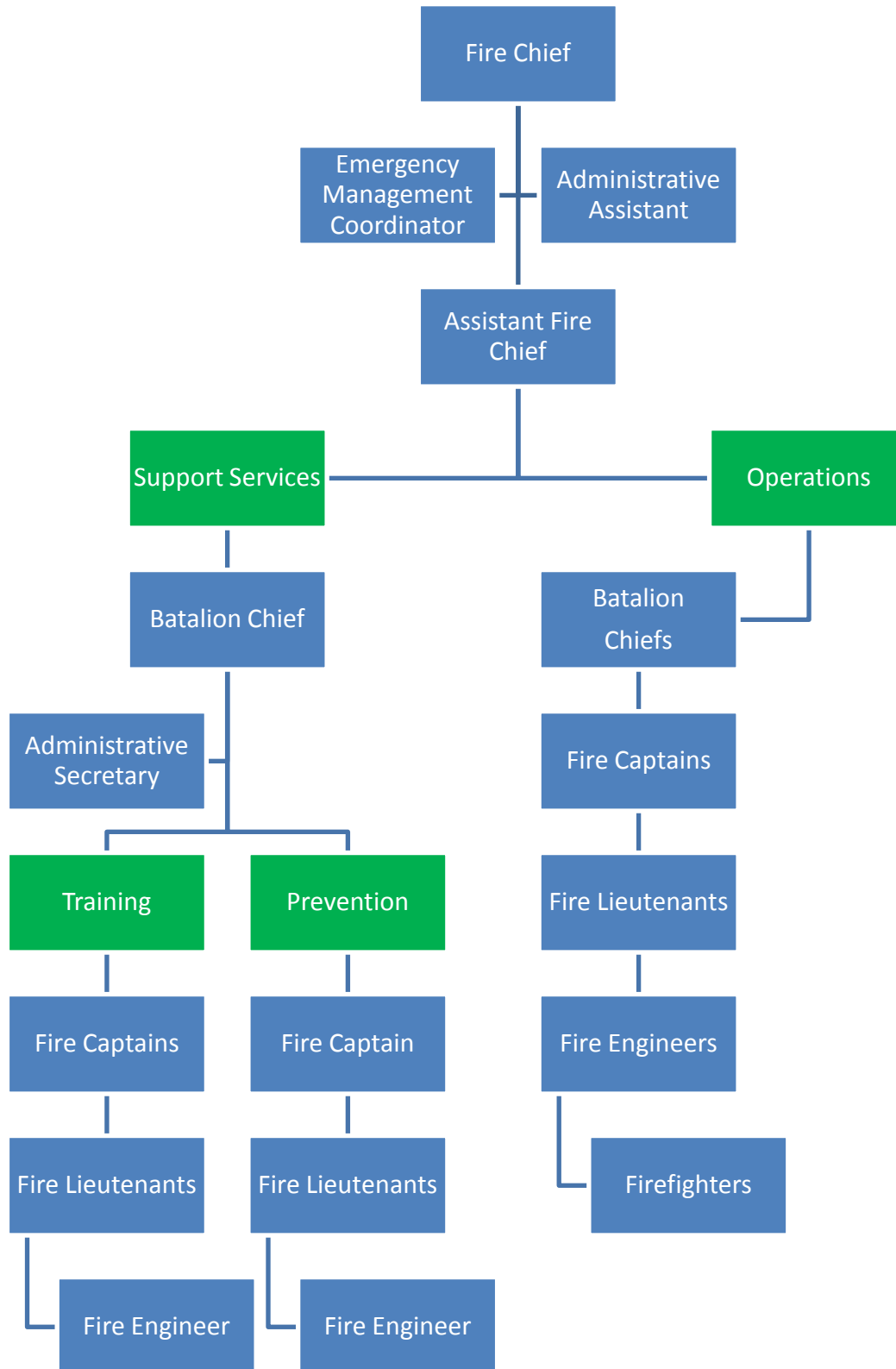
The Facilities Manager and Watershed Program Manager are in the Public Works Department; however, they are both authorized and funded in other funds.

PUBLIC SAFETY



Strategic Priority	Allocation
Public Safety	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Total	\$50,961,453

FIRE DEPARTMENT



FIRE DEPARTMENT

General Fund: 101

Mission:

Protection with integrity.

Vision:

To be the benchmark fire department in the State of Texas.

Goals

Support Services Division:

Fire Administration:

1. Ensure responsive, proactive and fiscally responsible delivery of emergency and non-emergency services to our citizens and visitors.
2. Evaluate service levels to ensure that we are meeting the needs of our citizens and visitors in a manner consistent with our mission statement and core values.
3. Embrace new and emerging technologies to improve the efficiency and effectiveness of the department.
4. Promote relationships with city, county, regional, state and federal agencies in order to provide the most efficient services possible during emergency operations.

Fire Training:

1. Ensure division focus toward delivery of company, multi-company and shift level fire training consistent with industry standards such as the National Fire Protection Association (NFPA).
2. Ensure the delivery of required specialized training such as hazardous materials, rope rescue, vehicle extrication and emergency medical services.

Fire Prevention:

1. Ensure fire prevention efforts are age appropriate, hazard specific and delivered in a proactive and timely manner.
2. Ensure all unwanted fires are investigated to: determine origin and cause; identify responsible parties; and take appropriate enforcement actions.
3. Enforce the adopted codes and ordinances of the City of New Braunfels in a manner that is fair, equitable and consistent.

Emergency Management:

1. Ensure City staff is prepared to complete their assigned roles and responsibilities during any emergency/disaster.
2. Develop community resources to assist with City response and recovery efforts.
3. Educate the community through outreach and participation in planned community events.

Operations Division:

1. Reduce loss of life and property and reduce pain and suffering.
2. Use standardized strategies and tactics to achieve the safest, most efficient and effective Fire Department operations whenever possible, uniting the department in concept, philosophy, approach and action.

Department Description:

The New Braunfels Fire Department provides fire suppression and emergency medical services (EMS), as well as a multitude of other services, emergency and non-emergency in nature, to approximately 60,000 citizens and over one million annual visitors to a city covering an area of

44 square miles. In addition to the 44 square miles within the City limits, the Fire Department also provides fire and EMS services to Emergency Services District 7 of Comal County which comprises approximately 112 square miles. To accomplish this task, the City operates six fire stations, and answers approximately 8,000 emergency calls per year. In addition, the Fire Department accomplishes and performs many activities and services annually with respect to emergency management, training, building inspections, pre-fire planning and fire hydrant testing and maintenance.

Support Services:

Administration, Training and Fire Prevention form the Support Services Division of the Fire Department.

New Braunfels Fire Department Administration is responsible for facilitating all of the services and programs provided by the department. This branch also has the responsibility to shorten response times of the operations division through the strategic placement of new fire stations as well as establishing appropriate staffing and dispatch protocols. Administration is responsible and accountable for all budgeting, personnel management, purchasing, reporting, research and development, identification and implementation of technology advancements, records retention, invoice tracking, staff time keeping and other payroll related functions.

The Fire Training branch of the Support Services Division is responsible for the delivery of current fire suppression and emergency medical information, techniques, procedures and protocols to the members of the New Braunfels Fire Department. Fire Training must follow all local, state and federal laws to ensure the department remains compliant with all regulatory agencies that pertain to fire, EMS and law enforcement.

Additional duties of Training include, but are not limited to: procuring and issuing uniforms, coordinating speakers, managing training records and completing fire and EMS Practical Skills Assessments.

Fire Prevention is responsible for public fire education, fire investigations, arson investigations, criminal prosecution with the Office of the District Attorney, code enforcement, commercial plan reviews, plan reviews on subdivision platting, inspections and acceptance testing of fire suppression systems, ordinance updating, fire hydrant maintenance, acceptance testing of all new hydrants and regulation of the transportation and use and storage of hazardous materials.

Emergency Management:

Emergency Management is responsible for planning, preparation and coordination of emergency responses. This could be as a result of floods, hurricanes, railroad derailments or other natural or man-made disasters. In an emergency, the City activates an emergency operations center that supports all rescue, sheltering and clean-up activities. Emergency management staff also works with the community to build awareness of potential disasters to inform them of evacuation routes, suggested emergency supplies and other important safety information.

Fire Operations:

The Operations Division provides fire suppression and emergency medical services (EMS) as well as a multitude of other services, emergency and non-emergency in nature, to the citizens and visitors of the City twenty-four hours a day, seven days a week. These services include: firefighting, EMS response, water rescue, high angle rescue, confined space rescue, emergency response to hazardous materials incidents with minor mitigation, response and emergency

actions to incidents involving weapons of mass destruction and incidents involving explosive materials. The Operations Division responds to a wide variety of requests for service, ranging from traffic accidents to heart failure and from house fires to hazardous material situations. About 80 percent of the division's calls relate to emergency/medical issues while 20 percent deal with fire suppression

Strategic Plan

Fire Strategic Objective

Reduce yearly fire loss that is accrued by the citizens of this community: The department, in partnership with volunteers and other agencies, attempts to minimize the number of civilian deaths and damages caused by fire. There are many contributing factors that affect fire damage and civilian deaths that are beyond the control of the fire service. Some of the factors include: timeliness of reporting incidents to 911, absence of working smoke detectors and the absence of automatic fire protection devices. The following action items will be accomplished by the Fire Department to address this objective.

Action Items:

1. Issue smoke detectors to all residential occupancies upon request.
2. Provide fire safety information to target areas.
3. Conduct fuel reduction projects as needed.
4. Provide continued emphasis on meeting National Fire Prevention Association (NFPA) 1710 response time recommendations.
5. Increase fire safety inspections to businesses and residences.
6. Improve the pre-fire planning process and update current records.

Emergency Medical Service Strategic Objective

Decrease morbidity and mortality from heart disease. Increase the hospital discharge rates of cardiac arrest victims who have a return of a spontaneous pulse: Through education, training, and continued technological advances, the members of New Braunfels Fire Department strive to continually improve the quality of emergency medical services provided to those whom we serve. Education is not only vital for our firefighters, but very valuable for our citizens as well. Proper staffing and continuing evaluation of performance and outcome are vital to improve services delivered.

Action Items:

1. Quarterly CPR and AED training to the public.
2. Increase the percentage of paramedic certified uniform employees in the Fire Department from 74 percent to 84 percent in FY 2014-15.
3. Provide continued emphasis on meeting NFPA 1710 response time recommendations.
4. Match advances in American Heart Association's evidence based medicine of these patients with medic training and equipment.

Emergency Management Strategic Objective

Reduce loss of life and property and maintain continuity of operations when responding to community-wide or regional emergency events: Emergency Management staff, in partnership with all City departments, neighboring jurisdictions, volunteer and non-governmental agencies must establish an integrated comprehensive and community-based approach to minimize the damage and duration of any major emergency that occurs within the community. This approach offers the best opportunity to minimize the number of deaths and injuries, as well as limiting

damages caused by an emergency/disaster whether natural or manmade. There are contributing factors that affect damage and deaths in such an event that are beyond the immediate control of the City response. These factors include notification of an incident and, to some degree, the initial escalation of an incident. Factors that can be controlled include communication and coordination with neighboring jurisdictions and an All Hazards Emergency Operations Plan that specifically addresses the needs of the community.

Action Items:

1. Develop partnerships with neighboring jurisdictions, non-governmental organizations and volunteer groups.
2. Provide preparedness information and training to residents and civic groups.
3. Develop written memorandums of understanding and mutual aid Agreements with appropriate organizations.
4. Provide emergency management and ICS (Incident Command System) training to City staff and volunteers.
5. Improve the Standard Operating Guides for use in the City's Emergency Operations Center.
6. Continue to update the City of New Braunfels All Hazards Analysis and ensure applicable concerns are addressed in the Emergency Operations Plan including worst case scenarios.

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Continue to ensure the protection of citizens' lives and property

- Action Item: Enhance abandoned building program to continue demolition and removal of buildings creating a potential fire hazard.
 - ❖ Fire department staff has identified hazardous structures. In FY 2014-15, long term strategies for identifying structures continue to be developed.

<i>Performance Measures:</i>			
	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimate</u>	<u>FY 2014-15 Budget</u>
<i>Fire Services:</i>			
Damage caused by fire	\$1,520,095	\$1,534,606	\$1,500,000
Smoke detectors issued/inspected/updated	413	450	450
Fire safety inspections for businesses and residents	2,446	2,100	6,000
Paramedics in the Fire Dept as a percent of total uniform staff	65%	86%	90%
Response times			
Structure Fire	4:28	6:04	4:30
EMS	5:25	7:57	5:30
Injury prevention programs held	10	16	20
Total number of staff training hours	9,560	9,500	10,000
<i>Emergency Management:</i>			
Number of community education contact hours	3,086	3,229	3,400

Performance Measures:			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Number of internal training contact hours	4,030	1,796	1,500
Trained Community Emergency Response Team volunteers	165	126	130
Percentage of staff completing required Incident Command System trainings	55%	58%	60%
Tabletop exercises completed	8	6	8
Interlocal collaboration/training contact hours	323	161	250

Appropriations:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$11,904,263	\$12,280,848	\$12,357,249
Operation Expenses			
Operating (recurring)	1,882,160	1,727,688	1,666,554
Equipment and Initiatives (one time)			63,000
Capital Expenses	75,999	53,500	225,400
Total Appropriations	\$13,862,422	\$14,062,036	\$14,312,203

Program Justification and Fiscal Analysis:

In comparison to the FY 2013-14 estimates, the Fire Department's General Fund Budget for FY 2014-15 increases. The increase in employee expenses is driven entirely by full year funding of all positions and step plan increases that occurred during FY 2013-14.

Recurring operating expenditures actually decrease in FY 2014-15 in comparison to FY 2013-14 estimates. This is driven entirely by the City's budget strategy in FY 2014-15 of identifying opportunities to reduce operating expenditures while maintaining existing service levels. The contribution for self contained breathing apparatus replacement will still occur in FY 2014-15 in anticipation of replacement of this gear in 2016. One time operating expenses total \$63,000 in FY 2014-15. The Fire Department is scheduled for review by the Insurance Service Office (ISO) of the City's Public Protection Classification (PPC) in 2016. \$25,000 in professional services has been added to the budget to engage a firm that will create an action plan to ensure that the City's current PPC rating is either maintained or improved. This rating directly impacts homeowner' and business insurance rates. \$8,000 is included to purchase materials and supplies associated with adopting the updated International Code Council (ICC) codes. Over the past several fiscal years, the Fire Department has been incrementally purchasing wild land fighting gear to equip firefighters to fight brush fires. In FY 2014-15, \$30,000 has been included to purchase wild land gear for all remaining shift employees that currently do not have this gear.

Capital Expenses in FY 2014-15 total \$225,400. Recurring capital lease payments for the purchase of defibrillators (\$58,400) and fire engine (\$77,500) are included in the FY 2014-15 Budget. The defibrillators will be fully paid in FY 2016-17. The fire engine will not be fully paid until FY 2023-24 as FY 2014-15 is the first payment of a ten year lease purchase agreement.

The bay doors in the older fire stations are in need of safety upgrades and enhancements - \$100,000 in total. In FY 2014-15, \$40,000 has been included in the budget to begin making these improvements. The remaining \$49,500 is included to participate in a joint funding effort with Comal County and the Water Oriented Recreation District of Comal County (WORD) to purchase real time flood gauges.

Authorized Positions:

Fire Support Services:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Fire Chief	1	1	1
Administrative Assistant	1	1	1
Administrative Secretary	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	1	1	1
Fire Captain	2	3	3
Fire Engineer	2	2	2
Fire Lieutenant	<u>4</u>	<u>3</u>	<u>3</u>
Total – Fire Support Services	13	13	13

Emergency Management:

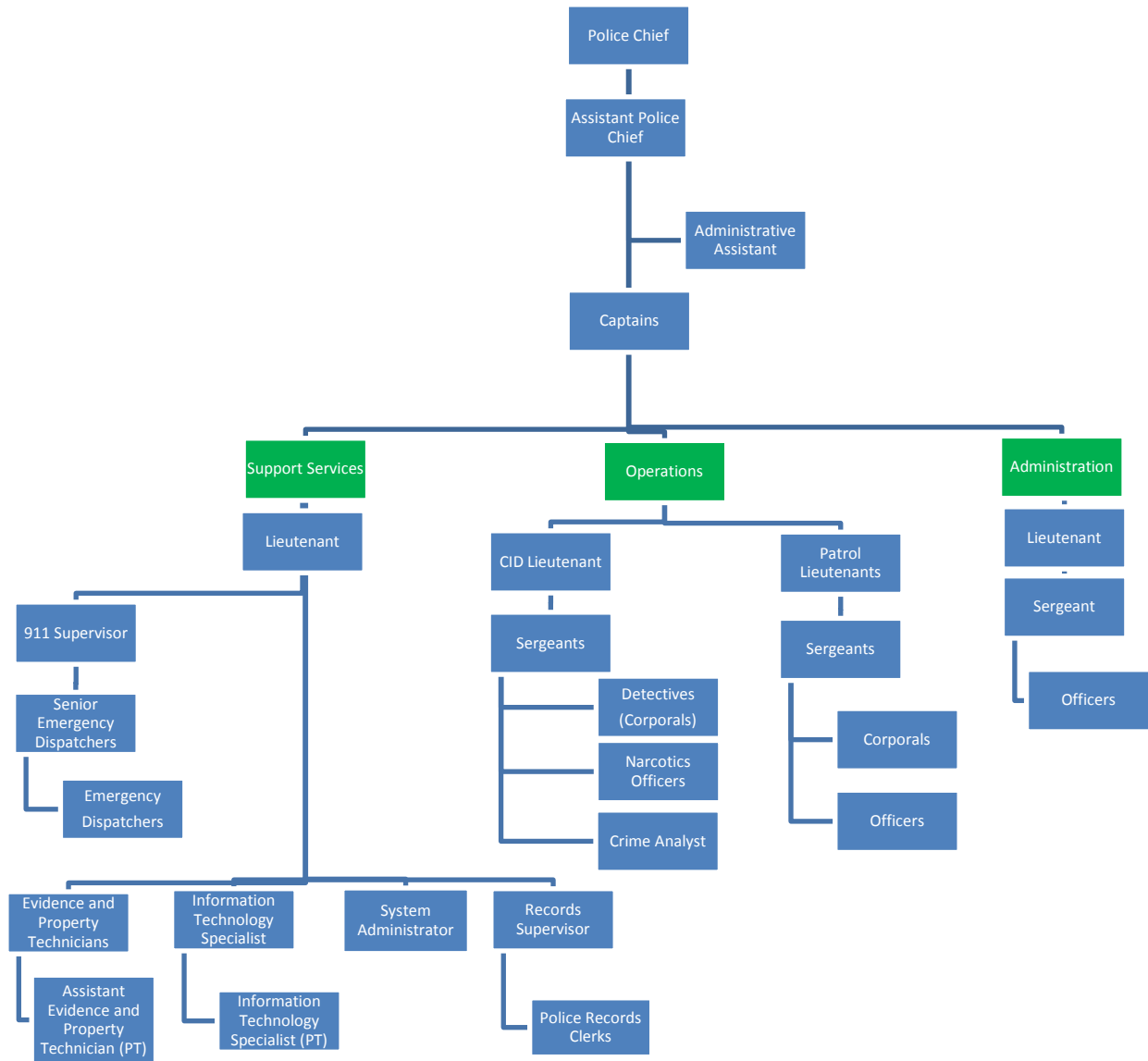
Emergency Management Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
Total – Emergency Management	1	1	1

Fire Operations:

Battalion Chief	3	3	3
Fire Captain	3	3	3
Fire Engineer	39	39	39
Fire Lieutenant	18	18	18
Firefighter	<u>57</u>	<u>57</u>	<u>57</u>
Total – Fire Operations	120	120	120

<i>Total Uniform Positions</i>	<i>130</i>	<i>130</i>	<i>130</i>
<i>Total Non-Uniform Positions</i>	<i><u>4</u></i>	<i><u>4</u></i>	<i><u>4</u></i>
<i>Total Authorized Positions</i>	<i>134</i>	<i>134</i>	<i>134</i>

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
4. To constantly improve the quality of life for the citizens.
5. To utilize best practices in call prioritization and dispatching to reduce response time to priority calls.
6. To automate records management and retention processes to improve efficiency.
7. To increase services provided through the Internet while improving customer service.
8. To increase internal training programs and participation.

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.
4. To work seamlessly with other City departments and governmental agencies to maximize the effectiveness of 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.
4. Increase case clearance rates.
5. Increase the utilization of criminal analysis along with GIS mapping systems.

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 60,000 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.

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Continue to ensure the protection of citizens' lives and property

- Action Item: Improve the use of technology and enhance access to our public.
 - ❖ The Police Facebook outreach page was developed in FY 2013-14.

Strategic Priority: Public Safety

Long Term Objective: Develop and enhance community partnerships with residential neighborhoods, businesses and other entities.

- Action Item: Enhance local speakers bureau for all departments.
 - ❖ The Police Department now has a Community Relations position as well as other officers who are regularly called upon to give presentations in the public.

<i>Performance Measures:</i>			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Administration:</i>			
Internal Affairs Investigations	14	14	12
Commendations	83	60	60
Training contact hours			
Internal training contact hours	14,038	9,697	11,867

Performance Measures:			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
External training contact hours	6,492	8,487	7,489
Percentage of internal training hours	68%	53%	61%
Number of youth exposed to Operation Intervention	4,919	3,600	3,600
Percentage of Police Department employees who report good morale (measured by annual internal survey)	66%	46%	66%
Operations:			
Serious crimes that result in arrest or cleared for prosecution	1,564	710	725
Number of injury accidents responded to	227	210	200
Number of preventable Police Department fleet accidents	16	9	9
Number of DWI arrests	328	300	280
Dollar value of narcotics seized in the City	\$330,838	\$700,000	\$900,000
Average time from intake of serious or crimes in progress calls until first officer on scene	6:50	7:30	7:10

Appropriations:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$10,319,495	\$11,056,072	\$11,386,570
Operation Expenses			
Operating (recurring)	1,670,636	1,318,535	1,400,574
Equipment and Initiative (one time)			54,400
Capital Expenses	25,022	127,500	303,250
Total Appropriations	\$12,015,153	\$12,502,107	\$13,144,794

Program Justification and Fiscal Analysis:

The FY 2014-15 Police Department Budget shows a significant increase overall in comparison to the FY 2013-14 estimates, driven mainly by recommended program changes, which are described in detail below.

Employee expenses slight increase is driven by additional funding for uniform replacement (\$33,000) in FY 2014-15. Recurring operating expenditures remain fairly flat in FY 2014-15 when compared to FY 2013-14 estimates. However, recurring expenditures in FY 2013-14 and FY 2014-15 are still significantly less when compared to the FY 2012-13 actuals. This is driven entirely by the suspension of the vehicle replacement program, which remains partially suspended in FY 2014-15. The annual contribution to the Equipment Replacement Fund for the Police Department was approximately \$467,000. Additional information on the equipment replacement program can be found on pages 173-175. The FY 2014-15 Budget includes a total

contribution of only \$300,000 (for all General Fund departments). One time equipment expenditures in FY 2014-15 for the Police Department total \$54,400. Ballistic entry vests and vest rifle plates have a recommended useful life; a portion of the existing inventory has either met or exceeded that useful life threshold. Therefore, \$39,600 is included in the budget to replace this equipment. The Police Department has an aging inventory of electronic ticket writers; funding to replace four units is included in the FY 2014-15 budget (\$14,800).

Capital expenditures funding was included in FY 2013-14 to purchase three vehicles for the new officers that were authorized. In FY 2014-15, capital expenses include \$7,000 to replace an existing and aging polygraph machine and \$8,000 to replace a radar trailer, which is utilized to deter drivers from speeding.

Program Changes – Program changes of \$667,440 are included in the FY 2014-15 Proposed Budget. Five additional officer positions are recommended to be included in the FY 2014-15 Proposed Budget. These five positions will be funded for nine months in the budget (\$257,450 in FY 2014-15 and \$343,280 annually). These five officers will all be assigned to the Patrol Division. An additional \$376,605 is included to purchase vehicles and other essential equipment associated with the new five officers. One additional Evidence and Property Technician is also recommended to be included in FY 2014-15 (\$33,375 in FY 2014-15 and \$44,500 annually). This position will support the increasing workload regarding evidence and property management.

Policy Considerations

The City is in the process of evaluating what the staffing level for police uniform personnel should be in New Braunfels. However, the City Council has made additional police personnel a high priority for FY 2014-15. During FY 2014-15, staff will finalize a model for determining appropriate staffing levels for the Police Department that takes into consideration population growth as well as workload and desired service levels.

Authorized Positions:

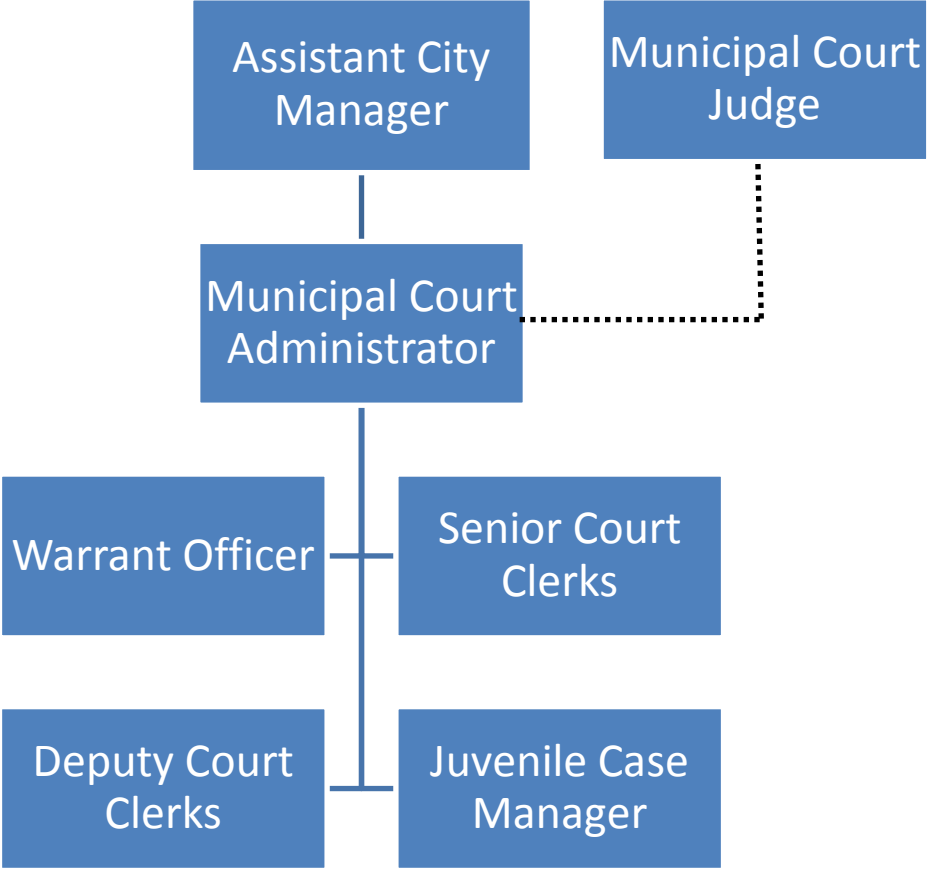
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<u><i>Administration:</i></u>			
Police Chief	1	1	1
Administrative Assistant	1	1	1
Assistant Police Chief	1	1	1
Police Captain	3	3	3
Police Lieutenant	1	1	1
Police Officer	2	3	3
Police Sergeant	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal – Administration	10	11	11
<u><i>Support Services:</i></u>			
Assistant Evidence and Property Technician (Part time) (1 at 20 hrs/wk)	.5	.5	.5
Emergency Dispatcher	13	12	12
Evidence and Property Technician	1	1	2
Information Technology Specialist	1	1	1
Information Technology Specialist (Part time) (1@ 20 hrs/wk)	.5	.5	.5

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Fleet Technician II	1	1	1
Police 911 Supervisor	1	1	1
Police Lieutenant	1	1	1
Police Records Clerk	5	5	5
Records Supervisor	0	1	1
Senior Emergency Dispatcher	3	3	3
System Administrator	<u>0</u>	<u>.5</u>	<u>1</u>
Subtotal – Support Services	27	27.5	29
 <u>Patrol:</u>			
Police Corporal	7	7	7
Police Lieutenant	2	2	2
Police Officer	58	59	64
Police Sergeant	<u>7</u>	<u>7</u>	<u>7</u>
Subtotal – Patrol	74	75	80
 <u>Criminal Investigation:</u>			
Crime Analyst	1	1	1
Police Corporal	12	12	12
Police Lieutenant	1	1	1
Police Officer	5	6	6
Police Sergeant	<u>3</u>	<u>3</u>	<u>3</u>
Subtotal – Criminal Investigation	22	23	23
 Total Uniform Positions	104	107	112
Total Non-Uniform Positions	<u>29</u>	<u>29.5</u>	<u>31</u>
Total Authorized Positions	133	136.5	143

* In FY 2013-14, the System Administrator was partially funded in the Capital Improvement Funds to represent the portion of their time that was focused on a software implementation project funded with debt proceeds.

**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. On a daily basis, more people come into contact with the Municipal Courts' staff in Texas than all the other Texas courts combined. This makes it critical for Municipal Court to maintain public confidence. Municipal Court has jurisdiction over all Class C misdemeanors and City ordinances.

The staff of Municipal Court has various functions and responsibilities. The clerks are responsible for seeing that all of the court's papers are accurate, orderly and complete. The clerks serve the public and support City functions such as police, fire, health inspections, animal control and building inspections. The clerks' primary responsibilities include processing citations, summons, complaints, warrants, past due letters and show cause hearing letters. The clerks maintain the court's docket and coordinate case scheduling. The clerks directly interact with the public, providing all services needed including explanation of court procedures and options to defendants. Clerks also receive payments; summon potential jurors; ensure juror payment; deliver all case documents to County Courts-at-Law should an appeal occur; complete open records requests, report convictions, Drivers Safety Course and alcohol violations to the Texas Department of Public Safety; assist the warrant officer with roundups; and complete all required accounting reports.

The Warrant Officer has two main duties. As bailiff, he maintains order, security and decorum in the courtroom during proceedings. He attends to the jury, keeping them together and separated from all other citizens during deliberations, and informs the judge when a verdict has been reached. The Warrant Officer also serves all process or papers issued by the court, such as warrants and summons. He holds a peace officer commission through the New Braunfels Police Department.

The prosecutor for Municipal Court is also the Assistant City Attorney. The prosecutor's duties include preparing and presenting the State's case at all municipal court trials, preparing and drafting complaints, arranging for the appearance of State's witnesses and requesting dismissal of cases under the appropriate circumstances.

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.

In FY 2013-14, the City made some organizational changes; as a result, the administrative function of Municipal Court now reports to the Assistant City Manager.

<i>Performance Measures:</i>			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Time from defendant's not guilty plea to pre-trial	37 days	40 days	35 days
Time to issue warrant due to no initial appearance	96 days	90 days	60 days
Online credit card payments as a percent of total receipts	30%	33%	38%
Time to issue capias due to non payment	139 days	90 days	60 days
Number of Municipal Court youth program participants	N/A	89	100

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$335,234	\$344,615	\$528,742
Operation Expenses	60,756	28,926	30,775
<i>Total Appropriations</i>	\$395,990	\$373,541	\$559,517

Program Justification and Fiscal Analysis:

In comparison to the FY 2013-14 estimates and FY 2012-13 actuals, the FY 2014-15 Budget for Municipal Court increases significantly overall. This is driven by two factors impacting employee expenses. In FY 2013-14, several vacancies occurred, creating a savings in employee expenses; in FY 2014-15 all authorized positions are fully funded. The second and more impactful factor is the salary and benefits costs associated with the Municipal Court Judge position. In FY 2012-13 and FY 2013-14, these expenditures were accounted for in the City Council budget. However, they are in the Municipal Court budget in FY 2014-15 so that the divisional budget can be more representative of the total effort and resources associated with Municipal Court. Operating expenditures remain fairly flat in FY 2014-15 in comparison to the FY 2013-14 estimates.

The FY 2014-15 Budget includes a total of seven court clerk positions comprised of Deputy Court Clerks, Senior Court Clerks, and the Juvenile Case Manager (the Juvenile Case Manager is authorized and funded in the Juvenile Case Manager Fund). Within the budget, City Administration has the flexibility to hire and/or promote individuals based on their skills, qualifications and certifications into either a Deputy Court Clerk or a Senior Deputy Court Clerk position. They are not restricted by the four Deputy Court Clerks, the Juvenile Case Manager or the two Senior Court Clerk positions authorized here. This may result in more or less Deputy Court Clerks and/or Senior Court Clerk positions than shown in the budget. As long as the total

number of court clerk positions does not exceed seven, the number of Deputy Court Clerks and Senior Court Clerks can fluctuate.

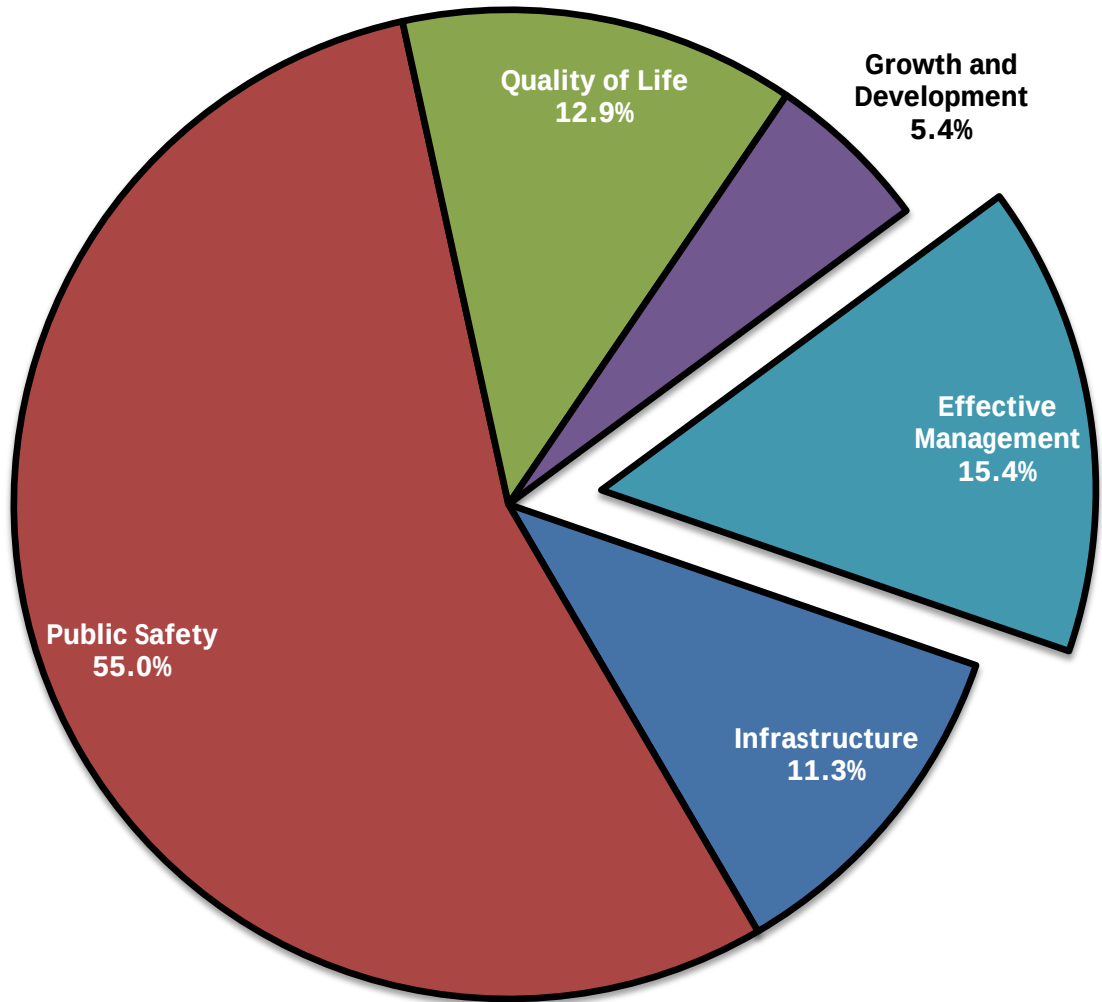
Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Municipal Court Administrator	1	1	1
Municipal Court Judge	1	1	1
Deputy Court Clerk	4	4	4
Senior Court Clerk	2	2	2
Warrant Officer*	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	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	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Total	\$50,961,453

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.

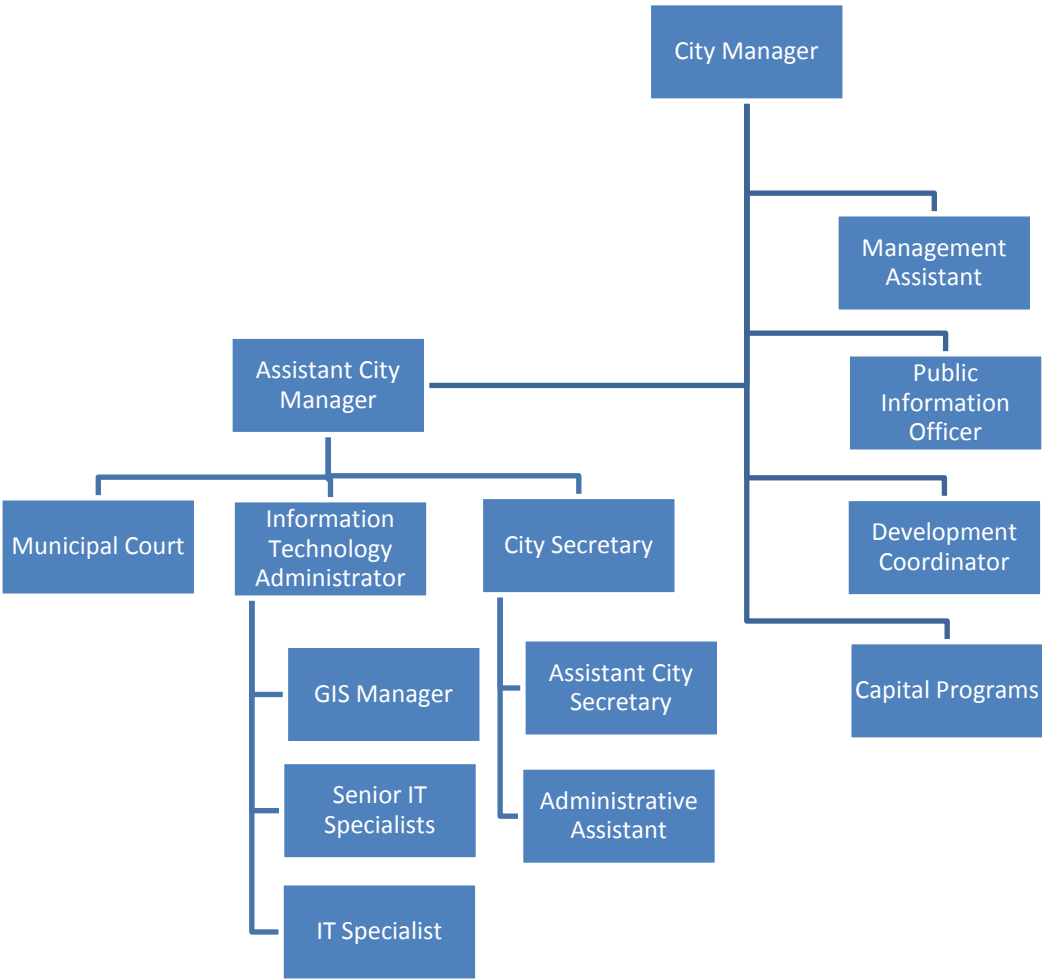
Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$66,673	\$116,736	\$0
Operation Expenses	35,382	39,830	41,350
Total Appropriations	\$102,055	\$156,566	\$41,350

Program Justification and fiscal Analysis:

The FY 2014-15 Budget for City Council decreases significantly in comparison to the FY 2013-14 estimates. This decrease is entirely driven by funding the Municipal Court Judge in the Municipal Court budget rather than the City Council budget, where it had been for the past three fiscal years. Accounting for this position in the Municipal Court Division more accurately reflects the resources that are associated with that function. Operating expenses increase slightly based on the expected costs associated with holding public meetings.

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.

Information Technology:

To support City departments through excellent customer service that is responsive to their communication, technology and geographic information system (GIS) requirements

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.

Information Technology:

To provide all City departments with innovative, cost-effective technology and enterprise geographic information system capabilities to maximize the efficiency and effectiveness of their business processes.

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.

Information Technology:

1. Provide excellent customer service.
2. Ensure the security and privacy of City information.
3. Provide employees with effective technology.
4. Develop an environment in which employees and citizens benefit from available geographic information and geospatial services.

5. Maintain a centralized enterprise GIS relational database and enterprise GIS data standards.
6. Coordinate and collaborate with external entities to strengthen the regional GIS initiative.

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. The City Manager serves as the focal point for the management of the City staff.

The Public Information Officer (PIO), part of the City Manager's Office, 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. During emergency/disaster responses by the City, the PIO serves as the point-of-contact for the media and is responsible for ensuring timely reporting of information so that citizens are aware of any issues or potential problems. The PIO works with all City departments to effectively "tell the story" of events, activities and services provided by the City to citizens and visitors.

City Secretary:

The City Secretary provides administrative and policy support to City Council, boards and commissions, residents and staff in many diverse ways, including carrying out many of the City's statutory and contractual obligations. In conjunction with the City Manager's office, the City Secretary prepares and distributes City Council agenda packets to the Council and staff and attends all Council meetings, keeping accurate minutes of the proceedings. The City Secretary is also responsible for the collection and cataloging of ordinances, resolutions and contracts as well as the codification of all City Council adopted ordinances. The staff oversees the records management program for the City and researches records for the Council, the staff and the public. The City Secretary administers all municipal elections, coordinates the appointment process for City boards and commissions and issues various permits related to cemeteries, alcohol, taxis, river shuttles and specialty parking. Additionally, the City Secretary accepts and validates petitions submitted by citizens, serves as staff liaison for the Arts and Heritage Commissions and provides administrative support to the New Braunfels Industrial Development Corporation.

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 equipment – hardware, software and communications – to minimize downtime and maximize staff efficiency and effectiveness. In addition to these responsibilities, Information Technology staff maintains the City's website, facilitates broadcasts of City public meetings, and trains staff on the use of technology. Staff also provides technical assistance to offices and departments acquiring new technology to assist them in improving their business processes and better utilizing their existing resources. The division provides mapping services to internal and external clients via paper maps, custom desktop applications and web driven map applications. GIS staff works directly with City departments to create models that assist them in their daily activities as well as in special projects. The division provides training as well as assistance with data collection projects to ensure high levels of accuracy. Current projects include emergency management support, crime analysis, work order system and pavement management integration.

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

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Maintain and review benchmarks and strive to meet or exceed agreed upon levels for public safety and services delivery.

- Action Item: Conduct study to benchmark New Braunfels against comparable cities.
 - ❖ ICMA National Citizens Survey will be updated in FY 2014-15 which will assist in benchmarking New Braunfels with comparable cities.

Strategic Priority: Effective Management

Long Term Objective: Provide effective project management

- Action Item: Identify and work to acquire the human and financial resources needed to implement capital projects.
 - ❖ Actively working on implementing recommendations provided in third party review of capital program management.

Strategic Priority: Effective Management

Long Term Objective: Promote and encourage a sustainable high-performing workforce and environment.

- Action Item: Enhance the employee recognition program.
 - ❖ Service awards ceremony to include all employees as well as expanded award program.

Performance Measures:			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
City Manager:			
Number of citizen outreach events	153	118	150
Employee meetings contact hours	320	344	360
Public service recognition awards	4	5	6
Discussion meetings with City employees	99	107	115
Number of employees recognized annually for outstanding contributions to the mission and values of the City	8	30	40
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			
- Moody's	Aa2	Aa2	Aa2
- Fitch	AA	AA	AA
- Standard and Poor's	AA-	AA-	AA-
Collaboration events/opportunities with surrounding communities/entities	134	142	155

Performance Measures:			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Public Information Officer:			
Internal/staff development projects	9	3	4
Number of outreach contact events	2	4	5
Number of media releases	189	263	330
Number of printed stories from media releases	574	585	600
Number of TV/Radio coverage spots	377	400	450
Public information initiatives	28	15	17
City Secretary:			
Open record requests received and processed	521	648	800
Average response time on open record requests (days)	6	6	8
Lobby customers served (daily)	17	20	22
Phone calls received (daily)	27.6	28	29
Information Technology and GIS			
Number of data reports generated	167	65	50
Percent of work plan accomplished	90%	80%	100%
Average work order completion time (hrs)	5.9	2.3	2.3
Work orders per Information Technology FTE	359	919	833
Total Number of GIS Sessions	14,488	15,600	15,600
Total Number of Map Requests	221,911	235,000	235,000
Information Technology and GIS (continued)			
Number of data sets maintained	N/A	160	180
Percent of work plan accomplished	78%	90%	100%
Number of internal business models developed	109	60	60

Appropriations:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
City Manager's Office and City Secretary			
Employee Expenses	\$879,324	\$695,261	\$809,500
Operation Expenses	68,681	100,154	98,275
Information Technology			
Employee Expenses			619,446
Operation Expenses			373,300
Capital Programs*			
Employee Expenses			24,074
Operation Expenses			38,600
Total Appropriations	\$948,005	\$795,415	\$1,963,195

*A description of the Capital Program Division can be found on pages 227-229 in the Capital Improvement Fund section of the document.

Program Justification and Fiscal Analysis:

Overall, the budget for City Administration increases significantly. However, this increase is driven by organizational changes that occurred in FY 2013-14. As a result of the organizational changes, all Information Technology expenditures and staff resources are accounted for in the City Administration Budget, no longer in the Support Services Department. In addition, the General Fund funds some expenses associated with Capital Project Management. Those are also now accounted for in City Administration, no longer in the Public Works Department, where they were reflected in FY 2013-14. Therefore, the increase in City Administration is a reallocation of existing resources, not an increase.

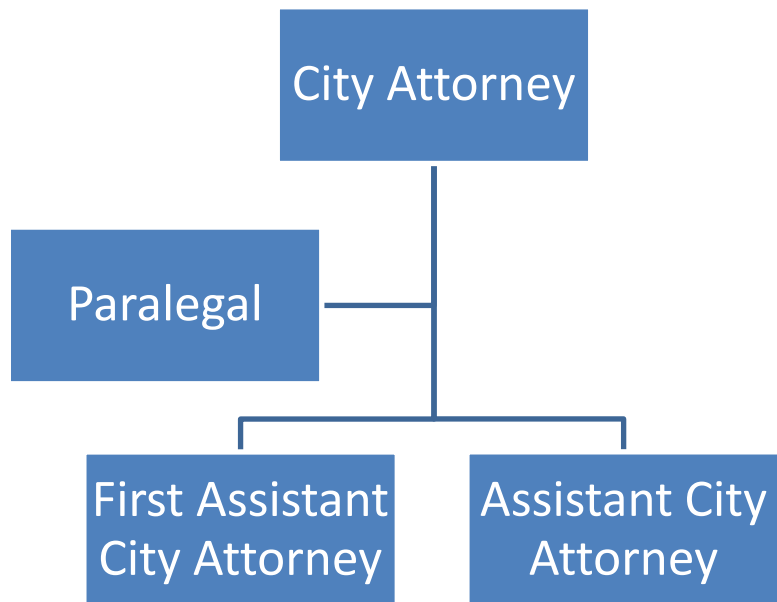
When looking only at costs associated with the City Manager's Office and City Secretary, employee expenses increase significantly in FY 2014-15 in comparison to the FY 2013-14 estimates. This is driven entirely by vacancies that occurred in FY 2013-14 and full year funding of positions in FY 2014-15. In FY 2014-15, operation expenses actually decrease in comparison to the FY 2013-14 estimates, driven by the City's budget strategy in FY 2014-15 of identifying opportunities to reduce operating expenditures while maintaining existing service levels

The Information Technology (IT) budget reflects full year funding of all authorized positions as well as recurring operating expenditures associated with the division such as professional services and annual software licensing and maintenance costs.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<u><i>City Manager's Office:</i></u>			
City Manager	1	1	1
Assistant City Manager	1	1	1
Development Coordinator	1	1	1
Management Assistant	1	1	1
Public Information Officer	<u>1</u>	<u>1</u>	<u>1</u>
Total – City Manager	5	5	5
<u><i>City Secretary:</i></u>			
City Secretary	1	1	1
Administrative Secretary	1	1	1
Assistant City Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total – City Secretary	3	3	3
<u><i>Information Technology and GIS:</i></u>			
GIS Manager	1	1	1
Information Technology Administrator	1	1	1
Information Technology Specialist	1	1	1
Senior Information Technology Specialist	<u>4</u>	<u>4</u>	<u>4</u>
Total – Information Technology and GIS	7	7	7
<i>Total Authorized Positions</i>	15	15	15

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.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Maintain and ongoing program to provide exemplary customer service

- Action Item: Continue process improvement efforts
 - ❖ City Attorney's Office now using Accella software program to intake, track and process all internal requests for legal services.

Performance Measures:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Response time on requests for legal services	2 days	2 days	2 days
Litigation handled in-house : versus outsourced	3:6	4:4	4:4
Legal documents, opinions, meetings	400	500	500
Hearings held at Municipal Court	1,519	2,954	3,200

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$450,450	\$458,833	\$457,587
Operation Expenses	190,695	238,827	217,550
<i>Total Appropriations</i>	<i>\$641,145</i>	<i>\$697,660</i>	<i>\$675,137</i>

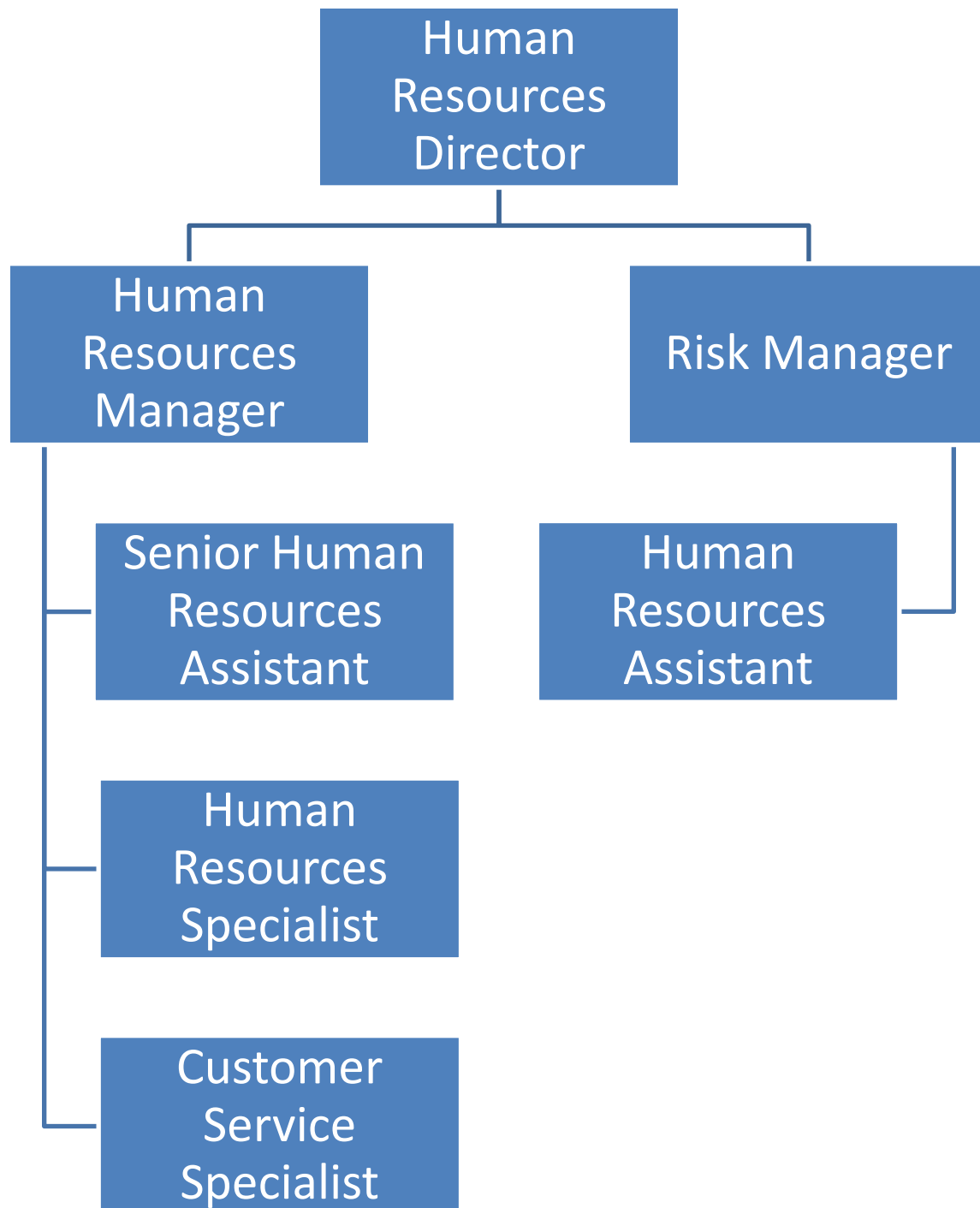
Program Justification and Fiscal Analysis:

In comparison to the FY 2013-14 estimates, the FY 2014-15 Budget decreases. This decrease is driven almost entirely by the FY 2014-15 budget strategy that focused on finding efficiencies and savings among existing operating expenditures. Employee expenditures decrease slightly in FY 2014-15 due to the onetime payment for non-uniform staff that was funded in FY 2013-14.

Authorized Positions:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
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>
<i>Total Authorized Positions</i>	<i>4</i>	<i>4</i>	<i>4</i>

HUMAN RESOURCES DEPARTMENT



Mission:

To provide quality programs and services in employment, organization development, employee relations, compensation, benefits and risk management, with prompt, effective customer service to all employees, citizens and visitors.

Vision:

To create an environment that facilitates recruitment and retention of a high performing workforce, where all employees matter and where innovation and service excellence is the standard.

Goals/Objectives:

1. Facilitate creation of the environment for the City of New Braunfels to be an “employer of choice” in this region.
2. Partner with departments to provide consulting services to assist with the goal of hiring and retaining high performing employees.
3. Implement innovative employee development programs to cultivate the next generation of leaders.
4. Utilize technology and other resources to enhance and streamline our human resources processes.
5. Ensure the City’s benefits and compensation package remains competitive to attract and retain excellent employees; continue to seek cost effective enhancements to the benefits package.
6. Implement risk management/proactive safety programs and policies.
7. Maintain an on-going emphasis and provide on-going training to promote extraordinary customer service throughout the City.
8. Maintain a welcoming, service-oriented environment in the City Hall lobby area.

Department Description:

The Human Resources Department assists City departments in achieving the City’s mission and vision – and the individual departments’ missions and visions – by creating an environment that recruits and retains a high performing work force. This environment is characterized by fair treatment, open communication, accountability, trust, mutual respect, diversity, outstanding performance, innovation and teamwork.

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.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Be an employer of choice

- Action Item: Improve how to communicate the benefits of working for the city to applicants.
 - ❖ Booklets that detail all benefits have been developed for all City employees.

Strategic Priority: Effective Management

Long Term Objective: Promote and encourage a sustainable high-performing workforce and environment.

- Action Item: Develop online employment application
 - ❖ Research will begin in spring 2015 with a targeted implementation date of spring 2016.

Strategic Priority: Effective Management

Long Term Objective: Promote and encourage a sustainable high-performing workforce and environment.

- Action Item: Expand the wellness program
 - ❖ Regularly scheduled exercise classes now offered to employees; A health and wellness expo will be held once a year as well.

<i>Performance Measures:</i>			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Maintain a turnover rate of less than 10% (Percentage based on industry standards)	9.69%	10%	10%
Customer satisfaction survey results	N/A	90%	90%
Employment engagement survey results	N/A	90%	90%
Address employee relation claims within five business days	100%	100%	100%
Total contact training hours	3,857	4,000	4,000
Average business days to process a request to fill vacancy until the first posting date	2	4	4
Number of benefit outreach sessions offered	123	75	100

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$522,612	\$452,102	\$503,972
Operation Expenses	102,240	154,352	114,544
<i>Total Appropriations</i>	<i>\$624,852</i>	<i>\$606,454</i>	<i>\$618,516</i>

Program Justification and Fiscal Analysis:

In comparison to the FY 2013-14 estimates, the FY 2014-15 Budget for Human Resources increases slightly overall. Employee expenses increase and operating expenses decrease in FY 2014-15 in comparison to the FY 2013-14 estimates. This inverse relationship between allocations is driven entirely by the vacancy of the Human Resources Director that occurred in FY 2013-14. The vacancy created a savings in employee expenses. However, a contract director was hired in the interim, causing the higher operating expenses in FY 2013-14.

Training: The \$25,000 in funding in the FY 2014-15 Budget for the City-wide training and development program will continue to expand the staff's skills and knowledge, enhancing their ability to provide excellent customer service. Department-specific training has been funded as well as this City-wide effort. Human Resources is working to continuously expand this City-wide training program. During the new fiscal year, the program will continue to focus on customer service, maintaining a safe and productive work environment, developing excellence in management and leadership skills, enhancing computer skills, implementing emergency management training, continuing the "New Braunfels 101" program to educate all employees on City services and providing policy classes to review the new employee handbook. The City of New Braunfels recognizes that the future is its employees; accordingly, the City is dedicated to training and building the next leaders, while continually improving its services to the community.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Human Resource Director	1	1	1
Customer Service Specialist	1	1	1
Human Resources Assistant	1	1	1
Human Resources Manager	1	1	1
Human Resources Specialist	1	1	1
Risk Manager	1	1	1
Senior Human Resources Assistant	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	7	7	7

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 expenses show the true recurring costs of those operations. The actual expenditures budgeted here are described in more detail below.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses	\$1,053,188	\$1,308,726	\$1,290,859
Interfund Transfers	791,738	489,192	848,975
Contingencies	691,065	0	1,529,300
<i>Total Appropriations</i>	<i>\$2,535,991</i>	<i>\$1,797,918</i>	<i>\$3,669,134</i>

Program Justification and Fiscal Analysis:

Market Adjustment Implementation

In FY 2013-14, staff conducted a market study to determine how all the City's positions (public safety uniform and all non-uniform) compare against the 22 benchmark, City Council approved list of cities. Of the 22 cities that were surveyed, 18 responded. Comal County was also surveyed and responded. 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.

Concurrently, three separate employee committees were established (non-uniform, police and fire) and they worked together in reviewing the survey results as well as recommending pay plan structure and implementation strategies.

As is always the case, not all of the City's positions were surveyed; 76 of the City's 171 positions were included in the market survey. Not all 76 of the surveyed positions had responses from the other cities. The market data provided by the cities was reviewed and analyzed by staff to ensure that the other cities' positions were comparable to the City of New Braunfels in scope of responsibility. This market data, for the positions where it was available, was one of the critical components of determining where a position should be placed on the City's pay plan. However, as stated, some of the market data was not truly comparable and some positions did not have market data. Staff used other factors and information to determine the placement of non-surveyed positions. This includes skills, experience and education required for the position, supervisory responsibility, the City's own recruitment experience and internal equity. Internal equity means that positions with comparable requirements and responsibilities for the City are placed in the same pay grade. These factors were also used to ensure that surveyed positions were ultimately placed in the most appropriate pay grade as well.

Staff recommends bringing the City's pay structure in line with the market through a multiyear approach. However, one of the main strategies agreed to by the committees was to develop a step

plan for uniform employees and a revised pay plan for non-uniform employees that represents full implementation. For public safety uniform step pay plans, interim pay plans are also proposed to conform with Civil Service requirements. The full implementation cost of the market study for all employees (at 100 percent), authorized across all City funds, is approximately \$4.5 million. Of the total, \$4 million is associated with employees currently authorized and funded in the General Fund. In the FY 2014-15 Budget, staff recommends funding and implementing 40 percent of the full market salaries. In addition, because non-uniform employees have not received a salary increase in two fiscal years, the FY 2014-15 Budget includes funding to provide a minimum of a 4 percent increase (representing cost of living) to employees who would receive less than 4 percent with the recommended 40 percent implementation strategy. Finally, funding is included in the FY 2014-15 Budget for regular step increases for public safety uniform employees. As uniform employees reach their anniversary date in their current position, they qualify for a raise by moving to the next step, the step pay plan is based on time in position. In the General Fund, implementation of 40 percent of the market study, funding for the regular step increases for uniform employees and the 4 percent minimum increase to all non-uniform employees will cost approximately \$1,869,300 in FY 2014-15. The total cost across all funds is \$1,994,000.

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 2014-15, the City's portion of those costs is projected to total \$215,859. This represents an increase in cost from FY 2013-14 estimates of \$5,259 or 2.5 percent. 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 2014-15 totals \$323,000. 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. This amount represents an increase in comparison to the FY 2013-14 estimates, due to the expected increased cost of liability and property insurance.

Employee Programs and Initiatives

Holidays for 2015:

New Year's Day	Thursday	January 1, 2015
Martin Luther King, Jr. Day	Monday	January 19, 2015
President's Day	Monday	February 16, 2015
NB Founders' Day	Friday	April 3, 2015
Memorial Day	Monday	May 25, 2015
Independence Day	Friday	July 3, 2015
Labor Day	Monday	September 7, 2015
September 11 Patriot Day	Friday	September 11, 2015
Uniform Fire Department personnel only		

Comal County Fair Day	Friday	September 25, 2015
Excluding Uniform Fire Department personnel		
Thanksgiving Day	Thursday	November 26, 2015
Day after Thanksgiving	Friday	November 27, 2015
Christmas Eve	Thursday	December 24, 2015
Christmas Day	Friday	December 25, 2015

Holiday pay, defined by the Employee Personnel Policies Handbook, is pay received for a legal or declared holiday, and holidays are set by the City Council.

Services and Programs

The FY 2014-15 Budget includes funding for various programs and initiatives. In the Non-Departmental Budget, \$20,000 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 \$52,000 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 2014-15 total \$60,000 and include the Texas Municipal League, the Greater Austin-San Antonio Corridor Council, the Austin-San Antonio Commuter Rail District and the Alamo Area Council of Governments. The City engages firms to help support for this effort. For FY 2014-15, \$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 2014-15 Budget, funding for the City's outside audit is \$55,000 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 2014-15 Budget includes \$268,000 to fund various studies and consultant services that may be needed to continue to provide services to the citizens.

In FY 2014-15, \$10,000 is provided to support United Way's continuing work to address the issues identified in the Comal County Needs Assessment.

The municipal/city hall building is at capacity to house staff. Therefore, the FY 2014-15 Budget includes \$35,000 to continue lease payments for additional office space. A portion of these funds (\$25,000) is currently utilized to lease a house adjacent to City Hall. This rental property is currently being utilized as offices for all Information Technology and GIS staff.

In prior years, all funding associated with facilitating elections was included in the City Secretary's budget. Beginning in FY 2012-13, all election related expenses (\$35,000) are budgeted and expensed in the Non-Departmental section of General Fund as it is a more effective to account for these costs.

Demand Bus Service

For FY 2014-15, \$140,000 is included in the Non-Departmental budget to contribute towards the continuation of demand bus service for New Braunfels residents. 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. This includes the City of New Braunfels. Continuing to provide this service requires a \$209,000 local match annually. The VIA Board agreed to provide the additional funding in excess of the match needed to fully fund the service. In FY 2013-14, the City worked with both Comal County and the McKenna foundation as partners in funding this program so that the residents could continue to utilize this service. However, McKenna only allocated funding to support the program for one year. Therefore, the City's contribution could increase from \$70,000 to \$140,000 in FY 2014-15 if the County pays the remaining \$70,000 they committed to in FY 2013-14.

Replacement Funds

Replacement of aging City of New Braunfels vehicles in the past occurred through the normal budget process. Departments identified vehicles that needed to be replaced because of age, wear and tear, high maintenance costs and/or combinations of all three. Vehicle replacements had to compete with all other funding needs. Through a budget adjustment in April 2006, City Council set aside \$1.5 million to begin a vehicle replacement program and fund. This program provides funding annually for future vehicle replacements. Replacing the vehicles on a routine basis as they begin to reach high mileage and/or age is cost effective in that higher trade-in values are received and maintenance and repair costs are avoided. The amount of funding contributed by each department has been determined based on criteria established by City Council. Departments contribute a calculated amount into the Equipment Replacement Fund annually (one-eighth of the expected replacement cost less trade-in value). The funds accumulated in that fund are then used to purchase new vehicles when the current vehicle reaches its replacement criteria and is determined, after an assessment of that vehicle, that it should be replaced. The funding for replacement vehicles then becomes a regular part of the base budget rather than competing with other purchases and new programs. Contributions into the Equipment Replacement Fund are included in each department's budget to more accurately reflect their overall cost of operations. In future years, heavy equipment and vehicles (such as dump trucks and fire trucks) used by departments funded in the General Fund will be added when funding is available. The Solid Waste heavy equipment (mainly refuse collection vehicles) is already included in this program; Solid Waste is a separate enterprise fund for the City. In FY 2011-12, the criteria for light vehicle replacement changed. As of FY 2011-12, vehicles are evaluated for replacement at eight years or 85,000, again whichever comes first. To transition, police specification vehicles are planned as staggered replacements – at six, seven or eight years. This also helps even out the number of vehicles needing to be replaced in a given year. In FY 2012-13, two equipment replacement funds were budgeted, one for the enterprise funds and one for the General Fund along with Special Revenue Funds. This allows a better accounting for and segregation of enterprise funds which are treated on more of a business accounting approach.

This same concept has been applied to computer replacements. In FY 2007-08, the City completed the project of replacing all outdated computer equipment (network and desktop). The computer replacement program funding provided sufficient money to replace computers, servers and peripheral equipment every three years, allowing the City to remain current with technology in a systematic manner. In FY 2012-13, the replacement schedule for technology equipment was changed. Due to the positive experience the City has had with laptops and desktop computers, the replacement cycle has been extended from three years to four years. This change reduced the annual contribution required by the General Fund. No Contribution for technology replacements is budgeted in FY 2014-15. Only equipment fails will be replaced.

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 \$875,000. However, \$300,000 in FY 2014-15 will be transferred into the Equipment Replacement Fund to support the program. In FY 2014-15, only a small number of vehicles will be replaced and will have to meet additional criteria up and above the age and mileage accumulation. Not all vehicles meeting the replacement criteria will be replaced.

The only full contribution to the Equipment Replacement Fund budgeted in FY 2014-15 is for the Fire Department's self contained breathing apparatus (SCBA) scheduled for replacement in FY 2015-16. This contribution is \$136,000 and is budgeted in the Fire Department's operating budget.

The City's buildings continue to age. Major, unexpected repairs may be needed such as air conditioning systems or roof repair. The FY 2006-07 Budget set aside \$500,000 in contributions to the Facilities Maintenance Fund (created in that year) to address these issues as they arose. The funding for these types of issues allows the City to complete maintenance and repairs in a timely fashion. It also results in the avoidance of both potential and additional damage to the buildings from delaying repairs. Another advantage was the avoidance for the need to redirect funds from other priorities when problems occur. The FY 2007-08 Budget continued this program by providing another \$500,000 into the fund. In the same way, the FY 2006-07 and 2007-08 Budgets included \$300,000 for parks maintenance funding in the Facilities Maintenance Fund to ensure that the parks facilities enjoyed by citizens and tourists alike remain safe and accessible. Due to funding constraints, no transfers were made into this fund in FY 2008-09 or FY 2009-10. In June 2010, a major storm event caused significant flooding in the community and in many City parks. The availability of facilities maintenance funds allowed the City to react quickly and effectively to restore the community – both neighborhoods and the river activities that generate tourism dollars to the City. The flood expenditure did significantly deplete the Facilities Maintenance Fund reserves. However, the FY 2010-11 Budget transferred \$300,000 into this fund, beginning to rebuild the fund balance. As a budget balancing strategy, there have been no transfers made to the Facilities Maintenance Fund since FY 2010-11. Budgeted expenditures in FY 2014-15 fully deplete this fund by the end of the fiscal year.

Contingencies

The FY 2014-15 Budget sets aside \$1,529,300 in contingencies. \$200,000 has been allocated to undesignated funds. These can be used only through Council action to address unforeseen expenditures that may arise. (\$540,000) in turnover savings (a reduction to the budget) are also

included in contingencies, which are realized through the normal time lag between one employee's departure and filling the vacated position. The FY 2014-15 turnover savings represents 1.5 percent of total employee expenditures budgeted in the General Fund. In an effort to ensure that a 1.5 percent turnover margin is met, the City Manager will approve filling any vacancy prior to beginning the recruitment process. The remaining \$1,869,300 in contingencies will be utilized to fund the market study implementation, cost of living increases and step plan increase for uniform employees as discussed at the beginning of this section.

Interfund Transfers

The FY 2014-15 Budget includes \$848,975 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 provides \$155,027 in funding for these important efforts in FY 2014-15. This is a significant reduction from the \$551,296 transferred in FY 2012-13 and is a direct result of increased revenue into the fund from parking revenue, an increase in the river management fee from \$1.25 to \$1.50 and implementation of the wristband program.

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 have been outlined in Chapter 5 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, there is a certain level of administrative costs that are not eligible for reimbursement. Therefore, the General Fund provides \$90,800 in funding these efforts.

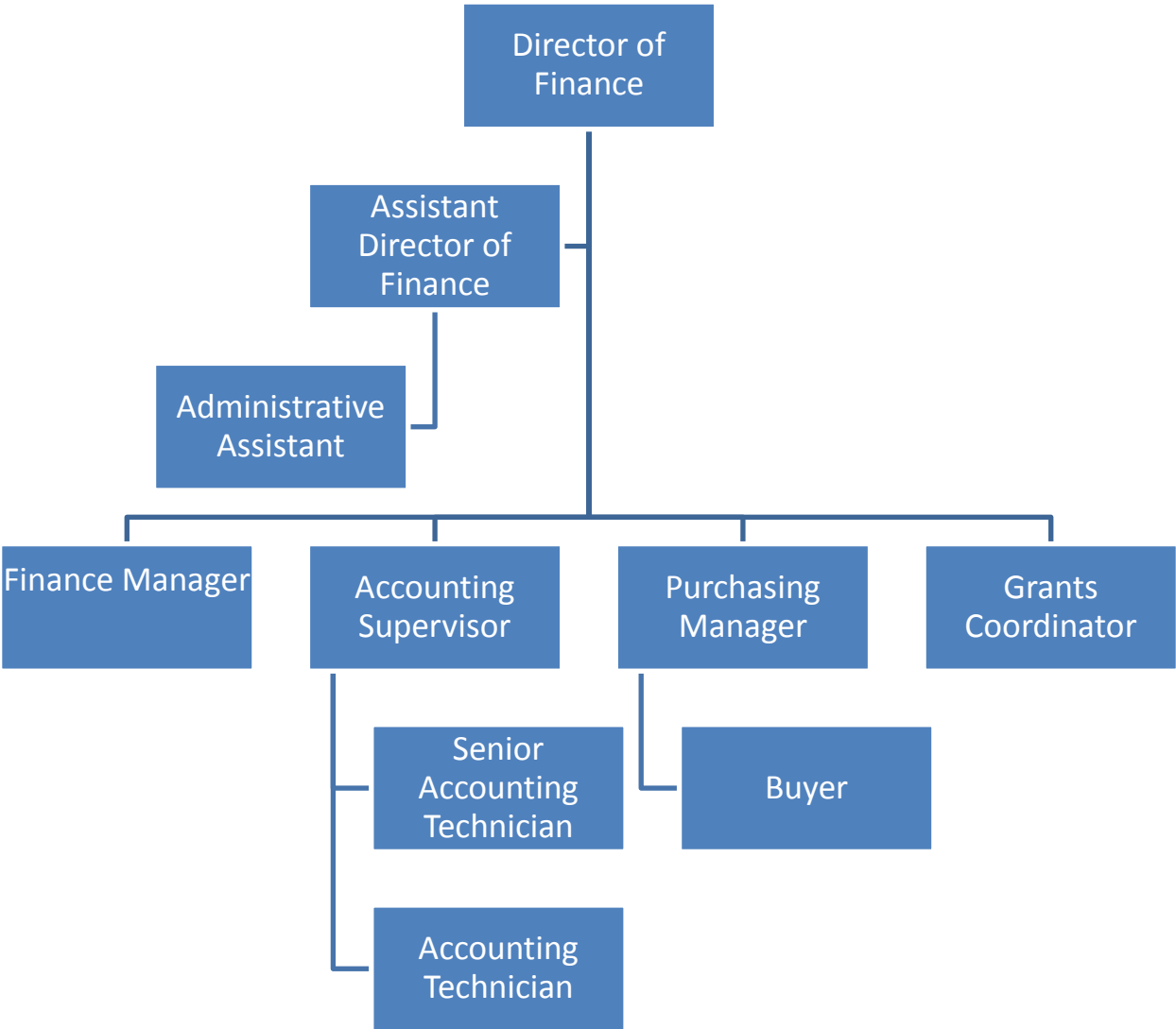
While the Airport fund is self supporting, there are transfers from the General Fund budgeted to the Airport in FY 2014-15. This is to support an existing ground lease on two properties (\$146,500). The Central Texas Technology Center is utilizing one parcel while the other one is currently being utilized 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.

As mentioned earlier, the Facilities Maintenance Fund will be depleted of all funds by the end of FY 2014-15. The only expenditure supported by the Fund in FY 2014-15 is the salary and benefits associated with the Facilities Manager. However, the Facilities Maintenance Fund did not have sufficient reserves to fully support the position, so the General Fund is transferring the amount needed to fully fund the position in FY 2014-15 (\$56,648).

\$300,000 in FY 2014-15 will be transferred into the Equipment Replacement Fund to incrementally reinstate the program. In FY 2014-15, only a small number of vehicles will be replaced and will have to meet additional criteria up and above the age and mileage accumulation. This contribution is funded in the non-departmental budget, not in the individual departments.

The remaining \$100,000 in transfers is budgeted in FY 2014-15 to provide the cash match requirement for grants as they are awarded throughout the fiscal year.

SUPPORT SERVICES DEPARTMENT



SUPPORT SERVICES

General Fund: 101

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 at the least cost.

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.
4. Maintain a high degree of accuracy in all financial and accounting transactions.

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.
4. Comply with all local, state, and federal laws while administering the purchasing function.

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.
4. Serve as a management consultant to departments to assist them in increasing the efficiency and effectiveness of their operations by evaluating business processes and identifying areas for improvements.
5. Use performance measures to evaluate budget requests.
6. Assist with the development of long range financial and strategic plans.

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, payroll processing, auditing, and all other accounting activities. Finance is responsible for the City's investment and debt management, determining the highest return on investments while maintaining adequate cash flow for City requirements.

Management and Budget staff annually develops the operating and capital budgets as well as the five year financial forecast for the City. Expenditures are monitored and monthly financial reports are provided to departments and to City Council. In addition, special studies are conducted to evaluate the costs and benefits of proposed 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. Staff also manages the collection, analysis and presentation of performance measures for all City departments.

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: assists City departments in defining requirements; provides advice on products and services; assesses information provided for solicitations; assembles suitable terms, conditions, instructions and provisions for the solicitations; documents all bids and proposals received and reviews them for acceptance; plans and conducts negotiations with selected service providers; notifies unsuccessful bidders; conducts debriefings and handles bid protests; and handles performance disputes between the City and vendors should they arise. Whenever practical, Purchasing works with other local public entities to identify and take advantage of, opportunities for joint procurements. Purchasing also accurately maintains and controls the use of the City's fixed asset inventory.

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. Grant funding is sought to pay for programs and initiatives that the City has prioritized but has not been able to identify a funding source. Priority for grant requests is based on the unmet needs list developed during the budget process.

City-wide Strategic Plan

Strategic Priority: Infrastructure

Long Term Objective: *Develop operating and capital plans considering community input, realistic population and revenue projections, and other strategic priorities.*

- Action Item: Develop five year forecast of the General Fund and Debt Service Fund annually.
 - ❖ Inaugural document completed in FY 2013-14. Forecast will now be updated annually and presented to City Council as the budget development process begins.

Strategic Priority: Infrastructure

Long Term Objective: *Continue an ongoing program of infrastructure construction and maintenance.*

- Action Item: Continue the annual CIP process with community input
 - ❖ Update to the five year Capital Improvement Program scheduled to begin in FY 2014-15.

Performance Measures:			
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Finance, Management and Budget and Purchasing:			
Accuracy of General Fund Revenue/Expenditure forecasting compared to year end actuals	Revenue: 98.1% of actual Expenditures: 101.9% of actual	Revenue: 99% of actual Expenditures: 99% of actual	Revenue: 99% of actual Expenditures: 99% of actual
Investment earnings compared to T-bill standard	228%	180%	180%
Percent of purchase orders and contracts exceeding \$50,000 awarded within 50 days of finalized solicitation documents	100%	100%	100%
Dollar amount of expenditures completed with central purchasing office assistance	\$28,155,000	\$32,300,000	\$40,000,000
Funds generated from City auctions	\$407,392	\$300,000	\$300,000
Grants:			
Number of grants submitted	17	16	17
Ratio of grants awarded/denied (not including pending)	10/7	10/6	10/7
Dollar amount of grants awarded	\$1,516,145	\$850,000	\$1,000,000

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$1,323,313	\$1,411,595	\$798,052
Operation Expenses			
Operating (recurring)	444,875	431,042	70,975
Equipment and Initiatives (one time)			10,000
<i>Total Appropriations</i>	<i>\$1,768,188</i>	<i>\$1,842,637</i>	<i>\$879,027</i>

Program Justification and Fiscal Analysis:

The FY 2014-15 Support Services Budget reflects a significant decrease in comparison to FY 2013-14 estimates, driven by organizational changes that occurred in FY 2013-14. The Information Technology/GIS division now reports to the Assistant City Manager. All information technology expenditures and staff resources are accounted for in the City Administration budget in FY 2014-15, not Support Services.

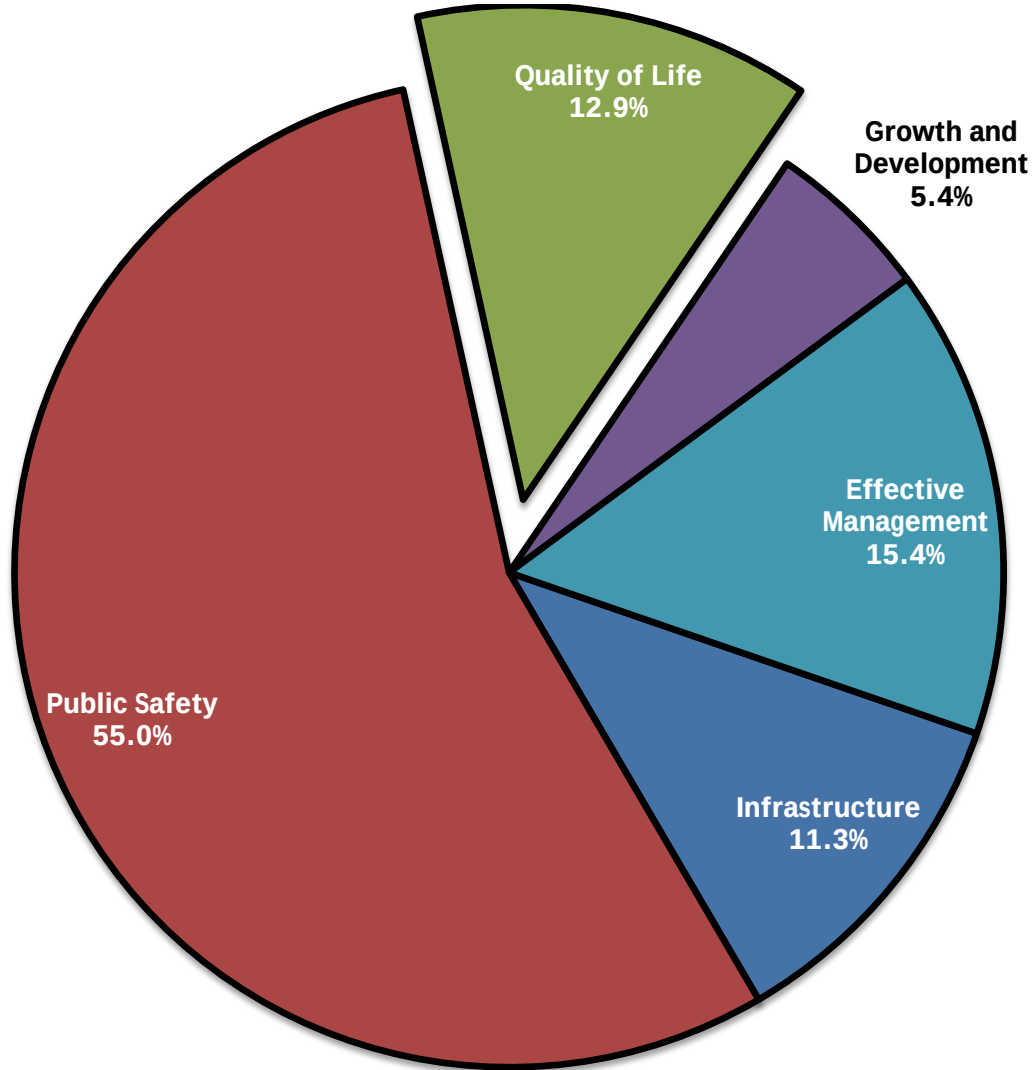
\$10,000 is included in one time operating expenditures for support associated with updating the five year Capital Improvement Project Plan (CIP). The development of the plan will be managed both by Support Services and Capital Programs staff. However, this funding will be utilized specifically for refining cost estimates for all unfunded projects on the CIP.

Program Change - \$11,000 is included in the FY 2014-15 Budget to increase internal auditing efforts. Specifically, staff recommends engaging a contract employee to work on internal auditing projects as needed throughout the fiscal year.

Authorized Positions:

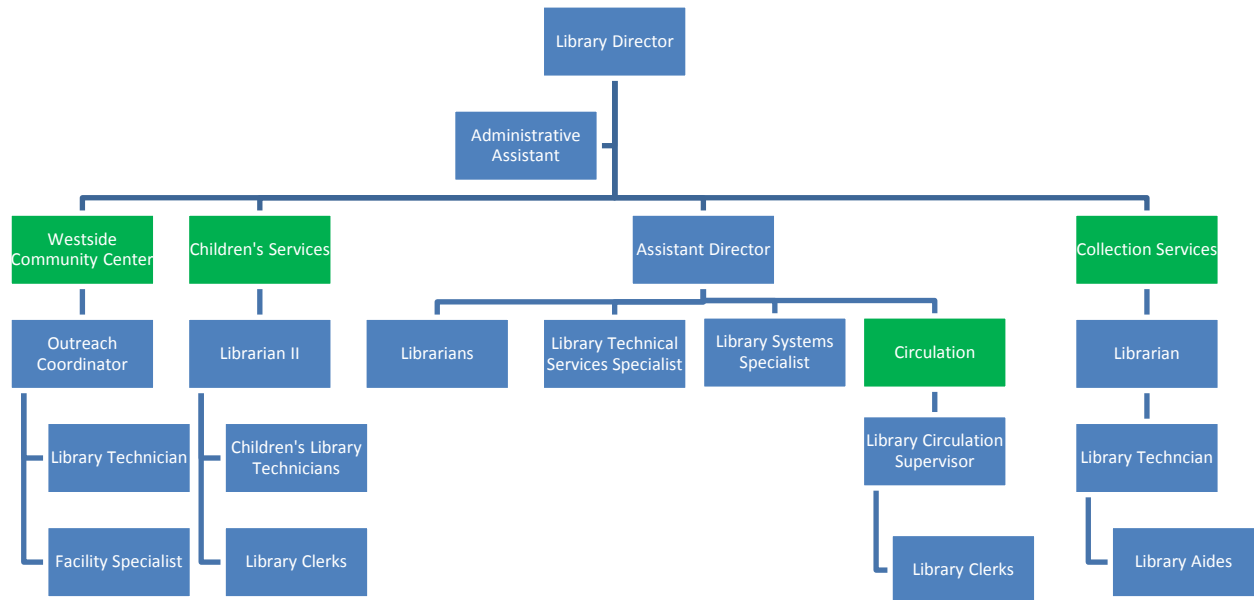
	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<i>Finance:</i>			
Director of Finance	1	1	1
Accounting Supervisor	1	1	1
Accounting Technician	1	1	1
Administrative Assistant	1	1	1
Assistant Director of Finance	1	1	1
Buyer	1	1	1
Finance Manager	1	1	1
Grants Coordinator	1	1	1
Purchasing Manager	1	1	1
Senior Accounting Technician	<u>1</u>	<u>1</u>	<u>1</u>
Total – Finance	10	10	10
<i>Total Authorized Positions</i>	<i>10</i>	<i>10</i>	<i>10</i>

QUALITY OF LIFE



Strategic Priority	Allocation
Public Safety	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Total	\$50,961,453

LIBRARY



LIBRARY

General Fund: 101

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.
4. To design and fund public relations programs and services that communicate a positive image of the library to various groups of users and non-users.
5. To identify and develop community stakeholders and educate them so that they become advocates for the library.
6. To provide programs and services for all ages that support lifelong learning and development.
7. To better respond to the demands and interests of the public and extend access to the library's resources and services.
8. To provide access to current technology so that the public can both access information and develop the skills required to function as technology develops.

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.

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Develop and enhance community partnerships with residential neighborhoods, businesses and other entities.

- Action Item: Enhance youth programs.
 - ❖ Operation of Westside Community Center now provides more options for youth programming including the Digital Media Creation Lab and afterschool programs.

Strategic Priority: Infrastructure

Long Term Objective: Use a variety of funding sources for operational and capital needs.

- Action Item: Explore creative funding alternatives and partnerships
 - ❖ Staff is currently exploring opportunities for private funding of bookmobile.

<i>Performance Measures:</i>			
	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimate</u>	<u>FY 2014-15 Budget</u>
<i>Library</i>			
Visits to Library facilities	286,611	290,000	300,000
Patrons accessing the Internet*	84,266	70,000	75,000
Library visits per day	821	830	875
Total materials circulations	760,144	800,000	850,000
Circulations per day	2,178	2,300	2,400
Library items per capita (National average is 2.0)	2.06	2	2
Customer Satisfaction (measured by online survey)	N/A	95%	96%
Database accesses	28,412	40,000	50,000
Outreach events held	804	1,100	1,200
Children's program participants	13,790	13,000	14,500
*Patrons can and do access information at the library through wireless services which is not counted but affects other performance measures.			
<i>Westside Community Center</i>			
Outreach and library programs held	176	430	500
Attendance for programs	3,536	19,000	20,000
Mobile food pantry events	11	22	24
Mobile food pantry attendance	5,994	12,400	14,000

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$1,232,863	\$1,290,632	\$1,324,402
Operation Expenses			
Operating (recurring)	492,242	481,950	509,200
Equipment and Initiatives (one time)	0	0	14,100
Capital Expenses	10,750	0	140,000
<i>Total Appropriations</i>	<i>\$1,735,855</i>	<i>\$1,772,582</i>	<i>\$1,987,702</i>

Program Justification and Fiscal Analysis:

In comparison to the FY 2013-14 estimates, the FY 2014-15 Library Budget increases significantly. However, the increase is driven mainly by capital enhancements to the Library and Westside Community Center, which are described below. Employee expenses increase slightly, driven by full year funding of all authorized positions in FY 2014-15.

Recurring operating expenditures increase slightly in FY 2014-15 in comparison to the FY 2013-14 estimates, driven entirely by additional funding to purchase library books and electronic resources. One time operating expenditures total \$14,100, which will be utilized to make meeting room enhancements at the library such as carpet replacement as well as new tables and chairs.

Capital expenses total \$140,000 in FY 2014-15. \$61,000 is allocated to make facility enhancements to the Westside Community Center. Of that amount, \$10,000 will be utilized to replace flooring in various areas of the facility; \$36,000 will go towards replacing the existing roof; and \$15,000 is allocated to replace two air conditioning units. The Westside Community Center has eight separate air conditioning units, all of which are beyond their recommended useful life. A multi-year strategy (beginning in FY 2014-15) to replace all units has been recommended by Library and Facilities Maintenance staff. The remaining \$79,000 will be utilized to replace all carpeting at the Library building. The majority of the carpeting is the age of the building, which was constructed in 1998.

Program Changes – One Facility Specialist position to serve the Westside Community Center has been authorized and funded in the FY 2014-15 Budget. This position is funded for nine months in the budget (\$25,875 in FY 2014-15 and \$34,500 annually). The new position will focus directly on increasing facility programming efforts for youth and seniors. In addition, the Facility Specialist will assist with overall facility logistics and scheduling.

\$7,000 is also included in the FY 2014-15 Budget for a library material tracking software module. The module will assist staff in ensuring that material acquisition is managed according to budget by age level and type. The module will also allow patrons to look ahead at materials that are on order and sign up on a wait list before the item arrives.

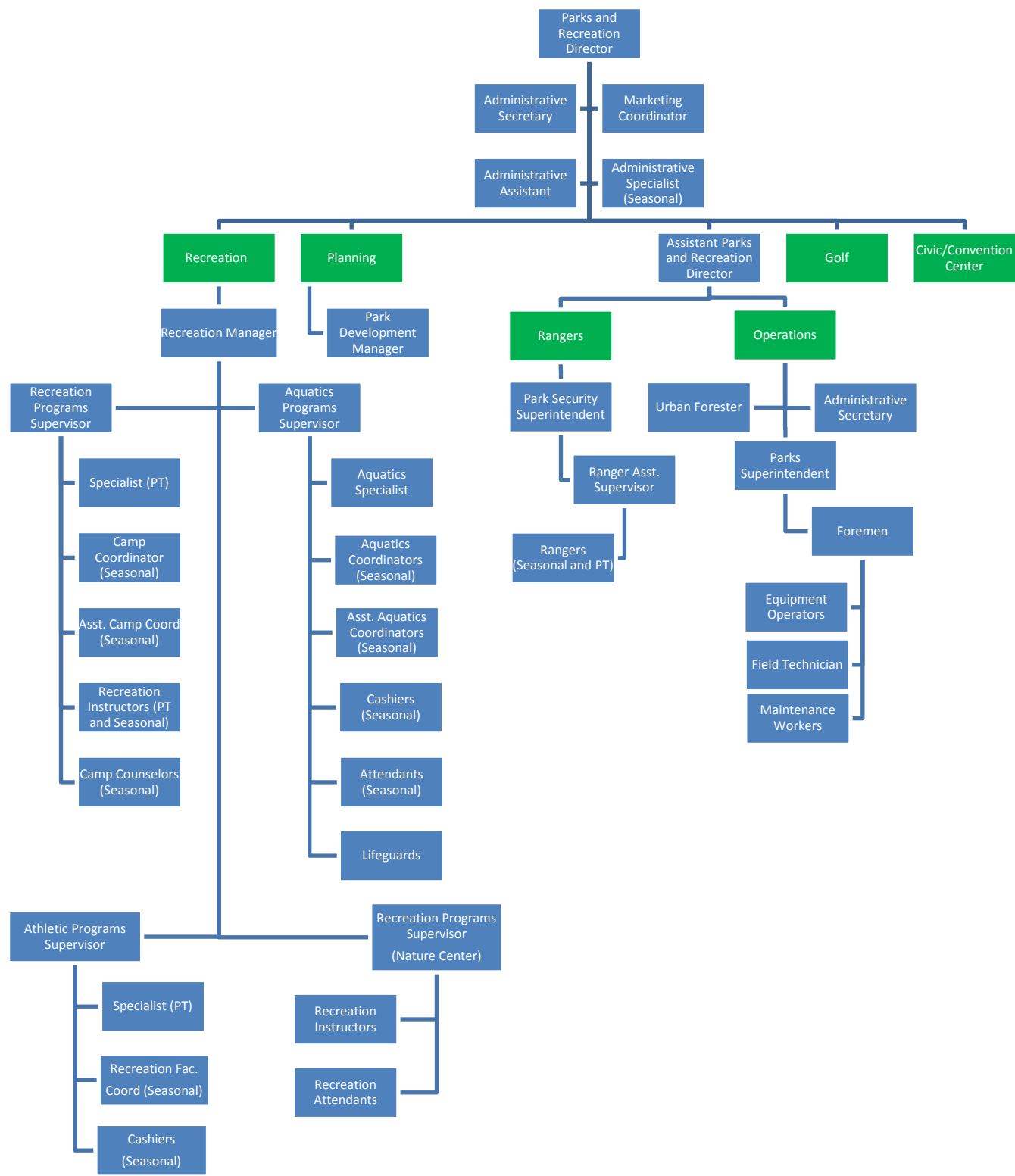
A final program change is included in FY 2014-15 that will not have an impact on budgeted expenditures. The Library has two existing vacant positions (1 part time Children's Library Technician and a seasonal Library Aide). After a review of existing staffing and resource needs, the Library has determined that it could be more efficient and increase customer service regarding children's programming if two part time Children's Library Technicians become full

time. In addition, if these two existing positions were made full time, the Library would not have an immediate need for the two existing vacant positions. Therefore, the savings from eliminating the existing vacant positions can be utilized to cover the increased cost associated with making the two existing Children's Library Technicians full time. This change in staffing is reflected in the authorized position table on the following page.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<u><i>Library:</i></u>			
Library Director	1	1	1
Administrative Assistant	1	1	1
Assistant Director – Library	1	1	1
Children's Library Technician	1	0	2
Children's Library Technician (Part time) (3 at 30 hrs/wk)	1.5	2.25	0
Librarian	3	4	4
Librarian I (Part time) (1 at 30 hrs/wk)	.75	0	0
Librarian II	1	1	1
Library Aide (Part time) (4 at 20 hrs/wk)	2	2	2
Library Aide – Seasonal	1	1	0
Library Circulation Supervisor	1	1	1
Library Clerk (Part time) (11 at 30 hrs/wk)	8.25	8.25	8.25
Library Clerk – Seasonal	1	1	1
Library Systems Specialist	1	1	1
Library Technical Services Specialist	1	1	1
Library Technician	<u>1</u>	<u>1</u>	<u>1</u>
Total – Library	26.5	26.5	25.25
<u><i>Westside Community Center:</i></u>			
Outreach Coordinator	1	1	1
Facility Specialist	0	0	1
Library Technician	<u>1</u>	<u>1</u>	<u>1</u>
Total – Westside Community Center	2	2	3
<i>Total Authorized Positions</i>	28.5	28.5	28.25

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.
4. Provide oversight to department staff and operations.
5. Insure quality programs and events.

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.
4. Improve and expand aquatic programs for all guests.

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
4. Boost the physical, social, emotional and cultural development of families in the New Braunfels community.

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.

The Golf Division and Civic/Convention Center are funded through enterprise funds and are described in the Enterprise Fund section of this document.

City-wide Strategic Plan

Strategic Priority: Public Safety

Long Term Objective: Develop and enhance community partnerships with residential neighborhoods, businesses and other entities.

- Action Item: Enhance youth programs.
 - ❖ Parks and Recreation Teen Council organized in 2014 with focus on service projects.

Strategic Priority: Effective Management***Long Term Objective: Continue a comprehensive program for communicating with the public.***

- Action Item: Develop a City public information presentation for various uses.
 - ❖ Parks and Recreation newsletter issued monthly, frequent social media updates provided for programs and project updates.

Strategic Priority: Quality of Life***Long Term Objective: Preserve and improve our open space***

- Action Item: Complete and implement the Parks, Recreation and Open Space Master Plan.
 - ❖ Fischer Park construction will be completed in FY 2014-15.

<i>Performance Measures:</i>			
	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimate</u>	<u>FY 2014-15 Budget</u>
<i>Administration:</i>			
Peak season rental percentage	53%	85%	80%
Dollar value of volunteer efforts	\$74,327	\$75,000	\$75,000
Customer service satisfaction (measured by survey)	87%	85%	85%
<i>Administration (continued):</i>			
Percent completion of capital projects on budget/on time	100%	100%	100%
Percent completion of Parks Master Plan	9%	9%	9%
<i>Recreation:</i>			
Percent of programs offered vs. held	64%	55%	80%
Number of program participants	3,742	3,395	3,885
<i>Preschool</i>	132	85	135
<i>School Age</i>	1,882	1,600	1,900
<i>Adults</i>	5	10	50
<i>Special Events</i>	1,723	1,700	1,800
Customer Service Satisfaction (measured by survey)	93%	90%	90%
<i>Aquatics:</i>			
Annual admissions	95,062	95,000	95,000
Calls for EMS service	3	12	10
Training contact hours	433	480	480
Percent of swim classes offered vs. held	93%	90%	90%
<i>Rangers:</i>			
Calls for assistance to Police Department	46	76	85
Parking violations issued	193	453	450
Park patrol hours	15,123	13,745	14,000

Performance Measures:			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Picnic permits issued	2,905	2,042	2,100
Park Operations:			
Numbers of injuries causing lost days	0	3	0
Customer Service Satisfaction (measured by survey)	74%	79%	85%
Compliance with preventive maintenance schedule/requirements	84%	88%	90%
Park acres maintained per FTE*	16	14	17
Forestry community education contact hours	37	39	40
Athletics:			
Percent of programs offered vs. programs held	75%	86%	86%
League team participants	202	191	200
Customer Service Satisfaction (measured by survey)	86%	95%	95%

*Does not include impact of additional staff included in the FY 2014-15 Proposed Budget.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$2,412,587	\$2,488,502	\$2,909,120
Operation Expenses			
Operating (recurring)	1,374,721	1,285,377	1,577,001
Equipment and Initiatives (one time)	0	0	10,000
Capital Expenses	42,000		109,945
Total Appropriations	\$3,829,308	\$3,773,879	\$4,606,066

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget for Parks and Recreation increases significantly in comparison to the FY 2013-14 estimates. While the increase is driven by multiple factors, program changes have the most significant impact in FY 2014-15 (described below). The increase in employee expenses is driven by several vacancies that occurred during most of FY 2013-14, resulting in a savings in personnel expenses. The FY 2014-15 Budget fully funds all authorized positions.

Recurring operating expenditures decrease in comparison to the FY 2012-13 actuals and increase in comparison to the FY 2013-14 estimates. The increase in FY 2014-15 is driven by several factors. The Parks Department has underspent the annual budget for landscape services the last two fiscal years as weather has impacted the needed frequency of service from the contractor(s).

However, the budget is set at a higher level in FY 2014-15 (in comparison to the FY 2013-14 estimate) in anticipation of the addition of several small properties as well as additional tree care efforts. One time operating expenditures of \$10,000 are included to purchase tables and chairs for summer camp participants.

Capital expenses total \$6,500 in FY 2014-15, which will be utilized to purchase a utility vehicle (gator) to be shared between the Park Operations and Ranger division.

Program Changes – With the completion of the Walnut Avenue Widening project and Fischer Park, additional resources are required to maintain these new areas. The budget funds a blend of internal and external resources for the maintenance and upkeep functions associated with these significant assets to the community. In total, four additional Park Operations staff are authorized and funded: one Foreman, one Equipment Operator, one Field Technician and one Maintenance Worker position. The staff is needed for all mowing, landscaping and facility maintenance related tasks in Fischer Park. In addition, the Field Technician will be responsible for all irrigation system maintenance and upkeep for Fischer Park and Walnut Avenue Landscaping. Additional landscape services funding is also included to pay for mowing services of the park and median areas along Walnut Avenue through an outside contractor. Recurring operating expenditures have also been added to the budget to pay for utilities, fuel, janitorial supplies, minor tools and equipment among other miscellaneous costs associated with maintenance and upkeep. Capital equipment needed to maintain Fischer Park is also funded in FY 2014-15, a one-time expenditure. The total cost to provide maintenance and upkeep of Fischer Park and Walnut Avenue Landscaping in FY 2014-15 is \$433,445 (\$175,428 for employee salary and benefits, \$154,572 for operating expenses including contracted services and \$103,445 for one time capital equipment).

The next program change included in FY 2014-15 is associated with the operation of the Fischer Park Nature Center. One full time Recreation Supervisor, four part time Recreation Instructors and four seasonal Recreation Attendants are authorized and funded to support day to day operations of the center, year round programming efforts, as well as boat and kayak rental operations. In addition, funding was included for standard operating costs associated with the facility such as utilities, janitorial supplies, office supplies, etc. The total annual cost to operate the facility is \$148,550 with \$97,850 allocated for staff salary and benefits. However, programming/equipment rental revenue as well as a portion of the HEB grant (described below) to the support the nature center generates a revenue offset of \$97,500. Therefore, the net cost to the General Fund in FY 2014-15 to operate the Nature Center and provide programming is \$51,050.

Lastly, a program change is included to upgrade the Parks and Recreation Department's program registration and facility reservation software. The existing software version will no longer be supported by the software provider. While the upgrade is essential for maintenance and support, the proposed software upgrade will also include an online registration and payment component, an enhanced level of customer service not currently offered. The cost to acquire the upgrade is \$45,000, with an additional \$30,000 in annual licensing and registration costs (\$75,000 in total for FY 2014-15)

Policy Considerations

HEB provided the City \$250,000 to support the Fischer Park Nature Center. Staff recommends that the funds be utilized over a three year period - \$83,000 annually (approximate). In FY 2014-15, half of the annual contribution will go towards supporting the staff and recurring operational

costs (\$42,500). The other \$42,500 is recommended to be utilized to purchase needed equipment such as boats and kayaks among other facility/programming enhancements. Operational and equipment needs will be evaluated in the spring and summer of 2015 to ensure that the year two funding is utilized in the most efficient and impactful manner.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<i><u>Parks – Administration:</u></i>			
Parks and Recreation Director	1	1	1
Administrative Assistant	1	1	1
Administrative Secretary	1	1	1
Administrative Specialist (Seasonal)	1	1	1
Assistant Parks and Recreation Director*	1	1	1
Marketing Coordinator	1	1	1
Park Development Manager	1	1	1
Recreation Manager	<u>1</u>	<u>1</u>	<u>1</u>
Total – Administration	8	8	8
<i><u>Parks – Recreation:</u></i>			
Assistant Camp Coordinator (Seasonal)	1	1	1
Camp Coordinator (Seasonal)	1	1	1
Camp Counselor (Seasonal)	10	10	10
Recreation Attendant (Seasonal)	0	0	4
Recreation Instructor (Seasonal)	1	1	1
Recreation Instructor (Part time) (15 at 20 hours)	5.5	5.5	7.5
Recreation Programs Supervisor	1	1	2
Recreation/Athletics Specialist (Part time) (1 at 20 hours)	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total – Recreation	20	20	27
<i><u>Parks – Athletics:</u></i>			
Athletic Programs Supervisor	1	1	1
Cashier (Seasonal)	5	5	5
Recreation Facilities Coordinator (Seasonal)	1	1	1
Recreation/Athletics Specialist (Part time) (1 at 20 hours)	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total – Athletics	7.5	7.5	7.5
<i><u>Parks – Aquatics:</u></i>			
Aquatics Coordinator (Seasonal)	2	2	2
Aquatics Programs Supervisor	1	1	1
Aquatics Specialist (Part time)	.5	0	0
Aquatics Specialist	0	1	1
Assistant Aquatics Coordinator (Seasonal)	5	5	5
Attendant (Seasonal)	4	4	4
Cashier (Seasonal)	8	8	8

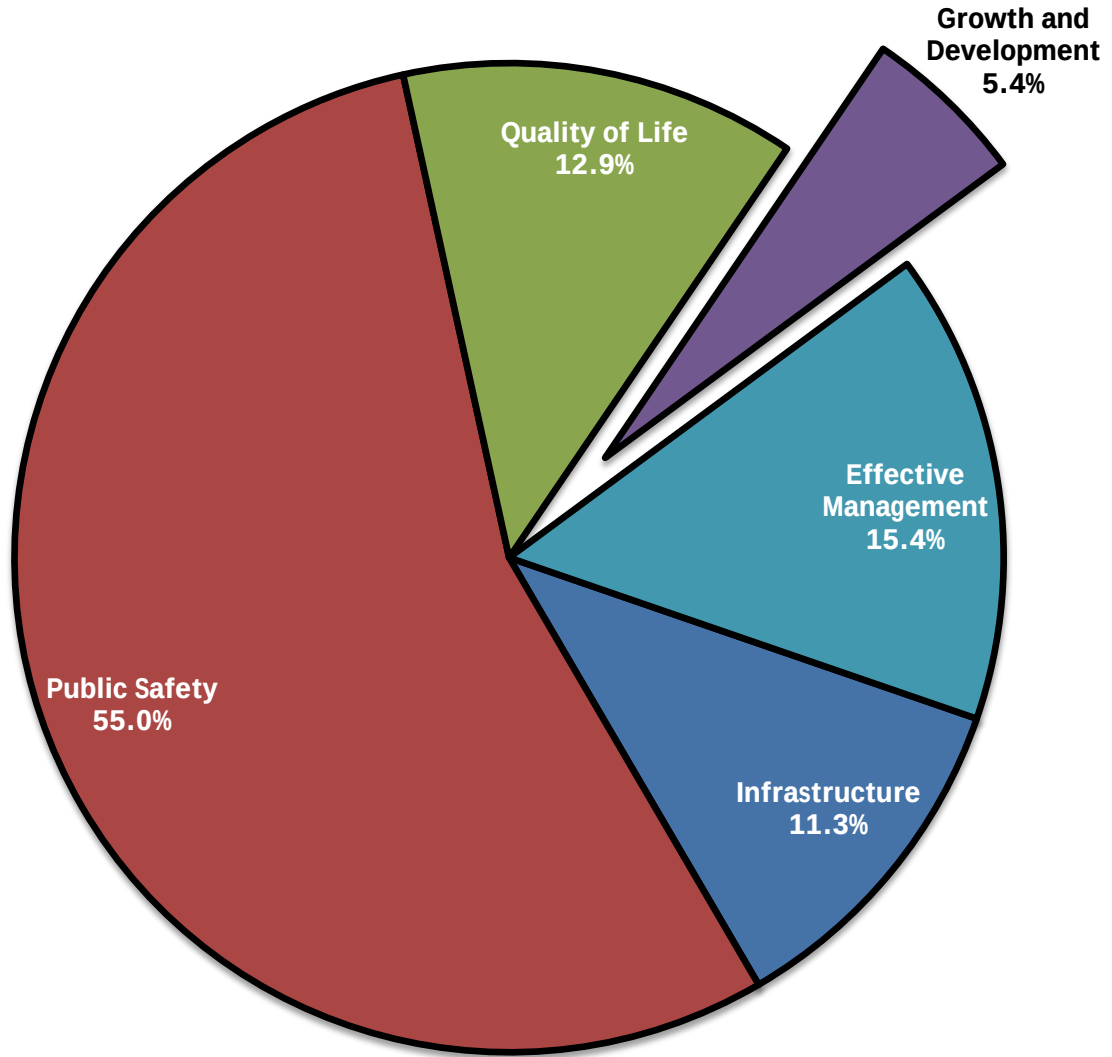
Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Lifeguard (Seasonal)	55	55	55
Maintenance Worker (Part time)	<u>.5</u>	<u>0</u>	<u>0</u>
Total – Aquatics	76	76	76
<u>Parks – Rangers:</u>			
Park Security Superintendent	1	1	1
Ranger (Seasonal)	15	15	15
Ranger (Part time)	.5	.5	.5
Ranger Assistant Supervisor**	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total – Rangers	17	17	17
<u>Parks – Operations:</u>			
Equipment Operator I	3	3	4
Field Technician	1	1	2
Foreman	3	3	4
Maintenance Worker	12	12	13
Parks Superintendent	1	1	1
Administrative Secretary	1	1	1
Urban Forester	<u>1</u>	<u>1</u>	<u>1</u>
Total – Maintenance	22	22	26
Total Regular Positions	41.5	41.5	48.5
Total Seasonal Positions	<u>109</u>	<u>109</u>	<u>113</u>
Total Authorized Positions	150.5	150.5	161.5

* 25 percent of the salary and benefits costs associated with the Assistant Director of Parks and Recreation are funded in the Golf Fund; the remaining portion is funded in the General Fund.

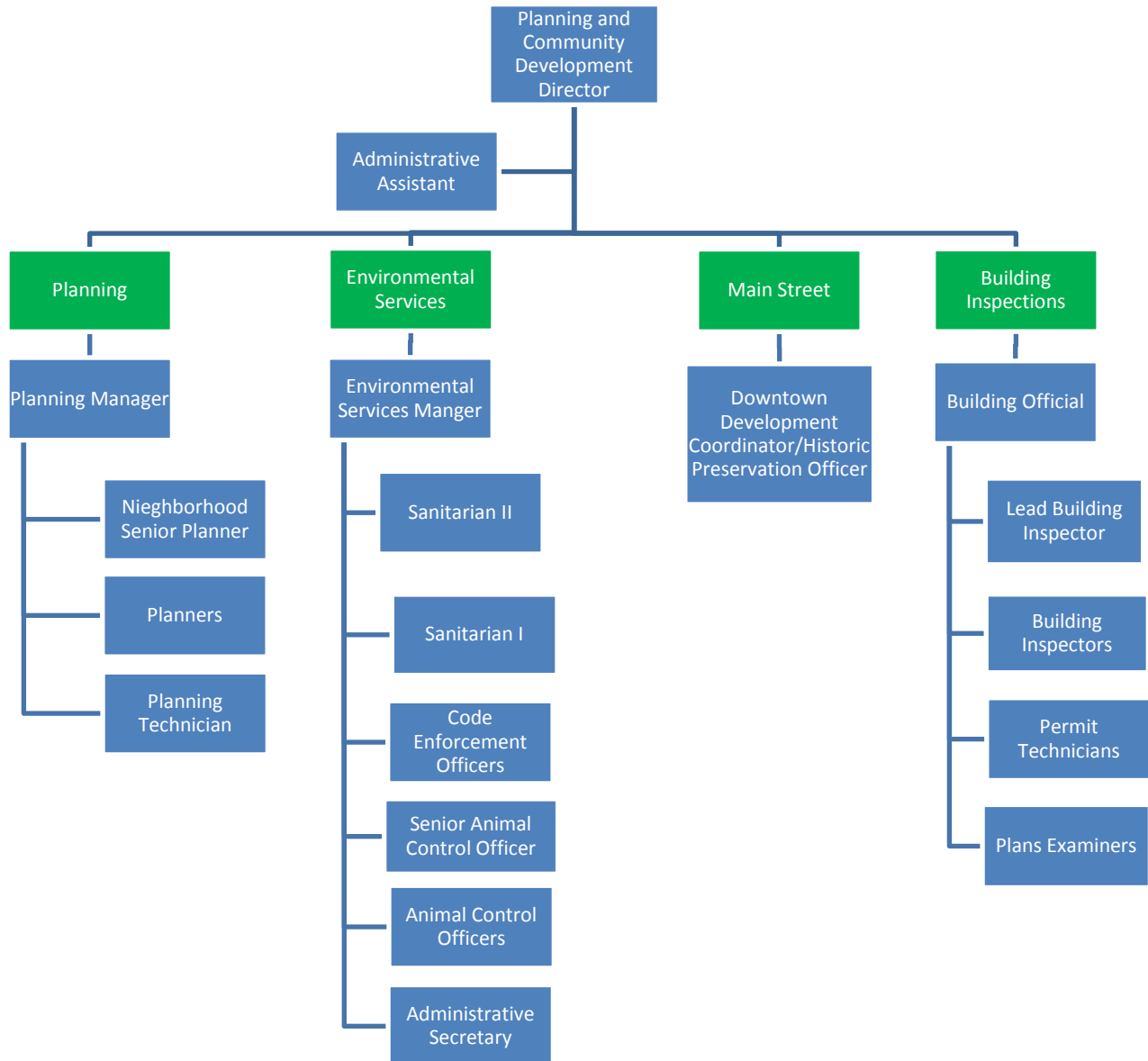
** 50 percent of the salary and benefits costs associated with the Park Ranger Assistant Supervisor are funded in the River Activities Fund; the remaining portion is funded in the General Fund.

GROWTH AND DEVELOPMENT



Strategic Priority	Allocation
Public Safety	\$28,016,514
Effective Management	7,846,360
Quality of Life	6,593,768
Growth and Development	2,742,506
Infrastructure	5,762,305
Total	\$50,961,453

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.
4. To provide ongoing training and education for various groups served, to include builders, developers, land owners, neighborhood groups, City commissions/boards, outside agencies and the citizens of the community.
5. To minimize the loss of life and property that is associated with flooding events through flood prevention ordinances.

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.
4. Responsibility and accountability – we will make effective use of our resources and provide a spirit of open communication within our community.
5. Respect for co-workers - we will maintain a workplace environment based on mutual respect which reflects an appreciation of the unique qualities of each individual who contributes to the overall good of our team.

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.
4. Promote food safety using current, preventive, risk-based techniques and promote education and understanding among all of our customers.
5. Place integrity of purpose first when making decisions and recommendations.

Main Street:

1. Implement the downtown implementation plan.
2. Improve and/or increase downtown parking through management strategies.
3. Increase heritage tourism.
4. Promote additional historic preservation in the downtown area.
5. Create downtown visual enhancements.
6. Increase communication and cooperation among various downtown stakeholders.
7. Enhance special events held downtown.
8. Increase the volunteer base for downtown events, activities and committees.
9. Establish a primary funding source for downtown improvements.

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.
4. Provide a focus on and draw attention to the Comprehensive Plan's action policies and provide an annual report about the status of those action policies.
5. Improve permitting and development review efficiency.

Department Description:

Building Inspections:

The Building Inspection Division's purpose is to inspect the minimum requirements set to safeguard the public health, safety and general welfare from fire and other hazards attributed to the built environment and to provide safety to firefighters and emergency responders during emergency operations. This is achieved through the permitting and inspection process as well as through various boards, such as the Sub-Standard Building Commission, Construction Board and the Contractor's Liaison Meetings.

Building Inspections has three areas of responsibility in the residential and commercial construction and development process: permitting, plan review and inspection and enforcement. The Building Inspection Division enforces the adopted building codes and New Braunfels Code of Ordinances and inspects to the minimum requirements of the currently adopted codes of the International Code Council. This is achieved through the permitting and inspection process as well as through the various boards.

The main responsibilities in permitting require detailed knowledge of building permit and inspection operations, as well as processing building, electrical, mechanical and plumbing permits. The staff receives permit applications, processes them, then routes and monitors them through the other reviewing divisions and entities – Planning, Engineering, Fire, Health and New Braunfels Utilities – as necessary. In plan review, commercial and residential construction plans are reviewed for compliance with adopted codes. In the inspection function, the building inspectors inspect commercial and residential projects that have been approved for permit.

The Building Inspection Division is also responsible for the following: registering all contractors (building, electrical, mechanical and plumbing); maintenance of all contractor records; records management of all building applications, permits, inspections and plans; and research of complaints received in reference to building and construction along with preparation and presentation to one of the governing boards or Municipal Court, if necessary. The division also permits subdivision construction and infrastructure.

The Building Inspection Division is also responsible for all development in Special Flood Hazard Areas (SFHA's), the maintenance of all SFHA maps; records management of all flood plain applications, permits, inspections and plans.

Environmental Services:

Animal Control:

Among its responsibilities, the Animal Control Division: enforces City ordinances and statutes that encourage annual rabies vaccination and licensing of pets; requires that all animals be confined; investigates animal bites and cruelty cases; and encourages spaying and neutering of domestic pets to control the stray and unwanted animal population in the community. In addition, officers respond to citizen calls for service; handle complaints and requests from other agencies; explain laws, policies and procedures; mediate and assist in conflict resolution involving animal control issues including property damage, nuisance barking, cruelty, degree of animal confinement and potential or actual danger to or by animals. The Humane Society is an integral partner with the City for Animal Control, as they provide shelter for stray animals as well as other needed services.

Health and Code Compliance:

Health Inspection enforces all applicable statutory health and safety codes and local ordinances. This division is principally engaged in the inspection, licensing, permitting and enforcement of activities involving food and beverage services and related operations. This division is the local designated representative for the Texas Commission on Environmental Quality (TCEQ) statutory OSSF program and for the Texas Department of State Health Services (TDSHS) environmental and food related permitting programs. Health Inspection personnel monitor and inspect food establishments including grocery stores, drinking establishments, bakeries, schools, day care centers, nursing homes and temporary food concessions; investigate sanitation and nuisance complaints; and perform related work in air and water pollution control, insect vector control and indoor air quality review. Staff inspects mobile home parks, tent campgrounds and recreational vehicle parks for compliance with established minimum health and safety regulations. Staff members offer food handler classes and issue permits to attendees. Preparation and presentation of complaint cases in Municipal Court and/or County Court for violations of health and sanitation codes are also assigned responsibilities. Staff coordinates with testing agencies for water, frozen desserts and other applicable samples and participates in epidemiological investigations with the Comal County Nurse's Office in food-borne investigations.

Main Street:

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.

Planning:

The Planning Division provides information to the public, development interests, contractors and decision makers concerning growth and development, manages the City's historic preservation efforts and supports neighborhood organizations. The division provides staff support to a number of appointed boards, commissions and committees including the Planning and Zoning Commission. Staff reviews building plans for compliance with regulations, processes plat and zoning cases and drafts regulations. Planning staff work on all aspects of annexation and non-annexation agreements. The division also manages the community-wide comprehensive planning program and the transportation plan.

The Planning Division will continue its work with individuals, neighborhoods and property owners concerning small area long range planning issues, rezoning neighborhoods, redevelopment, historic preservation and code enforcement. Building on the City's achievements in enriching the community's quality of life and distinctive character, the division will focus on major projects that include fine tuning the new development standards adopted within the last few years, managing the Regional Transportation and Thoroughfare Plan, reviewing the Comprehensive Plan for consistency, preserving community character, creating historic districts, supporting neighborhood associations, designating historic landmarks, completing the downtown implementation plan, updating the annexation plan and updating the roadway impact fee plan to include recently annexed areas.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Maintain fiscal stability of City operations.

- Action Item: Update user fees.
 - ❖ The second phase of adjustments to health inspection fees is planned for FY 2014-15.

Strategic Priority: Growth and Development

Long Term Objective: Ensure a variety of transportation options for pedestrian

- Action Item: Actively pursue bringing light rail through New Braunfels.
 - ❖ Actively working with the Lone Star Rail District and San Antonio MPO.

<i>Performance Measures:</i>			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Development Activity:</i>			
Processing time for first response for residential permits - Building Division	3.3 days	4 days	4 days
Response time for first response for residential permits - Planning Division	4.6 days	4 days	4 days
Processing time for first response for commercial permits - Building Division	11.1 days	10 days	10 days
Response time for first response for commercial permits - Planning Division	7.8 days	10 days	10 days
Processing time for sub-contractors permits	N/A	1 days	1 day
Commercial permits issued	281	400	415
Residential permits issued	2,121	2,300	2,350
Plats processed	120	115	100
Zoning requests processed	44	60	50
All other cases processed	122	186	200
<i>Environmental Services:</i>			
<i>Code Enforcement:</i>			
Public nuisance violations abated	4,172	4,050	4,200
Resolution prior to legal action	98%	98%	97%
<i>Health:</i>			
Food handlers trained	2,227	2,170	2,500
Contact hours of foods handlers training	3,185	3,195	3,300
Food service assessments	825	1,125	1,650
<i>Animal Control:</i>			
Stray animal impoundments	2,698	3,000	2,600
Dispatched call for service per FTE*	2,343	2,425	2,480
Contact hours for animal control outreach	400	350	350

Performance Measures:			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Downtown:			
Percent completion of downtown implementation plan	15%	15%	20%
Outreach events	4	4	4
Planning:			
New historic landmark designations	2	2	2
Special projects completed	5	8	4
Percent completion of appropriate zoning program	25%	3%	7%

*Does not include impact of new position included in the FY 2014-15 Proposed Budget.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$1,886,235	\$1,988,572	\$2,107,917
Operation Expenses			
Operating (recurring)	523,262	467,246	492,689
Equipment and Initiatives (one time)			106,000
Capital Expenses			35,900
Total Appropriations	\$2,409,497	\$2,455,818	\$2,742,506

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget for Planning and Community Development increases overall in comparison to the FY 2013-14 estimates. The increase is driven mainly by one time initiatives and equipment as well as a program change, which are described below. In employee expenses, several vacancies occurred that resulted in a savings in FY 2013-14; all authorized positions are fully funded in FY 2014-15.

In FY 2014-15, recurring operating expenses decrease in comparison to the FY 2012-13 actuals and increase slightly in comparison to FY 2013-14 estimates. The new agreement with New Braunfels Utilities regarding street banners has an impact on the operating budget in FY 2014-15. The City will now directly receive payment from the customers, handle scheduling and task NBU with hanging the banners. The City will then pay NBU each time they hang a banner. This new agreement adds \$10,000 to the operating budget. However, there will be no impact to the City as the customer pays the City both a processing fee and for hanging the banner. One time operating expenditures total \$6,000 in FY 2014-15, which will be utilized to purchase materials and supplies associated with adopting the updated International Code Council (ICC) codes.

Program Changes – One Animal Control Officer position has been authorized and funded in FY 2014-15. This position is funded for nine months in the budget (\$32,250 in FY 2014-15 and

\$43,000 annually). Additional funding for this position is also included in the budget, such as a vehicle and other minor tools and equipment (\$35,900). Calls for service for the Animal Control Division increased 25 percent from 2012 to 2013. The additional Animal Control Officer will ensure that existing response time(s) and service levels can be maintained. A second program change of \$100,000 is included to begin the update and development of the City's comprehensive plan. The estimated total cost to develop the plan is \$300,000; the remaining funding needed to complete the plan will be addressed in FY 2015-16

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<i><u>Building Inspections:</u></i>			
Building Inspector	4	5	5
Building Official	1	1	1
Lead Building Inspector	1	1	1
Permit Technician	3	3	3
Plans Examiner	<u>2</u>	<u>2</u>	<u>2</u>
Subtotal – Building Inspections	11	12	12
<i><u>Environmental Services:</u></i>			
Administrative Secretary	1	1	1
Animal Control Officer	2	2	3
Code Enforcement Officer	3	3	3
Environmental Services Manager	1	1	1
Sanitarian I	1	1	1
Sanitarian II	1	1	1
Senior Animal Control Officer	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal – Environmental Services	10	10	11
<i><u>Planning:</u></i>			
Planning and Community Development Director	1	1	1
Administrative Assistant	1	1	1
Downtown Development Coordinator/Historic Preservation Officer	1	1	1
Neighborhood Senior Planner	1	1	1
Planner	3	3	3
Planning Manager	1	1	1
Planning Technician	<u>1</u>	<u>1</u>	<u>1</u>
Subtotal - Planning	9	9	9
<i>Total Authorized Positions</i>	30	31	32

Five Year General Fund 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. 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, and employee salary and benefits costs have impacted the City of New Braunfels' budgets and actual expenditures over the last five years.

The FY 2010-11 General Fund Adopted Budget was \$56.5 million and included \$42.4 million for expenditures. The ending fund balance was \$14.0 million which equated to 33.1 percent of operating appropriations. The General Fund budget did not include any new programs or positions. \$1.2 million in savings was included in the budget that was achieved by continuing to hold open positions for all or part of the fiscal year. The budget was balanced at the same tax rate as FY 2009-10, with \$.0208 in tax rate moving from the General Fund to the Debt Service Fund to fully fund the debt service requirements. The expenditure appropriations did include some one-time expenditures for needed equipment purchases, mainly to support public safety personnel and road improvements. A transfer to the Self Insurance Fund of \$450,000 was also budgeted to maintain that fund's financial requirements. The budget also funded full implementation of the uniform employees' step pay plan and performance pay for all other employees.

The FY 2011-12 General Fund Adopted Budget totaled \$57.9 million and included \$43.2 million for expenditures. The ending fund balance was \$14.6 million which equated to 33.8 percent of operating appropriations. The General Fund budget included several new positions to help meet the continued increasing demand for services. This included parks maintenance workers, police dispatchers, and staff to support the building permit process. In addition, the FY 2011-12 General Fund budget fully funded all authorized positions. The overall property tax rate increased \$.0385, entirely to fund debt service requirements for certificates of obligation issued in 2011. The operations and maintenance portion of the property tax rate remained constant at \$.261362. A one-time transfer to the Self Insurance Fund of \$400,000 was once again budgeted to maintain that fund's financial requirements. Step pay plan and performance pay increases for employees were not included in the FY 2011-12 General Fund budget.

The FY 2012-13 General Fund Adopted Budget totaled \$60.2 million and included \$46.7 million for expenditures. The ending fund balance was \$13.5 million which equated to 28.8 percent of operating appropriations. The Facilities Maintenance Fund fund balance helped bring total available reserved to 30 percent. The General Fund budget included multiple new positions to help meet continued increasing demand for services. This included parks maintenance workers, seasonal positions, police patrol positions, staff to support the development and environmental services efforts, staff to support operations and programming at the Westside Community Center and one additional employee to support information technology. In addition, the FY 2012-13 General Fund budget fully funded all authorized positions. The overall property tax rate increased \$.01898, which included \$.01178 to fund debt service requirements for certificates of obligation issued in 2012. The operations and maintenance portion of the property tax rate did increase by \$.0072 from FY 2010-11 which resulted in a rate of \$.26856. Step pay

plan and performance pay increases for employees were included in the FY 2012-13 General Fund budget effective January 1, 2013.

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.

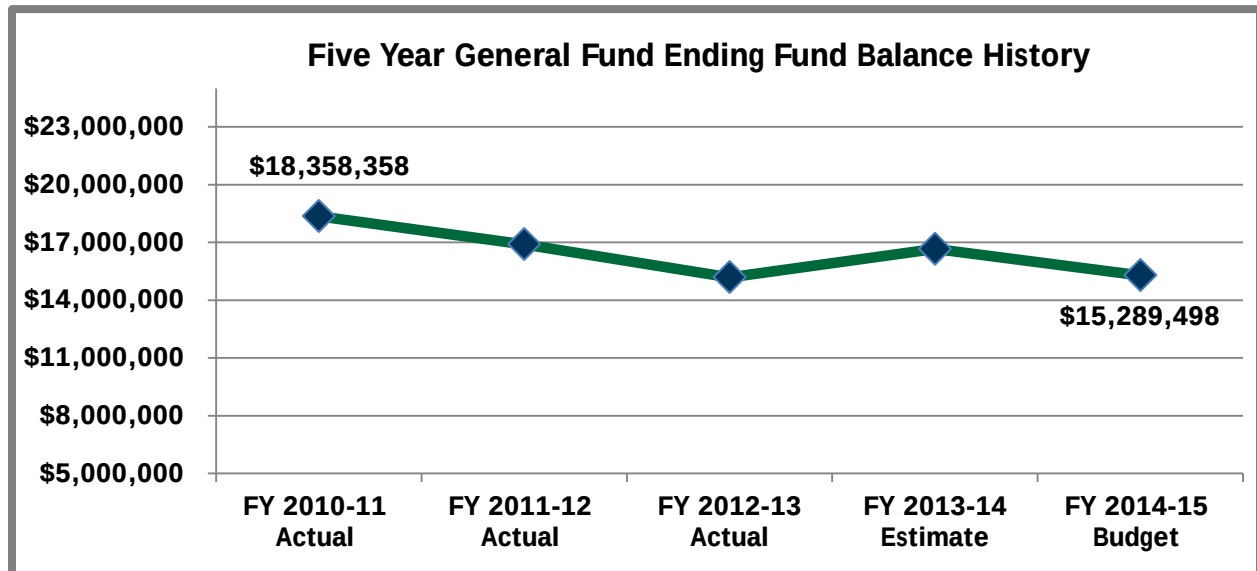
The FY 2014-15 General Fund Adopted Budget totals \$66.25 million and includes \$50.96 million for expenditures, an increase from the FY 2013-14 Adopted Budget. The ending fund balance totals \$15.29 million, which equates to 30.0 percent in expenditures. This increase in expenditures is a result of 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%) which will cost approximately \$1.9 million. In addition, step plan increases were funded for civil service employees. The budget also includes 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 is structurally balanced.

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 annual operating expenditures. 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 above for the four years prior to this budget. The fund balances in the budget is based on *projections* based on anticipated expenditures and projected revenues. The *actual* fund balances (reflecting the audited financial statements) are provided below.

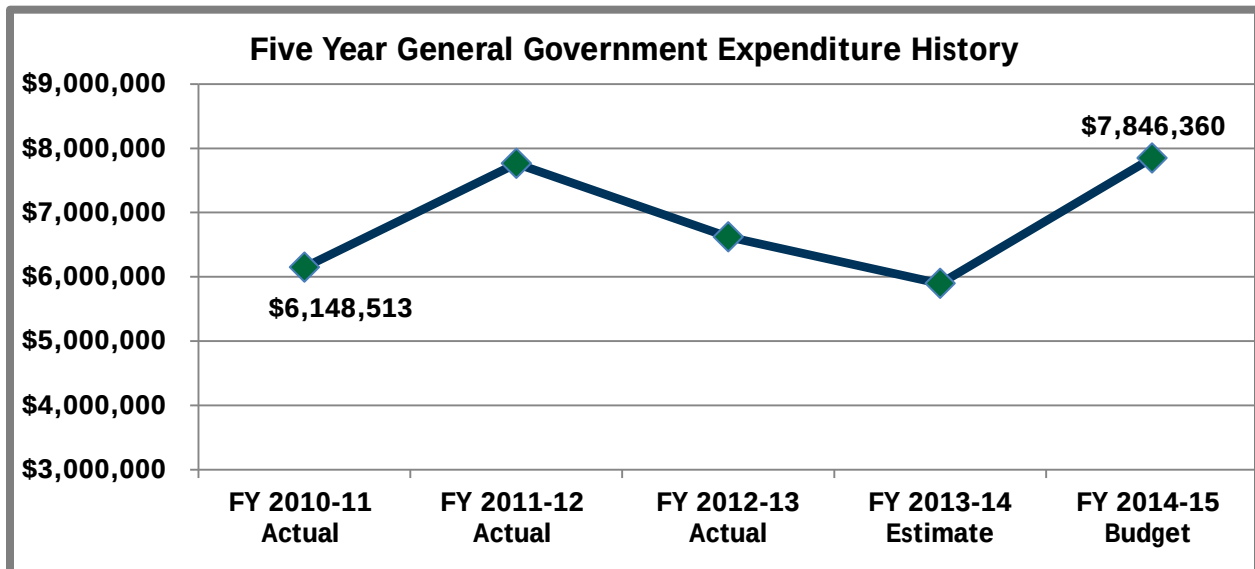
The FY 2014-15 Budget includes \$15,289,498 in projected fund balance or 30.0 percent of budgeted expenditures. During the economic downturn, available fund balance was used to fund expenditures in an effort to maintain existing service levels. As mentioned earlier, the Council has a goal of maintaining a reserve of at least 30 percent of the General Fund operating expenditures.



Five Year General Fund General Government Expenditure History

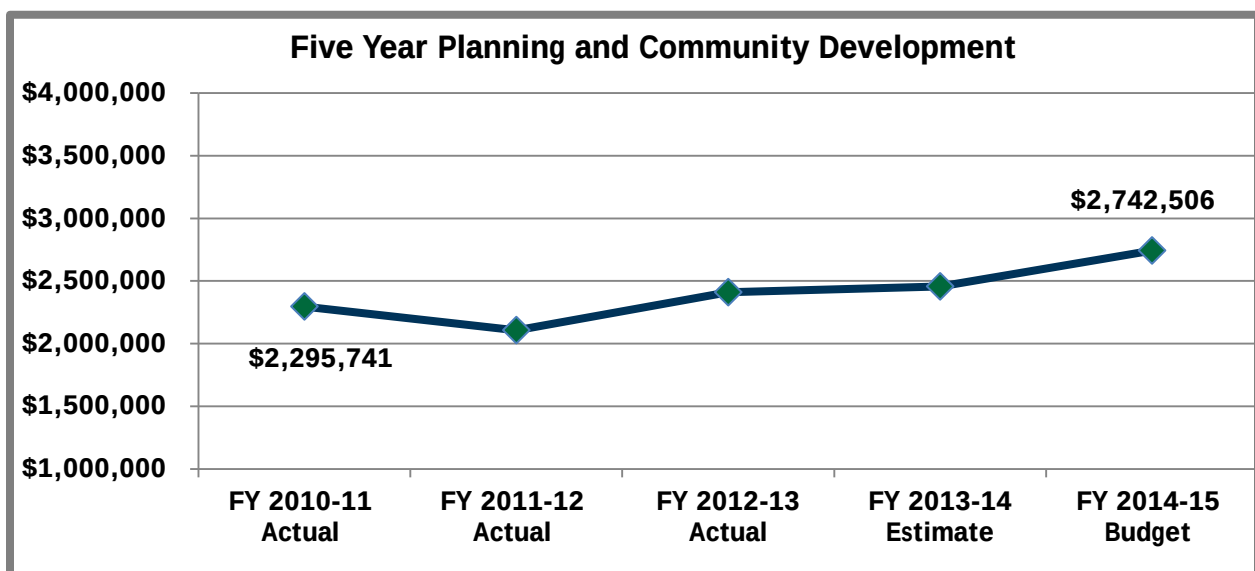
The General Government section includes departments such as the City Council, City Manager, City Attorney, City Secretary, Support Services, Human Resources, and Non-Departmental, which includes costs such as tax collection costs, insurance expenses and some City-wide services such as legislative support, investment advisors and outside auditors. The Non-Departmental division also includes contingency funding set aside for salary increases in years where increases occurred. As the graph on the following page shows, expenditures within this section have fluctuated significantly. One-time initiatives, budget balancing strategies as well other as policy decisions have led to the fluctuation in expenditures within this category from FY 2010-11 to FY 2014-15.

The graph on the following page shows an increase of \$1,697,847 or 27.6 percent in expenditures in General Government when comparing FY 2010-11 to FY 2014-15. As mentioned earlier, various policy decisions and budget strategies impact General Government expenditures. The increase in the FY 2013-14 estimate to the FY 2014-15 Budget is driven mainly by the \$1.9 million in funding for salary increases (market study implementation and step plan increases). Funding for salary increases will be transferred to the departmental budgets later in the year if and when needed. In addition, the increase is also driven by the partial reinstatement of the equipment replacement program in FY 2013-14 (\$300,000).



Five Year Planning and Community Development Expenditure History

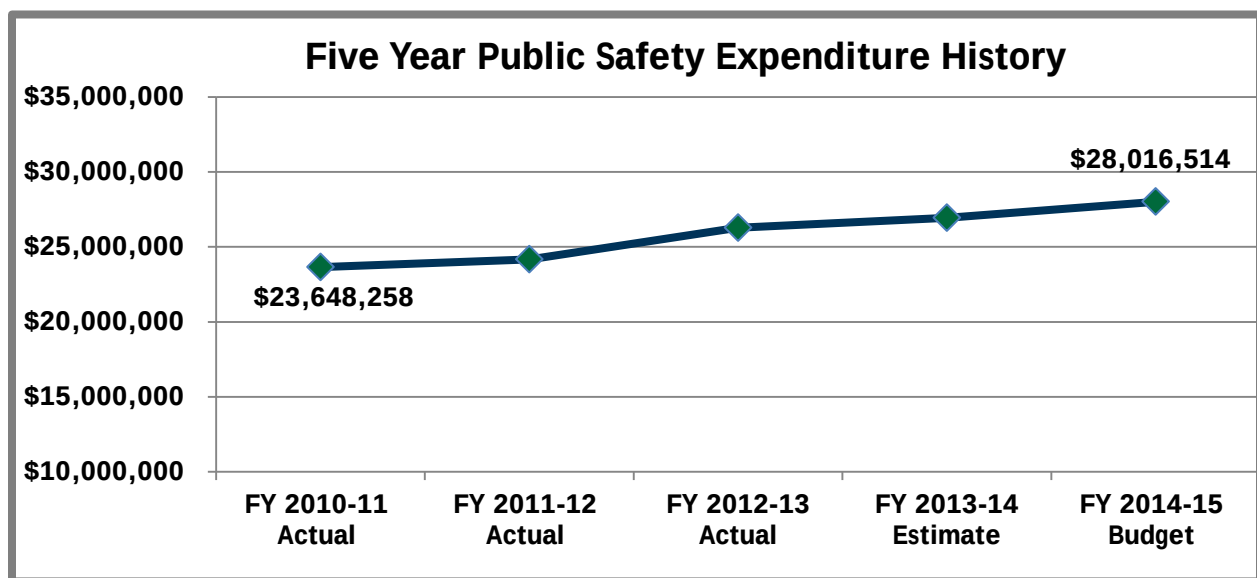
The Planning and Community Development function in the City's General Fund includes building inspections, environmental services (animal control, code enforcement, health and sanitation), planning and main street (downtown development). As the graph below shows, expenditures within this section have increased \$446,765 or 19.5 percent since FY 2010-11 – as the City added personnel to meet the demand for services that the City's growth generated. As the New Braunfels population has grown, revenues from permits, licenses and inspections increased at a rapid pace as well, as both commercial and residential development drove the community's growth. The City has added resources to meet this higher demand. During the economic downturn, revenues dropped slightly as construction activity stalled. However, revenue rebounded immediately in FY 2010-11 and has continued to do so. Revenue collected from permits, licenses and inspections are expected to grow approximately 3.3 percent in FY 2014-15. Expenditures are also increasing in FY 2014-15 due to a onetime initiative to begin working on an update to the city-wide comprehensive plan.



Five Year Public Safety Expenditure History

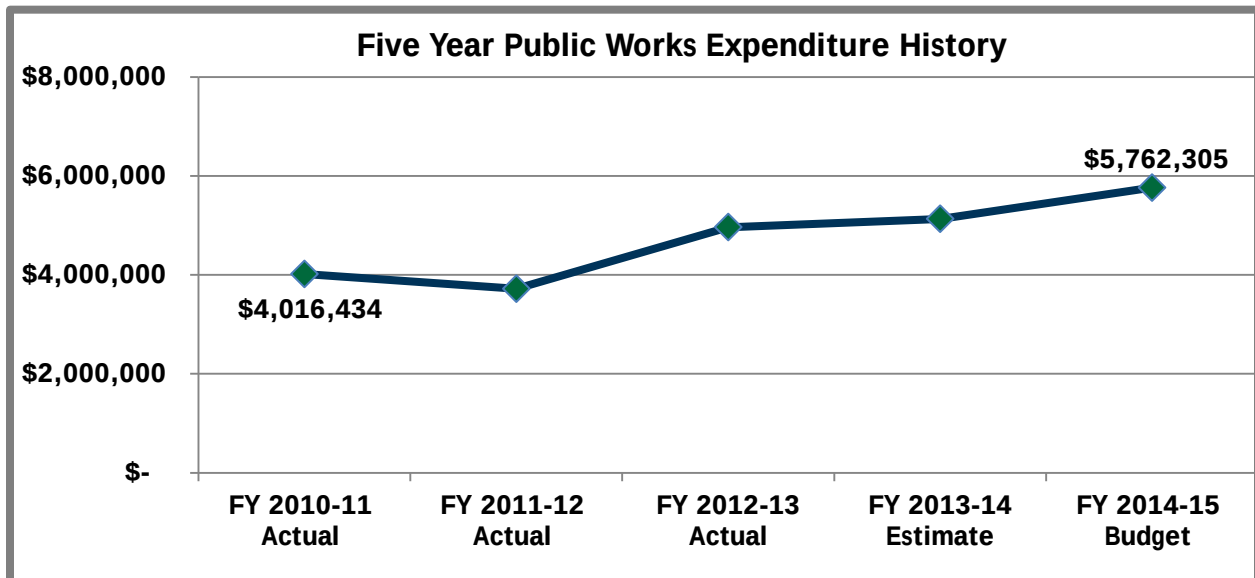
As the graph below shows, expenditures within Public Safety have increased \$4,368,256 or 18.5 percent since FY 2010-11. Public Safety includes the City's Police and Fire Departments (including Emergency Management) as well as Municipal Court. While multiple factors have impacted the increase in expenditures, the growth is driven by new positions added to the organization.

In FY 2010-11 a new pay plan was implemented, which increased employee expenditures across the organization. The Police and Fire Departments have also had increases in employees since FY 2010-11. Specifically, the Police Department has grown by 16 positions; the majority of which were added to enhance patrol efforts. The Fire Department, during the same time frame, added 18 uniform positions. The new Fire Department uniform positions were added in conjunction with the opening of Fire Station #4.



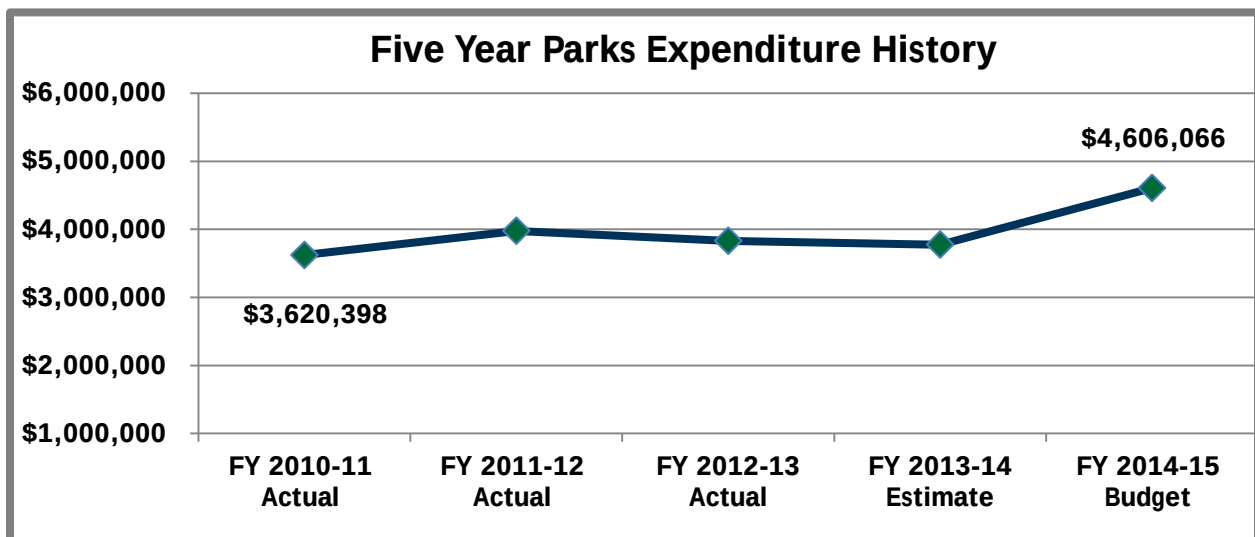
Five Year Public Works Expenditure History

Overall, Public Works expenditures have increased \$1,745,871 or 43.5 percent from FY 2010-11 to FY 2014-15. In FY 2011-12, the proposed implementation of the stormwater utility moved all expenses related to drainage out of the General Fund which resulted in a reduction of General Fund expenses. In addition, engineering staff costs were moved to capital improvement funding when the Capital Program Division was created since those personnel worked on projects funded through debt, which also resulted in employee expenditure reductions in FY 2011-12. Since FY 2011-12, Public Works Expenditures have increased steadily. This increase is driven by multiple factors. First, City Council and City Administration have continued to increase the funding for annual street maintenance efforts. Since FY 2010-11, funding for street maintenance and repair efforts has increased \$540,000. A second contributing to the increase includes positions and other resources associated with complying with the federally mandated Municipal Separate Storm Sewer (MS4) program. At last, other resources have been added to the Engineering, Streets and Drainage divisions to meet the demands for services associated with community growth as well as existing aging infrastructure.



Five Year Parks Expenditure History

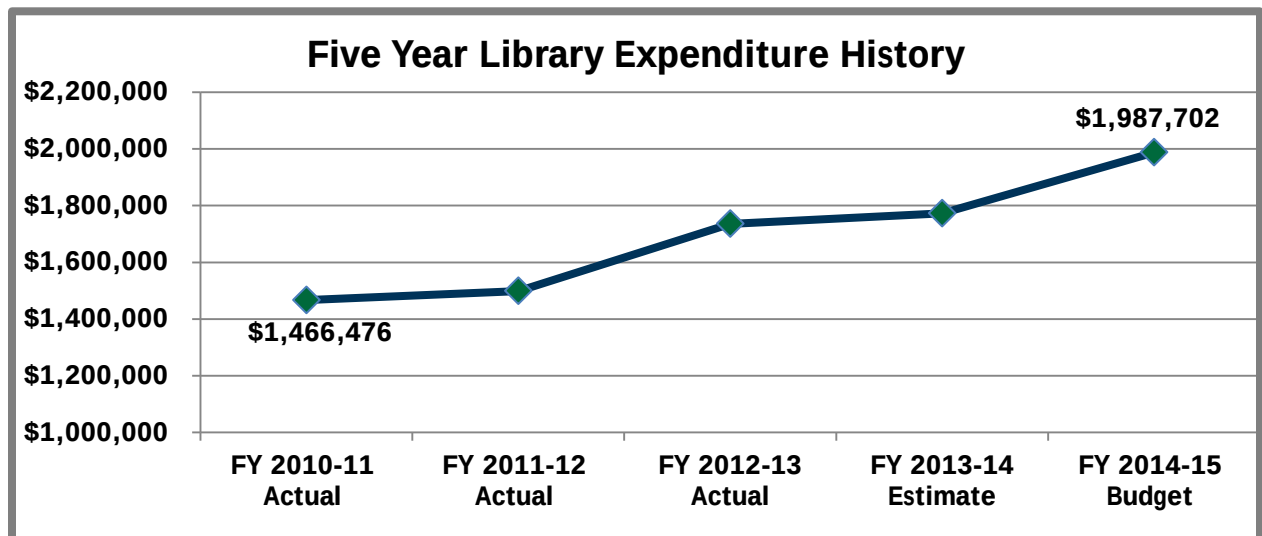
Parks expenditures increased \$985,668 or 27.2 percent from FY 2010-11 to FY 2014-15, reflecting the City's continued commitment to increase maintenance and parks and recreation programs. As can be seen in the graph below, expenditures increase significantly in FY 2014-15. This increase is driven almost entirely by new resources and positions associated with the operation and maintenance of Fischer Park and Walnut Avenue. Parks expenditures remained fairly flat from FY 2011-12 to FY 2013-14. However, as the City has increased its park acreage, outside contracts for both landscape services and litter pickup have increased to adequately maintain all City parks. This is also a factor of the increase in expenditures from FY 2010-11 to FY 2014-15.



Five Year Library Services History

Library Services expenditures increased \$521,226 or 35.5 percent from FY 2010-11. This increase is mainly driven by additional resources and expenditures associated with the Westside

Community Center. This facility was opened in FY 2012-13. Opening and programming of this facility requires personnel and operating/maintenance expenditures. Library Service expenditures increase in FY 2014-15 as well. Again, this increase is driven entirely by additional resources needed for the Westside Community Center. Moreover, a large portion of these additional expenditures are for one-time capital repairs/enhancements to the facility.

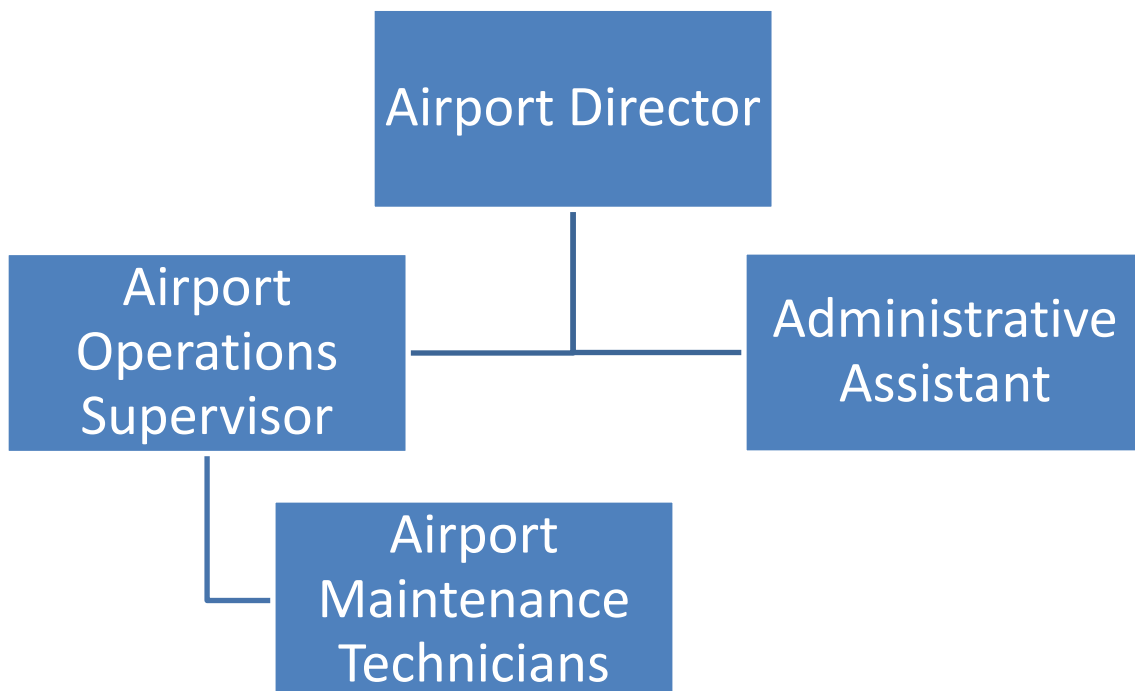




Enterprise Funds



AIRPORT OPERATIONS



City of New Braunfels
Airport Fund
Fiscal Year Ending September 30, 2015

Fund: 501

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 8,510	\$ (6,713)	\$ 28,444
Total Beginning Balance	\$ 8,510	\$ (6,713)	\$ 28,444

Revenue

Charges for Services	\$ 1,773,849	\$ 2,273,230	\$ 2,623,550
Intergovernmental Revenue	50,000	50,000	50,000
Interfund Transfer	55,344	-	-
Total Revenue	\$ 1,879,193	\$ 2,323,230	\$ 2,673,550

TOTAL AVAILABLE FUNDS **\$ 1,887,703 \$ 2,316,517 \$ 2,701,994**

APPROPRIATIONS

Employee Expenses	\$ 368,382	\$ 424,027	\$ 442,797
Operation Expenses	1,510,811	1,773,036	1,865,715
Capital Expenses	15,223	-	-
Interfund Transfer	-	51,010	55,426
Debt Service	-	40,000	317,145
Contingencies			16,400

TOTAL OPERATING APPROPRIATIONS	\$ 1,894,416	\$ 2,288,073	\$ 2,697,483
Ending Fund Balance	\$ (6,713)	\$ 28,444	\$ 4,511
TOTAL APPROPRIATIONS	\$ 1,887,703	\$ 2,316,517	\$ 2,701,994

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.

City-wide Strategic Plan**Strategic Priority: Growth and Development**

Long Term Objective: Ensure a variety of transportation options for pedestrian, cycling and vehicular mobility.

- Action Item: Establish an emergency response protocol with the Fire Department to provide the Airport with aircraft fire and safety services.
 - ❖ In the fall of 2014, the City acquired a used Aircraft Rescue and Fire Fighting (ARFF) response vehicle.

Performance Measures:			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Customer service satisfaction	95%	97%	98%
Flight operations – traffic activity	38,991	40,000	50,000
Gallons of fuel sold	308,937	320,000	350,000
Jet-A (Corporate Traffic Indicator)	226,390	255,000	280,000
Standard aviation fuel	82,547	65,000	70,000
Airport improvements (Total)	\$2,573,121	\$1,100,000	\$500,000
City contribution	\$107,121	\$110,000	\$50,000
Grant contribution	\$2,466,000	\$990,000	\$450,000
Percent of business plan implemented	69%	75%	85%

Appropriations:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$368,382	\$424,027	\$442,797
Operation Expenses	1,510,811	1,773,036	1,865,715
Capital Expenses	15,223		
Interfund Transfer		51,010	55,426
Debt Service		40,000	317,145
Contingencies			16,400
Total Appropriations	\$1,894,416	\$2,288,073	\$2,697,483

Program Justification and Analysis:

In comparison to the FY 2013-14 estimates, the FY 2014-15 Airport Budget has increased overall. This is driven by multiple factors. The FY 2014-15 Budget reflects full funding for all authorized positions, which is driving the increase in employee expenses.

The increase in operating expenses in FY 2014-15 is mainly due to the cost of purchasing fuel for resale, based on expected increased demand as a result of the ongoing development occurring at the Airport.

The Airport is one of the City's enterprise fund which have the objective of being self sustaining – meaning that the revenue generated by the activity (enterprise) through providing goods and services is sufficient to cover all the costs of the enterprise including all current expenses and other financial requirements related to this activity. This includes regular costs, such as operating expenses, personnel costs, equipment purchases and routine facilities maintenance and repair. It also includes paying any debt service associated with new or expanded facilities costs, maintaining a fund balance reserve equal to or greater than 25 percent of annual operating expenditures, paying the City's General Fund for administrative support (such as information technology, payroll, purchasing, human resources) and developing a reserve for facility upkeep. Prior to FY 2013-14, the Airport was not making a contribution to the General Fund for

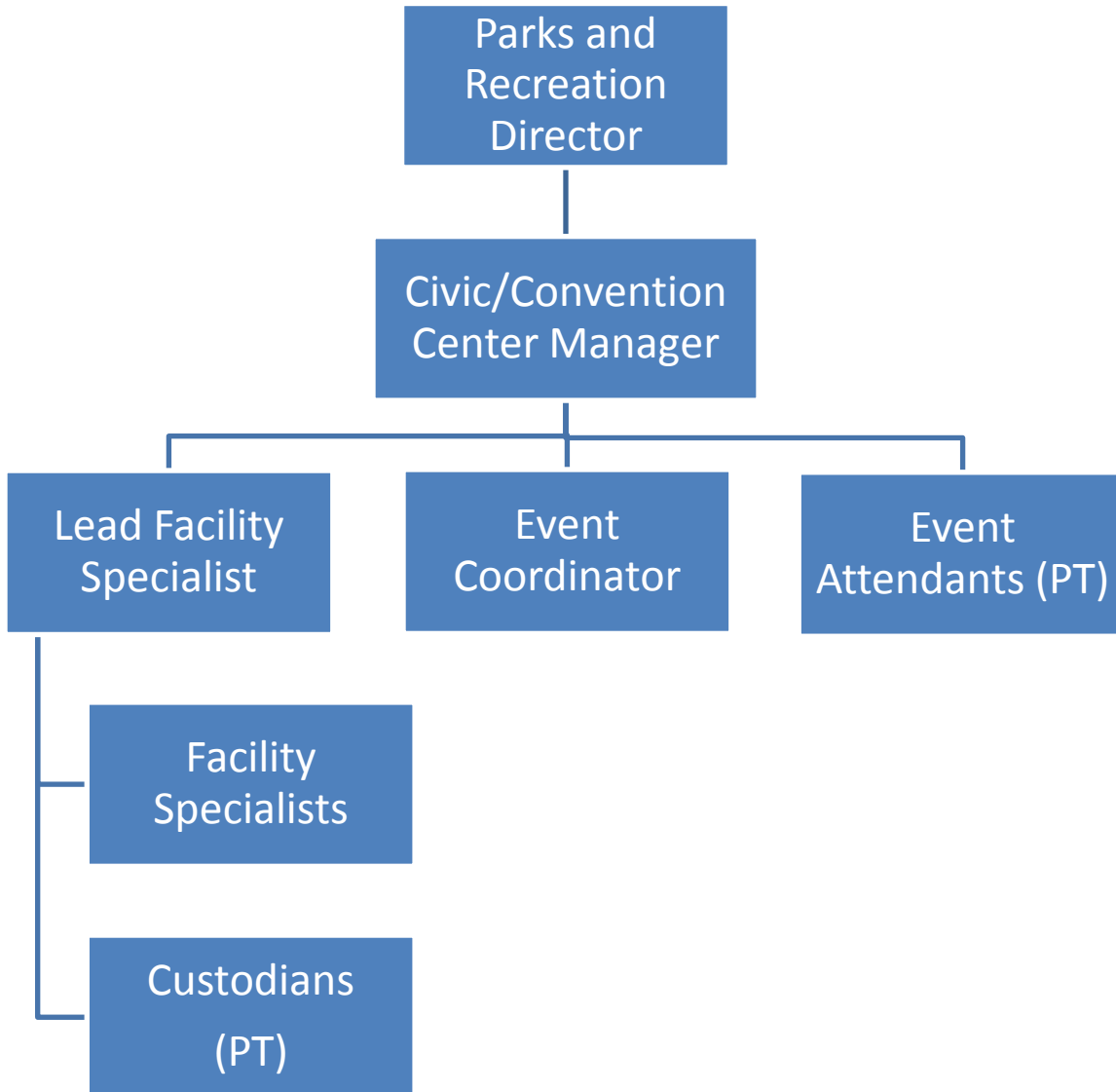
administrative services and, for the last several years, was not contributing to the debt service associated with a hanger that was constructed at the Airport in 2006. Under FAA regulations, the Airport must be compensated for all land and asset use occurring on airport property. This includes the ground leases for the Central Texas Technology Center and the storage of City road materials which are paid from the City's General Fund. These costs are offset by the value of the administrative services provided to the airport by other City departments (human resources, information technology, legal, etc.). Beginning in FY 2013-14, both these revenues (payments from the General Fund for the ground leases of \$90,000 in FY 2013-14 and \$146,000 in FY 2014-15) and the expenditures (payments of \$51,010 in administrative costs to the General Fund in FY 2013-14 and \$55,400 in FY 2014-15) are recognized and budgeted. In addition, the Airport will once again make a contribution (\$107, 938) toward the debt service associated with the hanger. As the Airport revenues grow, the debt service contribution will increase to the full \$150,000 annual cost of that principal and interest. The additional \$209,207 in debt service appropriated in FY 2014-15 in the Airport Fund is associated with the purchase of and improvement to Airport facilities. This additional debt service will be funded from increased lease revenues of the newly acquired facilities.

Contingencies – In the Airport Fund, implementation of 40 percent of the market study will cost approximately \$16,400 in FY 2014-15. Additional information on the market study can be found on pages 91-92.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Airport Director	1	1	1
Administrative Assistant	1	1	1
Airport Maintenance Technician	3	4	4
Lead Airport Maintenance Technician	1	0	0
Operations Supervisor	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	7	7	7

CIVIC/CONVENTION CENTER



City of New Braunfels
Civic/Convention Center Fund
Fiscal Year Ending September 30, 2015

Fund: 541

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Beginning Balance			
Undesignated Funds	\$ 231,381	\$ 14,158	\$ 122,113
Total Beginning Balance	\$ 231,381	\$ 14,158	\$ 122,113
Revenue			
Charges for Services	\$ 292,905	\$ 338,903	\$ 355,848
Miscellaneous	7,450	5,350	-
Interfund Transfers	300,461	356,468	334,883
Total Revenue	\$ 600,817	\$ 700,721	\$ 690,731
TOTAL AVAILABLE FUNDS	\$ 832,198	\$ 714,879	\$ 812,844

APPROPRIATIONS

Employee Expenses	\$ 321,953	\$ 323,782	\$ 361,088
Operation Expenses	276,679	237,081	250,412
Interfund Transfer	219,408	31,903	30,575
Contingencies			8,200

TOTAL OPERATING APPROPRIATIONS	\$ 818,040	\$ 592,766	\$ 650,275
Ending Fund Balance	\$ 14,158	\$ 122,113	\$ 162,569
TOTAL APPROPRIATIONS	\$ 832,198	\$ 714,879	\$ 812,844

CIVIC/CONVENTION CENTER FUND Fund: 541

Mission:

To provide a safe, beneficial and enjoyable facility for special events to citizens, tourists and visitors to New Braunfels.

Vision:

To be the facility of choice for private and public organizations to gather to promote education, arts and business activities throughout the year.

Goals/Objectives:

1. Promote, train and retain a highly competent, professional staff dedicated to serving the customer's needs at the Civic/Convention Center.
2. Enhance customer services through improved information access, friendly service and prompt, professional responses.
3. Promote new and repeat business by building good relationships with current and future clients, establishing a presence at community events and continuing a strong partnership with the Greater New Braunfels Chamber of Commerce.

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.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Maintain fiscal stability of City operations.

- Action Item: Update user fees.
 - ❖ Civic/Convention center rates updated in FY 2013-14.

<i>Performance Measures:</i>			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Total Revenue	\$300,355	\$356,772	\$373,800
Non room Rental Revenue	\$15,849	\$25,612	\$26,893
Number of events	257	231	240
Customer Service Satisfaction (measured by survey)	90%	97%	94%

Performance Measures:			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Repeat customers as a percent of total business	51%	66%	58%
New customers – convention/ trade shows	7	8	6
New customers - Non-convention/trade shows and SMERF (social, military, education, religious and fraternal)	66	62	64

Appropriations:

	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Employee Expenses	\$321,953	\$323,782	\$361,088
Operation Expenses	276,679	237,081	250,412
Interfund Transfers	219,408	31,903	30,575
Contingencies			8,200
Total Appropriations	\$818,040	\$592,766	\$650,275

Program Justification and Fiscal Analysis:

The FY 2014-15 Civic/Convention Center Budget reflects an overall increase in comparison to the FY 2013-14 estimates. The FY 2014-15 Budget reflects full funding for all authorized positions; there were several vacancies in FY 2013-14. This accounts for the increase in employee expenses.

Actual expenditures in FY 2012-13 were significantly higher than either the FY 2013-14 estimates or the FY 2014-15 Budget. This is driven mainly by the interfund transfer completed in FY 2012-13 to move project money to the Enterprise Maintenance and Equipment Replacement Fund. In FY 2008-09, the City and the Greater New Braunfels Chamber of Commerce worked together to identify the appropriate reserve level for the Convention and Tourism Fund (the funds come from the 50 percent of the hotel/motel tax that the City paid to the Chamber to promote tourism and support the Convention and Visitor's Bureau). Over several years, that reserve had built up to a significant level. In November 2008, \$650,000 from those reserves was moved back to the Civic/Convention Center Fund. The monies have been spent on various building improvements and equipment needs, including technology enhancements, additional service equipment, a security system, courtyard enhancements and other important items that enhance the ability of the facility and staff to provide excellent customer service. In FY 2012-13, the remaining balance of these monies (\$229,627) was transferred to the Enterprise Maintenance and Equipment Repair Fund. This allowed the funds to be accounted for separately as they are dedicated to use at the Civic/Convention Center. It also more accurately reflects the daily operations and maintenance costs for the Center in this Civic/Convention Center Fund.

The City's enterprise fund functions, including operation of the Civic/Convention Center, make use of services provided by other City departments such as human resources, information

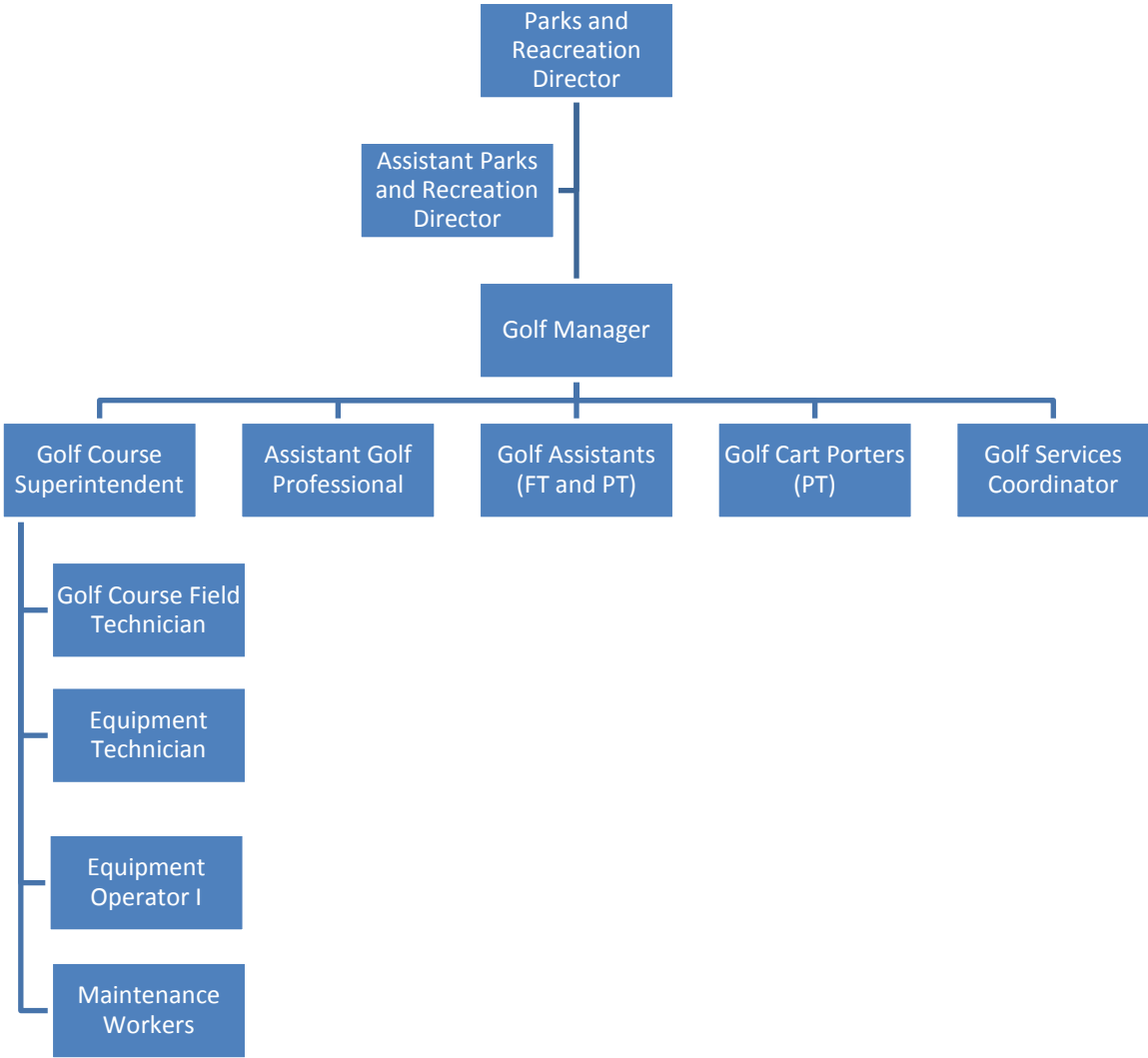
technology, finance and accounting and facilities maintenance. Each of these funds, beginning in FY 2013-14, now make a contribution to the General Fund to help pay for these services. FY 2013-14 was the first year that the Civic/Convention Center Fund made this contribution. It totaled \$31,903 in FY 2013-14 and has actually decreased slightly in FY 2014-15 to \$30,575.

Contingencies – In the Civic/Convention Center Fund, implementation of 40 percent of the market study will cost approximately \$8,200 in FY 2014-15. Additional information on the market study can be found on pages 91-92.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Civic/Convention Center Manager	1	1	1
Custodian – Part Time (2 at 20 hrs/wk)	1	1	1
Event Coordinator	1	1	1
Event Attendant – Part time (3 at 10 hrs/wk)	1.5	1.5	1.5
Facility Specialist	3	3	3
Lead Facility Specialist	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	8.5	8.5	8.5

GOLF FUND



City of New Braunfels
Golf Fund
Fiscal Year Ending September 30, 2015

Fund: 531

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 254,644	\$ 429,660	\$ 253,390
Total Beginning Balance	\$ 254,644	\$ 429,660	\$ 253,390

Revenue

Charges for Services	\$ 1,058,860	\$ 58,275	\$ 1,711,095
Interest Income	286	130	-
Contributions	-	283,500	290,500
Miscellaneous	16,841	76,600	35,000
Interfund Transfer	-	43,000	-
Total Revenue	\$ 1,075,987	\$ 461,505	\$ 2,036,595

TOTAL AVAILABLE FUNDS \$ 1,330,631 \$ 891,165 \$ 2,289,985

APPROPRIATIONS

Employee Expenses	\$ 544,491	\$ 408,799	\$ 617,469
Operation Expenses	310,824	228,977	355,543
Capital Expenses	-	-	205,000
Interfund Transfer	45,656	-	58,901
Debt Service	-	-	483,398
Program Change			113,700
Contingencies			26,600

TOTAL OPERATING APPROPRIATIONS	\$ 900,971	\$ 637,776	\$ 1,860,611
Ending Fund Balance	\$ 429,660	\$ 253,390	\$ 429,374
TOTAL APPROPRIATIONS	\$ 1,330,631	\$ 891,165	\$ 2,289,985

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. The Golf Fund made the last payment for debt service for the debt issued for clubhouse improvements in FY 2010-11. Golf is currently a self-supporting operation in which revenues meet or exceed the annual expenses.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Create a comprehensive program for communicating with the public.

- Action Item: Expand City websites.
 - ❖ Land Park Golf Course website launched with reopening of course.

Strategic Priority: Quality of Life

Long Term Objective: Preserve and improve our open space

- Action Item: Complete and implement the Parks, Recreation and Open Space Master Plan.
 - ❖ Land Park Golf Course renovation completed in FY 2014-15.

Performance Measures:			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Golf course rounds played	44,129	N/A	44,632
Potential days open	362	N/A	362
Actual days open	292	N/A	320
Number of beginner class contact hours (Adult and Junior)	105	N/A	105
Number of followers through social media (Facebook, GolfNow)	595	N/A	750
Customer satisfaction (measured by survey)	91%	N/A	95%
*Once reopened, City staff will track resident vs. non-resident customers.			

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$544,491	\$408,799	\$617,469
Operation Expenses	310,824	228,977	355,543
Capital Expenditures			205,000
Debt Service			483,398
Interfund Transfers	45,656		58,901
Contingencies			26,600
<i>Program Change</i>			113,700
Total Appropriations	\$900,971	\$637,776	\$1,860,611

Program Justification and Fiscal Analysis:

In October 2013, the City closed the golf course and clubhouse to complete renovations to the course and facilities. As can be seen, this had a onetime significant impact on expenditures during FY 2013-14. The City Council committed to maintaining the full time staff at the golf course during construction. The New Braunfels Industrial Development Corporation (NBIDC) provided significant funding during FY 2013-14 (and will continue to do so in the first two years of operation post-construction) to facilitate this plan to keep all the full time staff and to allow the golf course to meet the debt service requirements in the first two years of operation. Employee expenditures in FY 2013-14 were funded from four separate sources: the Golf Fund, NBIDC, project related staffing costs (debt funded) and the General Fund.

Employee expenses in total (among all funding sources) in FY 2013-14 are significantly less than the FY 2012-13 actuals and FY 2014-15 Budget. This is mainly driven by the fact that only full time, filled positions at the golf course were funded during the renovation (FY 2013-14). The employees in part time positions had the opportunity to move into open part time positions elsewhere in the organization during the renovation. In FY 2014-15, all current authorized positions are fully funded as staff will move back to their golf course positions.

Operating expenditures increase in FY 2014-15 in comparison to the FY 2012-13 actuals and FY 2013-14 estimates. Even though the course was closed during FY 2013-14, various expenditures occurred that were necessary for the reopening of the course, such as merchandise for the pro shop and newly branded golf course supplies (golf ball washers, tee markers, etc.). In addition, chemicals and fertilizers were needed in FY 2013-14 to facilitate grass growth to prepare the course for re-opening. In FY 2014-15, operating expenditures reflect the anticipated level of resources needed to manage and maintain the enhanced course and clubhouse.

Capital expenditures of \$205,000 are included in the FY 2014-15 Budget. This is entirely driven by the lease-purchase of the golf cart fleet and maintenance fleet. This equipment was leased on a four year repayment schedule.

In FY 2014-15, the debt service associated with the course and clubhouse renovation has been added to the budget (\$483,398). As stated, the NBIDC committed \$750,000 to support the golf course during the renovation and after the golf course reopens. The current pro-forma for the renovated course projects a revenue shortfall for the first two years of operation. A portion of the funds from the NBIDC (\$283,500) have been utilized during the renovation to fund existing staff in FY 2013-14. In FY 2014-15, \$290,500 of the funds from NBIDC will be utilized to partially fund the debt service expense for the course and clubhouse renovation. This strategy would leave \$176,000 remaining (of the original \$750,000) available to the golf course in FY 2015-16 for debt service expenses.

No transfer to the General Fund for administrative support costs was budgeted in FY 2013-14 in an effort to preserve the fund balance in the Golf Course Fund for FY 2014-15. However, this transfer has been budgeted in FY 2014-15 at a cost of \$58,901 to the fund.

Program Change – A total of five new positions are recommended to be added to the Golf Course Fund in FY 2014-15, all of which were included in the Golf Course pro-forma presented to City Council and are all associated with the enhanced level of customer service and maintenance that will be required by the newly renovated course. Regarding course maintenance, a total of three positions are included – one full time Equipment Technician (\$44,300 annually), one full time Maintenance Worker (\$37,200 annually) and one part time Maintenance Worker (\$14,600 annually). All costs shown include salary and benefits. The renovated course will add 40 sand bunkers and other new features which have a significant workload impact on the maintenance staff. Course enhancements like the bunkers along with an overall higher expectation for course maintenance and upkeep are what drive the need for these three new positions. The final two positions recommended are two part time Golf Cart Porters (\$17,600 annually for both). Morning golf cart responsibilities were previously completed by maintenance staff. Maintenance staff will not have the ability to continue to manage the morning cart responsibilities as they will be tending to other course upkeep tasks; therefore the two additional cart porters are recommended to take over those roles.

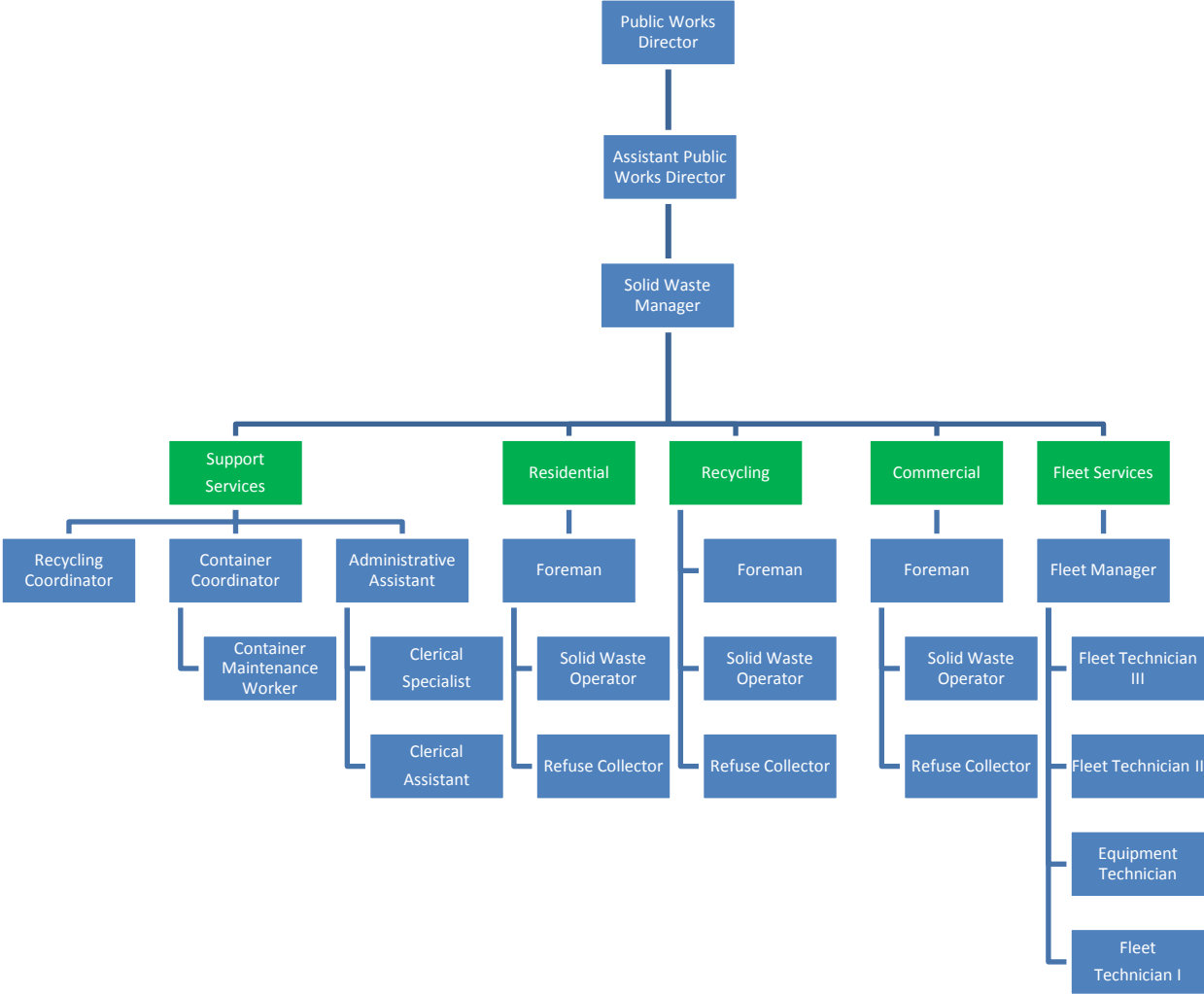
Contingencies – In the Golf Fund, implementation of 40 percent of the market study will cost approximately \$26,600 in FY 2014-15. Additional information on the market study can be found on pages 91-92.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Assistant Golf Professional	1	1	1
Equipment Operator I	1	1	1
Equipment Technician	0	0	1
Golf Assistant	1	1	1
Golf Assistant – Part time	1	1	1
Golf Cart Porter – Part time	1	1	2
Golf Course Field Technician	1	1	1
Golf Course Superintendent	1	1	1
Golf Manager	1	1	1
Golf Services Coordinator	0	1	1
Maintenance Worker	<u>3.5</u>	<u>3.5</u>	<u>5.0</u>
<i>Total Authorized Positions</i>	<i>11.5</i>	<i>12.5</i>	<i>16.0*</i>

25 percent of the costs associated with the Assistant Parks Director are funded by the Golf Fund.

PUBLIC WORKS – SOLID WASTE FUND



Fund: 521

APPROPRIATIONS

TOTAL OPERATING APPROPRIATIONS	\$ 6,953,920	\$ 7,798,443	\$ 8,125,470
Ending Fund Balance	\$ 2,692,302	\$ 2,440,400	\$ 2,029,531
TOTAL APPROPRIATIONS	\$ 9,646,222	\$ 10,238,843	\$ 10,155,001

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, 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).

Residential refuse collection is accomplished with automated vehicles, making more efficient use of personnel and equipment. Since FY 2007-08, residential routes have been served by automated vehicles and containers. This type of operating system provides residents garbage collection services more economically and creates a safer working environment for employees. The residential collection crews collect an average of 1,485 tons per month. In October 2010, the recycling operating system was changed to an automated collection system City-wide. Recycling collects an average of 427 tons of material per month. Green waste stops at approximately 6,550 homes per month. Commercial collection is accomplished with five front-load vehicles and two rear-load vehicles and averages 2,210 tons of garbage collected per month.

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.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Maintain fiscal stability of City operations

- Action Item: Develop and fund heavy equipment replacement program.
 - ❖ Program implemented in Solid Waste only; purchases made annually based on program parameters.

<i>Performance Measures:</i>			
	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
<i>Solid Waste – Residential:</i>			
Tons collect	26,930	27,837	28,400
Operating cost per ton	\$54.26	\$79.33	\$83.27
<i>Solid Waste – Commercial:</i>			
Tons collected	27,289	27,244	28,000
Operating cost per ton	\$51.27	\$73.55	\$73.84
Percent of collection that meets established schedule	99%	99%	99%
<i>Solid Waste – Recycling:</i>			
Customer outreach contact hours	760	1,054	1,250
Tons diverted from landfill	7,786,	8,170	8,500
Percent of total tons collected	31%	30%	35%
Average pounds of recyclables per household per week	18.9	18.5	20
<i>Fleet Service Center:</i>			
Work orders completed	2,126	2,633	3,000
Percentage of outsourced repair costs	12.25%	9.50%	10%
Useful life of City-wide light vehicle fleet	8	8	8
Work orders completed within two days	96.5%	98%	99%
<i>Special Programs:</i>			
Household hazardous waste customers served	516	659	800
Bulky goods collection customers served	2,054	2,250	2,500
Green waste collection opportunities per year	2,593	2,810	3,250

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$2,607,556	\$2,757,441	\$2,798,881
Operation Expenses	3,243,708	3,776,605	4,004,223
Capital Expenses	379,650	26,451	293,150
Interfund Transfers	723,006	1,161,489	779,813
Debt Service		76,457	76,457
Contingencies			73,600
<i>Program Change</i>			99,346
<i>Total Appropriations</i>	\$6,953,920	\$7,798,443	\$8,125,470

Program Justification and Fiscal Analysis:

The FY 2014-15 Solid Waste Budget increases significantly in comparison to the FY 2013-14 estimates. In employee expenses, the increase is driven by one factor. There have been several vacancies during FY 2013-14 that are expected to be filled during FY 2014-15. Full year funding for all authorized positions is included in FY 2014-15, resulting in higher employee expense appropriations.

Operating expenses have also increased for FY 2014-15 when compared to FY 2012-13 actuals and FY 2013-14 estimates. This is driven mainly by an increase in contributions to the equipment replacement program. In FY 2012-13, staff evaluated hybrid technology for refuse collection vehicles. The decision has been made to adopt this technology for the entire residential fleet and continue to replace refuse collection vehicles with hybrid models. This strategic decision increases the value of the total solid waste fleet significantly. Therefore, to provide sufficient funding for future hybrid refuse collection vehicles, the contribution into the Enterprise Maintenance and Equipment Replacement Fund from Solid Waste must be increased. Additional information on the Solid Waste fleet and the replacement program can be found on pages 176-178.

Capital expenditures in FY 2014-15 total \$293,150, a significant increase when compared to FY 2013-14. Expenditures include funding to make environmental and structural repairs/enhancements to the existing fleet center (\$250,000); replacement of an existing power washer that has exceeded its useful life (\$5,900); and replacement and upgrade of an automated can crusher (\$37,250) which will be primarily utilized during household hazardous waste events. The new can crusher is expected to increase staff efficiency.

Interfund Transfers - For the past several years, the Solid Waste Fund has funded the expenses associated with litter pickup along and in the Comal River. In FY 2014-15, these expenses continue to be funded through Solid Waste (\$125,000) 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 2014-15, this contribution totals \$354,813.

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. Prior to FY 2013-14, the Solid Waste Fund did not make any contribution to the debt service payments for land acquisition and design services. The Solid Waste Fund had sufficient reserves to contribute their appropriate share of debt service that had already been paid as well as to make the annual debt service payment. Therefore, in FY 2013-14 a transfer to the Debt Service Fund was made that represents the first five annual payments that were not made by Solid Waste (\$387,241). The annual payment due in FY 2013-14 was also budgeted and will be a recurring expenditure for the remaining life of the debt (\$76,457). Therefore, In FY 2014-15, the annual debt service payment of \$76,457 is budgeted.

A 2.7 percent increase in revenue is projected for FY 2014-15 in comparison to the FY 2013-14 estimates. This increase is based on expected growth to the residential and commercial customer base.

Contingencies – In the Solid Waste Fund, implementation of 40 percent of the market study will cost approximately \$73,600 in FY 2014-15. Additional information on the market study can be found on pages 91-92.

Program Changes – Three additional positions are recommended for Solid Waste in FY 2014-15. Due to the standard time that it typically takes to advertise, interview and hire new employees, funding for all three positions is budgeted based on nine months of the total annual cost of the positions (assumes employees would not be on staff until January 1, 2015). The first recommended position is a Recycle Center Foreman (\$41,912 for FY 2014-15 and \$55,883 annually). The recycling division has grown significantly and all staff within it is supervised by the foreman assigned to the residential division. The proposed new foreman position will increase oversight of service requests and existing staff and allow the residential foreman to focus all his efforts on responsibilities associated with the residential division. The second position recommended is a Refuse Collector that would be assigned to the recycle center (\$28,162 for FY 2014-15 and \$37,549 annually). This position is needed to meet existing service demands of the recycle center as well as to expand service opportunities and community outreach such as offering styrofoam recycling to residents and participating in events that promote and educate citizens on the recycling opportunities available. The third position recommended is a Solid Waste Operator (\$29,272 for FY 2014-15 and \$40,362 annually) that will focus specifically on meeting and enhancing the brush and bulky pickup program. The existing program is only offered one day per week. With this additional position, the program would be offered four days per week.

Authorized Positions:**Support Services:**

Assistant Director – Public Works
 Administrative Assistant
 Clerical Assistant
 Clerical Specialist
 Container Coordinator
 Maintenance Worker
 Recycling Coordinator
 Solid Waste Manager
 Total – Administration

Residential Collection:

Foreman
 Refuse Collector
 Solid Waste Operator
 Total – Residential Collection

Commercial Collection:

Foreman
 Refuse Collector
 Solid Waste Operator
 Total – Commercial Collection

Recycling Collection:

Recycle Center Foreman
 Refuse Collector
 Solid Waste Operator
 Total – Recycling

Fleet Services:

Equipment Technician
 Fleet Manager
 Fleet Technician I
 Fleet Technician II*
 Fleet Technician III
 Parts Technician
 Total – Fleet Services

Total Authorized Positions

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
.5	.5	.5	.5
1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1
<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
7.5	7.5	7.5	7.5
1	1	1	1
4	4	4	4
<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
13	13	13	14
1	1	1	1
2	2	2	2
<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
12	12	12	12
0	0	0	1
3	3	3	4
<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
10	10	10	12
1	1	1	1
1	1	1	1
2	2	2	2
1	1	1	1
<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
1	1	1	1
7	7	7	7
49.5	49.5	49.5	52.5

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



Special Revenue Funds



INFRASTRUCTURE

City of New Braunfels
Cemetery Improvements Fund
Fiscal Year Ending September 30, 2015

Fund: 781

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 87,844	\$ 94,185	\$ 94,285
Total Beginning Balance	\$ 87,844	\$ 94,185	\$ 94,285

Revenue

Licenses and Permits	\$ 6,075	\$ 600	\$ 600
Miscellaneous	485	-	-
Interest Income	81	100	100
Total Revenue	\$ 6,641	\$ 700	\$ 700

TOTAL AVAILABLE FUNDS **\$ 94,485** **\$ 94,885** **\$ 94,985**

APPROPRIATIONS

Operation Expenses	\$ 300	\$ 600	\$ 20,000
Capital Expenses			60,000

TOTAL OPERATING APPROPRIATIONS	\$ 300	\$ 600	\$ 80,000
Ending Fund Balance	\$ 94,185	\$ 94,285	\$ 14,985
TOTAL APPROPRIATIONS	\$ 94,485	\$ 94,885	\$ 94,985

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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses	\$300	\$600	\$20,000
Capital Expenses			60,000
<i>Total Appropriations</i>	<i>\$300</i>	<i>\$600</i>	<i>\$80,000</i>

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.

In FY 2010-11, the City completed a master plan for the two City cemeteries. This study provided alternatives for the Council to consider in managing the cemeteries into the future. The process of prioritizing these recommendations is underway. In FY 2014-15, \$80,000 is appropriated to move forward with recommendations identified in the master plan. However, this funding level is not sufficient to make significant infrastructure repairs and enhancements to existing cemeteries. Therefore, the Parks and Recreation Advisory Board Cemetery Committee intends to seek fundraising opportunities in an effort to generate the funding needed to implement the master plan recommendations.

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. A contract has been awarded for design and archeological survey for the project. 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, 2015

Fund: 232

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 26,635	\$ 26,687	\$ 126,587
Total Beginning Balance	\$ 26,635	\$ 26,687	\$ 126,587

Revenue

Development Fees	\$ -	\$ 99,900	\$ 36,000
Interest Income	52	-	-
Total Revenue	\$ 52	\$ 99,900	\$ 36,000

TOTAL AVAILABLE FUNDS **\$ 26,687 \$ 126,587 \$ 162,587**

APPROPRIATIONS

Operation Expenses	\$ -	\$ -	\$ 80,000

TOTAL OPERATING APPROPRIATIONS	\$ -	\$ -	\$ 80,000
Ending Fund Balance	\$ 26,687	\$ 126,587	\$ 82,587
TOTAL APPROPRIATIONS	\$ 26,687	\$ 126,587	\$ 162,587

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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses	\$0	\$0	\$80,000
<i>Total Appropriations</i>	<i>\$0</i>	<i>\$0</i>	<i>\$80,000</i>

Program Justification and Fiscal Analysis:

In FY 2009-10, the Stormwater Development Fund was used to pay the costs associated with equipment and personnel who were responsible for drainage facilities' maintenance and upkeep; therefore, this was an appropriate expenditure of these funds. In FY 2010-11, there was not sufficient funding to continue to pay these expenses. Consequently, the costs for these personnel were moved back to the City's General Fund.

In FY 2014-15, \$80,000 in operating expenses is appropriated to support drainage repair as well as operation and maintenance of the City's publicly owned right-of-ways and easements. In FY 2013-14, these expenses were funded in the City's General Fund

PUBLIC SAFETY

City of New Braunfels
Child Safety Fund
Fiscal Year Ending September 30, 2015

Fund: 230

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 141,390	\$ 180,623	\$ 186,503
Total Beginning Balance	\$ 141,390	\$ 180,623	\$ 186,503

Revenue

Fines and Forfeitures	\$ 9,651	\$ 11,825	\$ 11,825
Interest Income	29	-	-
Intergovernmental Revenue	107,687	100,715	103,750
Total Revenue	\$ 117,366	\$ 112,540	\$ 115,575

TOTAL AVAILABLE FUNDS \$ 258,756 \$ 293,163 \$ 302,078

APPROPRIATIONS

Employee Expenses	\$ 62,132	\$ 60,145	\$ 80,615
Operation Expenses	16,001	46,515	187,000

TOTAL OPERATING APPROPRIATIONS	\$ 78,134	\$ 106,660	\$ 267,615
Ending Fund Balance	\$ 180,623	\$ 186,503	\$ 34,463
TOTAL APPROPRIATIONS	\$ 258,756	\$ 293,163	\$ 302,078

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 Child Safety Fund 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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$62,132	\$60,145	\$80,615
Operation Expenses	16,001	46,515	187,000
<i>Total Appropriations</i>	<i>\$78,133</i>	<i>\$106,660</i>	<i>\$267,615</i>

Program Justification and Fiscal Analysis

The Child Safety Fund annually 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.

For FY 2012-13, the City continued to use this funding source to pay the costs associated with school crossing guards as well as support various child safety related programs for school age children. Funding for this recurring effort was also included in FY 2013-14. In addition, in FY 2013-14, the City started to make various security enhancements at the Westside Community Center and New Braunfels Library as both facilities provide services and programs to school age children.

In FY 2014-15, expenditures are allocated to fully support school crossing guards and the existing child safety programs facilitated by various City departments. Employee expenditures increase in FY 2014-15 to fully represent the cost that departments spend facilitating these types of programs. In FY 2014-15, operating expenditures are increasing significantly, partially driven by expanded programming efforts by the Municipal Court planned to begin in FY 2014-15 as well as security enhancements at the Westside Community Center and New Braunfels Library.

Authorized Positions

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
School Crossing Guard - Seasonal	<u>14</u>	<u>14</u>	<u>14</u>
<i>Total Authorized Positions</i>	14	14	14

City of New Braunfels
Court Security Fund
Fiscal Year Ending September 30, 2015

Fund: 227

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 99	\$ 5,285	\$ 5,285
Total Beginning Balance	\$ 99	\$ 5,285	\$ 5,285

Revenue

Fines and Forfeitures	\$ 26,335	\$ 23,100	\$ 26,300
Total Revenue	\$ 26,335	\$ 23,100	\$ 26,300

TOTAL AVAILABLE FUNDS \$ 26,434 \$ 28,385 \$ 31,585

APPROPRIATIONS

Employee Expenses	\$ 21,149	\$ 23,100	\$ 27,287

TOTAL OPERATING APPROPRIATIONS	\$ 21,149	\$ 23,100	\$ 27,287
Ending Fund Balance	\$ 5,285	\$ 5,285	\$ 4,298
TOTAL APPROPRIATIONS	\$ 26,434	\$ 28,385	\$ 31,585

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 conferencing 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:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$21,149	\$23,100	\$27,287
<i>Total Appropriations</i>	<i>\$21,149</i>	<i>\$23,100</i>	<i>\$27,287</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 2014-15 Budget represents a slight increase in allocations in comparison to the FY 2013-14 estimate. The FY 2014-15 Budget funds 40 percent of the total cost of the Warrant Officer position, an increase from the 35 percent allocation in FY 2013-14.

City of New Braunfels
Court Technology Fund
Fiscal Year Ending September 30, 2015

Fund: 229

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 16,844	\$ 15,638	\$ 7,518
Total Beginning Balance	\$ 16,844	\$ 15,638	\$ 7,518

Revenue

Fines and Forfeitures	\$ 35,217	\$ 32,000	\$ 35,200
Total Revenue	\$ 35,217	\$ 32,000	\$ 35,200

TOTAL AVAILABLE FUNDS	\$ 52,061	\$ 47,638	\$ 42,718

APPROPRIATIONS

Operation Expenses	\$ 36,423	\$ 40,120	\$ 35,700

TOTAL OPERATING APPROPRIATIONS	\$ 36,423	\$ 40,120	\$ 35,700
Ending Fund Balance	\$ 15,638	\$ 7,518	\$ 7,018
TOTAL APPROPRIATIONS	\$ 52,061	\$ 47,638	\$ 42,718

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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses	\$36,423	\$40,120	\$35,700
<i>Total Appropriations</i>	<i>\$36,243</i>	<i>\$40,120</i>	<i>\$35,700</i>

Program Justification and Fiscal Analysis

The Court Technology Fund pays for voice and data management hardware and software as well as other technology requirements that help to continue to improve the efficiency and effectiveness of the Municipal Court's operation.

In FY 2013-14 and continuing into FY 2014-15, appropriations primarily support software and license agreements including online credit card payment acceptance as well as telephone notification and scheduling which were added in FY 2010-11.

The budget for FY 2014-15 is decreasing in comparison to the FY 2013-14 estimates. In FY 2010-11, funds were used to purchase several electronic ticket writers for the Fire Department's fire prevention/inspection personnel; these ticket writers work in conjunction with the court's

management software. The Police Department has an existing aging inventory of ticket writers. Some one time funding was included in FY 2013-14 to replace two of the existing ticket writers (\$7,500) for the Police Department. No funding for ticket writers is in FY 2014-15, driving the decrease in expenditures.

City of New Braunfels
Judicial Efficiency Fund
Fiscal Year Ending September 30, 2015

Fund: 228

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 10,360	\$ 12,708	\$ 11,590
Total Beginning Balance	\$ 10,360	\$ 12,708	\$ 11,590

Revenue

Fines and Forfeitures	\$ 3,363	\$ 6,782	\$ 4,200
Total Revenue	\$ 3,363	\$ 6,782	\$ 4,200

TOTAL AVAILABLE FUNDS **\$ 13,723 \$ 19,490 \$ 15,790**

APPROPRIATIONS

Employee Expenses	\$ -	\$ 5,400	\$ 10,800
Operations Expenses	1,015	2,500	3,000

TOTAL OPERATING APPROPRIATIONS	\$ 1,015	\$ 7,900	\$ 13,800
Ending Fund Balance	\$ 12,708	\$ 11,590	\$ 1,990
TOTAL APPROPRIATIONS	\$ 13,723	\$ 19,490	\$ 15,790

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 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 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. The City of New Braunfels uses the fund for warrant roundups, amnesty programs, temporary employees to meet peak workload demands during the summer season, software to help improve the court's operational efficiency, other technological enhancements, and any other items that will help the court be more efficient.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$	\$5,400	\$10,800
Operation Expenses	1,015	2,500	3,000
<i>Total Appropriations</i>	<i>\$1,015</i>	<i>\$7,900</i>	<i>\$13,800</i>

Program Justification and Analysis:

In FY 2013-14, the Municipal Court held two warrant round ups. Employee expenditures associated with the warrant round ups (overtime for law enforcement officers) were paid from the Judicial Efficiency Fund. Warrant round ups create offsetting revenue in the General Fund as well as the court funds. In FY 2014-15, this effort will be expanded and four warrant round ups will be held throughout the year. Again, the overtime costs of law enforcement officers to serve the warrants will be paid from the Judicial Efficiency Fund.

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 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 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. For purpose of collecting money for these two funds, a person is considered convicted if a sentence is imposed or the court defers final disposition of the person's case. 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. Prior to FY 2009-10, the City contracted with Comal County through an interlocal agreement to engage an individual to work with both entities under the guidelines established by the legislation. During FY 2009-10, the City brought the provision of juvenile case management services in-house; the case load warranted this change in approach.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$47,743	\$52,140	\$65,490
Operation Expenses		7,000	15,000
Total Appropriations	\$47,743	\$59,140	\$80,490

Program Justification and Analysis:

The FY 2014-15 Budget increases in comparison to FY 2013-14. This is driven by a recent change in legislation that allows for operating expenditures to be paid from the Juvenile Case Manager Fund, not just employee salary and benefits, to be more representative of the City's overall effort of juvenile case management. In FY 2014-15, a portion of the employee

expenditures associated with one Municipal Court Clerk has been included to the budget, in addition to the Juvenile Case Manager position as this position spends a significant amount of time supporting juvenile case management. In addition, operating expenditures have increased to a level representative of all printing, postage and document management associated with juvenile case management

Authorized Positions

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Juvenile Case Manager	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>

EFFECTIVE MANAGEMENT

City of New Braunfels
Cable Franchise (PEG) Fund
Fiscal Year Ending September 30, 2015

Fund: 245

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 396,411	\$ 404,065	\$ 425,105
Total Beginning Balance	\$ 396,411	\$ 404,065	\$ 425,105

Revenue

Franchise Payments - Time Warner	\$ 163,201	\$ 176,040	\$ 183,100
Total Revenue	\$ 163,201	\$ 176,040	\$ 183,100

TOTAL AVAILABLE FUNDS **\$ 559,612 \$ 580,105 \$ 608,205**

APPROPRIATIONS

Operating Expenses	\$ 679		\$ 50,000
Capital Expenses	154,868	155,000	200,000

TOTAL OPERATING APPROPRIATIONS	\$ 155,547	\$ 155,000	\$ 250,000
Ending Fund Balance	\$ 404,065	\$ 425,105	\$ 358,205
TOTAL APPROPRIATIONS	\$ 559,612	\$ 580,105	\$ 608,205

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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses	\$679	\$0	\$0
Capital Expenses	154,868	155,000	250,000
<i>Total Appropriations</i>	<i>\$155,547</i>	<i>\$155,000</i>	<i>\$250,000</i>

Program Justification and Analysis:

As stated, this fund was created in FY 2011-12 as a result of legislation passed that requires the City to recognize the franchise payments from cable service providers in a separate fund. In addition, these funds are earmarked for video and broadcasting equipment.

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, additional funds are appropriated to continue enhancement to the City's broadcasting capabilities. Civic/Convention Center audio/visual equipment upgrades have been identified as a project and will continue to be evaluated for implementation. This facility is utilized for various public meetings and functions and is specifically designated as an alternate location for City Council meetings when citizen participation is expected to be high.

City of New Braunfels
Equipment Replacement Fund
Fiscal Year Ending September 30, 2015

Fund: 260

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 7,009,111	\$ 4,507,795	\$ 4,445,667
Total Beginning Balance	\$ 7,009,111	\$ 4,507,795	\$ 4,445,667

Revenue

Interfund Transfers	\$ 855,711	\$ 136,208	\$ 436,208
Miscellaneous	26,695	-	10,000
Interest Income	26,840	5,585	6,000
Total Revenue	\$ 909,246	\$ 141,793	\$ 452,208

TOTAL AVAILABLE FUNDS **\$ 7,918,357 \$ 4,649,588 \$ 4,897,875**

APPROPRIATIONS

Technology Enhancements/Replacement Vehicles	\$ 317,737	\$ 50,000	\$ 216,000
Planning and Community Development		22,140	300,000
Police	148,567	131,781	
Fire	129,748		
Public Works	209,000		
Parks	26,361		
Interfund Transfer	2,579,149		

TOTAL OPERATING APPROPRIATIONS	\$ 3,410,562	\$ 203,921	\$ 516,000
Ending Fund Balance	\$ 4,507,795	\$ 4,445,667	\$ 4,381,875
TOTAL APPROPRIATIONS	\$ 7,918,357	\$ 4,649,588	\$ 4,897,875

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 or 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. Department 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 must be replaced in 2016, which is why this portion of the program remained active in FY 2013-14. In FY 2014-15, the program is partially reinstated. A portion of the full contribution will be made into the fund and only a relatively small number of vehicles that meet various age and mileage criteria will be replaced.

Appropriations:

	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Estimate</u>	<u>FY 2014-15</u> <u>Budget</u>
Operation Expenses	\$317,737	\$153,921	\$16,000
Capital Expenses	513,676	50,000	500,000
Interfund Transfers	2,579,149		
<i>Total Appropriations</i>	<i>\$3,410,562</i>	<i>\$203,921</i>	<i>\$516,000</i>

Program Justification and Analysis:

In FY 2012-13, a \$2,579,149 transfer was made from the Equipment Replacement Fund to create the Enterprise Maintenance and Equipment Replacement Fund. Beginning in FY 2012-13, all light vehicles assigned to enterprise funds and the heavy equipment in Solid Waste are accounted for in this separate fund. To accomplish this, funds that were contributed by the enterprise funds

prior to FY 2012-13 into the Equipment Replacement Fund were moved to the Enterprise Maintenance and Equipment Replacement Fund.

The equipment and computer replacement program (with the exception of SCBA replacement) was suspended in FY 2013-14. The \$136,208 contribution budgeted for FY 2013-14 was entirely for SCBA replacements. This portion of the program remains active and fully funded in FY 2014-15 (with a contribution of \$136,208).

In FY 2013-14, the Equipment Replacement Fund invested a total of \$100,000 in technology enhancements/replacements. The FY 2013-14 Budget included \$200,000 to upgrade the Police Department servers and storage capacity. This project includes virtualized servers, as well as improved backup and disaster recovery systems. This project will be implemented in FY 2014-15; therefore, this funding is carried forward into the FY 2014-15 Budget.

In FY 2013-14, \$174,000 was appropriated and utilized to fund the purchase of three police patrol cars. These vehicles were for officers that were authorized and hired in FY 2012-13 but new vehicles were not purchased at that time as a cost savings measure. These three vehicles were not part of the vehicle replacement program and represent unfunded purchases in the fund. An additional Building Inspector was authorized in FY 2013-14, the vehicle for this position was funded from this fund (\$26,000). In future years, the original purchase and replacement cost of these vehicles will need to be addressed with additional contributions into the fund.

In the FY 2014-15 Budget, the equipment program is only partially reinstated. A \$300,000 contribution in the form of a transfer from the General Fund is included to support the equipment replacement program in FY 2014-15 - \$875,000 represents the full contribution to the fund that would be needed to fully reinstate the program. To protect the fiscal integrity of the fund and program, only \$300,000 is budgeted for vehicle replacement. The Fleet Manager will evaluate all eligible vehicles and determine which ones have the most critical need to replace. Should a vehicle fail or face high maintenance/repair costs during the year, that vehicle will also be considered for replacement.

Policy Considerations:

A very large portion of the fleet will be at replacement age in FY 2015-16 as this is the eighth year after the program's inception. The City purchased almost 100 vehicles in the first year of the program. If the program remains suspended through 2016, it will not be feasible to replace these vehicles at the eight year threshold. In addition, the suspension and partial reinstatement of the program has increased the total number of vehicles that will be eligible for replacement next fiscal year.

Fund: 262

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$	-	\$ 2,641,774	\$ 2,131,406
Total Beginning Balance	\$	-	\$ 2,641,774	\$ 2,131,406

Revenue

Interfund Transfers	\$ 3,784,061	\$ 1,590,390	\$ 1,785,826
Sale of Property	380,697	123,893	140,000
Interest Income	30	625	750
Total Revenue	\$ 4,164,788	\$ 1,714,908	\$ 1,926,576

TOTAL AVAILABLE FUNDS	\$ 4,164,788	\$ 4,356,682	\$ 4,057,982

APPROPRIATIONS

Civic Center - Operating Expenditures	\$ 44,989	\$ 15,000	\$ 24,000
Capital Expenditures - Vehicles and Equipment			
Civic Center	9,145	37,408	143,000
Sanitation	1,468,880	2,172,868	1,800,000

TOTAL OPERATING APPROPRIATIONS	\$ 1,523,014	\$ 2,225,276	\$ 1,967,000
Unrestricted Fund Balance	\$ 2,641,774	\$ 2,031,406	\$ 1,890,982
Civic/Convention Center Facility Reserve	-	100,000	200,000
TOTAL APPROPRIATIONS	\$ 4,164,788	\$ 4,356,682	\$ 4,057,982

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 and all other 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 technology heavy equipment vehicles are replaced on a 10 year, 150,000 mile schedule.

This fund also provides funding that is earmarked for improvements and enhancements to the Civic/Convention Center. These funds were transferred to this fund from the Civic/Convention Center operating budget to allow for a more efficient process in accounting for the funds. The original funds come from available reserves accumulated in the Convention and Tourism Fund.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses – Civic Center	\$44,989	\$15,000	\$24,000
Capital Expenses			
Civic Center	9,145	37,408	143,000
Solid Waste	1,468,880	2,172,868	1,800,000
<i>Total Appropriations</i>	<i>\$1,523,014</i>	<i>\$2,225,276</i>	<i>\$1,967,000</i>

Program Justification and Analysis:

As stated, light vehicles and Solid Waste heavy equipment were accounted for in the Equipment Replacement Fund prior to FY 2012-13. To account separately for the funds which are reserved for enterprise fund assets (vehicles and heavy equipment), the Enterprise Maintenance and Equipment Replacement Fund was created in FY 2012-13.

In FY 2013-14, a total of \$52,408 was used at the Civic/Convention Center to make improvements and to address facility needs. Specifically, a decorative perimeter fence was replaced and ductwork was installed in the exhibit hall. In FY 2014-15, a total of \$167,000 is budgeted for the Civic/Convention Center. A portion of these funds will address designated

projects such as additional courtyard enhancements. The remaining funds are available to address facility issues as they arise.

In FY 2013-14, six pieces of heavy equipment were replaced, four of which utilize hybrid technology. Now with eight hybrids in the current fleet, experience is showing that the savings justify the added up front expense. As stated earlier, the hybrid technology vehicles have a useful life of ten years, compared to seven for the standard vehicles. Two light vehicles were also replaced in FY 2013-14.

In FY 2014-15, six pieces of Solid Waste heavy equipment have reached either their mileage or useful life threshold and are eligible for replacement (\$1,740,000). Two of these vehicles utilize hybrid technology. The additional \$60,000 is budgeted to purchase three light vehicles that are scheduled for replacement.

New to FY 2013-14 was the establishment of a reserve for the Civic/Convention Center. The funding for this reserve will come via a transfer from the Hotel/Motel Fund (\$100,000 in FY 2013-14). In FY 2014-15, this effort continues with the same level of funding. Therefore, by the end of FY 2014-15, there will be a total of \$200,000 in the reserve. The funding is planned to continue in future years and include revenue from other sources, such as room sponsorships in an effort to build a reserve for maintenance and repair needs as the building ages. For example, these funds could be used to replace heating/air conditioning systems when necessary.

Fund: 261

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$	602,121	\$	154,628	\$	23,302
Total Beginning Balance	\$	602,121	\$	154,628	\$	23,302

Revenue

Interest Income	\$	476	\$	98	\$	50
Interfund Transfers		-		-		56,648
Total Revenue	\$	476	\$	98	\$	56,698

TOTAL AVAILABLE FUNDS	\$ 602,597	\$ 154,726	\$ 80,000

APPROPRIATIONS

Employee Expenses	\$ 78,473	\$ 79,814	\$ 80,000
Operating Expenses	95,576	44,050	
Capital Expenses	107,195	7,560	
Interfund Transfer	166,725	-	

TOTAL OPERATING APPROPRIATIONS	\$ 447,969	\$ 131,424	\$ 80,000
Ending Fund Balance	\$ 154,628	\$ 23,302	\$ -
TOTAL APPROPRIATIONS	\$ 602,597	\$ 154,726	\$ 80,000

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. In FY 2014-15, all available funding will be utilized.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$78,473	\$79,814	\$80,000
Operating Expenses	95,576	44,050	
Capital Expenses	107,195	7,560	
Interfund Transfer	166,725		
<i>Total Appropriations</i>	\$447,969	\$131,424	\$80,000

Program Justification and Analysis

In June 2010, a major storm event caused significant flooding in the community and in many City parks. Significant expenditures occurred in FY 2009-10 and in FY 2010-11, reflecting the costs of clean up and parks repairs as a result of that event. This expenditure of Facilities Maintenance Funds allowed the City to react quickly and effectively to restore the community – both neighborhoods and river activities that generate tourism dollars to the City. However, it did significantly deplete this fund's reserves. Therefore, in FY 2010-11, the City's General Fund contributed \$300,000 to rebuild this fund's available fund balance.

Since FY 2010-11, the City has been funding the Facilities Maintenance Manager position in this fund. This same level of funding for this position continues in FY 2014-15. However, a transfer from the General Fund was needed to fully fund this position in FY 2014-15 (\$56,648). No funding is available for maintenance and repair projects.

In FY 2012-13, the City's facility on Landa Street was renovated for office space with the use of the Facilities Maintenance Fund. As a result of these renovations, two divisions were relocated to this facility, Capital Programs and Facilities Maintenance (8 to 10 staff) providing some relief to existing office space challenges at City Hall. Some of the other projects that were completed in FY 2012-13 include the replacement of the standby generator for Fire Station #5 and continued installation of backflow preventers in the existing irrigation systems in City parks.

In FY 2013-14, the Facilities Maintenance Fund paid to resurface of the tennis courts located at the New Braunfels High School, a joint project between the City and New Braunfels Independent School District. The fund also paid for the demolition of the New Braunfels Police Department facility sign, which had various structural and safety issues as well as some additional renovations to the City's office facility on Landa Street.

In FY 2014-15, the budget decreases significantly. The only expenditures included in FY 2014-15 are those associated with salary and benefits of the Facilities Manager. There are no other sources of funding anticipated to be available for facility repairs or enhancements within this fund in FY 2014-15.

Policy Consideration

As a continued budget balancing strategy, the FY 2014-15 Budget only includes a transfer from the General Fund in the amount needed to fully fund the Facilities Manager position, eliminating all available funding for various and unexpected facilities maintenance issues. 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.

Authorized Positions

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Facilities Manager	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>

City of New Braunfels
Grant Fund
Fiscal Year Ending September 30, 2015

Fund: 220

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ (19,557)	\$ 2,629	\$ 0
Total Beginning Balance	\$ (19,557)	\$ 2,629	\$ 0

Revenue

Intergovernmental Revenue	\$ 1,034,525	\$ 448,712	\$ 1,137,768
Interfund Transfers	40,616	-	-
Total Revenue	\$ 1,075,141	\$ 448,712	\$ 1,137,768

TOTAL AVAILABLE FUNDS \$ 1,055,584 \$ 451,341 \$ 1,137,768

APPROPRIATIONS

General Government	\$ 150,000	\$ -	\$ 500,000
Planning and Community Development	-	-	240,500
Public Safety	297,044	309,387	290,953
Public Works	578,583	35,742	-
Parks and Recreation	-	100,000	100,000
Library	27,328	6,212	6,315

TOTAL OPERATING APPROPRIATIONS	\$ 1,052,955	\$ 451,341	\$ 1,137,768
Ending Fund Balance	\$ 2,629	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 1,055,584	\$ 451,341	\$ 1,137,768

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.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
General Government	\$150,000	\$	\$500,000
Planning and Community Development			240,500
Public Safety	297,044	309,387	290,953
Public Works	578,583	35,742	
Parks and Recreation		100,000	100,000
Library	27,328	6,212	6,315
<i>Total Appropriations</i>	\$1,052,955	\$451,341	\$1,137,768

City of New Braunfels
Special Revenue Fund
Fiscal Year Ending September 30, 2015

Fund: 221

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 132,873	\$ 113,089	\$ 89,928
Total Beginning Balance	\$ 132,873	\$ 113,089	\$ 89,928

Revenue

Donations and Contributions	\$ 60,514	\$ 105,650	\$ 100,000
Miscellaneous	9,918	71,972	-
Reimbursements	64,020	-	-
Total Revenue	\$ 134,452	\$ 177,622	\$ 100,000

TOTAL AVAILABLE FUNDS \$ 267,325 \$ 290,711 \$ 189,928

APPROPRIATIONS

Operating Expenditures \$ 154,236 \$ 200,783 \$ 172,000

Public Safety	\$ 89,356	\$ 19,200	
General Government	723	70,000	
Parks and Recreation	9,067	4,645	
Library	51,528	52,000	
Airport	3,563	54,938	

TOTAL OPERATING APPROPRIATIONS	\$ 154,236	\$ 200,783	\$ 172,000
Ending Fund Balance	\$ 113,089	\$ 89,928	\$ 17,928
TOTAL APPROPRIATIONS	\$ 267,325	\$ 290,711	\$ 189,928

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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operating Expenses	\$154,236	\$200,783	\$172,000
<i>Total Appropriations</i>	<i>\$154,236</i>	<i>\$200,783</i>	<i>\$172,000</i>

Program Justification and Analysis:

In FY 2014-15, the Special Revenue Fund will continue to be used for expenditures funded through outside funds and on a project-by-project basis.

QUALITY OF LIFE

City of New Braunfels
CDBG Fund
Fiscal Year Ending September 30, 2015

Fund: 205

Appropriations:	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 813	\$ (7,294)	-
Total Beginning Balance	\$ 813	\$ (7,294)	-

Revenue

Intergovernmental - Federal grant	\$ 296,301	\$ 341,392	\$ 493,204
Total Revenue	\$ 296,301	\$ 341,392	493,204

TOTAL AVAILABLE FUNDS \$ 297,114 \$ 334,098 493,204

APPROPRIATIONS

Program Year 2008

Main Street Façade Improvement	7,675	-	-

Program Year 2011

Façade Improvements	23,600	10,000	8,600

Program Year 2012

CASA	1,250	-	-
Big Brothers Big Sisters	1,250	-	-
Habitat for Humanity	-	-	12,369
Senior Center Minor Home Repair Program	126,366	13,984	-
Façade Improvements	7,564	2,436	20,000
Children's Advocacy Center	70,000	-	-
Family Life	1,158	-	-
Administration	41,638	-	-
YMCA	4,000	-	-

Appropriations:	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Program Year 2013

YMCA	-	7,038	-
City of New Braunfels/Jesse Garcia Park	-	-	80,000
City of New Braunfels/Eikel Park	-	-	29,493
Comal County Senior Citizens Foundation	-	153,364	-
CASA	-	25,000	-
San Antonio Food Bank	-	16,001	-
SAM Ministries Transitional Living	-	4,000	-
Children's Advocacy Center	-	2,498	-
Administration	19,907	44,484	-
Insurance of Public Health & Ed Rese	-	30,000	-
Big Brothers/Big Sister	-	7,293	-

Program Year 2014

FLC Benevolent Program			13,806
San Antonio Food Bank			13,806
CASA Court Advocacy			26,500
TIPHER Family Day Center			73,630
Land Acquisition, Community			133,240
Security Upgrades Crisis			27,611
Administration		18,000	54,149

TOTAL OPERATING APPROPRIATIONS	\$ 304,408	\$ 334,098	\$ 493,204
Ending Fund Balance	\$ (7,294)	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 297,114	\$ 334,098	\$ 493,204

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.

Appropriations:	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Program Year 2008			
Main Street Façade Improvement	7,675	-	-
Program Year 2011			
Façade Improvements	23,600	10,000	8,600
Program Year 2012			
CASA	1,250	-	-
Big Brothers Big Sisters	1,250	-	-
Habitat for Humanity	-	-	12,369
Senior Center Minor Home Repair Program	126,366	13,984	-
Façade Improvements	7,564	2,436	20,000
Children's Advocacy Center	70,000	-	-
Family Life	1,158	-	-
Administration	41,638	-	-
YMCA	4,000	-	-
Program Year 2013			
YMCA	-	7,038	-
City of New Braunfels/Jesse Garcia Park	-	-	80,000
City of New Braunfels/Eikel Park	-	-	29,493
Comal County Senior Citizens Foundation	-	153,364	-
CASA	-	25,000	-
San Antonio Food Bank	-	16,001	-
SAM Ministries Transitional Living	-	4,000	-
Children's Advocacy Center	-	2,498	-
Administration	19,907	44,484	-
Insurance of Public Health & Ed Rese	-	30,000	-
Big Brothers/Big Sister	-	7,293	-
Program Year 2014			
FLC Benevolent Program			13,806
San Antonio Food Bank			13,806
CASA Court Advocacy			26,500
TIPHER Family Day Center			73,630
Land Acquisition, Community			133,240
Security Upgrades Crisis			27,611
Administration		18,000	54,149
TOTAL OPERATING APPROPRIATIONS	\$ 304,408	\$ 334,098	\$ 493,204
Ending Fund Balance	\$ (7,294)	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 297,114	\$ 334,098	\$ 493,204

Program Justification and Fiscal Analysis:

The City has received CDBG funding for the last eighteen years. For program year 2014, \$360,742 in total project funding was authorized by CDBG. 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 2014-15 Budget reflects \$150,462 still unspent from the last five years of funding as well as the majority of the funding from 2014 of \$342,742.

City of New Braunfels
River Fund
Fiscal Year Ending September 30, 2015

Fund: 225

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 996	\$ 996	\$ -
Total Beginning Balance	\$ 996	\$ 996	\$ -

Revenue

Licenses and Permits	\$ 4,312	\$ 6,000	\$ 6,000
Fines and Forfeitures	67,055	60,000	60,000
Parks and Recreation	197,315	414,100	414,100
Parking Revenue	-	191,000	191,000
Interfund Transfer - Solid Waste Fund	116,100	120,000	125,000
Interfund Transfer - General Fund	551,296	168,992	155,027
Total Revenue	\$ 936,078	\$ 960,092	\$ 951,127

TOTAL AVAILABLE FUNDS \$ 937,074 \$ 961,088 \$ 951,127

APPROPRIATIONS

Public Safety	\$ 584,669	\$ 552,257	\$ 524,973
Parks and Recreation	351,409	408,831	426,154

TOTAL OPERATING APPROPRIATIONS	\$ 936,078	\$ 961,088	\$ 951,127
Ending Fund Balance	\$ 996	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 937,074	\$ 961,088	\$ 951,127

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:

	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Estimate</u>	<u>FY 2014-15</u> <u>Budget</u>
Employee Expenses	\$790,163	\$738,606	\$741,743
Operation Expenses	145,915	199,702	209,384
Capital Expenses		22,780	
<i>Total Appropriations</i>	<i>\$936,078</i>	<i>\$961,088</i>	<i>\$951,127</i>

Program Justification and Fiscal Analysis:

In FY 2014-15, the River Activities Fund continues to support the cost of police officers and park rangers who work along the river and/or support river related activities in the summer tourist season as well as the litter cleanup efforts along the rivers and their banks.

In an effort to provide workload relief for the existing police force as well as potentially generate cost savings, staff recommends pursuing managed competition for river security activities for the 2015 summer season. Managed competition allows both internal (the City's Police Department) and external agencies to submit proposals for the provision of a particular service. Therefore, under managed competition, the New Braunfels Police Department could submit a proposal to provide river security detail as could a private security company or other public law enforcement agency. It is unknown at this point what savings, if any could be generated by managed competition; therefore employee expenditure funding in FY 2014-15 is relatively flat when compared to the FY 2013-14 estimates.

Operating expenses in FY 2013-14 and FY 2014-15 increase significantly when compared to the FY 2012-13 actuals. This is driven primarily by the purchase of wristbands associated with the new consignment program approved by City Council in FY 2013-14. The FY 2014-15 Budget includes \$125,000 for above water litter pickup. The expenditures associated with underwater litter retrieval and managing floating vegetation are paid by the EARIP Fund. The expenditure for above water litter pickup (\$125,000) is budgeted in the River Activities Fund to accurately represent the full cost of river activities; however the Solid Waste Fund pays for these expenditures via an interfund transfer (as can be seen on page 146).

Capital expenditures in FY 2013-14 were associated with the one-time purchase of parking meters for the Prince Solms Park parking lot.

Policy Consideration:

Council has directed staff to continue to look for methods to make the River Activities Fund a cost neutral initiative. In FY 2013-14, the City Council approved charging for parking in Prince Solms Park, which is projected to generate \$191,000 in FY 2013-14. City Council also increased the river management fee by \$.25 to \$1.50 – a fee collected by river outfitters. As a result of these additional revenues, the interfund transfer from the General Fund to support river activities is projected to be \$168,992 in FY 2013-14 and \$155,027 in FY 2014-15, substantially lower than FY 2012-13 (\$551,296) and FY 2011-12 (\$470,546).

Authorized Positions

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Lead Ranger (Seasonal)	4	4	4
Ranger (Seasonal)	50	50	50
Assistant Ranger Supervisor*	.5	.5	.5
Total Authorized Positions	54.5	54.5	54.5

* 50 percent of the costs associated with the Assistant Ranger Supervisor are funded in the General Fund

City of New Braunfels
Edwards Aquifer Habitat Conservation Plan
Fiscal Year Ending September 30, 2015

Fund: 263

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 699	\$ (150,636)	\$ -
Total Beginning Balance	\$ 699	\$ (150,636)	\$ -

Revenue

Intergovernmental Revenue	\$ 1,142,988	\$ 896,593	\$ 1,495,875
Interfund Transfer - General Fund	32,366	87,200	90,800
Total Revenue	\$ 1,175,354	\$ 983,793	\$ 1,586,675

TOTAL AVAILABLE FUNDS \$1,176,053 \$ 833,157 \$ 1,586,675

APPROPRIATIONS

Employee Expenses	\$ 24,047	\$ 82,200	85,800
Operating Expenses	7,319	5,000	5,000

EARIP Projects: Year One

Old Channel Restoration	276,610	72,630
Flow Split Design & Construction	119,074	16,559
Aquatic Vegetation Restoration	94,597	36,061
Non-Native Animal Species Control	89,307	658
Decaying Vegetation Restoration	92,062	76,630
Riparian Improvements-Riffle Beetle	95,184	15,866
Gill Parasite Control	153,339	21,571
Riparian Zone Sediment Removal	64,989	
Prohibition - Hazardous Route	-	-
LIB/BMP Management	86,731	82,609
Household Hazardous Waste	17,966	23,483
Litter Control/Floating Vegetation	36,382	1,582
Riparian Zone - Design & Construction	167,722	18,194
Education	1,360	1,989

City of New Braunfels
Edwards Aquifer Habitat Conservation Plan
Fiscal Year Ending September 30, 2015

Fund: 263

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

APPROPRIATIONS (continued)

EARIP Projects: Year two

Old Channel Restoration	57,734	117,266
Flow Split Design & Construction -		
Ongoing Maintenance	-	3,000
Aquatic Vegetation Restoration	115,278	104,722
Non-Native Animal Species Control	89,592	45,408
Decaying Vegetation Restoration	5,815	9,185
Riparian Improvements - Riffle Beetle	27,710	47,290
Gill Parasite Control	31,996	143,004
Riparian Zone Design and Construction	-	100,000
Prohibition - Hazardous Route	-	10,000
LID/BMP Management	-	100,000
Household Hazardous Waste	15,000	15,000
Litter Control/Floating Vegetation	35,000	5,000
Management of Public Recreation use	-	1,000

EARIP Projects: Year three

Old Channel Restoration	175,000
Flow Split Ongoing Maintenance	5,000
Aquatic Vegetation Restoration	175,000
Non-Native Animal Species Control	75,000
Decaying Vegetation removal	15,000
Riparian Improvements - Riffle Beetle	50,000
Gill Parasite Control	25,000
Restoration of Riparian Zones	100,000
Prohibition - Hazardous Route	3,000
LID/BMP Management	100,000
Household Hazardous Waste	30,000
Litter Control/Floating Vegetation	40,000
Management of Public Recreation use	1,000
Golf Course Management Plan	1,000

TOTAL OPERATING APPROPRIATIONS	\$1,326,689	\$	833,157	\$	1,586,675
Ending Fund Balance	\$ (150,636)	\$	-	\$	-
TOTAL APPROPRIATIONS	\$1,176,053	\$	833,157	\$	1,586,675

Edwards Aquifer Habitat Conservation 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 projects and/or continuation of existing projects will occur in FY 2013-14.

Program Justification and Fiscal Analysis:

In FY 2014-15, a total of **\$1,586,675** is appropriated to complete the year two (\$700,875) and begin year three EARIP projects (\$795,000) as well as \$90,800 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 third year of the EAHCP, the City is committed to \$795,000 in additional projects. The projects include:

Projects – Year Three	Estimated Cost
Old Channel Restoration	\$175,000
Flow split management – ongoing maintenance	5,000
Aquatic vegetation restoration	175,000
Non-native animal species control	75,000
Decaying vegetation removal	15,000
Riparian improvement - riffle beetle	50,000
Gill parasite control	25,000
Restoration of Riparian Zones	100,000
Prohibition of hazardous material routes	3,000
Incentive program for LID/BMP stormwater management	100,000
Household hazardous waste program	30,000
Liter control and floating vegetation management	40,000
Management of public recreation use	1,000
Golf Course Management Plan	1,000
Total	\$795,000

In FY 2012-13, fifty percent of the salary and benefits costs of the City's Watershed Program Manager were charged to this fund to account for the time that was spent overseeing these projects. After the first year, it was determined that a larger share of this position's time is required to oversee the EAHCP. Therefore, eighty-five percent of the salary and benefits cost of this position was charged to this fund in FY 2013-14, and will continue in FY 2014-15. In addition, the FY 2014-15 Budget includes funding for administrative expenditures (\$5,000), which is primarily utilized for outside assistance in developing project scopes of work.

The City will be fully reimbursed by the Edwards Aquifer Authority for all of the project costs for both years' projects. Revenue into the fund reflects this relationship. 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 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Watershed Program Manager*	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>

** 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 EAHCP Fund. In FY 2012-13, 50 percent of the position was funded in the River Activities Fund.

GROWTH AND DEVELOPMENT

City of New Braunfels
Hotel/Motel Tax Fund
Fiscal Year Ending September 30, 2015

Fund: 794

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 666,421	\$ 1,134,832	\$ 1,840,871
Total Beginning Balance	\$ 666,421	\$ 1,134,832	\$ 1,840,871

Revenue

Hotel/Motel Tax	\$ 3,361,905	\$ 3,630,839	\$ 3,812,366
Interest Income	13,497	13,000	13,000
Miscellaneous	\$ -	\$ 219,465	\$ -
Total Revenue	\$ 3,375,402	\$ 3,863,304	\$ 3,825,366

TOTAL AVAILABLE FUNDS \$ 4,041,823 \$ 4,998,136 \$ 5,666,238

APPROPRIATIONS

Operating Expenses	\$ 1,994,932	\$ 2,091,368	\$ 2,593,617
Capital Expenses			325,000
Civic/Convention Center Capital Contribution		100,000	100,000
Interfund Transfer	912,059	965,897	946,812

TOTAL OPERATING APPROPRIATIONS	\$ 2,906,991	\$ 3,157,265	\$ 3,965,429
Ending Fund Balance	\$ 1,134,832	\$ 1,840,871	\$ 1,700,809
TOTAL APPROPRIATIONS	\$ 4,041,823	\$ 4,998,136	\$ 5,666,238

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 \$3.8 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 \$610,000 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 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Operation Expenses			
Convention and Tourism Fund	\$1,546,850	\$1,533,299	\$1,733,812
Arts and Heritage	435,092	533,240	584,805
Marketing for City events	12,990	19,290	50,000
Civic/Convention Center Imp.	0	0	225,000
Miscellaneous	0	5,539	0
Interfund Transfers	912,059	1,065,897	1,046,812
Capital Expenses	0	0	325,000
<i>Total Appropriations</i>	\$2,906,991	\$3,157,265	\$3,965,429

Program Justification and Analysis:

As stated, the hotel/motel tax proceeds are used for three purposes: support for the Chamber of Commerce's tourism and marketing efforts, 15 percent supports arts and heritage organizations and a minimum of 35 percent supports the City's costs related to construction and operation of the expanded Civic/Convention Center. For FY 2014-15, the arts and heritage allocation is \$584,805 and the Convention and Tourism Fund amount totals \$1,733,812.

The primary use of the City's funds is retirement of debt issued to pay construction costs associated with the facility (\$611,929 in FY 2014-15). The City issued \$8 million in Certificates of Obligation in September 2006 for this purpose. Funds are also used to support the increased operations and maintenance expenses for the facility. In FY 2009-10, the City made the Civic/Convention Center an enterprise fund; all revenue and expenses related to the facility are accounted for in that fund. The facility is not yet self-supporting and has not established a reserve level that meets the existing financial policies established by City Council. Therefore, in FY 2014-15, hotel/motel tax proceeds are being transferred into that fund (\$334,883). In addition, \$225,000 in operating expenditures has been added to the FY 2014-15 Budget to replace all the event chairs at the Civic/Convention Center.

In FY 2013-14, the Hotel/Motel Fund made a capital contribution to the Enterprise Maintenance and Equipment Fund (\$100,000). 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. This continues in the FY 2014-15 Budget at the same level (\$100,000). In addition, \$325,000 in capital expenses are appropriated in the Hotel/Motel Fund in FY 2014-15 to update and complete the City's wayfinding signs project which includes an update to the directional signing in the downtown area. Finally, \$50,000 is allocated for marketing efforts, such as the annual downtown festivals.

Debt Service and Internal Service Funds

City of New Braunfels
Debt Service Fund
Fiscal Year Ending September 30, 2015

Fund: 401

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 785,975	\$ 809,356	\$ 1,273,661
Total Beginning Balance	\$ 785,975	\$ 809,356	\$ 1,273,661

Revenue

Taxes	\$ 8,019,094	\$ 9,319,000	\$ 10,218,005
Interest Income	44,982	-	-
Contributions	1,691,512	1,665,528	1,665,563
Interfund Transfers	611,598	1,113,127	1,488,972
Total Revenue	\$ 10,367,186	\$ 12,097,655	\$ 13,372,540

TOTAL AVAILABLE FUNDS \$ 11,153,161 \$ 12,907,011 \$ 14,646,200

APPROPRIATIONS

Debt Service	\$ 10,270,040	\$ 11,633,350	\$ 13,247,729
Reimbursements	73,766	-	-

TOTAL OPERATING APPROPRIATIONS	\$ 10,343,806	\$ 11,633,350	\$ 13,247,729
Ending Fund Balance	\$ 809,356	\$ 1,273,661	\$ 1,398,471
TOTAL APPROPRIATIONS	\$ 11,153,161	\$ 12,907,011	\$ 14,646,200

DEBT SERVICE FUND

Debt Service Fund: 401

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. In FY 2013-14, the City issued \$13.97 million in general obligation bonds. This represents the first issuance under the \$86 million approved by the voters in May 2013. The \$86 million will be used for street improvements, drainage improvements, parks and recreation facilities and expansion of the Central Texas Technology Center (CTTC), an education facility operated and managed by the community college district. The remaining authorization will be issued over the next four years.

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.

<u>Authorized and Issued Amount</u>	<u>Purpose</u>	<u>Type Debt</u>	<u>Interest Rate</u>	<u>Issue Date/ Maturity Date</u>
\$3.25 million	Library building construction	C of O's	6.0%	August 1, 1998/ September 1, 2018
\$6.27 million	Street improvements and hike/bike trail	C of O's	3.7%	June 15, 2003/ September 30, 2023
\$26 million	Streets and drainage improvements	C of O's	4.2%	April 15, 2004/ September 30, 2020
\$1.6 million	Airport hanger	C of O's	4.3%	September 25, 2006/ September 30, 2021
\$8.0 million	Civic/Convention Center improvements and expansion	C of O's	4.2%	September 25, 2006/ September 30, 2026
\$10.6 million	Refunding (1998 and 2004 C of O's)	GO Bond	4.0%	December 5, 2006/ September 30, 2025
\$17.5 million	Streets and Drainage, Parks, Fire Station	C of O's	4.2%	September 19, 2007/ September 30, 2027

<u>Authorized and Issued Amount</u>	<u>Purpose</u>	<u>Type Debt</u>	<u>Interest Rate</u>	<u>Issue Date/ Maturity Date</u>
\$2 million	Tax Notes	Tax Notes	3.4%	June 5, 2008/ September 30, 2015
\$14.3 million	Streets and drainage, Public Works facility, fire training facility	C of O's	4.82%	August 11, 2008/ September 30, 2028
\$9.5 million	Public Works, Parks, Police and Fire Equipment, parks improvements, fire station construction, municipal facilities	C of O's	3.99%	August 19, 2009/ September 30, 2029
\$540,000	Refunding (1998 C of O's)	GO Bond	2.00%	October 18, 2010/ September 30, 2018
\$18.2 Million	Streets and Drainage, Public Works Parks, Airport, park improvements, drainage projects, Flood warning equip, Property acquisition.	C of O's	4.05%	February 1, 2011/ September 30, 2031
\$19.5 Million	Streets and Drainage police and fire equipment and facility improvements, property acquisition, municipal facility construction and park improvements.	C of O's	3.31%	July 9, 2012/ September 30, 2032
\$3.82 Million	Refunding (2003 C of O's)	GO Bond	2.12%	June 20, 2013/ September 30, 2023
\$7.105 Million	Refunding (2004 C of O's)	GO Bond	1.93%	July 22, 2013/ September 30, 2020
\$20.2 Million	Streets, drainage, police and fire equipment (radio system), property acquisition and renovation, and park improvements.	C of O's	3.96%	July 22, 2013/ September 30, 2033
\$3.82 Million	Airport property/buildings acquisition and improvements	C of O's	3.94%	June 9, 2014/ February 1, 2034
\$6.845 Million	Golf Course and clubhouse improvements	C of O's	3.42%	June 9, 2014/ February 1, 2034
\$13.97 Million	2013 Bond Program for street improvements, drainage improvements park improvements and CTTC expansion	GO Bond	3.48 %	June 9, 2014/ February 1, 2034

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 2014-15	7,685,000	5,545,730	13,230,730
FY 2015-16	7,635,000	5,093,387	12,728,387
FY 2016-17	7,885,000	4,812,329	12,697,329
FY 2017-18	7,775,000	4,523,279	12,298,279
FY 2018-19	7,785,000	4,235,205	12,020,205
FY 2019-20	7,935,000	3,947,906	11,882,906
FY 2020-21	8,270,000	3,642,057	11,912,057
FY 2021-22	8,435,000	3,315,305	11,750,305
FY 2022-23	8,740,000	2,964,862	11,704,862
FY 2023-24	8,575,000	2,598,922	11,173,922
FY 2024-25	8,900,000	2,229,485	11,129,485
FY 2025-26	7,300,000	1,871,193	9,171,193
FY 2026-27	6,840,000	1,541,222	8,381,222
FY 2027-28	6,465,000	1,244,615	7,709,615
FY 2028-29	5,615,000	987,878	6,602,878
FY 2029-30	5,225,000	763,272	5,988,272
FY 2030-31	5,460,000	530,385	5,990,385
FY 2031-32	4,325,000	319,132	4,644,132
FY 2032-33	3,075,000	158,013	3,233,013
FY 2033-34	1,730,000	43,250	1,773,250
	\$ 135,655,000	\$ 50,367,429	\$ 186,022,429

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in April 2004. The original issue amount was \$26,000,000. A portion of this debt was refunded in 2006. Most of the remaining outstanding debt associated with the 2004 Certificates of Obligation was refunded in 2013. There is one debt service payment remaining for the original issuance.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	1,270,000	31,750	1,301,750
Total	\$1,270,000	\$31,750	\$1,301,750

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 \$8,000,000. This debt is paid entirely with proceeds from the City's hotel/motel tax as all funds were used to make improvements to and expand the City's Convention/Civic Center.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	370,000	241,929	611,929
FY 2015-16	385,000	227,129	612,129
FY 2016-17	405,000	211,729	616,729
FY 2017-18	425,000	195,529	620,529
FY 2018-19	450,000	178,529	628,529
FY 2019-20	470,000	160,529	630,529
FY 2020-21	495,000	141,259	636,259
FY 2021-22	520,000	120,840	640,840
FY 2022-23	545,000	99,390	644,390
FY 2023-24	570,000	76,500	646,500
FY 2024-25	600,000	52,275	652,275
FY 2025-26	630,000	26,775	656,775
Total	\$5,865,000	\$1,732,413	\$7,597,413

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 2014-15	115,000	39,818	154,818
FY 2015-16	120,000	34,643	154,643
FY 2016-17	125,000	29,243	154,243
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	\$935,000	\$166,148	\$1,101,148

The chart below shows the outstanding obligations for the City of New Braunfels Refunding General Obligation issued in December 2006. The original issue amount was \$10,600,000.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	175,000	397,138	572,138
FY 2015-16	295,000	387,738	682,738
FY 2016-17	310,000	375,638	685,638
FY 2017-18	70,000	368,038	438,038
FY 2018-19	70,000	365,238	435,238
FY 2019-20	75,000	362,338	437,338
FY 2020-21	1,665,000	327,538	1,992,538
FY 2021-22	1,715,000	259,938	1,974,938
FY 2022-23	1,765,000	189,234	1,954,234
FY 2023-24	1,820,000	115,294	1,935,294
FY2024-25	1,885,000	38,878	1,923,878
Total	\$9,845,000	\$3,187,010	\$13,032,010

The chart below shows the outstanding obligations for the City of New Braunfels Streets and Drainage, Parks and Fire Station obligations issued in December 2007. The original issue amount was \$17,500,000.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	1,030,000	483,969	1,513,969
FY 2015-16	1,045,000	437,925	1,482,925
FY 2016-17	1,055,000	390,675	1,445,675
FY 2017-18	750,000	350,438	1,100,438
FY 2018-19	750,000	316,688	1,066,688
FY 2019-20	750,000	282,094	1,032,094
FY 2020-21	750,000	246,000	996,000
FY 2021-22	750,000	208,500	958,500
FY 2022-23	750,000	171,000	921,000
FY 2023-24	750,000	132,563	882,563
FY2024-25	750,000	93,188	843,188
FY2025-26	750,000	53,813	803,813
FY2026-27	650,000	17,063	667,063
Total	\$10,530,000	\$3,183,916	\$13,713,916

The chart below shows the outstanding obligations for the City of New Braunfels Tax Note Obligations issued in June 2008. The original issue amount was \$2,000,000 and was for fire apparatus.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	320,000	5,440	325,440
Total	\$320,000	\$5,440	\$325,440

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.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	590,000	522,009	1,112,009
FY 2015-16	610,000	498,009	1,108,009
FY 2016-17	635,000	473,109	1,108,109
FY 2017-18	665,000	446,776	1,111,776
FY 2018-19	690,000	418,481	1,108,481
FY 2019-20	720,000	387,619	1,107,619
FY 2020-21	755,000	352,544	1,107,544
FY 2021-22	795,000	313,794	1,108,794
FY 2022-23	835,000	272,522	1,107,522
FY 2023-24	880,000	228,575	1,108,575
FY 2024-25	930,000	181,613	1,111,613
FY 2025-26	980,000	131,475	1,111,475
FY 2026-27	1,030,000	80,000	1,110,000
FY 2027-28	1,085,000	27,125	1,112,125
TOTAL	\$11,200,000	\$4,333,651	\$15,533,651

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.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	600,000	287,190	887,190
FY 2015-16	465,000	270,634	735,634
FY 2016-17	490,000	253,890	743,890
FY 2017-18	455,000	236,740	691,740
FY 2018-19	475,000	219,871	694,871
FY 2019-20	405,000	202,865	607,865
FY 2020-21	420,000	186,365	606,365
FY 2021-22	440,000	169,055	609,055
FY 2022-23	460,000	150,715	610,715
FY 2023-24	480,000	131,205	611,205
FY 2024-25	500,000	110,375	610,375
FY 2025-26	525,000	88,206	613,206
FY 2026-27	550,000	64,688	614,688
FY 2027-28	575,000	39,794	614,794
FY 2028-29	600,000	13,500	613,500
TOTAL	\$7,440,000	\$2,425,093	\$9,865,093

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 2014-15	105,000	9,275	114,275
FY 2015-16	0	7,228	7,228
FY 2016-17	0	7,228	7,228
FY 2017-18	245,000	7,228	252,228
Total	\$350,000	\$30,959	\$380,959

The chart below shows the outstanding obligations for the City of New Braunfels Certificates of Obligation issued in February 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 2014-15	685,000	652,557	1,337,557
FY 2015-16	715,000	624,206	1,339,206
FY 2016-17	745,000	594,642	1,339,642
FY 2017-18	775,000	563,862	1,338,862
FY 2018-19	810,000	531,765	1,341,765
FY 2019-20	840,000	498,352	1,338,352
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	1,336,782
FY 2028-29	1,210,000	128,790	1,338,790
FY 2029-30	1,260,000	78,772	1,338,772
FY 2030-31	1,315,000	26,629	1,341,629
TOTAL	\$16,455,000	\$6,307,372	\$22,762,372

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 2014-15	740,000	676,488	1,416,488
FY 2015-16	760,000	661,488	1,421,488
FY 2016-17	780,000	638,288	1,418,288
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	\$18,035,000	\$7,506,116	\$25,541,116

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 2014-15	330,000	89,775	419,775
FY 2015-16	345,000	83,175	428,175
FY 2016-17	355,000	76,275	431,275
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	\$3,530,000	\$509,800	\$4,039,800

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 2014-15	10,000	279,350	289,350
FY 2015-16	1,320,000	252,800	1,572,800
FY 2016-17	1,355,000	199,300	1,554,300
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	\$6,990,000	\$993,350	\$7,983,350

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 2014-15	660,000	796,206	1,456,206
FY 2015-16	690,000	772,506	1,462,506
FY 2016-17	715,000	744,406	1,459,406
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	\$18,795,000	\$8,930,391	\$27,725,391

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. The City received a \$20,000 premium associated with this debt sale. The debt service for this issuance is paid entirely by lease revenues from the newly acquired airport facilities.

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	60,000	149,207	209,207
FY 2015-16	90,000	121,594	211,594
FY 2016-17	105,000	119,644	224,644
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	\$ 3,280,000	\$ 1,670,310	\$ 4,950,310

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. The City received a \$55,000 premium associated with this debt sale. The debt service for this issuance is paid entirely from revenues generated by the golf course .

<u>Period Ending</u>	<u>Total Principal</u>	<u>Total Interest</u>	<u>Total Debt Service</u>
FY 2014-15	210,000	273,398	483,398
FY 2015-16	265,000	220,625	485,625
FY 2016-17	270,000	215,275	485,275
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	\$ 6,845,000	\$ 2,859,460	\$ 9,704,460

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. These bonds were issued in June 2014. The original funding requirement was \$14,500,000. However, the City received a significant premium of \$530,000 associated with this debt sale. 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 2014-15	415,000	610,232	1,025,232
FY 2015-16	530,000	493,688	1,023,688
FY 2016-17	540,000	482,988	1,022,988
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	\$13,970,000	\$ 6,494,250	\$20,464,250

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2013-14 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Debt Service	\$10,270,040	\$11,633,350	\$13,247,729
Reimbursements	73,766		
<i>Total Appropriations</i>	<i>\$10,343,806</i>	<i>\$11,633,350</i>	<i>\$13,247,729</i>

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget appropriates \$13,247,729, \$ 1,614,379 or 13.9 percent more than the FY 2013-14 estimates. This is due entirely to the three debt issuances approved by the City Council in June 2014. The budget amount reflects the full annual debt service requirements for all issues. In addition, \$17, 000 in administrative fees paid to the banking institutions is included in the FY 2014-15 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 2014-15, the fund balance is expected to be at 10.6 percent.

Because of available funds in fund balance in FY 2009-10, the City was able to fund additional debt service payments and, therefore, issued the 2009 Certificates of Obligation issuance without having to increase the debt service property tax rate. In FY 2010-11, fund balance was not available to continue to fund the additional debt service payments which required the property tax rate for debt to increase by \$0.020817, The total property tax did not change for FY 2010-11, however; instead, the portion of the overall tax rate dedicated to operations and maintenance decreased to accommodate the increase in the debt service rate. In FY 2011-12, a tax rate increase for debt service payments once again occurred. For the first time in six years, this increase was not absorbed by an equivalent decrease in the operations and maintenance tax rate. An additional \$.0385 in tax rate was needed to fully fund the debt service requirements for all outstanding debt. This rate was in addition to the total current tax rate for both debt service and operations and maintenance. In FY 2012-13, an increase in the property tax rate of \$.01178 was included to fund the increase in the debt service requirement resulting from the issuance of the 2012 Certificates of Obligation. This was a net increase to the overall tax rate. A portion of that debt service is paid by the New Braunfels Industrial Development Corporation (NBIDC). NBIDC supports \$8.3 million of the \$19.47 million issued. In FY 2013-14, an increase in the property tax rate of \$.021371 was included to fund the increase in debt service requirement resulting from the issuance of the 2013 Certificates of Obligation.

In 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. In FY 2013-14, the Solid Waste Fund began making an annual contribution for their proportionate share of the debt

service as well as a one-time payment equal to their share of the debt service since the debt was issued in 2008. The annual payment from Solid Waste (\$76,457) reduces the amount of funding needed for debt service from ad valorem taxes. The one-time contribution from Solid Waste was not recurring revenue that will be available in the future to fund debt service. This contribution helps meet the 10 percent fund balance requirement (in the City's adopted Financial Policies) in the Debt Service Fund for current and future debt issuances.

Also 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. This hanger was originally used by Silver State Helicopters. When that tenant left the airport, the airport did not generate sufficient revenues to pay that \$150,000 in annual debt service. As the airport's revenues have grown, the fund can now support a portion of this debt service. As revenues continue to increase, the contribution for debt service will also grow. In FY 2014-15, the airport will pay additional debt service costs associated with the purchase of and improvement to airport facilities. This additional debt requirement will be fully paid by lease revenues from the newly acquired facilities (\$209,207).

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 (\$483,398).

In FY 2014-15, no increase in the property tax rate is required to fund the increase in the debt service requirement resulting from the issuance of \$14.5 million in general obligation bonds, the first phase of funding associated with the \$86 million bond program approved by the voters in May 2013. Initial estimates showed a tax rate increase up to 2.6 cents to fund this amount of general obligation bonds. The five year forecast projected a 1.1 cent increase due to revised property value projections. Actual growth in property values allows for the additional debt service to be completely absorbed in FY 2014-15 without a tax increase.

City of New Braunfels
Self Insurance Fund
Fiscal Year Ending September 30, 2015

Fund: 601

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 607,197	\$ 814,422	\$ 1,143,516
Total Beginning Balance	\$ 607,197	\$ 814,422	\$ 1,143,516

Revenue

Premiums	\$ 5,466,895	\$ 5,342,130	\$ 5,460,987
Interest Income	8	-	-
Miscellaneous	713	171,949	-
Total Revenue	\$ 5,467,616	\$ 5,514,079	\$ 5,460,987

TOTAL AVAILABLE FUNDS **\$ 6,074,813 \$ 6,328,501 \$ 6,604,503**

APPROPRIATIONS

Premiums and administrative expenses	\$ 5,205,031	\$ 5,184,985	\$ 5,358,185

TOTAL OPERATING APPROPRIATIONS	\$ 5,260,391	\$ 5,184,985	\$ 5,358,185
Ending Fund Balance	\$ 814,422	\$ 1,143,516	\$ 1,246,318
TOTAL APPROPRIATIONS	\$ 6,074,813	\$ 6,328,501	\$ 6,604,503

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 Self Insurance Fund of the City of New Braunfels is used to account for the employee insurance benefits program. Revenue into the fund comes from insurance premiums paid by the City, employees and retirees. Expenses include: third-party administration; the cost of stop/loss insurance; and actual claims expenses paid for medical (to include prescription), dental and vision services. The employee's medical, vision, dental, accidental death and dismemberment and life insurance become effective the first day of full-time employment. Employees must contribute to the cost of coverage for themselves and their dependents for medical, dental and vision, and they have the option of paying the full cost for themselves and/or for their dependents for other supplementary cafeteria plan benefits offered such as health and dependent care accounts, short term disability, accident and cancer insurance, universal and term life policies and other similar programs.

The City is self insured for medical, dental and vision insurances provided to employees. This means that the City pays a per employee per month premium from all funds that pay for employees including the general and enterprise funds into this Self Insurance Fund. The fund then uses that revenue to pay actual claims costs, administrative expenses and stop/loss insurance premiums. 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 City's wellness programs to further promote employee's health and well-being. In addition, this fund pays the cost of the Employee Assistance Program and other preventive measures such as vaccinations and flu shots.

Appropriations:

	FY 2012-13 <u>Actual</u>	FY 2012-13 <u>Estimate</u>	FY 2014-15 <u>Budget</u>
Employee Expenses	\$5,205,031	\$5,154,985	\$5,323,185
Operation Expenses	55,360	30,000	35,000
<i>Total Appropriations</i>	\$5,260,391	\$5,184,985	\$5,358,185

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. With the exception of FY 2009-10, the City of New Braunfels has not experienced these types of increased costs. Prior to plan year October 2009 through September 2010, the City of New Braunfels and its employees had effectively managed medical services costs and claims and, therefore, avoided large increases in costs and premiums (both paid by the City and the employees).

Unfortunately, as stated, claims in plan year 2009-10 increased significantly; the total cost for claims and administrative expenses for FY 2009-10 was 31 percent higher than FY 2008-09. This was the result of multiple factors: increases in large claims by individuals, overall increased utilization and rising medical costs. In addition, staff believes the uncertainty caused by the health care/insurance legislative reform being formulated at that time also impacted the claims expenses in that year. Since FY 2009-10, the City's claims expenses have held steady or risen (but below the market's average experience for increased medical costs) – at a lower level than that extraordinary year. This is due in part to changes in plan design and part from plan utilization.

As a result of the higher than originally budgeted claims costs in FY 2009-10, the City had to utilize a significant portion of the reserves within the Self Insurance Fund to pay claim expenditures. Building the reserve back to the 25 percent level has taken a multiyear strategy. The FY 2010-11 Adopted Budget included a \$500,000 transfer into the Self Insurance Fund to begin to address the fund balance shortfall. The FY 2011-12 Adopted Budget once again provided a transfer from the General Fund into the Self Insurance Fund of \$400,000. Since FY 2011-12, no lump sum transfers have been made from General Fund to support the Self Insurance Fund. Plan design changes and premium increases have been used to restore the fund's financial integrity. In FY 2014-15, the fund balance is budgeted at 23.6 percent of total expenditures.

Expenditures in FY 2013-14 are estimated to actually decrease in comparison to what was actually spent in FY 2012-13. In FY 2014-15, expenditures are projected to increase 3.3 percent in comparison to the FY 2013-14 estimates. The City's benefit consultants are projecting that claims expenditures would increase by 8.5 to 10 percent overall in FY 2014-15 with no plan design changes. However, proposed changes to the plan are anticipated to mitigate if not eliminate any overall cost increases for claims.

Changes in the City's employee medical insurance program have been made and need to continue over the next several years to keep the plan sustainable, the fund healthy, and bring the plan more in line with the market. Plan design changes being proposed for FY 2014-15 are part of a three year strategy, beginning in FY 2014-15, to modify the City's overall health program in anticipation of and in response to health care reform and continued increase in overall medical costs. Staff and the consultants are working together on finalizing the details of the strategy. However, the strategy will focus on achieving the following goals:

- Complying with existing and new legislation relating to health care reform
- Plan value and design comparable with the market
- Adding a consumer driven health plan
- Managing the financial impact to employer and employee regarding increased costs/premiums
- Exploring joint partnerships with other entities in an effort to reduce claim expenditures (i.e. contract directly with a local clinic or urgent care provider)
- Exploring healthy living incentives (for example, creating a premium differential between smokers and non smokers)

Wellness: In FY 2013-14, staff has initiated an internal wellness effort focused around exercise classes, walking clubs, weight management, etc. To continue building this program, staff is pursuing partnerships with local wellness providers, reviewing additional wellness initiatives, and looking at ways to further tie incentives for good health with reductions in health care costs to the employee, thus reducing costs to the City.

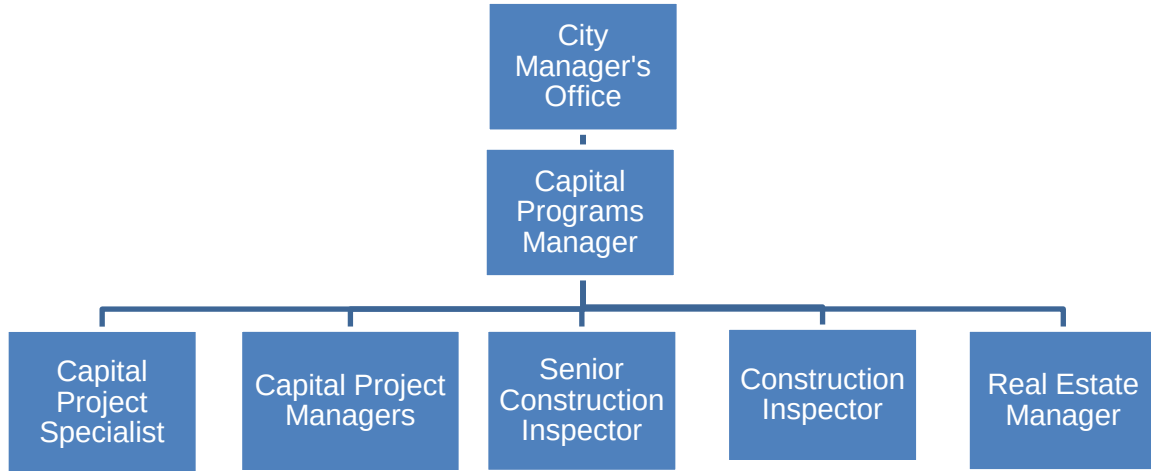
Employee Assistance Program and other wellness efforts: In January 2006, the City began offering an Employee Assistance Program. It provides counseling and referral services for employees and their dependents on a voluntary basis. The response to this program has continued to be positive both from the employees' and the City's perspectives. The FY 2014-15 Budget continues funding this program at an annual cost of \$22,000.



Capital Improvement Funds



Public Works – 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.

City-wide Strategic Plan

Strategic Priority: Effective Management

Long Term Objective: Provide effective project management

- Action Item: Improve Communication with Council and the community regarding CIP process and projects.
 - ❖ Council workshops held throughout the year on 2013 bond projects. Capital Project Status Report now included in monthly financial report to City Council.

Strategic Priority: Effective Management

Long Term Objective: Provide effective project management

- Action Item: Identify and work to acquire the human and financial resources needed to implement capital projects.

- ❖ Actively working on implementing recommendations provided in third party review of capital program management.

Strategic Priority: Effective Management

Long Term Objective: Provide effective project management

- Action Item: Enhance the process for acquiring professional services to effectively implement the CIP program.
 - ❖ Currently implementing strategies to acquire professional services related to alternative project delivery methods including Construction Manager at Risk.

<i>Performance Measures:</i>			
	FY 2012-13	FY 2013-14	FY 2014-15
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<i>Capital Programs</i>			
Percentage of capital project construction completed on budget and on time	N/A	100%	100%
Percentage of real estate parcels acquired on time and within budget	N/A	100%	100%
Percentage of routine real estate requests for action completed within two business days	N/A	90%	90%
Number of leases managed per fiscal year	17	30	23

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 issued approximately \$154 million in debt since 2004. When combined with the remaining issuances associated with the bond program, the City has a significant obligation to deliver the associated projects with these debt issuances. 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, all salary and benefit costs associated with the staff is funded from available capital funds. All appropriations for this divisions' costs are included in the various capital improvement funds in this section.

Authorized Positions:

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
<i>Capital Programs</i>			
Capital Programs Manager	1	1	1
Capital Project Manager	2	3	3
Capital Project Specialist	1	1	1
Construction Inspector	0	1	1
Real Estate Manager*	1	1	1
Senior Construction Inspector	<u>1</u>	<u>1</u>	<u>1</u>
<i>Total Authorized Positions</i>	6	8	8

- * 30 percent of the employee expenses for the Real Estate Manager are funded in the General Fund to represent the administrative and non-capital related real estate functions that remain a component of this position's responsibilities.

Policy Consideration:

In FY 2013-14, the first \$14.5 million of the \$86 million in general obligation bonds approved by the voters in 2013 were issued. In FY 2014-15, a second issuance is anticipated of approximately \$15.3 million. The issuance amounts are based on a cash flow schedule established by the Capital Programs Division and the City Manager's Office. The schedule allows for the City to issue the bonds when they are needed rather than all up front. The chart on the following page reflects the current schedule and remaining amount of unissued bond funds for the remainder of the program.

City of New Braunfels
2013 General Obligation Bond Fund
Projected Issuance Schedule

Fund: 350

	Bond Issuance Year One	Bond Issuance Year Two	Total Bond Appropriation FY 2014-15 Budget	Authorized but not issued bonds	Total Project and Proposition Funding
Appropriations:					

Available Funds

General Obligation Bond Proceeds	\$ 14,500,000	\$ 15,290,500	\$ 29,790,500	\$ 56,209,500	\$ 86,000,000
Interfund Transfer - Roadway Impact Fees	-	-		1,500,000	1,500,000
Interest Income		20,000	20,000	-	20,000
TOTAL AVAILABLE FUNDS	\$ 14,500,000	\$ 15,310,500	\$ 29,810,500	\$ 57,709,500	\$ 87,520,000

APPROPRIATIONS

Proposition 1 - Streets

Klein Road Reconstruction	\$ 2,125,000	\$ 645,500	\$ 2,770,500	\$ 8,760,500	\$ 11,531,000
Rueckle Road Reconstruction	365,000	325,500	690,500	2,077,500	2,768,000
Solms/Morningside Drive Reconstruction	2,285,000	2,697,000	4,982,000	7,614,000	12,596,000
Citywide street improvements	2,000,000	2,000,000	4,000,000	6,000,000	10,000,000
Subtotal - Proposition 1	\$ 6,775,000	\$ 5,668,000	\$ 12,443,000	\$ 24,452,000	\$ 36,895,000

Proposition 2 - Drainage

Alves Lane Improvements	\$ 1,370,000	\$ 722,500	\$ 2,092,500	\$ 5,737,500	\$ 7,830,000
Blieders Creek watershed improvements	441,000	476,000	917,000	7,640,000	8,557,000
Live Oak/Katy Street Improvements	335,000	1,030,000	1,365,000	3,224,000	4,589,000
Panther Canyon erosion control	84,000	340,000	424,000	-	424,000
Wood/Landa Street preliminary design	619,000	700,000	1,319,000	1,381,000	2,700,000
Subtotal - Proposition 2	\$ 2,849,000	\$ 3,268,500	\$ 6,117,500	\$ 17,982,500	\$ 24,100,000

Proposition 3 - Parks

Community Recreation Center	\$ 1,130,000	\$ 1,317,500	\$ 2,447,500	\$ 13,244,500	\$ 15,692,000
Land Acquisition - Sports Complex	2,200,000	300,000	2,500,000	-	2,500,000
Morningside Park Development	420,000	580,000	1,000,000	-	1,000,000
Dry Comal Hike & Bike Trail	403,000	-	403,000	-	403,000
Subtotal - Proposition 3	\$ 4,153,000	\$ 2,197,500	\$ 6,350,500	\$ 13,244,500	\$ 19,595,000

Proposition 4 - Economic Development

CTTC expansion	\$ 530,000	\$ 3,470,000	\$ 4,000,000	\$ -	\$ 4,000,000
Subtotal - Proposition 4	\$ 530,000	\$ 3,470,000	\$ 4,000,000	\$ -	\$ 4,000,000

Total Projects	\$ 14,307,000	\$ 14,604,000	\$ 28,911,000	\$ 55,679,000	\$ 84,590,000
Prop 1 -Contingencies/Capital Project Staff	55,000	477,500	532,500	1,072,500	1,605,000
Prop 2 -Contingencies/Capital Project Staff	91,000	127,500	218,500	681,500	900,000
Prop 3 -Contingencies/Capital Project Staff	47,000	101,500	148,500	276,500	425,000
TOTAL APPROPRIATIONS	\$ 14,500,000	\$ 15,310,500	\$ 29,810,500	\$ 57,709,500	\$ 87,520,000

Fund: 304

APPROPRIATIONS	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds

Available Funds

Proceeds from Debt Issuance	\$ 26,000,000	\$ 26,000,000	\$ -
Miscellaneous and Contributions	68,959	68,959	-
Intergovernmental Revenue		-	-
Interest Income	4,100,909	4,051,436	49,473
TOTAL AVAILABLE FUNDS	\$ 30,169,868	\$ 30,120,395	\$ 49,473

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		825,664		777,664
Churchill Drainage Project		4,627,661		48,000
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. - Amenitites		173,747		173,747
Street Maintenance Projects				
2004 Projects				
Phase 1		298,332		298,332
Phase 2		435,559		435,559
Phase 3		349,802		349,802

City of New Braunfels
Fund: 304
**2004 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015**

APPROPRIATIONS - Continued	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
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	29,002,593	28,954,593	48,000
Real Estate Manager	138,438	138,438	-
Engineering Staff	134,149	134,149	-
Interfund Transfers	894,688	893,215	1,473
TOTAL APPROPRIATIONS	\$ 30,169,868	\$ 30,120,395	\$ 49,473

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 Blieders Creek detention pond, Blieders 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 re-prioritized 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. This fund will be closed out in FY 2014-15.

APPROPRIATIONS - Continued	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
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	825,664	777,664	48,000
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	-
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	29,002,593	28,954,593	48,000
Real Estate Manager	138,438	138,438	-
Engineering Staff	134,149	134,149	-
Interfund Transfers	894,688	893,215	1,473
TOTAL APPROPRIATIONS	\$ 30,169,868	\$ 30,120,395	\$ 49,473

Program Justification and Fiscal Analysis:

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. Low-lying areas of the watershed are prone to flooding and the project confines the 100-year flood plain to City right-of-way. A feasibility analysis was completed that included a detailed investigation of eight alternatives. The selected alternative included significant channel modifications to the existing South Tributary conveyance system and the construction of a regional detention basin. The budgeted cost for the project in the FY 2008-09 Budget was \$11,228,500. With the very favorable construction market, the bids for the project came in considerably under this estimated amount, which allowed the City to reduce the budget to the current \$8,112,733. Of that amount, \$4,284,319 is funded in the 2004 Certificates of Obligation, with the remainder (\$3,828,414) 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.

The drainage channel is completed; therefore, the City will incur new operating costs to maintain and mow the area. The FY 2014-15 Adopted Budget has allocations for this and other drainage area maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

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. A significant number of residential and commercial properties within the watershed are currently within the 100-year floodplain. The North Tributary floodplain was studied in detail through a Federal Emergency Management Agency (FEMA) Flood Insurance Study. The study was intended to identify the known risks associated with flooding within New Braunfels and to update floodplain maps. In an effort to reduce the identified risk, the original project included a regional off-line detention pond along the North Tributary. The project scope was later revised to include channelization because the property being considered for the detention pond was commercially developed. 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 \$7,152,682. The 2004 Certificates of Obligation funded \$825,664 which allocated \$761,360 for professional services and \$64,304 for right-of-way acquisition. The 2008 Certificates of Obligation funded additional right-of-way and construction costs of \$544,361 and the 2011 Certificates of Obligation fund \$6,376,524 including \$5,567,699 for the cost of construction, \$704,828 for additional right-of-way costs, \$90,400 for professional services and \$13,597 for in-house staff working on this project. Design was completed in FY 2009-10, construction bids were received in FY 2010-11 and the Army Corp of Engineers gave approval to begin construction in July 2011. This project construction is working toward completion.

When these facilities are accepted by the City, operating costs will increase due to the additional costs needed to keep the drainage channels free of debris and vegetation. Other additional future operating costs will include the maintenance of the actual structures. The cost is expected to be similar to that for the South Tributary flood control project (described above). Funds for the maintenance will be included in the future budgets.

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. The total project cost for this first phase was \$5.47 million with additional funding coming from the City's Streets and Drainage Fund (now a closed fund). Funding for the second phase of this project has not been identified.

The FY 2014-15 operating budget continues to fund maintenance costs for this drainage improvements driven by the need to keep the drainage channels free of debris and vegetation and for the maintenance of the actual structures.

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 City has long recognized a significant nuisance and drainage issue affecting the homeowners along Katy Street and Mesquite Avenue. The drainage system significantly reduces the flooding potential by collecting and passing 100-year storm events. The project bid in July 2008 at a total construction cost of \$871,161 and was completed in June 2009. 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 \$1,149,211 (including \$1,000 for right-of-way acquisition) funded in the 2007 Certificates of Obligation.

The FY 2014-15 Adopted Budget has continued appropriations for this and other drainage area maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

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 2007 Certificates of Obligation.

The FY 2014-15 Adopted Budget continues to have additional appropriations for the maintenance of this project.

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 consisted of upgrading and straightening the roadway's geometry to allow it to efficiently and effectively function as a collector. In addition, the project corrected the majority of existing cross drainage issues and added a traffic signal at the intersection of Gruene Road and Common Street. 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).

The FY 2014-15 Adopted Budget continues to have additional appropriations for the maintenance of this project.

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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years. After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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 and, therefore, required storm drain improvements as well. The street is a critical element for north-south travel from County Line Road to Klein Road and is important to the school district to serve a new campus. 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 and the General Fund which paid for some of the engineering costs (\$258,680) for a total project cost of \$6,847,403. The project began construction in FY 2007-08, and street construction was fully completed in early 2009 with the part serving the school completed in time for opening day.

The project also included \$174,880 in the 2004 Certificates of Obligation to fund enhancements and amenities to this road improvement that funded additional landscaping and irrigation. This portion of the project was completed in FY 2012-13.

The additional operating costs for maintenance of landscaping on this new roadway are included in the FY 2014-15 Budget. In addition, street maintenance costs will decrease slightly in the short term because new roads require less maintenance for the first five to seven years. After this time, street maintenance costs will begin to climb.

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 projects and was used to select and schedule projects and for 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: Gruene Road from Loop 337 to Torrey Street; Torrey Street from Union Avenue to Elizabeth Avenue; Belmont Drive from Brockton to cul-de-sac; Belmead Drive from Bellaire to Briar bend; and Bellaire from Belmead Drive to Broadmoor. The project was completed in FY 2009-10. This project has a total budget of \$874,697.

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 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 included construction of Old FM 306 from Common St. to FM 306. The project was completed in FY 2008-09 with a total cost of \$598,629.

The Phase 3 2006 street improvement project included construction on Mesquite Avenue from Katy Street to W. San Antonio Street, Mill Street from Mesquite Avenue to Chestnut Avenue and Chestnut Avenue from Mill Street to West San Antonio Street. The project was completed in FY 2008-09 with a total project cost of \$1,103,000 funded from the 2004 Certificates of Obligation.

These road improvements, in the short term, reduce the operating costs for maintenance and repair of these stretches of pavement. After the first five to seven years, maintenance costs for these roads are expected to increase. The FY 2014-15 Budget includes additional funding for the road improvements that were installed in the last five to seven years.

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 FY 2008-09 and in FY 2009-10, the Real Estate Manager was fully funded (\$138,181) from the 2004 Certificates of Obligation as this position worked on property acquisition for the Walnut Avenue Widening project. As the City's needs continue to diversify, the funding for this position is changing. For FY 2014-15, the cost of this position will be funded in the General Fund (30 percent) and capital improvement funds (70 percent).

Capital Project Staff

The FY 2014-15 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, a portion of the salary and benefit costs of some of the Engineering Division staff have been charged to the capital improvement funds. In the past, a portion of these staff costs were funded through the 2004 Certificates of Obligation at a total cost of \$134,149. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

Interfund Transfers

In FY 2014-15, \$1,473 will be transferred out of the 2004 Certificates of Obligation to the 2013 Certificates of Obligation to close out this fund

Fund: 307

Appropriations	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds

Available Funds

Proceeds from Debt Issuance	\$ 17,654,242	\$ 17,654,242	\$ -
Interest Income	595,655	552,809	42,846
Miscellaneous	142,223	142,223	-
Interfund Transfers	72,344	25,056	47,288

TOTAL AVAILABLE FUNDS	\$ 18,464,464	\$ 18,374,330	\$ 90,134

APPROPRIATIONS

Projects

Gruene Bridge Replacement - ROW and Constr	\$	521,100	\$	521,100	\$	-
Walnut Ave. Widening - Engineering		890,000		890,000		-
Walnut Ave. Extension to Klein Rd. Engineering		1,943,153				
Construction		867,391		867,391		-
		1,075,762		1,075,762		-
Katy/Mesquite Drainage Engineering		47,068				
		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)		104,084		104,084		-
Landa Park Bathhouse		229,304		229,304		-
Landa Park Restrooms Improvements - Construction		36,943		36,943		-
Park Land Purchases and Improvements		4,670,573				
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		346,990		346,990		-
West Loop Park Site Work/Environmental		21,297		21,297		-

Appropriations (continued)	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Main Plaza Improvements	238,552	238,552	-
Cemetery Walls - Design	321,224	321,224	-
Eikel Park Playground	50,500	50,500	-
Prince Solms Improvements	56,569	56,569	-
Airport Runway/Taxiway Improvements			
Engineering	28,457	28,457	-
Airport Business Plan	83,367	83,367	-
Airport Hanger Apron and Taxiway (match for TXDOT project)	89,577	89,577	-
Underground Utilities - Airport Runway	90,459	90,459	-
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	1,074,236	1,074,236	-
Hoffman Park Improvements	49,000	49,000	-
Fire Stations Improvements	378,850	288,716	90,134
Fire Station #6 - Construction and Equipment	2,683,714	2,683,714	-
Drainage Improvements	371,281	371,281	-
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	837,334	837,334	-
Fredericksburg Fields Bleachers	16,076	16,076	-
Landa Playground Improvements	407,352	407,352	-
HEB Soccer Complex Improvements	607,562	607,562	-
County Line Trail Parking Lot	67,099	67,099	-
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	\$ 18,188,031	\$ 18,097,897	\$ 90,134
Debt Issuance Cost	261,233	261,233	-
Engineering Staff	15,200	15,200	-
TOTAL APPROPRIATIONS	\$ 18,464,464	\$ 18,374,330	\$ 90,134

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/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Gruene Bridge Replacement - ROW and Constr	\$ 521,100	\$ 521,100	\$ -
Walnut Ave. Widening - Engineering	890,000	890,000	-
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)	104,084	104,084	-
Landa Park Bathhouse	229,304	229,304	-
Landa Park Restrooms Improvements - Construction	36,943	36,943	-
Park Land Purchases and Improvements	4,670,573		
Fisher Park Land	2,284,078	2,284,078	-
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Main Plaza Improvements	238,552	238,552	-
Cemetery Walls - Design	321,224	321,224	-
Eikel Park Playground	50,500	50,500	-
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Appropriations	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
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Airport tractors and gator	185,103	185,103	-
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Total Projects	\$ 18,188,031	\$ 18,097,897	\$ 90,134
Debt Issuance Cost	261,233	261,233	-
Engineering Staff	15,200	15,200	-
TOTAL APPROPRIATIONS	\$ 18,464,464	\$ 18,374,330	\$ 90,134

Program Justification and Fiscal Analysis:

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. The City Council adopted a resolution in support of the project on July 14, 2003, agreeing to pay 10 percent of the construction cost and to acquire the right-of-way. Total City costs amounted to \$558,321, with \$521,100 funded in the 2007 Certificates of Obligation and the remaining from the City's General Fund (\$37,221). The FY 2014-15 Budget includes funding to maintain this bridge.

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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years. After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation

system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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 and, therefore, required storm drain improvements as well. The street is a critical element for north-south travel from County Line Road to Klein Road and is important to the school district to serve a new campus. 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 and the General Fund which paid for some of the engineering costs (\$258,680) for a total project cost of \$6,847,403. The project began construction in FY 2007-08, and street construction was fully completed in early 2009 with the part serving the school completed in time for opening day.

The project also included \$174,880 in the 2004 Certificates of Obligation to fund enhancements and amenities to this road improvement that funded additional landscaping and irrigation. This portion of the project was completed in FY 2012-13.

The additional operating costs for maintenance of landscaping on this new roadway are included in the FY 2014-15 Budget. In addition, street maintenance costs will decrease slightly in the short term because new roads require less maintenance for the first five to seven years. After this time, street maintenance costs will begin to climb.

Katy Street / Mesquite Avenue Drainage Improvements

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 City had long recognized a significant nuisance and drainage issue affecting the homeowners along Katy Street and Mesquite Avenue. The drainage system significantly reduces the flooding potential by collecting and passing 100-year storm events. The project bid in July 2008 at a total construction cost of \$871,161 and was completed in June 2009. 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 \$1,149,211 (including \$1,000 for right-of-way acquisition) funded in the 2007 Certificates of Obligation.

The FY 2014-15 Adopted Budget has continued appropriations for this and other drainage area maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

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 \$171,471 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.

Highway 46 will remain a TxDOT maintained roadway; therefore, most of these improvements will not affect the City's operating costs. The City will have costs associated with traffic signal maintenance since the population has reached 50,000. The City must now maintain traffic signals that TxDOT formerly managed. The FY 2014-15 Budget provides funding for traffic signal maintenance throughout the City, including those signals on Highway 46 inside the City limits.

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 expended 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 2014-15 Budget includes funds to maintain this hike and bike trail.

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 \$384,397 and right-of-way acquisition costs of \$158,670 for a total of \$543,067 are funded in the 2011 Certificates of Obligation. Total project cost is \$663,067. This project was completed in FY 2012-13. The FY 2014-15 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.

Street Improvement Projects

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 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.

These road improvements will, in the short term, reduce the operating costs for maintenance and repair of these stretches of pavement. After the first five to seven years, maintenance costs for these roads are expected to increase. FY 2014-15 funds all maintenance costs for this project.

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

\$104,084 of the total project cost, the 2008 Certificates of Obligation will fund \$3,329 and the 2011 Certificates of Obligation will fund \$641,911 for a total project budget of \$749,324. The project will be completed in the fall of FY 2014-15.

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 Parks Capital Improvements Fund (described below) contributed \$271,382 of the total cost of \$500,686. This project has, in the short term, reduced operating expenditures as the new facility requires less maintenance than the old structure; however, maintenance costs are included in the FY 2014-15 Budget.

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.

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. This project has, in the short term, reduced operating expenditures as the new facility requires less maintenance than the old structure; however, maintenance costs are included in the FY 2014-15 Budget.

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 \$3,373,844. The debt service associated with this expense will be funded by the New Braunfels Industrial Development Corporation. The 2013 Certificates of Obligation include \$5,200,000 for the remaining construction cost funding. The total expected construction cost of Fischer Park is \$8,573,844. When finished, the park will include a nature center, a planetarium, trails, playgrounds and other park facilities.

The FY 2014-15 Adopted Budget has additional appropriations for this and other open space areas' maintenance to fund the additional costs to control vegetation. Once completed, new staff will be needed to provide maintenance and upkeep at the park. The FY 2014-15 Budget addresses these staffing requirements.

Riverfront Properties

The City currently owns property along the Guadalupe River (near the New Braunfels Library) that flooded in the last major flood event. 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 \$1,161,661 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 net cost to the City was \$306,144.

The FY 2014-15 Adopted Budget has additional appropriations for this and other open space areas' maintenance to fund the additional costs to control vegetation.

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 \$429,612 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.

The FY 2014-15 Parks and Recreation budget includes additional funds for utilities (electricity for pumps and water charges) for the increased water use by the irrigation system.

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 \$554,290 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. \$981,623 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 \$4,515,000 provided. The total project funding is \$6,050,913.

The FY 2014-15 operating budget will not be impacted by this project. After this project is completed, operating costs are expected to decrease due to elimination of the soil erosion issues. The walls and the dam will need future maintenance but not for the first three to five years.

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.

The first phase of the park is currently under construction. City staff will assume maintenance of the park grounds and facilities as they are completed. In FY 2014-15, resources are available to maintain the park once construction is complete.

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.

The FY 2014-15 operating costs will continue at the same level of maintenance as a result of these improvements.

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 (\$321,224) 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 (\$29,943) and the Parks Improvement Fund (\$15,537) will provide the remaining funding needed for the project.

The FY 2014-15 will experience a reduction of maintenance cost 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 2014-15 operating budget includes maintenance funding for these projects.

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 \$28,457 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 2014-15 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 \$90,459. TxDOT also extended a grant in the amount of \$50,000 to fully fund this project. The FY 2014-15 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. In the longer term, maintenance costs will increase slightly to keep this equipment in good working order and those costs are included in the FY 2014-15 Budget.

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 2014-15 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.

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 2014-15 Budget already includes funds to maintain this park facility.

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 \$1,074,236 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 2014-15 Budget.

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 2014-15 operating budget includes funds for maintenance and upkeep of this facility.

Fire Stations Design and Improvements

The Central Fire Station (Station #1) needs repairs and upgrades. In addition, 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 provided that expansion of service. The 2007 Certificates of Obligation include \$378,850 to provide funding for design and some other costs related to completion of Fire Station #4. The remaining funding will be utilized for Fire Station #1 improvements as well as Fire Station #2 and #7 design since these two facilities will be very similar. The 2009 Certificates of Obligation provide another \$489,115 and the 2012 Certificates of Obligation provide another \$54,694 for these remaining projects. A total of \$633,943 is available for fire station development and improvements.

Additional personnel and equipment for Fire Station #4 were authorized in late FY 2011-12 and have been included and fully funded in the FY 2014-15 Budget. Additionally, the FY 2014-15 Budget includes all other operating expenditures associated with the new fire station such as utilities and maintenance. Staff for the new fire station costs approximately \$1.3 million annually.

Fire Station #6

Construction of the new Fire Station #6 was completed in September 2008. \$2,683,714 million 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.

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 2014-15 Budget has additional appropriations for new drainage areas' maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

New Braunfels Industrial Development Corporation (NBIDC) Funded Projects

The New Braunfels Industrial Development Corporation funded the debt service associated with \$2.5 million of the 2007 Certificates of Obligation issue. The board of that corporation worked with the City to determine the parks improvement projects to complete with that funding. The following describes those projects.

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 \$240,000 (in addition to the \$40,310) to complete necessary repairs to the springfed pool. These additional funds are also supported by the NBIDC.

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 \$837,564 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 (\$6.9 million) as well as funding some improvements to the clubhouse.

During FY 2013-14 while 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). In FY 2014-15, when the course reopens, operating costs will increase significantly but course revenues are expected to cover those costs. In the first two years, should funding be needed to cover debt service, the NBIDC will provide additional funding.

Fredericksburg Fields Bleachers: Existing bleachers at Fredericksburg Fields were dilapidated and beginning to warp and break, which created safety hazards. Funding of \$16,076 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.

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 funding 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 2014-15 Budget.

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 \$607,562 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 (\$195,000) and another field (\$194,547) was added in FY 2013-14. In addition to the funding in the 2007 Certificates of Obligation, \$357,000 is included in the 2012 certificates of obligation to complete these improvements.

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 \$67,099, 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 2014-15 Budget.

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 budget already includes funds to maintain this park facility.

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.

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.

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.

City of New Braunfels
2008 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015

Fund: 308

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds

Available Funds

Proceeds from Debt Issuance	\$ 16,400,409	\$ 16,400,409	\$ -
Interest Income	158,052	-	158,052
Donations, Contributions and Grants	262,500	262,500	-
Reimbursements	164,924	56,686	108,238
Miscellaneous	74,330	-	74,330
Interfund Transfers	28,186	-	28,186
TOTAL AVAILABLE FUNDS	\$ 17,088,401	\$ 16,719,595	\$ 368,806

APPROPRIATIONS

Projects

Fire Apparatus	\$ 1,970,645	\$ 1,970,645	\$ -
Walnut Avenue Widening - Segment 1	1,623,726		
Right-of Way Acquisition	1,428,726	1,428,726	-
Engineering Services	195,000	195,000	-
Walnut Ave. Widening Segments 2 & 3	686,313	686,313	-
Right-of Way Acquisition	8,475	8,475	-
Engineering Services	677,838	677,838	-
South Tributary Drainage Improvement - Construction	3,828,414	3,828,414	-
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)	3,329	3,329	-
Gruene Rd - Business 35 to Post Rd.	72,174	72,174	-
Railroad Quiet Zones	1,339,000		
Engineering	347,000	341,860	5,140
Construction	992,000	992,000	-
Municipal Facilities property acquisition	907,002	907,002	-
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	987,406	987,406	-
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	-

Total Projects	\$ 16,544,303	\$ 16,175,497	\$ 368,806
Debt Issuance Expense	242,811	242,811	-
Engineering Staff	301,287	\$ 301,287	-
TOTAL APPROPRIATIONS	\$ 17,088,401	\$ 16,719,595	\$ 368,806

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.

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Fire Apparatus	\$ 1,970,645	\$ 1,970,645	\$ -
Walnut Avenue Widening - Segment 1	1,623,726		
Right-of Way Acquisition	1,428,726	1,428,726	-
Engineering Services	195,000	195,000	-
Walnut Ave. Widening Segments 2 & 3	686,313	686,313	-
Right-of Way Acquisition	8,475	8,475	-
Engineering Services	677,838	677,838	-
South Tributary Drainage Improvement -			
Construction	3,828,414	3,828,414	-
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)	3,329	3,329	-
Gruene Rd - Business 35 to Post Rd.	72,174	72,174	-
Railroad Quiet Zones	1,339,000		
Engineering	347,000	341,860	5,140
Construction	992,000	992,000	-
Municipal Facilities property acquisition	907,002	907,002	-
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	987,406	987,406	-
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	-
Total Projects	\$ 16,544,303	\$ 16,175,497	\$ 368,806
Debt Issuance Expense	242,811	242,811	-
Engineering Staff	301,287	\$ 301,287	-
TOTAL APPROPRIATIONS	\$ 17,088,401	\$ 16,719,595	\$ 368,806

Program Justification and Fiscal Analysis:

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 include an additional \$478,126 in funding for that engine's purchase. This equipment has been in service for more than three fiscal years; therefore, the maintenance and operating costs are already reflected in the FY 2014-15 operating 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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years.

After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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. Low-lying areas of the watershed are prone to flooding and the project confines the 100-year flood plain to City right-of-way. A feasibility analysis was completed that included a detailed investigation of eight alternatives. The selected alternative includes significant channel modifications to the existing South Tributary conveyance system and the construction of a regional detention basin. The budgeted cost for the project in the FY 2008-09 Budget was \$11,228,500. With the very favorable construction market, the bids for the project came in considerably under this estimated amount, which has allowed the City to reduce the budget to the current \$8,112,733. Of that amount, \$4,284,319 is funded in the 2004 Certificates of Obligation, with the remainder (\$3,828,414) 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.

The drainage channel is completed; therefore, the City will incur new operating costs to maintain and mow the area. The FY 2014-15 Adopted Budget has additional appropriations for this and other drainage area maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

Walnut Avenue Extension to Klein Road

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 and, therefore, required storm drain improvements as well. The street is a critical element for north-south travel from County Line Road to Klein Road and is important to the school district to serve a new campus. 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 and the General Fund which paid for some of the engineering costs (\$258,680) for a total project cost of \$6,847,403. The project began construction in FY 2007-08, and street construction was fully completed in early 2009 with the part serving the school completed in time for opening day.

The project also included \$174,880 in the 2004 Certificates of Obligation to fund enhancements and amenities to this road improvement that funded additional landscaping and irrigation. This portion of the project was completed in FY 2012-13.

The additional operating costs for maintenance of landscaping on this new roadway are included in the FY 2014-15 Budget. In addition, street maintenance costs will decrease slightly in the short term because new roads require less maintenance for the first five to seven years. After this time, street maintenance costs will begin to climb.

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 2014-15 Budget has additional appropriations for new drainage areas' maintenance to fund the additional costs to keep the drainage channels free of debris and vegetation.

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. A significant number of residential and commercial properties within the watershed are currently within the 100-year floodplain. The North Tributary floodplain was studied in detail through a Federal Emergency Management Agency (FEMA) Flood Insurance Study. The study was intended to identify the known risks associated with flooding within New Braunfels and to update floodplain maps. In an effort to reduce the identified risk, the original project included a regional off-line detention pond along the North Tributary. The project scope was later revised to include channelization because the property being considered for the detention pond was commercially developed. 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 \$7,152,682. The 2004 Certificates of Obligation funded \$825,664 which allocated \$761,360 for professional services and \$64,304 for right-of-way acquisition. The 2008 Certificates of Obligation funded additional right-of-way and construction costs of \$544,361 and the 2011 Certificates of Obligation fund \$6,376,524 including \$5,567,699 for the cost of construction, \$704,828 for additional right-of-way costs, \$90,400 for professional services and \$13,597 for in-house staff working on this project. Design was completed in FY 2009-10, construction bids were received in FY 2010-11 and the Army Corp of Engineers gave approval to begin construction in July 2011. This project construction is working toward completion.

When these facilities are accepted by the City, operating costs will increase due to the additional costs needed to keep the drainage channels free of debris and vegetation. Other additional future operating costs will include the maintenance of the actual structures. The cost is expected to be

similar to that for the South Tributary flood control project (described above). Funds for the maintenance will be included in the future budgets.

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 \$104,084 of the total project cost, the 2008 Certificates of Obligation will fund \$3,329 and the 2011 Certificates of Obligation will fund \$641,911 for a total project budget of \$749,324. The project will be completed in the fall of FY 2014-15.

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. Construction is not currently funded and is estimated at \$750,000. This project will not impact the FY 2014-15 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 \$1,339,000, with \$347,000 of the total budget allocated for engineering and \$992,000 for phase I construction funded with FY 2008 Certificates of Obligation. The FY 2012 Certificates of Obligation fund Phase II Construction costs at \$1,100,000. The total project budget is \$2,439,000

Some of the quiet zone infrastructure has been completed, requiring maintenance and repair in some instances. These costs are budgeted in the FY 2014-15 operating budget.

Municipal Facilities Property Acquisition

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 \$907,002. 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 2014-15 Budget.

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.

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.

This new roadway will, in the next three to five years, increase operating expenditures for costs related to street maintenance.

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.

This new roadway will, in the next three to five years, increase operating expenditures for costs related to street maintenance.

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 2014-15 operating budget as design is not yet completed. The budget already incorporates the cost of vegetation maintenance. Once the facility becomes operational, the City's operating budget will need to increase to fund utility expenses as well as other maintenance and upkeep requirements.

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 \$171,471 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.

Highway 46 will remain a TxDOT maintained roadway; therefore, most of these improvements will not affect the City's operating costs. The City will have costs associated with traffic signal maintenance since the population has reached 50,000. The City must now maintain traffic signals that TxDOT formerly managed. The FY 2014-15 Budget provides funding for traffic signal maintenance throughout the City, including those signals on Highway 46 inside the City limits.

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 \$987,406 included in the 2008 Certificates of Obligation augments the General Fund funding included annually in the budget for street maintenance and repair. The \$984,406 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.

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.

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.

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.

The FY 2014-15 operating budget for Public Works includes resources to maintain this new pedestrian bridge. City crews provide the necessary maintenance.

Capital Project Staff

The FY 2014-15 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 were funded through the 2008 certificates of obligation at a total cost of \$301,287. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

City of New Braunfels
2009 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015

Fund: 309

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Available Funds

Proceeds from Debt Issuance	\$ 9,564,480	\$ 8,746,589	\$ 817,891
Intergovernmental Revenue	292,703	292,703	-
Interest Income	38,241	-	38,241
TOTAL AVAILABLE FUNDS	\$ 9,895,424	\$ 9,039,292	\$ 856,132

APPROPRIATIONS

Projects

Human Resources/Finance Software System	\$ 200,000	\$ 157,605	\$ 42,395
Public Works Equipment	399,007	399,007	-
Computer Aided Dispatch Software System (CAD/RMS)	1,134,705	1,090,282	44,423
Parks and Recreation Equipment	178,925	178,925	-
Fire Station Improvements - Station #1 and Design #2 and #7	489,115		489,115
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	285,349	285,349	-
Police Vehicles	120,843	120,843	-
Police Department Facility Improvements	300,000	57,801	242,199
Boathouse improvements and boats	6,450	6,450	-
Irrigation system - Business 35	38,000		38,000
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	-

Total Projects	\$ 9,625,658	\$ 8,769,526	\$ 856,132
Debt Issuance Cost	\$ 147,639	\$ 147,639	-
Real Estate Manager	97,293	97,293	-
Special Projects Manager	24,834	24,834	-
TOTAL APPROPRIATIONS	\$ 9,895,424	\$ 9,039,292	\$ 856,132

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.

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Human Resources/Finance Software System	\$ 200,000	\$ 157,605	\$ 42,395
Public Works Equipment	399,007	399,007	-
Computer Aided Dispatch Software System (CAD/RMS)	1,134,705	1,090,282	44,423
Parks and Recreation Equipment	178,925	178,925	-
Fire Station Improvements - Station #1 and Design #2 and #7	489,115		489,115
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	285,349	285,349	-
Police Vehicles	120,843	120,843	-
Police Department Facility Improvements	300,000	57,801	242,199
Boathouse improvements and boats	6,450	6,450	-
Irrigation system - Business 35	38,000		38,000
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	-
Total Projects	\$ 9,625,658	\$ 8,769,526	\$ 856,132
Debt Issuance Cost	\$ 147,639	\$ 147,639	-
Real Estate Manager	97,293	97,293	-
Special Projects Manager	24,834	24,834	-
TOTAL APPROPRIATIONS	\$ 9,895,424	\$ 9,039,292	\$ 856,132

Program Justification and Fiscal Analysis:

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. The cost for this upgrade is \$200,000. In addition, the City's Project Manager in the Support Services Department was paid from the 2009 Certificates of Obligation. That cost was \$24,834. \$42,395 remains in this project and will be used for an on-line application/hiring software module.

Although this software implementation did not have any direct dollar impact on the City's operating budget, staff efficiencies resulted. Therefore, existing staff will be able to complete more tasks and absorb additional workload as the City grows.

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 \$230,988 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.

The operating budget will continue at the same level for FY 2014-15 due to the purchase of this equipment.

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 \$1,134,705. 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.

The FY 2014-15 operating budget will be impacted by the activation of the new system. Additional resources have been added to fund the annual licensing and software costs. In addition, the full cost of the System Administrator is now funded in the General Fund seeing they are no longer working on project implementation efforts.

Parks and Recreation Equipment

New and replacement equipment is needed to provide the resources needed to maintain park assets. The 2009 debt issuance includes \$178,925 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.

Fire Station Improvements- Station #1, #2 and #7 Design

The Central Fire Station (Station #1) needs repairs and upgrades. In addition, 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 provided that expansion of service. The 2007 Certificates of Obligation include \$378,850 to provide funding for design and some other costs related to completion of Fire Station #4. The remaining funding will be utilized for Fire Station #1 improvements as well as Fire Station #2 and #7 design since these two facilities will be very similar. The 2009 Certificates of Obligation provide another \$489,115 and the 2012 Certificates of Obligation provide another \$54,694 for these remaining projects. A total of \$633,943 is available for fire station development and improvements.

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.

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 \$325,000 to complete an overhaul of the existing signage and add signage in strategic areas is included in the Hotel/Motel Tax Fund FY 2014-15 Budget. The FY 2014-15 operating budget includes funding for maintaining these signs.

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.

Fire Apparatus

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). The replacement equipment has a lower maintenance and repair cost in the short term.

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 \$285,349 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.

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. The FY 2014-15 operating budget includes additional funding for maintenance of these vehicles as well as for fuel and other expendable supplies.

In addition, \$300,000 is included in the 2009 issuance and an additional \$145,000 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. This work is under design and now includes replacement of cabling that serves the Police Department's computer network and roof repair.

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 \$38,000 to fund this project.

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 City is not currently occupying this facility; therefore, the FY 2014-15 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. Staff for the station, at a cost of \$1.3 million annually, is included and fully funded in the FY 2014-15 Budget as are all operating expenditures

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 \$917,455. 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.

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. For FY 2014-

15, the cost of this position will be funded by debt proceeds (70 percent) and the General Fund (30 percent).

Authorized Positions:

	FY 2012-14 Actual	FY 2012-13 Estimate	FY 2013-14 Budget
System Administrator*	<u>1</u>	<u>.5</u>	<u>0</u>
<i>Total Authorized Positions</i>	<i>1</i>	<i>.5</i>	<i>0</i>

* 50 percent of the employee expenses for the Police Department's System Administrator position was funded in the General Fund in FY 2013-14 as the project was still in the implementation stage.

City of New Braunfels
2011 Certificates of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015

Fund: 351

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds

Available Funds

Proceeds from Debt Issuance	\$ 18,200,000	\$ 17,249,217	\$ 950,783
Intergovernmental Revenue - TXDOT	3,906,228	1,615,502	2,290,726
Intergovernmental Revenue - Landa transportation grant	1,016,249		1,016,249
Proceeds from Insurance	25,025		25,025
Interest Income	45,015		45,015
Leases	65,147		65,147
Interfund Transfer	168,198		168,198
Reimbursement	47,809		47,809
TOTAL AVAILABLE FUNDS	\$ 23,473,671	\$ 18,864,719	\$ 4,608,952

APPROPRIATIONS

Projects

Walnut Avenue Widening Project	\$ 5,426,472		\$ -
Construction/Professional Services	5,072,472	5,072,472	-
Engineering and Inspection (in-house)	354,000	354,000	-
Landa Plaza Property	1,902,264	1,902,264	-
Olympic Pool Sand Filter Replacement	90,000	90,000	-
Airport Terminal and Tower Improvements	108,296	22,470	85,826
Airport Runway Improvements - Design	70,000	8,410	61,590
Airport Runway Extension	209,691	209,691	-
Airport Land Acquisition	3,864,628	1,283,300	2,581,328
Airport Entrance Drive Improvements	147,003	147,003	-
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)	453,175	453,175	-
Landa Park Master Plan	50,000		50,000
Landa Park Riverfront Rehab	924,820	815,483	109,337
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)	641,911	596,911	45,000
San Antonio Street Bridge Improvements	235,500	235,500	-
Highway 46 Interest Expense	171,471	171,471	-
Transportation Enhancement Program -Landa Street (Grant)	1,391,249		1,391,249
North Tributary Flood Control Project	6,376,524		
Engineering and Inspecting (in house)	13,597	13,597	-
Professional Services	90,400	90,400	-
Right of Way	704,828	704,828	-
Construction	5,567,699	5,330,365	237,334
Gruene Crossing Drainage Improvement	543,067		-
Right of Way	158,670	158,670	-
Construction	384,397	384,397	-
Total Projects	\$ 23,245,733	\$ 18,684,069	\$ 4,561,664
In House Staff	180,650	180,650	-
Interfund Transfer	47,288		47,288
TOTAL APPROPRIATIONS	\$ 23,473,671	\$ 18,864,719	\$ 4,608,952

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.

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Walnut Avenue Widening Project	\$ 5,426,472		\$ -
Construction/Professional Services	5,072,472	5,072,472	-
Engineering and Inspection (in-house)	354,000	354,000	-
Landa Plaza Property	1,902,264	1,902,264	-
Olympic Pool Sand Filter Replacement	90,000	90,000	-
Airport Terminal and Tower Improvements	108,296	22,470	85,826
Airport Runway Improvements - Design	70,000	8,410	61,590
Airport Runway Extension	209,691	209,691	-
Airport Land Acquisition	3,864,628	1,283,300	2,581,328
Airport Entrance Drive Improvements	147,003	147,003	-
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)	453,175	453,175	-
Landa Park Master Plan	50,000		50,000
Landa Park Riverfront Rehab	924,820	815,483	109,337
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)	641,911	596,911	45,000
San Antonio Street Bridge Improvements	235,500	235,500	-
Highway 46 Interest Expense	171,471	171,471	-
Transportation Enhancement Program -Landa Street (Grant)	1,391,249		1,391,249
North Tributary Flood Control Project	6,376,524		
Engineering and Inspecting (in house)	13,597	13,597	-
Professional Services	90,400	90,400	-
Right of Way	704,828	704,828	-
Construction	5,567,699	5,330,365	237,334
Gruene Crossing Drainage Improvement	543,067		-
Right of Way	158,670	158,670	-
Construction	384,397	384,397	-
Total Projects	\$ 23,245,733	\$ 18,684,069	\$ 4,561,664
In House Staff	180,650	180,650	-
Interfund Transfer	47,288		47,288
TOTAL APPROPRIATIONS	\$ 23,473,671	\$ 18,864,719	\$ 4,608,952

Program Justification and Fiscal Analysis:

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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years. After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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. The FY 2014-15 Budget includes the cost of maintaining a property.

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 \$90,000 for this project which is anticipated to be completed by the end of FY 2013-14.

This project will reduce operating expenditures in FY 2014-15 due to the efficiency gained by the new unit

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 \$108,296 to complete this project.

Airport Runway Improvements

The 2011 Certificates of Obligations include \$70,000 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 resurfaced areas. The \$480,000 cash match for construction costs for this project is funded by the New Braunfels Industrial Development Corporation and is included in their FY 2014-15 Budget. Once completed, this project is expected to reduce maintenance costs on these new surfaces.

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 \$3,864,628 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. \$3,864,628 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 expenditures in FY 2014-15.

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 2014-15 operating budget.

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 2014-15 operating budget.

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 \$453,175 needed to cover these costs. The FY 2014-15 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 FY 2014-15 Budget includes \$50,000 in the 2011 Certificates of Obligation to complete the Landa Park Master Plan.

Landa Park Riverfront Rehab

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 \$554,290 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. \$981,623 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 \$4,515,000 provided. The total project funding is \$6,050,913.

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 2014-15 operating budget includes maintenance funding for these projects.

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. Some operating costs savings are expected from the more energy efficient lighting.

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 2014-15 operating budget funds any maintenance costs for this project.

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 \$104,084 of the total project cost, the 2008 Certificates of Obligation will fund \$3,329 and the 2011 Certificates of Obligation will fund \$641,911 for a total project budget of \$749,324. The project will be completed in the fall of FY 2014-15.

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 include funding 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.

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 \$171,471 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.

Highway 46 will remain a TxDOT maintained roadway; therefore, most of these improvements will not affect the City's operating costs. The City will have costs associated with traffic signal maintenance since the population has reached 50,000. The City must now maintain traffic signals that TxDOT formerly managed. The FY 2014-15 Budget provides funding for traffic signal maintenance throughout the City, including those signals on Highway 46 inside the City limits.

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. This project will also include traffic signal improvements to accommodate pedestrians and meet accessibility requirements. The total estimated project cost is \$1,391,249, which is funded entirely with the 2011 Certificates of Obligation. 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 \$375,000 which includes design for 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.

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. A significant number of residential and commercial properties within the watershed are currently within the 100-year floodplain. The North Tributary floodplain was studied in detail through a Federal Emergency Management Agency (FEMA) Flood Insurance Study. The study was intended to identify the known risks associated with flooding within New Braunfels and to update floodplain maps. In an effort to reduce the identified risk, the original project included a regional off-line detention pond along the North Tributary. The project scope was later revised to include channelization because the property being considered for the detention pond was commercially developed. 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 \$7,152,682. The 2004 Certificates of Obligation funded \$825,664 which allocated \$761,360 for professional services and \$64,304 for right-of-way acquisition. The 2008 Certificates of Obligation funded additional right-of-way and construction costs of \$544,361 and the 2011 Certificates of Obligation fund \$6,376,524 including \$5,567,699 for the cost of construction, \$704,828 for additional right-of-way costs, \$90,400 for professional services and

\$13,597 for in-house staff working on this project. Design was completed in FY 2009-10, construction bids were received in FY 2010-11 and the Army Corp of Engineers gave approval to begin construction in July 2011. This project construction is working toward completion.

When these facilities are accepted by the City, operating costs will increase due to the additional costs needed to keep the drainage channels free of debris and vegetation. Other additional future operating costs will include the maintenance of the actual structures. The cost is expected to be similar to that for the South Tributary flood control project (described above). Funds for the maintenance will be included in the future budgets.

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 \$384,397 and right-of-way acquisition costs of \$158,670 for a total of \$543,067 are funded in the 2011 Certificates of Obligation. Total project cost is \$663,067. This project was completed in FY 2012-13. The FY 2014-15 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.

Capital Project Staff

The FY 2014-15 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 were funded through the 2011 certificates of obligation at a total cost of \$180,650. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

Interfund Transfer

An interfund transfer of \$47,288 from the 2011 Certificates of Obligation to the 2007 Certificates of Obligation is included in FY 2014-15. This transfer is necessary to recognize a portion of the Prince Solms Improvements project (irrigation) that was paid from the 2007 Certificates of Obligation.

City of New Braunfels
2012 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015

Fund: 352

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Available Funds

Proceeds from Debt Issuance	\$ 20,995,866	\$ 18,155,284	\$ 2,840,582
Miscellaneous Revenue	334		334
Contributions	15,000		15,000
Interest Income	61,479		61,479
TOTAL AVAILABLE FUNDS	\$ 21,072,679	\$ 18,155,284	\$ 2,917,395

APPROPRIATIONS

Projects

Walnut Avenue Widening	\$ 6,670,040	\$ 6,670,040	\$ -
Downtown Improvements - Phase I Construction	2,200,000	27,000	2,173,000
Railroad Quiet Zones - Construction - Phase II	1,100,000	1,091,826	8,174
Fire apparatus for Station #4	836,879	836,879	-
Fire Station Improvements - Station #1 and Design #2 and #7	54,694		54,694
Ambulance Remounts	208,200	208,200	-
Parks Maintenance Shop Structural Repairs	590,000	525,000	65,000
HEB Soccer complex - lighting and additional fields	357,000	113,446	243,554
Police Department Facility Improvements	145,000		145,000
Park Improvement Projects			
Fischer Park Improvements	3,410,000	3,410,000	-
Construction	3,373,844	3,373,844	-
Design	36,156	36,156	-
Landa Park Riverfront Rehab	4,515,000	4,446,778	68,222
Springfed Pool repairs	240,000	103,730	136,270

Total Projects	\$ 20,326,813	\$ 17,432,899	\$ 2,893,914
Debt Issuance Cost	\$ 245,866	\$ 245,866	-
Capital Project Staff	499,666	\$ 476,519	23,147
Interfund Transfer	334		334
TOTAL APPROPRIATIONS	\$ 21,072,679	\$ 18,155,284	\$ 2,917,395

2012 CERTIFICATES OF OBLIGATION CAPITAL IMPROVEMENT FUND

Fund: 352

Program Description:

The FY 2011-12 Budget included a proposed \$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).

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Walnut Avenue Widening	\$ 6,670,040	\$ 6,670,040	\$ -
Downtown Improvements - Phase I Construction	2,200,000	27,000	2,173,000
Railroad Quiet Zones - Construction - Phase II	1,100,000	1,091,826	8,174
Fire apparatus for Station #4	836,879	836,879	-
Fire Station Improvements - Station #1 and Design #2 and #7	54,694		54,694
Ambulance Remounts	208,200	208,200	-
Parks Maintenance Shop Structural Repairs	590,000	525,000	65,000
HEB Soccer complex - lighting and additional fields	357,000	113,446	243,554
Police Department Facility Improvements	145,000		145,000
Park Improvement Projects			
Fischer Park Improvements	3,410,000	3,410,000	-
Construction	3,373,844	3,373,844	-
Design	36,156	36,156	-
Landa Park Riverfront Rehab	4,515,000	4,446,778	68,222
Springfed Pool repairs	240,000	103,730	136,270
Total Projects	\$ 20,326,813	\$ 17,432,899	\$ 2,893,914
Debt Issuance Cost	\$ 245,866	\$ 245,866	-
Capital Project Staff	499,666	\$ 476,519	23,147
Interfund Transfer	334		334
TOTAL APPROPRIATIONS	\$ 21,072,679	\$ 18,155,284	\$ 2,917,395

Program Justification and Fiscal Analysis:

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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years. After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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.

Since this project is still in the design phase, it does not impact the FY 2014-15 operating budget.

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 \$1,339,000, with \$347,000 of the total budget allocated for engineering and \$992,000 for phase I construction funded with FY 2008 Certificates of Obligation. The FY 2012 Certificates of Obligation fund Phase II Construction costs at \$1,100,000. The total project budget is \$2,439,000

Some of the quiet zone infrastructure has been completed, requiring maintenance and repair in some instances. These costs are budgeted in the FY 2014-15 operating budget.

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 2014-15 Budget.

Fire Station Improvements- Station #1, #2 and #7 Design

The Central Fire Station (Station #1) needs repairs and upgrades. In addition, 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 provided that expansion of service. The 2007 Certificates of Obligation include \$378,850 to provide funding for design and some other costs related to completion of Fire Station #4. The remaining funding will be utilized for Fire Station #1 improvements as well as Fire Station #2 and #7 design since these two facilities will be very similar. The 2009 Certificates of Obligation provide another \$489,115 and the 2012 Certificates of Obligation provide another \$54,694 for these remaining projects. A total of \$633,943 is available for fire station development and improvements.

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 \$285,349 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.

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 \$590,000 to address the structural problems at this facility. This project is expected to reduce operating costs after the repairs are complete.

HEB Soccer Complex Improvements

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 \$607,562 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 (\$195,000) and another field (\$194,547) was added in FY 2013-14. In addition to the funding in the 2007 Certificates of Obligation, \$357,000 is included in the 2012 certificates of obligation to complete these improvements.

Police Department Facility Improvements

\$300,000 is included in the 2009 issuance and an additional \$145,000 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. This work is under design and now includes replacement of cabling that serves the Police Department's computer network and roof repair.

Fischer Park Improvements

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 \$3,373,844. The debt service associated with this expense will be funded by the New Braunfels Industrial Development Corporation. The 2013 Certificates of Obligation include \$5,200,000 for the remaining construction cost funding. The total expected construction cost of Fischer Park is \$8,573,844. When finished, the park will include a nature center, a planetarium, trails, playgrounds and other park facilities.

The FY 2014-15 Adopted Budget has additional appropriations for this and other open space areas' maintenance to fund the additional costs to control vegetation. Once completed, new staff will be needed to provide maintenance and upkeep at the park. The FY 2014-15 Budget addresses these staffing requirements.

Landa Park Riverfront Rehabilitation Project

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 \$554,290 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. \$981,623 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 \$4,515,000 provided. The total project funding is \$6,050,913.

Spring Fed Pool Repair

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 \$240,000 (in addition to the \$40,310) to complete necessary repairs to the springfed pool. These additional funds are also supported by the NBIDC.

Capital Project Staff

The FY 2014-15 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 2012

certificates of obligation with a total appropriation of \$500,000. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

Interfund Transfer

An interfund transfer of \$366 to the Parks Development Fund is included in the FY 2014-15 Budget, to account for park development fees that were originally deposited into the 2012 Certificates of Obligation.

City of New Braunfels**Fund: 353****2013 Certifications of Obligation Capital Improvement Fund
Fiscal Year Ending September 30, 2015**

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Available Funds

Proceeds from Debt Issuance	\$ 20,465,968	\$ 15,614,561	\$ 4,851,407
Intergovernmental Revenue	2,657,037	2,657,037	-
Interest Income	47,896		47,896
Interfund Transfer	1,473		1,473
TOTAL AVAILABLE FUNDS	\$ 23,172,374	\$ 18,271,598	\$ 4,900,776

APPROPRIATIONS**Projects**

Walnut Avenue Widening	\$ 3,784,000	\$ 2,602,541	\$ 1,181,459
FM 306 Construction	4,531,250	4,531,250	-
Flood Property Buyout (Grant)	1,161,661	1,161,661	-
Radio Replacement	2,250,096	2,250,096	-
Cemetery Walls - Design	38,460		38,460
Fischer Park Construction - Phase 2	5,200,000	4,744,350	455,650
Municipal Facilities	5,200,000	2,690,732	2,509,268
Station Alerting - Fire Department	260,000		260,000
Kentucky Boulevard Drainage Repair - Design	50,000	-	50,000
Live Oak Avenue/Katy Street Drainage Improvements	100,000	25,000	75,000

Total Projects	\$ 22,575,467	\$ 18,005,630	\$ 4,569,837
Debt Issuance Cost	\$ 265,968	\$ 265,968	-
Capital Project Staff	330,939		330,939
TOTAL APPROPRIATIONS	\$ 23,172,374	\$ 18,271,598	\$ 4,900,776

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. 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.

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Walnut Avenue Widening	\$ 3,784,000	\$ 2,602,541	\$ 1,181,459
FM 306 Construction	4,531,250	4,531,250	-
Flood Property Buyout (Grant)	1,161,661	1,161,661	-
Radio Replacement	2,250,096	2,250,096	-
Cemetery Walls - Design	38,460		38,460
Fischer Park Construction - Phase 2	5,200,000	4,744,350	455,650
Municipal Facilities	5,200,000	2,690,732	2,509,268
Station Alerting - Fire Department	260,000		260,000
Kentucky Boulevard Drainage Repair - Design	50,000	-	50,000
Live Oak Avenue/Katy Street Drainage			
Improvements	100,000	25,000	75,000
Total Projects	\$ 22,575,467	\$ 18,005,630	\$ 4,569,837
Debt Issuance Cost	\$ 265,968	\$ 265,968	-
Capital Project Staff	330,939		330,939
TOTAL APPROPRIATIONS	\$ 23,172,373	\$ 18,271,598	\$ 4,900,776

Program Justification and Fiscal Analysis:

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. In March 2008, City Council determined that the best approach to this project is to widen Walnut Avenue through the project limits from 60 feet to a total width of 120 feet and, depending on lot configurations, wider in some areas. This approach allows the street improvements to effectively serve the community for the next fifteen to twenty years. 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. Right-of-way acquisition and design began in FY 2007-08 and was completed in 2010. Construction began in September 2010 and is projected to be completed in 2014. 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 originally budgeted at \$400,000 but increased to \$1,762,838 with \$890,000 coming from the 2007 Certificates of Obligation and the remaining \$872,838 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 \$5,072,472 engineering and inspections costs. These staff worked directly on this project. The 2012 Certificates of Obligation provided an additional \$6,670,000 for the construction of these segments. The final phase for this project is funded by the 2013 Certificates of Obligation at \$3,784,000 for total City funding for construction of \$15,562,512 million. The total cost of this project – for all phases – is \$25.4 million including amenities, underground utilities and construction contingencies. New Braunfels Utilities has a significant cost on this project as well.

The FY 2014-15 operating budget includes funding for operations and maintenance of this new roadway/parkway. In the short term, operating costs specifically for street maintenance and repair will decrease because new roads require less maintenance for the first five to seven years. After this period, street maintenance costs will begin to climb. However, since this project has significant landscaping and park-like improvements, parks maintenance costs will be incurred in FY 2014-15. Specifically, mowing service along Walnut Avenue will be completed by an outside contractor. However, parks maintenance staff will maintain the Walnut Avenue irrigation system(s) as well as provide maintenance for Fischer Park, a 62 acre park scheduled to be completed in the winter of 2014-2015.

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 NBIDC contribution was made entirely with cash. The FY 2014-15 Budget reflects a cost for this project of \$4,531,250 which includes both the City and the County's contributions. The County paid the City for their portion which the City then remitted to TxDOT. The City is the local entity that contracted with TxDOT for the local contribution.

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 \$1,161,661 is budgeted in the 2013 Certificates of Obligation Fund. The grant revenue of \$844,538 is also accounted for in this fund.

FY 2014-15 will provide for funds to maintain the properties clean after the homes are demolished.

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 \$2,250,096. This project was completed in FY 2013-14.

The FY 2014-15 operating budget has been adjusted to fund the new annual licensing and maintenance costs associated with the new radios.

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 (\$321,224) 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.

Fischer Park Construction

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 \$3,373,844. The debt service associated with this expense will be funded by the New Braunfels Industrial Development Corporation. The 2013 Certificates of Obligation include \$5,200,000 for the remaining construction cost funding. The total expected construction cost of Fischer Park is \$8,573,844. When finished, the park will include a nature center, a planetarium, trails, playgrounds and other park facilities.

The FY 2014-15 Adopted Budget has additional appropriations for this and other open space areas' maintenance to fund the additional costs to control vegetation. Once completed, new staff will be needed to provide maintenance and upkeep at the park. The FY 2014-15 Budget addresses these staffing requirements.

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. Project funding totals \$5,200,000. The facility is currently under preliminary space and engineering analysis. In FY 2014-15, the architectural firm that has been hired by the City will focus on space planning, space configuration/phasing options and developing cost estimates for the City Council to consider.

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. \$260,000 is included in the 2013 Certificates of Obligation for this project, which is anticipated to be implemented in FY 2014-15.

Kentucky Boulevard Street and Drainage Repair

Kentucky Blvd crosses Panther Canyon and conveys the runoff under the roadway with three 30-inch diameter concrete pipes. The flow line of Panther Canyon is approximately 20 feet below the roadway and 5 feet below the flow line of the culvert pipes. The structural condition of this crossing is poor due to debris and excessive erosion, and preliminary investigations indicate water is flowing through the roadway fill section. Concrete along the banks is intermitted and unreinforced. The downstream roadway embankment slope is severely eroded with the top of the eroded face being within a few feet from the edge of the roadway. Failure of the roadway embankment is imminent when a significant storm event does occur. The scope of the emergency street and drainage repair includes replacement of existing culverts, installation of rip rap for bank stabilization and reconstruction of the roadway. \$50,000 is included in the 2013 Certificates of Obligation for design of 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. The project was approved by the voters in May 2013 as part of the drainage general obligation bond proposition and \$

Capital Project Staff

The FY 2014-15 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 Certificates of Obligation with a total appropriation of \$499,666. A full explanation of capital project management staffing and funding is provided in a separate section of this document.

City of New Braunfels
2014 Capital Improvement Projects Fund
Fiscal Year Ending September 30, 2015

Fund: 354

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Available Funds

Proceeds from Debt Issuance	\$ 10,375,000	\$ 9,085,000	\$ 1,290,000
Interest Income	10,000		10,000
TOTAL AVAILABLE FUNDS	\$ 10,385,000	\$ 9,085,000	\$ 1,300,000

APPROPRIATIONS

Projects

Golf Course and Clubhouse Improvements	\$ 6,900,000	\$ 6,900,000	\$ -
Airport Improvements	3,300,000	2,000,000	1,300,000

Total Projects	\$ 10,200,000	\$ 8,900,000	\$ 1,300,000
Debt Issuance Cost	\$ 185,000	\$ 185,000	-
TOTAL APPROPRIATIONS	\$ 10,385,000	\$ 9,085,000	\$ 1,300,000

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.

Appropriations:	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Projects			
Golf Course and Clubhouse Improvements	\$ 6,900,000	\$ 6,900,000	\$ -
Airport Improvements	3,300,000	2,000,000	1,300,000
Total Projects	\$ 10,200,000	\$ 8,900,000	\$ 1,300,000
Debt Issuance Cost	\$ 185,000	\$ 185,000	-
TOTAL APPROPRIATIONS	\$ 10,385,000	\$ 9,085,000	\$ 1,300,000

Program Justification and Fiscal Analysis:

Golf Course and Clubhouse Improvements

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 \$837,564 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 (\$6.9 million) as well as funding some improvements to the clubhouse.

During FY 2013-14 while 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). In FY 2014-15, when the course reopens, operating costs will increase significantly but course revenues are expected to cover those costs. In the first two years, should funding be needed to cover debt service, the NBIDC will provide additional funding.

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.

In FY 2014-15, expenditures have been added to the Airport Fund operating budget to provide basic upkeep and maintenance to the newly acquired infrastructure.

City of New Braunfels
2013 General Obligation Bond Fund
Fiscal Year Ending September 30, 2015

Fund: 350

	Total Appropriation FY 2014-15	Activity to date as of 09/30/2014	Total Available Project Funds

Appropriations:

Available Funds

General Obligation Bond Proceeds	\$ 29,790,500	\$ 6,218,746	\$ 23,571,754
Interfund Transfer - Roadway Impact Fees			-
Interest Income	20,000	-	20,000
TOTAL AVAILABLE FUNDS	\$ 29,810,500	\$ 6,218,746	\$ 23,591,754

APPROPRIATIONS

Proposition 1 - Streets

Klein Road Reconstruction	\$ 2,770,500	\$ 475,642	\$ 2,294,858
Rueckle Road Reconstruction	690,500	173,345	517,155
Solms/Morningside Drive Reconstruction	4,982,000	581,839	4,400,161
Citywide street improvements	4,000,000	2,000,000	2,000,000
Subtotal - Proposition 1	\$ 12,443,000	\$ 3,230,826	\$ 9,212,174

Proposition 2 - Drainage

Alves Lane Improvements	\$ 2,092,500	\$ 694,016	\$ 1,398,484
Blieders Creek watershed improvements	917,000	637,873	279,127
Live Oak/Katy Street Improvements	1,365,000	260,150	1,104,850
Panther Canyon erosion control	424,000	11,500	412,500
Wood/Landa Street preliminary design	1,319,000	618,440	700,560
Subtotal - Proposition 2	\$ 6,117,500	\$ 2,221,979	\$ 3,895,521

Proposition 3 - Parks

Community Recreation Center	\$ 2,447,500	\$ 594,600	\$ 1,852,900
Land Acquisition - Sports Complex	2,500,000	5,000	2,495,000
Morningside Park Development	1,000,000	53,841	946,159
Dry Comal Hike & Bike Trail	403,000	-	403,000
Subtotal - Proposition 3	\$ 6,350,500	\$ 653,441	\$ 5,697,059

Proposition 4 - Economic Development

CTTC expansion	\$ 4,000,000	\$ 67,950	\$ 3,932,050
Subtotal - Proposition 4	\$ 4,000,000	\$ 67,950	\$ 3,932,050

Total Projects	\$ 28,911,000	\$ 6,174,196	\$ 22,736,804
Prop 1 -Contingencies/Capital Project Staff	532,500	15,000	517,500
Prop 2 -Contingencies/Capital Project Staff	218,500	22,500	196,000
Prop 3 -Contingencies/Capital Project Staff	148,500	7,050	141,450
TOTAL APPROPRIATIONS	\$ 29,810,500	\$ 6,218,746	\$ 23,591,754

2013 General Obligation Bond Fund

Program Description:

The FY 2014-15 Budget included the two issuances of General Obligation Bonds associated with the 2013 Bond Program (\$14.5 million in FY 2013-14 and an anticipated \$15.3 million in FY 2014-15). Available bond funds will be utilized to continue progress on various projects in all four propositions, described in further detail in the following pages.

	Total Appropriation FY 2014-15	Activity to date as of 09/30/2014	Total Available Project Funds
Appropriations:			
Proposition 1 - Streets			
Klein Road Reconstruction	\$ 2,770,500	\$ 475,642	\$ 2,294,858
Rueckle Road Reconstruction	690,500	173,345	517,155
Solms/Morningside Drive Reconstruction	4,982,000	581,839	4,400,161
Citywide street improvements	4,000,000	2,000,000	2,000,000
Subtotal - Proposition 1	\$ 12,443,000	\$ 3,230,826	\$ 9,212,174
Proposition 2 - Drainage			
Alves Lane Improvements	\$ 2,092,500	\$ 694,016	\$ 1,398,484
Blieders Creek watershed improvements	917,000	637,873	279,127
Live Oak/Katy Street Improvements	1,365,000	260,150	1,104,850
Panther Canyon erosion control	424,000	11,500	412,500
Wood/Landa Street preliminary design	1,319,000	618,440	700,560
Subtotal - Proposition 2	\$ 6,117,500	\$ 2,221,979	\$ 3,895,521
Proposition 3 - Parks			
Community Recreation Center	\$ 2,447,500	\$ 594,600	\$ 1,852,900
Land Acquisition - Sports Complex	2,500,000	5,000	2,495,000
Morningside Park Development	1,000,000	53,841	946,159
Dry Comal Hike & Bike Trail	403,000	-	403,000
Subtotal - Proposition 3	\$ 6,350,500	\$ 653,441	\$ 5,697,059
Proposition 4 - Economic Development			
CTTC expansion	\$ 4,000,000	\$ 67,950	\$ 3,932,050
Subtotal - Proposition 4	\$ 4,000,000	\$ 67,950	\$ 3,932,050
Total Projects	\$ 28,911,000	\$ 6,174,196	\$ 22,736,804
Prop 1 -Contingencies/Capital Project Staff	532,500	15,000	517,500
Prop 2 -Contingencies/Capital Project Staff	218,500	22,500	196,000
Prop 3 -Contingencies/Capital Project Staff	148,500	7,050	141,450
TOTAL APPROPRIATIONS	\$ 29,810,500	\$ 6,218,746	\$ 23,591,754

Program Justification and Fiscal Analysis:

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 configuration will be dependent upon engineering analysis and design, which is currently underway and will continue into FY 2014-15. The budget for this project is \$11,531,000 with \$489,588 currently committed for preliminary design.

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 configuration will be dependent upon engineering analysis and design, which is currently underway and scheduled to be completed in FY 2014-15. The budget for this project is \$2,768,000 with \$99,851 committed for preliminary design and right of way assistance.

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 configuration will be dependent upon engineering analysis and design, which is currently underway and scheduled to be completed in FY 2014-15. The current budget for this project is \$12,596,000 with \$460,785 committed for preliminary design and right of way assistance.

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.

This project will have a positive impact on the operating budget(s) in FY 2014-15 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 One

With the exception of the city wide street improvement program, all proposition one projects will not have an impact on the FY 2014-15 operating budget because they will be either under design or beginning construction.

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. Engineering analysis and design is currently underway on this project. The project budget is \$7,830,000 (\$500,000 will be funded from roadway impact fees) with \$430,722 currently committed for preliminary design and right of way assistance.

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. Preliminary design is currently underway on this project. The project budget is \$8,557,000 with \$647,873 committed for preliminary design and right of way assistance.

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) with \$271,150 committed for preliminary design and right of way assistance.

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 with \$44,230 committed for preliminary design.

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 \$2,700,000 with \$618,840 committed for preliminary design.

Proposition Two

All proposition two projects will not have an impact on the FY 2014-15 operating budget because they will be either under design or beginning construction.

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 proposed 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 2014-15. The project budget is \$15,692,000 with \$1,389,700 committed for design services.

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 2014-15. The project budget is \$2,500,000 with \$5,000 included for site selection and evaluation services.

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 the proposed park amenities. The design for the park is anticipate to be completed in fall 2014, with construction beginning soon thereafter. The project budget is \$1,000,000 with \$106,100 committed for design.

.Dry Comal Hike and Bike Trail Improvements

This project provides connection of the existing Dry Comal Trail to Landa Park and the downtown area. It will increase pedestrian mobility to the west side of New Braunfels as well as provide a natural area for outdoor activities and exercise. This project will extend the Dry Comal Trail that borders the Loop 337 baseball fields along the Dry Comal Creek. The completed trail will follow the Dry Comal Creek from the existing trail to an intersection with the Walnut Avenue Trail and continue on the Town Creek Trail (a proposed connection) to Landa Park and downtown. Improvements to the current trail loop at the baseball fields could also be made. City Council will move forward with this project when it is determined the level of funding that may be available for these improvements.

Proposition Three

All proposition three projects will not have an impact on the FY 2014-15 operating budget because they will be either under design or under construction.

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. Design is anticipated to begin in late FY 2013-14 and continue into the fall of FY 2014-15. The City will manage design and construction of this project and the Alamo College District will operate the expanded facility.

Capital Project Staff/Contingencies

The FY 2014-15 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.

Policy Consideration:

In FY 2013-14, the first \$14.5 million of the \$86 million dollars in General Obligation Bonds approved by the voters in 2013 were issued. In FY 2014-15, a second issuance is anticipated in the budget at approximately \$15.3 million. The issuance schedule and amounts is based on a cash-flow schedule established by the Capital Programs Division and The City Manager's Office. The schedule allows for the City to issue the bonds when they are needed rather than all up front. The schedule on the following page reflects the current schedule and remaining amount of unissued bond funds for the remainder of the program.

City of New Braunfels
2013 General Obligation Bond Fund
Issuance Schedule

Fund: 350

Appropriations:	Bond Issuance Year One	Bond Issuance Year Two	Total Bond Appropriation FY 2014-15	Authorized but not issued bonds	Total Project and Proposition Funding
Available Funds					
General Obligation Bond Proceeds	\$ 14,500,000	\$ 15,290,500	\$ 29,790,500	\$ 56,209,500	\$ 86,000,000
Interfund Transfer - Roadway Impact Fees	-	-		1,500,000	1,500,000
Interest Income		20,000	20,000	-	20,000
TOTAL AVAILABLE FUNDS	\$ 14,500,000	\$ 15,310,500	\$ 29,810,500		\$ 87,520,000
APPROPRIATIONS					
Proposition 1 - Streets					
Klein Road Reconstruction	\$ 2,125,000	\$ 645,500	\$ 2,770,500	\$ 8,760,500	\$ 11,531,000
Rueckle Road Reconstruction	365,000	325,500	690,500	2,077,500	2,768,000
Solms/Morningside Drive Reconstruction	2,285,000	2,697,000	4,982,000	7,614,000	12,596,000
Citywide street improvements	2,000,000	2,000,000	4,000,000	6,000,000	10,000,000
Subtotal - Proposition 1	\$ 6,775,000	\$ 5,668,000	\$ 12,443,000	\$ 24,452,000	\$ 36,895,000
Proposition 2 - Drainage					
Alves Lane Improvements	\$ 1,370,000	\$ 722,500	\$ 2,092,500	\$ 5,737,500	\$ 7,830,000
Blieders Creek watershed improvements	441,000	476,000	917,000	7,640,000	8,557,000
Live Oak/Katy Street Improvements	335,000	1,030,000	1,365,000	3,224,000	4,589,000
Panther Canyon erosion control	84,000	340,000	424,000	-	424,000
Wood/Landa Street preliminary design	619,000	700,000	1,319,000	1,381,000	2,700,000
Subtotal - Proposition 2	\$ 2,849,000	\$ 3,268,500	\$ 6,117,500	\$ 17,982,500	\$ 24,100,000
Proposition 3 - Parks					
Community Recreation Center	\$ 1,130,000	\$ 1,317,500	\$ 2,447,500	\$ 13,244,500	\$ 15,692,000
Land Acquisition - Sports Complex	2,200,000	300,000	2,500,000	-	2,500,000
Morningside Park Development	420,000	580,000	1,000,000	-	1,000,000
Dry Comal Hike & Bike Trail	403,000	-	403,000	\$ -	403,000
Subtotal - Proposition 3	\$ 4,153,000	\$ 2,197,500	\$ 6,350,500	\$ 13,244,500	\$ 19,595,000
Proposition 4 - Economic Development					
CTTC expansion	\$ 530,000	\$ 3,470,000	\$ 4,000,000	\$ -	\$ 4,000,000
Subtotal - Proposition 4	\$ 530,000	\$ 3,470,000	\$ 4,000,000	\$ -	\$ 4,000,000
Total Projects	\$ 14,307,000	\$ 14,604,000	\$ 28,911,000	\$ 55,679,000	\$ 84,590,000
Prop 1 -Contingencies/Capital Project Staff	55,000	477,500	532,500	1,072,500	1,605,000
Prop 2 -Contingencies/Capital Project Staff	91,000	127,500	218,500	681,500	900,000
Prop 3 -Contingencies/Capital Project Staff	47,000	101,500	148,500	276,500	425,000
TOTAL APPROPRIATIONS	\$ 14,500,000	\$ 15,310,500	\$ 29,810,500	\$ 57,709,500	\$ 87,520,000

City of New Braunfels
Parks Improvements Fund
Fiscal Year Ending September 30, 2015

Fund: 314

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Revenue

Development Fees	\$ 742,300	\$ 24,101	\$ 718,199
Interest Income	28,866		28,866
Interfund Transfer			334

TOTAL AVAILABLE FUNDS	\$ 771,166	\$ 24,101	\$ 747,399

APPROPRIATIONS

Projects

Quadrant 1	\$ 159,362		\$ 159,362
Quadrant 2	139,452		139,452
Quadrant 3	245,002	2,175	242,827
Quadrant 4	227,684	21,926	205,758

TOTAL APPROPRIATIONS	\$ 771,500	\$ 24,101	\$ 747,399

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.

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Projects

Quadrant 1	\$	159,362		\$	159,362
Quadrant 2		139,452			139,452
Quadrant 3		245,002	2,175		242,827
Quadrant 4		227,684	21,926		205,758

TOTAL APPROPRIATIONS	\$	771,500	\$	24,101	\$	747,399

Program Justification and Fiscal Analysis:

The Parks Improvement Fund has \$747,399 appropriated by quadrant to support future neighborhood park development efforts. Funds must be spent in the quadrant in which they were generated. No specific projects are identified; therefore there is no short term impact on the operating budget.

City of New Braunfels
Roadway Development Impact Fees Fund
Fiscal Year Ending September 30, 2015

Fund: 336

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Revenue

Development Fees	\$ 7,634,063	\$ 2,971,968	\$ 4,662,095
Interest Income	14,053	-	14,053
Contributions	300,000	300,000	-

TOTAL AVAILABLE FUNDS \$ 7,948,116 \$ 3,271,968 \$ 4,676,148

APPROPRIATIONS

Projects

District 1	1,563,544	1,042,628	520,916
District 2	126,917	33,922	92,995
District 3	1,554,241	194,479	1,359,762
District 4	1,992	295	1,697
District 5	2,605,954	1,258,472	1,347,482
District 6	2,095,468	742,172	1,353,296

TOTAL Appropriations \$ 7,948,116 \$ 3,271,968 \$ 4,676,148

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 districts, 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.

	Project Revenue/ Expenditures	Activity to Date As of 09/30/2014	Total Available Funds
Appropriations:			

Projects

District 1	1,563,544	1,042,628	520,916
District 2	126,917	33,922	92,995
District 3	1,554,241	194,479	1,359,762
District 4	1,992	295	1,697
District 5	2,605,954	1,258,472	1,347,482
District 6	2,095,468	742,172	1,353,296

TOTAL Appropriations	\$ 7,948,116	\$ 3,271,968	\$ 4,676,148

Program Justification and Fiscal Analysis:

The Roadway Development Impact Fees Fund has \$4,676,148 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.

As part of the general obligation bond program approved by the voters in May 2013, Council indicated their intention to use roadway impact fees to fund design of several street improvement projects. \$1.5 has been committed for this effort to this point and will come specifically from available funding in district 5 (\$1,000,000) and 6 (\$500,000).

Other Funds

The FY 2014-15 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.

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. This tax currently generates about \$3.8 million annually. 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 up to 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.

New Braunfels Covention and Visitors Bureau
FY 2014-15 Budget
Fiscal Year Ending September 30, 2015

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Beginning Fund Balance:	\$ 588,341	\$ 406,287	\$ 100,000
Revenues			
Hotel/Motel Tax	\$ 1,327,410	\$ 1,533,299	\$ 1,733,812
Interest Income	2	5,000	2,000
Total Revenues	\$ 1,327,412	\$ 1,538,299	\$ 1,735,812
Total Available Funds	\$ 1,915,753	\$ 1,944,586	\$ 1,835,812
Expenditures:			
Administration	\$ 372,092	\$ 420,617	\$ 484,812
Convention Services	25,208	35,000	35,000
Brochure and Graphics/Creative	61,767	80,000	80,000
Telephone	842	1,500	1,000
Postage	10,448	20,000	20,000
Advertising	442,199	563,859	600,000
Operations	141,425	170,358	175,000
Travel Trade	18,660	30,000	30,000
Market Research	16,282	20,000	20,000
Direct Mail		5,000	-
Public Relations/Fam	72,446	98,000	100,000
Miscellaneous/Training	13,414	18,000	20,000
Contingency/Coop	15,541	30,000	30,000
Technology and Emerging Opportunities	47,582	67,812	75,000
Convention Incentives	16,135	35,000	35,000
High Water Event Recovery			
Cultural Heritage	36,927	30,000	30,000
Environmental Stewardship Program (separate contract)	218,498		
Payment to the City of New Braunfels - fund balance reconciliation		219,440	
Total Expenditures	\$ 1,509,466	\$ 1,844,586	\$ 1,735,812
Appropriated Fund Balance	\$ 406,287	\$ 100,000	\$ 100,000

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget increases 6.8 percent (net of the fund balance reconciliation payment) in comparison to FY 2013-14. This is driven mainly by increase in advertising and overall program costs. While there is no funding specifically earmarked for the environmental stewardship program in FY 2014-15 (as there was in FY 2012-13), advertising and educational efforts relating to river related tourism are included in the various line items, such as public relations and advertising, shown on the previous page.

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, 2015

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Beginning Fund Balance	\$ 11,857,158	\$ 13,203,841	\$ 13,688,991
Revenue:			
Sales Tax	\$ 5,051,774	\$ 5,584,643	\$ 5,799,241
Interest Income	28,680	24,400	25,000
Reimbursements	135,420	-	
Loan Payments	1,136,158	778,100	288,100
Total Revenue	\$ 6,352,032	\$ 6,387,143	\$ 6,112,341
Total Available Funds	\$ 18,209,190	\$ 19,590,984	\$ 19,801,331
Expenditures:			
Administrative (City)	\$ 50,000	\$ 100,000	\$ 100,000
Chamber of Commerce Contract	312,871	325,000	393,367
National Development Council Contract	30,000	72,000	72,000
Miscellaneous	551	2,000	2,000
New Braunfels Railroad Museum	55,000		
Downtown Parking Project	15,000	18,000	18,000
Downtown Public Infrastructure	141,285	59,156	-
Pedestrian Bridge over Comal River		338,000	-
Brauntex Theater Project	19,209		
CTTC Manufacturing Technology Academy	62,000	64,000	66,000
CTTC Expansion		320,000	-
Center for Entrepreneurship	112,392	111,000	115,000
National Flight Services	408,651		
IBEX		1,050,000	
Downtown Gateway Enhancement (Main St. Partners)		220,000	-
New Braunfels Smokehouse		68,000	-
TRZ		45,000	-
Golf Course Support		750,000	466,500
FM 306 project - overpasses	732,459		
Debt Service Reserve - Park Improv Proj	606,996	977,457	1,715,547
West Loop Dog Park		100,000	-
Airport Hanger Alterations	67,932		
Airport Runway Extension	480,000	99,694	
Airport Utility Extensions - Water/Sewer	651,320		
Airport Utility Extensions - Electric		40,000	
Airport Improvements (Berry Aviation)	175,168	66,861	
Airport Taxiway/Hanger Ramps		110,000	-
Projects		-	15,687,000
<i>Debt</i>			
2003 Certificates of Obligation	446,228	-	
2006 Refunding	235,400	237,200	130,800
2007 Certificates of Obligation	310,612	309,881	313,125
2010 Refunding	9,275	9,275	114,275
2013 Refunding	83,000	409,469	121,900
Total Expenditures	5,005,349	5,901,993	19,315,514
Ending Fund Balance	\$ 13,203,841	\$ 13,688,991	\$ 485,817

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget for the New Braunfels Industrial Development Corporation totals \$19,315,514. This includes funding for all projects already approved by the board and the City Council. In addition, \$15,687,000 is available for new projects that may be identified throughout the fiscal year. Annually, about \$5.7 million in new sales tax revenue is generated to fund these important economic development and quality of life projects.

City of New Braunfels
Creekside Town Creek TIRZ Fund
Fiscal Year Ending September 30, 2015

Fund: 210

Available Funds	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget

Beginning Balance

Undesignated Funds	\$ 1,000,345	\$ 1,257,011	\$ 1,430,979
Debt Service Reserve	258,664	335,512	1,200,000
Total Beginning Balance	\$ 1,259,009	\$ 1,592,523	\$ 2,630,979

Revenue

Property Tax	394,370	863,123	1,551,290
Municipal Sales Tax	608,854	999,500	1,074,500
Interest Income	500	-	-
Reimbursement	1,500	-	-
Total Revenue	\$ 1,005,224	\$ 1,862,623	\$ 2,625,790

TOTAL AVAILABLE FUNDS \$ 2,264,233 \$ 3,455,146 \$ 5,256,768

APPROPRIATIONS

Administrative	\$ 69,845	\$ 35,000	\$ 80,000
Debt Service	601,865	789,167	2,083,662

TOTAL OPERATING APPROPRIATIONS	\$ 671,710	\$ 824,167	\$ 2,163,662
Unrestricted Ending Fund Balance	\$ 1,257,011	\$ 1,430,979	\$ 1,893,106
Debt Service Reserve	\$ 335,512	\$ 1,200,000	\$ 1,200,000
TOTAL APPROPRIATIONS	\$ 2,264,233	\$ 3,455,146	\$ 5,256,768

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 is owed \$883,197 which will be repaid with cash. Once the developer is fully repaid, any available revenue in the TIRZ (not committed to debt service requirements) can be used for other improvement in the TIRZ.

Program Justification and Fiscal Analysis:

The FY 2014-15 Budget for the Creekside TIRZ totals \$2,163,662 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 JP Morgan Chase bank as they are the designated fiscal agent for this fund. They make all actual payments including annual debt service and administrative expenses.

Appendices

2014 PLANNING CALENDAR FOR BUDGET AND TAX RATE ADOPTION

Dates	Requirements
Early June	• Five Year Forecast presentation/Strategic Issues and Priorities/FY 2014-15 Budget Council/Staff Retreat(s)
Monday, August 4	• FY 2014-15 Proposed Budget Document delivered to City Council
Thursday, August 7	• File FY 2014-15 Proposed Budget with City Secretary's Office
Monday, August 11	• Submission to Council of Effective and Rollback Tax Rates, Statements and Schedules. • Submission and presentation of FY 2014-15 Proposed Budget to Council. • Council discusses tax rate and, if proposed rate will exceed the rollback rate or effective rate (whichever is lower), recorded vote is taken • Council sets time and date of public hearings on the FY 2014-15 Proposed Budget and the time and date of the meeting to discuss the tax rate.
Tuesday, August 12	• Council work session on FY 2014-15 Proposed Budget.
Wednesday, August 13	• Council work session on FY 2014-15 Proposed Budget.
Thursday, August 14	• Council work session on FY 2014-15 Proposed Budget.
Sunday, August 17	• Notice of Public Hearings on the FY 2014-15 Proposed Budget and Tax Rate
Monday, August 18	• Council work session on FY 2014-15 Proposed Budget.
Tuesday, August 19	• Council work session on FY 2014-15 Proposed Budget.
Sunday, August 24	• Notice of 2014 Tax Year Proposed Property Tax Rate; must be published by September 1, 2014; second quarter-page notice, television and website
Thursday, August 28	• First Public Hearing on the Proposed Tax Rate; schedule and announce meeting to adopt tax rate. • Public Hearing on the FY 2014-15 Proposed Budget.
Tuesday, September 2	• 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. • First reading of tax ordinance.
Monday, September 8	• Council adopts FY 2014-15 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.

2014 Property Tax Rates in CITY OF NEW BRAUNFELS

This notice concerns 2014 property tax rates for CITY OF NEW BRAUNFELS. It presents information about three tax rates. Last year's tax rate is the actual rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

Last year's tax rate:

Last year's operating taxes	\$11,806,732
Last year's debt taxes	\$9,347,214
Last year's total taxes	\$21,153,946
Last year's tax base	\$3,828,838,886
Last year's total tax rate	0.498230/\$100

This year's effective tax rate:

Last year's adjusted taxes (after subtracting taxes on lost property)	\$18,567,383
÷ This year's adjusted tax base (after subtracting value of new property)	\$3,954,204,203
= This year's effective tax rate	0.469500/\$100

This year's rollback tax rate:

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate and/or enhanced indigent health care expenditures)	\$12,306,381
÷ This year's adjusted tax base	\$3,954,204,203
= This year's effective operating rate	0.311200/\$100
× 1.08 = this year's maximum operating rate	0.336000/\$100
+ This year's debt rate	0.240500/\$100
= This year's rollback rate	0.576500/\$100

A hospital district or city that collects the additional sales tax to reduce property taxes, including one that collects the tax for the first time this year, must insert the following lines:

- Sales tax adjustment rate	0.052200/\$100
= Rollback tax rate	0.524300/\$100

ORDINANCE NO. 2014- 64

AN ORDINANCE ADOPTING THE ANNUAL BUDGET FOR THE CITY OF NEW BRAUNFELS FOR THE FISCAL YEAR 2014-15; MAKING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014 AND ENDING SEPTEMBER 30, 2015; 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 2014-15 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 2014-15.

SECTION 2. The amounts documented in the City of New Braunfels FY 2014-15 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, 2014, and ending September 30, 2015.

SECTION 3. That revenues included in the City of New Braunfels FY 2014-15 Proposed Operating Budget and Plan of Municipal Services shall be used to fund the City's required expenditures for FY 2014-15. 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 2nd day of September, 2014.

PASSED AND APPROVED: Second reading this the 8th day of September, 2014.

CITY OF NEW BRAUNFELS, TEXAS

BY: _____

Barfon Casteel, Mayor

ATTEST:

PATRICK ATEN, City Secretary

APPROVED AS TO FORM:

VALERIA ACEVEDO, City Attorney



Budget Order

City of New Braunfels

FY 2014-15 Budget

For the period October 1, 2014 through September 30, 2015

Approval of the FY 2014-15 Budget

City Council approves the FY 2014-15 Budget as filed with the City Secretary with the amendments included in the September 2, 2014 memorandum “Recommended Changes to the FY 2014-15 Budget” included here as Attachment 1.

Authorized Positions and Salaries

The positions listed in the FY 2014-15 Budget document under each department or division are the authorized positions for FY 2014-15. 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 2014-15 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 2014-15 are market adjustments that include up to a 4 percent cost of living adjustment for non-uniform employees (if the market adjustment is less than 4 percent) as well as market adjustments and regular step increases (based on longevity) for employees under the Public Safety Uniform Employees Step Pay Plan. Market adjustments and cost of living adjustments are effective October 11, 2014. Step pay plan increases are effective on the employee’s anniversary in their current position.

All new positions in the FY 2014-15 Budget are authorized effective October 1, 2014 unless specifically stipulated otherwise.

General Fund, Enterprise Funds, Special Revenue Funds, Debt Service Fund, and Self Insurance Fund (as listed in the designated sections of the FY 2014-15 Budget document)

The FY 2014-15 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

- Operating (recurring)

- Equipment and Initiatives (one time)

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 2014-15 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 health insurance) 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 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 2014-15 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.



SUPPORT SERVICES DEPARTMENT

ATTACHMENT 1

To: City Council
From: Jared Werner, Assistant Director of Finance
Date: September 2, 2014
Subject: Recommended Changes to the FY 2014-15 Proposed Budget

After Council direction on budget issues and further review of the FY 2014-15 Proposed Budget document submitted to City Council for their consideration, the following changes are recommended.

1. Non-uniform employees pay plan – the final non-uniform employees pay plan is attached with all changes and corrections.
2. Uniform employee step pay plans – the final uniform employee step pay plans are attached.
3. New Braunfels Industrial Development Corporation FY 2014-15 Proposed Budget – The proposed budget was updated to reflect additional expenditures authorized in August, 2014.

New Braunfels Industrial Development Corp.
Fiscal Year Ending September 30, 2015

	FY 2012-13 Actual	FY 2013-14 Estimate	FY 2014-15 Budget
Beginning Fund Balance	\$ 11,857,158	\$ 13,203,841	\$ 13,712,116
Revenue:			
Sales Tax	\$ 5,051,774	\$ 5,584,643	\$ 5,733,666
Interest Income	28,680	24,400	25,000
Reimbursements	135,420	-	
Loan Payments	1,136,158	778,100	288,100
Total Revenue	\$ 6,352,032	\$ 6,387,143	\$ 6,046,766
Total Available Funds	\$ 18,209,190	\$ 19,590,984	\$ 19,758,881
Expenditures:			
Administrative (City)	\$ 50,000	\$ 100,000	\$ 105,000
Chamber of Commerce Contract	312,871	325,000	405,284
National Development Council Contract	30,000	72,000	72,000
Miscellaneous	551	2,000	2,000
New Braunfels Railroad Museum	55,000		
Downtown Parking Project	15,000	18,000	18,000
Downtown Public Infrastructure	141,285	59,156	-
Pedestrian Bridge over Comal River		338,000	-
Brauntex Theater Project	19,209		
CTTC Manufacturing Technology Academy	62,000	64,000	66,000
CTTC Expansion		320,000	-
CBE Companies, inc.			650,000
Center for Entrepreneurship	112,392	111,000	115,000
National Flight Services	408,651		
IBEX		1,050,000	
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New Braunfels Smokehouse		68,000	-
TRZ		21,875	
Golf Course Support		750,000	466,500
FM 306 project - overpasses	732,459		
Debt Service Reserve - Park Improv Proj	606,996	977,457	1,715,547
West Loop Dog Park		100,000	-
Airport Hanger Alterations	67,932		
Airport Runway Extension	480,000	99,694	
Airport Utility Extensions - Water/Sewer	651,320		
Airport Utility Extensions - Electric		40,000	
Airport Hanger Development	175,168	66,861	
Airport Taxiway/Hanger Ramps		110,000	-
Projects		-	15,025,083
<i>Debt</i>			
2003 Certificates of Obligation	446,228	-	
2006 Refunding	235,400	237,200	130,800
2007 Certificates of Obligation	310,612	309,881	313,125
2010 Refunding	9,275	9,275	114,275
2013 Refunding	83,000	409,469	121,900
Total Expenditures	5,005,349	5,878,868	19,320,514
Ending Fund Balance	\$ 13,203,841	\$ 13,712,116	\$ 438,367

Grades	New			40% Imp			Current		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
A									
Attendant	9.17	11.00	12.83	8.26	9.93	11.34	7.65	9.22	10.34
Golf Cart Porter	9.17	11.00	12.83	8.02	9.52	11.02	7.25	8.53	9.81
Cashier	9.17	11.00	12.83	8.26	9.93	11.34	7.65	9.22	10.34
B									
Lifeguard	9.53	11.44	13.35	8.75	10.39	12.02	8.23	9.69	11.14
Camp Counselor	9.53	11.44	13.35	8.75	10.39	12.02	8.23	9.69	11.14
School Crossing Guard	9.53	11.44	13.35	9.00	11.06	12.36	8.65	10.81	11.70
C									
	20,623	24,747	28,872						
D									
Recreation Instructor	10.31	12.37	14.44	9.58	11.36	13.15	9.09	10.69	12.29
E									
	22,305	26,766	31,227						
F									
Assistant Camp Coordinator	11.15	13.38	15.61	10.19	12.09	14.00	9.55	11.23	12.92
Assistant Aquatics Coordinator	11.15	13.38	15.61	10.19	12.09	14.00	9.55	11.23	12.92
G									
Library Aide (nkt survey was for FT)	11.60	13.92	16.24	9.44	11.21	12.99	8.00	9.41	10.82
Clerical Assistant	11.60	13.92	16.24	10.66	12.65	14.64	10.03	11.80	13.57
H									
Custodian	12.06	14.48	16.89	11.15	13.23	15.31	10.54	12.40	14.26
Facility Specialist	12.06	14.48	16.89	11.47	13.61	15.74	11.07	13.03	14.98
Groundskeeper	12.06	14.48	16.89	11.15	13.23	15.31	10.54	12.40	14.26
Event Attendant	12.06	14.48	16.89	11.47	13.61	15.74	11.07	13.03	14.98
Aquatics Coordinator	12.06	14.48	16.89	11.47	13.61	15.74	11.07	13.03	14.98
Camp Coordinator	12.06	14.48	16.89	11.47	13.61	15.74	11.07	13.03	14.98
Recreation Facilities Coordinator	12.06	14.48	16.89	11.47	13.61	15.74	11.07	13.03	14.98
Ranger	12.06	14.48	16.89	10.84	12.87	14.90	10.03	11.80	13.57
I									
Library Clerk (nkt was FT)	12.55	15.05	17.56	11.34	13.46	15.58	10.54	12.40	14.26
Golf Assistant	12.55	15.05	17.56	11.34	13.46	15.58	10.54	12.40	14.26
Administrative Specialist	12.55	15.05	17.56	11.66	13.84	16.01	11.07	13.03	14.98
Assistant Evidence and Property Technician	12.55	15.05	17.56	11.66	13.84	16.01	11.07	13.03	14.98
Lead Ranger	12.55	15.05	17.57	11.34	13.46	15.58	10.54	12.40	14.26

Grades	New			40% Imp			Current		
	Minimum	Midpoint	New Maximum	Minimum	40% Imp Midpoint	40% Imp Maximum	Current Minimum	Current Midpoint	Current Maximum
J									
Maintenance Worker	13.05	15.66	18.27	11.86	14.08	16.29	11.07	13.03	14.98
Police Records Clerk	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Clerical Specialist	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Lead Custodian	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Lead Facility Specialist	13.05	15.66	18.27	13.31	15.79	18.26	13.49	15.87	18.25
Parts Technician	13.05	15.66	18.27	11.86	14.08	16.30	11.07	13.03	14.98
Refuse Collector	13.05	15.66	18.27	11.86	14.08	16.30	11.07	13.03	14.98
Recreation Specialist	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Athletics Specialist	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Ranger Specialist	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Customer Service Specialist	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
Library Service Specialist (new job title)	13.05	15.66	18.27	12.55	14.89	17.23	12.22	14.38	16.54
K									
	28,223	33,868	39,513						
L									
Permit Technician	14.11	16.93	19.76	13.74	16.30	18.85	13.49	15.87	18.25
Administrative Secretary	14.11	16.93	19.76	13.74	16.30	18.85	13.49	15.87	18.25
Library Technician	14.11	16.93	19.76	13.74	16.29	18.85	13.49	15.87	18.25
Children's Library Technician	14.11	16.93	19.76	13.74	16.29	18.85	13.49	15.87	18.25
Library Technical Services Specialist	14.11	16.93	19.76	13.74	16.29	18.85	13.49	15.87	18.25
M									
Animal Control Officer	14.68	17.61	20.55	13.96	16.57	19.17	13.49	15.87	18.25
Deputy Court Clerk	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
Equipment Operator I	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
Airport Maintenance Technician	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
Sign Shop Technician	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
Human Resources Assistant	14.68	17.61	20.55	13.97	16.57	19.17	13.49	15.87	18.25
Aquatics Specialist	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
Mechanic Assistant (Fleet Technician I)	14.68	17.61	20.55	13.20	15.67	18.14	12.22	14.38	16.54
N									
Equipment Technician (new title)	15.26	18.32	21.37	14.45	17.33	20.39	13.91	16.67	19.74
O									
Administrative Assistant	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49
Equipment Operator II	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
Mechanic (Fleet Technician II)	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
Accounting Technician	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
Evidence and Property Technician	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49
Traffic Signal Technician I	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49
Senior Animal Control Officer	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49

Grades		New Minimum	New Midpoint	New Maximum	40% Imp Minimum	40% Imp Midpoint	40% Imp Maximum	Current Minimum	Current Midpoint	Current Maximum
P	Code Enforcement Officer	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49
	Event Coordinator	15.87	19.05	22.22	15.56	18.67	21.78	15.35	18.41	21.49
	Lead Airport Maintenance Technician	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
	Golf Course Field Technician	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
	Field Technician	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
	Container Coordinator	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
	Assistant Golf Professional	15.87	19.05	22.22	13.68	16.25	18.81	12.22	14.38	16.54
	Solid Waste Operator	15.87	19.05	22.22	14.69	17.62	20.73	13.91	16.67	19.74
Q	Planning Technician	16.51	19.81	23.11	14.70	17.45	20.20	13.49	15.87	18.25
	Emergency Dispatchers	16.51	19.81	23.11	15.81	18.97	22.14	15.35	18.41	21.49
	Senior Fleet Technician (Fleet Technician III)	16.51	19.81	23.11	15.81	18.97	22.14	15.35	18.41	21.49
	Senior Human Resources Assistant	16.51	19.81	23.11	15.81	18.97	22.14	15.35	18.41	21.49
	Senior Deputy Court Clerk	16.51	19.81	23.11	15.81	18.97	22.14	15.35	18.41	21.49
	Library Circulation Supervisor	16.51	19.81	23.11	15.81	18.97	22.14	15.35	18.41	21.49
	17.17	20.60	24.04							
R	Crew Leader	17.86	21.43	25.00	16.35	19.62	22.89	15.35	18.41	21.49
	Assistant Supervisor, Park Ranger	17.86	21.43	25.00	17.31	20.76	24.23	16.94	20.32	23.72
	Crime Analyst	17.86	21.43	25.00	17.31	20.76	24.23	16.94	20.32	23.72
	Human Resources Specialist	17.86	21.43	25.00	15.49	18.57	21.84	13.91	16.67	19.74
	Records Supervisor	17.86	21.43	25.00	17.31	20.76	24.23	16.94	20.32	23.72
	Senior Emergency Dispatcher	17.86	21.43	25.00	17.31	20.76	24.23	16.94	20.32	23.72
	Traffic Signal Technician II	17.86	21.43	25.00	17.82	21.37	24.95	17.80	21.34	24.92
S	Construction Inspector	38.626	46.351	54.076	36.692	43.900	51.233	35.235	42.266	49.338
	Management Assistant	38.626	46.351	54.076	36.692	43.900	51.233	35.235	42.266	49.338
	Senior Accounting Technician	38.626	46.351	54.076	36.692	43.900	51.233	35.235	42.266	49.338
	Paralegal	38.626	46.351	54.076	37.665	45.173	52.731	37.024	44.387	51.834
	Recycling Coordinator	38.626	46.351	54.076	36.692	43.900	51.233	35.235	42.266	49.338
	Purchasing Assistant	38.626	46.351	54.076	36.692	43.900	51.233	35.235	42.266	49.338
	Juvenile Case Manager (Teen Court Coordinator)	38.626	46.351	54.076	34.607	41.516	48.450	31.928	38.293	44.689
T	Building Inspector	40.171	48.205	56.239	37.210	44.641	52.098	35.235	42.266	49.338
	Warrant Officer	40.171	48.205	56.239	35.225	42.258	49.315	31.928	38.293	44.689
	Plans Examiner	40.171	48.205	56.239	39.410	47.269	55.170	38.902	46.645	54.458
	Engineering Technician	40.171	48.205	56.239	35.225	42.258	49.315	31.928	38.293	44.689

Grades	New			40% Imp			Current		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
U									
Assistant City Secretary	41,777	50,133	58,488	38,925	46,686	54,495	37,024	44,387	51,834
Foreman	41,777	50,133	58,488	38,925	46,686	54,495	37,024	44,387	51,834
Sanitarian I	41,777	50,133	58,488	37,852	45,413	52,998	35,235	42,266	49,338
Senior Construction Inspector	41,777	50,133	58,488	38,925	46,686	54,495	37,024	44,387	51,834
V									
Aquatics Programs Supervisor	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Athletic Programs Supervisor	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Recreation Programs Supervisor	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Deputy City Secretary	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Buyer	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Librarian I	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Lead Building Inspector	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Capital Projects Specialist	43,449	52,138	60,828	39,594	47,488	55,431	37,024	44,387	51,834
Golf Services Coordinator	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Marketing Coordinator	43,449	52,138	60,828	40,721	48,842	57,006	38,902	46,645	54,458
Watershed Coordinator	43,449	52,138	60,828	39,594	47,488	55,431	37,024	44,387	51,834
W									
GIS Analyst	45,186	54,224	63,261	44,591	54,146	63,765	44,195	54,094	64,101
911 Center Supervisor	45,186	54,224	63,261	40,289	48,322	56,405	37,024	44,387	51,834
IT Specialist	45,186	54,224	63,261	41,416	49,677	57,979	38,902	46,645	54,458
Library System Specialist	45,186	54,224	63,261	41,416	49,677	57,979	38,902	46,645	54,458
X									
Planner	46,994	56,393	65,791	44,037	53,449	62,924	42,065	51,487	61,012
Airport Operations Supervisor	46,994	56,393	65,791	48,067	58,383	68,770	48,783	59,709	70,756
Urban Forester	46,994	56,393	65,791	44,037	53,449	62,924	42,065	51,487	61,012
Outreach Coordinator	46,994	56,393	65,791	42,139	50,544	58,991	38,902	46,645	54,458
Sanitarian II	46,994	56,393	65,791	42,139	50,544	58,991	38,902	46,645	54,458
Y									
	48,874	58,648	68,423						
Z									
Downtown Development Coordinator/Historic Preservation Officer	50,829	60,994	71,160	46,849	56,854	66,925	44,195	54,094	64,101
Senior Human Resources Generalist (Risk Manager)	50,829	60,994	71,160	45,571	55,290	65,071	42,065	51,487	61,012
Senior Planner (Including Neighborhood)	50,829	60,994	71,160	46,849	56,854	66,925	44,195	54,094	64,101
Grants Coordinator	50,829	60,994	71,160	46,849	56,854	66,925	44,195	54,094	64,101
Historic Preservation and Neighborhood Planner	50,829	60,994	71,160	45,571	55,290	65,071	42,065	51,487	61,012
Park Security Superintendent	50,829	60,994	71,160	45,571	55,290	65,071	42,065	51,487	61,012
Librarian II	50,829	60,994	71,160	45,571	55,290	65,071	42,065	51,487	61,012
AA									
	52,862	63,434	74,006						

Grades	New			40% Imp			Current		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
BB									
Facilities Manager	54,976	65,971	76,967	51,260	62,214	73,240	48,783	59,709	70,756
Parks Superintendent	54,976	65,971	76,967	47,229	57,281	67,394	42,065	51,487	61,012
Golf Course Superintendent	54,976	65,971	76,967	47,229	57,281	67,394	42,065	51,487	61,012
Senior Information Technology Specialist	54,976	65,971	76,967	51,260	62,214	73,240	48,783	59,709	70,756
System Administrator	54,976	65,971	76,967	51,260	62,214	73,240	48,783	59,709	70,756
Accounting Supervisor	54,976	65,971	76,967	47,229	57,281	67,394	42,065	51,487	61,012
Graduate Engineer	54,976	65,971	76,967	48,507	58,845	69,247	44,195	54,094	64,101
Municipal Court Administrator	54,976	65,971	76,967	55,934	67,935	80,020	56,573	69,245	82,065
GIS Manager	54,976	65,971	76,967	52,742	64,028	75,390	51,252	62,732	74,338
Emergency Management Coordinator	54,976	65,971	76,967	52,742	64,028	75,390	51,252	62,732	74,338
Fleet Manager	54,976	65,971	76,967	51,260	62,214	73,240	48,783	59,709	70,756
Capital Projects Manager	54,976	65,971	76,967	52,742	64,028	75,390	51,252	62,732	74,338
CC									
	57,175	68,610	80,045						
DD									
Civic/Convention Center Manager	58,462	71,355	83,247	53,055	64,367	75,752	48,783	59,709	70,756
Parks Development Manager	58,462	71,355	83,247	53,055	64,367	75,752	48,783	59,709	70,756
Golf Manager	58,462	71,355	83,247	53,055	64,368	75,752	48,783	59,709	70,756
Purchasing Manager	58,462	71,355	83,247	57,729	70,089	82,532	56,573	69,245	82,065
Human Resources Manager	58,462	71,355	83,247	57,729	70,089	82,532	56,573	69,245	82,065
Recreation Manager	58,462	71,355	83,247	53,055	64,367	75,752	48,783	59,709	70,756
Budget Manager	58,462	71,355	83,247	57,729	70,089	82,532	56,573	69,245	82,065
Streets and Drainage Manager	58,462	71,355	83,247	53,055	64,367	75,752	48,783	59,709	70,756
Planning Manager	58,462	71,355	83,247	56,705	72,192	85,679	58,200	72,750	87,300
Environmental Services Manager	58,462	71,355	83,247	53,055	64,367	75,752	48,783	59,709	70,756
Watershed Program Manager	58,462	71,355	83,247	58,705	72,192	85,679	58,200	72,750	87,300
Finance Manager	58,462	71,355	83,247	57,729	70,089	82,532	56,573	69,245	82,065
Real Estate Manager	58,462	71,355	83,247	57,729	70,089	82,532	56,573	69,245	82,065
EE									
Assistant City Attorney	61,841	74,209	86,577	61,425	75,543	89,663	61,147	76,433	91,720
Solid Waste Manager	61,841	74,209	86,577	59,666	73,334	87,011	58,200	72,750	87,300
Public Information Officer	61,841	74,209	86,577	59,666	73,334	87,011	58,200	72,750	87,300
FF									
	64,314	77,177	90,040						
GG									
	66,887	80,264	93,642						

Grades	New			40% Imp			Current		
	Minimum	New Midpoint	New Maximum	Minimum	40% Imp Midpoint	40% Imp Maximum	Minimum	Current Midpoint	Current Maximum
HH Assistant Director - Library Assistant Director - Finance City Secretary Building Official Development Coordinator Engineer	66,780	83,475	100,170	65,257	81,572	97,886	64,242	80,303	96,363
	66,780	83,475	100,170	65,257	81,572	97,886	64,242	80,303	96,363
	66,780	83,475	100,170	61,632	77,040	92,448	58,200	72,750	87,300
	66,780	83,475	100,170	61,632	77,040	92,448	58,200	72,750	87,300
	66,780	83,475	100,170	60,656	74,937	89,301	56,573	69,245	82,055
II Capital Programs Manager Assistant Director - Parks and Recreation	69,451	86,814	104,177	65,397	80,617	97,717	62,694	76,486	93,411
	69,451	86,814	104,177	66,326	82,907	99,489	64,242	80,303	96,363
	69,451	86,814	104,177	66,326	82,907	99,489	64,242	80,303	96,363
JJ Assistant Director - Public Works Information Technology Administrator First Assistant City Attorney Assistant City Engineer	72,230	90,287	108,344	67,437	84,297	101,156	64,242	80,303	96,363
	72,230	90,287	108,344	63,812	79,785	95,718	58,200	72,750	87,300
	72,230	90,287	108,344	67,437	84,297	101,156	64,242	80,303	96,363
	72,230	90,287	108,344	65,580	81,975	98,370	61,147	76,433	91,720
KK	75,118	93,898	112,678						
	75,118	93,898	112,678						
LL	78,123	97,654	117,185						
	78,123	97,654	117,185						
MM City Engineer Assistant Fire Chief Assistant Police Chief	81,248	101,560	121,872	71,044	88,806	106,567	64,242	80,303	96,363
	81,248	101,560	121,872	71,044	88,806	106,567	64,242	80,303	96,363
	81,248	101,560	121,872	71,044	88,806	106,567	64,242	80,303	96,363
QQ Police Chief Fire Chief Director - Planning and Community Development Director - Public Works Director - Human Resources Director - Library Director - Airport Director - Parks and Recreation Director - Support Services	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
	91,393	118,811	146,228	77,057	108,724	140,391	67,500	102,000	136,500
UU Assistant City Manager	106,016	137,821	169,626	82,906	116,328	149,750	67,500	102,000	136,500
	106,016	137,821	169,626	82,906	116,328	149,750	67,500	102,000	136,500

Fire Department Proposed Step Plan

Battalion Chief

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Current Plan	\$ 72,730	\$ 74,548	\$ 74,548	\$ 76,785	\$ 79,088	\$ 79,088	\$ 79,634	\$ 79,712	\$ 79,790	\$ 79,868
Ultimate Plan to Step 1	Step 1	Step 2	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max
reflect market	\$ 86,441	\$ 89,034	\$ 91,705	\$ 91,705	\$ 91,705	\$ 91,705	\$ 91,705	\$ 91,705	\$ 91,705	\$ 91,705
Increase from										
Current	18.9%	15.4%	23.0%	19.4%	16.0%	16.0%	15.2%	15.0%	14.9%	14.8%
40%	\$ 78,214	\$ 80,342	\$ 83,427							
Implementation	7.5%	7.8%	14.6%	Increase from current plan						

Current Plan steps 7-10 include seniority pay

Anyone from step 3 and up in the current plan would go to step 3

Fire Captain

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Current Plan	\$ 63,698	\$ 65,290	\$ 65,290	\$ 67,249	\$ 67,249	\$ 69,287	\$ 69,287	\$ 69,833	\$ 69,891	\$ 69,969
Ultimate Plan to Step 1	Step 1	Step 2	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max	Step 3 - Max
reflect market	\$ 79,106	\$ 81,479	\$ 83,923	\$ 83,923	\$ 83,923	\$ 83,923	\$ 83,923	\$ 83,923	\$ 83,923	\$ 83,923
Increase from										
Current	24.2%	24.8%	28.5%	24.8%	24.8%	21.2%	20.2%	20.1%	19.9%	19.8%
40%	\$ 69,861	\$ 71,766	\$ 76,050							
Implementation	9.7%	9.9%	16.5%	Increase from current plan						

Current Plan steps 7-10 include seniority pay

Anyone from step 3 and up in the current plan would go to step 3

Fire Lieutenant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Current Plan	\$ 56,520	\$ 57,933	\$ 57,933	\$ 59,671	\$ 59,671	\$ 61,461	\$ 62,007	\$ 62,085	\$ 62,169	\$ 62,241
Ultimate Plan to Step 1	Step 1	Step 2	Step 3	Step 4 - Max	Step 4 - Max	Step 4 - Max	Step 4 - Max	Step 4 - Max	Step 4 - Max	Step 4 - Max
reflect market	\$ 70,284	\$ 72,393	\$ 74,565	\$ 76,802	\$ 76,802	\$ 76,802	\$ 76,802	\$ 76,802	\$ 76,802	\$ 76,802
Increase from										
Current	24.4%	25.0%	28.7%	28.7%	28.7%	25.0%	23.9%	23.7%	23.5%	23.4%
40%	\$ 62,026	\$ 63,717	\$ 64,586	\$ 68,181						
Implementation	9.7%	10.0%	11.5%	14.3%	Increase from current plan					

Current Plan steps 7-10 include seniority pay

Anyone from step 4 and up in the current plan would go to step 4

Fire Engineer

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
Current Plan	\$ 48,992	\$ 50,217	\$ 50,217	\$ 51,724	\$ 51,724	\$ 53,276	\$ 53,276	\$ 54,874	\$ 55,576	\$ 55,654	\$ 55,732	\$ 55,810	\$ 55,888	\$ 55,966	\$ 56,044
Ultimate Plan to Step 1	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max	Step 6 - Max
reflect market	\$ 58,852	\$ 60,528	\$ 62,447	\$ 64,320	\$ 66,250	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237	\$ 68,237
Increase from															
Current	20.1%	20.7%	24.4%	24.4%	28.1%	28.1%	28.1%	24.4%	22.8%	22.6%	22.4%	22.3%	22.1%	21.9%	21.8%
40%	\$ 52,940	\$ 54,381	\$ 55,109	\$ 56,762	\$ 57,354	\$ 61,194									
Implementation	8.1%	8.3%	9.7%	9.7%	11.2%	14.9%	Increase from current plan								

Current Plan steps 9-15 include seniority pay

Anyone from Step 6 and up would go to step 6

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	Step 13	Step 14	Step 15
Current Plan	\$ 40,841	\$ 42,883	\$ 43,955	\$ 45,034	\$ 46,180	\$ 46,180	\$ 47,566	\$ 48,190	\$ 48,268	\$ 48,346	\$ 48,424	\$ 48,502	\$ 48,580	\$ 48,658	\$ 48,736
Ultimate Plan to Step 1	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9 - Max	Step 9 - Max	Step 9 - Max	Step 9 - Max	Step 9 - Max	Step 9 - Max	Step 9 - Max
reflect market	\$ 43,430	\$ 46,020	\$ 47,401	\$ 48,823	\$ 50,287	\$ 51,796	\$ 53,350	\$ 54,950	\$ 56,599	\$ 56,599	\$ 56,599	\$ 56,599	\$ 56,599	\$ 56,599	\$ 56,599
Increase from															
Current	6.3%	7.3%	7.8%	8.4%	8.9%	12.2%	12.2%	14.0%	17.3%	17.1%	15.9%	16.7%	16.5%	16.3%	16.1%
40%	\$ 41,877	\$ 44,138	\$ 45,333	\$ 46,562	\$ 47,823	\$ 48,426	\$ 49,880	\$ 50,894	\$ 51,834						
Implementation	2.5%	2.9%	3.1%	3.3%	3.6%	4.9%	4.9%	5.6%	7.4%	Increase from current plan					

Current Plan steps 8-15 include seniority pay

Anyone from step 9 and up would go to step 9

Police Department Proposed Step Plan

Police Captain

	Step 1	Step 2	Step 3	Step 4	Step 5
Current Plan	\$ 76,785	\$ 79,123	\$ 81,461	\$ 81,773	\$ 81,851
Ultimate Plan to reflect market	\$ 91,816	\$ 94,571	\$ 97,408	\$ 100,330	\$ 103,340
Increase from Current	15.08%	19.58%	19.68%	22.78%	25.33%
40% Implementation Plan	\$ 82,797	\$ 85,302	\$ 87,840	\$ 89,196	\$ 90,447
	7.88%	7.88%	7.88%	9.11%	10.55%

Increase from current plan

Current Plan Steps 4-5 include
seniority pay

Police Lieutenant

	Step 1	Step 2	Step 3	Step 4	Step 5
Current Plan	\$ 70,680	\$ 72,447	\$ 74,548	\$ 74,860	\$ 74,938
Ultimate Plan to reflect market	\$ 80,758	\$ 83,181	\$ 85,676	\$ 88,247	\$ 90,854
Increase from Current	14.38%	14.88%	14.96%	17.98%	21.33%
40% Implementation Plan	\$ 74,711	\$ 76,741	\$ 78,999	\$ 80,215	\$ 81,320
	5.73%	5.99%	6.06%	7.28%	8.53%

Increase from current plan

Current Plan Steps 4-5 include
seniority pay

Police Sergeant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Current Plan	\$ 62,388	\$ 63,947	\$ 63,947	\$ 65,866	\$ 65,866	\$ 67,842	\$ 69,388	\$ 69,466	\$ 69,544	\$ 69,622
Ultimate Plan to reflect market	\$ 69,663	\$ 71,753	\$ 73,915	\$ 76,122	\$ 78,406	\$ 78,406	\$ 78,406	\$ 78,406	\$ 78,406	\$ 78,406
Increase from Current	11.73%	12.28%	15.68%	15.68%	15.08%	15.66%	14.89%	14.39%	14.46%	14.39%
40% Implementation Plan	\$ 65,298	\$ 67,069	\$ 67,930	\$ 69,968	\$ 72,657					
	4.73%	4.98%	6.28%	6.28%	10.33%					

Increase from current plan

Current Plan Steps 7-10
include seniority pay

All above step 5 would go to
step 5

Police Corporal

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
Current Plan	\$ 54,079	\$ 55,431	\$ 55,431	\$ 57,084	\$ 57,084	\$ 58,806	\$ 58,806	\$ 60,571	\$ 61,273	\$ 61,351	\$ 61,429	\$ 61,507	\$ 61,585	\$ 61,663	\$ 61,741
Ultimate Plan to reflect market	\$ 60,092	\$ 61,895	\$ 63,751	\$ 65,664	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634	\$ 67,634
Increase from Current	11.13%	11.73%	15.08%	15.08%	18.53%	15.08%	15.08%	11.73%	10.48%	10.20%	10.16%	10.08%	9.89%	9.73%	9.58%
40% Implementation Plan	\$ 56,494	\$ 58,017	\$ 58,759	\$ 60,522	\$ 64,746										
	4.88%	4.73%	6.06%	6.06%	13.45%										

Increase from current plan

Current Plan Steps 9-15 include
Seniority Pay

All above step 5 would go to
step 5

Police Officer

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
Current Plan	\$ 45,081	\$ 47,335	\$ 48,518	\$ 49,731	\$ 50,974	\$ 50,974	\$ 52,504	\$ 53,128	\$ 53,206	\$ 53,284	\$ 53,362	\$ 53,440	\$ 53,518	\$ 53,596	\$ 53,674
Ultimate Plan to reflect market	\$ 47,437	\$ 48,860	\$ 50,326	\$ 51,836	\$ 53,381	\$ 54,992	\$ 56,646	\$ 58,342	\$ 58,342	\$ 58,342	\$ 58,342	\$ 58,342	\$ 58,342	\$ 58,342	\$ 58,342
Increase from Current	5.23%	3.23%	3.73%	4.23%	4.73%	7.99%	7.99%	9.84%	9.73%	9.58%	9.36%	9.28%	9.09%	8.93%	8.78%
40% Implementation Plan	\$ 46,023	\$ 47,945	\$ 49,241	\$ 50,573	\$ 51,941	\$ 52,581	\$ 54,160	\$ 55,487							
	2.13%	1.38%	1.58%	1.73%	1.95%	3.23%	3.23%	4.48%							

Increase from current plan

Current Plan Steps 8-15 include
Seniority Pay

All above step 8 would go to
step 8

*Police officers would be given a \$3,000 signing bonus under the proposed plan

ORDINANCE NO. 2014- 65

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, 2014 THROUGH SEPTEMBER 30, 2015**

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 2014-15, the sum of \$0.278079 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 2014-15, the sum of \$0.220151 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 for the use and support of the Fiscal Year 2014-15 Budget, the total tax levy of \$0.498230 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 1, 2014, and become and be considered delinquent if not paid by January 31, 2015. 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 6.1 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.0**

After January 31, 2015, 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, 2015, 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 4. 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 5. 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 Aja Edwards	aye	~~aye~~ absent
District Three	Mayor Pro Tem Ron Reaves	aye	aye
District Four	Councilmember Sandy Nolte	aye	aye
District Five	Councilmember Wayne Peters	aye	aye
District Six	Councilmember Leah A. Garcia	aye	aye
	Mayor Barron Casteel	aye	aye

SECTION 6. That all ordinances and parts of ordinances in conflict be and same are hereby repealed.

SECTION 7. This ordinance shall become effective immediately upon its passage as provided by the Charter.

PASSED AND APPROVED: First reading this the 2nd day of September, 2014.

PASSED AND APPROVED: Second reading this the 8th day of September, 2014.

CITY OF NEW BRAUNFELS, TEXAS

BY: 

Barron Casteel, Mayor

ATTEST: 

PATRICK ATEN, City Secretary

APPROVED AS TO FORM:


VALERIA ACEVEDO, City Attorney



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 Support Services 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 Support Services 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 2008-09, the City of New Braunfels has prepared and maintained a long range five year financial forecast which: a) updates reserve and expenditure projections for the next five years; b) projects capital improvement requirements 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 Support Services Director/Chief Financial Officer.
4. A balanced proposed budget will be prepared and distributed to City Council in accordance with the City charter.
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 including tax levies and collections for the last five years
 - d) Revenue estimates
 - e) Operating expenditures by department and expense category (delineated below)
 - f) A five year capital improvement program including provisions for financing that plan
 - g) Debt service costs (delineating principal and interest) by issuance and a description of outstanding debt issuances
 - h) A statement of expenditures for debt proceeds
 - i) Descriptions of departments functions and mission
 - j) Performance measures for each department – workload, efficiency and effectiveness
 - k) Descriptions and cost analysis of program changes
 - l) Description of capital projects included for funding in the proposed budget
 - m) A list of authorized positions by department and division (where appropriate)
 - n) 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 records by the Support Services Director/Chief Financial Officer
 - 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 Support Services Director/Chief Financial Officer.

- 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 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), and for encumbrances outstanding in any fund at fiscal year end, unused appropriations lapse at the end of each fiscal year.
 9. A budget transfer shall be made ONLY when it is submitted in writing, and initiated and signed by the department head. The Support Services Director/Chief Financial Officer shall approve all budget transfers in amounts under \$5,000 except as stated in Section C-10 below. City Council shall approve all budget transfers of \$5,000 or greater.
 10. **ALL** budget transfers taking funds from Fund Balance and all budget transfers that move funds between departments require City Council approval, regardless of the amount.
 11. 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 an affirmative vote of five of the seven Council members.
2. Capital project funds' reserves will be established by project, not by fund and will, in general, reflect three (3) percent of the total project costs.
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 an affirmative vote of five of the seven Council members.

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 Council 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, within Council policy guidelines, 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 adopted by City Council.

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;
 - 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;
 - 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 produces present value savings of three (3) percent or greater.

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.

4.0 OBJECTIVES

The primary objectives, in priority order, of the City of New Braunfels' investment activities shall be:

4.1 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.

4.2 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.

4.3 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. The City's investments shall be reviewed and rebalanced with respect to diversification at least once per calendar quarter.

4.4 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.

5.0 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, of short to intermediate-term maturities. The potential for loss shall be further controlled through the purchase of securities within the desired maturity range.
- D. The investment strategy for capital projects or capital project funds will have as its primary objective assurance that anticipated cash flows are matched and provide adequate investment liquidity. The stated final maturity dates of securities held may not exceed the estimated project completion date.

The City intends to match investments with the projected cash flows and liquidity needs of the City. In no case will the dollar-weighted average maturity of the portfolio exceed six (6) months. The maximum final stated maturity of any investment shall not exceed two years.

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.

6.0 DELEGATION OF AUTHORITY AND RESPONSIBILITIES

Management responsibility for the investment program has been delegated by City Council primarily to the City Manager and the Chief Financial Officer, who are designated by resolution as investment officers. A registered investment adviser may also be designated as a City Council appointed Investment Officer. This authority is derived from the Act.

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 twelve months of assuming those duties and within every succeeding two-year period as required by the Act.

The Chief Financial Officer shall establish an annual process of independent review by an external auditor for compliance with policies and procedures.

7.0 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.

8.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

The Investment Officer(s) or adviser will maintain a list of Council 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, a managing officer of the investment advisory firm shall sign the written certification, which shall be included as part of the investment advisory contract.

9.0 AUTHORIZED INVESTMENTS

Authorized investments shall be limited to the following, as further defined by the Act:

- 9.1** Obligations of the United States or its agencies and instrumentalities excluding mortgage backed securities;

- 9.2** 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;
- 9.3** 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;
- 9.4** 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.
- 9.5** AAA rated Security and Exchange Commission registered money market mutual funds with a dollar-weighted average portfolio maturity of 90 days or fewer whose investment objectives include seeking to maintain a stable net asset value of \$1 per share.
- 9.6** Constant-dollar, AAA-rated Texas local government investment pools as defined by the Act.
- 9.7** Collateralized or insured demand deposit accounts in approved depositories approved by City Council under an executed depository agreement.
- 9.8** 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.
- 9.9** 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.
- 9.10** FDIC insured brokered certificate of deposit securities from a bank in any US state, delivered versus payment to the City's safekeeping depository, not to exceed one year to maturity. Before purchase, the Investment Officer or adviser must verify the FDIC status of the bank on www2.fdic.gov/idasp/main_bankfind.asp to assure that the bank is FDIC insured.

Competitive Bidding Requirement

All investment transactions will be made on a competitive bid/offer basis. 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. All bids received must be documented and filed 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 or investment pool funds. This assures City control of all its funds and assets. No securities shall be held by transaction counter-party.

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 the loss of rating, conditions affecting the rating and possible loss of principal with liquidation options available, within two weeks after the loss of the required rating.

Monitoring FDIC Status

The Investment Officer or Investment Adviser shall monitor, on no less than a weekly basis, 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 owned, 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 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 counter party 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

Eligible securities for collateralization of time and demand deposits are:

- Obligations of the US Government, its agencies and instrumentalities including mortgage backed securities which pass the bank test,
- Obligations of states, agencies, counties, cities, and other political subdivisions of any State having been rated as to investment quality by a nationally recognized investment rating firm and having received a rating of not less than "A" or its equivalent.

Eligible collateral does not include surety bonds or letters of credit.

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

The right of collateral substitution or reduction is to be granted on an individual issue basis. Any depository institution requesting substitution or reduction must contact the Chief Financial Officer for approval and settlement. The value will be calculated and substitution/reduction approved if its resulting value is equal to or greater than the required value (see item 10.3 of this policy).

10.5 Collateral Levels for Certain Investments

A. Time and Demand Deposits

The market value of the principal portion of collateral pledged for time and demand deposits must at all times be equal to or greater than 102% of the total value of the time and demand deposits less the applicable level of FDIC insurance. The

Depository shall be liable for monitoring and maintaining the collateral and collateral margins at all times.

B. Repurchase Agreements

A repurchase agreement's total book value equals the par value plus accrued interest. The collateral for the repurchase must be maintained at 102% of the total book value of the repurchase at all times.

10.6 Safekeeping of Collateral

A. Time and Demand Deposits

The market value of the principal portion of collateral pledged for time and demand deposits must at all times be equal to or greater than 102% of the total value of the time and demand deposits less the applicable level of FDIC insurance. The Depository shall be liable for monitoring and maintaining the collateral and collateral margins at all times. The custodian shall be an independent institution outside the holding company of the pledging bank.

B. Repurchase Agreements

The custodian shall be an independent institution.

10.7 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 financial institutions will be contractually liable for the daily monitoring and maintaining the required collateralization levels.

For repurchase agreements, either the counter party or custodian will be held contractually liable for monitoring and maintaining required collateral levels on a daily basis.

The Investment Officers will monitor the adequacy of all collateral underlying repurchase agreements on at least a weekly basis.

10.8 Margin Calls

If any collateral falls below 102% the deposit plus accrued interest less FDIC insurance, if applicable, the counterparty will be notified by the Investment Officers and 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. The City will diversify to reduce reliance on any one issuer or financial 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 benchmark 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 in the quarterly financial report. 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
Citigroup/Morgan Stanley
G.X. Clark
JPMorgan Chase Securities
Mizuho Securities
Morgan Keegan Capital Markets
Multi-Bank Securities
Stifel Nicolaus

Texpool Local Government Pool
TexStar Local Government Pool
MBIA Class Local Government Pool

JPMorgan Chase Money Market Mutual Fund – Government and Agency

APPENDIX C:

GLOSSARY

AGENCIES: Federal agency securities.

ASKED: The price at which securities are offered.

BANKERS' ACCEPTANCE (BA): A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.). See Offer.

BROKER: A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City of New Braunfels. It includes five (5) combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

COUPON: (a) The annual rate of interest that bond issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling from his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT: There are two (2) methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g. U. S. Treasury Bills.

FEDERAL FUNDS RATE: The rate of interest at which Federal funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g. Savings and Loans, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A Federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL HOME LOAN BANKS (FHLB): The institutions that regulated and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-a-vis member commercial banks.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA (see below) was chartered under the

Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): The FOMC consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. The security holder is protected by the full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA, or FMHM mortgages. The term "pass throughs" is often used to describe Ginnie Mae. LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase – reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: the market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

OFFER: the price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC) registered securities broker-dealers, banks, and a few unregulated firms.

PRUDENT PERSON RULE: An investment standard. In some states, the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state — the so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or

compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond, the current income return.

REPURCHASE AGREEMENT (RP or REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security “buyer” in effect lends the “seller” money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES AND EXCHANGE COMMISSION (SEC): Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 1503-1: See Uniform Net Capital Rule.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BOND: Long-term U.S. Treasury securities having initial maturities of more than 10 years.

TREASURY NOTES: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months or one year.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

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

