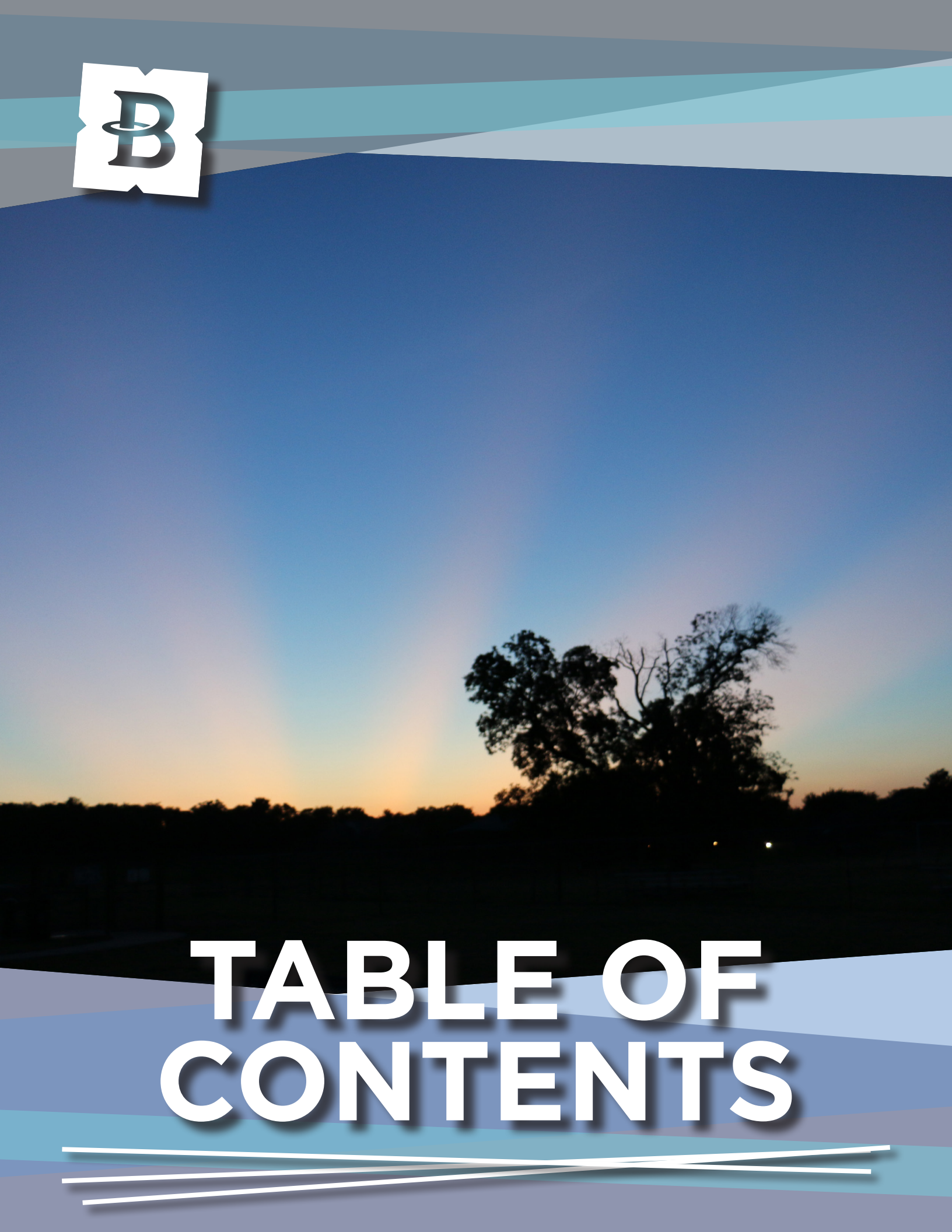
# CITY OF BEDFORD

# Program of Services FY 2019-2020



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# MANAGER'S MESSAGE

CITY OF BEDFORD TEXAS

October 1, 2019

Honorable Mayor, Council Members, and Bedford Community Members –

The Annual Operating Budget for Fiscal Year (FY) 2019-2020 is presented in accordance with the Bedford City Charter and the State of Texas Local Government Code. The adopted budget presents the annual financial plan and allocation of public resources for the coming year. Development of this document requires a comparison of anticipated revenues with adopted programs and priorities that are based on City Council priorities, service demands, or prior project commitments.

The City's objective is to provide quality services that reflect the community's goals and vision within reasonable fiscal limits. The budgeting process seeks to allocate finite resources. There will always be more needs than available funds to support them.

The City was once again presented with the task of responding to another year of large increases in property appraisal values. The result of the increase lowers both the effective and rollback tax rate. Although the budget outlook is relatively stable, it is not robust; the City continues to face a long-term service level deficit. Unless we can secure a significant new source of revenue, we do not expect our resources to grow in a manner that will allow the City to expand or enhance its level of programing or services.

The total Budget for FY 2019-2020, including capital purchases, Street Improvement Economic Development Corporation maintenance projects, debt service, and transfers between funds, is $78,578,276. This represents an increase of $5,401,292, or 7.38%, when compared to the FY 2018-2019 Adopted Budget. The Budget includes a tax rate of $0.569000, which represents an 8.39% increase over the previous fiscal year.

The FY 2019 – 2020 Budget highlights include:

- Public Safety Positions
  The budget includes the addition of 3.0 FTE Fire Fighters, 1.0 FTE Police Officer, and 1.0 FTE Police Sergeant.

- 1.0 FTE Parks and Recreation Director
  This position was added to support the Parks, Recreation, and Tourism divisions.

- 1.0 FTE Purchasing Coordinator
  This position was added to centralize and better coordinate the purchasing process across the entire organization.

- Employee Compression Adjustments
  Funding is included to realign the employee pay plan, moving general employees within their pay ranges and public safety staff within the step plan based on the analysis conducted in the recent compensation study.

- Public Safety Compensation
  The budget includes funding for the public safety step plan, which provides pay increases for all eligible staff. This plan is designed to help the Police and Fire Departments remain competitive in the market from a recruiting and retention standpoint.

- General Employee Compensation
  The budget includes an across the board adjustment of 3% for all eligible general employees.

- Facility and Equipment Needs
  Funding is included to replace all automated external defibrillators in City facilities, HVAC replacement in Fire Station #1, driveway improvements for Fire Station #3 and new flooring in the Fleet Division work area.

Bedford's continuing challenge is the current state of revenue collections and the ability to keep pace with the increased expense of operations. The budget for FY2019-2020 reflects an effort to deliver the City's core services in an effective and efficient manner. However, it is imperative that we continue to contemplate the long-term financial sustainability of the City's operations.

Amid our challenges, Bedford remains consistent in our pursuit of quality services working to enhance and build a better community. I want to thank the Mayor and City Council for your leadership and guidance throughout the budget development process. I also want to thank all City departments and staff for their service to the Bedford community. It is the caliber of those staff members that make the difference that we see every day. Special thanks are also due to staff of the Budget office for their commitment and long hours dedicated to preparing this document.

Respectfully,

Brian D. Bosshardt
City Manager

# EXECUTIVE SUMMARY

- **Fiscal Year 2018/2019**

The City Council continues to support a variety of economic development projects that utilize one or more economic development incentive programs. These incentive programs include rebates in varying amounts of sales tax and permit fees. Sales tax figures presented in these budget documents are net of these rebates to provide an accurate picture of collections available for operational use.

Economic Development within Bedford is moving forward in a positive and productive manner. The momentum in commercial and industrial development continues, while Bedford's economic cornerstone remains a well-balanced residential and business tax base.

Bedford boasts some of the densest residential developments in the Dallas-Fort Worth metroplex, at roughly 5,000 people/acre. National retailers like Wal-Mart, Harley-Davidson, and Movie Tavern are thriving in Bedford. Top chain restaurants, such as Texas Roadhouse, Saltgrass Steak House, Chili's, and Chipotle, are also popular in the Bedford marketplace. Development opportunities remain within the City's commercial corridors as infill sites and vacant pads.

The trend in redevelopment of existing properties persists, as evidenced by a former office building recently transitioned into a successful motorcycle dealership along one of the City's busy highway corridors and a former furniture rental store transformed into a popular brew pub in an older commercial strip.

Bedford's industrial sites also continue to expand, with the most recent being the completion of the construction of Polycoat Products' new 100,000 square foot, $8.3 million production and distribution facility. This facility complements their 160,000 square-foot headquarters on Reliance Parkway, opened in 2008.

The medical and healthcare sector remains a key backbone of Bedford's economy. Bedford is a major medical and healthcare hub, employing thousands of skilled workers. Texas Health HEB Hospital alone employs over 1,500 skilled workers and sees around 100,000 patients a year. The pace of healthcare development in Bedford has not slowed, with the Hospital investing $7.5M for a Cath Lab Addition and renovations to their existing footprint. Carter BloodCare, another large Bedford employer, continues construction on their fleet maintenance facility, and a $20 million, 160,000 square-foot independent living, assisted living and memory care facility was recently completed along the Highway 121 corridor.

Commercial and residential real estate continues to be in high demand. Vacancy rates for retail space have consistently been at all-time lows, while the demand for residential property remains high. New residential subdivisions are being proposed on lots of one to two acres in older, established sections of the City.

Bedford's more mature shopping centers are being revitalized as the City and the shopping

center owners work together to address such things as improvements to lighting, parking lots, signs, and façade updates.

Bedford is also investing $70 million for the next phase of construction at Bedford Boys Ranch Park. City leadership envisions the final product to be a world-class facility with amenities that will be multi-generational, multi-purpose, and multi-seasonal. This vision will meet the needs of residents and visitors of all ages, interests, and capabilities for years to come.

With room to grow, and opportunities available, Bedford proudly offers an efficient "one stop shop" to developers that desire to discuss their perfect site in Bedford.

- **City Council Goals**

On May 8, 2018, the Bedford City Council adopted a Strategic Plan to establish their goals and priorities. This was the result of a collaborative process with the City Council and staff over the course of multiple months that worked to define the Council's vision for the City and strategic focus areas to accomplish that vision. The mission was unchanged as part of this process.

Vision: Bedford is a vibrant, transformational community. We achieve this through our pursuit of economic vitality, fostering sustainable neighborhoods and commercial areas and providing excellent customer service to our residents.

Mission: Be responsive to the needs of the community
Demonstrate excellent customer service in an efficient manner
Foster economic growth
Provide a safe and friendly community environment
Protect the vitality of neighborhoods
Encourage citizen involvement
Support and develop arts and culture in Bedford

**Strategic Focus Areas**

- Area 1 – Revitalization
  Revitalized storefronts, streets, and neighborhoods attract future residents and businesses to the community. Thriving commercial centers enhance Bedford's image and should be reflective of the City's collective social and economic aspirations. Attracting unique businesses will demonstrate how Bedford is distinct from other communities.
  - *Strategic Initiatives*
    - Promote underutilized property, transforming key commercial nodes into unique destinations.
    - Develop a neighborhood reinvestment strategy.

        - Align policies and codes with a redevelopment strategy.
        - Change/improve the aesthetics of the City.

- Area 2 – Economic Vitality
  The promotion of high-quality economic growth and business development that expands and diversifies the tax base and will enhance the quality of life for Bedford residents.
    - *Strategic Initiatives*
        - Diversify the City's economic base.
        - Support the retention and expansion of Bedford employers.
        - Capitalize on Bedford's reputation for exceptional community events.

- Area 3 – Transformation
  Bedford is committed to cultivating vibrant, unique spaces that enhance the community and attract and benefit residents, businesses, and visitors.
    - *Strategic Initiatives*
        - Establish a strategic vision and plan that create a distinct destination through catalyst projects.
        - Develop a system for sustainable infrastructure.
        - Enhance public safety in the community.
        - Transform fiscal practices to create a sustainable financial future.

- Area 4 – Organizational Excellence
  Excellent performance requires aligning efforts that drive internal effectiveness with those that create external impact. Bedford is committed to becoming a High(er) Performing Organization that delivers exceptional service to customers.
    - *Strategic Initiatives*
        - Ensure high-quality, responsive service is provided through efficient and effective processes.
        - Invest in staff and create a high performing organization.
        - Set the example for regional leadership and collaboration.
        - Leverage the use of technology to enhance efficiency and productivity.

- Area 5 – Communicate & Engage with Citizens
  Communities function best when supported by a committed and involved citizenry working in tandem with a responsive and transparent local government. Bedford engages the community in City government by providing timely and accurate information in numerous formats about services, actions, and decisions.
    - *Strategic Initiatives*
        - Promote confidence in the expenditure of public funds by informing,

educating, and involving citizens in their local government.

- Promote understanding of City government through education and public participation.
- Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about its work, as well as obtain feedback from those the City serves about community priorities and public services.

From these focus areas, staff has been developing Management Action Plans, which are comprised of projects, process improvements, plans and other operational work, designed to provide organizational priorities and performance that will lead to the attainment of the five-year goals and the long-term vision.

## ➢ Fiscal Year 2019/2020 Financial and Economic Outlook

The financial plan as presented in the proposed operating budget should be considered from the broad perspective of the specific environment within which the City operates. The City of Bedford is located in the center of the Dallas-Fort Worth Metroplex. The City encompasses 10.1 square miles and is 97% developed. The 2010 Census reflects a population of 46,979, consistent with the 2019 estimated population of 49,526. The total taxable assessed value of property within the City increased this year to $4,677,996,218. This represents an increase of $362,150,367, or 8.39% increase in taxable value compared to FY 2018/2019. New construction values total $27,985,000.

A significant portion of the City's general operating revenue is derived from sales tax and efforts to maintain and grow our sales tax base are a high priority. As a policy, the City strives to attract high quality, visually appealing businesses, as well as revitalize and invest in areas that have seen some deterioration of economic activity.

## ➢ Planning for the Future

Current long-range financial planning primarily revolves around several major water/sewer system infrastructure projects, as well as significant improvements to the stormwater drainage system. A successful bond election in November of 2013 authorized funding for Phase I of improvements to the Bedford Boys Ranch, the City's largest park. Council and staff worked with Kimley-Horn to evaluate the current facilities at the Boys Ranch and provide a plan for the future of the park. This was presented to the voters as the $70 million Phase Next project in a bond referendum on November 7, 2017, which passed. Plans for Phase Next move forward with design work being conducted for a multi-generational facility, indoor and outdoor aquatics, and ballfield improvements in the Park.

As the City approaches full build out, planning tools such as the Master Highway Corridor Overlay District and other planned programs provide for re-development of certain aging corridors within the City. Maintenance funds have been established for capital assets, recognizing that a scheduled maintenance, repair and replacement program provides for the best utilization of financial resources.

The City Council approved the design standards for a proposed 100-acre development called Bedford Commons, which is envisioned to be a mixed-use residential and retail development bordered by Forest Ridge Drive on the west, Bedford Road on the north, Central Drive to the east, and Highway 183 to the south. The Bedford Commons footprint is adjacent to the Cultural District, which was established by the City Council in 2011. The City is currently coordinating with developers interested in the Bedford Commons project.

- **Financial Highlights**

The total budget for FY 2019/2020, including capital purchases, Street Improvement Economic Development Corporation maintenance projects, debt service and transfers between funds, is $78,578,276. This represents an increase of $5,401,292, or 7.38%, when compared to the adopted budget for FY 2018/2019. Changes in expenditures/expenses vary in each fund based on the nature of the service provided.

- **Funding Priorities**

Funding priorities are established each year based on City Council goals and objectives. The process of making funding decisions begins with staff budget analysis of budget history and trends, reviewing current year initiatives, status of year-to-date spending and identification of major challenges that will be faced in the upcoming fiscal year.

- **Compensation/Benefits**

Funding is included in the recommended budget for an across-the-board raise for all general employees of 3.0%. In FY 2016/2017, a Public Safety Step Plan was instituted for all sworn Police and Fire personnel. The proposed budget includes funding for year four of the Step Plan.

In the FY 2017/2018 Budget, Council included funding to conduct a compensation and benefits study to determine how Bedford's salaries compared to the market. The consultant found that most positions were compensated fairly when compared to similar positions in the public and, where appropriate, private sector. In FY 2018/2019 an updated pay plan was approved, and adjustments made to impacted employees that were reclassified in the plan.

The second phase of implementing the recommendations of the compensation study was approved by the City Council as part of the budget process. This phase moves personnel within their pay range, for general personal, or to a later step, for sworn public safety personnel, based on their tenure in their current position. This addresses compression issues with staff and provides more flexibility in future hires, for instance allowing for an implementation of a lateral hiring program in public safety.

- **Staffing Level Changes**

The adopted budget moved positions to more appropriate funding sources or functional divisions. Additionally, the City Council approved several new positions as part of the budget process.

The personnel assigned to the Marketing Division have been moved to a new Communications Division in General Government.

Within the Development Department, several personnel have been shifted from other divisions. The Director of Development will now be funded in the Economic Development Division. The Neighborhood Services Manager has been moved to the new Neighborhood Services Division, along with the Code Compliance staff from the Police Department.

Administrative Services had Finance Supervisor position reclassified to a Financial Analyst and the Warrant Officers moved to the Police Department under Patrol. A Purchasing Coordinator has been approved as a new position. Finally, the vacant Teen Court Clerk position has been frozen without funding for the upcoming fiscal year.

In addition to the changes noted above, the Police Department moved a Lieutenant from the Traffic Division back to the Patrol Division. A Police Sergeant has been added to the Administration Division to coordinate the Department's Recognition Program and a Police Officer has been added to the Patrol Division.

Three Firefighter positions were added to the Fire Department's Operations Division, adding one position to each shift.

Finally, in Community Services, the Administrative Coordinator position was moved from Tourism Administration to the Parks Division. The Senior Center Manager was reclassified to a Senior Center Coordinator and the Special Event Assistants were moved from the Old Bedford School to the Tourism Administration Division. Finally, a Director of Parks and Recreation was added to the Parks Division, which will oversee the Parks, Recreation, and Special Events functions.

- **General Fund**

**General Fund Revenue** - The budget provides funding for continuation of all current programs and services. Revenue for FY 2019/2020 is budgeted at $37,707,594, an increase of 7.61% over the FY 2018/2019 adopted budget. Increases have been projected for property taxes, sales tax, license and permits, and interest income.

- ✓ Property taxes – Property taxes make up the largest single revenue source for General Fund operations. The property tax rate is made up of two segments. The first is the Operations and Maintenance (O&M) rate. This amount is dedicated to daily operations of the City that fall within the General Fund. Services such as Police, Fire, Parks and Recreation, Library, Senior Center, Code Compliance, Inspections, Finance, and General Governmental functions are included in the General Fund. The second segment of the tax rate is the Debt Service rate. This is the tax rate that is pledged to repay long-term debt obligations of the City. The property tax rate is calculated annually based on property values as submitted to the City by the Tarrant Appraisal District. The property tax rate is approved by the City Council after state and charter mandated public hearings.

  The tax rate adopted to fund the FY 2019/2020 budget is $0.569000, which is a slight increase from the adopted tax rate for FY 2018/2019. The number of properties eligible for tax ceilings increased from 4,177 in 2018 to 4,334 in 2019.

  Since 1995, the City of Bedford has collected an additional one-half of one percent in sales tax for the reduction of property taxes. Sales tax collections vary from year to year, which can have either a positive or negative impact on the operations and maintenance tax rate. The sales tax adjustment rate decreased slightly from the 2018 rate of $0.074773 to the 2019 rate of $0.074219.

- ✓ Sales tax – Monthly collections vary significantly from historic trends, making it difficult to forecast future collections. Limited information is available from the Texas Comptroller of Public Accounts that would give staff the ability to identify patterns. As a result, staff estimates remain conservative, due to the current economic outlook and the resulting volatility in sales tax collections. An increase is budgeted for FY 2019/2020 due to the consecutive monthly increases over the last two fiscal years.

- ✓ Franchise Fees – This revenue source is sometimes referred to as “street rental fees” or “right-of-way rental fees” paid by utility companies that install their service lines within city right-of-way. These fees are calculated in several ways, either on a gross receipts basis, per access line, per kilowatt hour of power consumed, etc. The methodology for each utility franchise is somewhat different. This revenue has been decreased in the upcoming budget due to legislation passed in the 2019 session.

- ✓ Licenses/permits – This category includes a wide of variety of building-related permits, fire marshal permits, alarm permits, sign permits, etc. Revenue for several classifications of licenses and permits is projected to increase slightly for next year.

- ✓ Fines and Fees – The two major drivers in this revenue category are Municipal Court Fines and Ambulance Fees. Municipal Court fine revenue has been decreased for next year. Ambulance Fees have been kept the same in the proposed budget.

**General Fund Expenditures –** Proposed expenditures in the General Fund total $37,112,322 compared to $35,042,025 in FY 2018/2019, an increase of 5.91%. Some increases in base expenditures are included to fund contractual obligations that have already been committed, continued operation of current programs and unfunded mandates from the State of Texas or other entities. Additionally, the City Council approved additional positions and funding for various maintenance projects within the budget.

- **Water & Sewer Fund**

Water & Sewer Fund expenses are budgeted at $23,731,400 in FY 2019/2020 compared to $22,923,821 in FY 2018/2019, an increase of $807,579. In July 2015, the City of Bedford qualified for a low-cost loan program from the Texas Water Development Board (TWDB) in the amount of $90 million to be issued over several years. In FY 2015/2016, the City issued $30 million as part of the State Water Implementation Fund for Texas (SWIFT) program. In FY 2017/2018, the City issued the next $20 million. Water and Sewer rates have been evaluated, and staff is proposing to raise rates for the increase from the Trinity River Authority for water purchase and sewer treatment only. Staff has also recommended a rate analysis be conducted in FY 2019/2020 to ensure rates are sufficient to address operational costs.

- **Stormwater Utility Fund**

The Stormwater Utility Fund was established in 1991 in accordance with amendments to Title 13 of the Texas Local Government Code. It is structured under the enterprise fund concept. Revenues for this fund are derived from a monthly fee charged to each utility customer, calculated based on the impervious surface on the property. The residential stormwater utility rate is $4.50 per month ($4.00 per month for residential account holders over 65 years of age) and this number is used in the base calculation for non-residential properties. Expenses in the Stormwater Utility Fund are used for stormwater maintenance personnel, mowing and maintenance of drainage channels, mosquito control, street sweeping, environmental awareness, and debt service payments on long-term obligations for capital projects throughout the stormwater system. Budgeted revenue for the Stormwater Utility Fund for FY 2019/2020 is $1,775,000 and expenses are budgeted at

$1,779,903. Expenditures are relatively stable in this fund, with the primary increases being leases for vehicle replacements and operating transfers.

- **Debt Service Fund**

The Debt Service Fund (sometimes referred to as the Interest and Sinking Fund) is used to account for the accumulation of resources for the repayment of general long-term debt**.** The tax rate for the repayment of long-term debt in FY 2019/2020 is $0.191591, which is a decrease from the rate for FY 2018/2019 of $0.217727. The City Council issued $60 million of the approved Phase Next bond proposition in FY 2017/2018. The City Council issued the remaining $10 million during FY 2018/2019. Summary schedules and detailed information on individual bond obligations can be found in the Debt Service Fund section of this budget document.

- **Special Revenue Funds**

**Tourism Fund –** This fund was established to record revenue and expenditures associated with the collection of a 7% hotel/motel occupancy tax levied by the City of Bedford and authorized by the State of Texas. The tax is levied on the rental rate for hotel rooms in Bedford when the room is occupied by the same tenant for a period of not more than 30 days. Funds generated by the hotel occupancy tax are used to promote tourism, arts and culture, and historic preservation.

Significant programs funded by the Tourism Fund include July 4thFest and the Labor Day Blues & BBQ Festival, which has developed a national reputation for quality Blues music and a nationally recognized BBQ contest sanctioned by the Kansas City Barbeque Society. Also included in this fund are resources for the operation and preservation of the Old Bedford School and support of arts and culture in Bedford.

**Street Improvement Economic Development Corporation –** In November of 1997, the citizens of Bedford approved an additional one-half of one percent sales tax for the purpose of economic development. Specifically, these funds are allocated to street and road improvements within the City of Bedford, along with paying for the maintenance and operating expenses related to the projects. The City of Bedford Street Improvement Economic Development Corporation was subsequently formed to administer the funds provided by the additional sales tax revenue.

Budgeted revenue for the Corporation in FY 2019/2020 is $2,945,000 and budgeted expenditures total $4,797,450. The Directors of the Corporation have approved the use of fund balance to address street maintenance in lieu of issuing bonds. These expenditures include preventive maintenance contracting, supplies and capital equipment, and supplemental requests for Traffic Signal Field Monitoring Equipment, a Tandem Dump

Truck, and Sanders (totaling $394,800). Expenses for the corporation are approved by the Board of Directors and recommended to the City Council for approval.

- **Miscellaneous Special Revenue Funds**

**Court Security Fund** – This fund accounts for monies collected under State Statute designed to provide security for the Municipal Court facilities. These funds are used specifically to pay for a portion of the salary, benefits, and operating costs of two full-time bailiff/warrant officers in the Municipal Court.

**Court Technology Fund** – This fund is used for monies collected under State Statute designed to provide increased technology for the Municipal Court facilities. These funds are used specifically to pay for the operating costs of the Municipal Court computer systems, audio-video system in the court room, and hand-held electronic ticket writers used by the Police Department.

**Park Donations Fund** – This fund is used for contributions from citizens designated for park improvements. Specifically, this donation is shown on utility bills, and citizens may voluntarily include the $0.50 donation when making their utility bill payment. Typically, funding is authorized for improvements to various parks, including picnic shade structures planned for the upcoming fiscal year.

**Beautification Fund** – This fund accounts for revenue and expenditures related to various city-wide beautification programs proposed by the City's Beautification Commission. Annual revenue of $10,000 is collected via a grant from Republic Services, designated specifically for beautification projects within the City.

**Commercial Vehicle Enforcement Fund** – This fund accounts for the federal fine revenue generated from the Commercial Vehicle Enforcement program. Until the fund reaches self-sufficiency, it will also receive a transfer from the General Fund. Expenditures include the personnel and equipment to operate the program. The program's objective is to reduce commercial motor vehicle accidents through the enforcement of Motor Carrier Safety Regulations and state laws regulating the weight of commercial vehicles.

**Economic Development Fund** – The Economic Development Fund was established mid-year in FY 2011/2012. This fund is used in conjunction with the City of Bedford Economic Development Policy and Program and the City of Bedford Retail Center Revitalization Program (RCR). This fund receives an annual transfer of $50,000 to be used by the City Council for incentives and payments related to approved Economic Development agreements. Funding is authorized in the proposed budget for a revitalization study and economic development incentive grants.

**PEG (Public, Educational and Governmental) Fund** – In 2011, the legislature passed SB 1087 allowing each local incumbent cable franchisee to terminate all its local franchises in cities of less than 215,000, if completed by December 31, 2011. This action is also in compliance with the SB 5 from the 2005 legislature, which transferred cable franchising authority to the Public Utility Commission. Time Warner Cable exercised their option to terminate its local franchise with the City of Bedford and opted into statewide franchising. In accordance with SB 1087, a municipality must set up a separate PEG fund at the time of franchise termination to collect and account for the PEG fee, which goes into effect at the time of termination. The PEG fee is an additional 1% of gross revenue and can only be spent on capital items for the local access channel as described by federal law. The PEG fee is also required of AT&T, as well as any future cable provider that may choose to provide service in Bedford.

- **Maintenance Funds**

Various funds were established for specific maintenance purposes. Monies are deposited each fiscal year in order to accumulate funding for capital equipment and large, infrequently occurring maintenance projects. Expenses in these accounts are identified in the program summary for the fund and constitute approved supplemental requests. These funds include:

- **Aquatics Maintenance Fund** – This fund is used to account for deposits and expenditures related to the maintenance of both Splash Aquatics Park and Roy Savage Pool at Central Park.
- **Facility Maintenance Fund** – This fund is used to account for deposits and expenditures related to the maintenance and minor equipment of all City facilities.
- **Equipment Replacement Fund** – This fund is used to account for deposits and expenditures related to the replacement of capital equipment, including trucks, cars, ambulances, construction equipment, etc. This fund also receives a transfer from the General Fund to cover the expense of the leases for the Enterprise Vehicle Replacement program.
- **Water & Sewer Vehicle Replacement Fund** – This fund is used to account for deposits and expenditures related to the replacement of capital equipment, including trucks, construction equipment, etc. for the Water & Sewer Fund.
- **Computer Replacement Fund** – This fund is used to account for deposits and expenditures related to the replacement of computers, printers, software, communications equipment, and any other items necessary to efficiently operate the City's communications and technology network.
- **Library Maintenance Fund** – This fund is used to account for deposits and expenditures related to the long-term maintenance of the Bedford Public Library.
- **Park Maintenance Fund –** This fund is used to account for deposits and expenditures related to the long-term maintenance of the City park system.

- **Capital Improvement Program Highlights**

A complete listing of the Five-Year Capital Improvement Program can be found in the Capital Improvement Program section of this document. As part of the FY 2018/2019 budget process, these lists were expanded to include equipment replacement and major maintenance needs over the next five years. The City Council reviewed these lists during the budget process and authorized funding for several items on the list that were not included in the proposed budget.

- **Conclusion**

The budget for FY 2019/2020 is a balanced plan that continues to provide public services to the residents of the City of Bedford at the same level as prior years. Every effort has been made to provide funding for a salary plan that provides adequate compensation to the dedicated employees of the City, while being mindful of the need to be fiscally responsible. City staff members recognize the challenges faced by the City Council in directing the growth of the City. Staff hopes to meet those challenges by developing efficient programs and providing professional customer service through the guidance of the City Council and approval of the programs reflected within this budget.

# READER'S GUIDE

# Principal Officials
# Fiscal Year 2019-2020

## ELECTED

### CITY COUNCIL

Roger Fisher
Place 6

Dan Cogen
Place 2

Amy Sabol
Place 3

Rusty Sartor
Place 1

Ruth Culver
Place 5

Jim Griffin
Mayor

Michael Boyter
Mayor Pro Tem

## SENIOR STAFF

Brian Bosshardt, City Manager

Clifford W. Blackwell, III, C.G.F.O. ..... Assistant City Manager

Stephanie Ayers.....Director of Human Resources

Sean Fay .....Fire Chief

Natalie Foster .....Public Information Officer

Jeff Gibson ..... Police Chief

Meg Jakubik, C.G.F.O. .....Strategic Services Manager

Maria Joyner.....Director of Financep

Kenny Overstreet.....Director of Public Works/Engineering

Maria Redburn.....Library Director

Bill Syblon.....Director of Development

Michael Wells .....City Secretary

# CITY OF BEDFORD, TEXAS

# FISCAL YEAR 2019-2020
# BUDGET COVER PAGE

***Pursuant to Senate Bill 656***

This budget will raise more revenue from property taxes than last year's budget by an amount of $2,341,314, which is a 10.5% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $159,541.

City Council Record Vote

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

| | |
|---|---|
| FOR: | Rusty Sartor, Dan Cogen, Amy Sabol, Michael Boyter, Ruth Culver, Roger Fisher |
| AGAINST: | Not Applicable |
| PRESENT and not voting: | Not Applicable |
| ABSENT: | Jim Griffin |

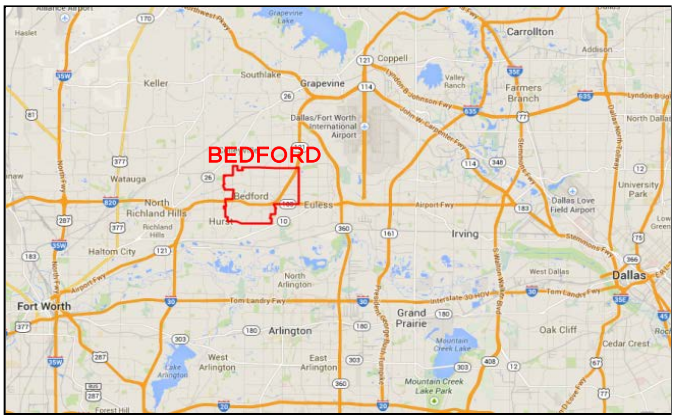
| Tax Rate | FY 2019-2020 | FY 2018-2019 |
|---|---|---|
| Property Tax Rate | 0.569000 | 0.561862 |
| Effective Rate | 0.524732 | 0.480451 |
| Effective M&O Tax Rate | 0.396596 | 0.389903 |
| Rollback Tax Rate | 0.543844 | 0.561862 |
| Debt Rate | 0.191591 | 0.217727 |

The total amount of municipal debt obligation secured by property taxes for the City of Bedford is $80,900,000.

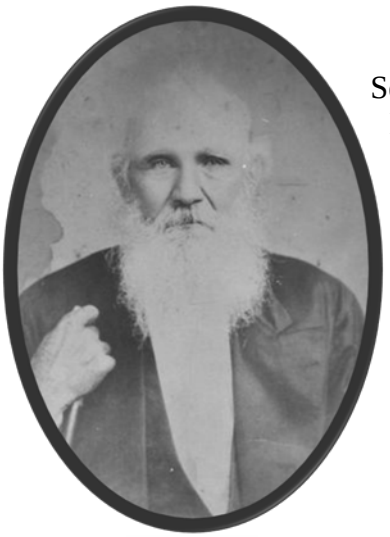
# CITY OF BEDFORD PROFILE

## GEOGRAPHY

The City of Bedford is located in Northeast Tarrant County in the region of North Central Texas. It lies approximately fourteen miles from downtown Fort Worth and twenty-two miles from downtown Dallas along SH 121. Bedford is central to area airports situated five miles west of DFW International Airport, twenty-two miles west of Dallas Love Field, and twenty-two miles southeast of Alliance Airport. The City has a total land area of approximately ten square miles, or 6,393 acres.



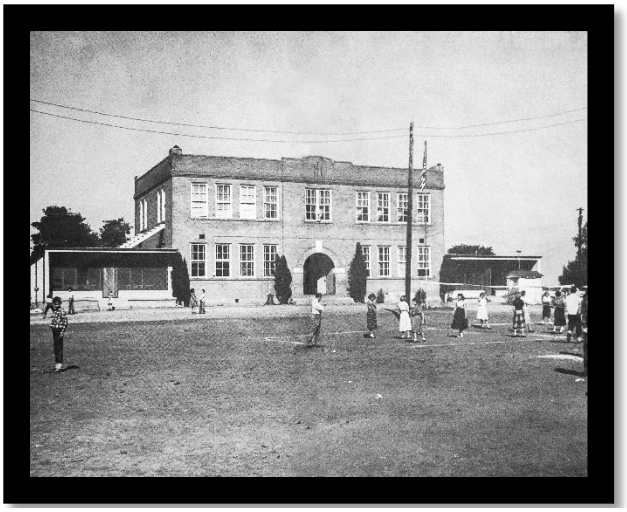

## HISTORY



*W.W. Bobo - Founder*

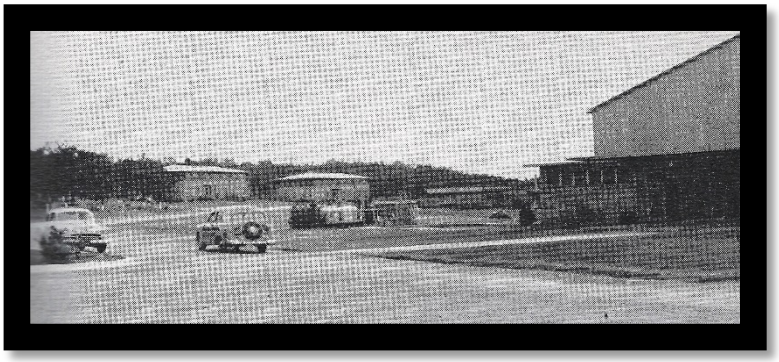
Settlers first arrived in the Bedford area in 1860. In 1869 Weldon Wiles Bobo migrated to the area from Bedford County, Tennessee and established a store named "Bobo's Store." He secured the first post office in 1877, and the town was named Bedford for his home county. By 1882, the community had grown to a population of about 2,000 and had 28 businesses along Bedford Road, including three general stores, two drug stores, two blacksmith shops, two saloons, two cotton gins, and a grist mill.

*Ink Drawing - Fitch Store*



*Old Bedford School c1955*

The public school system was established in the area after 1894. Bedford Elementary School was constructed at the current site of the Old Bedford School in 1912 and remained in operation until 1969. It was the first use of brick as a building material in the area. The turn of the twentieth century saw a steady decline in the Bedford population. A new growth period began with World War II as military bases and defense contractors began to build in surrounding areas. Following World War II, the Bedford Boys Ranch was established on a 253-acre tract of land in 1949.



*Bedford Boys Ranch, late 1950s*

## FORM OF GOVERNMENT

Bedford incorporated on January 22, 1953 with a population of approximately 475 in a two square mile area. At that time, the City had a mayor-commission type of government. However, on September 24, 1966 the citizens adopted a home rule charter, along with the council-manager form of government.

Currently, Bedford operates under the council-manager government. It elects a Mayor and six Council Members at-large to serve staggered three-year terms. All powers of the City and the determination of policy are vested in the elective Council, which enacts legislation, adopts budgets, determines policies, and appoints the City Manager - who executes the laws and administers the government of the City. The City Manager is directly responsible to the Council and each of the department directors report to the City Manager's office.

# CITY OF BEDFORD

## DEMOGRAPHICS

### LOCATION

5 mi. to DFW INTERNATIONAL AIRPORT

14 mi. to DOWNTOWN FORT WORTH

22 mi. to DOWNTOWN DALLAS
DALLAS LOVE FIELD
ALLIANCE AIRPORT

### POPULATION

**49,526**

ESTIMATED BEDFORD
POPULATION

### AGE DISTRIBUTION

| 0-14 | 15-24 | 25-44 | 45-64 | 65+ |
|---|---|---|---|---|
| 15.6% | 11.2% | 27.3% | 28.3% | 17.6% |

MEDIAN AGE: 41.6

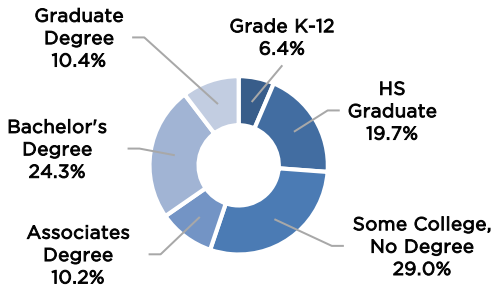
### INCOME

AVERAGE HOUSEHOLD INCOME $87,623

MEDIAN HOUSEHOLD INCOME $68,167

### EDUCATION

TOTAL POPULATION AGE 25+




### HOMEOWNERS

54.3% OF RESIDENTS ARE HOMEOWNERS

### HOME VALUE

AVERAGE VALUE OF A SINGLE-FAMILY RESIDENTIAL PROPERTY

**$252,917**

### LAND USE

97% DEVELOPED
3% UNDEVELOPED

RESIDENTIAL 72%
COMMERCIAL 27%
INDUSTRIAL 1%

## Top Ten Principal Employers - 2018

| Employer | Employees | Percentage of Total City Employment |
|---|---|---|
| Texas Health Resources | 1,550 | 5.18% |
| Carter Blood Care | 914 | 3.06% |
| HEB ISD (Administration Office) | 551 | 1.84% |
| Warrentech | 478 | 1.60% |
| State National Companies | 449 | 1.50% |
| Wal-Mart Supercenter | 400 | 1.34% |
| City of Bedford | 361 | 1.21% |
| Daystar Television Network | 292 | 0.98% |
| Kroger Foods, Inc. | 157 | 0.52% |
| Grubb's Nissan | 135 | 0.45% |

Sources:
Total City Employment information can be found on Texas Labor Market Information Website via https://texaslmi.com/LMIbyCategory/LAUS
City of Bedford, Economic Development Department – Demographics data

## Cover Description

The City of Bedford is well-known for its signature FourthFest and Labor Day Blues & BBQ Festival, but many don't know that the City puts on a multitude of other events throughout the year for residents and visitors.

To name only a few, fall starts out with the Halloween Boo-Bash, which provides fun entertainment for families and children of all ages. Last year saw the first, and very popular, Pumpkin Patch at the Bedford Library. Patrons were able to enjoy daily activities, take photos, and purchase pumpkins with proceeds benefitting both the Library and the Navajo & Zuni Nations. Of course, the holiday season can't begin until the Senior Center hosts its annual holiday luncheon, where City staff and council serve the members lunch, a token of thanks for being committed members of the Senior Center and of Bedford.

Winter wouldn't be the same without a visit from Santa Claus to light the tree at the Bedford Christmas Tree Lighting & Petpalooza. Visitors can enjoy a hay ride, kid activities, vendors, and live performances while waiting their turn to visit Santa.

Spring sees multiple events, with the Beautification Commission Cleaning Up Bedford, a visit from the Crud Cruiser to ensure residents help the City stay environmentally friendly, and the Community Affairs Commission block party to bring neighbors together. There is something for the younger Bedford residents as well, it's the Glow and Go Easter Egg Hunt where they can hunt for Easter Eggs and other fun surprises in the dark. Finally, there is Artsfest, providing live music, food, and lots of art on display.

As spring fades to summer, music fills the air at the Twilight Concert Series. Every Friday night in May, a different artist provides an open-air concert complete with vendors and a food truck to serve up tasty eats.

Bedford has a great appreciation for its residents and guests - Providing these events, and other opportunities for year-round entertainment and fun, is a small way in which the City says THANKS to its community.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**City of Bedford**

**Texas**

For the Fiscal Year Beginning

**October 1, 2018**

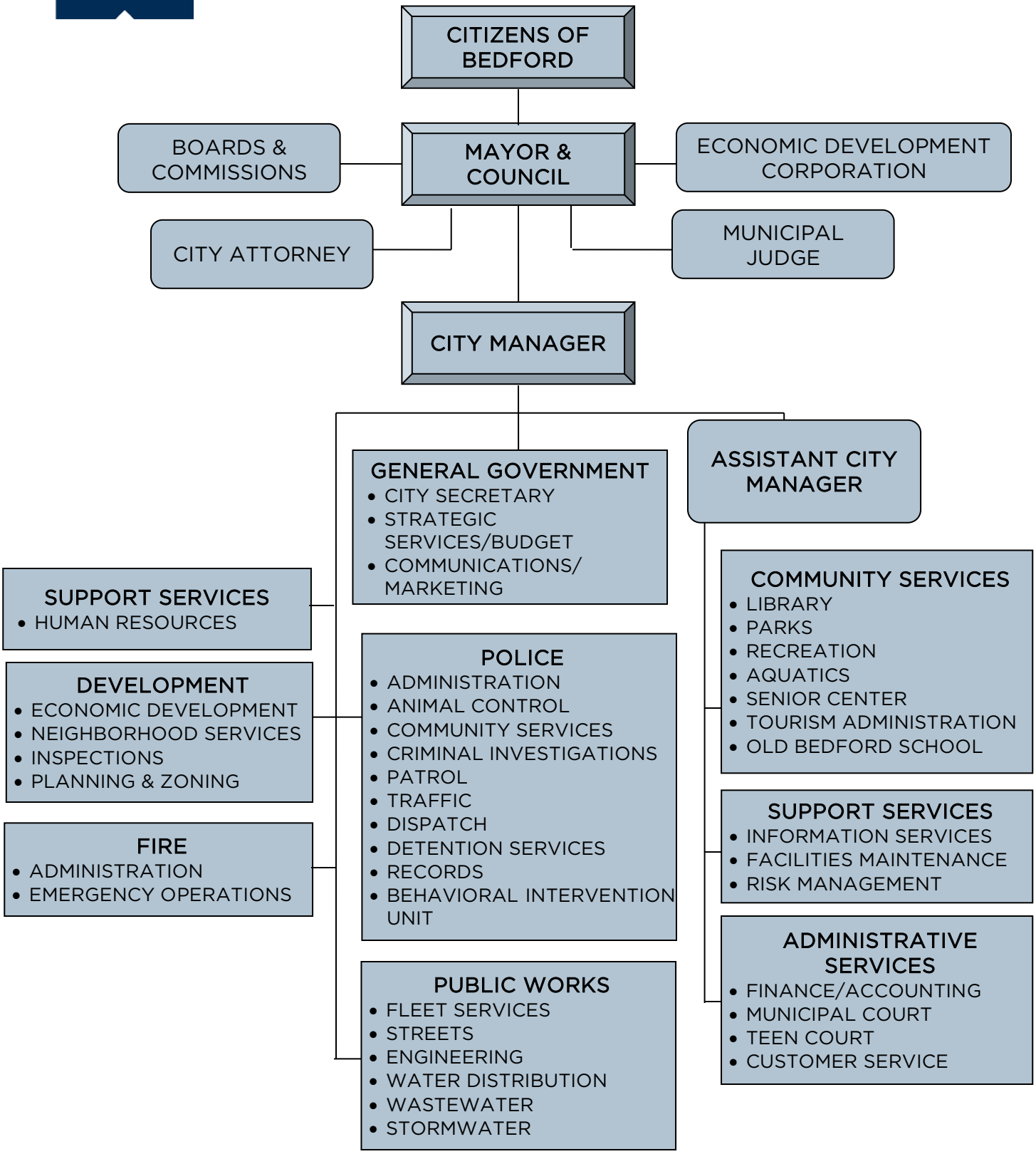
Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Bedford, Texas for its annual budget for fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a 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 its eligibility for another award.

# CITY OF BEDFORD
# ORGANIZATIONAL CHART



# READER'S GUIDE
# FY 2019-2020 BUDGET

The purpose of this section of the budget document is to assist the reader in his or her efforts to understand the City's program of services for the upcoming fiscal year.

## ORGANIZATIONAL AND FINANCIAL STRUCTURE

The organizational structure of the City is displayed in three ways:

1. Displaying a City-wide organizational chart in the Reader's Guide section.
2. Grouping departments by function area, located by function tab.
3. Illustrating each department/division with an organizational chart preceding each Program Summary section.
   a) Department organizational charts show the divisions with personnel and the total budgeted full-time equivalents (FTEs).
   b) Division organizational charts can be interpreted using the following key:

- Position is budgeted within the division.

- Position is part of the reporting structure, but not budgeted within the division.

### *Departments*

Departments are traditionally the highest-level organizational units of municipal government operations. Almost everyone is familiar with departments such as Police, Fire, and Public Works. Departments are presented by functional areas of responsibility and are introduced with summary information regarding the department as a whole. In each of these sections, the activities provided by these departments are described in divisional units.

### *Divisions*

The division is the most basic unit of organizational structure. A division identifies a grouping of similar, related work activities. Examples of divisions include Patrol (Police), Streets (Public Works), and Recreation (Community Services). Budgets are prepared at the division level. They are then combined to determine department, fund, and total city budgets. A department may be comprised of divisions from more than one fund.

### *Funds*

The financial structure is defined by the City's fund types. Funds are established for specific revenues and expenditures related to certain activities of the City. They are further organized into various groups to identify their purpose.

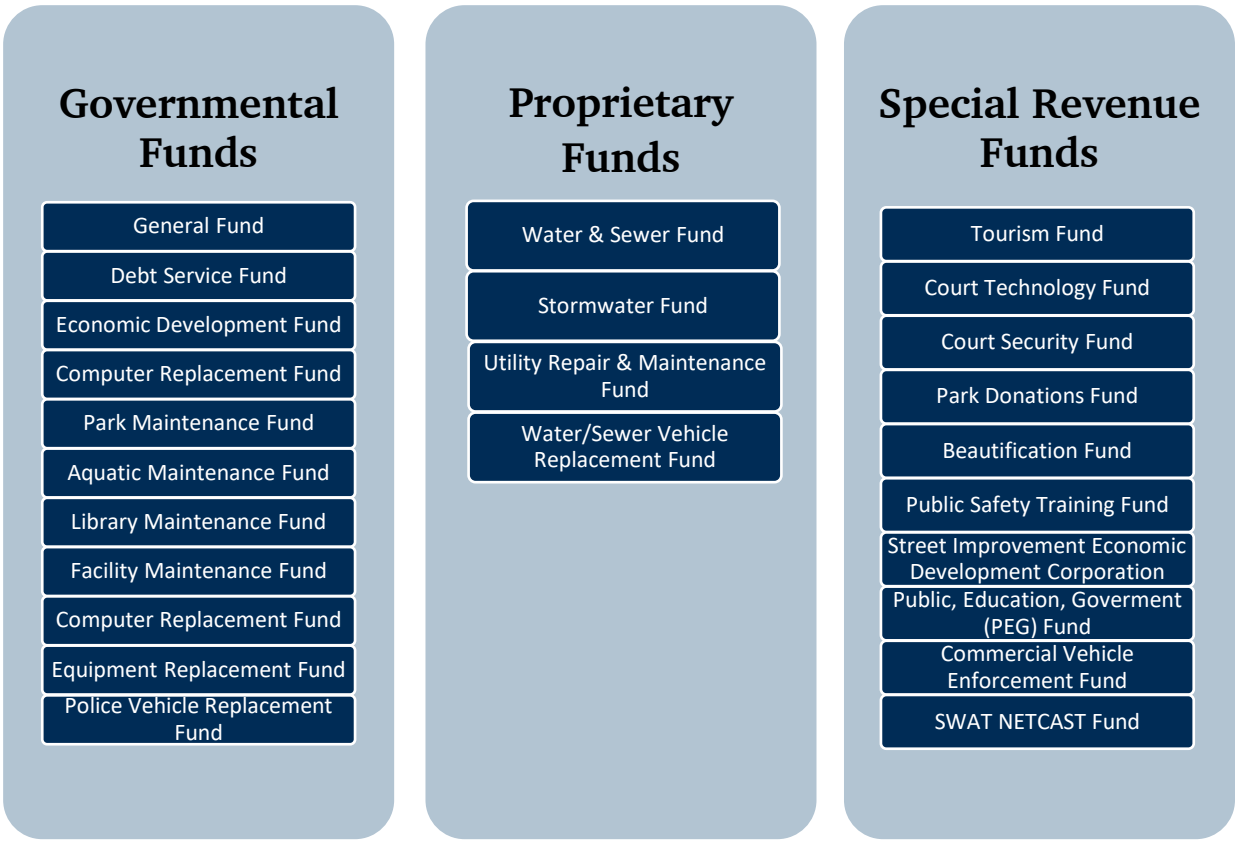
**Governmental Funds-** used to account for all governmental-type activities. These activities consist of all financial resources that cannot be categorized in other funds.

**Proprietary Funds-** account for business activities where the cost of providing services is financed primarily through user charges. These funds operate similarly to a private business.

**Special Revenue Funds-** while a governmental fund type, the revenue source(s) is restricted or committed to a specific purpose other than capital projects or debt service. This restriction often originates in state or federal law, such as the revenue from Hotel Occupancy Taxes in the Tourism Fund, which must be used for tourism-related facilities and special events.

The chart on the following page identifies the City's budgeted funds, organized by their fund type. The City has additional funds that are audited, but not included in the budget. For example, the

Grant Funds are not budgeted as the revenue and expenditures are considered outside everyday operations and are not an on-going, consistent revenue source. Agency Funds are excluded because assets are held by the City in a trustee capacity for other entities.




According to state law, municipal governments must maintain a balanced budget. For this purpose, the adopted budget must have proposed expenditures that are equal to or less than the proposed revenues. In compliance with the City's financial policies, a deficit of revenues to expenditures can be supplemented with the fund balance.

## BASIS OF ACCOUNTING

All governmental fund types, special revenue funds and agency fund types use the modified accrual basis of accounting. These funds include the General Fund, Tourism Fund, Police Training Fund, Drug Enforcement Fund and the Court Security Fund. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, i.e., when they become both measurable and available. "Measurable" means that the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers property taxes as available if they are collected within 60 days after year-end.

Expenditures are recognized when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the Debt Service Fund for payments to be made early in the following year.

Revenues susceptible to accrual are property taxes, sales taxes, franchise taxes, special assessments, interest and charges for services. Fines and permits are not susceptible to accrual

because generally they are not measurable until received in cash.

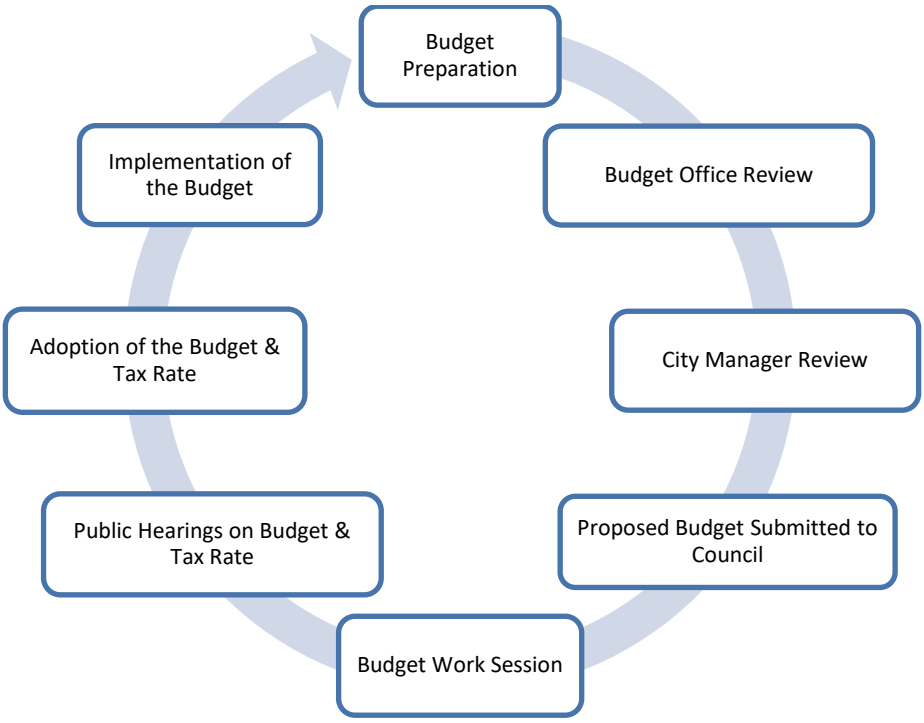
Deferred revenues arise when potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenues also arise when the City receives resources before it has a legal claim to them, as when grant monies are received prior to incurring qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the City has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

The accrual basis of accounting is utilized by proprietary type funds, which include the Water/Sewer Fund and the Stormwater Fund. Under this method, revenues are recognized when earned and expenses are recognized at the time the liabilities are incurred. The City's policy is to apply all Financial Accounting Standards Board standards to its proprietary funds unless they conflict with Governmental Accounting Standards Board (GASB) guidance.

## BUDGET PROCESS

The City's fiscal year runs from October 1 through September 30. (According to the City Charter, the City Manager must present the Council with the proposed budget no later than the fifteenth day of August (Article IV, §4.02).) The proposed budget must also be filed with the City Secretary at that time. Included in this section is the budget calendar followed for this year's budget cycle.

The following diagram outlines the budget cycle in the City of Bedford.



| | |
|---|---|
| MARCH | |
| *Budget Preparation* | During this step, departments are responsible for reviewing their individual budgets and submitting their proposals for the upcoming year. For departments that also include a citizen advisory board (i.e. Parks & Recreation), the board members have the opportunity to discuss priorities for the coming year to be taken under consideration with the budget. |
| APRIL-JULY | |
| *Budget Office Review* | Once the departments have completed their initial budgets, department representatives meet with Budget staff. The intent of these meetings is to review budget requests for clarity and supporting documentation. This is also time to ensure that requested amounts are correct and sufficient for departmental operations. |
| *City Manager Review* | The next step is the review of the preliminary budget requests by the City Manager. The City Manager meets with departments individually to review their operating budgets and supplemental requests. |
| AUGUST | |
| *Proposed Budget Submitted to Council* | The proposed budget must be submitted to the Council no later than the fifteenth day of August, but is actually submitted at a time that will allow enough time to review prior to the scheduled work sessions. At the time of submission, a copy is made available through the City Secretary's Office, at the library, and on the City's website for public review. |
| *Budget Work Session* | This is the first public meeting that the City Council has to hear presentations from the staff and discuss the proposed budget and the corresponding tax rate. The Budget Work Session is generally held at the beginning of August and allows for a thorough presentation of the budget. It also allows the Council to discuss supplemental requests and form a consensus on what to fund in the upcoming budget. |
| *Public Hearings on Budget & Tax Rate* | The City is required to hold one public hearing on the budget. During the public hearing, the public is invited to share their comments on the proposed budget. In addition, if the maximum tax rate being considered is higher than the effective rate, the City must hold two public hearings to solicit comments on the tax rate. |
| SEPTEMBER | |
| *Adoption of the Budget & Tax Rate* | After deliberation and listening to citizen input via the public hearings, the proposed budget is finalized through adoption of a budget ordinance by the City Council. Once approved, the budget becomes the policy of the City Council and provides the appropriations to fund City operations for the upcoming fiscal year. Additionally, the budget ordinance sets the tax rate that is being used to fund the approved budget. If that rate will result in an increase in overall property tax revenue, the City Council must separately ratify the tax rate, acknowledging the revenue increase. |
| OCTOBER | |
| *Implementation of the Budget* | This step commences with the beginning of the fiscal year. It is the operational plan for the City during the fiscal year. It is the responsibility of the City Manager to ensure compliance with the approved budget and each department must assist by ensuring their expenditures are in line with budgeted amounts. The City Manager may approve the reallocation of funds within and between departments as long as the grand total is not affected. Additionally, the budget can be amended through procedures outlined in the City Charter by a majority vote of the City Council. |

## DEPARTMENTAL BUDGET SECTIONS

### *Organizational Charts*

Each department has an organizational chart outlining the divisions that are accounted for within that area. These charts summarize the total Full Time Equivalents (FTEs) that are budgeted within each division. Further charts show the divisional organization, with the reporting structure by title.

### *Program Summary*

The Program Summary contains detailed information on the division, including a summary of financial and staffing resources. These summaries are presented in a historical format. Financial and staffing data are provided in terms of the prior year, the current year budget, current year projection and proposed upcoming year.

City of Bedford
Program Summary
FY 2019-2020

Fund: General
Department: Community Services Division: Library

The Program Description includes information on each division including: services provided, customers served, major programs and initiatives.

PROGRAM DESCRIPTION

The Bedford Public Library (BPL) enriches, empowers, and transforms lives by serving as a learning center, community anchor, and technology center. BPL fuels Bedford's passion for reading and learning through innovative collections, programs, and digital content. Citizens are able to get jobs, expand their business, improve their health and complete their education through library technology, instructional assistance, and self-directed learning. BPL meets the needs of families by creating and cultivating readers through early l summer reading club. In a technology driven job market, BPL is teaching children STEM neering. The Library connects to teens through cutting-edge programs, volunteer l. With over 145,000 items in its collection, BPL provides the community access to books, e- ts and more. Citizens are able to access library resources such as e-books, digital content and Maximizing resources, BPL partners with the HEB ISD, community organizations, and other ch citizens where they live, work, and play.

The Highlights section includes information on major projects and accomplishments achieved by the division during the previous fiscal year.

FY 2018-2019 HIGHLIGHTS

* Winner of the William Wayne Project of the Year for the Think Tank collaboration through HEB Reads!
* Received Texas Municipal Library Directors Association Achievement of Excellence in Libraries Award.
* Collaborated with the Bedford Library Friends to make Bedford a destination by offering a pumpkin patch fundraiser.
* Implemented educational literacy tablets through two grants totaling $19,940.
* Introduced PlayAway audio books to start replacing dying format of CD audio books with $2,000 grant from Library Foundation.
* Improved user experience, expanded collection and stabilized costs by replacing Hoopla with cloudLibrary and RBdigital services.
* Entered partnership with the United Way to enhance Dr. Seuss Party by giving 3 free books to every child attending.
* Fed _____ children in the summer through a partnerships with the YMCA and HEB Lunch Learn.
* Created a Library of Things Collection funded by a $3,000 Atmos Grant given to the Library Foundation.

FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

The Divisional Goals section includes the goals and objectives the division aims to achieve for the upcoming fiscal year as related to the Council Strategic Focus areas.

***Revitalization***

* Maintain the library and safeguard the integrity of the architecture and aesthetic appeal of the facility a

***Economic Vitality***

* Administer a state-of-the-art library to attract new residents to Bedford.
* Deliver signature events, quality programming and collections to be a destination for families in North T
* Support businesses by providing meeting spaces, access to technology and online resources.
* Connect job seekers with free resources and workforce development opportunities to help them gain employment or get a better job.

***Transformation***

* Develop alternative funding sources through grants, sponsorships, naming rights, donations and resource sharing opportunities to support library needs

***Organizational Excellence***

* Follow library industry best practices to ensure quality of services, collections and programs.
* Fuel Bedford's passion for reading by evaluating, selecting, and merchandising collections.
* Provide ongoing staff training on emerging technologies and customer service.

***Communicate & Engage with Citizens***

* Conduct annual library satisfaction survey.
* Work closely with the Library Advisory Board, Foundation and Friends to communicate the impact of the Library within the community and raise funds to support the Library.
* Offer volunteer opportunities for teens and adults at the Library.
* Partner with the Cultural Affairs Commission and arts organizations to expand cultural enrichment activities at the Library.

Fund: General

Department: Community Services

Division: Library

The Expenditure Summary provides a historical overview of expenditures.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $1,082,933 | $1,110,573 | $1,087,399 | $1,085,037 | $1,102,479 |
| Supplies | 205,605 | 244,381 | 215,070 | 210,940 | 211,750 |
| Maintenance | 47,439 | 46,370 | 60,300 | 64,520 | 63,610 |
| Contractual Services | 74,124 | 72,597 | 75,100 | 75,860 | 74,630 |
| Utilities | 58,818 | 56,247 | 59,000 | 50,310 | 59,000 |
| Sundry/Debt Service | - | 25,000 | 25,000 | 25,000 | 25,000 |
| Capital Outlay | 18,344 | - | 12,000 | 11,620 | 12,000 |
| TOTAL: | $1,487,263 | $1,555,168 | $1,533,869 | $1,523,287 | $1,548,469 |

## PERSONNEL SUMMARY

The Personnel Summary only includes positions that are funded in the budget; it does not include authorized positions that are frozen with no funding.

*Only budgeted positions are listed here. All positions (including frozen) can be

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Programming Assistant | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 |
| Technical Services Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Circulation Accounts Sr. Assistant | 0.35 | 0.35 | 0.35 | 0.00 | 0.00 |
| Senior Library Assistant | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |
| Library Assistant II | 2.60 | 2.60 | 2.60 | 1.60 | 1.60 |
| Library Assistant I | 3.35 | 3.35 | 3.35 | 3.70 | 3.70 |
| Purchasing Assistant | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| *TOTAL: | 19.48 | 19.48 | 19.48 | 19.48 | 19.48 |

The Significant Changes section includes information on major changes to the division budget from the prior year.

## SIGNIFICANT CHANGES

The Performance Measures section displays the performance criteria used by the division to measure their activities over the year. This area shows a two-year history, with target and projected numbers for the previous fiscal year and targets for the adopted budget.

Fund: General

Department: Community Services

Division: Library

## PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | P | |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Items in Collection | 118,978 | 115,000 | 145,000 | 145,000 |
| # of Registered Cards | 48,892 | 45,000 | 40,000 | 35,000 |
| # of FTEs | 19.48 | 19.48 | 19.48 | 19.48 |
| **OUTPUTS** | | | | |
| # of Items Circulated | 601,086 | 580,000 | 600,000 | 580,000 |
| # of Reference Transactions | 77,248 | 71,000 | 80,000 | 75,000 |
| # of Programs Offered | 1,019 | 1,000 | 1,000 | 1,000 |
| % of Library Staff Participating in Continuing Education | 90% | 90% | 90% | 90% |
| **EFFICIENCY** | | | | |
| # of Items Circulated Per Capita vs. Texas Benchmark Average of 4.61 | 12.20 | 12 | 12 | 12 |
| # of Items Circulated Per FTE vs. Texas Benchmark Average of 16,992 | 30,857 | 29,775 | 30,000 | 29,775 |
| # of Library Visits Per Capita vs. Texas Benchmark Average of 4.52 | 3.63 | 4.35 | 4.35 | 4.35 |
| # of Reference Transactions Per Capita vs. Texas Benchmark Average of 0.54 | 1.56 | 1.4 | 1.4 | 1.4 |
| Annual Program Attendance Per Capita vs. Texas Benchmark Average of 0.26 | 0.76 | 0.75 | 0.75 | 0.75 |
| Annual Materials Expenditure Per Capita vs. Texas Benchmark Average of $2.56 | 3.48 | 3.84 | 3.84 | 3.84 |
| Annual Collection Turnover Rate vs. Texas Benchmark Average of 2.06 | 5.05 | 3.65 | 3.65 | 3.65 |
| Annual Cost of Library Service Per Capita Compared to National Average ($36.96 in 2014) | $31.24 | $30.00 | $30.00 | $30.00 |
| Division Budget as % of General Fund | 4.64% | 4.38% | 4.45% | 4.35% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Ability of Staff to Quickly Assist Patrons | 95% | 95% | N/A | 95% |

## DEBT SERVICE

The Debt Service section is a comprehensive presentation of all long-term debt obligations of the City, regardless of the source of funding utilized for repayment of the debt. Also included are individual payment schedules for all issues, showing principal and interest payments due each fiscal year to maturity.

## CAPITAL IMPROVEMENT

The Capital Improvement Program is divided into two sections. The first section is a summarized presentation of the current five-year capital improvement program, including the bond program known as Bedford 2005 and planned equipment replacement and maintenance. The second section includes a budget recommendation from the City of Bedford Street Improvement Economic Development Corporation (4B). The purpose of the Corporation, created during the FY 1997-98 fiscal year, is to administer the funding provided by the one-half of 1% sales tax for street improvements as they relate to the City's economic development program.

## SUPPLEMENTAL INFORMATION

This section provides statistical data on the City's tax rate, property values, revenue and expenditures over time. Readers can find information here about the principal taxpayers and the actual impact of the tax rate. Additionally, information can be located regarding the legal debt margin as required by the Texas Constitution.

## COMMENTS

Your comments and questions are important. If you have suggestions or questions regarding the budget, please direct them to:


City Manager's Office
Attn: Strategic Services Manager

| | | | |
|---|---|---|---|
| City of Bedford | | Phone: | (817) 952-2117 |
| 2000 Forest Ridge Drive | OR | Fax: | (817) 952-2103 |
| Bedford, Texas 76021 | | E-mail: | budget.info@bedfordtx.gov |

# OPERATING BUDGET CALENDAR
# 2019-2020

| MARCH | | | | | | |
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| SEPTEMBER | | | | | | |
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| DATE | DAY | ACTION |
|---|---|---|
| March 1 | Friday | Staff Operating Budget Kick-off<br>Position Control Verification distributed to Departments<br>Organizational Charts Distributed to Departments |
| March 15 | Friday | Position Control Verification forms due to Budget Office<br>Organizational Charts w/FTEs listed due to Budget Office |
| March 29 | Friday | Completed Budgets and Line Item Detail due to Budget Office |
| April 12 | Friday | Supplemental Funding Requests & Reclassifications due to Budget Office |
| 4/29-5/3 | Mon-Friday | Individual Department Budget Meetings with Budget Office<br>**(Discuss Line Item Detail)** |
| May 10 | Friday | Final Budget Drafts due to Budget Office |
| **May 15** | **Monday** | **Preliminary Appraisal Roll from Tarrant Appraisal District** |
| **May 17** | **Friday** | **Copy of Proposed Budget to City Manager** |

| | | | |
|---|---|---|---|
| May 27 | Monday | *Memorial Day | |
| 5/29-30 | Wed-Thurs | Individual Department Budget Meetings with City Manager | |
| 6/12-14 | Wed-Friday | Individual Department Budget Meetings with City Manager | |
| June 7 | Friday | Departmental Projections (Rev/Exp) due to Budget Office | |
| July 4 | Tuesday | Bedford Fourth Fest & July 4th Holiday | |
| July 5 | Friday | Updated Departmental Projections (Rev/Exp) due to Budget Office | |
| July 10 | Wednesday | Updated Financial Projections for FY2019 due to City Manager | |
| July 12 | Friday | Budget Exceptions for FY2019 due to Budget Office | |
| July 19 | Friday | Budget Exception Report for FY2019 due to City Manager | |
| July 25 | Wednesday | July Certified Tax Roll from Tarrant Appraisal District | |
| **August 2** | **Friday** | **Budget filed w/ City Secretary and given to City Council** | |
| **August 8** | **Thursday** | **Council Budget Work Session – Former Library** | *Sec 4.02 Charter<br>*Sec. 102.005 LGC |
| August 13 | Tuesday | Council to take record vote and set two public hearing dates | *Sec. 102.006 LGC |
| August 19 | Monday | Publish "Notice of Proposed Property Tax Rate" | *Ch. 140.010 LGC |
| August 19 | Monday | *First day of classes for HEB Independent School District | |
| August 27 | Tuesday | Public Hearing on **Budget** and **Tax Rate** (if necessary) | *Ch. 26.06 Tax Code<br>*Sec. 4.06 Charter |
| 8/30-9/1 | Fri-Sunday | Bedford Blues & BBQ Festival | |
| Sept 2 | Monday | *Labor Day | |
| Sept 3 | Tuesday | Second Public Hearing on **Tax Rate** (if necessary) | |
| Sept 10 | **Tuesday** | Approve Budget Ordinance & Tax Rate | *Ch. 26.06 Tax Code |

# Long Range Forecasting

## PROCEDURE

As part of the budget process, staff presents the City Council with a long-range forecast model to provide a better understanding of the impact of budget decisions in the upcoming fiscal year. The forecast model serves as a tool for sound decisions, accurate projections and financial management of the City's General Fund. The model calculates, predicts, and offers a visual snapshot of the City's General Fund financial position for the next five years. It is dynamic and staff can adjust as new revenue and expense data becomes available. More importantly, the model is used to evaluate the future impact of hypothetical changes that can cause short or long-term problems. The model enables informed decision making by showing both short-term and long-term affordability of those decisions.

## METHODOLOGY

The model highlights historical revenue and expenditure trends from the previous five years to form predictive behavior of certain budgetary line-items. Therefore, based on certain trends, the model includes many assumptions. One assumption estimates moderate revenue growth for the next three years, ranging from one to three percent among the various tax categories, before reaching a plateau of zero growth thereafter. The model accounts for the new roll-back rate limit of 3.5% effective in FY 2021. Another assumption accounts for spiked growth in recreation program revenues beginning in year-3 over the next five years, primarily due to the proposed completion of a new multi-purpose event center, as well as new outdoor facilities, by Fiscal Year 2021-2022. The model includes a continuation of taxable value growth beginning at 10.235% in year-1, before declining to two percent by year-5. It also accounts for an increase of 14.234% per year in tax ceiling property values that are deducted from the tax rate calculation process and declining to nine percent in year-5.

The overall expenditures in the model are reflective of the increase in the municipal cost index on an annual basis. The model identifies a certain percentage of the expenditure categories that are dedicated to personnel and factors annual compensation increases towards personnel costs in order to project what the total cost would be over the next five years.

## PROJECTIONS

The chart on the following page shows the revenue and expense projections by major category for the next five years. It also includes the previous year budget and projection for comparison. This chart was finalized based upon the final decision of the City Council regarding the tax rate for the current fiscal year.

# General Fund Long Range Budget Worksheet Report

| | 2019 ADOPTED BUDGET | 2019 ESTIMATED AMOUNT | 2020 ADOPTED BUDGET | 2021 FORECAST | 2022 FORECAST | 2023 FORECAST | 2024 FORECAST |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| OTHER FINANCING SOURCES | | | | | | | |
| PROPERTY TAXES | 14,589,640 | 14,606,042 | 17,243,982 | 17,430,432 | **17,288,468** | **17,127,836** | **17,378,827** |
| SALES TAXES | 7,905,000 | 8,505,000 | 8,505,000 | 8,765,025 | 8,943,265 | 9,079,384 | 9,171,167 |
| FRANCHISE TAXES | **3,173,000** | **3,173,457** | 2,843,000 | 2,818,390 | 2,815,786 | 2,818,441 | 2,821,781 |
| MIXED BEVERAGE TAXES | **230,000** | **243,124** | 235,000 | 242,050 | 249,312 | 256,791 | 264,495 |
| MUNICIPAL FINES/FEES | **1,950,600** | **1,463,950** | 1,767,600 | 1,719,500 | 1,672,796 | 1,627,447 | 1,583,413 |
| RECREATIONAL REVENUE | **771,350** | **734,315** | 716,350 | 724,130 | 995,282 | 1,268,230 | 1,802,859 |
| EMERGENCY SERVICES REVENUE | **1,535,000** | **1,625,261** | 1,625,000 | 1,626,050 | 1,627,132 | 1,628,245 | 1,629,393 |
| LICENSES/PERMITS/REGISTRATIONS/INSPECTIONS | **1,058,750** | **1,058,687** | 878,750 | 874,465 | 888,542 | 902,990 | 917,819 |
| INTERGOVERNMENTAL | **372,567** | **338,057** | 349,577 | 349,577 | 349,577 | 349,577 | 349,577 |
| INTEREST INCOME | **110,000** | **205,764** | 175,000 | 183,750 | 192,938 | 202,584 | 212,714 |
| OPERATING TRANSFERS | **2,981,218** | **2,974,211** | 3,153,177 | 3,153,177 | 3,153,177 | 3,153,177 | 3,153,177 |
| OTHER | **364,900** | **394,795** | 364,900 | 367,150 | 369,431 | 371,744 | 374,088 |
| **TOTAL REVENUES** | **35,042,025** | **35,322,663** | **37,857,336** | **38,253,696** | **38,545,704** | **38,786,445** | **39,659,309** |
| **EXPENDITURES** | | | | | | | |
| CITY COUNCIL | 220,135 | 133,350 | 218,450 | 219,542 | 220,640 | 221,743 | 222,852 |
| CITY MANAGER | 722,933 | 758,131 | 745,337 | 768,765 | 796,161 | 825,515 | 856,409 |
| CITY SECRETARY | 290,419 | 292,036 | 296,626 | 304,831 | 314,405 | 324,649 | 335,422 |
| COMMUNICATIONS | - | - | 164,789 | 165,613 | 166,441 | 167,273 | 168,110 |
| SUPPORT SVC - IT, HR, FLEET, FACILITIES | **3,119,884** | **3,057,454** | 3,527,931 | 3,583,780 | 3,647,481 | 3,715,048 | 3,785,664 |
| CODE COMPLIANCE | **1,174,982** | **1,095,935** | 1,675,931 | 1,711,878 | 1,753,466 | 1,797,829 | 1,844,372 |
| PUBLIC SERVICES - STREETS | **1,013,383** | **789,518** | 939,248 | 958,701 | 981,090 | 1,004,949 | 1,029,966 |
| TEEN COURT | **2,856,312** | **2,945,029** | 2,798,293 | 2,835,561 | 2,877,055 | 2,920,871 | 2,966,524 |
| POLICE | 13,354,016 | **12,702,852** | 13,220,039 | 13,629,635 | 14,098,496 | 14,599,107 | 15,125,459 |
| FIRE | 7,911,843 | **8,218,770** | 7,889,836 | 8,579,829 | 8,821,167 | 9,128,779 | 9,389,925 |
| LIBRARY | **1,533,869** | **1,523,287** | 1,548,469 | 1,589,504 | 1,632,341 | 1,677,924 | 1,725,709 |
| PARKS, RECREATION, AQUATICS, SENIOR CENTER | **2,844,249** | **2,735,831** | 2,908,413 | 2,979,454 | 3,360,362 | 3,745,750 | 3,827,912 |
| **TOTAL EXPENDITURES** | **35,042,025** | **34,252,193** | **37,110,923** | **38,236,597** | **39,605,892** | **41,094,330** | **42,272,163** |
| **SURPLUS / (DEFICIT)** | **$0.00** | **$1,070,470** | **$746,413** | **$17,099** | **($1,060,188)** | **($2,307,885)** | **($2,612,854)** |
| **BEGINNING FUND BALANCE:** | **$6,987,995** | **$6,987,995** | $8,058,465 | $8,804,879 | $8,821,978 | $7,761,789 | $5,453,905 |
| **ENDING FUND BALANCE (Fund 101):** | **$6,987,995** | **$8,058,465** | $8,804,879 | $8,821,978 | $7,761,789 | $5,453,905 | $2,841,051 |
| **Actual Reserve %** | **19.94%** | **23.53%** | **23.73%** | **23.07%** | **19.60%** | **13.27%** | **6.72%** |
| **Reserve Requirement (20%)** | **$7,008,405** | **$6,850,439** | **$7,422,185** | **$7,647,319** | **$7,921,178** | **$8,218,866** | **$8,454,433** |
| **(Short)/Over of Reserve Requirement** | **($20,410)** | **$1,208,027** | **$1,382,694** | **$1,174,658** | **($159,389)** | **($2,764,961)** | **($5,613,382)** |

# Performance Measure Program

The City Council of Bedford, Texas has adopted the following Vision and Strategic Focus Areas to ensure that City activities are guided by these principles. These were most recently reviewed and updated in May 2018.

**Vision:** Bedford is a vibrant, transformational community. We achieve this through our pursuit of economic vitality, fostering sustainable neighborhoods and commercial areas and providing excellent customer service to our residents.

**Strategic Focus Areas:**

- **Revitalization** - Revitalized storefronts, streets, and neighborhoods attract future residents and businesses to the community. Thriving commercial centers enhance Bedford's image and should be reflective of the City's collective social and economic aspirations. Attracting unique businesses will demonstrate how Bedford is distinct from other communities.
- **Economic Vitality** - The promotion of high-quality economic growth and business development that expands and diversifies the tax base and will enhance the quality of life for Bedford residents.
- **Transformation** - Bedford is committed to cultivating vibrant, unique spaces that enhance the community and attract and benefit residents, businesses, and visitors.
- **Organizational Excellence** - Excellent performance requires aligning efforts that drive internal effectiveness with those that create external impact. Bedford is committed to becoming a High(er) Performing Organization that delivers exceptional service to customers.
- **Communicate & Engage with Citizens** - Communities function best when supported by a committed and involved citizenry working in tandem with a responsive and transparent local government. Bedford engages the community in City government by providing timely and accurate information in numerous formats about services, actions, and decisions.

Departments formulate goals for the year for each division with personnel. They are categorized by the Council focus area they support and have an associated performance measure. These are reviewed annually during the budget process to ensure they remain a beneficial metric. Performance measures have been categorized into the following types:

- **Inputs**: A type of performance measure reporting the resources used by a department or division to produce outputs and outcomes. Examples include: number of full time equivalents, equipment, facilities and supplies.
- **Outputs**: A type of performance measure reporting the number of units provided, the amount of services provided or the number of people served by a department or division.
- **Efficiency**: A type of performance measure relating inputs to outputs to express efficiency measures as costs per unit of output and/or productivity per labor hour.
- **Effectiveness & Outcomes**: A type of performance measure relating to customer/client/public satisfaction with quality, timeliness or other aspects of the service or product delivered or a type of performance measure which addresses strategic results and gauges the effectiveness of services or programs, shows the extent to which goals, outcomes or objectives have been achieved and/or what has changed or been accomplished as a result of the service.

For performance measures that were previously monitored by the departments, that historical data has been included. New measures have been identified with an "N/A" in the reporting columns.

**CITY OF BEDFORD**
**FISCAL AND BUDGETARY POLICY STATEMENTS**

## I. STATEMENT OF PURPOSE

The intent of the following Fiscal and Budgetary Policy Statements is to enable the City to achieve and maintain a long-term stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, and full disclosure.

The more specific purpose is to provide guidelines for planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies includes:

- accounting, auditing and financial reporting;
- internal controls;
- operating budget management;
- capital budget and improvement programs;
- asset management;
- revenue management;
- expenditure control;
- financial conditions, reserves and stability ratios;
- debt management; and
- Staffing and training.

These policies are designed to benefit the City by:

- Ensuring the fair and full disclosure of the financial position and the results of financial operations in conformity with Generally Accepted Accounting Principles (GAAP), and
- Adhering to compliance with finance related legal and contractual issues in accordance with the provisions of the Texas Local Government Code, the City Charter, and other applicable legal mandates.

The City Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

## II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

**ACCOUNTING.** The city is solely responsible for the reporting of its financial affairs, both internally and externally. The Director of Administrative Services is the City's Chief Fiscal Officer and is responsible for establishing the Chart of Accounts and for properly recording financial transactions.

**AUDITING.** In conformance with the City's Charter and according to the provisions of the Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants (auditor). The auditor must be a CPA firm of regional reputation and must demonstrate that it has the breadth and depth of staff to conduct the City's audit in accordance with generally accepted auditing standards and contractual requirements. The auditor must be registered as a partnership or corporation of certified public accountants, holding a license under Article 41a1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City's audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws. The auditor's report on the City's financial statements will be completed within 120 days of the City's fiscal year end, and the auditor will jointly review the management letter with the Council within 30 days of its receipt by the staff.

The City Council has established an audit committee that meets with the independent auditors primarily at year-end to discuss the results of the audit. The committee consists of three City Council members to be appointed by a majority of the City Council. The audit committee plays an advisory role to the City Council and helps to facilitate communication between management, the auditors, and the City Council. Management and City Council remain ultimately responsible for the fair presentation of the financial statements and for obtaining and monitoring the financial statement audit.

In conjunction with their review, the Director of Administrative Services shall respond in writing to the City Manager and City Council regarding the auditor's Management letter, addressing the issues contained therein. The Council shall schedule its formal acceptance of the auditor report upon resolution of any issues resulting from the joint review.

The auditor is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

The City will not require an auditor rotation; however, the Council may circulate requests for proposal for auditor services every three to five years.

**FINANCIAL REPORTING.** Upon completion and acceptance of the annual audit by the City's auditors, the City shall prepare a comprehensive annual financial report (CAFR). The CAFR will be prepared in accordance with generally accepted accounting principles. The CAFR shall be presented to the City Council within 120 calendar days of the City's fiscal year end. City staffing limitations may preclude such timely reporting. In such case, the Administrative Services Director will inform the City Manager and the City Manager will inform the City Council of the delay and the reasons therefore.

The Finance Division will prepare internal financial reports sufficient to plan, monitor, and control the City's financial affairs. Internal reporting objectives are addressed throughout these policies.

## III. OPERATING BUDGET MANAGEMENT

**BUDGETARY ACCOUNTING BASIS.** The City's accounting records for general governmental operations are maintained on a modified accrual basis according to Generally Accepted Accounting Principles (GAAP). The revenues are recorded when actually received, and expenditures are recorded when the liability is incurred. Accounting records for the City's utilities and other proprietary funds are maintained on a full accrual basis. For example, expenditures are recognized when a liability is incurred, and revenues are recognized when they are obligated to the City. Depreciation is budgeted as an operating expense. Capital purchases for the proprietary funds are listed in the budget document in order that proposed purchases can be reviewed by the City Council. The budgetary accounting basis follows GAAP except that fund balances/retained earnings are presented in the budget as a measure of available spendable resources. Unexpended appropriations for budgeted funds lapse at fiscal year end, except for appropriations for Capital Project Funds, which are for the length of the project.

**OVERVIEW.** Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The City's "operating budget" is the City's annual financial operating plan. It comprises governmental and proprietary funds, including the Debt Service Fund, and various capital improvement funds.

**PREPARATION.** The budget is prepared by the City Manager with the cooperation of all City departments, and is submitted to the City Council. The budget should be presented to the City Council no later than forty-five (45) days prior to fiscal year end, and should be enacted by the City Council prior to fiscal year end.

The budget shall include four basic segments for review and evaluation. These segments are:

(1) Personnel Costs;
(2) Base Budget for Operations and Maintenance Costs;
(3) Supplemental Funding Packages for Capital and Other Non-capital Projects (i.e., new or expanded programs); and
(4) Projected Revenues.

The base budget represents funding for the current level of service, and does not include capital outlay, new programs or new services. Any increase in the base budget request will be limited to no more than the average of the Consumer Price Index (CPI) for the most recent three-year period available. Any item requested for capital outlay, new programs or new services is shown as a Supplemental Funding Package. Supplemental Funding Packages are above and beyond the prior year base, and are considered individually for funding approval.

A Combined Budget Summary with scheduled inter-fund transfers is included in the budget presented to the City Council. The Fund Balances will be identified as to restricted and unrestricted, designated and/or reserved.

The budget review process shall include Council participation in the development of each of the four segments of the proposed budget and a Public Hearing to allow for citizen participation in the budget preparation.

The budget process shall span sufficient time to address policy and fiscal issues by the Council.

A copy of the proposed budget shall be filed with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter.

Upon the presentation of a proposed budget document to the Council, the Council shall call and publicize a public hearing. The Council will subsequently adopt by Ordinance such budget as it may have been amended as the City's Annual Budget, effective for the fiscal year beginning on the first day of October.

**PLANNING.** The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date so that proper decision analysis can be made.

**REPORTING.** Periodic financial reports will be prepared to enable the Department Directors to manage their budgets and to enable the Administrative Services Director to monitor and control the budget as authorized by the City Manager.

**AMENDING.** In case of grave public necessity, emergency expenditures to meet unusual and unforeseen conditions which could not, by reasonable diligent thought and attention, have been included in the original budget may, from time to time, be authorized, upon the affirmative vote of a majority of the full membership of the council, including the mayor as a voting member, as amendments or supplements to the original budget. Such supplements and amendments shall be approved in an ordinance and shall be filed with the original budget. (See Section 4.09 of the City Charter)

## IV. REVENUE MANAGEMENT

The City will strive for the following optimum characteristics in its revenue system:

**SIMPLICITY.** The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient. A corresponding decrease in the City's costs for collection and a reduction in avoidance to pay will thus result.

**CERTAINTY.** A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.

**EQUITY.** The City shall require that there be a balance in the revenue system; i.e., the revenue base will have the characteristic of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

**ADMINISTRATION.** The benefits of a revenue type will exceed the cost of producing the revenue. The collection process will be reviewed periodically for cost effectiveness as a part of the indirect cost and cost of service analysis.

**DIVERSIFICATION AND STABILITY.** In order to protect from fluctuations in a revenue source due to fluctuations in the economy and variations of other factors, a diversified revenue source will be pursued and maintained as a stable source of income.

**CONSERVATIVE ESTIMATION OF REVENUE.** In order to mitigate the effects of fluctuations in a revenue source due to fluctuations in the economy and variations of other factors, all revenues will be conservatively estimated with the exception of property tax and inter-fund transfers.

**COST/BENEFIT OF ABATEMENT.** The City will use due caution in the analysis of any tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) analysis will be performed as a part of such caution.

**INCENTIVE COST FUNDING.** The Operations & Maintenance (O&M) property tax revenues generated from new construction taxable values added to the July Certified Roll each year, will be transferred to the Economic Development Fund for economic incentives.

In addition, the General Fund will budget ninety-nine (99) percent of sales tax revenues each year to help cover the cost of its general operations and transfer one (1) percent of the sales tax revenues to the Economic Development Fund for economic incentives.

Moreover, on an annual basis, the City will review the variance between actual General Fund revenues and expenditures. Should the variance equate to $100,000 or more in excess of expenditures, fifty (50) percent of the total variance shall be transferred to the Economic Development Fund, provided the General Fund's unassigned fund balance has met the minimum reserve requirement of 20% of budgeted expenditures.

**NON-RECURRING REVENUES.** One-time or non-recurring revenues will not be used to finance current ongoing operations. Non-recurring revenues should be used only for one-time expenditures such as long-lived capital needs. They will not be used for budget balancing purposes. Non-recurring revenues may be allocated to a specific fund(s) with the approval of the City Council.

**PROPERTY TAX REVENUES.** All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Central Appraisal District. Reappraisal and reassessment shall be done regularly as required by State law.

In January of 1995, the citizens of Bedford approved an additional one-half of one percent sales tax for property tax reduction, as provided for in the State Property Tax Code. This resulted in a reduction of the operations and maintenance property tax rate of approximately eleven cents in the subsequent fiscal year. This reduction is called the sales tax adjustment rate, and is re-calculated on an annual basis.

When comparing the adopted property tax rate for the City of Bedford to surrounding cities, the City of Bedford tax rate should be combined with the sales tax adjustment rate to arrive at a tax rate that is comparable in method of calculation. This total rate should fall within a reasonable

range of comparable cities and should be adequate to produce the revenues needed to pay for approved City services.

The adopted tax rate should not exceed the rollback rate as computed by Truth in Taxation laws. Property tax revenues will be estimated based on the actual percentage of collections for the prior year, net of any unusual or non-recurring activity.

**SALES TAX.** Sales tax revenue projections shall be conservative due to the volatile nature of this economically sensitive revenue source.

**USER-BASED FEES.** For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be a periodic review of fees and charges to ensure that fees provide adequate coverage of costs of services.

**UTILITY RATES.** The City will review and adopt utility rates periodically that will generate revenues required to fully cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs. Rates will be structured in order to generate 75% of the fixed cost of operating the utility system from the minimum monthly service charges, and 25% of fixed cost from consumption charges. This policy does not preclude drawing down cash balances to finance current operations; however, it is best that any extra cash balance be used instead to finance capital projects.

Components of the Utility Rates will include a transfer to the General Fund for an administrative fee for services of general overhead, such as administration, finance, personnel and data processing. This fee will be documented annually through a cost allocation procedure.

**INTERGOVERNMENTAL REVENUES.** The reliance placed on intergovernmental revenues will be eliminated. Any potential grants will be examined for matching requirements.

## V. EXPENDITURE CONTROL

**APPROPRIATIONS.** The level of budgetary control is the Department level budget in the Governmental and Proprietary Funds, and the Fund level in all other funds. Budget appropriation amendments at lower levels shall be made in accordance with applicable administrative procedures.

**PURCHASING.** All City purchases and contracts shall conform to the City Purchasing Policy.

**PROMPT PAYMENT.** All invoices approved for payment by the proper City authorities shall be paid by the Finance Division according to state law. The Director of Administrative Services shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City's investable cash.

**RISK MANAGEMENT.** The City will aggressively pursue every opportunity to provide for the Public's and City employees safety and to minimize the risk of loss of resources through

liability claims with an emphasis on safety programs. All reasonable options will be investigated to finance risks.

## VI. ASSET MANAGEMENT

**INVESTMENTS.** The Director of Administrative Services shall promptly invest all City funds in accordance with the provisions of the current Bank Depository Agreement or in accordance with the City Council approved Investment Policy.

At the end of each fiscal year, a report on investment performance will be provided to the City Council. In conjunction with the financial reports presented to Council, the Director of Administrative Services shall prepare and provide a written recapitulation of the City's investment portfolio to the Council, detailing each City investment instrument with its rate of return and maturity date.

**CASH/TREASURY MANAGEMENT.** Periodic review of cash flow position will be performed to determine performance of cash management and investment policies. A detailed policy structure will be followed with respect to Cash/Treasury Management. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity and (3) maximize return. Where legally permitted, pooling of investments may be done. The City will adhere to the investments authorized through the City Council approved investment policies.

The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, including property tax payments, utility bills, building and related permits and licenses, and other collection offices as appropriate.

**FIXED ASSETS AND INVENTORY.** These assets will be reasonably safeguarded, properly accounted for, and prudently insured.

A fixed asset of the City shall be defined as a purchased or otherwise acquired piece of equipment, vehicle, furniture, fixture, capital improvement, addition to existing capital investments, land or buildings, with the cost or value of such acquisition being $5,000 or more with an expected useful life greater than one year.

The City's fixed assets shall be reasonably safeguarded, properly accounted for and sufficiently insured. Responsibility for the safeguarding of the City's fixed assets lies with the Department Director in whose department the fixed asset is assigned. The Finance Division shall supervise the marking of fixed assets with City numbered property tags and shall maintain the permanent records of the City's fixed assets including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life. The Finance Division shall also perform an annual inventory of assets using random sampling at the department level. Such inventory shall be performed by the Director Administrative Services or his or her designee in the presence of designated department personnel from the department of responsibility.

**COMPUTER SYSTEM / DATA SECURITY.** The City shall provide security of its computer system and data files through physical security. The computer system (CPU) shall be in a location inaccessible to unauthorized personnel. On a frequent and scheduled basis, backup files of system data will be stored off premises for safekeeping.

In addition, the City will take all prudent steps to ensure that the accessibility and integrity of the City's computer and information systems will be protected from viruses, unauthorized access, and other such threats and hazards.

## VII. CAPITAL BUDGET AND PROGRAM

**PREPARATION.** The City's capital budget will include all capital project funds and all capital resources. The budget will be prepared annually. The capital budget will be prepared as directed by the City Manager with the involvement of all required City departments.

**CONTROL.** All capital project expenditures must be appropriated in the capital budget. The Finance Division must certify the availability of resources so any appropriation can be made before a capital project contract is presented to the Council for approval.

**PROGRAM PLANNING.** The capital budget will be taken from capital improvement program plans for future years. The planning time must be at least five years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included in the operating budget.

**FINANCING PROGRAMS.** Where applicable, assessments, pro-rata charges, or other fees should be used to fund capital projects, which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

**INFRASTRUCTURE MAINTENANCE.** The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of the General Fund and Utility Fund Budgets will be set aside each year to maintain the quality of the City's infrastructures.

Replacement schedules should be developed in order to anticipate the inevitable ongoing obsolescence of infrastructure.

In addition to infrastructure maintenance, the City will plan for the replacement of other assets such as vehicles and equipment by establishing replacement schedules as needed.

## VIII. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

**OPERATIONAL COVERAGE.** The City will maintain a balanced budget whereby operating revenues will be greater than or equal to operating expenditures.

Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used only for emergencies or non-recurring expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated in this policy.

**FUND BALANCE POLICY.** The primary purpose of this policy is to establish guidelines for fund balance levels with the City of Bedford's governmental and proprietary funds. It is essential for the City to maintain adequate levels of fund balance to mitigate financial risk that can occur from unforeseen revenue shortfalls, unanticipated expenditures, or any other adverse circumstances. In addition, it also designed to provide the appropriate amount of working capital for the City's general operations.

**DEFINITIONS**:

**Fund Balance**. The difference between a governmental fund's assets and liabilities, divided into 5 categories: 1) Nonspendable, 2) Restricted, 3) Committed, 4) Assigned, 5) Unassigned

**Nonspendable**. That portion of the fund balance that is legally or contractually required to be maintained intact. In addition, nonspendable also means that portion is not expected to be converted to cash, i.e. inventories, prepaids, long-term receivables.

**Restricted**. That portion of the fund balance that is constrained for a specific purpose by external resource providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions, or by enabling legislation.

**Committed**. That portion of the fund balance that is constrained by a formal action of the government's highest level of decision making authority, the City Council. These constraints can only be removed or changed by taking the same type of action employed to commit these amounts.

**Assigned**. That portion of the fund balance not 'restricted' or 'committed' that has a specific purpose expressed by the governing body or a body/official to which the governing body delegates authority. Only resources in other governmental funds can be assigned. The General Fund cannot assign its fund balance.

**Unassigned**. A residual amount for the General Fund that is not classified in any of the other 4 categories and is available for any purpose. Negative residual amounts for all other governmental funds are reported in this classification.

**Enabling Legislation**. Authorizes the government to assess, levy, charge, or otherwise mandate payment of resources and includes a legally enforceable requirement that those resources be used only for the specific purpose.

**General Fund.** A fund that accounts for all financial resources not accounted for and reported in another fund.

**Special Revenue Fund.** A fund whose revenue source(s) is restricted or committed to a specific purpose other than capital projects or debt service. Usually has one or more revenue resources that is not a transfer from another fund. The Tourism Fund is a special revenue fund that is primarily financed by hotel occupancy taxes. A portion of this revenue has been obligated on an annual basis for debt service payments. In addition, revenue from this fund is used to finance the ongoing operations of several tourism-related facilities and special events.

**Capital Projects Fund**. A fund that accounts for all financial resources that are restricted, committed, or assigned to expenditures for capital outlays.

**Debt Service Fund**. A fund that accounts for all financial resources that are restricted, committed, or assigned to expenditures for principal and interest of debt obligations.

**Enterprise Fund**. A fund that accounts for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the cost of providing goods or services to general public on a continuing basis be financed or recovered primarily through users charges.

**Permanent Fund**. Funds to account for resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the City of Bedford's programs that are for the benefit of the city and/or its citizens.

**Working Capital**. The measurement of the operating liquidity of an enterprise fund by subtracting the current liabilities from the current assets.

PRIORITY OF FUND BALANCE CATEGORIES:

In lieu of a policy for unrestricted fund balance, funds that are constrained in the remaining categories will be used in the order of: 1) committed, 2) assigned, 3) unassigned. Therefore, when multiple categories of fund balance are available for expenditure (i.e. a construction project funded partly by 1) a grant, 2) funds set aside by the City Council, & 3) unassigned funds), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds. Normally, this would result in the use of restricted, then committed, then assigned, and lastly unassigned fund balance.

COMMITTED FUND BALANCE AUTHORITY:

The City Council is the City's highest level of decision making authority and the formal action that is required to approve, modify, or remove a fund balance commitment is an ordinance adopted by the City Council. The ordinance must adopt or rescind the commitment, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period. A committed fund balance should incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual obligations.

ASSIGNED FUND BALANCE AUTHORITY:

The City Council authorizes the City Manager or his/her designee as the official authorized person to assign fund balance to a specific purpose approved by this policy. The specific purpose of an assigned fund balance can include, but is not limited to, an appropriation of existing fund balance to eliminate a projected deficit in the subsequent year's budget in an amount not to exceed the projected excess of expenditures over revenues. Additionally, the assigned fund balance will include remaining amounts that are reported in the governmental funds (aside from the General Fund), except negative amounts. Assignments in the General Fund are amounts that are intended to be used for a specific purpose that is narrower than the general purpose of the government itself. And, governments cannot assign an amount to a specific purpose if it would cause a deficit in the unassigned fund balance.

**MINIMUM UNASSIGNED FUND BALANCE**:

It is the goal of the City of Bedford to achieve and maintain an unassigned fund balance in the general fund equal to **20**% of budgeted expenditures for unanticipated expenditures, unforeseen revenue fluctuations, or other adverse circumstances. The fund balance level, however, may be reduced to the equivalent of **15**% of budgeted expenditures in unusual financial circumstances, as determined by the City Council.

Moreover, if such a situation occurs, the City will implement necessary corrective action, in which the City Manager will submit a plan to restore the unassigned fund balance to the equivalent of **20**% of budgeted expenditures as soon as economic conditions allow. These steps include, but are not limited to, identifying, nonrecurring, or alternative sources of revenue, increasing existing revenues, charges and/or fees: use of year-end surpluses; enacting cost saving measures such as holding capital purchases, reducing departmental operating budgets, freezing vacant positions, and/or reducing the workforce. The time period to replenish the fund balance shall be defined within the City Manager's plan submittal.

Moreover, in accordance with GASB 54 standards, all special revenue funds will have an assigned fund balance; however, the Tourism Fund will maintain its goal based on the greater of 20% of operating expenditures less capital outlays or an average annual debt service requirement. In addition, the funds that flow into the City of Bedford Street Improvement Economic Development Corporation consist primarily of sales tax. And a significant portion of this revenue has been obligated on an annual basis for debt service payments. Therefore, in

order to ensure that the City is able to meet future debt service requirements, the Corporation should maintain an assigned fund balance equivalent to one year of the average annual debt service requirement, including related expenses.

**NON-GOVERNMENTAL FUND BALANCE**:

The fund balance categories discussed above do not apply to proprietary funds according to GASB 54. Although it is not required by GASB, the City of Bedford recognizes the need for a minimum working capital policy for the proprietary funds maintained by the City, such as the Water and Sewer Fund and Stormwater Fund. Therefore, the Water and Sewer Fund shall maintain its goal of a working capital amount equivalent to **90** days of operational expenses excluding capital outlays. And the Stormwater Fund shall maintain its goal of a working capital amount equivalent to **90** days of operational expenses excluding capital outlays. If the working capital falls below the desired level, the City will implement the necessary corrective action, in which the City Manager or designee will submit a plan to restore its working capital to the desired level within the time period specified in the plan. These steps include, but are not limited to, enacting cost saving measures; increasing user charges; holding capital purchases; freezing positions; and/or reducing the workforce.

**CAPITAL AND DEBT SERVICE FUNDS.** Revenues in the Debt Service Fund are stable, based exclusively on property tax revenues and transfers from other funds. Reserves in the Debt Service Fund are designed to provide funding between the date of issuance of new debt and the time that property tax levies are adjusted to reflect the additional debt.

## IX. DEBT MANAGEMENT

**TYPES OF DEBT.** Long-term debt will not be used for operating purposes, and the life of a bond will not exceed the useful life of a project financed by that bond issue.

When appropriate, and as approved by Council Policy, self-supporting revenues will pay debt services in lieu of tax revenues.

**ANALYSIS OF FINANCING ALTERNATIVES.** The City will explore all financing alternatives in addition to long-term debt including leasing, grants and other aid, developer contributions, and use of reserves of current monies.

**DISCLOSURE.** Full disclosure will be made to bond rating agencies and other users of financial information. The City staff, with the assistance of financial advisors and bond counsel, will prepare necessary materials for presentation to rating agencies, will aid in the production of Offering Statements, and will take responsibility for the accuracy of all financial information released.

**FEDERAL REQUIREMENTS.** The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.

**DEBT STRUCTURE.** The structure should approximate level debt service unless operational

matters dictate otherwise, or if market conditions indicate a potential savings could result from modifying the level payment stream.

Consideration of market factors, such as the tax-exempt qualification, minimum tax alternative, and so forth will be given during the structuring of long-term debt instruments.

**DEBT ISSUANCE.** The City will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the City will publicly present the reasons why and the City will participate with the financial advisor in the selection of the underwriter or direct purchaser.

## X. INTERNAL CONTROLS

**WRITTEN PROCEDURES.** Wherever possible, written procedures will be established and maintained by the Director of Administrative Services for all functions involving cash handling and /or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

**DEPARTMENT DIRECTOR'S RESPONSIBILITY.** Each Department Director is responsible to ensure that good internal controls are followed throughout his or her Department, that all Finance Division directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. The Finance Division will assist Department Directors in implementing the internal control requirements and obtaining their compliance.

## XI. STAFFING AND TRAINING

**ADEQUATE STAFFING.** Staffing levels will be maintained at an adequate level for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload shedding alternatives will be explored before adding staff.

**TRAINING.** The City will support the continuing education efforts of all financial staff including the investment in time and materials for maintaining a current perspective concerning communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.

To the fullest extent possible, written documentation of tasks and procedures will be developed and maintained as both an aid to personnel training and an element of effective management.

**AWARDS, CREDENTIALS, RECOGNITION.** The City will support efforts and involvements that result in meeting standards and receiving exemplary recitations on behalf of the City's fiscal policies, practices, processes, products, or personnel. The City will support participation in the Distinguished Budget Presentation Award program and the Certificate of Achievement for Excellence in Financial Reporting program sponsored by the Government Finance Officers Association of the United States and Canada.

**CITY OF BEDFORD**
**INVESTMENT POLICY**

**September 24, 2019**

It is the policy of the City of Bedford, Texas (the "City"), which includes the City of Bedford Street Improvement Economic Development Corporation (the "Corporation"), that after allowing for anticipated cash requirements and giving due consideration to safety, liquidity and yield, all available funds will be invested in conformance with the Investment Policy which has been developed to conform to the State of Texas Public Funds Investment Act as amended (the "PFIA" or the "Act"). Throughout this Investment Policy, the City and Corporation shall be referred to as "BEDFORD."

In addition, applicable recommended practices published by the Government Finance Officers' Association (GFOA) have been considered to ensure that BEDFORD's investment activities are conducted within the framework of sound fiscal policy.

## I. Scope

This Policy applies to all financial assets of BEDFORD and serves to satisfy the statutory requirements of the PFIA to define and approve a formal investment policy. These funds are accounted for in BEDFORD's Comprehensive Annual Financial Report and include:

- General Fund
- Enterprise Funds
- Special Revenue Funds
- Debt Service Funds - including Interest & Sinking Funds & Reserve Funds
- Capital Improvement Funds
- City of Bedford Street Improvement Economic Development Corporation Fund
- Other funds established from time to time

Except for cash in certain restricted and special funds, BEDFORD may consolidate cash and investment balances to ease cash management operations and maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

## II. General Objectives.

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:

1. **Safety.** Safety of principal is the foremost objective of the investment program.

Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

**a. Credit Risk.** BEDFORD will minimize credit risk, the risk of loss due to the failure of the investment issuer or backer, by:

1) Limiting investments to the safest types.

2) Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors with whom BEDFORD will do business.

3) Diversifying the investment portfolio so that potential losses on individual investments will be minimized.

4) Establishment of procedures to monitor rating changes of investments and the liquidation of such investments as required by the PFIA.

**b. Interest Rate Risk.** BEDFORD will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates by:

1) Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.

2) Investing operating funds primarily in shorter-term securities, financial institution deposits, money market mutual funds, or local government investment pools.

**2. Liquidity.** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of investments with active secondary or resale markets (dynamic liquidity). All or a portion of the portfolio also may be placed in financial institution deposits, money market mutual funds, or local government investment pools which offer same-day liquidity for short-term funds.

**3. Yield.** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to safety and liquidity. Investments shall not be liquidated prior to maturity with the following exceptions:

a. An investment with declining credit may be sold early to minimize loss of principal.

b. An investment swap would improve the quality, yield, or target duration in the portfolio.

c. Liquidity needs of the portfolio require that the investment be sold or redeemed.

## III. Standards of Care.

1. **Prudence.** The standard to be used by Investment Officers shall be the "prudent person" rule, which 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 policies and procedures, and exercising due diligence, shall be relieved of personal responsibility for an individual investment's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion.

2. **Ethics and Conflicts of Interest**. Investment Officers shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Investment Officers shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Investment Officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of BEDFORD.

   An Investment Officer who has a personal business relationship with a depository bank or with any entity seeking to sell an investment to BEDFORD shall file a statement disclosing that personal business interest. An Investment Officer who is related within the second degree of affinity or consanguinity to an individual seeking to sell an investment to BEDFORD shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the City Council.

3. **Delegation of Authority**. Authority to manage and operate the investment program is granted to the Director of Finance. The Director of Finance shall establish written procedures and internal controls for the operation of the investment program consistent with this Investment Policy. Procedures should include, but not be limited to: account management procedures, cash flow estimation procedures, investment transaction procedures, authorized broker/dealer selection process, and investment portfolio reporting requirements. No person may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Director of Finance. The Director of Finance shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of the Authorized Investment Officers and subordinate officials.

4. **Authorized Investment Officers.**

   City Manager
   Assistant City Manager

Director of Finance
Assistant Finance Director

**5. Investment Committee**. There is hereby created an Investment Committee, consisting of the City Manager, Assistant City Manager, Director of Finance, City Secretary, Assistant Finance Director, and one City Council member to be appointed by a majority of the City Council.

The Investment Committee shall meet at least quarterly to review general strategies and to monitor portfolio performance. The Committee shall include in its deliberations such topics as:

a. Economic outlook,
b. Portfolio diversification,
c. Maturity structure,
d. Risk considerations,
e. Authorized broker/dealers,
f. Independent investment training sources, and
g. Target rate of return on the portfolio.

The Investment Committee shall provide for minutes of its meetings.

Any two members of the Committee may request a special meeting, and three members shall constitute a quorum.

The Committee shall establish its rules of procedure.

**6. Investment Training**. In order to ensure the quality and capability of BEDFORD's investment personnel, BEDFORD shall provide periodic training in investments through courses and seminars offered by professional organizations and associations as required by the PFIA. The Investment Officers shall attend at least one training session accumulating at least ten (10) hours relating to the Officer's responsibility under the Act within twelve (12) months after assuming duties, and thereafter, attend investment training session(s) not less than once every two years (aligned with the City's fiscal year end), receiving an additional eight (8) hours of training. The training shall be conducted by independent training sources approved by the Investment Committee.

**7. Investment Policy Certification**. Local government investment pools and discretionary investment management firms shall provide certification of having read BEDFORD's Investment Policy signed by a qualified representative of the organization, acknowledging that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the City and the organization in accordance with the Act.

## IV. Broker/Dealers, Internal Controls and DVP.

**1. Authorized Broker/Dealers**. A list will be maintained of "primary" dealers or regional

dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule). All investment providers, financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

a. Audited financial statements
b. Proof of Financial Industry Regulatory Authority (FINRA) certification
c. Proof of state registration
d. Completed broker/dealer questionnaire

The Investment Committee shall review, revise, and adopt a list of authorized broker/dealers at least annually.

**2. Internal Controls.** The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of BEDFORD are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

Accordingly, within the scope of the annual audit, the Director of Finance shall establish a process for an independent review by an external auditor to assure compliance with policies and procedures. The results of this compliance audit must be reported annually to the City Council. The internal controls shall address the following points:

a. Control of collusion
b. Separation of transaction authority from accounting and record keeping
c. Custodial safekeeping
d. Avoidance of physical delivery securities
e. Clear delegation of authority to subordinate staff members
f. Written confirmation of transactions for investments and wire transfers

**3. Delivery Versus Payment.** All trades, where applicable, will be executed by delivery versus payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by a third-party safekeeping agent as evidenced by safekeeping receipts.

## V. Suitable and Authorized Investments

**1. Investment Types**. The following investments will be permitted by this Policy as defined by state and local law where applicable. BEDFORD is not required to liquidate investments that were authorized at the time of purchase.

a. U.S. government obligations, U.S. government agency obligations, and U.S. government instrumentality obligations (including obligations of the FDIC and the Federal Home Loan Banks), which have a liquid market with a readily determinable market value, and exclude those prohibited by the PFIA.

b. Certificates of deposit and other evidences of deposit at a financial institution that, a) has its main office or a branch office in Texas and is guaranteed or insured by the Federal Deposit Insurance Corporation or its successor, b) is secured by obligations in a manner and amount provided by law for deposits of BEDFORD, or c) is placed in a manner that meets the requirements of the PFIA.

c. Repurchase and reverse repurchase agreements whose underlying purchased securities consist of instruments as defined in a. above and placed in compliance with the PFIA.

d. No load money market mutual funds regulated by the Securities and Exchange Commission that meet the requirements of the PFIA.

e. Local government investment pools, either state-administered or through joint powers statutes and other intergovernmental agreement legislation authorized in compliance with the PFIA.

**2. Insurance, Pledged Collateral or Purchased Securities**. With the exception of deposits secured with irrevocable letters of credit at 100% of amount, all deposits of BEDFORD funds with financial institutions shall be secured by pledged collateral with a market value equal to or greater than 102% of the deposits, less any amount insured by the FDIC. Repurchase agreements shall be documented by a specific agreement noting the "purchased securities" in each agreement; such securities shall comply with the PFIA. Collateral pledged and purchased securities shall be reviewed at least monthly to assure the market value equals or exceeds the related BEDFORD investment.

BEDFORD shall accept only the following as pledged collateral:

a. U. S. Treasury securities;

b. Obligations of U. S. Government Agencies and Instrumentalities, including letters of credit, which have a liquid market with a readily determinable market value, and exclude those prohibited by the PFCA;

c. Direct or unconditionally guaranteed obligations of the State of Texas;

d. States, agencies, counties, cities, or political subdivisions naturally rated "A" or higher.

All collateral shall be subject to inspection and audit by BEDFORD or BEDFORD's independent auditors.

Securities pledged as collateral shall be held by an independent third party with whom BEDFORD has a current custodial agreement. The agreement is to specify the acceptable investment securities as collateral, including provisions relating to possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of

valuation of securities. The agreement must clearly state that the custodian bank is instructed to release purchased and collateral securities to BEDFORD in the event BEDFORD has determined that the financial institution has failed to pay on any matured investments, or has determined that the funds of BEDFORD are in jeopardy for whatever reason, including involuntary closure or change of ownership. A clearly marked evidence of the pledge and legal ownership must be supplied to BEDFORD and retained by BEDFORD.

**3. Repurchase Agreements.** Repurchase agreements shall be consistent with the PFIA and GFOA Recommended Practices on Repurchase Agreements.

## VI. Investment Parameters

**1. Diversification**. The investments shall be diversified by:

a. Limiting investments to avoid over concentration in securities from a specific issuer or business sector (where appropriate),

b. Limiting investment in securities that have higher credit risks,

c. Investing with varying maturities, and

d. Continuously investing a portion of the portfolio in readily available funds such as financial institution deposits, local government investment pools, money market funds, or overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

**2. Maximum Maturities.** To the extent possible, BEDFORD shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, BEDFORD will not directly invest in instruments maturing more than three (3) years from the date of purchase or in accordance with state and local statutes and ordinances. BEDFORD shall adopt weighted average maturity limitations (which often range from 90 days to 3 years), consistent with the investment objectives.

Reserve funds and other funds with longer-term investment horizons may be invested in instruments exceeding three (3) years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of funds. The intent to invest in instruments maturing greater than three (3) years shall be disclosed in writing to the City Council.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as financial institution deposits, investment pools, money market funds, or overnight repurchase agreements to ensure that appropriate liquidity is maintained to meet ongoing obligations.

**3. Competitive Environment.** In order to create a competitive pricing environment for each investment transaction, including certificates of deposit, BEDFORD shall solicit quotations from multiple providers.

## VII. Reporting.

**1. Methods.** The Director of Finance shall prepare an investment report, at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner, which will allow BEDFORD to ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report shall be provided to the City Council. The report will comply with the requirements of the PFIA.

In conjunction with the annual audit, the quarterly reports shall be formally reviewed by an independent auditor, and the result of the review shall be reported to the City Council by that auditor.

**2. Performance Standards**. The investment portfolio will be managed in accordance with the parameters specified within this Policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. A series of appropriate benchmarks shall be established against which portfolio performance shall be compared on a regular basis. "Weighted average yield to maturity" shall be the portfolio performance measurement standard.

**3. Market Valuation**. The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. The source of pricing used to calculate market value will be sources independent from the transaction.

**4. Credit Rating.** Not less than quarterly, the Investment Officers will monitor the credit rating for each held investment that has a PFIA required minimum rating. Any Authorized Investment that requires a minimum rating does not qualify during the period the investment does not have the minimum rating. Prudent measures will be taken to liquidate an investment that is downgraded to less than the required minimum rating.

## VIII. Policy Considerations

**1. Exemption.** Any investment currently held that does not meet the guidelines of this Policy shall be exempted from the requirements of this Policy. At maturity or liquidation, such monies shall be reinvested only as provided by this Policy.

**2. Annual Review and Amendments.** The City Council shall annually review this Policy and shall adopt a written instrument stating its review and recording any changes. Any changes must be approved by the Investment Committee prior to consideration by the City Council.

## IX. Selection of Depositories

**1. Request for Application Process**. Primary Depositories shall be selected through BEDFORD's banking services procurement process, which shall include a formal Request for Application (RFA) issued in compliance with applicable State law (Chapter 105, State of Texas Local Government Code). This contract can be extended as per the RFA specifications. In

selecting primary depositories, the credit worthiness of institutions shall be considered, and the Director of Finance shall conduct a comprehensive review of prospective primary depositories' credit characteristics and financial history.

**2. Collateralized Deposits**. All depository deposits shall be insured or collateralized in compliance with applicable State law. BEDFORD reserves the right, in its sole discretion, to accept or reject any form of insurance or collateralization pledged towards depository deposits. Financial institutions serving as BEDFORD Depositories will be required to sign a depository agreement with BEDFORD. The collateralized deposit portion of the agreement shall define BEDFORD's rights to the collateral in case of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

a. The agreement must be in writing;

b. The agreement has to be executed by the Depository and BEDFORD contemporaneously with the acquisition of the asset;

c. The agreement must be approved by the Board of Directors or designated committee of the Depository and a copy of the meeting minutes must be delivered to BEDFORD; and

d. The agreement must be part of the Depository's "official record" continuously since its execution.

## X. Investment Strategies

In order to minimize risk of loss due to interest rate fluctuations, investment maturities will not exceed the anticipated cash flow requirements of the funds. Investment guidelines by fund-type are as follows:

### 1. General, Enterprise, or Operating-type Funds

**Suitability** - Any investment eligible in the Investment Policy is suitable for General, Enterprise, or Operating-type Funds.

**Safety of Principal** - All investments shall be of high quality with no perceived default risk. Market price fluctuations will occur. However, managing the weighted average days to maturity of each fund's portfolio to less than 270 days and restricting the maximum allowable maturity to the shorter of the anticipated cash flow requirement or three years will minimize the price volatility of the portfolio.

**Marketability** - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash flow requirement. Historical market "spreads" between the bid and offer prices of a particular security-type of less than a quarter of a percentage point will define an efficient secondary market.

**Liquidity** - General, Enterprise, or Operating-type Funds require the greatest short-term liquidity of any of the fund-types. Financial institution deposits, short-term investment pools and money market mutual funds will provide daily liquidity and may be utilized as a competitive yield alternative to fixed maturity investments.

**Diversification** - Investment maturities should be staggered throughout the budget cycle to provide cash flow based on the anticipated operating needs of BEDFORD. Diversifying the appropriate maturity structure up to the three-year maximum will reduce interest rate risk.

**Yield** - Attaining a competitive market yield for comparable investment -types and portfolio restrictions is the desired objective. The yield of an equally weighted, rolling three-month Treasury Bill portfolio will be the minimum yield objective.

**2. Special Revenue Funds**

**Suitability** - Any investment eligible in the Investment Policy is suitable for Special Revenue Funds.

**Safety of Principal** – All investments will be of high quality with no perceived default risk. Market price fluctuations will occur. However, by managing Special Revenue Funds to balance the short-term and long-term anticipated cash flow requirements of the specific revenue/expense plan, the market risk of the Fund's portfolio will be minimized. No stated final investment maturity shall exceed the shorter of the anticipated cash flow requirement or three years.

**Marketability** - Balancing short-term and long-term cash flow needs requires the short-term portion of the Funds portfolio to have securities with active and efficient secondary markets. Historical market "spreads" between the bid and offer prices of a particular security-type of less than a quarter of a percentage point will define an efficient secondary market. Securities with less active and efficient secondary markets are acceptable for the long-term portion of the portfolio.

**Liquidity** - A portion of the Special Revenue Funds are reasonably predictable. However, unanticipated needs or emergencies may arise. Selecting investment maturities that provide greater cash flow than the anticipated needs will reduce the liquidity risk of unanticipated expenditures.

**Diversification** - Investment maturities should blend the short-term and long-term cash flow needs to provide adequate liquidity and yield enhancement and stability. A "barbell" maturity ladder may be appropriate.

**Yield** - Attaining a competitive market yield for comparable investment -types and portfolio structures is the desired objective. The yield of an equally weighted, rolling six-month Treasury Bill portfolio will be the minimum yield objective.

### 3. Capital Improvement Funds

**Suitability** - Any investment eligible in the Investment Policy is suitable for Capital Improvement Funds.

**Safety of Principal** - All investments will be of high quality with no perceived default risk. Market price fluctuations will occur. However, by managing Capital Improvement Funds to not exceed the anticipated expenditure schedule, the market risk of the overall portfolio will be minimized. No stated final investment maturity shall exceed the shorter of the anticipated expenditure schedule or three years.

**Marketability** - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash flow requirement. Historical market "spreads" between the bid and offer prices of a particular security-type of less than a quarter of a percentage point will define an efficient secondary market.

**Liquidity** - Most capital improvements programs have reasonably predictable draw down schedules. Therefore, investment maturities should generally follow the anticipated cash flow requirements. Financial institution deposits, investment pools and money market mutual funds will provide readily available funds generally equal to one month's anticipated cash flow needs, or a competitive yield alternative for short-term fixed maturity investments. A singular repurchase agreement may be utilized if disbursements are allowed in the amount necessary to satisfy any expenditure request. This investment structure is commonly referred to as a flexible repurchase agreement.

**Diversification** - Market conditions and arbitrage regulations influence the attractiveness of staggering the maturity of fixed rate investments for bond proceeds. Generally, if investment rates exceed the applicable cost of borrowing, BEDFORD is best served by locking in most investments. If the cost of borrowing cannot be exceeded, then current market conditions will determine the attractiveness of diversifying maturities or investing in shorter and larger amounts. At no time shall the anticipated expenditure schedule be exceeded in an attempt to bolster yield.

**Yield** - Achieving a positive spread to the cost of borrowing is the desired objective, within the limits of the Investment Policy's risk constraints. The yield of an equally weighted, rolling six-month Treasury Bill portfolio will be the minimum yield objective for non-borrowed funds.

### 4. Debt Service/Interest and Sinking Funds

**Suitability** - Any investment eligible in the Investment Policy is suitable for Interest and Sinking Funds.

**Safety of Principal** - All investments shall be of high quality with no perceived default risk. Market price fluctuations will occur. However, by managing Debt Service Funds to not exceed the debt service payment schedule, the market risk of the overall portfolio will

be minimized.

**Marketability** - Securities with active and efficient secondary markets are not necessary as the event of an unanticipated cash flow requirement is not probable.

**Liquidity** - Debt Service Funds have predictable payment schedules. Therefore, investment maturities should not exceed the anticipated cash flow requirements. Financial institution deposits, investments pools and money market mutual funds may provide a competitive yield alternative for short-term fixed maturity investments. A singular repurchase agreement may be utilized if disbursements are allowed in the amount necessary to satisfy any debt service payment. This investment structure is commonly referred to as a flexible repurchase agreement.

**Diversification** - Market conditions influence the attractiveness of fully extending maturity to the next "unfunded" payment date. Generally, if investment rates are anticipated to decrease over time, BEDFORD is best served by locking in most investments. If the interest rates are potentially rising, then investing in shorter and larger amounts may provide advantage. At no time shall the debt service schedule be exceeded in an attempt to bolster yield.

**Yield** - Attaining a competitive market yield for comparable investment-types and portfolio restrictions is the desired objective. The yield of an equally weighted, rolling three-month Treasury Bill portfolio shall be the minimum yield objective.

**5. Debt Service Reserve Funds**

**Suitability** - Any investment eligible in the Investment Policy is suitable for Debt Service Reserve Funds. Bond resolution and loan documentation constraints and insurance company restrictions may create specific considerations in addition to the Investment Policy.

**Safety of Principal** - All investments shall be of high quality with no perceived default risk. Market price fluctuations will occur. However, by managing Debt Service Reserve Fund maturities to not exceed the call provisions of the borrowing will reduce the investment's market risk if BEDFORD's debt is redeemed and the Reserve Fund liquidated. No stated final investment maturity shall exceed the shorter of the final maturity of the borrowing or three years. Annual mark-to-market requirements or specific maturity and average life limitations within the borrowing's documentation will influence the attractiveness of market risk and influence maturity extension.

**Marketability** - Securities with less active and efficient secondary markets are acceptable for Debt Service Reserve Funds.

**Liquidity** – Debt Service Reserve Funds have no anticipated expenditures. The Funds are deposited to provide annual debt service payment protection to BEDFORD's debt holders. The funds are "returned" to BEDFORD at the final debt service payment. Market

conditions and arbitrage regulation compliance determine the advantage of investment diversification and liquidity. Generally, if investment rates exceed the cost of borrowing, BEDFORD is best served by locking in investment maturities and reducing liquidity. If the borrowing cost cannot be exceeded, then current market conditions will determine the attractiveness of locking in maturities or investing shorter and anticipating future increased yields.

**Diversification** - Market conditions and the arbitrage regulations influence the attractiveness of staggering the maturity of fixed rate investments for Debt Service Reserve Funds. At no time shall the final debt service payment date of the bond issue be exceeded in an attempt to bolster yield.

**Yield** - Achieving a positive spread to the applicable borrowing cost is the desired objective. Debt Service Reserve Fund portfolio management shall operate within the limits of the Investment Policy's risk constraints.

# City of Bedford

## Approved Broker/Dealer Firms *

| Firm | Office | Primary/Secondary |
|---|---|---|
| Bank of Texas (BOKF Financial) | Dallas, TX | Secondary Dealer |
| Hilltop Securities | Austin, TX | Secondary Dealer |
| Financial Northeastern | Austin, TX | Secondary Dealer |
| FTN Financial | Houston, TX | Secondary Dealer |
| Raymond James | Austin, TX | Secondary Dealer |
| Vining Sparks | Memphis, TN | Secondary Dealer |
| Wells Fargo | Dallas, TX | Primary Dealer |

* Approved by the Investment Committee on August 20, 2019.

# City of Bedford

## Approved Independent Training Sources *

* American Institute of Certified Public Accountants
    * Council of Governments
    * International City Managers' Association
    * Government Finance Officers' Association
    * Government Finance Officers' Association of Texas
    * Government Treasurers' Organization of Texas
    * Texas City Managers' Association
    * Texas Municipal Clerks' Association
    * Texas Municipal League
    * TEXPO
    * University of North Texas Center for Public Management
    * Texas Association of School Business Officials

* Approved by the Investment Committee on August 20, 2019.

# BUDGET OVERVIEW

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES BY FUND**
**FISCAL YEAR 2019-2020**

| FUND NAME | BEGINNING BALANCE | | REVENUE | EXPENDITURES | ENDING BALANCE | CHANGE IN FUND BALANCE | |
|---|---|---|---|---|---|---|---|
| GENERAL FUND | $ 8,058,465 | | $ 37,707,594 | $ 37,112,322 | $ 8,653,737 | 7.39% | |
| TOURISM FUND | 36,152 | | 1,310,400 | 1,297,514 | 49,038 | 35.64% | 1 |
| WATER AND SEWER FUND | 56,624 | * | 23,426,823 | 23,731,400 | (247,953) | -337.89% | 2 |
| STORMWATER UTILITY FUND | 862,714 | * | 1,775,000 | 1,779,903 | 857,811 | -0.57% | |
| UTILITY REPAIR & MAINTENANCE FUND | 4,093,130 | * | 1,030,000 | 600,000 | 4,523,130 | 10.51% | 3 |
| COURT SECURITY FUND | 1,457 | | 25,000 | 25,000 | 1,457 | 0.00% | |
| COURT TECHNOLOGY FUND | 68,535 | | 46,000 | 45,710 | 68,825 | 0.42% | |
| PARK DONATIONS FUND | 89,796 | | 13,000 | 75,000 | 27,796 | -69.05% | 4 |
| BEAUTIFICATION COMMISSION FUND | 53,706 | | 10,600 | 25,000 | 39,306 | -26.81% | 5 |
| PUBLIC SAFETY TRAINING FUND | 11,897 | | 6,100 | 6,150 | 11,847 | -0.42% | |
| ECONOMIC DEVELOPMENT FUND | 379,887 | | 53,000 | 140,000 | 292,887 | -22.90% | 6 |
| STREET IMPROVEMENT ECONOMIC DEVELOPMENT CORP. | 2,998,082 | | 2,945,000 | 4,797,450 | 1,145,632 | -61.79% | 7 |
| DEBT SERVICE FUND | 1,092,778 | | 7,521,968 | 7,521,742 | 1,093,004 | 0.02% | |
| PEG FUND | 816,350 | | 55,000 | 38,400 | 832,950 | 2.03% | |
| COMMERCIAL VEHICLE ENFORCEMENT FUND | 23,242 | | 117,710 | 117,705 | 23,247 | 0.02% | |
| SWAT - NETCAST FUND | 5,587 | | 60,500 | 60,000 | 6,087 | 8.95% | |
| PARK MAINTENANCE FUND | 153,651 | | 52,000 | 100,000 | 105,651 | -31.24% | 8 |
| COMPUTER REPLACEMENT FUND | 152,841 | | 61,000 | 20,000 | 193,841 | 26.83% | 8 |
| AQUATICS MAINTENANCE FUND | 134,280 | | 27,000 | 10,000 | 151,280 | 12.66% | 8 |
| LIBRARY MAINTENANCE FUND | 72,416 | | 25,500 | 34,500 | 63,416 | -12.43% | 8 |
| FACILITY MAINTENANCE FUND | 349,262 | | 48,000 | 30,000 | 367,262 | 5.15% | |
| EQUIPMENT REPLACEMENT FUND | 98,211 | | 709,850 | 708,850 | 99,211 | 1.02% | |
| POLICE VEHICLE REPLACEMENT FUND | 62,764 | | 78,500 | 77,630 | 63,634 | 0.00% | |
| WATER/SEWER VEHICLE REPLACEMENT FUND | 282,869 | * | 52,000 | 224,000 | 110,869 | -60.81% | 8 |
| | **$ 19,954,694** | | **$ 77,157,545** | **$ 78,578,276** | **$ 18,533,963** | | |

* The beginning balance for these funds are based on Working Capital. Calculations are based on the information located in the CAFR - City Annual Financial Report.

**Notes for Fund Balance changes greater than 10%:**

1: The City is rebuilding the balance of the fund in accordance with fund balance policies.
2: The City will conduct a rate study to ensure revenues are sufficient and to rebuild the working capital in the coming year.
3: This is a maintenance account for the water and wastewater infrastructure. Expenditures are planned for capital needs.
4: Expenses from this fund are restricted to projects related to park improvements, funds are used as identified by the Parks & Recreation Board.
5: Expenses from this fund are restricted to the activities of the Beautification Commission, funds are used as identified by the Commission.
6: Expenses in this fund are for projects necessary for economic development initiatives and appropriated as determined by the City Council.
7: Expenditures are approved by the Street Improvement Economic Development Corporation, funds were appropriated for larger projects, while still maintaining the reserve requirement for bonds.
8: This is a maintenance fund used to accumulate funding for a pay-as-you go plan in capital replacement. Expenditures are for planned capital needs.

# BUDGETED FUNDS
# FY 2019 – 2020

## GOVERNMENTAL FUNDS

**GENERAL FUND:** This fund functions as the operating fund for the City of Bedford. It is used to account for resources traditionally associated with governments, which are not required to be accounted for in another fund. Several revenue sources support expenditures in this fund including ad valorem tax, sales tax, franchise taxes, charges for service, licenses, permits, and other miscellaneous categories of revenue. The General Fund accounts for such functions as general government, administrative services, police, fire, public works, planning and community development, and parks and community services.

**DEBT SERVICE FUND:** This fund is used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and related costs from the taxes levied by the City.

**ECONOMIC DEVELOPMENT FUND:** This fund is used to account for the revenue and expenditures related to economic development related activities, particularly as they pertain to agreements made through Chapter 380 of the Texas Local Government Code and the City's Economic Development Incentive Policy and Program.

**MAINTENANCE FUNDS:** These funds are used to maintain critical areas identified throughout the city; and to promote "pay-as-you-go" approach to major maintenance items. These funds include computer replacement, park maintenance, aquatics maintenance, library maintenance, facility maintenance, police vehicle replacement, and equipment replacement.

## SPECIAL REVENUE FUNDS

**TOURISM FUND:** This fund accounts for hotel/motel occupancy taxes and revenue/expenditures related to the City's festivals.

**STREET IMPROVEMENT ECONOMIC DEVELOPMENT CORPORATION:** This fund accounts for revenues and expenditures associated with the corporation.

**MUNICIPAL COURT SECURITY FUND:** The purpose of this fund is to account for monies collected under State statute for expenditures related to providing security for Municipal Court facilities. Revenue for the fund is collected as a fee added to court fines.

**MUNICIPAL COURT TECHNOLOGY FUND:** The purpose of this fund is to account for monies collected under State statute for expenditures related to technological enhancements for Municipal Court. Revenue for the fund is collected as a fee added to court fines.

**PUBLIC SAFETY TRAINING FUND:** A fund used to account for funds received from state surplus for expenditures relating to police training.

**BEAUTIFICATION COMMISSION:** This fund acts as the source of accounting for the revenues and expenditures related to the activities of the Beautification Commission. The Beautification Commission is a citizen commission, which oversees projects designed to improve the scenic beauty of the City of Bedford.

**PARK DONATIONS FUND:** This fund was established to record the expenditures and revenues associated with park donations. Park donations are collected as a $0.50 donation on City water bills. The Parks and Recreation Board make recommendations for City Council approval on which projects to fund with the donations.

**PEG FUND:** This fund is used to account for the 1% fee that is collected along with the cable franchise fee. Expenditures from this fund are limited through federal law to capital costs for public, educational, governmental (PEG) programming facilities.

**COMMERCIAL VEHICLE ENFORCEMENT FUND:** This fund is used to account for the revenue and expenditures associated with the Commercial Vehicle Enforcement program.

## PROPRIETARY FUNDS

**WATER AND SEWER FUND:** This fund accounts for the water and sewer services provided to the residents of the City. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, financing and related debt service, and billing and collection.

**STORMWATER FUND:** This fund focuses on the operation and maintenance of the stormwater utility system, which manages stormwater drainage runoff, including administration, repairs, replacements, improvements, and extensions of the water and sewer system (directly related to drainage), financing and related debt service, and billing and collection.

**UTILITY REPAIR & MAINTENANCE FUND:** This fund was created to account for the expenditures and revenues associated with capital project spending to fix, repair and/or rebuild water and sewer infrastructure.

**WATER/SEWER VEHICLE REPLACEMENT:** This fund was established to promote a "pay-as-you-go" approach to vehicle replacement within the water and sewer fund.

**CITY OF BEDFORD**
**BUDGET SUMMARY- BY FUND**
**FISCAL YEAR 2019-2020**

| REVENUE | GENERAL FUND | DEBT SERVICE | WATER/ SEWER FUND | STORM WATER FUND | TOURISM FUND | OTHER SPECIAL REVENUE FUNDS | TOTAL |
|---|---|---|---|---|---|---|---|
| PROPERTY TAX | $ 17,094,240 | $ 7,481,968 | $ - | $ - | $ - | $ - | **$ 24,576,208** |
| SALES TAX | 8,505,000 | - | - | - | - | 2,900,000 | **11,405,000** |
| FRANCHISE TAX | 2,843,000 | - | - | - | - | 48,000 | **2,891,000** |
| OTHER TAXES | 235,000 | - | - | - | 900,000 | - | **1,135,000** |
| CHARGES FOR SERVICE | 2,878,950 | - | 22,840,000 | 1,725,000 | 107,150 | - | **27,551,100** |
| LICENSES & PERMITS | 843,750 | - | - | - | - | - | **843,750** |
| INTEREST INCOME | 175,000 | 40,000 | 10,000 | 20,000 | 8,000 | 100,300 | **353,300** |
| FINES & FORFEITURES | 1,542,500 | - | - | - | - | 100,000 | **1,642,500** |
| OTHER GOVERNMENTAL | 349,577 | - | - | - | - | 62,900 | **412,477** |
| MISC. REVENUE | 87,400 | - | 453,326 | 30,000 | 295,250 | 138,250 | **1,004,226** |
| OPERATING TRANSFER | 3,153,177 | - | 123,497 | - | - | 2,066,310 | **5,342,984** |
| | **$ 37,707,594** | **$ 7,521,968** | **$ 23,426,823** | **$ 1,775,000** | **$ 1,310,400** | **$ 5,415,760** | **$ 77,157,545** |

| EXPENDITURES | GENERAL FUND | DEBT SERVICE | WATER/ SEWER FUND | STORM WATER FUND | TOURISM FUND | OTHER SPECIAL REVENUE FUNDS | TOTAL |
|---|---|---|---|---|---|---|---|
| GENERAL GOVERNMENT | $ 8,677,050 | $ - | $ 4,474,241 | $ - | $ - | $ 969,560 | **$ 14,120,851** |
| PUBLIC SAFETY | 21,839,068 | - | - | - | - | 261,485 | **22,100,553** |
| PUBLIC WORKS | 1,939,970 | - | 15,768,539 | 1,252,398 | - | 5,621,450 | **24,582,356** |
| CULTURE & RECREATION | 4,656,234 | - | | - | 1,297,514 | 282,900 | **6,236,647** |
| DEBT SERVICE | - | 7,521,742 | 3,488,620 | 527,505 | - | - | **11,537,867** |
| | **$ 37,112,322** | **$ 7,521,742** | **$ 23,731,400** | **$ 1,779,903** | **$ 1,297,514** | **$ 7,135,395** | **$ 78,578,276** |

# REVENUE DESCRIPTIONS AND PROJECTIONS

## GENERAL FUND

### TAXES

Several categories of taxes are received by the City of Bedford. These include property taxes, sales taxes and franchise taxes in the General Fund.

Property taxes are assessed on real and personal property based on the value of the property on January 1 of each year. Property tax revenues have varied somewhat over the last several fiscal years. The fiscal year tax rate for 2019-2020 for the City of Bedford is $0.569000 per $100 valuation. This rate is comprised of a debt rate of $0.191591 and maintenance and operations rate of $0.377409. The 2018-2019 tax rate was $0.561862 per $100 valuation and was comprised of a debt rate of $0.217727 and maintenance and operations rate of $0.344135.

The appraisal of property within the City is the responsibility of the Tarrant Appraisal District. Excluding agricultural and open-space land, which may be taxed on the basis of productive capacity, the Appraisal District is required under the Property Tax Code to appraise all property within the District on the basis of 100% of its market value. Taxes become due October 1 of the appraisal year and become delinquent on February 1 of the following year.

Sales tax is collected by the State from the sale of goods and services. The General Fund receives 1% of each dollar taxed within the City. In January of 1995, the citizens of Bedford voted to adopt an additional sales and use tax within the City to reduce the property tax. This additional 0.5% became effective in October of 1995. Sales tax revenue increased by $600,000 from the FY 2018-2019 budget as monthly collections have seen steady growth.

Franchise taxes are collected from utilities and are fees charged for the continued use of public right-of-way. The fee structure varies from a percentage of gross receipts to a unit fee based on the number of connections within the city limits. Franchise revenue represents 7.54% of total General Fund revenue, and 3.75% of the overall revenue for the city. Franchise taxes continue to be monitored closely due to the deregulation of the telephone industry, significant fluctuations in natural gas prices and implementation of electric deregulation. Due to recent legislative changes on how telecommunication and cable industries pay franchise taxes, the budget has been reduced for those revenue accounts by $405,000.

### INTERGOVERNMENTAL REVENUE

The City of Bedford is fortunate to participate in a number of joint ventures with surrounding communities to provide joint services. Programs such as the school resource officers and Teen Court are examples of these types of programs. Revenue in this category is comprised of contributions from the various entities that share services with the City of Bedford.

**FINES**

Fines are revenues received by the City primarily from Municipal Court for Class C misdemeanor violations. Also included in this category are fines collected by the library for overdue books. Fines generate approximately 2.09% of the overall city revenue.

**CHARGES FOR SERVICES**

Charges for services include revenue collected for emergency medical services, as well as funding provided from a contract with the Immigration and Customs Enforcement (ICE) for housing prisoners in the City of Bedford Law Enforcement Center detention facility. Over the past few years this revenue has fluctuated dramatically and therefore is not considered to be a stable source of revenue for ongoing City operations. Other revenue sources included in this category are recreation revenues such as programs, rentals, and aquatics. Charges for Services generates 7.63% of the General Fund revenue, but is the largest income source for the whole city, at 35.57% of the overall revenue.

**INTEREST**

Interest revenue is conservatively estimated based on investment of 100% of idle cash as stated in the City of Bedford Investment Policy. Due to interest rates fluctuations, interest revenue will be closely monitored and adjustments in the City's investment portfolio will be made accordingly in all funds.

**MISCELLANEOUS REVENUE**

Miscellaneous revenue accounts for approximately 3.39% of the overall revenue budgeted for the City. Included in this category are sale of surplus property and various types of non-recurring revenue. Referencing the graph "Total Revenue by Function," miscellaneous revenue includes interest income, licenses and permits, other governmental revenue, as well as miscellaneous income.

**OPERATING TRANSFERS**

Operating transfers represent 8.36% of the total revenue budgeted for the General Fund and 6.92% of the overall revenue budgeted for the City. These transfers reimburse the General Fund for administrative services and other support functions that the General Fund operations provide for other funds.

## ENTERPRISE FUNDS

The Water and Sewer fund is one of two enterprise funds that are included in the City of Bedford budget. Water and Sewer revenues are received from water sales and sewer charges to utility customers. Water sales account for approximately 59% of total revenues for the Water Fund and represent 17.86% of the City's overall budgeted revenue for FY 2019-2020. Sewer charges

account for approximately 39% of the total revenues in this Fund and 11.74% of the City's budgeted revenue for FY 2019-2020. The balance of the revenue includes interest earnings on investments, tap fees, reconnect fees, and inspection fees.

The Stormwater Utility fund is the second enterprise fund that is operated by the City of Bedford. Stormwater Fund revenues total $1,775,000 for FY 2019-2020. Other revenue in the fund includes interest earnings and income received from the City's solid waste contractor for the purpose of funding the household hazardous waste program.

## SPECIAL REVENUE FUNDS

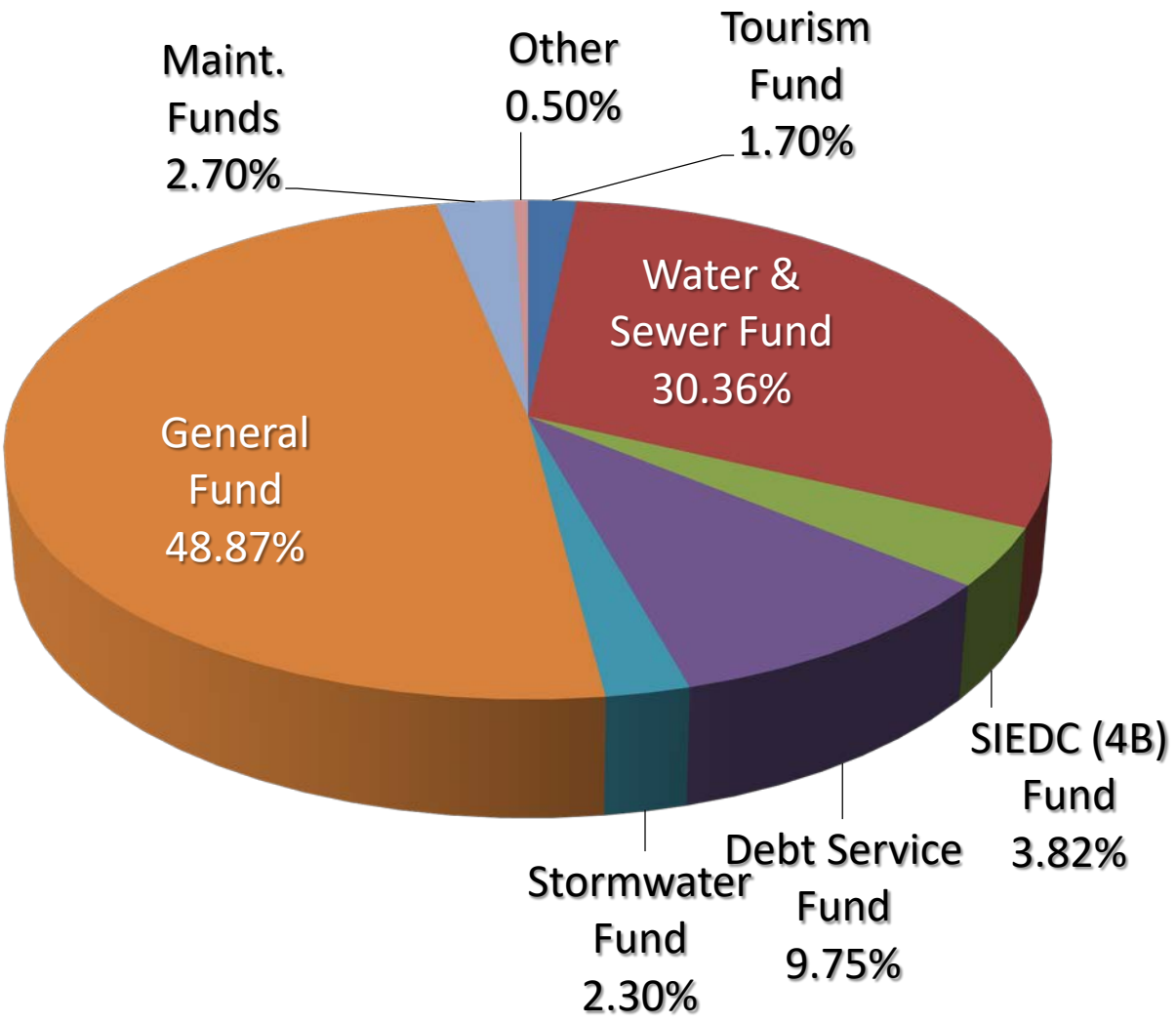
A number of special revenue funds are included within the FY 2019-2020 budget. These funds have been established to record the activities of a variety of special programs such as Public Safety Training, Municipal Court Technology, and Municipal Court Security. The source of funding for these activities is primarily grant funding and fees charged in conjunction with fines collected in municipal court.

The Tourism Fund is one of the largest special revenue funds. This fund focuses on activities which promote tourism to the City of Bedford. This fund also oversees the City's participation in the Arts Council Northeast and historical preservation.

The Tourism Fund's primary source of revenue originates from the Hotel/Motel Occupancy Tax. Hotel occupancy taxes are collected from each of the nine hotels within the city limits. The city hotel occupancy tax rate is 7% of taxable receipts and revenues are submitted on a monthly basis. The anticipated revenue from the hotel occupancy tax is slightly reduced for the fund this year due to trends in actual collections. Staff will be monitoring the trend moving forward with the anticipated opening of two more hotel properties.

There are also several other special revenue funds. They include Park Donations, Beautification Commission Fund, and the Street Improvement Economic Development Fund. Revenues for the Park Donation Fund originate from an optional park donation included in the citizens' water bills. The Beautification Commission Fund receives revenue from the solid waste contractual agreement. Finally, the Street Improvement Economic Development Fund receives revenues from a half-cent sales tax. The tax was approved in November 1997.

# Total Revenue by Fund
# $77,157,545

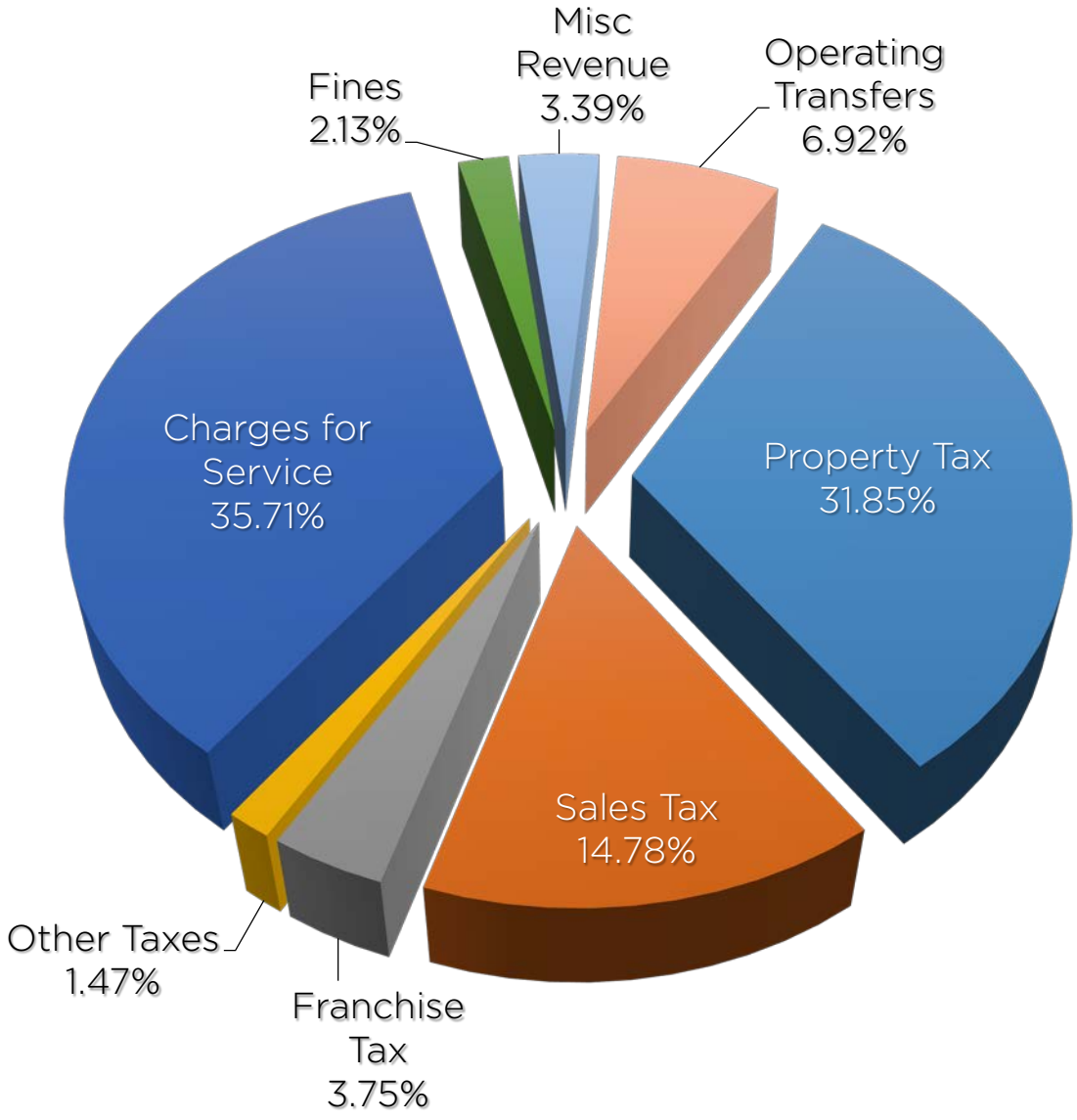



The "Other" category includes minor funds which account for less than 2% of the total revenue for the City. The funds are comprised of the Court Security Fund, Court Technology Fund, Economic Development Fund, Police Training Fund, Park Donations Fund, PEG Fund, Beautification Fund, SWAT-NETCAST Fund, and Commercial Vehicle Enforcement Fund.

The Maintenance Funds category are those funds that accumulate funding for a pay-as-you go system of capital replacement. They are funded through operational transfers and other non-recurring revenue, such as auction proceeds. These funds include Utility Repair & Maintenance Fund, Park Maintenance, Computer Replacement, Aquatics Maintenance, Facility Maintenance, Library Maintenance, Equipment Replacement, Police Vehicle Replacement, and Water & Sewer Vehicle Replacement.

# Total Revenue by Function

# $77,157,545




Property Taxes make up 31.85% of the total budgeted revenue for the City of Bedford and account for 45.33% of the General Fund. Sales Taxes account for 14.78% of the total budgeted revenue and account for 22.56% of the General Fund. The largest non-tax source of City revenue comes from charges for services which accounts for 35.71% of the total revenue. Charges for Services include items such as rents, water charges, recreational classes, aquatics, and jail fees just to name a few.

**CITY OF BEDFORD**
**SUMMARY OF REVENUE BY SOURCE**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | |
| PROPERTY TAX | $ 13,117,540 | **$ 14,589,640** | $ 14,606,042 | **$ 16,267,840** | $ 826,400 | **$ 17,094,240** |
| SALES TAX | 8,162,981 | **7,905,000** | 8,505,000 | **8,505,000** | - | **8,505,000** |
| FRANCHISE TAX | 3,315,192 | **3,173,000** | 3,173,457 | **2,843,000** | - | **2,843,000** |
| OTHER TAXES | 237,958 | **230,000** | 243,124 | **235,000** | - | **235,000** |
| CHARGES FOR SERVICE | 3,314,390 | **3,048,950** | 2,826,834 | **2,878,950** | - | **2,878,950** |
| LICENSES AND PERMITS | 1,004,797 | **818,750** | 1,003,656 | **843,750** | - | **843,750** |
| INTEREST INCOME | 125,955 | **110,000** | 205,764 | **175,000** | - | **175,000** |
| FINES | 1,610,508 | **1,725,500** | 1,324,959 | **1,542,500** | - | **1,542,500** |
| OTHER GOVERNMENTAL | 242,256 | **372,567** | 338,057 | **349,577** | - | **349,577** |
| MISCELLANEOUS REVENUE | 662,644 | **87,400** | 121,559 | **87,400** | - | **87,400** |
| OPERATING TRANSFER | 2,960,634 | **2,981,218** | 2,974,211 | **3,153,177** | - | **3,153,177** |
| **TOTAL GENERAL FUND** | **$ 34,754,855** | **$ 35,042,025** | **$ 35,322,663** | **$ 36,881,194** | **$ 826,400** | **$ 37,707,594** |
| **TOURISM FUND** | | | | | | |
| HOTEL OCCUPANCY TAX | $ 954,751 | **$ 1,075,000** | $ 900,000 | **$ 900,000** | $ - | **$ 900,000** |
| INTEREST | 11,003 | **8,000** | 10,075 | **8,000** | - | **8,000** |
| OLD BEDFORD SCHOOL | - | **107,150** | - | **107,150** | - | **107,150** |
| MISCELLANEOUS | 13,219 | **5,000** | 8,202 | **5,000** | - | **5,000** |
| BLUES FESTIVAL | 307,065 | **245,650** | 245,650 | **257,750** | - | **257,750** |
| FOURTH FESTIVAL | 30,630 | **35,800** | 35,800 | **32,500** | - | **32,500** |
| **TOTAL TOURISM FUND** | **$ 1,316,668** | **$ 1,476,600** | **$ 1,199,727** | **$ 1,310,400** | **$ -** | **$ 1,310,400** |
| **WATER AND SEWER FUND** | | | | | | |
| WATER CHARGES | $ 13,927,395 | **$ 14,380,000** | $ 13,547,779 | **$ 13,780,000** | $ - | **$ 13,780,000** |
| SEWER CHARGES | 8,107,866 | **8,070,000** | 9,072,720 | **9,060,000** | - | **9,060,000** |
| INTEREST | 13,376 | **3,000** | 15,947 | **10,000** | - | **10,000** |
| OTHER INCOME | 3,440,845 | **571,823** | 623,379 | **576,823** | - | **576,823** |
| **TOTAL WATER AND SEWER** | **$ 25,489,482** | **$ 23,024,823** | **$ 23,259,825** | **$ 23,426,823** | **$ -** | **$ 23,426,823** |
| **STORMWATER FUND** | | | | | | |
| STORM WATER CHARGES | $ 1,665,337 | **$ 1,725,000** | $ 1,668,203 | **$ 1,725,000** | $ - | **$ 1,725,000** |
| INTEREST | 16,936 | **10,000** | 28,478 | **20,000** | - | **20,000** |
| INSPECTIONS | - | **-** | - | **-** | - | **-** |
| MISCELLANEOUS | 30,000 | **30,000** | 30,000 | **30,000** | - | **30,000** |
| **TOTAL STORMWATER** | **$ 1,712,273** | **$ 1,765,000** | **$ 1,726,681** | **$ 1,775,000** | **$ -** | **$ 1,775,000** |
| **UTILITY REPAIR & MAINTENANCE FUND** | | | | | | |
| INTEREST | $ 57,082 | **$ 20,000** | $ 89,163 | **$ 30,000** | $ - | **$ 30,000** |
| TRANSFER | 620,000 | **750,000** | 750,000 | **1,000,000** | - | **1,000,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| **TOTAL UTILITY R & M FUND** | **$ 677,082** | **$ 770,000** | **$ 839,163** | **$ 1,030,000** | **$ -** | **$ 1,030,000** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE BY SOURCE**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **COURT SECURITY FUND** | | | | | | |
| INTEREST | $ 61 | $ - | $ 49 | $ - | $ - | $ - |
| MISCELLANEOUS | - | - | - | - | - | - |
| FINES | 32,523 | 35,000 | 25,264 | 25,000 | - | 25,000 |
| **TOTAL COURT SECURITY** | **$ 32,584** | **$ 35,000** | **$ 25,313** | **$ 25,000** | **$ -** | **$ 25,000** |
| **COURT TECHNOLOGY FUND** | | | | | | |
| INTEREST | $ 1,358 | $ 200 | $ 1,717 | $ 1,000 | $ - | $ 1,000 |
| FINES | 43,353 | 45,000 | 33,038 | 45,000 | - | 45,000 |
| **TOTAL COURT TECHNOLOGY** | **$ 44,710** | **$ 45,200** | **$ 34,755** | **$ 46,000** | **$ -** | **$ 46,000** |
| **PARK DONATIONS FUND** | | | | | | |
| INTEREST | $ 1,186 | $ 500 | $ 1,976 | $ 1,000 | $ - | $ 1,000 |
| DONATIONS | 22,608 | 14,000 | 16,327 | 12,000 | - | 12,000 |
| **TOTAL PARK DONATIONS** | **$ 23,794** | **$ 14,500** | **$ 18,303** | **$ 13,000** | **$ -** | **$ 13,000** |
| **BEAUTIFICATION COMMISSION** | | | | | | |
| INTEREST | $ 918 | $ 200 | $ 1,209 | $ 600 | $ - | $ 600 |
| MISCELLANEOUS | 10,000 | 10,000 | 10,000 | 10,000 | - | 10,000 |
| **TOTAL BEAUTIFICATION COMM** | **$ 10,918** | **$ 10,200** | **$ 11,209** | **$ 10,600** | **$ -** | **$ 10,600** |
| **PUBLIC SAFETY TRAINING FUND** | | | | | | |
| INTEREST | $ 357 | $ 200 | $ 304 | $ 200 | $ - | $ 200 |
| TRAINING FUNDS | 7,355 | 5,900 | 7,134 | 5,900 | - | 5,900 |
| **TOTAL POLICE TRAINING** | **$ 7,712** | **$ 6,100** | **$ 7,438** | **$ 6,100** | **$ -** | **$ 6,100** |
| **ECONOMIC DEVELOPMENT** | | | | | | |
| INTEREST | $ 5,318 | $ 500 | $ 7,653 | $ 3,000 | $ - | $ 3,000 |
| OPERATING TRANSFERS | - | 50,000 | 50,000 | 50,000 | - | 50,000 |
| MISCELLANEOUS | - | - | - | - | - | - |
| **TOTAL ECONOMIC DEVELOPME** | **$ 5,318** | **$ 50,500** | **$ 57,653** | **$ 53,000** | **$ -** | **$ 53,000** |
| **STREET IMPROVEMENT ECONOMIC DEVELOPMENT CORPORATION** | | | | | | |
| INTEREST | $ 54,584 | $ 30,000 | $ 71,001 | $ 45,000 | $ - | $ 45,000 |
| SALES TAX | 2,773,735 | 2,700,000 | 3,007,121 | 2,900,000 | - | 2,900,000 |
| MISCELLANEOUS | - | - | - | - | - | - |
| TRANSFER IN | 41,478 | - | - | - | - | - |
| **TOTAL SIEDC** | **$ 2,869,797** | **$ 2,730,000** | **$ 3,078,122** | **$ 2,945,000** | **$ -** | **$ 2,945,000** |

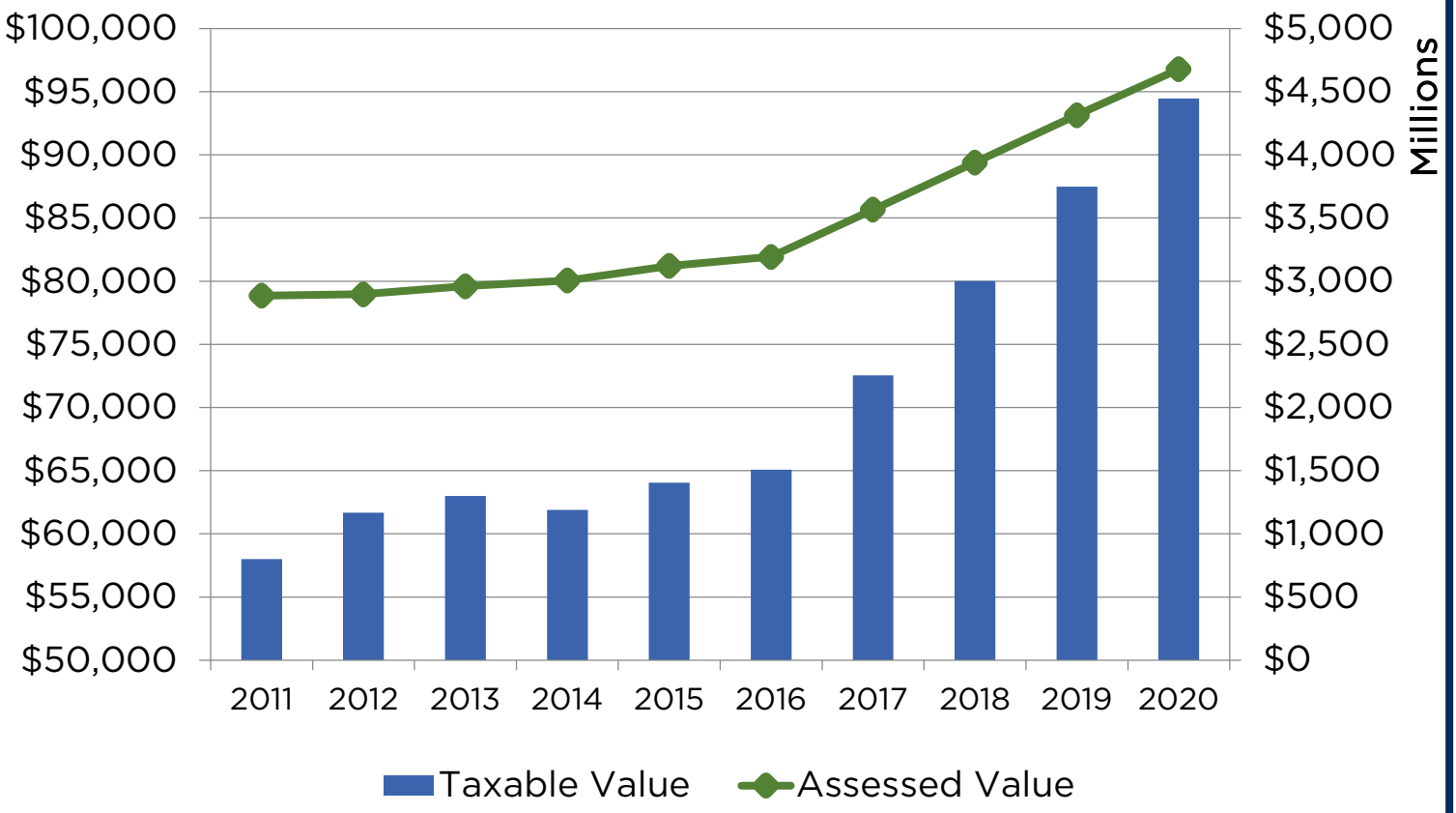
**CITY OF BEDFORD**
**SUMMARY OF REVENUE BY SOURCE**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **DEBT SERVICE FUND** | | | | | | |
| TRANSFER FROM EDC | $ 1,390,747 | **$ 40,800** | $ 40,800 | **$ -** | $ - | **$ -** |
| INTEREST | 25,275 | **20,000** | 49,318 | **40,000** | - | **40,000** |
| PROPERTY TAXES | 6,049,321 | **7,796,119** | 7,810,681 | **7,481,968** | - | **7,481,968** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| OTHER FINANCING | - | **-** | - | **-** | - | **-** |
| **TOTAL DEBT SERVICE** | **$ 7,465,343** | **$ 7,856,919** | **$ 7,900,799** | **$ 7,521,968** | **$ -** | **$ 7,521,968** |
| **PEG FUND** | | | | | | |
| FRANCHISE - CABLE | $ 117,398 | **$ 110,000** | $ 113,214 | **$ 48,000** | $ - | **$ 48,000** |
| INTEREST | 10,502 | **2,000** | 16,489 | **7,000** | - | **7,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| **TOTAL PEG FUND** | **$ 127,900** | **$ 112,000** | **$ 129,703** | **$ 55,000** | **$ -** | **$ 55,000** |
| **COMMERCIAL VEHICLE ENFORCEMENT (CVE) FUND** | | | | | | |
| FINES | $ 2,180 | **$ 30,000** | $ 6,719 | **$ 30,000** | $ - | **$ 30,000** |
| INTEREST | 395 | **-** | 335 | **-** | - | **-** |
| OPERATING TRANSFER | - | **106,700** | 115,711 | **87,710** | - | **87,710** |
| **TOTAL CVE FUND** | **$ 2,574** | **$ 136,700** | **$ 122,765** | **$ 117,710** | **$ -** | **$ 117,710** |
| **SWAT - NETCAST FUND** | | | | | | |
| TRANSFERS | $ 15,000 | $ 15,000 | $ 15,000 | **$ 15,000** | $ - | **$ 15,000** |
| INTEREST | 350 | - | 580 | **500** | - | **500** |
| OTHER GOVERNMENTAL | 40,442 | 45,000 | 45,000 | **45,000** | - | **45,000** |
| **TOTAL SWAT FUND** | **$ 55,792** | **$ 60,000** | **$ 60,580** | **$ 60,500** | **$ -** | **$ 60,500** |
| **PARK MAINTENANCE FUND** | | | | | | |
| INTEREST | $ 2,145 | **$ 500** | $ 4,023 | **$ 2,000** | $ - | **$ 2,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| TRANSFERS | 50,000 | **50,000** | 50,000 | **50,000** | - | **50,000** |
| **TOTAL AQUTICS FUND** | **$ 52,145** | **$ 50,500** | **$ 54,023** | **$ 52,000** | **$ -** | **$ 52,000** |
| **COMPUTER REPLACEMENT FUND** | | | | | | |
| INTEREST | $ 1,307 | **$ 500** | $ 2,937 | **$ 1,000** | $ - | **$ 1,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| TRANSFERS | 60,000 | **60,000** | 60,000 | **60,000** | - | **60,000** |
| **TOTAL COMPUTER FUND** | **$ 61,307** | **$ 60,500** | **$ 62,937** | **$ 61,000** | **$ -** | **$ 61,000** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE BY SOURCE**
**FISCAL YEAR 2019-2020**

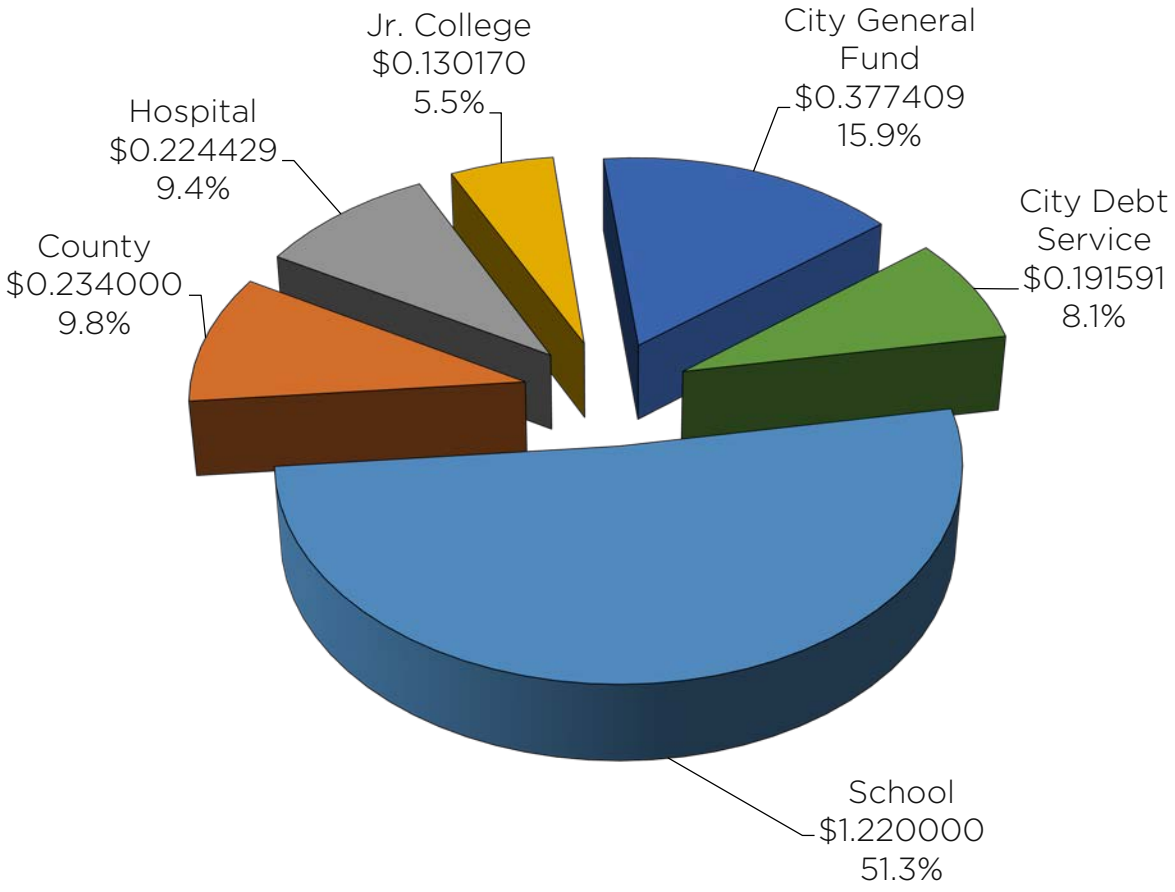
| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **AQUATICS MAINTENANCE FUND** | | | | | | |
| INTEREST | $ 1,858 | **$ 750** | $ 3,270 | **$ 2,000** | $ - | **$ 2,000** |
| TRANSFERS | 25,000 | **25,000** | 25,000 | **25,000** | - | **25,000** |
| **TOTAL AQUTICS FUND** | **$ 26,858** | **$ 25,750** | **$ 28,270** | **$ 27,000** | **$ -** | **$ 27,000** |
| **LIBRARY MAINTENANCE FUND** | | | | | | |
| INTEREST | $ 786 | **$ 500** | $ 1,186 | **$ 500** | $ - | **$ 500** |
| TRANSFERS | 25,000 | **25,000** | 25,000 | **25,000** | - | **25,000** |
| **TOTAL LIBRARY MAINT FUND** | **$ 25,786** | **$ 25,500** | **$ 26,186** | **$ 25,500** | **$ -** | **$ 25,500** |
| **FACILITIES MAINTENANCE FUND** | | | | | | |
| INTEREST | $ 4,689 | **$ 1,000** | $ 7,516 | **$ 3,000** | $ - | **$ 3,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| TRANSFERS | 45,000 | **45,000** | 45,000 | **45,000** | - | **45,000** |
| **TOTAL FACILITIES FUND** | **$ 49,689** | **$ 46,000** | **$ 52,516** | **$ 48,000** | **$ -** | **$ 48,000** |
| **EQUIPMENT REPLACEMENT FUND** | | | | | | |
| INTEREST | $ 1,139 | **$ 500** | $ 2,335 | **$ 1,000** | $ - | **$ 1,000** |
| MISCELLANEOUS | - | **-** | - | **128,250** | - | **128,250** |
| TRANSFERS | 50,000 | **-** | - | **580,600** | - | **580,600** |
| **TOTAL EQUIPMENT FUND** | **$ 51,139** | **$ 500** | **$ 2,335** | **$ 709,850** | **$ -** | **$ 709,850** |
| **POLICE VEH. REPLACEMENT FUND** | | | | | | |
| INTEREST | $ 247 | **$ -** | $ 1,200 | **$ 500** | $ - | **$ 500** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| TRANSFERS | 140,000 | **78,000** | 78,000 | **78,000** | - | **78,000** |
| **TOTAL POLICE VEH RPL FUND** | **$ 140,247** | **$ 78,000** | **$ 79,200** | **$ 78,500** | **$ -** | **$ 78,500** |
| **WATER/SEWER VEHICLE REPLACEMENT FUND** | | | | | | |
| INTEREST | $ 2,582 | **$ 1,500** | $ 4,623 | **$ 2,000** | $ - | **$ 2,000** |
| MISCELLANEOUS | - | **-** | - | **-** | - | **-** |
| TRANSFERS | 50,000 | **50,000** | 50,000 | **50,000** | - | **50,000** |
| **TOTAL W/S VEHICLE RPL FUND** | **$ 52,582** | **$ 51,500** | **$ 54,623** | **$ 52,000** | **$ -** | **$ 52,000** |
| **TOTAL REVENUE** | **$ 75,056,555** | **$ 73,473,817** | **$ 74,154,789** | **$ 76,331,145** | **$ 826,400** | **$ 77,157,545** |

# TAXABLE VALUE OF PROPERTY PER CAPITA & ASSESSED VALUATION OF PROPERTY (IN MILLIONS)




| Fiscal Year Ending | Taxable Valuation per capita | Assessed Value | Estimated Population |
|---|---|---|---|
| 2011 | $ 57,999 | $ 2,885,471,846 | 49,750 |
| 2012 | $ 61,674 | $ 2,897,391,489 | 46,979 |
| 2013 | $ 63,001 | $ 2,961,094,384 | 47,001 |
| 2014 | $ 61,899 | $ 3,006,179,994 | 48,566 |
| 2015 | $ 64,062 | $ 3,121,183,647 | 48,721 |
| 2016 | $ 65,084 | $ 3,192,632,438 | 49,054 |
| 2017 | $ 72,554 | $ 3,566,086,055 | 49,151 |
| 2018 | $ 80,023 | $ 3,939,845,851 | 49,234 |
| 2019 | $ 87,475 | $ 4,315,127,332 | 49,330 |
| 2020 | $ 94,455 | $ 4,677,996,218 | 49,526 |

# CITY OF BEDFORD OVERLAPPING TAX RATES FY 2019 – 2020

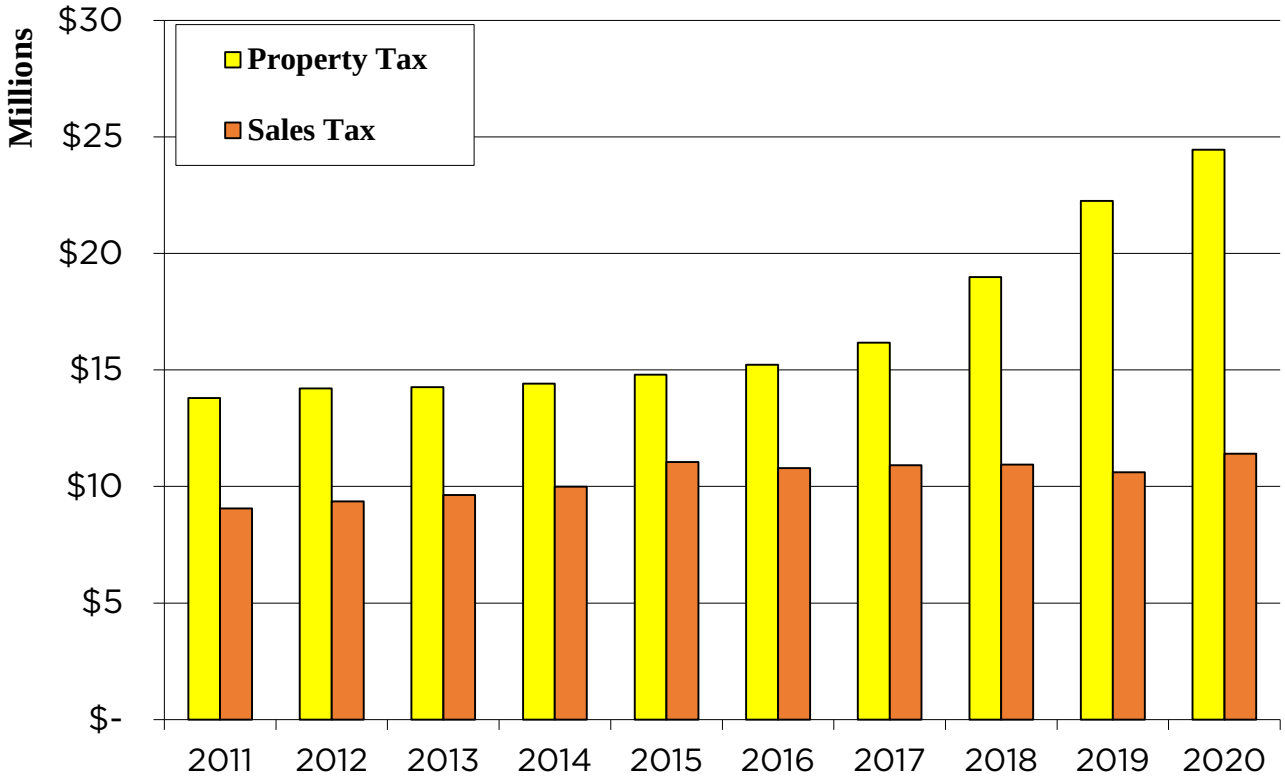



This information is utilized to determine the total tax liability of the average homeowner in the City of Bedford. The FY 2019-2020 tax rates are shown.

The total overlapping tax bill for our citizens is $2.377599 for the 2019 tax year, with the City's share 23.9% of the total.

The average residential taxable assessed valuation is estimated at $220,040. Based on the average value, the total overlapping tax liability for FY 2019-2020 is $5,232.

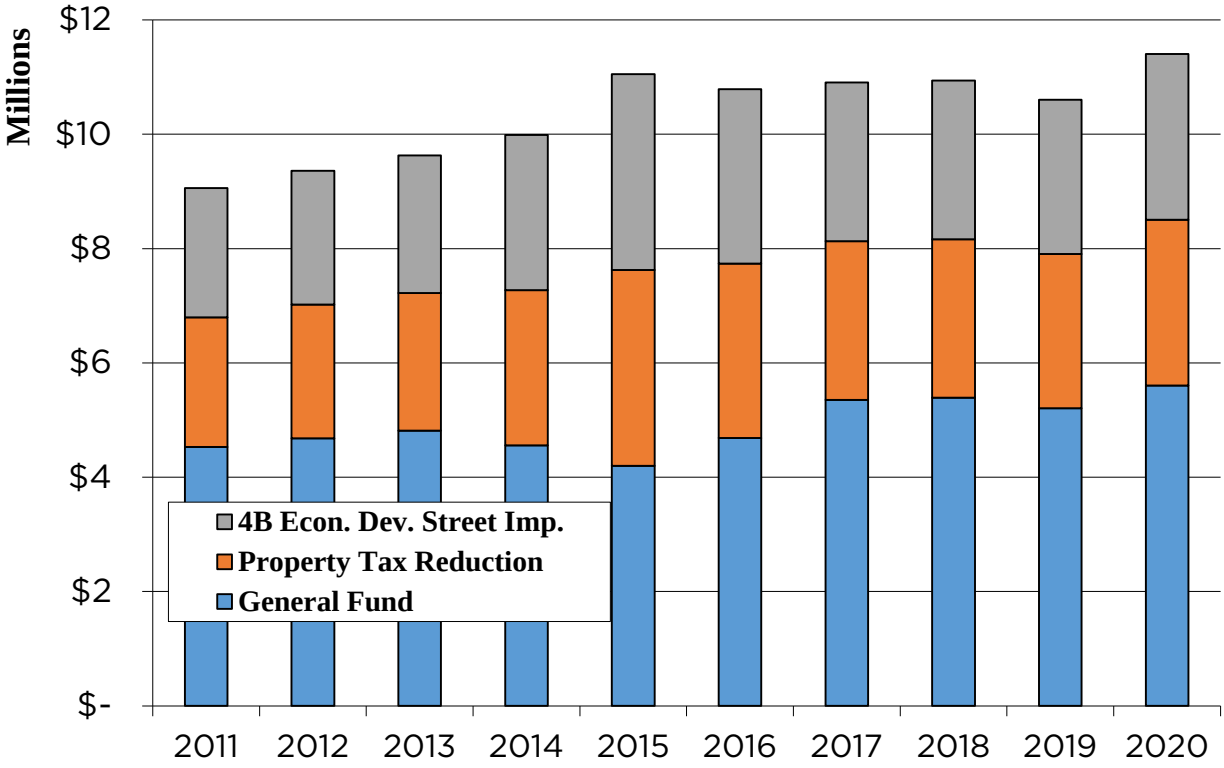
# CITY OF BEDFORD PROPERTY AND SALES TAX COLLECTIONS




| Fiscal Year Ending September 30* | | | | | |
|---|---|---|---|---|---|
| | 2011 | 2012 | 2013 | 2014 | 2015 |
| Property Tax | $ 13,799,107 | $ 14,201,336 | $ 14,263,591 | $ 14,405,908 | $ 14,802,041 |
| Sales Tax | $ 9,060,295 | $ 9,363,047 | $ 9,629,426 | $ 9,985,659 | $ 11,048,749 |
| | | | | | |
| | 2016 | 2017 | 2018 | 2019** | 2020** |
| Property Tax | $ 15,218,983 | $ 16,168,645 | $ 18,989,232 | $ 22,257,759 | $ 24,446,208 |
| Sales Tax | $ 10,787,539 | $ 10,905,398 | $ 10,936,716 | $ 10,605,000 | $ 11,405,000 |

*Collections are net of economic development incentives.
**2019 & 2020 figures are budgeted and net of pledged incentives.

# CITY OF BEDFORD
# SALES TAX COLLECTION



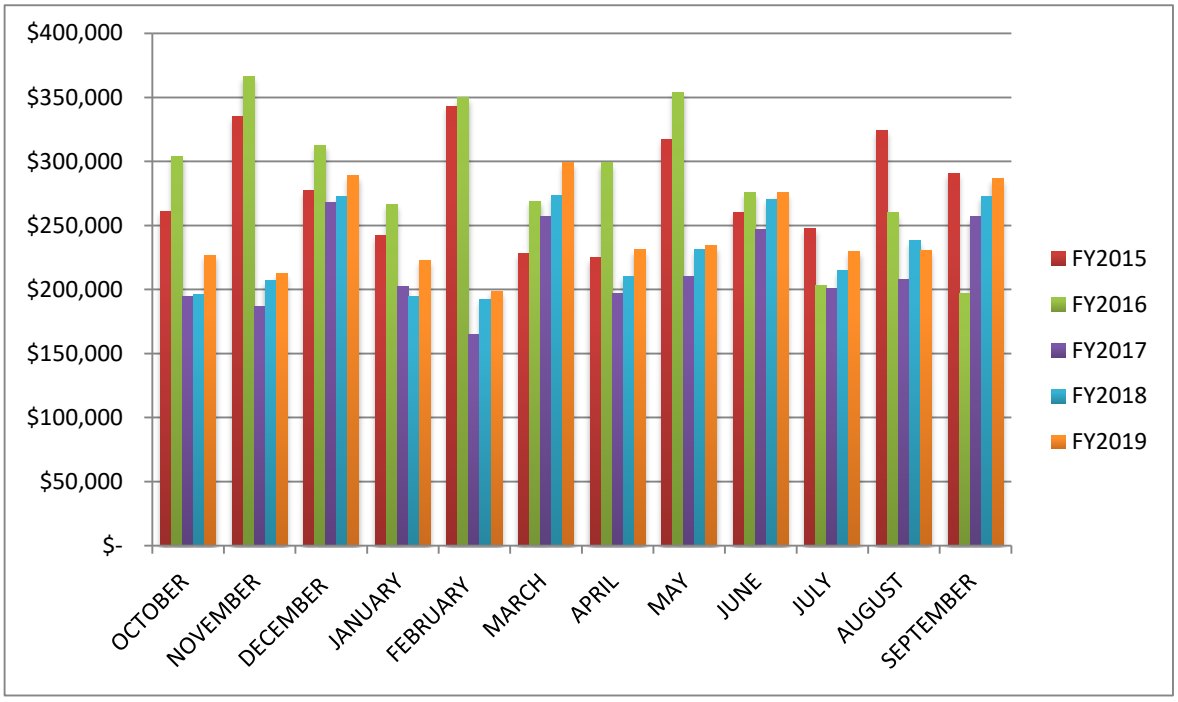

| Fiscal Year Ending September 30* | | | | | |
|---|---|---|---|---|---|
| | 2011 | 2012 | 2013 | 2014 | 2015 |
| General Fund | $ 4,530,148 | $ 4,681,528 | $ 4,814,713 | $ 4,555,028 | $ 4,197,522 |
| Property Tax Reduction | $ 2,265,074 | $ 2,340,759 | $ 2,407,357 | $ 2,715,314 | $ 3,425,613 |
| 4B Econ. Dev. Street Imp. | $ 2,265,074 | $ 2,340,759 | $ 2,407,357 | $ 2,715,314 | $ 3,425,613 |
| | | | | | |
| | 2016 | 2017 | 2018 | 2019** | 2020** |
| General Fund | $ 4,685,862 | $ 5,351,536 | $ 5,389,246 | $ 5,205,000 | $ 5,605,000 |
| Property Tax Reduction | $ 3,050,839 | $ 2,776,931 | $ 2,773,735 | $ 2,700,000 | $ 2,900,000 |
| 4B Econ. Dev. Street Imp. | $ 3,050,839 | $ 2,776,931 | $ 2,773,735 | $ 2,700,000 | $ 2,900,000 |

*Collections are net of economic development incentives.
**2018 & 2019 figures are budgeted and net of pledged incentives.

**CITY OF BEDFORD**
**SUMMARY OF SALES TAX**
**FISCAL YEAR 2019-2020**

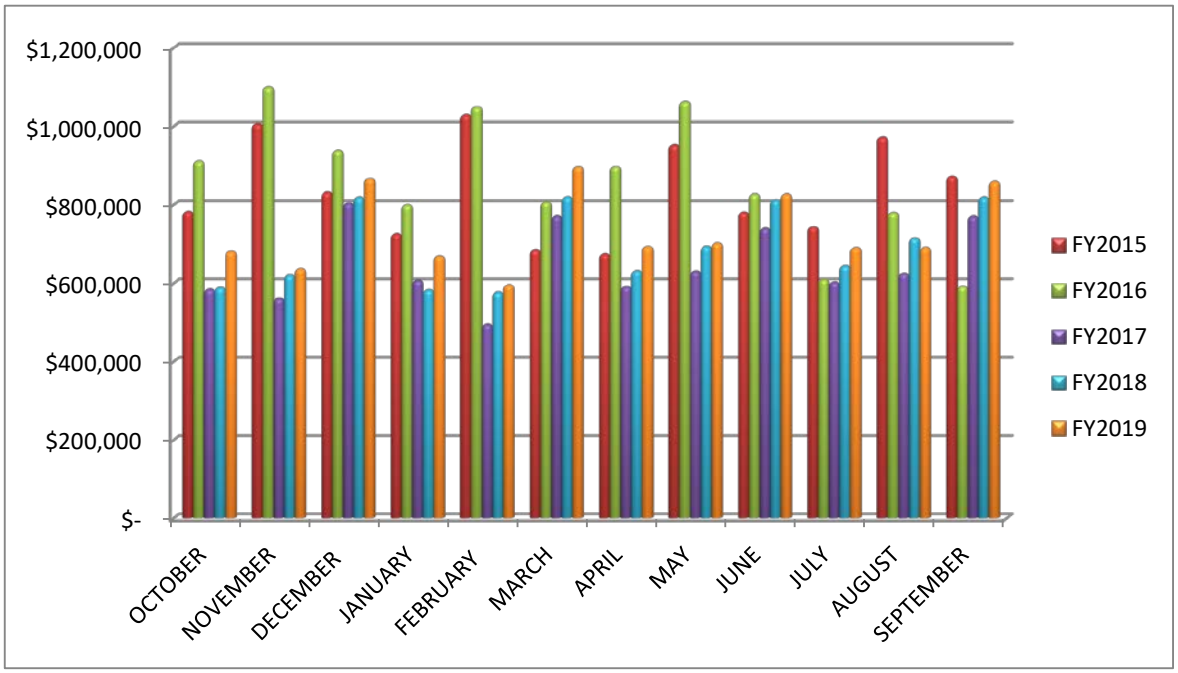
| MONTH OF RECEIPT | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| OCTOBER | $ 260,814 | $ 303,750 | $ 194,735 | $ 196,190 | $ 226,835 |
| NOVEMBER | 335,241 | 366,529 | $ 187,025 | $ 206,841 | $ 212,179 |
| DECEMBER | 277,172 | 312,720 | $ 267,865 | $ 272,917 | $ 288,736 |
| JANUARY | 241,900 | 266,409 | $ 202,441 | $ 194,235 | $ 222,766 |
| FEBRUARY | 343,167 | 349,593 | $ 164,719 | $ 192,374 | $ 198,384 |
| MARCH | 228,341 | 268,837 | $ 256,902 | $ 273,132 | $ 298,798 |
| APRIL | 224,763 | 298,929 | $ 197,013 | $ 210,435 | $ 230,896 |
| MAY | 317,343 | 354,159 | $ 210,066 | $ 231,181 | $ 234,008 |
| JUNE | 260,172 | 275,617 | $ 246,687 | $ 270,670 | $ 275,562 |
| JULY | 247,822 | 203,250 | $ 200,871 | $ 214,636 | $ 229,982 |
| AUGUST | 324,023 | 259,893 | $ 208,211 | $ 238,142 | $ 230,241 |
| SEPTEMBER | 290,631 | 197,227 | $ 256,758 | $ 272,983 | $ 286,322 |
| **TOTAL** | **$ 3,351,389** | **$ 3,456,913** | **$ 2,593,294** | **$ 2,773,735** | **$ 2,934,710** |
| **AVERAGE PAYMENT** | **279,282** | **288,076** | **216,108** | **231,145** | **244,559** |
| **HIGH PAYMENT** | **343,167** | **366,529** | **267,865** | **273,132** | **298,798** |
| **LOW PAYMENT** | **224,763** | **197,227** | **164,719** | **192,374** | **198,384** |

* 1/2 cent additional levy became effective April 1, 1998

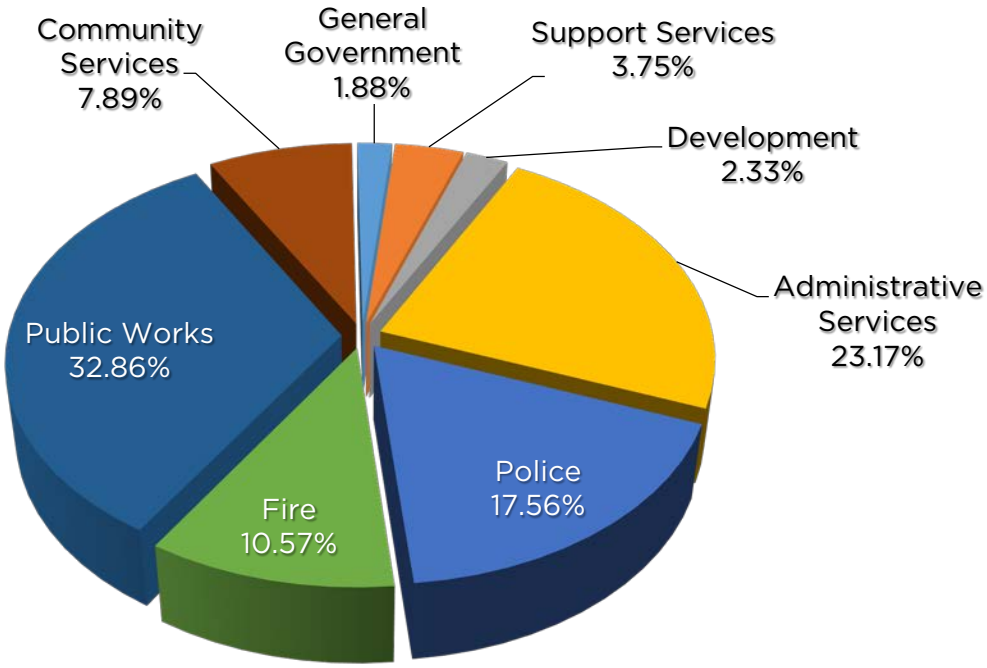


**CITY OF BEDFORD**
**SUMMARY OF SALES TAX**
**FISCAL YEAR 2019-2020**

| MONTH OF RECEIPT | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| OCTOBER | $ 782,442 | $ 911,250 | $ 584,206 | $ 588,569 | $ 680,504 |
| NOVEMBER | 1,005,724 | 1,099,588 | $ 561,076 | $ 620,524 | $ 636,537 |
| DECEMBER | 831,517 | 938,160 | $ 803,596 | $ 818,751 | $ 866,209 |
| JANUARY | 725,699 | 799,227 | $ 607,322 | $ 582,706 | $ 668,299 |
| FEBRUARY | 1,029,501 | 1,048,779 | $ 494,158 | $ 577,122 | $ 595,151 |
| MARCH | 685,023 | 806,511 | $ 770,705 | $ 819,395 | $ 896,394 |
| APRIL | 674,289 | 896,787 | $ 591,039 | $ 631,304 | $ 692,689 |
| MAY | 952,029 | 1,062,477 | $ 630,197 | $ 693,544 | $ 702,025 |
| JUNE | 780,517 | 826,852 | $ 740,060 | $ 812,010 | $ 826,687 |
| JULY | 743,467 | 609,751 | $ 602,614 | $ 643,907 | $ 689,946 |
| AUGUST | 972,068 | 779,678 | $ 624,633 | $ 714,427 | $ 690,724 |
| SEPTEMBER | 871,892 | 591,681 | $ 770,274 | $ 818,949 | $ 858,967 |
| **TOTAL** | **$ 10,054,168** | **$ 10,370,739** | **$ 7,779,881** | **$ 8,321,207** | **$ 8,804,132** |
| **AVERAGE PAYMENT** | **837,847** | **864,228** | **648,323** | **693,434** | **733,678** |
| **HIGH PAYMENT** | **1,029,501** | **1,099,588** | **803,596** | **819,395** | **896,394** |
| **LOW PAYMENT** | **674,289** | **591,681** | **494,158** | **577,122** | **595,151** |



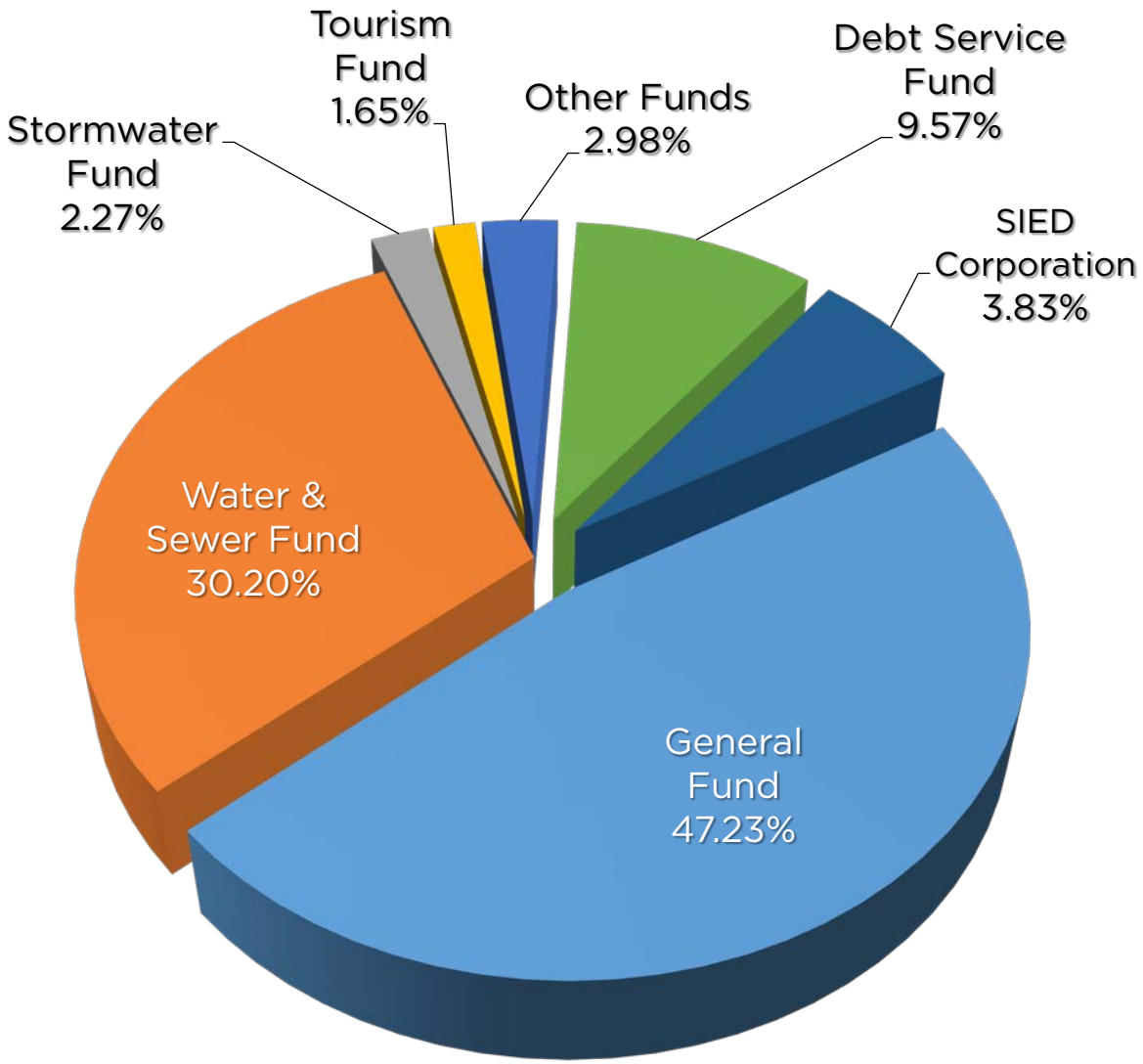
# Total Expenditures by Function $78,578,276




| DEPARTMENT | ACTUAL 17-18 | BUDGET 18-19 | BASE 19-20 | REQUESTS 19-20 | BUDGET 19-20 |
|---|---|---|---|---|---|
| General Government | $ 1,183,349 | $ 1,271,887 | $ 1,463,602 | $ 16,141 | $ 1,479,743 |
| Support Services | $ 3,039,375 | $ 2,453,334 | $ 2,811,124 | $ 139,360 | $ 2,950,484 |
| Development | $ 1,021,516 | $ 1,214,982 | $ 1,816,352 | $ 11,092 | $ 1,827,444 |
| Administrative Services | $ 14,319,972 | $ 18,041,642 | $ 18,109,376 | $ 93,716 | $ 18,203,092 |
| Police | $ 12,841,674 | $ 13,631,433 | $ 13,480,521 | $ 314,004 | $ 13,794,525 |
| Fire | $ 7,967,203 | $ 7,911,843 | $ 7,889,836 | $ 416,192 | $ 8,306,028 |
| Public Works | $ 20,285,382 | $ 22,537,760 | $ 25,409,886 | $ 408,826 | $ 25,818,712 |
| Community Services | $ 5,714,685 | $ 6,040,602 | $ 5,999,478 | $ 198,770 | $ 6,198,248 |
| TOTAL | $ 66,373,155 | $ 73,103,483 | $ 74,456,042 | $ 1,598,101 | $ 78,578,276 |

# Total Expenditures by Fund

## $78,578,276




The "Other" category includes those funds which individually are less than 1% of the total expenditures for all funds. The funds include the Court Security Fund, Court Technology Fund, Public Safety Training Fund, Park Donations Fund, Utility Repair & Maintenance Fund, SWAT-NETCAST Fund, Commercial Vehicle Enforcement Fund, PEG Fund, Public Safety Training Fund, Computer Replacement, Park Maintenance, Aquatics Maintenance, Library Maintenance, Facility Maintenance, Equipment Replacement, Police Vehicle Replacement, and Beautification Commission Fund.

**CITY OF BEDFORD**
**SUMMARY OF EXPENDITURES BY FUNCTION**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **GENERAL GOVERNMENT** | | | | | | |
| CITY COUNCIL | $ 136,615 | $ 220,135 | $ 133,350 | $ 218,450 | $ - | $ 218,450 |
| CITY MANAGER | $ 737,463 | 722,933 | 758,131 | 745,337 | 2,036 | $ 747,373 |
| CITY SECRETARY | $ 289,005 | 290,419 | 292,036 | 296,626 | 11,297 | $ 307,923 |
| COMMUNICATIONS | $ - | - | - | 164,789 | 2,808 | $ 167,597 |
| PEG | $ 20,265 | 38,400 | 38,400 | 38,400 | - | $ 38,400 |
| **TOTAL GENERAL GOVERNMENT** | **$ 1,183,349** | **$ 1,271,887** | **$ 1,221,917** | **$ 1,463,602** | **$ 16,141** | **$ 1,479,743** |
| **SUPPORT SERVICES** | | | | | | |
| INFORMATION TECHNOLOGY | $ 1,215,475 | $ 888,847 | $ 882,021 | $ 1,222,951 | $ 463 | $ 1,223,414 |
| HUMAN RESOURCES | $ 420,033 | 505,846 | 480,018 | 518,141 | - | 518,141 |
| FLEET SERVICES | $ 435,322 | - | - | - | - | - |
| FACILITIES MAINTENANCE | $ 740,259 | 785,598 | 765,254 | 788,860 | 138,897 | 927,757 |
| RISK MANAGEMENT | $ 220,283 | 223,043 | 171,298 | 231,172 | - | 231,172 |
| **TOTAL SUPPORT SERVICES** | **$ 3,031,372** | **$ 2,403,334** | **$ 2,298,591** | **$ 2,761,124** | **$ 139,360** | **$ 2,900,484** |
| **DEVELOPMENT** | | | | | | |
| ECONOMIC DEVELOPMENT | $ 102,362 | $ 201,187 | $ 144,761 | $ 281,098 | $ 3,803 | $ 284,901 |
| NEIGHBORHOOD SERVICES | $ - | - | - | 554,626 | - | $ 554,626 |
| INSPECTIONS | $ 547,993 | 570,735 | 547,068 | 569,708 | 332 | $ 570,040 |
| PLANNING AND ZONING | $ 371,162 | 403,060 | 404,106 | 270,920 | 6,957 | $ 277,877 |
| ECONOMIC DEVELOPMENT FUND | $ - | 40,000 | 14,788 | 140,000 | - | $ 140,000 |
| **TOTAL ECON. DEVELOPMENT** | **$ 1,021,516** | **$ 1,214,982** | **$ 1,110,723** | **$ 1,816,352** | **$ 11,092** | **$ 1,827,444** |
| **ADMINISTRATIVE SERVICES** | | | | | | |
| FINANCE | $ 543,067 | $ 614,294 | $ 625,141 | $ 634,616 | $ 62,216 | $ 696,832 |
| GENERAL FUND NON-DEPT. | $ 1,524,916 | 1,358,760 | 1,524,472 | 1,496,110 | - | 1,496,110 |
| MUNICIPAL COURT | $ 671,558 | 697,179 | 671,815 | 526,466 | 18,442 | 544,908 |
| TEEN COURT | $ 135,750 | 186,079 | 123,601 | 141,101 | - | 141,101 |
| ACCOUNTING | $ 169,061 | 246,453 | 170,185 | 243,966 | 821 | 244,787 |
| CUSTOMER SERVICE | $ 637,867 | 692,131 | 668,352 | 693,985 | 12,237 | 706,222 |
| WATER SEWER NON-DEPT. | $ 3,177,948 | 6,301,346 | 6,371,242 | 6,780,680 | - | 6,780,680 |
| COURT SECURITY FUND | $ 32,000 | 32,000 | 25,367 | 25,000 | - | 25,000 |
| COURT TECHNOLOGY FUND | $ 38,452 | 55,830 | 57,802 | 45,710 | - | 45,710 |
| DEBT SERVICE | $ 7,389,352 | 7,857,570 | 7,857,570 | 7,521,742 | - | 7,521,742 |
| **TOTAL ADMINISTRATIVE SVCS.** | **$ 14,319,972** | **$ 18,041,642** | **$ 18,095,547** | **$ 18,109,376** | **$ 93,716** | **$ 18,203,092** |
| **FIRE** | | | | | | |
| ADMINISTRATION | $ 709,006 | $ 745,518 | $ 730,614 | $ 745,120 | $ 5,581 | $ 750,701 |
| EMERGENCY OPERATIONS | $ 7,258,197 | 7,166,325 | 7,488,156 | 7,144,716 | 410,611 | 7,555,327 |
| **TOTAL FIRE** | **$ 7,967,203** | **$ 7,911,843** | **$ 8,218,770** | **$ 7,889,836** | **$ 416,192** | **$ 8,306,028** |

**CITY OF BEDFORD**
**SUMMARY OF EXPENDITURES BY FUNCTION**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **POLICE** | | | | | | |
| ADMINISTRATION | $ 922,349 | $ 956,192 | $ 820,436 | $ 975,598 | $ 119,599 | $ 1,095,197 |
| ANIMAL CONTROL | $ 394,315 | 404,420 | 368,493 | 422,419 | 7,407 | 429,826 |
| COMMUNITY SERVICES | $ 974,953 | 1,058,228 | 1,071,984 | 1,124,938 | 12,381 | 1,137,319 |
| CRIMINAL INVESTIGATIONS (C.I.D.) | $ 1,816,653 | 1,958,995 | 1,884,802 | 2,047,564 | 27,600 | 2,075,164 |
| SWAT | $ 15,000 | - | - | - | - | - |
| CODE COMPLIANCE | $ 401,739 | 485,617 | 332,211 | - | - | - |
| PATROL | $ 5,066,247 | 5,055,116 | 5,058,997 | 5,341,971 | 111,410 | 5,453,381 |
| TRAFFIC | $ 816,979 | 949,606 | 762,774 | 787,606 | 10,973 | 798,579 |
| DISPATCH | $ 779,811 | 847,730 | 811,450 | 874,952 | 6,730 | 881,682 |
| DETENTION SERVICES | $ 765,260 | 899,086 | 869,106 | 907,857 | 6,384 | 914,241 |
| RECORDS | $ 414,184 | 405,392 | 395,110 | 401,753 | 5,540 | 407,293 |
| BEHAVIORAL INTERVENTION UNIT | $ 330,067 | 333,634 | 327,580 | 334,378 | 5,980 | 340,358 |
| COMMERCIAL VEHICLE ENF. FUND | $ 2,271 | 136,637 | 122,765 | 117,705 | - | 117,705 |
| SWAT - NETCAST FUND | $ 50,785 | 60,000 | 60,000 | 60,000 | - | 60,000 |
| PUBLIC SAFETY TRAINING | $ 13,433 | 3,150 | 15,212 | 6,150 | - | 6,150 |
| **TOTAL POLICE** | **$ 12,764,046** | **$ 13,553,803** | **$ 12,900,920** | **$ 13,402,891** | **$ 314,004** | **$ 13,716,895** |
| **PUBLIC WORKS** | | | | | | |
| FLEET SERVICES | $ - | $ 939,593 | $ 930,161 | $ 997,979 | $ 2,743 | $ 1,000,722 |
| STREETS | $ 749,950 | 1,013,383 | 789,518 | 939,248 | - | $ 939,248 |
| ENGINEERING SERVICES | $ 881,360 | 1,133,932 | 1,111,079 | 1,008,355 | - | $ 1,008,355 |
| WATER SUPPLY & DISTRIBUTION | $ 8,862,222 | 9,404,607 | 9,481,845 | 9,411,592 | 11,283 | $ 9,422,875 |
| WASTEWATER | $ 5,293,631 | 4,922,309 | 6,082,888 | 5,337,309 | - | $ 5,337,309 |
| STORMWATER | $ 1,183,486 | 1,756,546 | 1,757,753 | 1,779,903 | - | $ 1,779,903 |
| SIEDC-4B | $ 2,979,120 | 3,367,390 | 3,760,982 | 4,402,650 | 394,800 | $ 4,797,450 |
| UTIL. MAINT & REPAIR FUND | $ 335,613 | - | 484,619 | 600,000 | - | $ 600,000 |
| **TOTAL PUBLIC SERVICES** | **$ 20,285,382** | **$ 22,537,760** | **$ 24,398,845** | **$ 24,477,036** | **$ 408,826** | **$ 24,885,862** |
| **COMMUNITY SERVICES** | | | | | | |
| LIBRARY | $ 1,555,168 | $ 1,533,869 | $ 1,523,287 | $ 1,548,469 | $ 20,351 | $ 1,568,820 |
| PARKS | $ 1,441,564 | 1,480,915 | 1,423,721 | 1,543,403 | 176,215 | $ 1,719,618 |
| RECREATION | $ 584,398 | 653,514 | 672,185 | 690,607 | 660 | $ 691,267 |
| AQUATICS | $ 370,824 | 420,184 | 392,615 | 415,255 | - | $ 415,255 |
| SENIOR CENTER | $ 268,202 | 289,636 | 247,219 | 259,730 | 1,544 | $ 261,274 |
| TOURISM ADMINISTRATION | $ 358,960 | 398,151 | 283,190 | 484,430 | - | $ 484,430 |
| OLD BEDFORD SCHOOL | $ 356,108 | 297,879 | 628,021 | 199,784 | - | $ 199,784 |
| MARKETING | $ 140,713 | 166,154 | 170,909 | - | - | $ - |
| BLUES FESTIVAL | $ 469,395 | 475,500 | 484,100 | 475,500 | - | $ 475,500 |
| FOURTH FESTIVAL | $ 123,283 | 137,800 | 140,800 | 137,800 | - | $ 137,800 |
| PARK DONATIONS | $ 7,669 | 10,000 | 10,000 | 75,000 | - | $ 75,000 |
| BEAUTIFICATION COMMISSION | $ 8,677 | 40,000 | 15,000 | 25,000 | - | $ 25,000 |
| **TOTAL COMMUNITY SERVICES** | **$ 5,684,962** | **$ 5,903,602** | **$ 5,991,047** | **$ 5,854,978** | **$ 198,770** | **$ 6,053,748** |

**CITY OF BEDFORD**
**SUMMARY OF EXPENDITURES BY FUNCTION**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | BUDGET 18-19 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPPL 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|---|
| **NON-OPERATING FUNDS** | | | | | | |
| PARK MAINTENANCE FUND | $ - | $ 100,000 | $ 60,000 | $ 100,000 | $ - | $ 100,000 |
| COMPUTER REPLACEMENT FUND | $ 2,337 | 20,000 | 20,626 | 20,000 | - | $ 20,000 |
| AQUATICS MAINTENANCE FUND | $ - | 37,000 | 30,000 | 10,000 | - | $ 10,000 |
| LIBRARY MAINTENANCE FUND | $ 29,723 | - | - | 34,500 | - | $ 34,500 |
| FACILITY MAINTENANCE FUND | $ 5,665 | 30,000 | 30,000 | 30,000 | - | $ 30,000 |
| EQUIPMENT REPLACEMENT FUND | $ - | - | - | 708,850 | - | $ 708,850 |
| POLICE VEH. REPLACEMENT FUND | $ 77,628 | 77,630 | 79,056 | 77,630 | - | $ 77,630 |
| WATER/SEWER VEH. REPLACEMENT | $ - | - | - | 224,000 | - | $ 224,000 |
| **TOTAL NON-OPERATING FUNDS** | **$ 115,353** | **$ 264,630** | **$ 219,682** | **$ 1,204,980** | **$ -** | **$ 1,204,980** |
| **TOTAL EXPENDITURES** | **$ 66,373,155** | **$ 73,103,483** | **$ 74,456,042** | **$ 76,980,175** | **$ 1,598,101** | **$ 78,578,276** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**GENERAL FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 5,738,987** | **$ 6,987,995** | **$ 8,058,465** | | **$ 8,058,465** |
| **REVENUE** | | | | | |
| PROPERTY TAX | $ 13,117,540 | $ 14,606,042 | $ 16,267,840 | $ 826,400 | $ 17,094,240 |
| SALES TAX | 8,162,981 | 8,505,000 | 8,505,000 | - | 8,505,000 |
| FRANCHISE TAX | 3,315,192 | 3,173,457 | 2,843,000 | - | 2,843,000 |
| OTHER TAXES | 237,958 | 243,124 | 235,000 | - | 235,000 |
| CHARGES FOR SERVICES | 3,314,390 | 2,826,834 | 2,878,950 | - | 2,878,950 |
| LICENSES AND PERMITS | 1,004,797 | 1,003,656 | 843,750 | - | 843,750 |
| INTEREST | 125,955 | 205,764 | 175,000 | - | 175,000 |
| FINES | 1,610,508 | 1,324,959 | 1,542,500 | - | 1,542,500 |
| OTHER GOVERNMENTS | 242,256 | 338,057 | 349,577 | - | 349,577 |
| MISCELLANEOUS REVENUE | 662,644 | 121,559 | 87,400 | - | 87,400 |
| OPERATING TRANSFER | 2,960,634 | 2,974,211 | 3,153,177 | - | 3,153,177 |
| **TOTAL REVENUE** | **$ 34,754,855** | **$ 35,322,663** | **$ 36,881,194** | **$ 826,400** | **$ 37,707,594** |
| **EXPENDITURES** | | | | | |
| GENERAL GOVERNMENT | $ 1,163,084 | $ 1,183,517 | $ 1,425,202 | $ 16,141 | $ 1,441,343 |
| SUPPORT SERVICES | 2,811,089 | 2,127,293 | 2,529,952 | 139,360 | $ 2,669,312 |
| DEVELOPMENT | 1,021,516 | 1,095,935 | 1,676,352 | 11,092 | $ 1,687,444 |
| ADMINISTRATIVE SERVICES | 2,875,291 | 2,945,029 | 2,798,293 | 80,658 | $ 2,878,951 |
| POLICE | 12,697,557 | 12,702,943 | 13,219,036 | 314,004 | $ 13,533,040 |
| FIRE | 7,967,203 | 8,218,770 | 7,889,836 | 416,192 | $ 8,306,028 |
| PUBLIC WORKS | 749,950 | 1,719,679 | 1,937,227 | 2,743 | $ 1,939,970 |
| COMMUNITY SERVICES | 4,220,157 | 4,259,027 | 4,457,464 | 198,770 | $ 4,656,234 |
| **TOTAL EXPENDITURES** | **$ 33,505,846** | **$ 34,252,193** | **$ 35,933,362** | **$ 1,178,960** | **$ 37,112,322** |
| **ENDING BALANCE** | **$ 6,987,995** | **$ 8,058,465** | | | **$ 8,653,738** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**TOURISM FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 675,236** | **$ 543,445** | **$ 36,152** | | **$ 36,152** |
| **REVENUE** | | | | | |
| HOTEL OCCUPANCY TAX | $ 954,751 | $ 900,000 | $ 900,000 | $ - | $ 900,000 |
| INTEREST | 11,003 | 10,075 | 8,000 | - | 8,000 |
| OLD BEDFORD SCHOOL | - | - | 107,150 | - | 107,150 |
| MISCELLANEOUS | 13,219 | 8,202 | 5,000 | - | 5,000 |
| BLUES FESTIVAL | 307,065 | 245,650 | 257,750 | - | 257,750 |
| FOURTH FESTIVAL | 30,630 | 35,800 | 32,500 | - | 32,500 |
| TRANSFERS IN | - | - | - | - | - |
| **TOTAL REVENUE** | **$ 1,316,668** | **$ 1,199,727** | **$ 1,310,400** | **$ -** | **$ 1,310,400** |
| **EXPENDITURES** | | | | | |
| TOURISM DEVELOPMENT | $ 358,960 | $ 283,190 | $ 484,430 | $ - | $ 484,430 |
| OLD BEDFORD SCHOOL | 356,108 | 628,021 | 199,784 | - | 199,784 |
| MARKETING | 140,713 | 170,909 | - | - | - |
| BLUES FESTIVAL | 469,395 | 484,100 | 475,500 | - | 475,500 |
| FOURTH FESTIVAL | 123,283 | 140,800 | 137,800 | - | 137,800 |
| **TOTAL EXPENDITURES** | **$ 1,448,459** | **$ 1,707,020** | **$ 1,297,514** | **$ -** | **$ 1,297,514** |
| **ENDING BALANCE** | **$ 543,445** | **$ 36,152** | | | **$ 49,037** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**WATER & SEWER FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE*** | **$ (5,393,421)** | **$ 853,688** | **$ 56,624** | | **$ 56,624** |
| **REVENUE** | | | | | |
| WATER CHARGES | $ 13,927,395 | $ 13,547,779 | $ 13,780,000 | $ - | $ 13,780,000 |
| SEWER CHARGES | 8,107,866 | 9,072,720 | 9,060,000 | - | 9,060,000 |
| INTEREST | 13,376 | 15,947 | 10,000 | - | 10,000 |
| OTHER INCOME | 3,440,845 | 623,379 | 576,823 | - | 576,823 |
| **TOTAL REVENUE** | **$ 25,489,482** | **$ 23,259,825** | **$ 23,426,823** | **$ -** | **$ 23,426,823** |
| **EXPENDITURES** | | | | | |
| RISK MANAGEMENT | $ 220,283 | $ 171,298 | $ 231,172 | $ - | $ 231,172 |
| ADMIN SERVICES-ACCOUNTING | 169,061 | 170,185 | 243,966 | 821 | 244,787 |
| CUSTOMER SERVICE | 637,867 | 668,352 | 693,985 | 12,237 | 706,222 |
| WATER/SEWER NON-DEPT. | 3,177,948 | 6,371,242 | 6,780,680 | - | 6,780,680 |
| WATER SUPPLY & DISTRIB. | 8,862,222 | 9,481,845 | 9,411,592 | 11,283 | 9,422,875 |
| ENGINEERING SERVICES | 881,360 | 1,111,079 | 1,008,355 | - | 1,008,355 |
| WASTEWATER | 5,293,631 | 6,082,888 | 5,337,309 | - | 5,337,309 |
| **TOTAL EXPENDITURES** | **$ 19,242,373** | **$ 24,056,889** | **$ 23,707,059** | **$ 24,341** | **$ 23,731,400** |
| **ENDING BALANCE** | **$ 853,688** | **$ 56,624** | | | **$ (247,953)** |

***The beginning balance for the Water Sewer Fund are based on Working Capital. Calculations are based on the information located in the CAFR-City Annual Financial Report.**

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**STORMWATER FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE*** | **$ 786,075** | **$ 1,314,862** | **$ 1,283,790** | | **$ 1,283,790** |
| **REVENUE** | | | | | |
| STORMWATER CHARGES | $ 1,665,337 | $ 1,668,203 | $ 1,725,000 | $ - | $ 1,725,000 |
| INTEREST | 16,936 | 28,478 | 20,000 | - | 20,000 |
| MISCELLANEOUS | 30,000 | 30,000 | 30,000 | - | 30,000 |
| **TOTAL REVENUE** | **$ 1,712,273** | **$ 1,726,681** | **$ 1,775,000** | **$ -** | **$ 1,775,000** |
| **EXPENDITURES** | | | | | |
| STORMWATER | $ 1,183,486 | $ 1,757,753 | $ 1,779,903 | $ - | $ 1,779,903 |
| **TOTAL EXPENDITURES** | **$ 1,183,486** | **$ 1,757,753** | **$ 1,779,903** | **$ -** | **$ 1,779,903** |
| **ENDING BALANCE** | **$ 1,314,862** | **$ 1,283,790** | | | **$ 1,278,887** |

***The beginning balance for the Stormwater Utility Fund are based on Working Capital. Calculations are based on the information located in the CAFR-City Annual Financial Report.**

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**UTILITY MAINTENANCE & REPAIR FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE*** | **$ 3,397,117** | **$ 3,738,586** | **$ 4,093,129** | | **$ 4,093,129** |
| **REVENUE** | | | | | |
| INTEREST | $ 57,082 | $ 89,163 | $ 30,000 | $ - | $ 30,000 |
| TRANSFER | 620,000 | 750,000 | 1,000,000 | - | 1,000,000 |
| MISCELLANEOUS | - | - | - | - | - |
| **TOTAL REVENUE** | **$ 677,082** | **$ 839,163** | **$ 1,030,000** | **$ -** | **$ 1,030,000** |
| **EXPENDITURES** | | | | | |
| UTIL FUND PROJECTS | $ 335,613 | $ 484,619 | $ 600,000 | $ - | $ 600,000 |
| **TOTAL EXPENDITURES** | **$ 335,613** | **$ 484,619** | **$ 600,000** | **$ -** | **$ 600,000** |
| **ENDING BALANCE** | **$ 3,738,586** | **$ 4,093,129** | | | **$ 4,523,129** |

***The beginning balance for the Utility Maintenance & Repair Fund are based on Working Capital. Calculations are based on the information located in the CAFR-City Annual Financial Report.**

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**COURT SECURITY FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 927** | **$ 1,511** | **$ 1,457** | | **$ 1,457** |
| **REVENUE** | | | | | |
| INTEREST | $ 61 | $ 49 | $ - | $ - | $ - |
| MISCELLANEOUS | - | - | - | - | - |
| FINES | 32,523 | 25,264 | 25,000 | - | 25,000 |
| **TOTAL REVENUE** | **$ 32,584** | **$ 25,313** | **$ 25,000** | **$ -** | **$ 25,000** |
| **EXPENDITURES** | | | | | |
| COURT SECURITY | $ 32,000 | $ 25,367 | $ 25,000 | $ - | $ 25,000 |
| **TOTAL EXPENDITURES** | **$ 32,000** | **$ 25,367** | **$ 25,000** | **$ -** | **$ 25,000** |
| **ENDING BALANCE** | **$ 1,511** | **$ 1,457** | | | **$ 1,457** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**COURT TECHNOLOGY FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 85,324** | **$ 91,582** | **$ 68,535** | | **$ 68,535** |
| **REVENUE** | | | | | |
| INTEREST | $ 1,358 | $ 1,717 | $ 1,000 | $ - | $ 1,000 |
| FINES | 43,353 | 33,038 | 45,000 | - | 45,000 |
| **TOTAL REVENUE** | **$ 44,710** | **$ 34,755** | **$ 46,000** | **$ -** | **$ 46,000** |
| **EXPENDITURES** | | | | | |
| COURT TECHNOLOGY EXPENSES | $ 38,452 | $ 57,802 | $ 45,710 | $ - | $ 45,710 |
| **TOTAL EXPENDITURES** | **$ 38,452** | **$ 57,802** | **$ 45,710** | **$ -** | **$ 45,710** |
| **ENDING BALANCE** | **$ 91,582** | **$ 68,535** | | | **$ 68,825** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**PARK DONATION FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 65,368** | **$ 81,493** | **$ 89,795** | | **$ 89,795** |
| **REVENUE** | | | | | |
| INTEREST | $ 1,186 | $ 1,976 | $ 1,000 | $ - | $ 1,000 |
| DONATIONS | 22,608 | 16,327 | 12,000 | - | 12,000 |
| **TOTAL REVENUE** | **$ 23,794** | **$ 18,303** | **$ 13,000** | **$ -** | **$ 13,000** |
| **EXPENDITURES** | | | | | |
| PARK DONATION PROJECTS | $ 7,669 | $ 10,000 | $ 75,000 | $ - | $ 75,000 |
| **TOTAL EXPENDITURES** | **$ 7,669** | **$ 10,000** | **$ 75,000** | **$ -** | **$ 75,000** |
| **ENDING BALANCE** | **$ 81,493** | **$ 89,795** | | | **$ 27,795** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**BEAUTIFICATION FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 55,256** | **$ 57,497** | **$ 53,706** | | **$ 53,706** |
| **REVENUE** | | | | | |
| INTEREST | $ 918 | $ 1,209 | $ 600 | $ - | $ 600 |
| MISCELLANEOUS | 10,000 | 10,000 | 10,000 | - | 10,000 |
| TOWER RENTAL | - | - | - | - | - |
| **TOTAL REVENUE** | **$ 10,918** | **$ 11,209** | **$ 10,600** | **$ -** | **$ 10,600** |
| **EXPENDITURES** | | | | | |
| BEAUTIFICATION FUND | $ 8,677 | $ 15,000 | $ 25,000 | $ - | $ 25,000 |
| **TOTAL EXPENDITURES** | **$ 8,677** | **$ 15,000** | **$ 25,000** | **$ -** | **$ 25,000** |
| **ENDING BALANCE** | **$ 57,497** | **$ 53,706** | | | **$ 39,306** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**PUBLIC SAFETY TRAINING FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 25,393** | **$ 19,671** | **$ 11,897** | | **$ 11,897** |
| **REVENUE** | | | | | |
| INTEREST | $ 357 | $ 304 | $ 200 | $ - | $ 200 |
| TRAINING FUNDS | 7,355 | 7,134 | 5,900 | - | 5,900 |
| **TOTAL REVENUE** | **$ 7,712** | **$ 7,438** | **$ 6,100** | **$ -** | **$ 6,100** |
| **EXPENDITURES** | | | | | |
| TRAINING | $ 13,433 | $ 15,212 | $ 6,150 | $ - | $ 6,150 |
| **TOTAL EXPENDITURES** | **$ 13,433** | **$ 15,212** | **$ 6,150** | **$ -** | **$ 6,150** |
| **ENDING BALANCE** | **$ 19,671** | **$ 11,897** | | | **$ 11,847** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**ECONOMIC DEVELOPMENT FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 331,704** | **$ 337,022** | **$ 379,887** | | **$ 379,887** |
| **REVENUE** | | | | | |
| INTEREST | $ 5,318 | $ 7,653 | $ 3,000 | $ - | $ 3,000 |
| OPERATING TRANSFER | - | 50,000 | 50,000 | - | 50,000 |
| MISCELLANEOUS | - | - | - | - | - |
| **TOTAL REVENUE** | **$ 5,318** | **$ 57,653** | **$ 53,000** | **$ -** | **$ 53,000** |
| **EXPENDITURES** | | | | | |
| REIMBURSEMENTS | $ - | $ 14,788 | $ 140,000 | $ - | $ 140,000 |
| **TOTAL EXPENDITURES** | **$ -** | **$ 14,788** | **$ 140,000** | **$ -** | **$ 140,000** |
| **ENDING BALANCE** | **$ 337,022** | **$ 379,887** | | | **$ 292,887** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**STREET IMPROVEMENT ECONOMIC DEVELOPMENT CORPORATION (4B SIEDC) FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 3,790,266** | **$ 3,680,942** | **$ 2,998,083** | | **$ 2,998,083** |
| **REVENUE** | | | | | |
| INTEREST | $ 54,584 | $ 71,001 | $ 45,000 | $ - | $ 45,000 |
| SALES TAX | 2,773,735 | 3,007,121 | 2,900,000 | - | 2,900,000 |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFER IN | 41,478 | - | - | - | - |
| **TOTAL REVENUE** | **$ 2,869,797** | **$ 3,078,122** | **$ 2,945,000** | **$ -** | **$ 2,945,000** |
| **EXPENDITURES** | | | | | |
| MAINTENANCE | $ 1,588,373 | $ 3,720,182 | $ 4,152,650 | $ 394,800 | $ 4,547,450 |
| DEBT SERVICE/TRANSFERS | 1,390,747 | 40,800 | 250,000 | - | 250,000 |
| **TOTAL EXPENDITURES** | **$ 2,979,120** | **$ 3,760,982** | **$ 4,402,650** | **$ 394,800** | **$ 4,797,450** |
| **ENDING BALANCE** | **$ 3,680,942** | **$ 2,998,083** | | | **$ 1,145,633** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**DEBT SERVICE FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 973,557** | **$ 1,049,549** | **$ 1,092,779** | $ - | **$ 1,092,779** |
| **REVENUE** | | | | | |
| TRANSFER FROM EDC | $ 1,390,747 | $ 40,800 | $ - | $ - | $ - |
| INTEREST | 25,275 | 49,318 | 40,000 | - | 40,000 |
| PROPERTY TAXES | 6,049,321 | 7,810,681 | 7,481,968 | - | 7,481,968 |
| MISCELLANEOUS | - | - | - | - | - |
| OTHER FINANCING | - | - | - | - | - |
| **TOTAL REVENUE** | **$ 7,465,343** | **$ 7,900,799** | **$ 7,521,968** | **$ -** | **$ 7,521,968** |
| **EXPENDITURES** | | | | | |
| DEBT SERVICE | $ 7,389,352 | $ 7,857,570 | $ 7,521,742 | $ - | $ 7,521,742 |
| **TOTAL EXPENDITURES** | **$ 7,389,352** | **$ 7,857,570** | **$ 7,521,742** | **$ -** | **$ 7,521,742** |
| **ENDING BALANCE** | **$ 1,049,549** | **$ 1,092,779** | | | **$ 1,093,005** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**PEG FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 617,412** | **$ 725,047** | **$ 816,350** | | **$ 816,350** |
| **REVENUE** | | | | | |
| INTEREST | $ 10,502 | $ 16,489 | $ 7,000 | $ - | $ 7,000 |
| FRANCHISE - CABLE | $ 117,398 | $ 113,214 | $ 48,000 | $ - | $ 48,000 |
| **TOTAL REVENUE** | **$ 127,900** | **$ 129,703** | **$ 55,000** | **$ -** | **$ 55,000** |
| **EXPENDITURES** | | | | | |
| INSTRUMENTS & APPARATUS | $ 20,265 | $ 38,400 | $ 38,400 | $ - | $ 38,400 |
| **TOTAL EXPENDITURES** | **$ 20,265** | **$ 38,400** | **$ 38,400** | **$ -** | **$ 38,400** |
| **ENDING BALANCE** | **$ 725,047** | **$ 816,350** | | | **$ 832,950** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**COMMERCIAL VEHICLE ENFORCEMENT FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 22,939** | **$ 23,242** | **$ 23,242** | | **$ 23,242** |
| **REVENUE** | | | | | |
| FINES | $ 2,180 | $ 6,719 | $ 30,000 | $ - | $ 30,000 |
| INTEREST | 395 | 335 | - | - | - |
| OPERATING TRANSFER | - | 115,711 | 87,710 | - | 87,710 |
| **TOTAL REVENUE** | **$ 2,574** | **$ 122,765** | **$ 117,710** | **$ -** | **$ 117,710** |
| **EXPENDITURES** | | | | | |
| VEHICLE ENFORCEMENT | $ 2,271 | $ 122,765 | $ 117,705 | $ - | $ 117,705 |
| **TOTAL EXPENDITURES** | **$ 2,271** | **$ 122,765** | **$ 117,705** | **$ -** | **$ 117,705** |
| **ENDING BALANCE** | **$ 23,242** | **$ 23,242** | | | **$ 23,247** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**SWAT-NETCAST FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ -** | **$ 5,007** | **$ 5,587** | | **$ 5,587** |
| **REVENUE** | | | | | |
| TRANSFERS | $ 15,000 | $ 15,000 | $ 15,000 | $ - | $ 15,000 |
| INTEREST | 350 | 580 | 500 | - | |
| OTHER GOVERNMENTAL | 40,442 | 45,000 | 45,000 | - | 45,000 |
| **TOTAL REVENUE** | **$ 55,792** | **$ 60,580** | **$ 60,500** | **$ -** | **$ 60,000** |
| **EXPENDITURES** | | | | | |
| OPERATIONS | $ 50,785 | $ 60,000 | $ 60,000 | $ - | $ 60,000 |
| **TOTAL EXPENDITURES** | **$ 50,785** | **$ 60,000** | **$ 60,000** | **$ -** | **$ 60,000** |
| **ENDING BALANCE** | **$ 5,007** | **$ 5,587** | | | **$ 5,587** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**PARK MAINTENANCE FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 107,483** | **$ 159,628** | **$ 153,651** | | **$ 153,651** |
| **REVENUE** | | | | | |
| INTEREST | $ 2,145 | $ 4,023 | $ 2,000 | $ - | $ 2,000 |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFERS | 50,000 | 50,000 | 50,000 | - | 50,000 |
| **TOTAL REVENUE** | **$ 52,145** | **$ 54,023** | **$ 52,000** | **$ -** | **$ 52,000** |
| **EXPENDITURES** | | | | | |
| PARK MAINTENANCE | $ - | $ 60,000 | $ 100,000 | $ - | $ 100,000 |
| **TOTAL EXPENDITURES** | **$ -** | **$ 60,000** | **$ 100,000** | **$ -** | **$ 100,000** |
| **ENDING BALANCE** | **$ 159,628** | **$ 153,651** | | | **$ 105,651** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**COMPUTER REPLACEMENT FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 51,560** | **$ 110,530** | **$ 152,841** | | **$ 152,841** |
| **REVENUE** | | | | | |
| INTEREST | $ 1,307 | $ 2,937 | $ 1,000 | $ - | $ 1,000 |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFERS | 60,000 | 60,000 | 60,000 | - | 60,000 |
| **TOTAL REVENUE** | **$ 61,307** | **$ 62,937** | **$ 61,000** | **$ -** | **$ 61,000** |
| **EXPENDITURES** | | | | | |
| COMPUTER REPLACEMENT | $ 2,337 | $ 20,626 | $ 20,000 | $ - | $ 20,000 |
| **TOTAL EXPENDITURES** | **$ 2,337** | **$ 20,626** | **$ 20,000** | **$ -** | **$ 20,000** |
| **ENDING BALANCE** | **$ 110,530** | **$ 152,841** | | | **$ 193,841** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**AQUATICS MAINTENANCE FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 109,152** | **$ 136,010** | **$ 134,280** | | **$ 134,280** |
| **REVENUE** | | | | | |
| INTEREST | $ 1,858 | $ 3,270 | $ 2,000 | $ - | $ 2,000 |
| TRANSFERS | 25,000 | 25,000 | 25,000 | - | 25,000 |
| **TOTAL REVENUE** | **$ 26,858** | **$ 28,270** | **$ 27,000** | **$ -** | **$ 27,000** |
| **EXPENDITURES** | | | | | |
| AQUATICS MAINTENCE | $ - | $ 30,000 | $ 10,000 | $ - | $ 10,000 |
| **TOTAL EXPENDITURES** | **$ -** | **$ 30,000** | **$ 10,000** | **$ -** | **$ 10,000** |
| **ENDING BALANCE** | **$ 136,010** | **$ 134,280** | | | **$ 151,280** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**LIBRARY MAINTENANCE FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 50,166** | **$ 46,230** | **$ 72,416** | | **$ 72,416** |
| **REVENUE** | | | | | |
| INTEREST | $ 786 | $ 1,186 | $ 500 | $ - | $ 500 |
| TRANSFERS | 25,000 | 25,000 | 25,000 | - | 25,000 |
| **TOTAL REVENUE** | **$ 25,786** | **$ 26,186** | **$ 25,500** | **$ -** | **$ 25,500** |
| **EXPENDITURES** | | | | | |
| LIBRARY MAINTENANCE | $ 29,723 | $ - | $ 34,500 | $ - | $ 34,500 |
| **TOTAL EXPENDITURES** | **$ 29,723** | **$ -** | **$ 34,500** | **$ -** | **$ 34,500** |
| **ENDING BALANCE** | **$ 46,230** | **$ 72,416** | | | **$ 63,416** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**FACILITY MAINTENANCE FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 282,723** | **$ 326,746** | **$ 349,262** | | **$ 349,262** |
| **REVENUE** | | | | | |
| INTEREST | $ 4,689 | $ 7,516 | $ 3,000 | $ - | $ 3,000 |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFERS | 45,000 | 45,000 | 45,000 | - | 45,000 |
| **TOTAL REVENUE** | **$ 49,689** | **$ 52,516** | **$ 48,000** | **$ -** | **$ 48,000** |
| **EXPENDITURES** | | | | | |
| FACILITY MAINTENANCE | $ 5,665 | $ 30,000 | $ 30,000 | $ - | $ 30,000 |
| **TOTAL EXPENDITURES** | **$ 5,665** | **$ 30,000** | **$ 30,000** | **$ -** | **$ 30,000** |
| **ENDING BALANCE** | **$ 326,746** | **$ 349,262** | | | **$ 367,262** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**EQUIPMENT REPLACEMENT FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 96,905** | **$ 95,876** | **$ 98,210** | | **$ 98,210** |
| **REVENUE** | | | | | |
| INTEREST | $ 1,139 | $ 2,335 | $ 1,000 | $ - | $ - |
| AUCTION PROCEEDS | - | - | 128,250 | - | 128,250 |
| TRANSFERS | 50,000 | - | 580,600 | - | 580,600 |
| **TOTAL REVENUE** | **$ 51,139** | **$ 2,335** | **$ 709,850** | **$ -** | **$ 709,850** |
| **EXPENDITURES** | | | | | |
| EQUIPMENT | $ - | $ - | $ 708,850 | $ - | $ 708,850 |
| **TOTAL EXPENDITURES** | **$ -** | **$ -** | **$ 708,850** | **$ -** | **$ 708,850** |
| **ENDING BALANCE** | **$ 95,876** | **$ 98,210** | | | **$ 99,209** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**POLICE VEHICLE REPLACEMENT FUND**
**FISCAL YEAR 2019-2020**

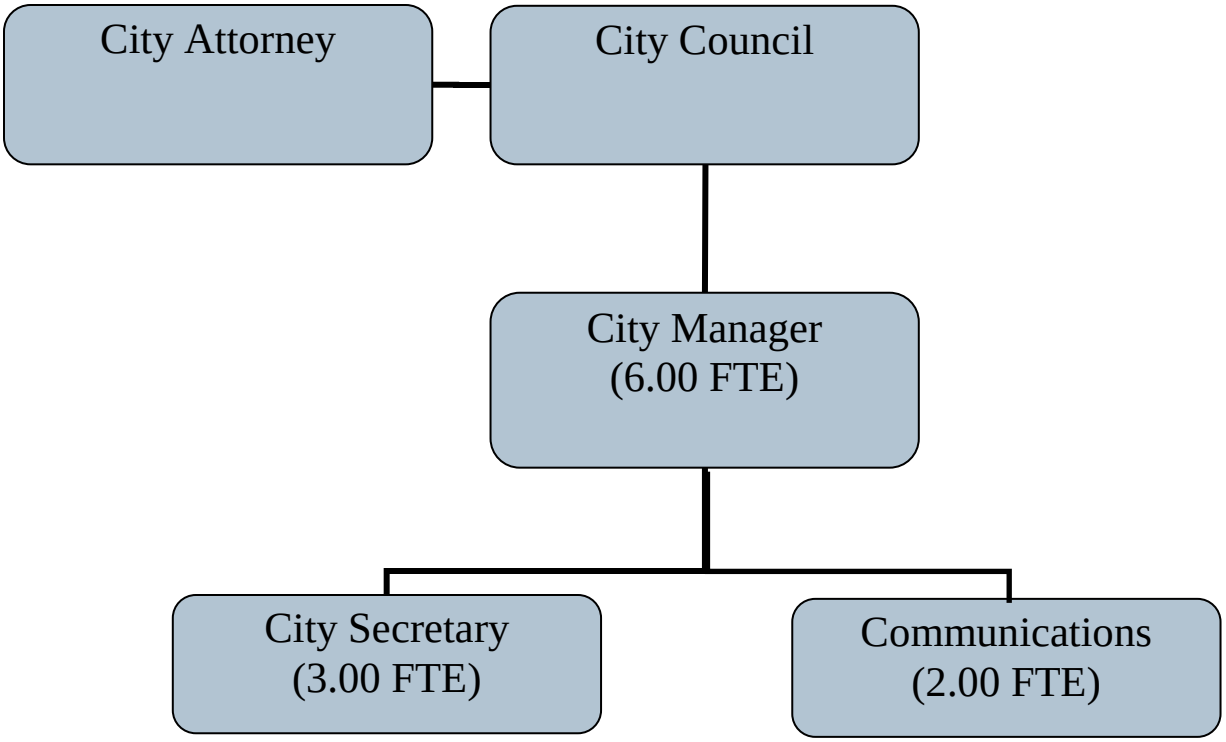
| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ -** | **$ -** | **$ 144** | | **$ 144** |
| **REVENUE** | | | | | |
| INTEREST | $ 247 | $ 1,200 | $ 500 | $ - | $ 500 |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFERS | 140,000 | 78,000 | 78,000 | - | 78,000 |
| **TOTAL REVENUE** | **$ 140,247** | **$ 79,200** | **$ 78,500** | **$ -** | **$ 78,500** |
| **EXPENDITURES** | | | | | |
| EQUIPMENT | $ 77,628 | $ 79,056 | $ 77,630 | $ - | $ 77,630 |
| **TOTAL EXPENDITURES** | **$ 77,628** | **$ 79,056** | **$ 77,630** | **$ -** | **$ 77,630** |
| **ENDING BALANCE** | **$ -** | **$ 144** | | | **$ 1,013** |

**CITY OF BEDFORD**
**SUMMARY OF REVENUE AND EXPENDITURES**
**WATER/SEWER VEHICLE REPLACEMENT FUND**
**FISCAL YEAR 2019-2020**

| | ACTUAL 17-18 | PROJECTED 18-19 | BASE BUDGET 19-20 | SUPP. FUNDING 19-20 | TOTAL BUDGET 19-20 |
|---|---|---|---|---|---|
| **BEGINNING BALANCE** | **$ 175,664** | **$ 228,246** | **$ 282,869** | | **$ 282,869** |
| **REVENUE** | | | | | |
| INTEREST | $ 2,582 | $ 4,623 | $ 2,000 | $ - | $ - |
| MISCELLANEOUS | - | - | - | - | - |
| TRANSFERS | 50,000 | 50,000 | 50,000 | - | 50,000 |
| **TOTAL REVENUE** | **$ 52,582** | **$ 54,623** | **$ 52,000** | **$ -** | **$ 52,000** |
| **EXPENDITURES** | | | | | |
| EQUIPMENT | $ - | $ - | $ 224,000 | $ - | $ 224,000 |
| **TOTAL EXPENDITURES** | **$ -** | **$ -** | **$ 224,000** | **$ -** | **$ 224,000** |
| **ENDING BALANCE** | **$ 228,246** | **$ 282,869** | | | **$ 110,869** |

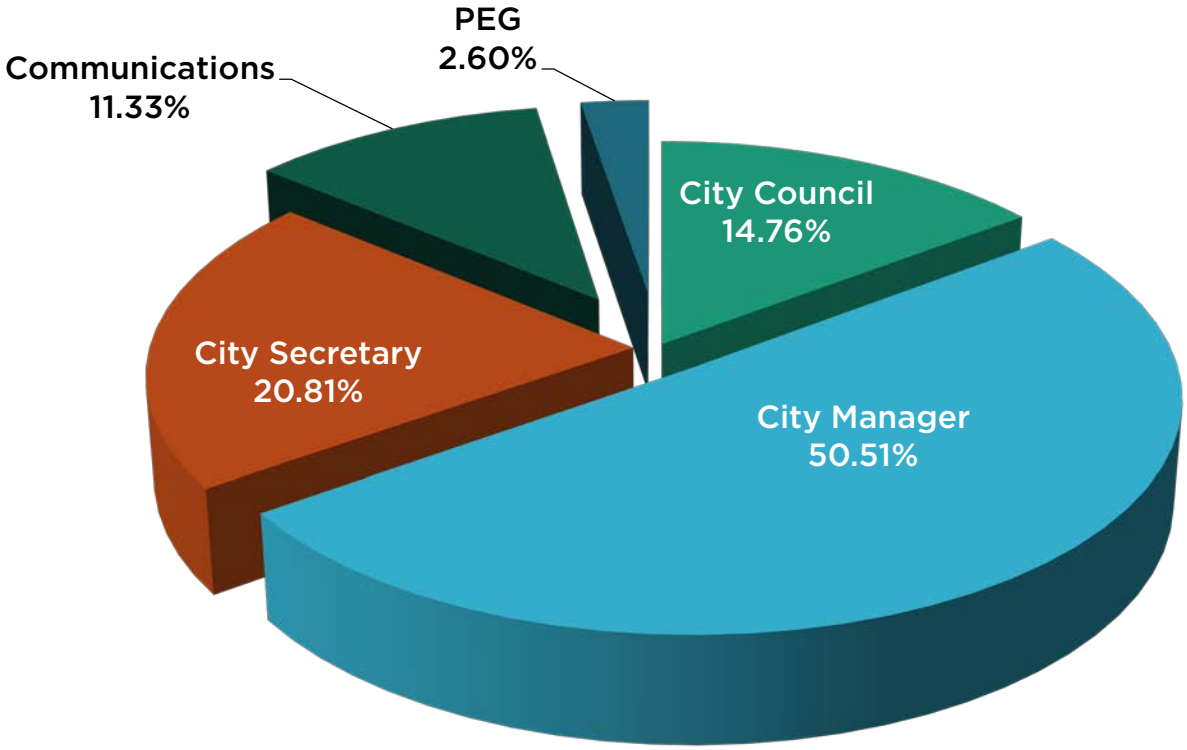
# GENERAL GOVERNMENT

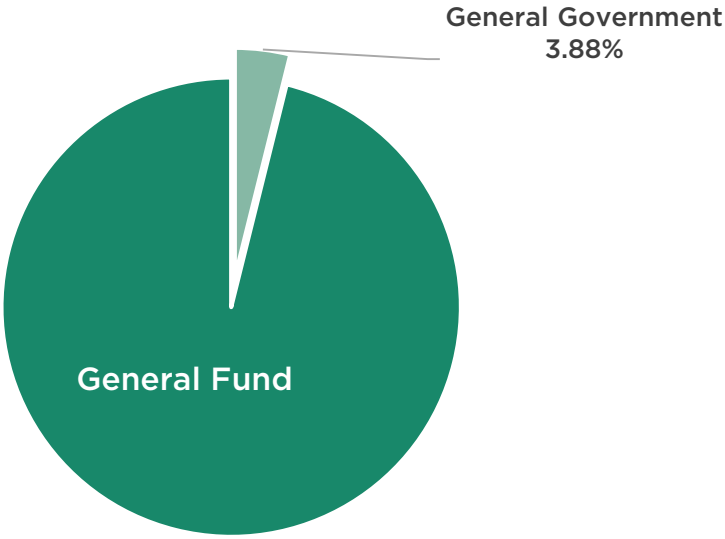
# City of Bedford
# General Government Organization Chart
# FY 2019 – 2020

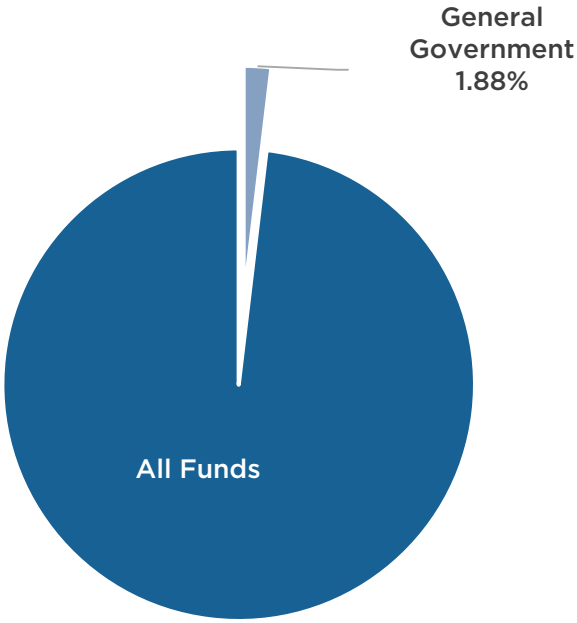


# GENERAL GOVERNMENT

## Total Expenditures
## $1,479,743



# GENERAL GOVERNMENT

## TOTAL EXPENDITURES
## $1,479,743

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Council | 136,615 | 220,135 | 218,450 | - | 218,450 |
| City Manager's Office | 737,463 | 722,933 | 745,337 | 2,036 | 747,373 |
| City Secretary's Office | 289,005 | 290,419 | 296,626 | 11,297 | 307,923 |
| Communications | - | - | 164,789 | 2,808 | 167,597 |
| PEG Fund | 20,265 | 38,400 | 38,400 | - | 38,400 |
| **TOTAL** | **$1,183,349** | **$1,271,887** | **$1,463,602** | **$ 16,141** | **$1,479,743** |

## Future Budget Considerations

Communications & Marketing - Studies have shown that in many cases, the only interaction the public will ever have with their local government is via social media. Along that same vein, to continue to work toward being responsive to the needs of the community, a major component is providing more timely and consistent information to residents via social media sites. The benefits of having a dedicated Communications and Social Media Specialist range from getting important information out to Bedford residents to creating brand awareness and loyalty.

In the past few Legislative sessions, bills have been introduced to eliminate the May uniform election date, which would force cities to move to the November uniform election date. Though these bills have ultimately failed, it is anticipated that similar bills will be introduced in future Legislative sessions. The November uniform election date is costlier due to the longer ballots and increased number of polling stations.

The City Secretary's Office will look at expanding the functions of the Laserfiche Document Management System to include tracking the retention period of non-permanent records and adding a web-based component. They will also look at adding users from other departments.

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: General Government  Division: City Council

## PROGRAM DESCRIPTION

The Mayor and City Council are the elected governing body of the City. The Mayor and City Council act as the policy making body of the City and are responsible for adopting all ordinances and resolutions, approving major expenditure items, and annually establishing the City's Program of Services through the adoption of the budget. They further establish a broader direction for the City through the adoption of vision and mission statements, as well as focus areas. Their vision statement is: "Bedford is a vibrant, transformational community. We achieve this through our pursuit of economic vitality, fostering sustainable neighborhoods and commercial areas and providing excellent customer service to our residents."

The City Council and staff engaged in a strategic planning process in June 2017 and February 2018. The Council formally adopted their strategic plan on May 8, 2018, which consists of the following five strategic focus areas:
1) Revitalization
2) Economic Vitality
3) Transformation
4) Organizational Excellence
5) Communicate and Engage with Citizens

## EXPENDITURE SUMMARY

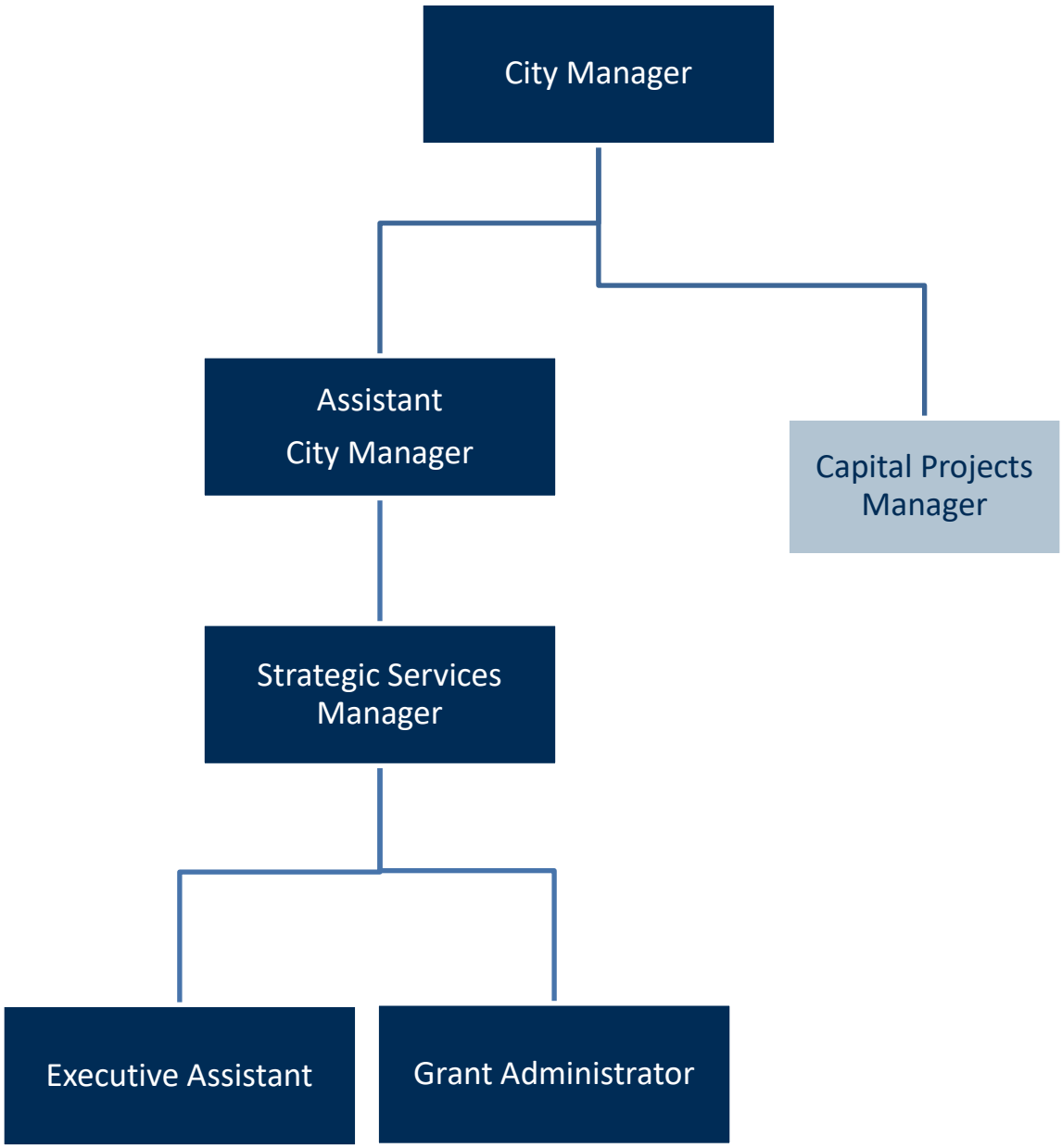
| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 749 | 1,883 | 850 | 350 | 850 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 125,389 | 134,733 | 219,285 | 133,000 | 217,600 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $126,137 | $136,615 | $220,135 | $133,350 | $218,450 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

# City of Bedford
# City Manager Division
# FY 2019 – 2020




*Capital Projects Manager position funding is included in the Phase Next project.

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: General Government  Division: City Manager

## PROGRAM DESCRIPTION

The City of Bedford operates under a Council-Manager form of government. The appointed City Manager is responsible for the daily operation of the City and is accountable to the City Council in carrying out adopted policy. The City Manager advises the City Council on the state of City operations and maintains open communication on any current issues.

The City Manager's Office provides direction and oversight to all City departments. They also work to ensure that citizens' needs and concerns are addressed in an expedient manner. This is done through coordination with all departments and a cohesive approach to problem solving.

The City Manager's Office is responsible for the formation and submission of the annual budget to maintain operations for the entire fiscal year. Additionally, this office provides financial reports that monitor budget performance.

## FY 2018-2019 HIGHLIGHTS

* Awarded $38,600 from the Office of the Governor through the FY2019 Edward J. Byrne Grant Program.
* Awarded $65,075 in grant funding. These funds support various departments throughout the City.
* Received the 23rd consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Lead the organization in achieving and implementing Council's priorities.
* Ensure fiscal responsibility through budget monitoring and timely reporting.
* Oversee the implementation of a comprehensive performance measurement program.
* Encourage employee participation in professional organizations for personal and professional growth in serving the citizens of Bedford.

***Communicate & Engage with Citizens***

* Utilize the Bedford Alert system to provide timely information for urgent and informational notices.

Fund: General

Department: General Government

Division: City Manager

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $789,649 | $691,674 | $686,293 | $707,663 | $713,233 |
| Supplies | 6,262 | 5,820 | 8,230 | 6,221 | 8,230 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 44,177 | 39,969 | 28,410 | 19,247 | 25,910 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $840,089 | $737,463 | $722,933 | $733,131 | $747,373 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Strategic Services Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Grant Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Capital Projects Manager | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| *TOTAL: | 5.00 | 5.00 | 5.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $26,900 |

Fund: General

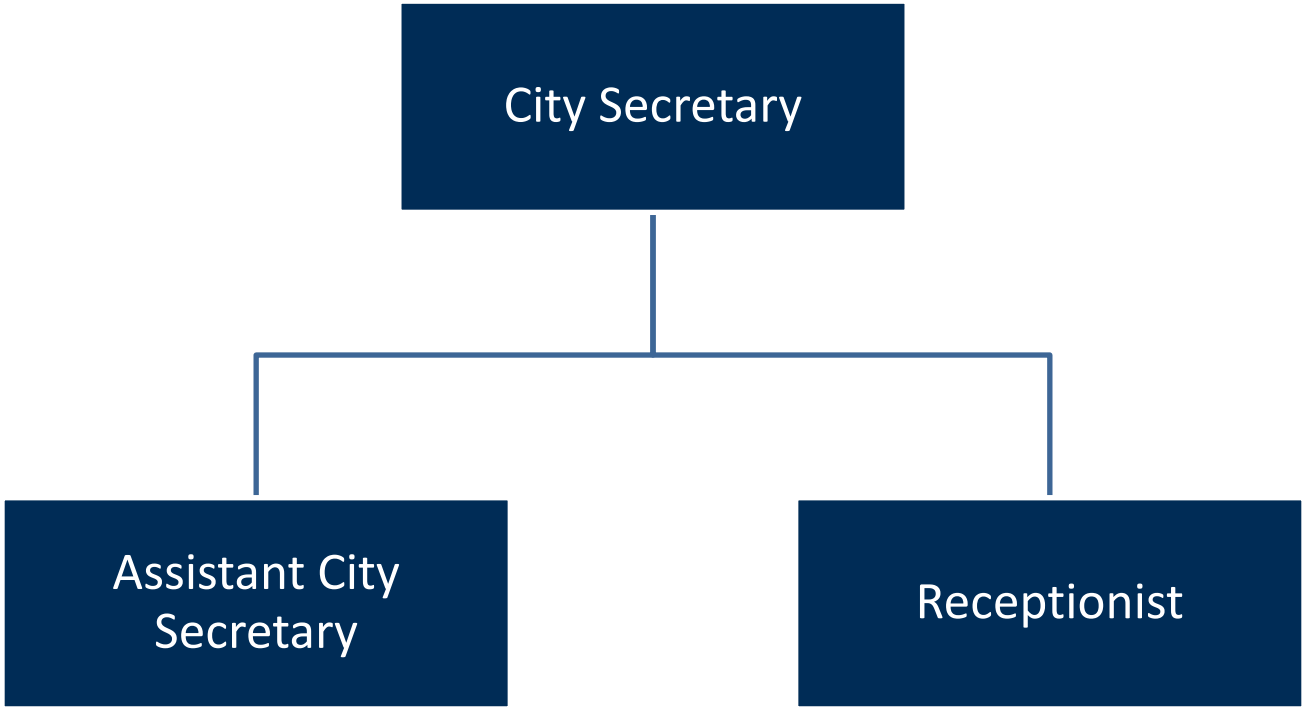
Department: General Government

Division: City Manager

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of FTEs | 5 | 5 | 6 | 6 |
| # of City Employees | 391.00 | 398.00 | 398.00 | 398.00 |
| # of Citizens | 49,234 | 49,330 | 49,330 | 49,526 |
| **OUTPUTS** | | | | |
| # of City Departments Managed | 8 | 8 | 8 | 8 |
| # of City Council Strategic Goals | 5 | 5 | 5 | 5 |
| # of Meetings/Workshops held with City Council | 26 | 26 | 27 | 26 |
| # of Joint Workshops held with City Council and Boards/Commissions | 1 | 5 | 1 | 5 |
| # of Professional Organizations Participated in by Staff | 6 | 6 | 6 | 6 |
| # of Grant Funding Applications Submitted | 13 | 10 | 18 | 15 |
| Amount of Grant/Program Funding Requested | $197,982 | $300,000 | $300,000 | $275,000 |
| **EFFICIENCY** | | | | |
| Division Budget as a % of the General Fund | 2.20% | 2.06% | 2.21% | 2.01% |
| City Maintenance & Operation Budget per Capita | $679.17 | $696.71 | $694.35 | $749.35 |
| # of Portal Registrations for Bedford Alert | 60 | 200 | 109 | 200 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Awards Received by City Departments or Personnel | 2 | 2 | 2 | 2 |
| # of Budget Amendments | 0 | 0 | 0 | 0 |
| Tax Rate (per $100 valuation) | $0.520000 | $0.561862 | $0.561862 | $0.569000 |
| # of Messages Sent with Bedford Alert | 201 | 150 | 141 | 150 |
| % of Unreserved General Fund Balance | 20.8% | 20% | 23.09% | 20% |
| % of Quarterly Reports Presented to City Council | 50% | 100% | 100% | 100% |
| # of Certifications/Licenses Held by Division Personnel | 2 | 1 | 2 | 2 |
| Amount of Grant/Program Funding Received | $121,713 | $150,000 | $76,342 | $150,000 |

# City of Bedford
# City Secretary Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: General Government Division: City Secretary

## PROGRAM DESCRIPTION

The City Secretary Division is responsible for accurately recording, publishing, indexing, and maintaining City Council records to include minutes, ordinances, resolutions, contracts, agreements, and other legal documents of the City of Bedford. Serving as the City's Records Management Officer, this office oversees a records management policy and records destruction policy to provide efficient, economical, and effective controls over the creation, distribution, organization, maintenance, and space allocation for all City records. It also handles requests made for City documents under the provisions of the Public Information Act. The City Secretary coordinates the election process for all City elections. This office coordinates daily communication and operations with the Mayor/Council, prepares and executes Council packets, processes alcohol and beverage registrations and reports, issues release of liens, and works with the City Manager's Office to respond to customer service complaints and issues.

## FY 2018-2019 HIGHLIGHTS

* Processed 411 public information requests with an average response time of 2.06 days.
* Destroyed approximately 125 boxes of records that had reached their retention threshold in compliance with State law and the City's Records Management Policy.
* Successfully coordinated the May General Election.
* Processed 15 Community Powered Revitalization applications.
* Processed 3 liens and lien releases.
* Scanned City Ordinances from 2007 - 2015 into the Laserfiche Document Management System.
* Scanned City Resolutions from 2008 - 2010 into the Laserfiche Document Management System.
* Scanned 130 Deed and Title files and 118 Easement files into the Laserfiche Document Management System.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Process liens in a timely and efficient manner.
* Coordinate the Community Powered Revitalization Program with 6Stones.

***Organizational Excellence***

* Update the City's Records Management Policy based on changes to State law and technology, and with input from other City departments
* Process alcohol beverage registrations in a timely and efficient manner.

***Communicate & Engage with Citizens***

* Prepare Council agenda packets without error and in a timely fashion, as well as making them available on the City's website.
* Respond to requests for public information in a timely and efficient manner, and in accordance with State law.
* Coordinate City elections in accordance with State law and the City's Charter, and make important information regarding the election easily accessible to the voters.
* Coordinate the appointment process for the City's Boards and Commissions and maintain accurate records for these Boards and Commissions both in the City's files and the City's website.

Fund: General

Department: General Government

Division: City Secretary

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $217,769 | $228,457 | $238,109 | $238,286 | $254,673 |
| Supplies | 8,986 | 9,430 | 10,150 | 11,960 | 10,050 |
| Maintenance | 1,704 | 1,896 | 3,000 | 2,970 | 3,000 |
| Contractual Services | 33,284 | 49,223 | 39,160 | 38,820 | 40,200 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $261,742 | $289,005 | $290,419 | $292,036 | $307,923 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| City Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Security Attendant/Receptionist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $16,500 |

Fund: General

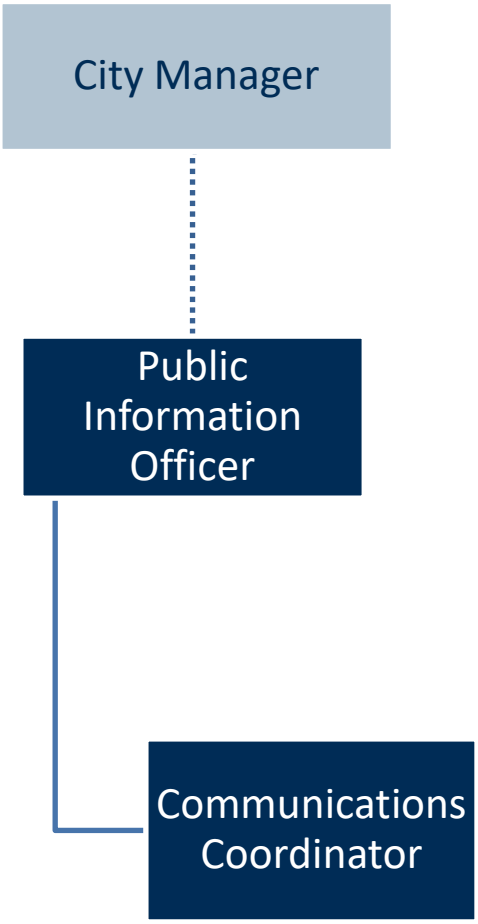
Department: General Government

Division: City Secretary

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of FTEs | 3 | 3 | 3 | 3 |
| # of Registered Voters | 31,674 | 32,000 | 32,000 | 32,050 |
| # of Board and Commission Members | 102 | 102 | 102 | 102 |
| **OUTPUTS** | | | | |
| # of Elections Conducted | 2 | 1 | 1 | 1 |
| # of Regular Council Meetings Attended | 21 | 23 | 23 | 23 |
| # of Special Council Meetings and Work Sessions Attended | 9 | 10 | 12 | 12 |
| # of Ordinances and Resolutions Indexed | 150 | 150 | 135 | 135 |
| # of Pages of Minutes Produced | 224 | 180 | 225 | 225 |
| # of Public Information Requests Processed | 335 | 340 | 430 | 430 |
| # of Alcoholic Beverage Registrations Filed | 8 | 10 | 2 | 6 |
| # of Liens /Release of Liens Processed | 8 | 10 | 4 | 5 |
| # of Board and Commission Applications Processed | 54 | 50 | 65 | 55 |
| # of Boxes of Records Destroyed | 362 | 300 | 200 | 200 |
| **EFFICIENCY** | | | | |
| Election Cost per Election | $12,855 | $11,500 | $9,600 | $13,300 |
| Election Cost per Registered Voter | $0.41 | $0.36 | $0.30 | $0.42 |
| Election Cost per Actual Voter | $3.69 | $5.75 | $4.57 | $6.65 |
| Election Cost per Capita | $0.26 | $0.23 | $0.19 | $0.27 |
| Division Budget as % of General Fund | 0.86% | 0.83% | 0.85% | 0.83% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of City Council Minutes Approved Without Changes | 100% | 100% | 100% | 100% |
| % of Agendas Posted Without Errors | 100% | 100% | 97% | 100% |
| % of Board and Commission Positions Filled | 90% | 90% | 85% | 90% |
| % of Public Information Requests Responded to in Ten Days or Less | 99.7% | 99% | 99% | 99% |
| % of Public Information Requests Responded to in Five Days or Less | 85.7% | 88% | 85% | 88% |
| Average # of Days to Respond to Public Information Requests | 2.45 | 2.25 | 2.20 | 2.25 |

# City of Bedford
# Communications & Marketing Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: General Government  Division: Communications & Marketing

## PROGRAM DESCRIPTION

The Communications & Marketing team serves as the liaison between the citizens, staff, and Bedford City government, as well as neighboring communities. It promotes access to information on local and regional issues and continues to improve community relations through communication. This includes: cable programming (B-TV), updating multiple websites (i.e. public, employee, departments, and Council), creation of special publications, media relations, special events, and crisis communications. The team also develops advertising and promotional campaigns to enhance the image of all City departments.

## FY 2018-2019 HIGHLIGHTS

* Successfully switched from a printed version of the Bedford Connection magazine to a digital-only version on the website.
* Assisted in the creation of an IntrAnet for employees with the Human Resources Department and CivicPlus.
* The team continues to build followers on the City Facebook page by contributing quality content, creating and implementing several different campaigns, as well as utilizing the "Events Page" and "Promote Events" features more frequently.
* Developed and created a shared calendar for employees to use to better coordinate in scheduling activities among departments.
* Developed a script and created content for a video explaining how Budget funds are used throughout the City.
* Created a Public Participation Plan for departments to better communicate upcoming projects and their impact to the public.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Promote Bedford as the ideal conference and lodging choice in the Dallas/Fort Worth Metroplex, due to it's central location.

***Economic Vitality***

* Provide awareness to the community on City of Bedford policy changes and procedures.
* Provide marketing and promotional assistance to hotels located in Bedford.
* Promote and advertise Cultural Commission events more frequently by utilizing various social media tools.

***Organizational Excellence***

* Oversee all media requests and marketing efforts in a timely fashion.
* Respond to various questions from the public on social media sites.

***Communicate & Engage with Citizens***

* Produce, edit and create content for the digital magazine, The Bedford Connection.
* Produce and maintain content for the City of Bedford website.
* Update public concerns regarding severe weather and environmental issues.
* Created a Communications and Public Participation Plan to assist in making citizen and public communication a primary goal.
* Inform residents of water outages, street closures, testing of the emergency sirens, and weather related issues.
* Encourage citizen participation in City of Bedford events, utilizing social media and other communication tools.
* Shoot pictures and video to promote the City of Bedford for use on social media sites, websites, posters, and B-TV.

Fund: General

Department: General Government

Division: Communications & Marketing

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $123,351 | $130,009 | $140,684 | $147,703 | $146,827 |
| Supplies | 4,615 | 969 | 4,300 | 4,300 | 4,300 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 16,879 | 9,735 | 21,170 | 18,906 | 16,470 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $144,845 | $140,713 | $166,154 | $170,909 | $167,597 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Public Information Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Communication Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

## SIGNIFICANT CHANGES

No significant changes

Fund: General

Department: General Government

Division: Communications & Marketing

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Number of FTE's | 2 | 2 | 2 | 2 |
| Advertising Budget | $10,000 | $10,000 | $10,000 | $10,000 |
| **OUTPUTS** | | | | |
| # of Press Releases and/or Press Contacts | 63 | 55 | 55 | 62 |
| # of Facebook Followers | 7,050 | 7,300 | 8,050 | 8,150 |
| # of Facebook Events and Promotions Created | 31 | 35 | 45 | 100 |
| # of Twitter Followers | 1,740 | 1,910 | 2,125 | 2,300 |
| # of Events Worked and/or Attended | 48 | 35 | 30 | 45 |
| # of Council Meetings Attended to Run Audio/Visual Equipment | 25 | 23 | 21 | 30 |
| # of Mentions in Media Outlets | 49 | 50 | 45 | 65 |
| # of Time Warner Cable Projects | 130 | 120 | 60 | 110 |
| **EFFICIENCY** | | | | |
| Advertising Budget per Capita | $0.20 | $0.21 | $0.20 | $0.20 |
| Division Budget as a % of the General Fund | 0% | 0% | 0% | 0.45% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Publications Prepared on Time | 75% | 100% | 100% | 100% |
| % of Media Calls Responded to Within 24 Hours | 100% | 100% | 100% | 100% |
| % of Facebook Questions Responded to Within 48 Hours | 90% | 100% | 100% | 100% |
| % of Increase of Facebook Followers | 26% | 31% | 15% | 22% |
| % of Increase of Twitter Followers | 20% | 30% | 33% | 17% |
| % of Emergency Notifications Sent Out Within 1 Hour of Receipt | 100% | 100% | 100% | 100% |
| % of Increase in Videos Produced | 20% | 30% | 30% | 20% |
| % of Time Warner Cable Service Interruptions Resolved by Staff | 100% | 40% | 100% | 100% |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Public, Education, Government (PEG)

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

In December 2012, Time Warner Cable terminated its local franchise with the City of Bedford and opted into statewide franchising in accordance with the adoption of SB 1087 in the 2011 legislature. SB 1087 allowed each local incumbent cable franchisee to terminate all of its local franchises in cities of less than 215,000, if done so by December 31, 2011. This is also in compliance with the SB 5 from the 2005 legislature, which transferred cable franchising authority to the Public Utility Commission. Also, in accordance with SB 1087, a municipality must set up a separate PEG fund at the time of franchise termination to collect and account for the public, educational, and governmental (PEG) fee which goes into effect at the time of termination. The PEG fee is an additional 1% of gross revenue and can only be spent on capital items for the local access channel as described by federal law. The PEG fee is also required of AT&T, as well as any future cable provider that may choose to provide service in Bedford.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 20,927 | 20,265 | 20,000 | 20,000 | 20,000 |
| Maintenance | 740 | - | - | - | - |
| Contractual Services | 8,635 | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | 54,262 | - | 18,400 | 18,400 | 18,400 |
| TOTAL: | $84,564 | $20,265 | $38,400 | $38,400 | $38,400 |

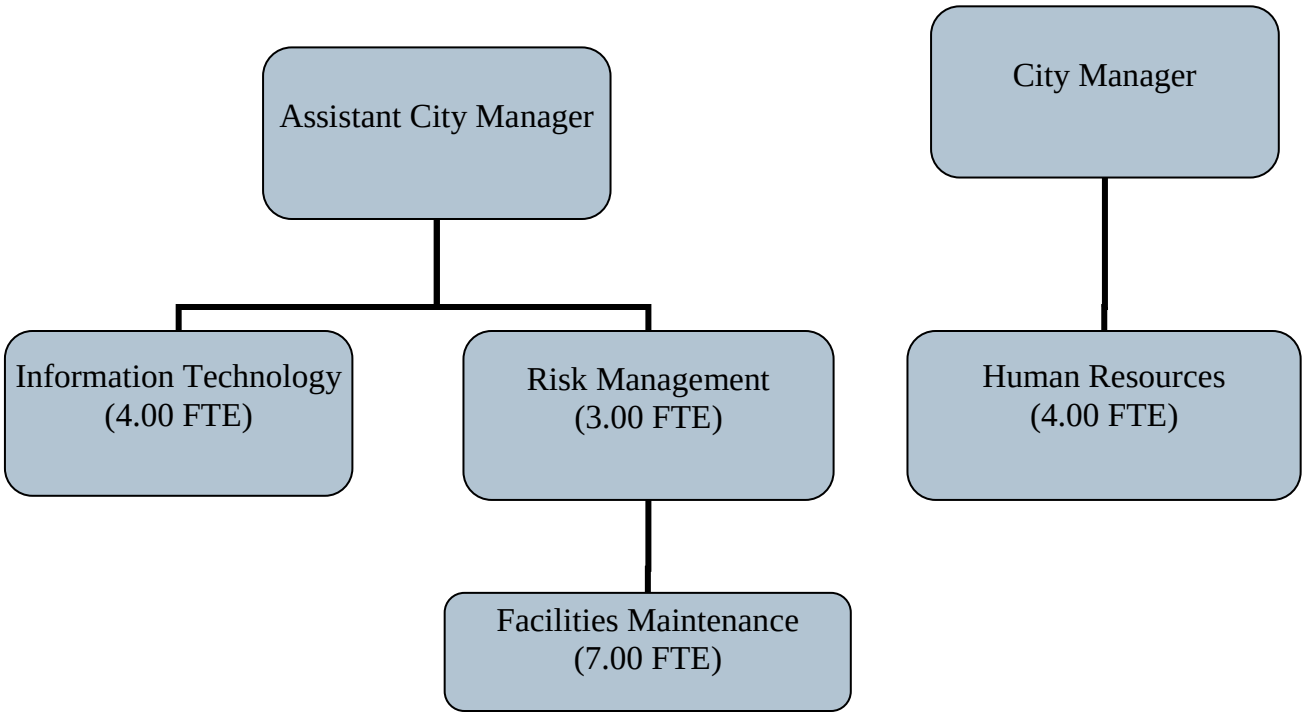
*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

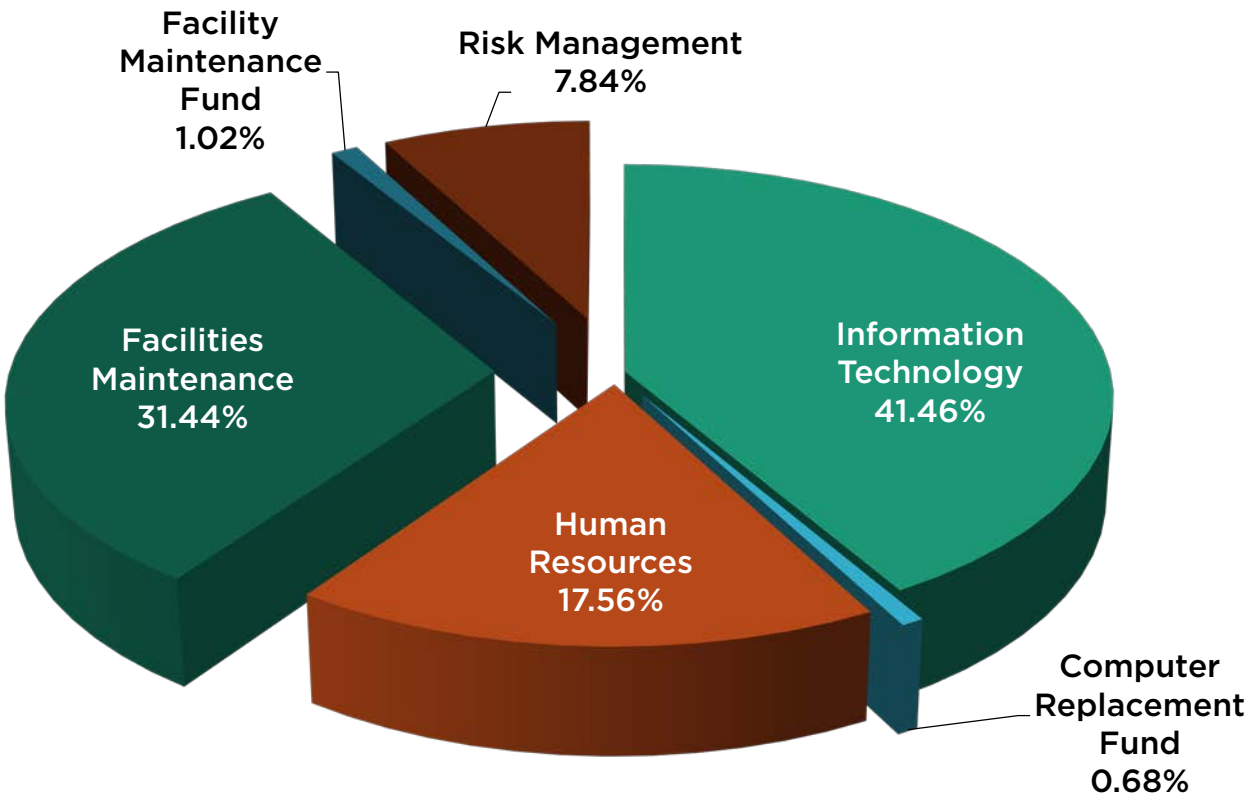
# SUPPORT SERVICES

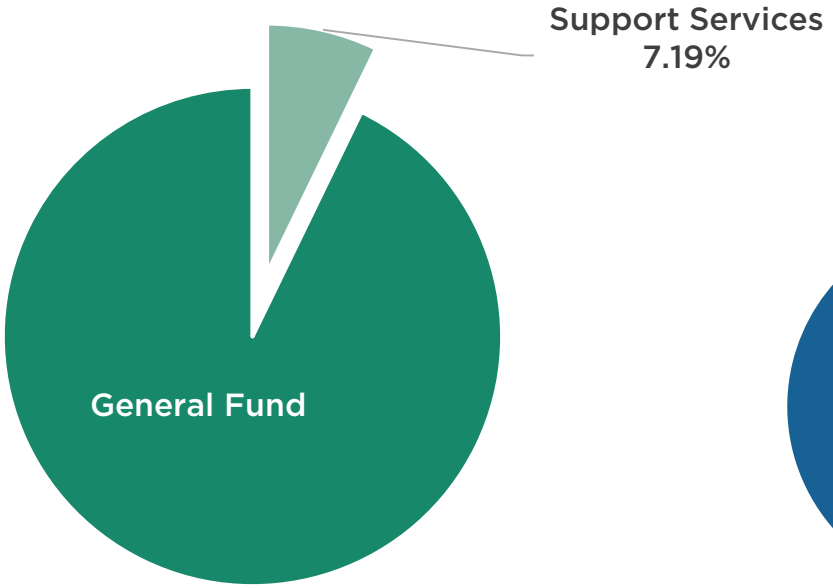
# City of Bedford
# Support Services Organization Chart
# FY 2019 – 2020

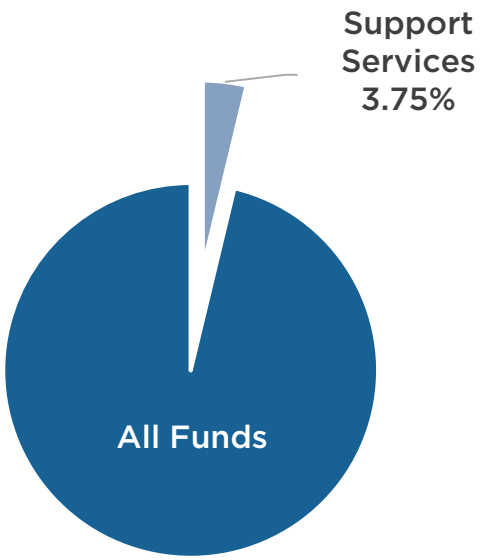


# SUPPORT SERVICES

## Total Expenditures
## $2,950,484



# SUPPORT SERVICES

## TOTAL EXPENDITURES
## $2,950,484

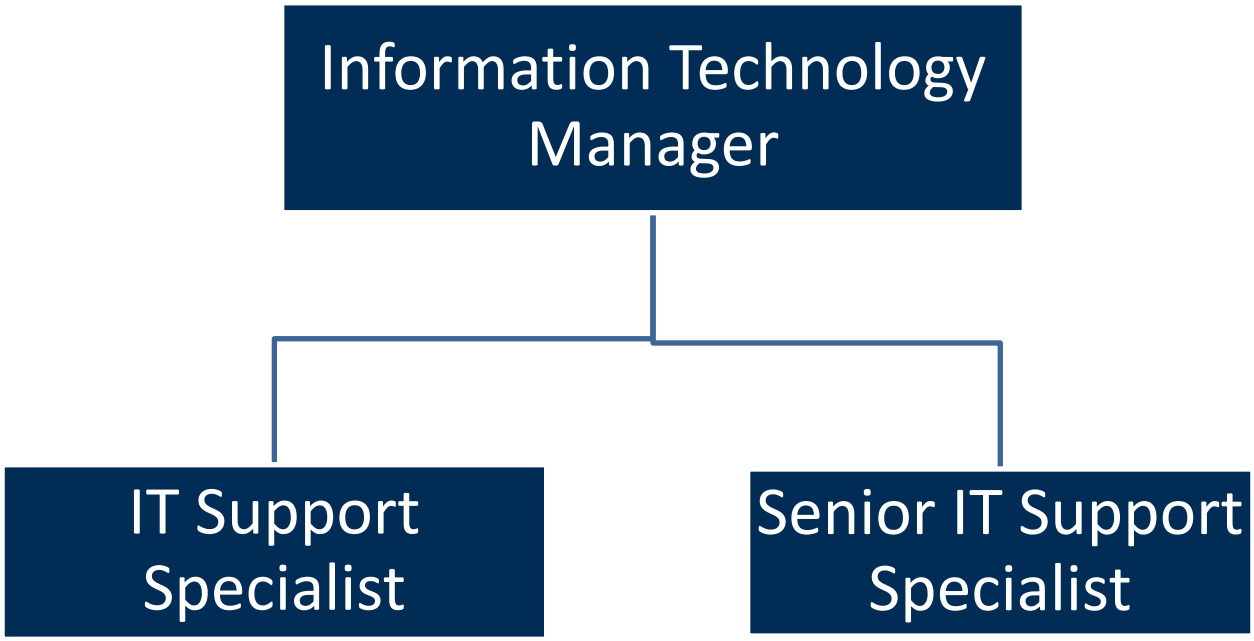
| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Information Systems | 1,215,475 | 888,847 | 1,222,951 | 463 | 1,223,414 |
| Human Resources | 420,033 | 505,846 | 518,141 | - | 518,141 |
| Facilities Maintenance | 740,259 | 785,598 | 788,860 | 138,897 | 927,757 |
| Risk Management | 220,283 | 223,043 | 231,172 | - | 231,172 |
| Computer Replacement Fund | 2,337 | 20,000 | 20,000 | - | 20,000 |
| Facilities Maintenance and Repair Fund | 5,665 | 30,000 | 30,000 | - | 30,000 |
| **TOTAL** | **$2,604,053** | **$2,453,334** | **$2,811,124** | **$ 139,360** | **$2,950,484** |

## Future Budget Considerations

Human Resources: HR seeks to provide a safe and healthy working environment for employees by increasing employee engagement through relevant well-being activities and team building driven events. Regulatory compliance continues to be an ever-changing and evolving concern for Human Resource professionals. The Trump administration is having a significant impact on the workplace. There has been a continual push toward a smaller federal government, directing more authority to states and localities. Some of the leading federal issues that will remain top of mind in 2019-2020 include the Affordable Care Act and the uncertain future of healthcare. HR staff will closely monitor developments/changes to overtime exemptions, GINA and wellness and the ADA, as these expected changes occur.

Facilities Maintenance: The new multi-purpose building will require staffing increase in both custodial services (5-9 FTEs) and facility maintenance (1-2 FTEs) staff. The library carpet has been in service for more than eight years now. Many of the high traffic areas are showing signs of wear. Much of the HVAC equipment throughout the City is over 15 years old and in need of replacement. A replacement plan is in place but continued funding is needed.

**City of Bedford**
**Information Technology Division**
**FY 2019 – 2020**



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Support Services Division: Information Technology

## PROGRAM DESCRIPTION

The Information Technology (IT) Division serves other City departments through a series of services that include integating computer systems, coordinating, negotiating and managing information technology related contracts, technology assistance, and support. The Division creates the technological environment that enables City employees to quick access vital information using the most efficient and cost effective hardware and computer systems. The IT Division assists City departments in responding to the needs of the citizens by enabling City employees to quickly access vital information. Staff is dedicated to providing quality service through teamwork, partnerships, and developing team and individual strengths.

## FY 2018-2019 HIGHLIGHTS

* Completed the installation of the Cisco Telephone/Voice Project.
* Continued deployments of Windows 10 computers to staff.
* Installed the server hardware, designed and implemented the required network changes for Zuercher (Police Software).

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Provide and maintain a secure, reliable, and effective Information Technology Infrastructure.
* Effectively assist our user-base on their support request in the most timely manner possible.
* Take a multi-layered approach to protecting the CoB network from cyber threats.

Fund: General

Department: Support Services

Division: Information Technology

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $390,322 | $407,483 | $409,777 | $393,391 | $418,219 |
| Supplies | 9,547 | 14,079 | 16,100 | 14,850 | 216,200 |
| Maintenance | 107,722 | 122,734 | 207,840 | 211,140 | 281,640 |
| Contractual Services | 104,525 | 237,695 | 159,630 | 167,233 | 210,945 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | 64,639 | 160,045 | 95,500 | 95,407 | 96,410 |
| Capital Outlay | - | 273,437 | - | - | - |
| TOTAL: | $676,754 | $1,215,475 | $888,847 | $882,021 | $1,223,414 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Information Technology Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior IT Support Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| IT Support Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| *TOTAL: | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $8,000 |
| Supplemental to replace Public Safety Mobile Data Computers | $200,000 |
| Software maintenance contract expense for Police Department software | $85,000 |
| Added funding for licensing cost of Cisco SMARTnet | $26,375 |

Fund: General

Department: Support Services

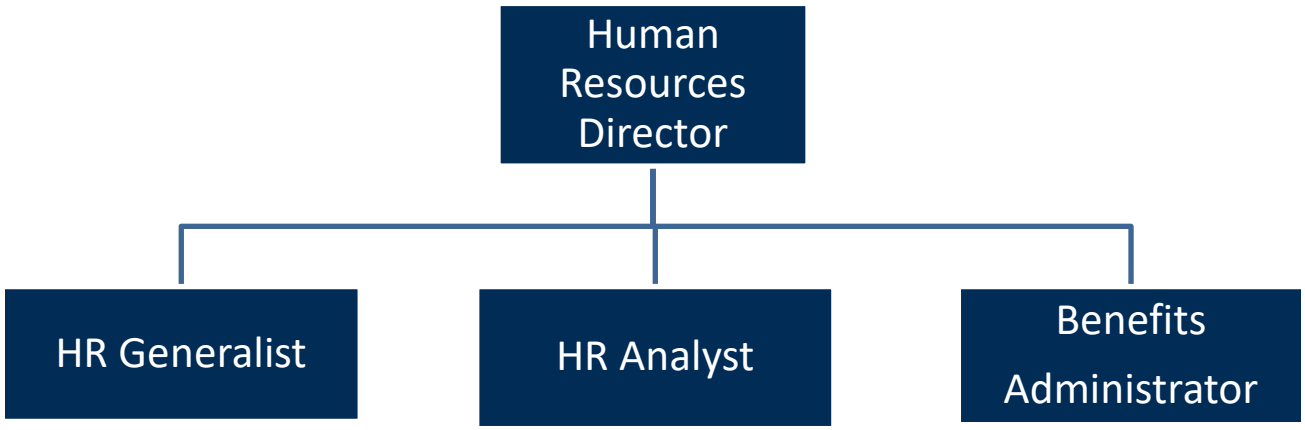
Division: Information Technology

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of User-Based Computers | 490 | 490 | 473 | 502 |
| # of Desktop Telephone Instruments | 600 | 600 | 318 | 335 |
| **OUTPUTS** | | | | |
| # of Service Requests | 2,200 | 2,200 | 1,200 | 1,200 |
| **EFFICIENCY** | | | | |
| % of Service Request Cleared Within 24 Hours | 99% | 99% | 91% | 95% |
| Division Budget as a % of the General Fund | 3.63% | 2.54% | 2.58% | 3.30% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Threats Blocked at User Workstation | NM | 1,200 | 1,200 | 1,200 |

NM - New Measure

# City of Bedford
# Human Resources Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Support Services Division: Human Resources

## PROGRAM DESCRIPTION

The Human Resources Division supports City departments by developing, executing, and evaluating programs, processes and procedures to ensure workforce maximization, retention and well-being. The Division is a business partner to the other City departments by providing services that include recruitment and on-boarding, benefits planning and administration, compensation planning and administration, employee relations, policy development and oversight, management coaching, employee training and development, and legal compliance.

## FY 2018-2019 HIGHLIGHTS

* Held Employee Benefits Fair to promote wellness.
* Provided Seasonal Employee Training Program to educate seasonal employees on good customer service, as well as educating them on workplace harassment.
* Held employee events to promote teamwork and camaraderie City-wide to improve employee engagement: Christmas Door Decorating Contest, Halloween Costume Contest, Chili Cook-off and Pepper Eating Contest, Employee Outrageous Games.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Focus on staff training and development in order to better serve the needs of our customers.
* Continue to be a resource and advocate for employees in all functional HR areas.
* Ensure that all laws, regulations, and personnel policies are fairly and consistently applied to all employees.
* Continue to promote employee engagement through involvement and activities.
* Develop hiring and promotion processes that are selective of those who are humble, hungry and smart.

***Communicate & Engage with Citizens***

* Provide responsive service to internal and external customers.

Fund: General

Department: Support Services

Division: Human Resources

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $283,445 | $290,115 | $388,586 | $362,701 | $400,131 |
| Supplies | 12,040 | 27,762 | 44,130 | 43,197 | 46,040 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 123,867 | 102,156 | 73,130 | 74,120 | 71,970 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $419,351 | $420,033 | $505,846 | $480,018 | $518,141 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Human Resource Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resource Generalist | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Human Resource Analyst | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Benefits Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Staffing & Development Coordinator | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| Human Resource Coordinator | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| *TOTAL: | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $11,500 |

Fund: General

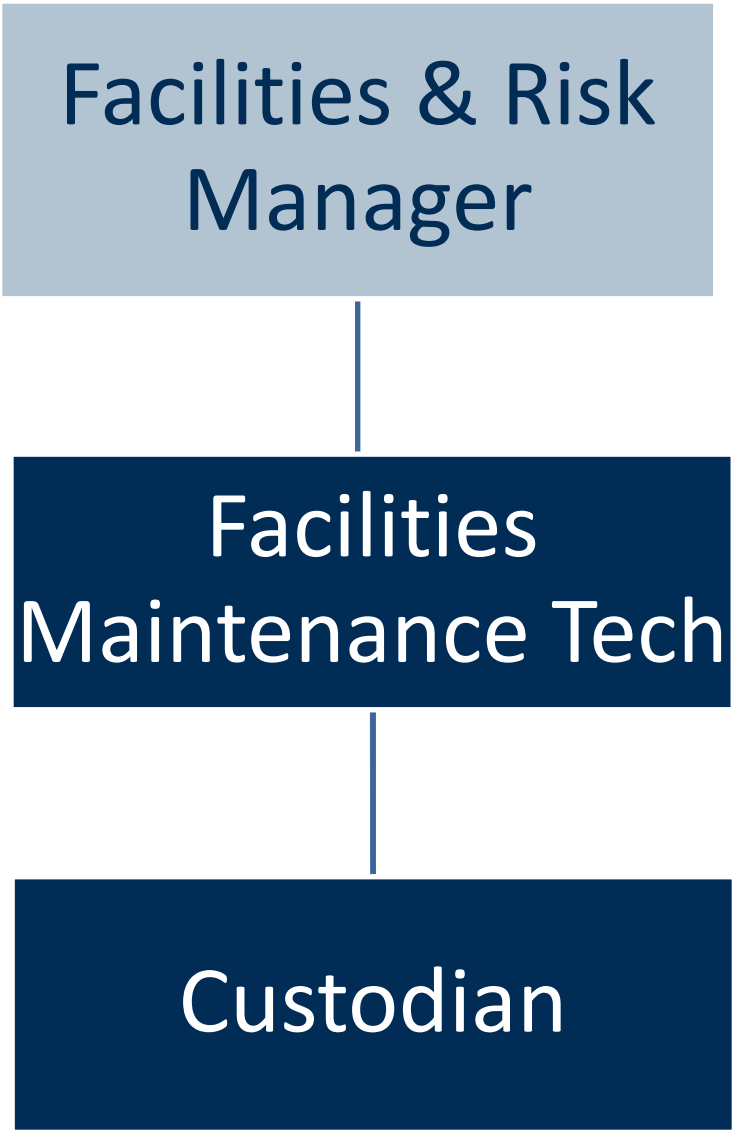
Department: Support Services

Division: Human Resources

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of HR FTEs | 4 | 4 | 4 | 4 |
| # of Payrolls Processed | 29 | 29 | 39 | 56 |
| # Regular FTEs | 365.68 | 354.84 | 348.70 | 365 |
| # Seasonal EEs | 121 | 120 | 123 | 69 |
| **OUTPUTS** | | | | |
| Background Checks Processed (Pre-employment, Volunteers and Contractors) | 142 | 110 | 118 | 125 |
| # Job Postings Processed | 61 | 115 | 50 | 50 |
| # New Hires On-boarded | 59 | 53 | 47 | 55 |
| # Terms Off-boarded | 58 | 40 | 37 | 35 |
| **EFFICIENCY** | | | | |
| Division Budget as % of General Fund | 1.25% | 1.44% | 1.40% | 1.40% |
| # HR FTEs to 100 Employee FTEs | 1 per 88 | 1 per 118 | 1 per 88 | 1 per 90 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % Eligible Employees Obtaining an Annual Physical | 95% | 95% | 95% | 99% |
| % Eligible Spouses Obtaining an Annual Physical | 94% | 94% | 94% | 99% |
| Voluntary Turnover Rate | 4.81% | 5% | 5.58% | 5% |
| Involuntary Turnover Rate | 0.28% | 0.28% | 2.72% | 2.5% |

**City of Bedford**
**Facilities Maintenance Division**
**FY 2019 – 2020**



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Support Services Division: Facilities Maintenance

## PROGRAM DESCRIPTION

The purpose of the Facilities Maintenance Division is to manage building operations and maintenance activities in order to maintain and improve the City's infrastructure. Facilities Maintenance provides general maintenance, custodial services, heating and air conditioning (HVAC) control, security and fire system monitoring, and outstanding customer service to 13 facilities spread throughout Bedford. Staff also coordinates annual elevator inspections, window cleaning, pest control, carpet cleaning, boiler inspections, fire alarm system inspections, fire extinguisher inspections, and fire sprinkler system inspections.

## FY 2018-2019 HIGHLIGHTS

* Completed roof and truss replacement project at Old Bedford School.
* Replaced carpet in bunk room at Fire Station 3.
* Removed and replaced 8 HVAC units at Public Works.
* Completed bathroom renovations at Public Works.
* Installed two new entrance lights at the Forest Ridge and Bedford Road entrances of the Library.
* Replaced 17 external fixtures at City Hall with 6 energy efficient LED fixtures.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Economic Vitality***

* Maximize the useful life of all buildings and equipment.
* Increase operational effectiveness and efficiency of all facilities through preventive maintenance program.
* Maintain all city building at a level that ensures each facility is aesthetically pleasing, safe, clean and sanitary; providing for a healthy environment for both internal and external customers.

***Transformation***

* Improve and endorse energy efficiency in all public buildings.

***Organizational Excellence***

* Provide outstanding support services to all departments.
* Provide outstanding customer service to all internal and external customers by responding to all service requests in a timely, efficient, and professional manner.

***Communicate & Engage with Citizens***

* Identify and correct facility deficiencies and needs through periodic review of existing systems and system components.
* Ensure all facilities are neat, clean, and maintained to the highest standards possible.

Fund: General

Department: Support Services

Division: Facilities Maintenance

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $308,728 | $339,318 | $346,573 | $350,408 | $353,132 |
| Supplies | 43,513 | 51,691 | 44,690 | 44,690 | 44,690 |
| Maintenance | 162,537 | 221,097 | 222,500 | 212,500 | 230,500 |
| Contractual Services | 130,645 | 108,999 | 143,835 | 135,865 | 143,835 |
| Utilities | 20,751 | 19,153 | 28,000 | 21,791 | 28,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | 127,600 |
| TOTAL: | $666,174 | $740,259 | $785,598 | $765,254 | $927,757 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Tech | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Custodian | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| *TOTAL: | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $3,200 |
| Funding for Compression adjustments in compensation | $3,200 |
| Supplemental for flooring replacement in Fleet Offices | $8,000 |
| Supplemental for Fire Station 3 Drive Improvements | $55,000 |
| Supplemental for HVAC Replacement at Fire Station 1 | $72,600 |

Fund: General

Department: Support Services

Division: Facilities Maintenance

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Facility Maintenance FTEs | 2 | 2 | 2 | 2 |
| # of General Maintenance Work Orders Generated | 754 | 700 | 685 | 700 |
| # of High Priority Work Orders Generated | 124 | 100 | 77 | 100 |
| # of Custodial FTEs | 5 | 5 | 5 | 5 |
| **OUTPUTS** | | | | |
| % of General Maintenance Work Orders Completed | 93% | 95% | 99% | 99% |
| **EFFICIENCY** | | | | |
| Division Budget as a % of the General Fund | 2.21% | 2.24% | 2.23% | 2.50% |
| % of General Maintenance Work Orders Responded to Within 24 Hours | 36% | 50% | 50% | 60% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of General Maintenance Work Orders Completed Within 72 hours | 57% | 98% | 75% | 60% |
| Average Customer Satisfaction With All Maintenance Services | 98% | 100% | 100% | 100% |

# City of Bedford
# Risk Management Division
# FY 2019 – 2020

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Support Services Division: Risk Management

## PROGRAM DESCRIPTION

The Risk Management Division is responsible for overseeing the City's Risk Management program, sale of surplus assets, as well as contractual services related to City facilities. This includes monitoring the City's insurance program for adequacy of coverage, loss prevention, rates, and overseeing all aspects of facility-related contractual services. This Division also works closely with the Texas Municipal League to identify and react to trends that negatively impact the City insurance rates, i.e. increases in work-related injuries with similar circumstances.

## FY 2018-2019 HIGHLIGHTS

* Formed Safety Committee.
* Wrote and implemented Safety Manual.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Economic Vitality***

* Work with safety committee to identify safety training needs.
* Implement safety and loss prevention policies and procedures.
* Work with Texas Municipal League to assess, manage, and mitigate risk to city facilities and employees.

***Transformation***

* Work with employees to ensure safe work environments.

***Organizational Excellence***

* Ensure weekly safety "tailgate" meetings conducted and documented.
* Participate in and support safety training where appropriate.

Fund: Water & Sewer

Department: Support Services

Division: Risk Management

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $191,706 | $212,164 | $213,443 | $161,239 | $221,572 |
| Supplies | 538 | 708 | 1,250 | 1,150 | 1,250 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 7,278 | 1,058 | 2,350 | 2,350 | 2,350 |
| Utilities | 5,840 | 6,353 | 6,000 | 6,559 | 6,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $205,363 | $220,283 | $223,043 | $171,298 | $231,172 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Facilities & Risk Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Risk Management Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $8,100 |

Fund: Water & Sewer

Department: Support Services

Division: Risk Management

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of FTEs | 2 | 0 | 2 | 0 |
| # of Workers' Compensation Claims Filed | 39 | 0 | 20 | 0 |
| # of Property Claims Filed | 2 | 0 | 1 | 0 |
| # of General Liability Claims Filed | 2 | 0 | 5 | 0 |
| # of Auto Liability Claims Filed | 15 | 0 | 3 | 0 |
| # of Law Enforcement Claims Filed | 2 | 0 | 0 | 0 |
| **OUTPUTS** | | | | |
| # of Lost Time Injuries | 1 | 0 | 0 | 0 |
| **EFFICIENCY** | | | | |
| Average % of Change to Premium for Workers' Compensation | 0.08% | -.03% | -.03% | 0.0 |
| Average % of Change to Premium for Property | 12% | 17% | 17% | -5% |
| Average % of Change to Premium for General Liability | 24% | -20% | -20% | -10% |
| Average % of Change to Premium for Auto Liability | 23% | -17% | -17% | -5% |
| Division Budget as a % of Water & Sewer Fund | 1.14% | 0.97% | 0.71% | 0.97% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Claims Filed Within 72 Hours | 95% | 100% | 100% | 100% |
| # of Fines Levied by Texas Workers' Compensation Commission | 0 | 0 | 0 | 0 |
| % of Lost Time Injuries Returned to Work Light Duty | 0 | 0 | 0 | 0 |
| # of Injuries that Result in No Lost Time Due to Light Duty Program | 0 | 0 | 0 | 0 |

City of Bedford
Program Summary
FY 2019-2020

Fund: Computer Replacement

Department: Support Services Division: Administration

## PROGRAM DESCRIPTION

The Computer Replacement Fund was established to have a pay-as-you-go fund for computer and server replacement. Funding is provided through an operating transfer from the General Fund. This allows the accumulation of funds for larger capital purchases that cannot be absorbed in the operating budget.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 45,556 | 2,337 | - | - | 20,000 |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | 9,500 | - | 20,000 | 20,626 | - |
| TOTAL: | $55,056 | $2,337 | $20,000 | $20,626 | $20,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for technology replacements | $20,000 |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Facility Maintenance

Department: Support Services Division: Administration

## PROGRAM DESCRIPTION

The Facilities Maintenance Fund was established to have a pay-as-you-go maintenance fund for City facilities. Funding is provided through an operating transfer from the General Fund. This allows the accumulation of funds for larger maintenance efforts that cannot be absorbed in the operating budget.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | $14,281 | - | - | - | - |
| Supplies | 27,044 | - | - | - | - |
| Maintenance | - | - | 30,000 | 30,000 | 30,000 |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | 5,665 | - | - | - |
| TOTAL: | $41,325 | $5,665 | $30,000 | $30,000 | $30,000 |

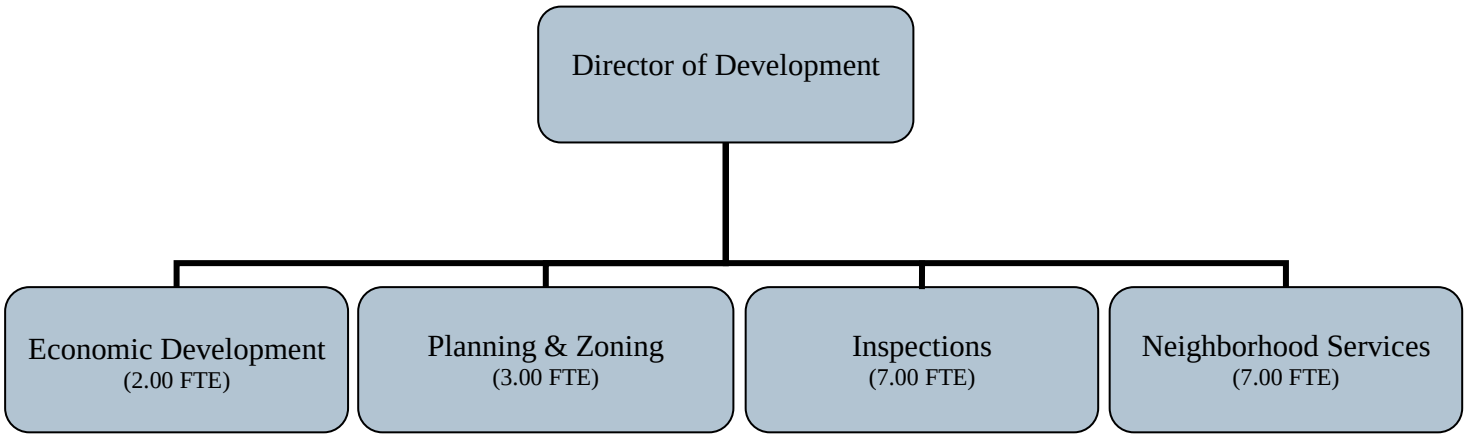
*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

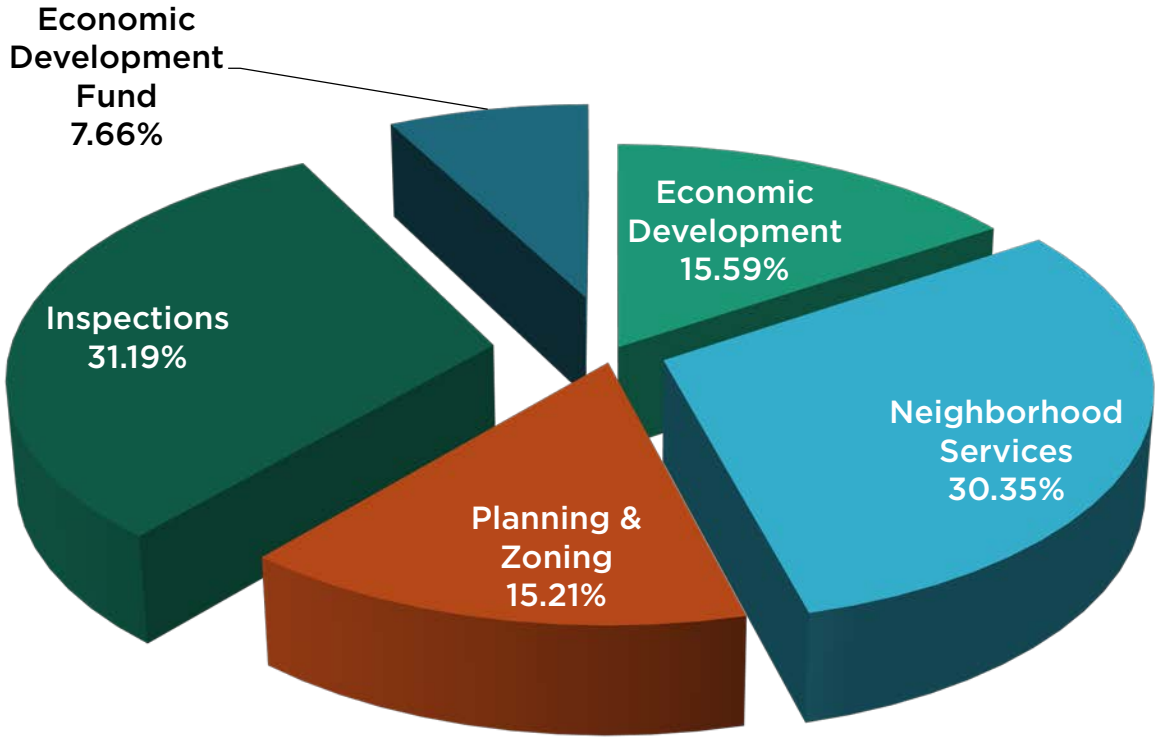
# DEVELOPMENT

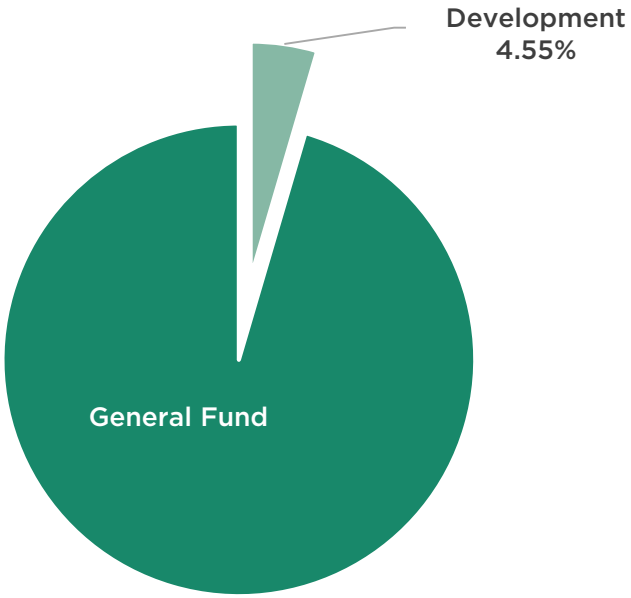
# City of Bedford
# Development Organization Chart
# FY 2019 – 2020

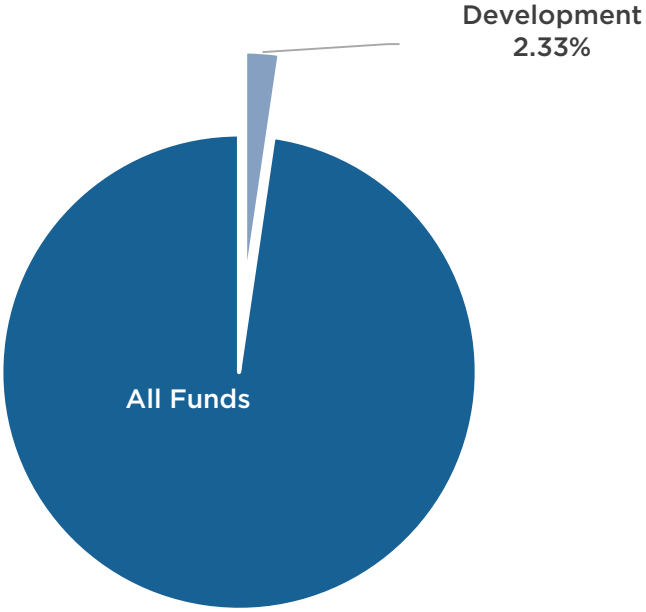


# DEVELOPMENT

## Total Expenditures
## $1,827,444



# DEVELOPMENT

## TOTAL EXPENDITURES
## $1,827,444

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Economic Development | 102,362 | 201,187 | 281,098 | 3,803 | 284,901 |
| Neighborhood Services | - | - | 554,626 | - | 554,626 |
| Inspections | 547,993 | 570,735 | 569,708 | 332 | 570,040 |
| Planning & Zoning | 371,162 | 403,060 | 270,920 | 6,957 | 277,877 |
| Economic Development Fund | - | 40,000 | 140,000 | - | 140,000 |
| **TOTAL** | **$1,021,516** | **$1,214,982** | **$1,816,352** | **$ 11,092** | **$1,827,444** |

## Future Budget Considerations

Staff is continuing to see an increase in redevelopment activity. With such activity, various types of studies and marketing initiatives may be helpful to capitalize on new opportunities. The Bedford Comprehensive Plan identifies several intersections as commercial focus areas for future study. Feasibility studies for redevelopment, public/private partnerships, and an updated retail analysis are some examples.

Based on the completion of the design standards for Bedford Commons, there may be a need for additional resources to help and facilitate the vision, and take it to the next step with the development community.

Staff is in the process of forming the new Neighborhood Services Division. The primary charge of this division will be to create outreach programs to facilitate and incentivize the revitalization of older residential neighborhoods. These programs will require additional resources that will impact future budgets.

The Department is using a plotter (large format printer) that is reaching its life expectancy. Staff had to repair the unit in fiscal year 2017-18. The age of the unit is making it difficult to find replacement parts. A possible future replacement for this unit could be a plotter/scanner which would allow staff to better archive documents.

# City of Bedford
# Economic Development Division
# FY 2019 – 2020

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Development | Division: Economic Development

## PROGRAM DESCRIPTION

The mission of the Economic Development Division is to enhance the quality of life for residents and the sustainability of City businesses through the retention and revitalization of existing businesses and neighborhoods and the promotion, recruitment, and coordination of new commercial and residential development in the City. Staff is focused on comprehensive economic development throughout the City and those efforts are assisted through a partnership with the Hurst-Euless-Bedford (HEB) Chamber of Commerce. Staff works independently and cooperatively to market Bedford, the Hurst-Euless-Bedford (HEB) area, Northeast Tarrant County, and the Metroplex region. This division provides excellent customer service to the private sector development community, Bedford businesses, prospective businesses, residents, and visitors. The services provided emphasize improving the business climate through specific efforts in the following projects and activities: new development, redevelopment, workforce development, business retention and expansion, and small business development.

## FY 2018-2019 HIGHLIGHTS

* Monitor program year milestones and execute rebates of 10 active Economic Development Program agreements.
* Large scale, impactful projects include the 100-room Home2 Suites by Hilton hotel in Bedford Commons; 96-room Residence Inn by Marriott hotel in Bedford Forum; Texas Health HEB Hospital cath lab renovation and addition; and Polycoat Products new 100,000-square-foot manufacturing, warehouse, distribution, and office facility on Reliance Parkway.
* Other projects include new Fitness Connection at 3300 Harwood Rd; Carter BloodCare new vehicle maintenance building; Texas Health HEB Hospital on-site pharmacy; Kroger updating existing finishes; Walmart Supercenter remodel of meat, deli, dairy cases, walk-in freezers, and front end area; new 2-unit retail building at 2101 E Pipeline Rd; new Waffle House 1425 Brown Trail; and Big Lots interior remodel.
* Coordination with developer, neighborhood group(s) and consultants regarding land use concerns within the Bedford Commons development zone.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Aid in the revitalization of obsolete facilities through redevelopment, rehabilitation, and other available means.
* Create outreach programs to facilitate and incentivize the revitalization of older residential neighborhoods.

***Economic Vitality***

* Positively influence growth and redevelopment of the City of Bedford's business community.
* Take advantage of the opportunities revealed by the North Tarrant Express expansion.

***Transformation***

* Strive to develop a highly skilled and flexible workforce to meet the needs of the community's businesses by networking with education and business leaders and by taking an active role in identifying opportunities to enhance the workforce.
* Direct specific recruiting efforts towards arts-related businesses.

***Organizational Excellence***

* Maintain economic development related databases to meet the needs of the development community.
* Obtain favorable management decisions to invest human and capital resources in Bedford.

***Communicate & Engage with Citizens***

* Stimulate participation in shop-local programs such as "Shop Bedford First".
* Promote participation in neighborhood programs via the Neighborhood Services Division.

Fund: General

Department: Development

Division: Economic Development

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $92,516 | $57,930 | $134,407 | $79,249 | $220,821 |
| Supplies | 13,817 | 9,249 | 17,725 | 16,820 | 16,025 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 37,110 | 35,183 | 49,055 | 48,692 | 48,055 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $143,443 | $102,362 | $201,187 | $144,761 | $284,901 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Director of Development | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Administrative Assistant Development | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Neighborhood Services Manager | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Economic Development Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs, transfer of Director of Development from Planning & Zoning | $86,400 |

Fund: General

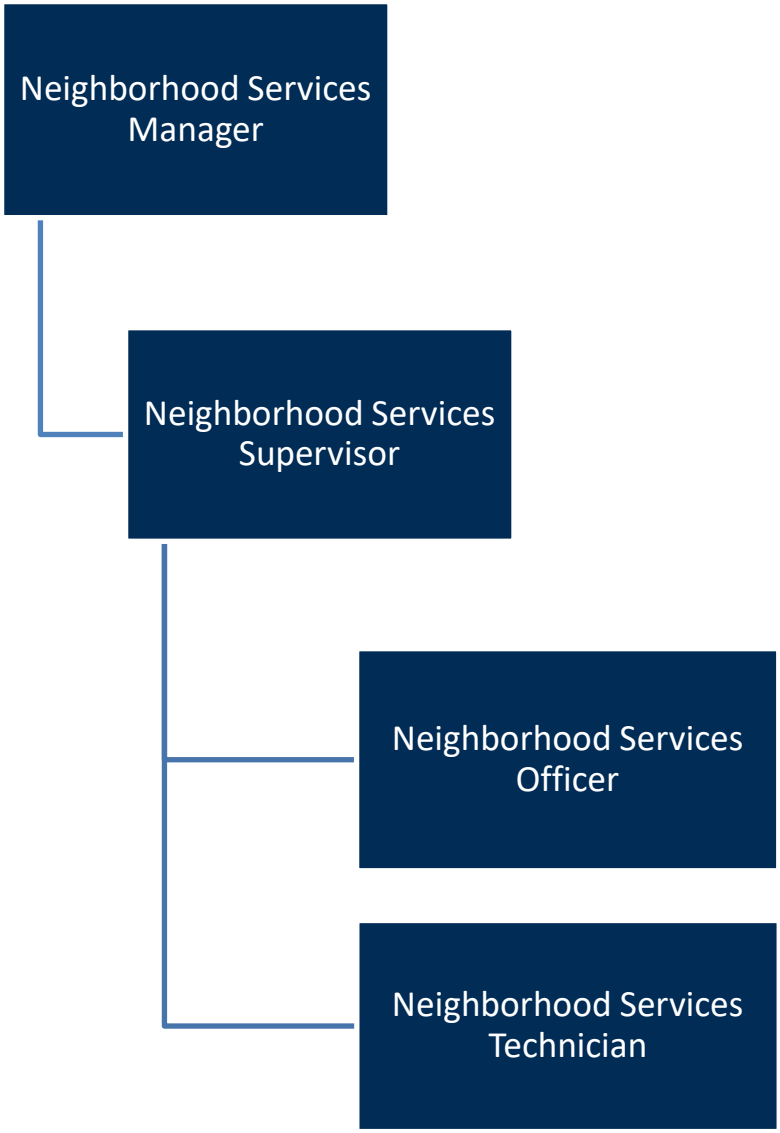
Department: Development

Division: Economic Development

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Gross Retail Square Footage | 2,943,502 | 2,900,000 | 2,945,000 | 2,950,000 |
| Gross Office Square Footage | 2,587,218 | 2,638,500 | 2,585,000 | 2,600,000 |
| Labor Force | 30,561 | 30,600 | 31,150 | 32,000 |
| Total Population | 49,330 | 49,355 | 49,500 | 49,500 |
| # of Total Businesses | 1,369 | 1,375 | 1,375 | 1,375 |
| **OUTPUTS** | | | | |
| Taxable Commercial Real Property Value (millions) | $1,654.90 | $1,655.00 | $1,700.00 | $1,800.00 |
| "New" Taxable Commercial Property Value (millions) | $11.17 | $5.50 | $10.00 | $10.00 |
| Taxable Business Property Value (millions) | $166.52 | $178.00 | $200.00 | $215.00 |
| # of New Residential Units | 7 | 10 | 14 | 10 |
| Total Taxable Sales (millions) | $211.44 | $220.00 | $220.00 | $220.00 |
| # of New Businesses | 127 | 135 | 125 | 125 |
| # of Shop Bedford First Participants | 152 | 160 | 155 | 150 |
| Commercial Remodel Values (millions) | $8.81 | $2.00 | $10.00 | $2.00 |
| Total Taxable Property Values (billions) | $3.99 | $4.00 | $4.25 | $4.25 |
| **EFFICIENCY** | | | | |
| Taxable Property Value per $1 Economic Development Budget | $23,014 | $23,150 | $23,000 | $23,000 |
| Taxable Sales per $1 Economic Development Budget | $1,219 | $1,300 | $1,250 | $1,300 |
| # of Unique Visitors to Economic Development Web Page Annually | 292 | 100 | 100 | 100 |
| Division Budget as a % of General Fund | 0.31% | 0.57% | 0.42% | 0.77% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Taxable Sales per Capita | $4,286 | $4,500 | $4,500 | $4,500 |
| Taxable Sales per Business | $154,222 | $160,000 | $155,000 | $155,000 |
| Single Family Appraised Property Value | $216,097 | $216,097 | $220,239 | $233,000 |
| % Change in Taxable Sales | 2.9% | 3% | 5% | 3% |
| % Change in Taxable Commercial Property | 14.6% | 3% | 7% | 3% |
| % Change in Taxable Residential Property Value | 23.5% | 3% | 7% | 3% |

# City of Bedford
# Neighborhood Services Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Development Division: Neighborhood Services

## PROGRAM DESCRIPTION

The Neighborhood Services Division is responsible for addressing nuisance and property standard violations to provide a safe and healthy environment for the community. These violations include, but are not limited to: high weeds and grass, trash and debris, dilapidated fences, illegal dumping, illegal signage, and junk/abandoned vehicles. The main goal of enforcement is to gain compliance through cooperative efforts, follow-ups, and citations, when necessary, to reduce neighborhood deterioration and sustain property values.

## FY 2018-2019 HIGHLIGHTS

* Partnership and collaboration with the Behavioral Intervention Unit in identifying ordinance violators suffering from mental illnesses. This cooperative network finds resolution to the ordinance violation, and resources to assist the mental illness. The BIU and Neighborhood Services Division have also addressed numerous homeless camp issues with BIU providing resources and guidance to the homeless individuals.
* Added new Neighborhood Services Manager to create new Neighborhood Services Division.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Continue participation between Neighborhood Services and Animal Control in the weekly Neighborhood Revitalization Program to identify and address quality of life issues.

***Economic Vitality***

* Create new outreach programs to garner citizen involvement in neighborhood revitalization.

***Transformation***

* Continued proactive efforts by the Neighborhood Services Division to address and resolve ordinance violations.
* Work with identified habitual violator locations to reduce/eliminate repeat occurrences.

***Organizational Excellence***

* Ensure timely follow-ups to identified code violations 100% of the time.
* Increase the percentage of officer-identified violations versus those generated by the public.

***Communicate & Engage with Citizens***

* Incorporate the Volunteers in Policing Services Program to assist with follow-up visits to locations.

Fund: General

Department: Development

Division: Neighborhood Services

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $328,158 | $345,572 | $372,897 | $268,555 | $441,956 |
| Supplies | 7,746 | 8,479 | 10,220 | 7,670 | 10,220 |
| Maintenance | 1,810 | - | - | - | - |
| Contractual Services | 51,221 | 47,687 | 102,500 | 55,986 | 102,450 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $388,935 | $401,738 | $485,617 | $332,211 | $554,626 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Neighborhood Services Manager | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| Neighborhood Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Neighborhood Services Officer | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Neighborhood Services Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 6.00 | 6.00 | 7.00 | 7.00 | 7.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs and transfer of Neighborhood Services Manager from Economic Development | $69,000 |

Fund: General

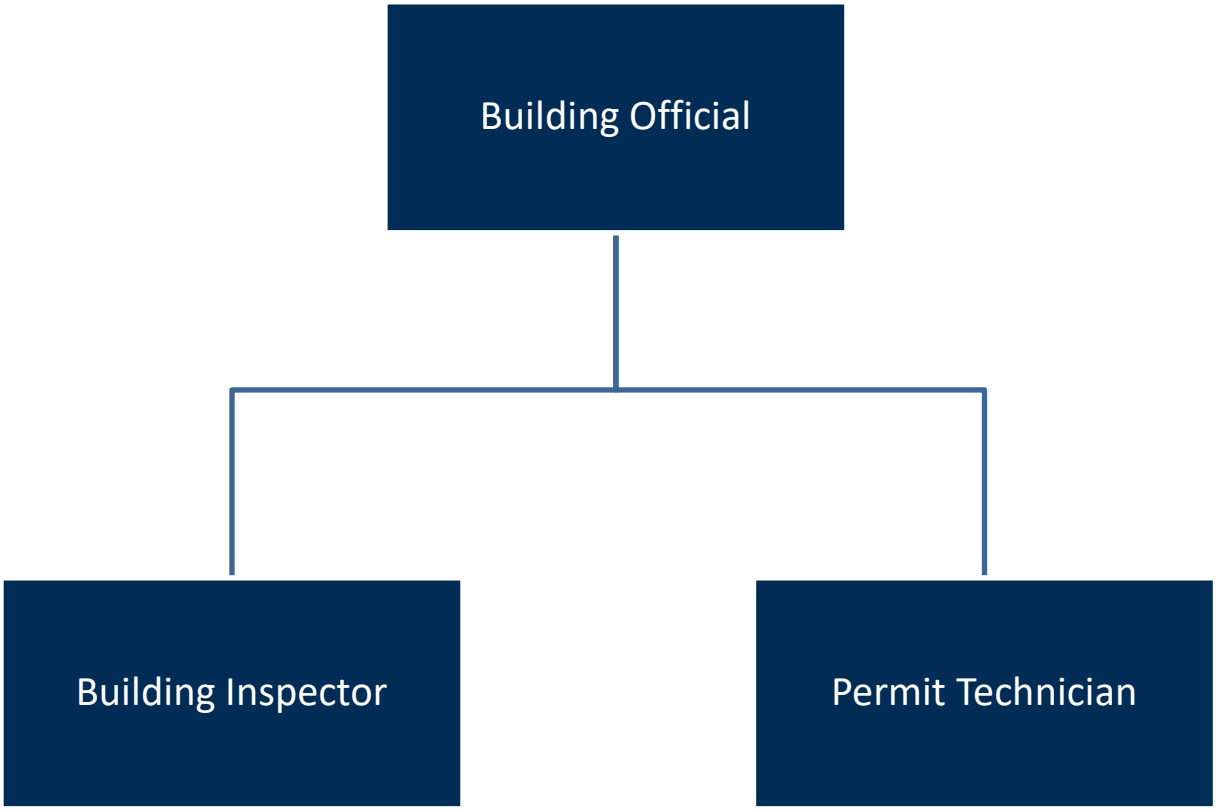
Department: Development

Division: Neighborhood Services

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Neighborhood Services Manager | N/A | 1 | 1 | 1 |
| Neighborhood Services Supervisor | 1 | 1 | 1 | 1 |
| Neighborhood Services Officer | 4 | 4 | 4 | 4 |
| Neighborhood Services Technician | 1 | 1 | 1 | 1 |
| **OUTPUTS** | | | | |
| # of Violations | 3,027 | 3,000 | 2,801 | 3,000 |
| # of Signs Picked Up | 1,063 | 1,000 | 445 | 1,000 |
| # of Follow-Ups | 3,373 | 3,000 | 1,368 | 3,000 |
| **EFFICIENCY** | | | | |
| % of 72-hour Violations Corrected within Time Frame | 86% | 90% | 5% | 90% |
| % of 30-Day Violations Corrected within Time Frame | 87% | 90% | 3% | 90% |
| Division Budget as a % of General Fund | 1.20% | 1.39% | 0.97% | 1.49% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Complaints Received from Public vs. Officer Initiated | 43% | 30% | 64.70% | 30% |
| # of Violations Corrected | 2,551 | 2,500 | 2,215 | 2,500 |
| # of Hours Participated in the Neighborhood Revitalization Program | 64 | 60 | 30 | 60 |
| % of Properties Brought into Compliance | 80% | 90% | 79.09% | 90% |

# City of Bedford
# Inspections Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Development Division: Inspections

## PROGRAM DESCRIPTION

The mission of the Inspections Division is to oversee plan review and permit issuance to ensure that proposed construction work meets safety requirements of the code; that the process is performed in the highest professional standards to fulfill the needs of the community; and to provide exceptional personalized service by providing timely, efficient and thorough building inspections.

The Inspection Division provides permit and inspection services for citizens, property owners, businesses, contractors, and authorized agents. Permit and inspection services are provided for applicants that intend to make improvements to or change the occupancy of a building or structure.

## FY 2018-2019 HIGHLIGHTS

* Received approximately $727,320 in permit fees FY 18-19.
* Issued 3,440 building and trade permits for FY 18-19.
* Adoption of the International Codes, 2018 Edition.
* Performed 74 Multi-Family property maintenance inspections for FY 18-19.
* Inspections for larger projects such as Home2 Suites, Residence Inn, Fitness Connection, Texas Health Hospital and Polycoat.
* Performed 5,344 building inspections for FY 18-19.
* Performed 1,178 plan reviews for FY 18-19.
* Issued 104 Certificate of Occupancy permits for new businesses to the City.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Participate in development review committee meetings and provide solutions for business owners to locate in Bedford.

***Economic Vitality***

* Ensure quality and consistent inspections are conducted for commercial, residential, and multi-family properties.

***Transformation***

* Improve and enhance existing inspection services to ensure the health, safety, and welfare of the community.

***Organizational Excellence***

* Ensure safe building practices through plan review and inspection process.

***Communicate & Engage with Citizens***

* Assist in providing proper interpretation for building codes, policies, and procedures to contractors and the general public.

Fund: General

Department: Development

Division: Inspections

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $507,909 | $522,258 | $542,315 | $522,057 | $541,620 |
| Supplies | 15,266 | 15,912 | 17,600 | 14,465 | 17,600 |
| Maintenance | 387 | - | - | - | - |
| Contractual Services | 10,552 | 9,823 | 10,820 | 10,546 | 10,820 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $534,114 | $547,993 | $570,735 | $547,068 | $570,040 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Inspector | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Permit Tech | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| *TOTAL: | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |

## SIGNIFICANT CHANGES

No significant changes

Fund: General

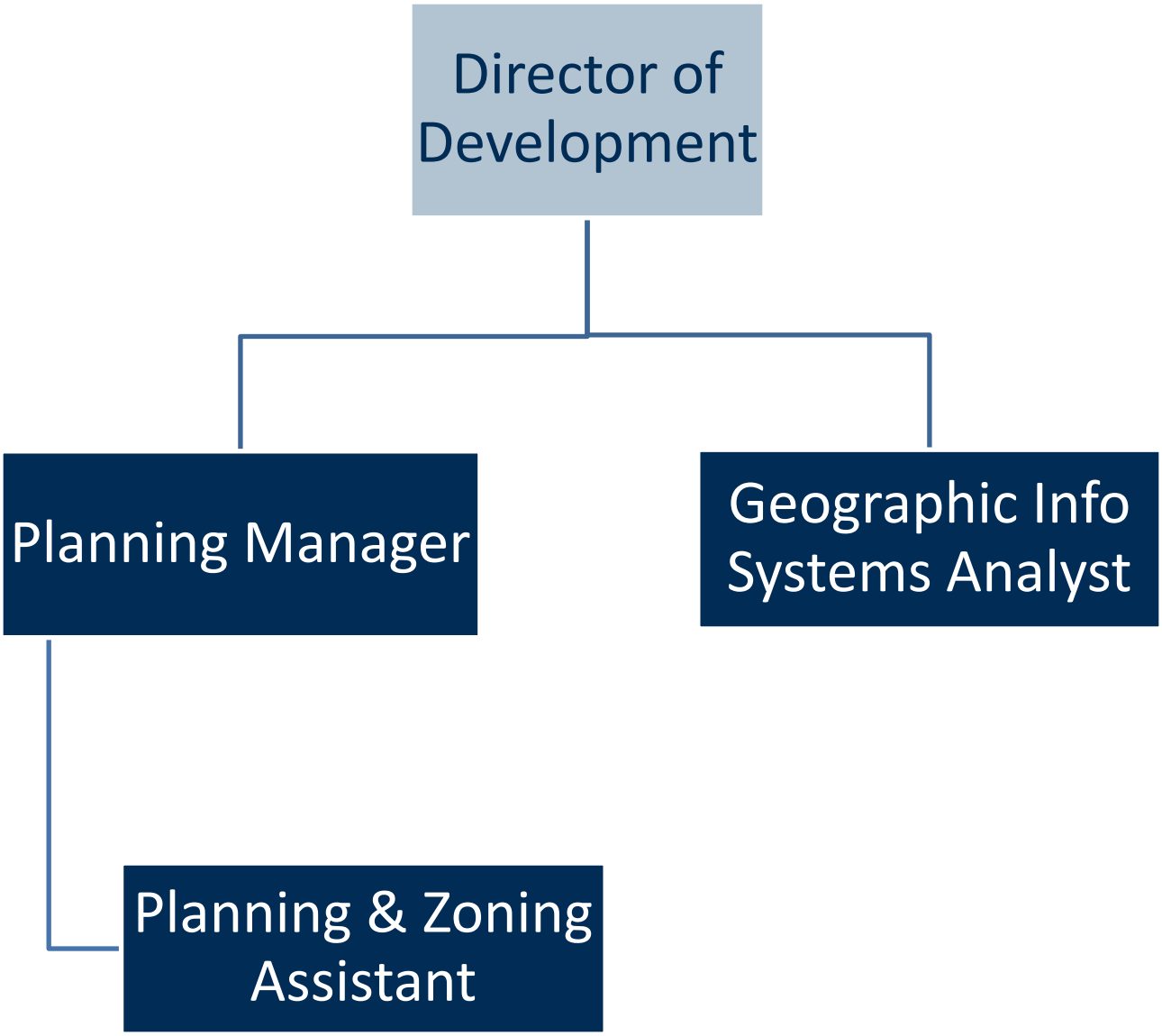
Department: Development

Division: Inspections

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Building Officials | 1 | 1 | 1 | 1 |
| # of Building Inspectors | 4 | 4 | 4 | 4 |
| # of Permit Technicians | 2 | 2 | 2 | 2 |
| **OUTPUTS** | | | | |
| # of Permit Applications Processed | 3,374 | 3,200 | 3,200 | 3,400 |
| # of Commercial Permits Processed | 449 | 425 | 425 | 450 |
| # of Residential Permits Processed | 1,857 | 1,800 | 1,800 | 1,850 |
| # of Certificate of Occupancy Permits Processed | 143 | 125 | 125 | 125 |
| # of Plan Reviews Processed | 1,020 | 1,000 | 1,000 | 1,000 |
| # of Building Inspections Performed | 4,954 | 4,500 | 4,500 | 4,700 |
| # of Multi-Family Inspections Performed | 76 | 75 | 75 | 75 |
| **EFFICIENCY** | | | | |
| Division Budget as a % of General Fund | 1.64% | 1.63% | 1.60% | 1.54% |
| Average # of Days to Process Commercial Permit Applications | 10 | 10 | 10 | 10 |
| Average # of Days to Process Residential Permit Applications | 5 | 5 | 5 | 5 |
| Average # of Days to Process Certificate of Occupancy Permit Applications | 2 | 2 | 2 | 2 |
| Average # of Days to Process Commercial Plan Review | 8 | 8 | 8 | 8 |
| Average # of Days to Perform Building Inspections | 1 | 1 | 1 | 1 |
| Average # of Days to Perform Multi-Family Property Inspections | 5 | 5 | 5 | 5 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Staff Time/Scheduling to Process Permit Applications | 95% | 95% | 95% | 95% |
| % of Staff Time/Scheduling to Process Plan Review | 85% | 85% | 85% | 85% |
| % of Staff Time/Scheduling to Perform Building/Multi-Family Inspections | 98% | 98% | 98% | 98% |
| Value of New Residential Property | $1,691,850 | $1,250,000 | $1,250,000 | $1,250,000 |
| Value of New Commercial Property | $11,173,874 | $8,000,000 | $8,000,000 | $8,000,000 |
| Total Revenue Generated | $631,721 | $585,000 | $585,000 | $585,000 |

**City of Bedford**
**Planning & Zoning Division**
**FY 2018 – 2019**



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Development Division: Planning & Zoning

## PROGRAM DESCRIPTION

The mission of the Planning and Zoning Division is to promote the efficient and orderly development of private properties and to encourage the growth and enhancement of business relative to the Comprehensive Land Use Plan. The Planning and Zoning Division promotes the health, safety, and general welfare of the community by utilizing planning principles and land use patterns developed in the Comprehensive Land Use Plan, which strives to prevent adverse or undesirable effects from incompatible land uses. Planning and Zoning activities ensure that there is sufficient suitable land for future development, while protecting and improving the physical environment. These efforts protect and maintain property values and ensure that land uses are properly situated in relation to one another. The Division provides expertise in developing policy so that properties can be adequately serviced by public services and facilities. Additionally, these procedures preserve and assist in the development of the community's economic base. The Division's customers include the private sector development community, Bedford businesses, prospective businesses, residents, visitors, and other City departments.

## FY 2018-2019 HIGHLIGHTS

* Facilitated meetings with potential developers, consultants and citizen groups on Bedford Commons design guidelines.
* Processed a variety of zoning applications ranging from hospitality to residential developments.
* Participated in the legal training for the Planning and Zoning Commission.
* Assisted in the facilitation of the Phase Next public meetings.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Enforce the Zoning Ordinance and Comprehensive Land Use Plan to protect the vitality of the neighborhoods, and seek opportunities to enhance them.
* Align zoning language to help implement neighborhood programs.

***Economic Vitality***

* Prepare projects for development, which allow for continued economic growth in the City.

***Transformation***

* Support for Phase Next design and construction.
* Seek out opportunities to further develop arts and culture within the City.

***Organizational Excellence***

* Give the best customer service by answering zoning inquiry phone calls and preparing cases for Planning and Zoning Commission, Zoning Board of Adjustment, and City Council.
* Provide timely information and manage planning and zoning cases efficiently through the process.

***Communicate & Engage with Citizens***

* Place recorded public meetings on website.
* Follow state-mandated processes to notify property owners within 200 feet of a change in the property, whether it be zoning or otherwise.

Fund: General

Department: Development

Division: Planning & Zoning

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $346,876 | $366,299 | $378,860 | $382,366 | $253,677 |
| Supplies | 2,324 | 3,013 | 5,150 | 4,720 | 5,150 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 13,872 | 1,850 | 19,050 | 17,020 | 19,050 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $363,072 | $371,162 | $403,060 | $404,106 | $277,877 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Director of Development | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Planning Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning and Zoning Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Geographic Info Systems (GIS) Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |

## SIGNIFICANT CHANGES

Change in employee benefit costs, transfer of Director of Development to Economic Development ($125,000)

Fund: General

Department: Development

Division: Planning & Zoning

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Ordinances/Resolutions Presented to Council | 13 | 15 | 15 | 18 |
| # of Variances/Special Exceptions | 3 | 2 | 3 | 2 |
| # of Civic/Special Event/Outside Sales Permits | 53 | 25 | 25 | 25 |
| **OUTPUTS** | | | | |
| # of Rezonings - Staff Reports/Ordinances | 9 | 4 | 5 | 6 |
| # of Specific Use Permits - Staff Reports/Ordinances | 16 | 18 | 15 | 16 |
| # of Platting (Amended Plats, Replats, Preliminary and Final Plats) - Recorded Plats | 3 | 3 | 6 | 6 |
| # of Variances and Special Exceptions - Case Introduction | 2 | 2 | 3 | 3 |
| # of Site Plans - Staff Reports/Resolutions | 1 | 2 | 4 | 3 |
| # of Text Amendments - Staff Reports/Ordinances | 4 | 2 | 4 | 3 |
| # of Development Review Committee Meetings Attended | 19 | 23 | 20 | 20 |
| # of Planning and Zoning Meetings Attended | 9 | 24 | 20 | 20 |
| # of Zoning Board of Adjustment Meetings Attended | 3 | 4 | 3 | 3 |
| # of City Council Meetings Attended | 9 | 24 | 20 | 20 |
| # of Workshops with Planning and Zoning Commission Attended | 1 | 1 | 1 | 2 |
| **EFFICIENCY** | | | | |
| % of Zoning/Platting Reviews Completed in 3 Days | 100% | 100% | 100% | 100% |
| % of Civic/Special Event/Outside Sales Permits Completed in 7 Days | 100% | 100% | 100% | 100% |
| % of Open Record Requests/Zoning Verification Letters Completed in 5 Days | 99% | 99% | 99% | 99% |
| % of Development Review Committee Comments Completed in 5 Days | 100% | 98% | 98% | 98% |
| Division budget as a % of General Fund | 1.11% | 1.15% | 1.18% | 0.75% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Average # of Days for Zoning Applications to Ordinance | 60 | 60 | 60 | 60 |
| Average # of Days for Plat Applications | 27 | 30 | 30 | 30 |
| Average # of Days for Variance/Special Exception Applications | 30 | 30 | 30 | 30 |
| Average # of Days for Site Plans to Ordinance | 60 | 60 | 60 | 60 |
| Average # of Days for Zoning Ordinance Text Amendments | 60 | 60 | 60 | 60 |
| Average # of Days for Civic & Special Event Permits | 7 | 7 | 7 | 7 |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Economic Development

Department: Development Division: Administration

## PROGRAM DESCRIPTION

The Economic Development Fund is used to account for the revenue and expenditures related to economic development activities, particularly as they pertain to agreements made through Chapter 380 of the Texas Local Government Code and the City's Economic Development Incentive Policy and Program.

Under Chapter 380 of the Texas Local Government Code, the City Council is able to partner with local businesses using authorized tools, such as tax rebates, to provide incentive packages for business recruitment and retention. This fund is used to account for reimbursements upon verification of compliance with each agreement's parameters.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | 40,000 | 14,788 | 140,000 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | - | - | $40,000 | $14,788 | $140,000 |

*This area does not have any personnel assigned.

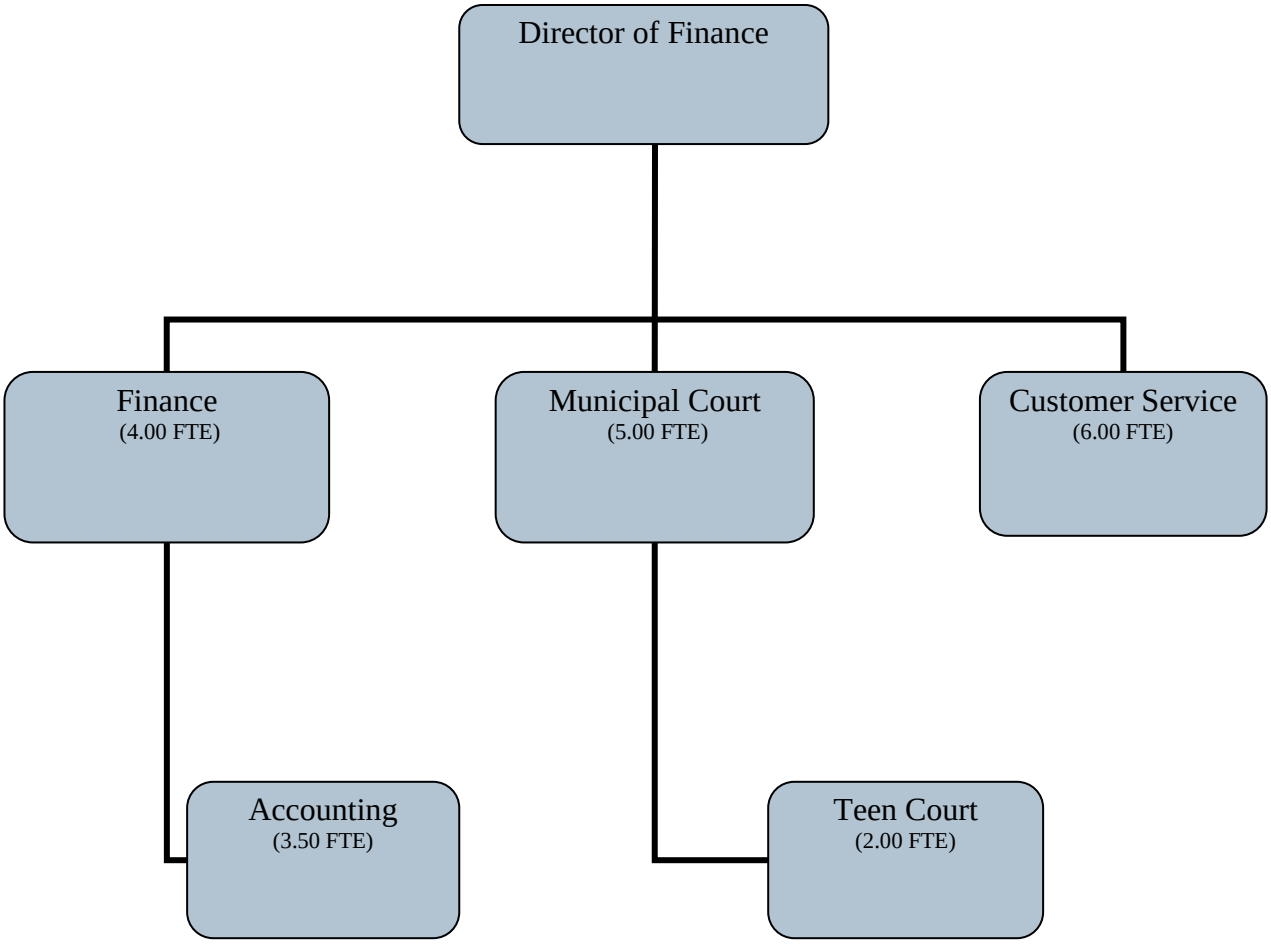
## SIGNIFICANT CHANGES

| | |
|---|---|
| One-time expense for Economic Development study | ($40,000) |
| Funding for Economic Development Incentive Grant | $75,000 |
| Funding for Revitalization Study | $65,000 |

B

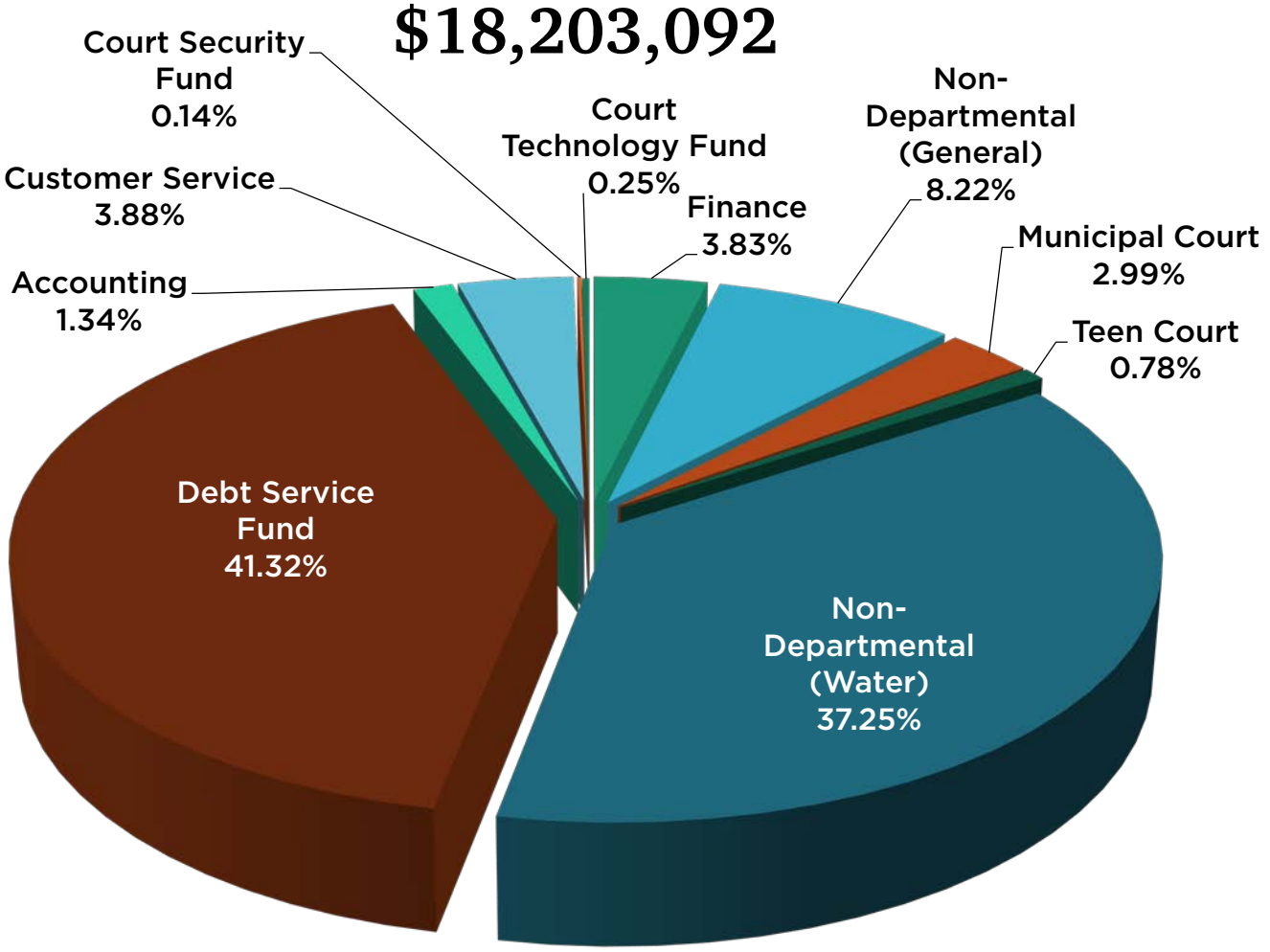
# ADMINISTRATIVE SERVICES

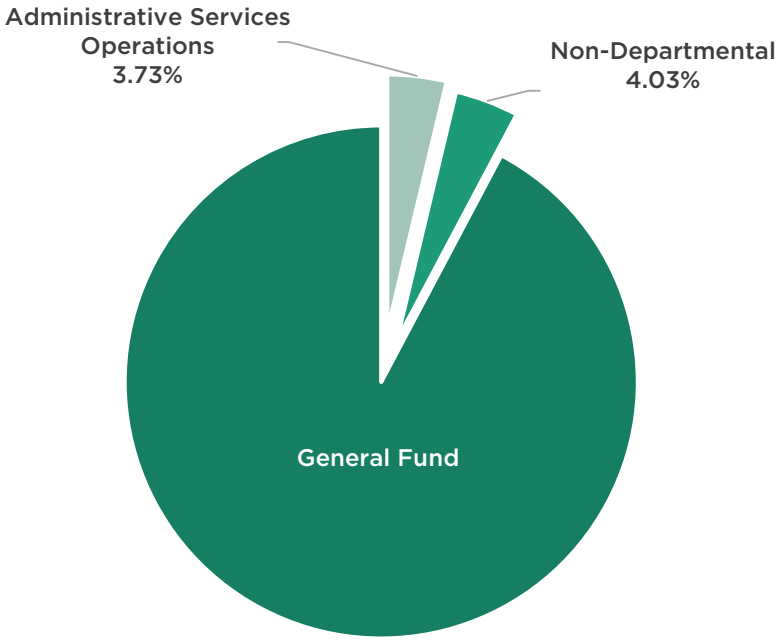
# City of Bedford
# Administrative Services Organization Chart
# FY 2019 – 2020

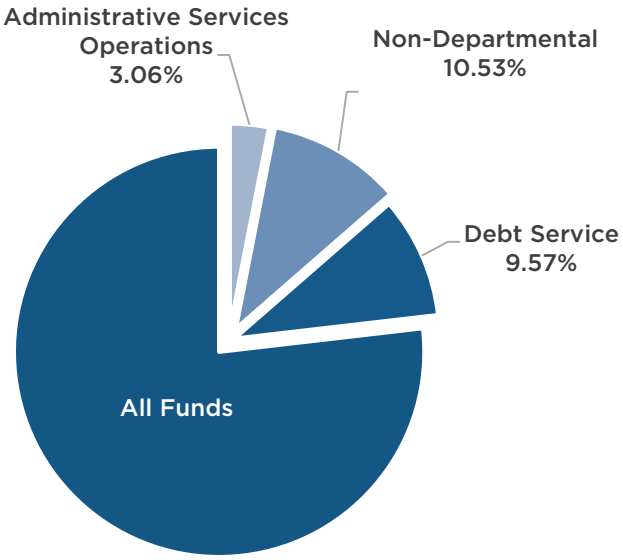


# ADMINISTRATIVE SERVICES

## Total Expenditures
## $18,203,092



# ADMINISTRATIVE SERVICES

## TOTAL EXPENDITURES
## $18,203,092

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Finance | 543,067 | 614,294 | 634,616 | 62,216 | 696,832 |
| General Fund Non-Departmental | 1,524,916 | 1,358,760 | 1,496,110 | - | 1,496,110 |
| Municipal Court | 671,558 | 697,179 | 526,466 | 18,442 | 544,908 |
| Teen Court | 135,750 | 186,079 | 141,101 | - | 141,101 |
| Accounting | 169,061 | 246,453 | 243,966 | 821 | 244,787 |
| Customer Service | 637,867 | 692,131 | 693,985 | 12,237 | 706,222 |
| Water Sewer Non-Departmental | 3,177,948 | 6,301,346 | 6,780,680 | - | 6,780,680 |
| Court Security Fund | 32,000 | 32,000 | 25,000 | - | 25,000 |
| Court Technology Fund | 38,452 | 55,830 | 45,710 | - | 45,710 |
| Debt Service | 7,389,352 | 7,857,570 | 7,521,742 | - | 7,521,742 |
| **TOTAL** | **$14,319,971** | **$18,041,642** | **$18,109,376** | **$ 93,716** | **$18,203,092** |

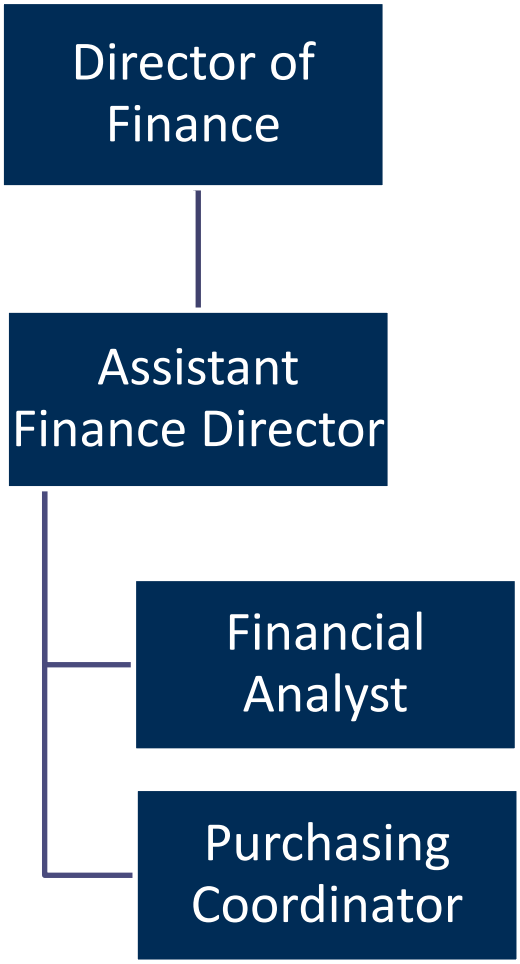
## Future Budget Considerations

The Governmental Accounting Standards Board (GASB) will continue to issue pronouncements requiring governmental entities to modify their accounting practices and reporting. Therefore, staff will be required to adhere to these new accounting practices through increased auditing, procedures, and consulting services, which could impact budgetary constraints. In addition the portfolio of the City has doubled, which requires additional time spent by staff for investing, monitoring the funds, required paperwork, and laddering the investments while maintaining a positive cash flow for the City. There is a need for additional staffing in Finance/Accounting to keep up with the additional workload. Currently, the department operates on minimal staffing.

In 2015, the City was approved by the Texas Water Development Board (TWDB) to receive financial assistance from the State Water Implementation Fund for Texas (SWIFT) in the amount of $90 million for capital projects that promote water conservation. This primarily consists of replacing an aging infrastructure in the water distribution system. So far, the City has issued $50 million of SWIFT funds with the anticipation of issuing the remaining $40 million over a six-year period. One of the capital projects funded from SWIFT was the automated meter reading (AMR) system that was completed in April 2019. This new $14 million utility billing system requires equipment, hardware and software, thus increasing the future maintenance costs as a result of the AMR implementation. There were over 15,000 water accounts affected by the implementation of the (AMR) system.

In an effort to address efficiencies, as well as achieve cost savings within the department, Administrative Services will consider a number of functions that can be enhanced by switching on-line bill pay providers, as well as going out for request for proposals (RFP) for merchant services, and making a change in how the City calculates overtime pay in accordance with the Fair Labor Standards Act (FLSA). All three measures being considered will have an impact on future budgetary constraints.

# City of Bedford
# Finance Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Administrative Services Division: Finance

## PROGRAM DESCRIPTION

The Finance Division strives to be the standard of excellence in the development and implementation of innovative programs and processes. The Finance Division is responsible for the oversight and management of the City's assets. Moreover, Finance is primarily responsible for ensuring proper stewardship of the City's financial resources by properly classifying and accounting for every dollar the City collects and spends. The areas of responsibility that fall under the Finance Department include: utility payments and billing, accounting, municipal court, accounts payable, payroll, ambulance billing, accounts receivable, revenue monitoring, cash and investment management, purchasing, financial reporting, banking, debt management, and capital financing. In addition, this Division is responsible for coordinating the annual audit process and preparing the Comprehensive Annual Financial Report (CAFR), as well as coordinating the City-wide Purchase Card program and accurately reporting financial statement information. The citizens of Bedford can rely on Finance to accurately disclose how the City effectively manages its financial assets.

## FY 2018-2019 HIGHLIGHTS

* The Government Finance Officers Association (GFOA) awarded the 23nd consecutive year Certificate of Achievement for Excellence in Financial Reporting to the City of Bedford for its Comprehensive Annual Financial Report (CAFR) for fiscal year ended September 30, 2017. The Certificate of Achievement is a prestigious national award that recognizes conformance with the highest standards for preparation of state and local government financial reports. In order to be awarded a Certificate of Achievement a government unit must publish an easily readable and efficiently organized CAFR with contents that conform to program standards. In addition, an award winning CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.
* The Finance Division designed and implemented an interactive long-range planning model worksheet which is now part of the Budget process. The purpose is to assist the City of Bedford in establishing priorities and to better serve the needs of its constituency based on past, present, and future revenues and expenses enabling strategic adjustments when necessary.
* The Finance Division has maintained its 'AA' long-term bond rating for the City's general obligation (GO) bonds and its public property finance contractual obligations, which categorizes the City as having a stable outlook.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Adhere to policies and changes in legislative statutes governing all aspects of financial accounting.
* Maximize the highest yield on investments while maintaining safety and liquidity of public funds and minimizing risk.
* Monitor market conditions and determine feasibility of potential debt refunding opportunities.
* The Finance department is accountable and strives to grow and learn from our experiences. The department is held to the highest standards of moral and ethical conduct as faithful stewards of the public resources.
* Promote the highest ethical standards in presenting financial information fairly and free of material misstatements.

Fund: General

Department: Administrative Services

Division: Finance

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $268,179 | $288,248 | $349,204 | $339,590 | $417,112 |
| Supplies | 3,235 | 10,921 | 5,230 | 5,445 | 6,620 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 219,054 | 196,667 | 208,860 | 238,786 | 222,100 |
| Utilities | 50,705 | 47,231 | 51,000 | 41,320 | 51,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $541,173 | $543,067 | $614,294 | $625,141 | $696,832 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Director of Finance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Financial Analyst | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Purchasing Coordinator | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $8,000 |
| Supplemental for Purchasing Coordinator position | $62,216 |
| Increased expenses for contracted services with Tarrant County and Audit firm | $8,170 |

Fund: General

Department: Administrative Services

Division: Finance

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Manual Journal Entries | 956 | 975 | 1,050 | 1,025 |
| # of FTE's | 3 | 3 | 3 | 3 |
| **OUTPUTS** | | | | |
| Total Interest Earnings | $1,799,135 | $1,000,000 | $3,000,000 | $2,000,000 |
| Average % of Portfolio Yield | 1.84% | 1.00% | 2.50% | 2.00% |
| Total Outstanding Debt (thousands) | $76,425 | $130,980 | $137,720 | $131,335 |
| **EFFICIENCY** | | | | |
| # of Days to Reconcile City Bank Accounts | 13 | 15 | 15 | 15 |
| % of City Funds Invested | 97.34% | 97.00% | 98.00% | 98.20% |
| % of Property Taxes Collected | 99.42% | 99.55% | 99.50% | 99.50% |
| Division Budget as a % of General Fund | 1.62% | 1.75% | 1.83% | 1.88% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Received Unmodified Audit Opinion | Yes | Yes | Yes | Yes |
| Received GFOA Certificate of Achievement Award | Yes | Yes | Yes | Yes |
| CAFR submitted to City Council by February | Yes | Yes | Yes | Yes |
| Bond Rating on General Obligation Bonds | AA | AA | AA | AA |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Administrative Services  Division: Non-Departmental

## PROGRAM DESCRIPTION

The Non-Departmental function of Administrative Services provides a means to budget expenditures that are not typically charged to specific operating departments or divisions. The expenditures allocated to Non-Departmental are beneficial to the City as a whole. The Administrative Services Department is responsible for managing and monitoring these expenditures.

## EXPENDITURE SUMMARY

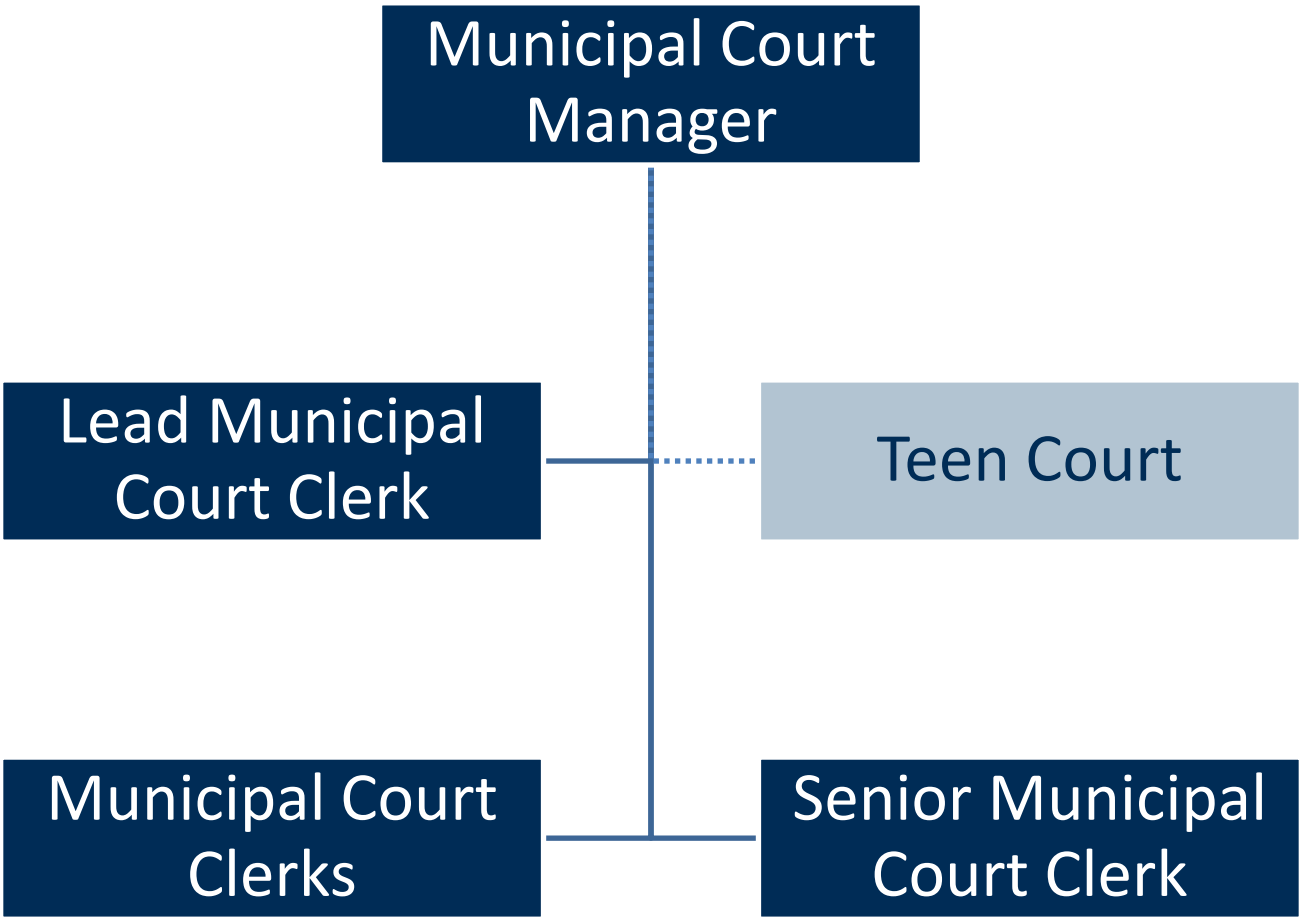
| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | $88,975 | $82,293 | - | - | $52,100 |
| Supplies | 57,234 | 62,479 | 14,300 | 14,775 | 14,300 |
| Maintenance | 198,941 | 245,988 | 210,910 | 210,910 | 297,910 |
| Contractual Services | 880,150 | 948,139 | 953,550 | 1,117,797 | 951,800 |
| Utilities | - | - | - | - | - |
| Sundry | 4,560 | 186,017 | 180,000 | 180,990 | 180,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $1,229,860 | $1,524,916 | $1,358,760 | $1,524,472 | $1,496,110 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding pool for contributions to employee Health Savings Account | $52,100 |
| Funding for trunk radio system upgrades | $94,800 |

**City of Bedford**
**Municipal Court Division**
**FY 2019 – 2020**



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Administrative Services Division: Municipal Court

## PROGRAM DESCRIPTION

The Municipal Court is a court of record that has jurisdiction within the City of Bedford's territorial limits over all Class C misdemeanor cases brought under City ordinances and the Texas State Statutes. The mission of the Bedford Municipal Court is to provide the City of Bedford with adjudication of Class C misdemeanor criminal laws within the City limits and warrant issuance/collection services. The Municipal Court has the responsibility to remain educated and informed on all laws that pertain to the Municipal Courts of Texas and the impact that those laws will have on the City of Bedford and Court functions. This Division processes all documentation in accordance with State law and judicial procedures. This includes: payment of fines, distribution of court costs into mandated State accounts and City of Bedford accounts, daily cash reconciliation, defendant correspondence, citation entry/import, preparation and issuance of all Class C misdemeanor alias and capias warrants, filing of citizen complaints, scheduling of trial/court/attorney dockets, processing of cash and surety bonds, forfeiting of cash bonds, time pay and show cause hearings, expunction hearings, and filing of attorney motions. The Municipal Court is also responsible for all open records requests, discovery requests, and judicial open record requests.

## FY 2018-2019 HIGHLIGHTS

* Participated in the 2019 State of Texas "Great Texas Warrant Round Up" clearing 606 warrants, while generating $77,202.10 in revenue.
* Collaborated with Linebarger, Goggan, Blair, & Sampson LLP for area specific increased collection efforts regarding defendants with outstanding warrants.
* Implemented a new standing orders directive from Judge Murphy concerning various Municipal Court policies and procedures.
* Initiated the use of scanners to stay compliant with State of Texas retention mandates regarding case documents and images from within the Municipal Court software management system.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Provide a fair and impartial process to defendants and complainants.
* Keep all procedures and policies effective and up to date with legislative changes.
* Focus on employee development by continuing to provide training to personnel through the Texas Court Clerk Association, Texas Municipal Court Education Center, and Texas Municipal Court Association.
* Conduct an internal audit on all closed cases.

***Communicate & Engage with Citizens***

* Maximize Municipal Court efficiency and enhance the customer experience through the use of technology.

Fund: General

Department: Administrative Services

Division: Municipal Court

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $493,463 | $510,932 | $523,389 | $518,717 | $369,243 |
| Supplies | 13,926 | 19,076 | 18,830 | 16,450 | 13,830 |
| Maintenance | 266 | - | - | - | - |
| Contractual Services | 138,868 | 141,550 | 154,960 | 136,648 | 161,835 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $646,522 | $671,558 | $697,179 | $671,815 | $544,908 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Municipal Court Manager | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Court Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Lead Municipal Court Clerk | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Court Clerk | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Court Clerk II | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Municipal Court Clerk | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| Court Clerk I | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Warrant Officer / Bailiff | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| *TOTAL: | 7.00 | 7.00 | 7.00 | 7.00 | 5.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $18,400 |
| Funding for Warrant Officers moved to Patrol | ($157,000) |

Fund: General

Department: Administrative Services

Division: Municipal Court

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Citations Filed | 17,286 | 20,000 | 13,000 | 15,000 |
| # of Warrants Issued | 9,806 | 11,000 | 7,200 | 10,500 |
| # of Court Clerk FTEs | 5 | 5 | 5 | 5 |
| # of Warrant Officer / Bailiff FTEs | 2 | 2 | 2 | 2 |
| **OUTPUTS** | | | | |
| Amount of Total Fine Revenue Received | $1,713,769 | $1,850,000 | $1,269,358 | $1,475,000 |
| # of Payment Transactions Processed | 13,703 | 14,500 | 10,300 | 12,000 |
| # of Online / Phone Payments Processed | 2,823 | 3,000 | 2,100 | 2,500 |
| # of Cases Given Time Served Credit (Jail / Indigent) | 380 | 450 | 515 | 750 |
| # of Open Records Requests Processed | 442 | 450 | 435 | 450 |
| # of Cases Set for Attorney Docket | 6,210 | 6,500 | 4,200 | 5,000 |
| # of Cases Set for Trial Docket | 121 | 200 | 130 | 200 |
| # of Warrants Closed | 7,223 | 7,500 | 7,100 | 7,500 |
| # of Citations Current and Delinquent | 17,287 | 18,000 | 12925 | 15,000 |
| **EFFICIENCY** | | | | |
| Average # of Payment Transactions Processed per Clerk | 2,741 | 2,900 | 2,060 | 2,400 |
| Average # of Cases Docketed per Clerk | 3,457 | 4,000 | 2,600 | 3,000 |
| Division Budget as a % of General Fund | 2.00% | 1.99% | 1.96% | 1.47% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Total Cases Set for Attorney Docket | 37% | 33% | 32% | 34% |
| % of Total Cases Set for Trial Docket | 1% | 1% | 1% | 2% |
| # of Warrants Cleared During the Great Texas Warrant Round Up | 795 | 850 | 606 | 625 |
| Total Outstanding Fines / Fees Collected During the Great Texas Warrant Round Up | $93,128 | $110,000 | $77,202 | $85,000 |
| Total Outstanding Fines / Fees Cleared During the Great Texas Warrant Round Up | $257,393 | $275,000 | $208,453 | $225,000 |

# City of Bedford
# Teen Court Division
# FY 2019 – 2020

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Administrative Services Division: Teen Court

## PROGRAM DESCRIPTION

The Hurst-Euless-Bedford (HEB) Teen Court is responsible for the management of a diversionary program that allows juvenile offenders with Class C misdemeanors from the Hurst, Euless, and Bedford Municipal Courts an alternative to the criminal justice system. This program allows teen or adult volunteers and community members to be involved in the judicial system. Participants from all three cities are offered sentencing alternatives in lieu of fines, including educational programs. Numerous local educational programs are presented to the teens and parents on Teen Court night. Teen Court is overseen by an Advisory Board comprised of citizens appointed by the City Councils at Hurst, Euless, and Bedford. The Advisory Board's mission statement is: Provide counsel to the Teen Court to guide and support students and parents, and positively connect with the community.

## FY 2018-2019 HIGHLIGHTS

* In April 2019, HEB Teen Court held their annual Teen Court Scholarship Gala which awarded four teen volunteers with scholarships totaling $6,000. These four teens provided over 430 community volunteer hours to the HEB Teen Court.
* In April 2019, HEB Teen Court held the annual Teen Court Scholarship Gala where four adult volunteers were honored and recognized for over 10 years of volunteer service.
* HEB Teen Court participated and hosted the 13th Annual Texas Teen Court Competition held at the G.A. Buinger Career and Technical Center, H.E.B. ISD, located in Bedford.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Provide efficient and courteous assistance to City and community events by providing teen defendants as volunteers.
* Strengthen the ties the teen defendants have to the communities by providing adult volunteers and community service opportunities.

***Communicate & Engage with Citizens***

* Provide efficient and courteous assistance to City and community events by providing teen defendants as volunteers.
* Encourage adult and teen volunteers within the community to work side-by-side to provide a sense of engagement within the community.

Fund: General

Department: Administrative Services

Division: Teen Court

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $126,083 | $127,800 | $177,699 | $103,543 | $132,721 |
| Supplies | 4,052 | 3,928 | 4,640 | 4,056 | 4,610 |
| Maintenance | 281 | 108 | - | 93 | - |
| Contractual Services | 3,031 | 3,912 | 3,740 | 15,909 | 3,770 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $133,446 | $135,750 | $186,079 | $123,601 | $141,101 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Teen Court Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Teen Court Clerk | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Teen Court Assistant | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| Teen Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Teen Court Assistant position frozen | ($45,000) |

Fund: General

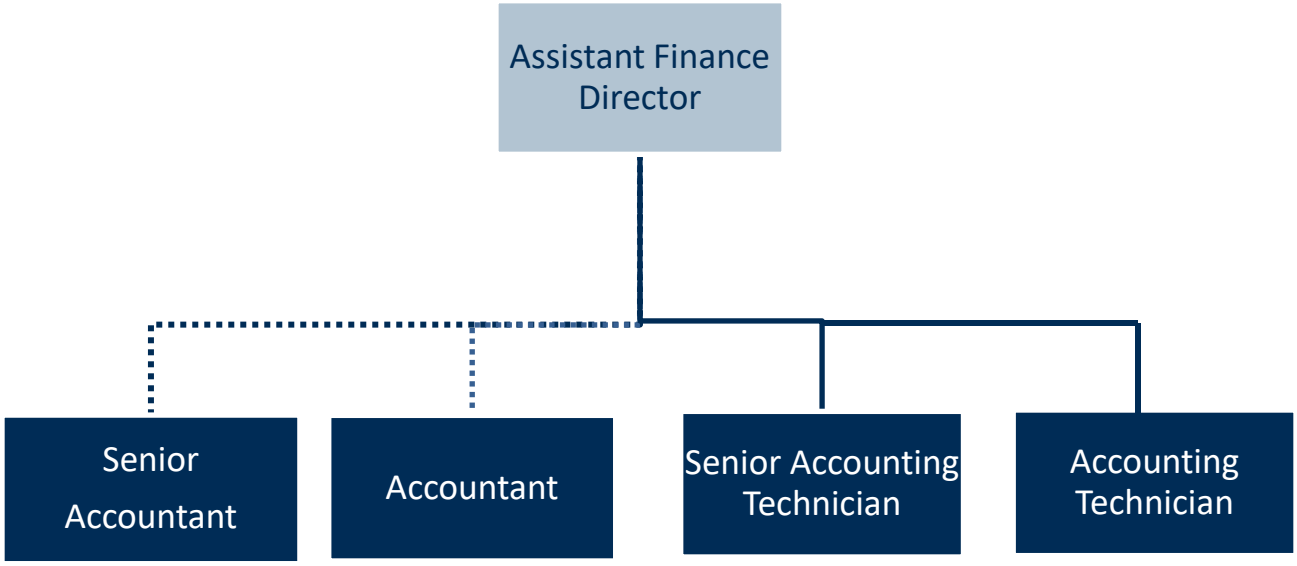
Department: Administrative Services

Division: Teen Court

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Community Service Placement Agencies Provided | 25 | 28 | 25 | 28 |
| # of Volunteers Managed | 34 | 40 | 40 | 42 |
| # of Cases Annually | 452 | 450 | 280 | 300 |
| # of Defendants Processed Annually | 322 | 380 | 210 | 200 |
| # of FTE's | 2 | 2 | 2 | 2 |
| Dollar Value of a Volunteer Hours (www.independentsector.org) | $24.14 | $24.69 | $25.43 | $25.43 |
| **OUTPUTS** | | | | |
| # of Community Service Hours Completed by Defendants | 9,309 | 10,500 | 5,292 | 7,000 |
| # of Community Service Hours Completed by Volunteers | 939 | 975 | 1,098 | 800 |
| **EFFICIENCY** | | | | |
| Average # of Community Service Hours per Defendant | 20 | 27.63 | 25.20 | 35.00 |
| Average # of Community Service Hours per Volunteer | 26 | 24.38 | 27.45 | 19.05 |
| Division Budget as a % of General Fund | 0.41% | 0.53% | 0.36% | 0.38% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Teen Court Cases Completed Successfully | 74% | 80% | 57% | 70% |
| Average Time (Days) to Complete Teen Court Requirements | 90 | 90 | 90 | 90 |
| Value of Defendant Community Service Hours to the Community | $224,719 | $259,245 | $134,576 | $178,010 |
| Value of Volunteer Service Hours to the Community | $22,667 | $24,073 | $27,922 | $20,344 |

# City of Bedford
# Accounting Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Administrative Services Division: Accounting

## PROGRAM DESCRIPTION

The Accounting Division is a function of the Finance Division and is responsible for the oversight and management of the City's financial assets. Accounting is responsible for managing the City's funds for operational expenses, as well as capital project financing and monitoring of funds. Additionally, the Division coordinates the City-wide Purchase Card program and accurately reports financial statement information. The Accounting Division schedules the semi-annual debt payments and agent fees towards the City's outstanding debt. Lastly, this Division develops the necessary schedules for the annual audit process, coordinates with the auditors, and prepares the Comprehensive Annual Financial Report. A Comprehensive Annual Financial Report (CAFR) is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).

## FY 2018-2019 HIGHLIGHTS

* The Accounting Division successfully transitioned through the annual audit process from an outside Audit Firm seamlessly without any correcting audit adjustments.
* The Senior Accountant received their Certified Government Finance Officers (CGFO) certification.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Achieve the Certificate of Excellence in Financial Reporting Award from the Government Finance Officers Association of the U.S. and Canada for the 23rd consecutive year.

Fund: Water & Sewer

Department: Administrative Services

Division: Accounting

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $164,256 | $161,569 | $237,093 | $160,825 | $236,967 |
| Supplies | 550 | 390 | 2,180 | 2,180 | 800 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 3,519 | 7,101 | 7,180 | 7,180 | 7,020 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $168,325 | $169,061 | $246,453 | $170,185 | $244,787 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Senior Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Accounting Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accounting Technician | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| *TOTAL: | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |

## SIGNIFICANT CHANGES

No significant changes

Fund: Water & Sewer

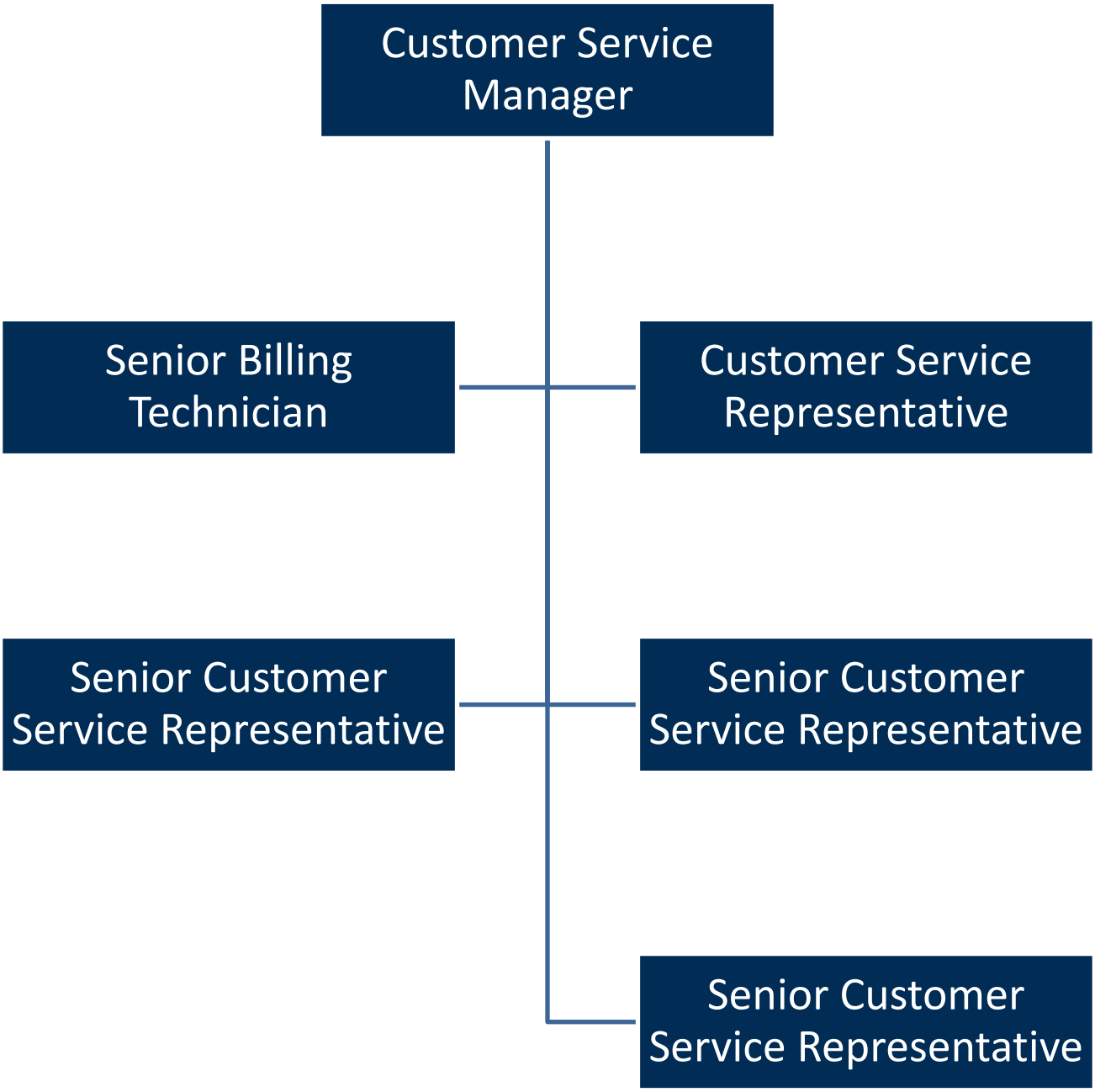
Department: Administrative Services

Division: Accounting

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Purchase Card Users | 196 | 200 | 195 | 200 |
| # of A/P Invoices | 3,284 | 3,800 | 3,292 | 3,300 |
| # of A/P Checks | 2,772 | 3,315 | 2,780 | 2,800 |
| # of Purchase Card Transactions | 10,156 | 10,750 | 9,964 | 10,000 |
| # of Total A/P Transactions | 12,928 | 13,250 | 12,788 | 13,000 |
| # of FTE's | 2.50 | 2.50 | 2.50 | 2.50 |
| **OUTPUTS** | | | | |
| A/P Purchase Cards in Dollar Volume | $2,819,803 | $3,082,539 | $3,002,952 | $3,000,000 |
| Overall City Purchases in Dollar Volume | $33,553,348 | $26,000,000 | $36,243,258 | $36,000,000 |
| **EFFICIENCY** | | | | |
| Average A/P Transaction Value | $12,118 | $8,800 | $7,500 | $8,150 |
| Average Purchase Card Transaction Value | $278 | $325 | $282 | $275 |
| Division Budgets as a % of the Water & Sewer Fund | 0.88% | 1.28% | 0.88% | 1.27% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Purchase Card Usage vs. Total City Purchases | 8.57% | 11.86% | 14.31% | 15.00% |
| % of Payroll that is Electronic vs. Paper | 99.61% | 99.50% | 99.95% | 99.96% |
| Rebate amount for the Purchase Card Program | $45,445 | $50,000 | $50,000 | $50,000 |

# City of Bedford
# Customer Service Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Administrative Services Division: Customer Service

## PROGRAM DESCRIPTION

To better assist the needs of the visitors who come to the City, the Customer Service Division is often regarded as the Ambassadors for the Bedford Community. Customer Service staff assists customers with helpful information regarding utilities, solid waste, recycling, storm drainage, hazardous waste vouchers and contacts for other governmental services. This Division is responsible for managing the utility billing for services including: water, sewer, solid waste, recycling, and storm drainage. Customer Service edits and manages the meter reading process and oversees the printing and mailing of water utility bills to residential, apartment and commercial customers. In addition, this Division informs the public of local areas of interest, various services and programs provided by City Departments, and emergency notifications that could temporarily hinder current service levels.

## FY 2018-2019 HIGHLIGHTS

* Established a pass-through volume rate increase from the Trinity River Authority (TRA) effective 01/01/2019.
* Held Town Hall Meetings in collaboration with Public Works to educate the public on the new "Eye on Water" meter reading application and Badger meter software.
* The new smart meters and the www.eyeonwater.com application have greatly reduced the number of work order requests for meter re-reads by account holders, since consumption and usage can now be viewed on-line.
* The AMI/AMR [Automated Meter Reading] project was completed in April 2019.
* Although we relinquished our vital records to Tarrant County Clerk September 1st, 2018, our Vital Statistics team earned the City's 20th and final 5-Star Award from the Texas Department of Health for excellence in vital registration.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* The Customer Service team responds to all inquiries and concerns, handling calls and emails in an efficient and timely manner.
* The team is courteous and respectful and will go "the extra mile" to assist citizens in understanding their water bills, provide hazardous waste vouchers and offer any needed assistance with their on-line and "Eye on Water " accounts.

***Communicate & Engage with Citizens***

* The Customer Service team coordinates with Public Works to better educate the residents on watering restrictions and conservation methods.
* Customer Service emails Republic Waste Services to pick up any missed trash and/or recycling, ensuring neighborhoods are kept neat and clean.
* The team encourages all residents to sign up for the new Badger software to view their consumption, check for any potential leaks and to set up leak alerts for notification purposes. We often show customers their usage in the "Eye on Water" program installed on a non-cash counter computer. Seeing their actual usage usually prompts the customer to sign up for this free program.

Fund: Water & Sewer

Department: Administrative Services

Division: Customer Service

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $336,871 | $360,790 | $348,185 | $346,269 | $365,062 |
| Supplies | 78,953 | 82,388 | 88,380 | 75,000 | 86,000 |
| Maintenance | - | - | 1,250 | 1,250 | 1,250 |
| Contractual Services | 215,301 | 175,987 | 231,816 | 88,106 | 89,410 |
| Utilities | 20,552 | 18,702 | 22,500 | 15,727 | 22,500 |
| Sundry/Debt Service | - | - | - | 142,000 | 142,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $651,677 | $637,867 | $692,131 | $668,352 | $706,222 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Customer Service Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Billing Technican | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Customer Service Representative | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Customer Service Representative | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $4,600 |
| Funding for Compression adjustments in compensation | $12,200 |

Fund: Water & Sewer

Department: Administrative Services

Division: Customer Service

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Water Customers | 23,225 | 23,230 | 23,240 | 23,250 |
| # of Meter Reads | 74,129 | 183,000 | 182,400 | 182,500 |
| # of Gallons Billed | 2,445,290 | 2,100,000 | 1,950,000 | 2,100,000 |
| # of Gallons Purchased | 2,428,773 | 2,200,000 | 2,198,703 | 2,200,000 |
| # of Service Orders | 8,444 | 4,000 | 5,200 | 3,300 |
| **OUTPUTS** | | | | |
| Water Revenue | $13,956,785 | $12,500,000 | $13,336,287 | $13,500,000 |
| Sewer Revenue | $8,107,866 | $7,500,000 | $9,025,396 | $9,000,000 |
| Water Purchased | $9,089,132 | $8,000,000 | $7,597,761 | $7,800,000 |
| # of Connects & Disconnects | 2,892 | 3,000 | 2,600 | 2,750 |
| # of Payments Received | 162,333 | 164,000 | 163,000 | 164,000 |
| # of Utility Bills Processed | 179,855 | 179,000 | 179,000 | 179,200 |
| **EFFICIENCY** | | | | |
| Division Budget as a % of Water & Sewer Fund | 3.31% | 3.60% | 3.47% | 3.67% |
| Water Revenue per Capita | $283.48 | $260.50 | $270.61 | $272.58 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Water Purchased Cost as a % of Total Water Revenue | 66.12% | 63.65% | 56.97% | 57.78% |
| # of Delinquent Notices | 16,153 | 15,500 | 15,700 | 15,600 |
| % of Manual Payments vs Automated Payments | 7.04% | 11.00% | 10.68% | 12% |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Administrative Services  Division: Non-Departmental

## PROGRAM DESCRIPTION

The Non-Departmental function of Administrative Services is to provide a means to budget expenditures that are not typically charged to specific operating departments or divisions. The expenditures allocated to Non-Departmental are beneficial to the City as a whole. In addition, the Non-Departmental function of the Water & Sewer Fund also includes a transfer into the General Fund for administrative costs allocated on behalf of proprietary funds. The Administrative Services Department is responsible for managing and monitoring these expenditures.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | $19,111 | $1,407 | - | - | $6,300 |
| Supplies | - | - | - | - | 350 |
| Maintenance | 16,780 | 34,773 | 39,060 | 39,058 | 43,158 |
| Contractual Services | 228,563 | 230,432 | 234,880 | 235,808 | 257,780 |
| Utilities | - | - | - | - | - |
| Sundry | 2,671,643 | 2,911,336 | 6,027,406 | 6,096,376 | 6,473,092 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $2,936,097 | $3,177,948 | $6,301,346 | $6,371,242 | $6,780,680 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding pool for contributions to employee Health Savings Account | $6,300 |
| Funding for trunk radio system upgrades | $5,050 |
| Increase in scheduled debt service payments | $299,182 |
| Increase in operating transfers | $143,800 |
| Increase in contractual expenses | $23,150 |

City of Bedford
Program Summary
FY 2019-2020

Fund: Court Security

Department: Administrative Services Division: Administration

## PROGRAM DESCRIPTION

The Court Security Fund is funded through a $3.00 fee assessed with each citation collected from the defendant upon conviction for a misdemeanor offense in the Municipal Court as a cost of court. The Court Security Fund is utilized to cover a portion of the cost of two Warrant Officer/Bailiffs who are assigned to the Municipal Court. The Court Security Fund is designed to provide protection to the Municipal Court Judge, Municipal Court Prosecutor, Court personnel, complainants, and defendants. This fund allows the Warrant Officer/Bailiffs to be readily available to monitor the security of the Bedford Municipal Court by utilizing the pass through metal detector during court sessions.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | 30,100 | 32,000 | 32,000 | 25,367 | 25,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $30,100 | $32,000 | $32,000 | $25,367 | $25,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Reduction in operating transfer | ($7,000) |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Court Technology

Department: Administrative Services  Division: Administration

## PROGRAM DESCRIPTION

The Court Technology Fund is funded through a $4.00 fee assessed with each citation collected from the defendant upon conviction for a misdemeanor offense in the Municipal Court as a cost of the court. The Court Technology Fund is designed to provide funding for the purchase of technological enhancements for the Municipal Court including: computer systems, computer networks, computer hardware and software, imaging systems, replacement computers, printers, other equipment currently in use in the Municipal Court, or docket management systems. Currently, this fund is utilized to pay for the maintenance, technical support, and on-line payment access for the Municipal Court Record System software. This fund also pays for the maintenance, technical support, supplies, and repairs for 23 ticket writers.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 68,525 | 10,287 | 13,020 | 11,702 | 7,000 |
| Maintenance | 916 | 713 | 2,600 | - | 2,600 |
| Contractual Services | 30,685 | 27,453 | 40,210 | 46,100 | 36,110 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $100,125 | $38,452 | $55,830 | $57,802 | $45,710 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| One-time expense for supplementals in prior year budget | ($10,120) |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Debt Service

Department: Administrative Services  Division: Administration

## PROGRAM DESCRIPTION

The Administrative Services Department is responsible for the oversight and management of the Debt Service Fund. The Debt Service Fund is used to account for money that will be used to pay the interest and principal of long-term debts. Bonds used by a government to finance major construction projects, to be paid by tax levies over a period of years, require a debt service fund to account for their repayment. This fund is utilized to manage all aspects of payment of long term general obligation debt. The Finance Division is responsible for the oversight and management of the City's assets.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | 7,681 | 7,728 | 23,000 | 23,000 | 23,000 |
| Utilities | - | - | - | - | - |
| Sundry | 6,617,103 | 7,381,623 | 7,834,570 | 7,834,570 | 7,498,742 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $6,624,784 | $7,389,351 | $7,857,570 | $7,857,570 | $7,521,742 |

*This area does not have any personnel assigned.

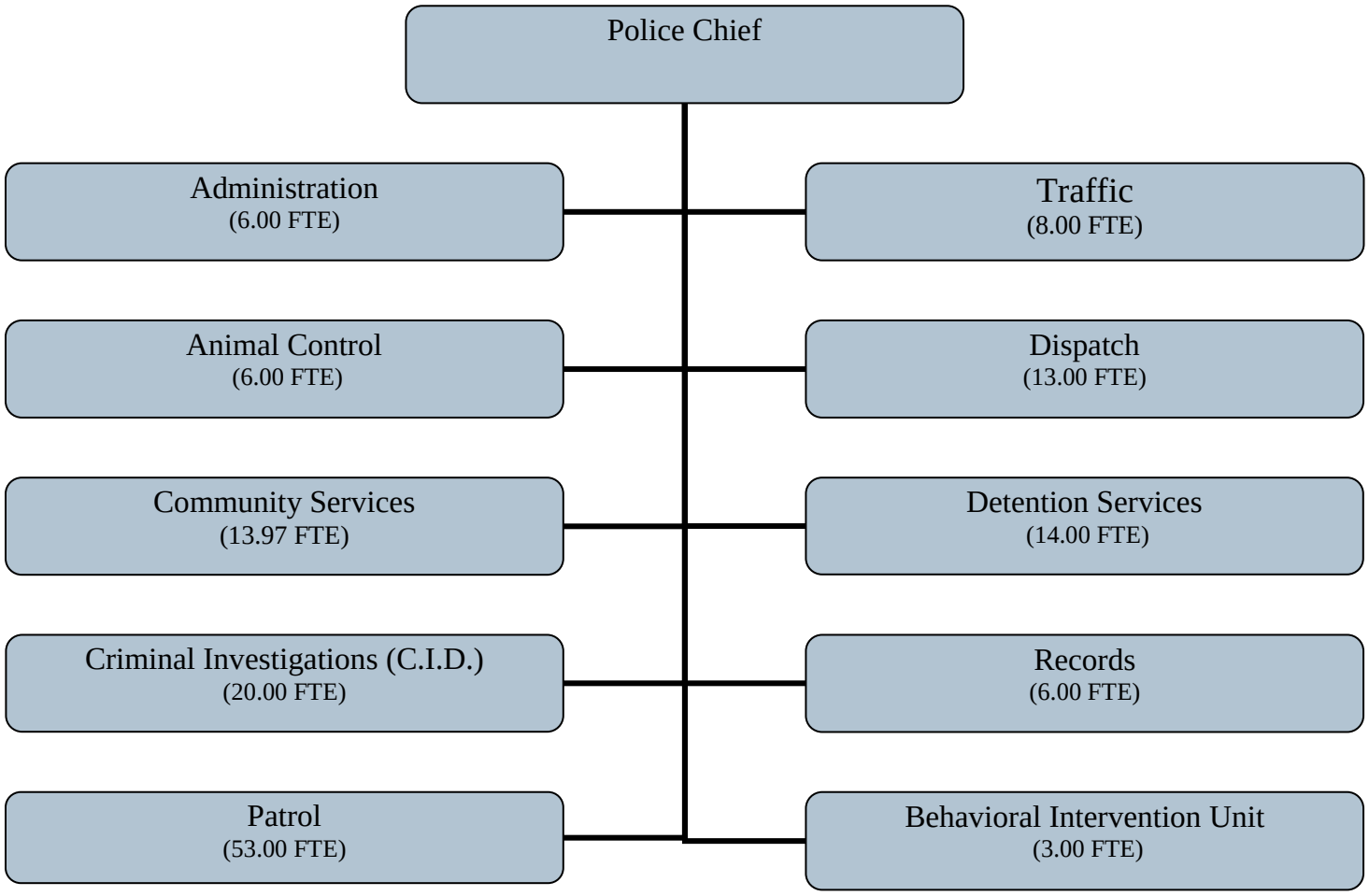
## SIGNIFICANT CHANGES

| | |
|---|---|
| Decrease in scheduled debt service payments | ($335,828) |

BLUE BELL ICE CREAM
The Original Homemade Vanilla
Still a 1/2 Gal (2 QTS)
BLUE BELL ICE CREAM
Cherry Vanilla
Still a 1/2 Gal (2 QTS)
BLUE BELL ICE CREAM
Strawberry
Still a 1/2 Gal (2 QTS)
BLUE BELL ICE CREAM
Mint Chocolate Chip
HALF GALLON (1.89 L)
BLUE BELL ICE CREAM
Cookie Two Step
BLUE BELL ICE CREAM
Peaches & Homemade Vanilla

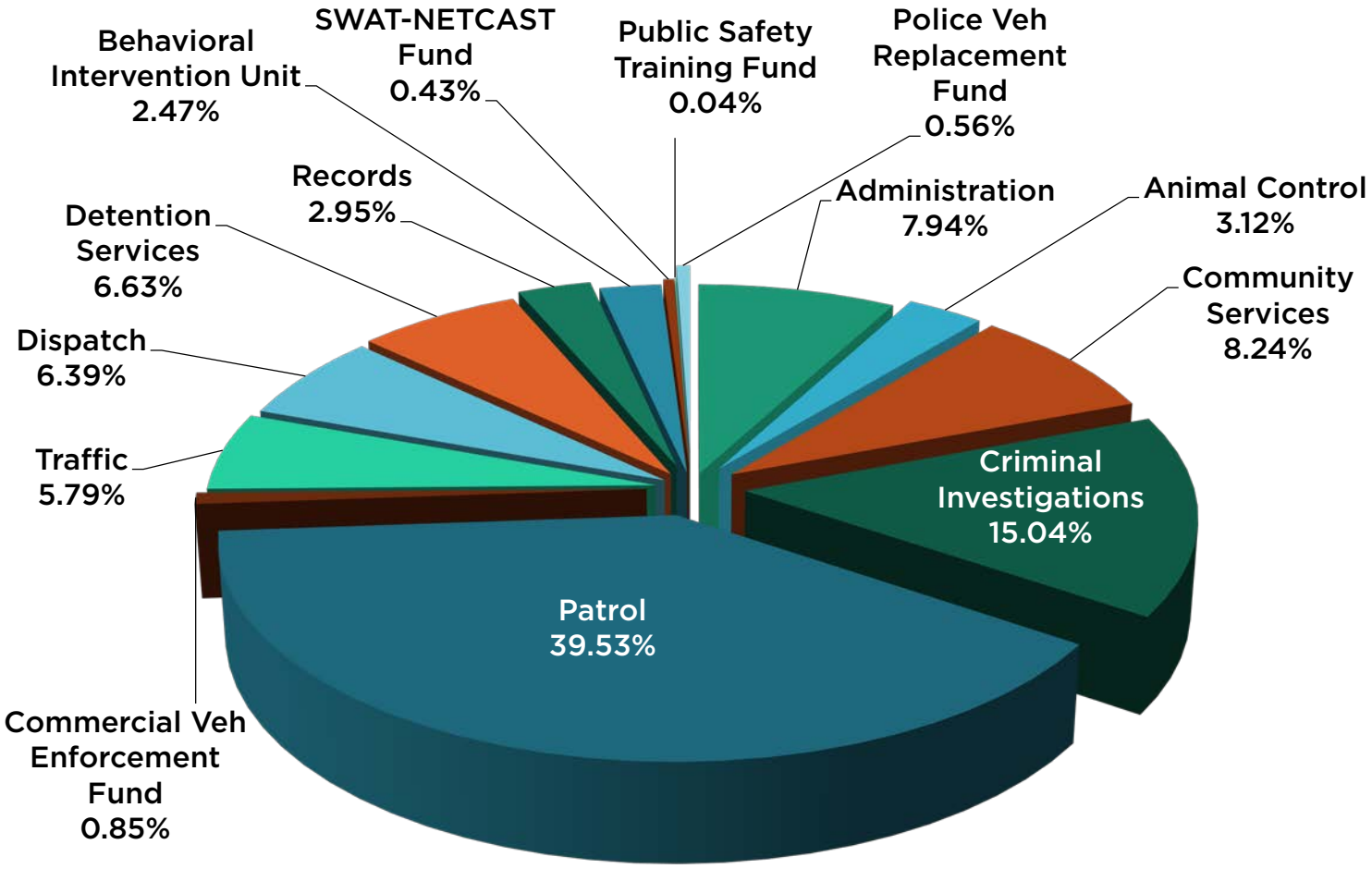
# POLICE

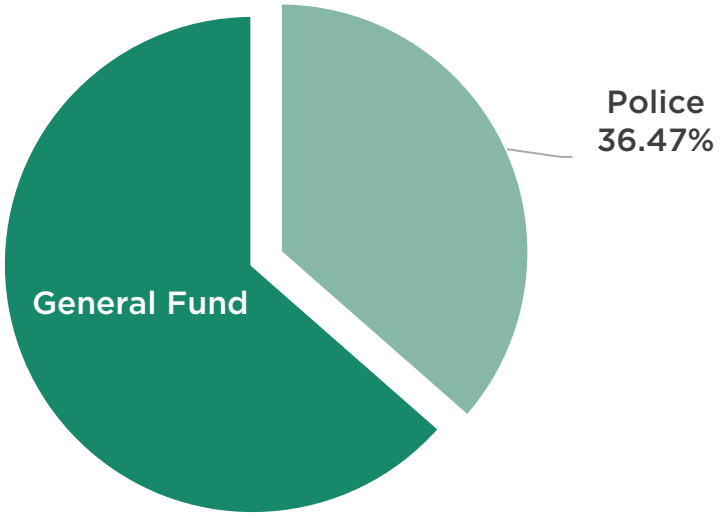
# City of Bedford
# Police Department Organization Chart
# FY 2019 – 2020

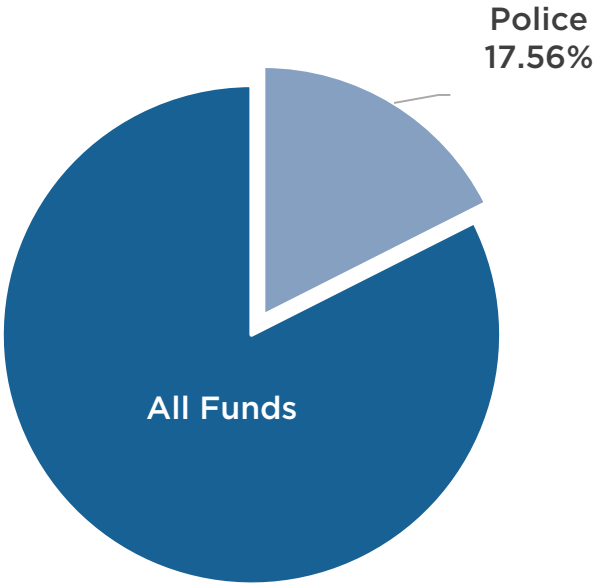


# POLICE

## Total Expenditures
## $13,794,525



# POLICE

## TOTAL EXPENDITURES
## $13,794,390

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Administration | 922,349 | 956,192 | 975,598 | 119,599 | 1,095,197 |
| Animal Control | 394,315 | 404,420 | 422,419 | 7,407 | 429,826 |
| Community Services | 974,953 | 1,058,228 | 1,124,938 | 12,381 | 1,137,319 |
| Criminal Investigations (CID) | 1,816,653 | 1,958,995 | 2,047,564 | 27,600 | 2,075,164 |
| SWAT | 15,000 | - | - | - | - |
| Patrol | 5,066,247 | 5,055,116 | 5,341,971 | 111,410 | 5,453,381 |
| Traffic | 816,979 | 949,606 | 787,606 | 10,973 | 798,579 |
| Dispatch | 779,811 | 847,730 | 874,952 | 6,730 | 881,682 |
| Detention Services | 765,260 | 899,086 | 907,857 | 6,384 | 914,241 |
| Records | 414,184 | 405,392 | 401,753 | 5,540 | 407,293 |
| Behavioral Intervention Unit | 330,067 | 333,634 | 334,378 | 5,980 | 340,358 |
| Commercial Vehicle Fund | 2,271 | 136,637 | 117,705 | - | 117,705 |
| SWAT - NETCAST Fund | 50,785 | 60,000 | 60,000 | - | 60,000 |
| Public Safety Training Fund (LEOSE) | 13,433 | 3,150 | 6,015 | - | 6,015 |
| Police Vehicle Replacement Fund | 77,628 | 77,630 | 77,630 | - | 77,630 |
| **TOTAL** | **$12,439,936** | **$13,145,816** | **$13,480,386** | **$ 314,004** | **$13,794,390** |

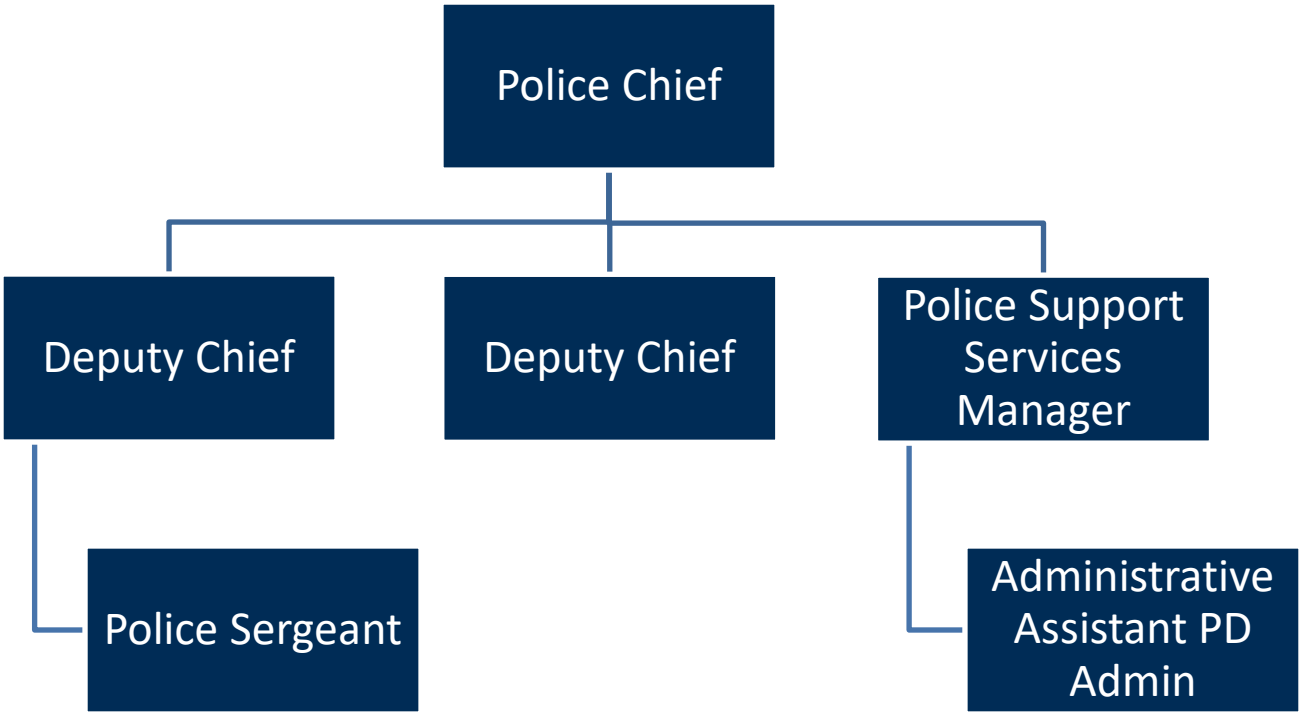
## Future Budget Considerations

Renovation of Training, Conference, Briefing and Media Room - Renovation would include update of AV equipment, and replacement of tables and chairs in the Training Room and Patrol Briefing Room. The Training Room would benefit from the installation of eight networked computers in each of the cubicle areas located at the east end of the room. This would be a step in establishing the location as a secondary Emergency Operations Center, as well as providing an area that would accommodate groups to test and learn computer programs and software used by the Police Department. The CID Media is in need of a technology upgrade with computer and software systems. The building is going into its 20th year of existence and has had very little renovation and update to these areas other than flooring.

End of Term for New World Service Agreement - In FY2021, the 10-year financial agreement with Tyler Technologies for the public safety software will be considered fulfilled, with a final payment of $139,000. The annual maintenance of the Zuercher Public Safety Software will be approximately $85,000/year resulting in an annual savings of approximately $50,000.

Renovation of Locker Rooms and Weight Rooms - These areas are original to the building and no longer accommodate the additional equipment carried by law enforcement officers. Renovations would include transition to larger lockers to adequately store equipment, addition of lockers, and expansion of male locker area.

# City of Bedford
# Administration Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police | Division: Administration

## PROGRAM DESCRIPTION

The Administrative Division of the Police Department provides leadership and support to all members of the public, as well as all Police personnel through fiscal responsibility and modeling of the City's values. The mission is to maintain an atmosphere of community partnership, provide transparency to the citizens, encourage continued training and education of personnel, and provide opportunities resulting in career growth and employee retention. The Administration considers each and every person to be a customer, be it a member of the public, a Departmental/City employee, or an individual from another organization, both public and private sector. The Division performs the administrative and logistical functions crucial to effective operations of the Department. The Division ensures the Department has the appropriate and necessary resources, personnel, technology, and equipment to support the overall day-to-day operations.

## FY 2018-2019 HIGHLIGHTS

* Received grant funding for the purchase of thermal imaging cameras that will be installed on patrol vehicles. This equipment provides officers with the ability to assess surroundings at night to mitigate risks when responding to certain calls for service.
* Continued organizational restructure to encourage leadership opportunities to all levels of supervisory staff, and to maximize staffing and personnel resources.
* The Honor Guard presented Colors during opening ceremonies at Texas Motor Speedway for the NASCAR XFINITY Series race, and lead the annual Medal of Honor Parade in Gainesville, Texas, which honors new Medal of Honor recipients, most of whom are in attendance.
* Began conversion process to transition to new public safety software.
* Received grant funding for the purchase of a police 6-passenger cruiser cart. This vehicle will be marked as a police vehicle, and equipped with lights and sirens. It will be used to patrol a variety of locations to include the Bedford Boys Ranch and the walking trails, but also will be used at special events around the City.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Continue to develop local, state, and federal resources to implement or enhance Police Department programs.
* Maintain average response time to Priority 1 calls for service to under six minutes.

***Organizational Excellence***

* Continue seeking state and federal grant opportunities in order to implement/enhance programs and services and/or purchase new technology.
* Ensure end-of-year expenditures throughout the Police Department are within the fiscal budget parameters authorized by City Council.
* Continue to explore opportunities for the sharing of personnel and/or equipment resources with other local agencies.

***Communicate & Engage with Citizens***

* Support and encourage the Department's Community Services Division to create/implement programs designed to incorporate citizen involvement for the purpose of enhancing communities.

Fund: General

Department: Police

Division: Administration

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $627,164 | $618,246 | $645,022 | $519,883 | $757,492 |
| Supplies | 15,960 | 19,511 | 32,300 | 33,820 | 34,150 |
| Maintenance | 9,602 | - | 2,900 | 1,544 | 2,900 |
| Contractual Services | 170,718 | 199,282 | 155,970 | 171,594 | 165,655 |
| Utilities | 103,098 | 85,310 | 120,000 | 78,595 | 120,000 |
| Sundry/Debt Service | - | - | - | 15,000 | 15,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $926,541 | $922,349 | $956,192 | $820,436 | $1,095,197 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Police Chief | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Support Services Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Sergeant | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 5.00 | 5.00 | 5.00 | 5.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $5,600 |
| Supplemental for Police Sergeant full-time position | $105,342 |
| Added funding for warranty on Watchguard body cameras | $8,125 |
| Added funding for operating transfer for Bedford contribution to regional SWAT team | $15,000 |

Fund: General

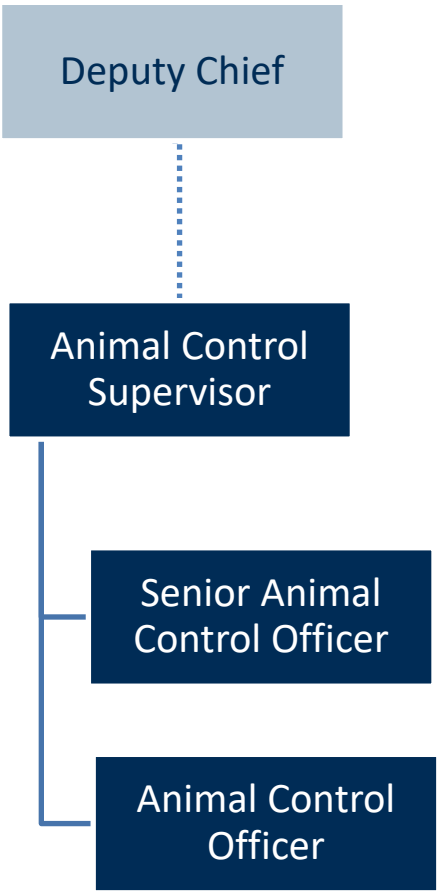
Department: Police

Division: Administration

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Sworn Positions | 80 | 82 | 77 | 88 |
| # of Civilian Positions | 50 | 57 | 49 | 55 |
| Population | 49,234 | 49,330 | 49,330 | 49,526 |
| **OUTPUTS** | | | | |
| # of Policies, Procedures and/or City Ordinances Revised or Implemented | 1 | 10 | 40 | 24 |
| **EFFICIENCY** | | | | |
| # of the 11 Police Divisional Budgets that Remain within Fiscal Parameters | 11 | 11 | 11 | 11 |
| % of Employee Retention | 99.00% | 99.00% | 99.00% | 99.00% |
| Division Budget as a % of General Fund | 2.75% | 2.73% | 2.40% | 2.95% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Per Capita Costs for Police Services | $258 | $250 | $235 | $250 |
| # of Sworn Positions per 1,000 Population | 1.63 | 1.74 | 1.56 | 1.75 |
| # of Civilian Positions per 1,000 Population | 1.02 | 1.12 | 1.00 | 1.09 |
| Violent Crime per 1,000 Population | 2.27% | 2.75% | 2.72% | 2.75% |
| Property Crime per 1,000 Population | 22.17% | 23.21% | 20.22% | 21.75% |
| % of Employees Leaving the City due to Department Dissatisfaction | 0.01% | 0% | 0% | 0% |

# City of Bedford
# Animal Control Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police Division: Animal Control

## PROGRAM DESCRIPTION

The Animal Control Division focuses on promoting responsible pet ownership and the adoption and/or alternate placement of adoptable animals. Additionally, the Division is responsible for: providing humane care, treatment, and disposition of all animals; enforcing state and local laws; maintaining the Shelter, vehicles, and equipment in a sanitary manner that mitigates the potential for infectious disease transmission; promoting Shelter awareness and Shelter programs through the use of media, civic events, and presentations; and developing a strong volunteer base. The Animal Control Division incorporates citizens, volunteers, and the public in all facets of their operations and events.

## FY 2018-2019 HIGHLIGHTS

* Achieved 100% live release rate for adoptable animals the entire fiscal year. This is due in part to the Shelter's transition in the practice of treating sheltered animals back to health rather than seeking alternative options.
* Purchased aluminum Kuranda beds for extended stay comfort and improved sanitary conditions - funded through the Animal Shelter donation fund.
* Passed the annual State shelter inspection.
* Continued participation in community pet fairs, encouraging the adoption of pets and providing continuing education for the care of pets.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Continued partnership between Animal Control and Code Compliance in the weekly Neighborhood Revitalization Program to identify and address quality of life issues.

***Organizational Excellence***

* Continue to develop new strategies and/or opportunities to increase pet adoption rates.
* Respond to public concerns accordingly, providing follow-up when necessary.
* Continue to support staff development to increase knowledge on best practices in animal care.

***Communicate & Engage with Citizens***

* Continue promoting responsible pet ownership by attending off-site civic events and hosting semi-annual Pet Fairs.
* Develop public education programs to enhance awareness of domestic and wildlife animals.
* Continue to encourage and further enhance Shelter volunteer participation.

Fund: General

Department: Police

Division: Animal Control

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $350,028 | $360,235 | $367,540 | $336,257 | $392,916 |
| Supplies | 13,166 | 17,069 | 17,250 | 17,134 | 17,250 |
| Maintenance | 1,214 | 47 | - | - | - |
| Contractual Services | 4,967 | 4,287 | 5,130 | 5,105 | 5,160 |
| Utilities | 11,997 | 12,677 | 14,500 | 9,997 | 14,500 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $381,373 | $394,315 | $404,420 | $368,493 | $429,826 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Animal Control Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Animal Control Officer | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| *TOTAL: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $17,900 |
| Funding for Compression adjustments in compensation | $7,400 |

Fund: General

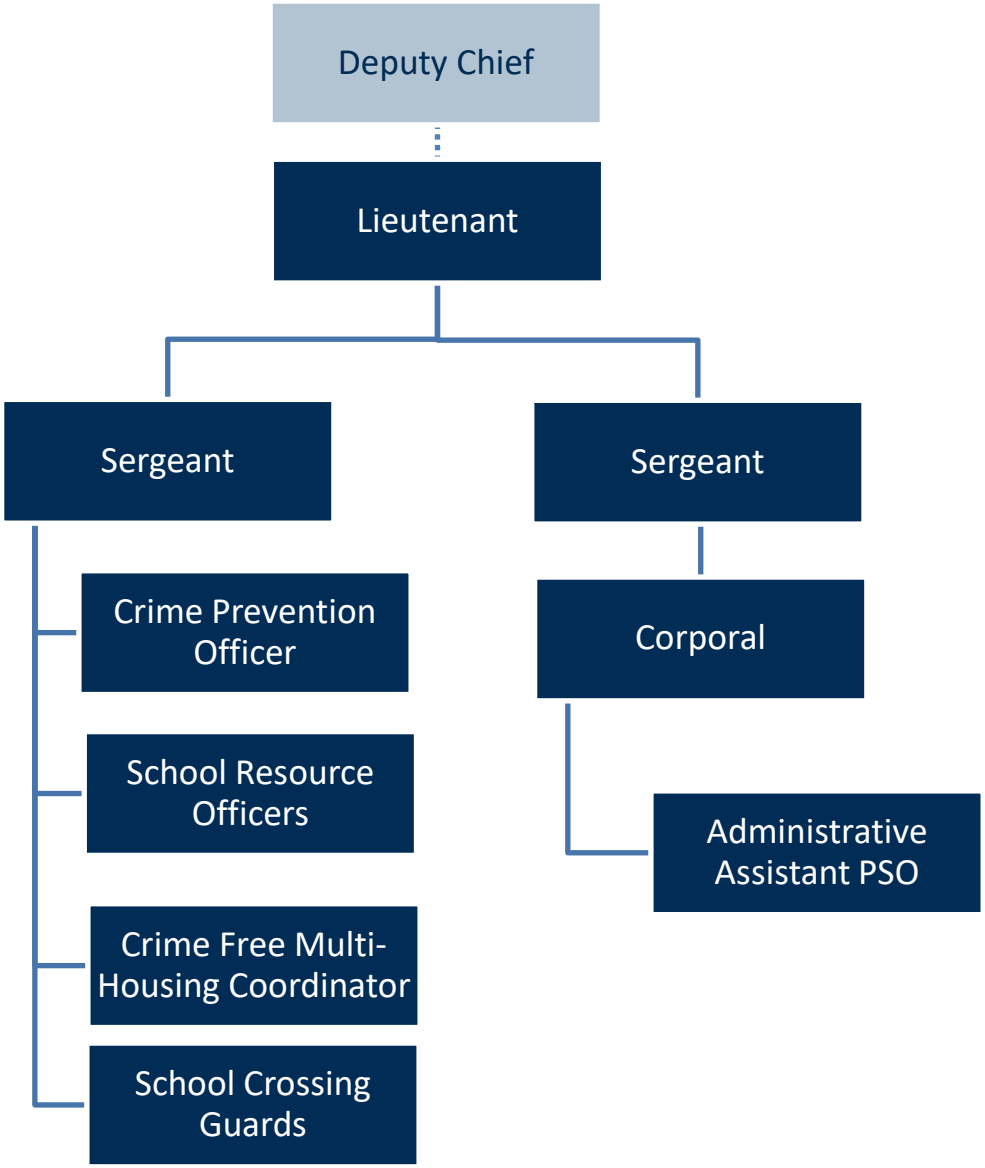
Department: Police

Division: Animal Control

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Animal Control Supervisor | 1 | 1 | 1 | 1 |
| Senior Animal Control Officer | 1 | 1 | 1 | 1 |
| Animal Control Officer | 4 | 4 | 4 | 4 |
| **OUTPUTS** | | | | |
| # of Calls for Service | 2,178 | 2,400 | 1,685 | 2,100 |
| # of Animals Impounded | 888 | 1,000 | 735 | 900 |
| # of Domestic Animals Successfully Placed (Adopted, Transferred, Rescued) | 341 | 265 | 320 | 325 |
| **EFFICIENCY** | | | | |
| Average # of Calls per Animal Control Officer | 368 | 450 | 170 | 330 |
| # of Injuries Due to Animal Contact | 6 | 0 | 3 | 0 |
| Division Budget as a % of General Fund | 1.18% | 1.15% | 1.08% | 1.16% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Hours Participated in the Neighborhood Revitalization Program | 30 | 50 | 15 | 30 |
| # of City Licenses Issued | 1,523 | 1,500 | 1,400 | 1,500 |
| # of Off-site Civic Events | 23 | 25 | 15 | 25 |
| # of Domestic Animals at Beginning of Quarter | 95 | 15 | 38 | 15 |
| # of Domestic Animals at End of Quarter | 106 | 10 | 30 | 10 |
| Live Release Rate | 93% | 75% | 91% | 90% |
| Live Release Rate for Adoptable Animals | 92% | 95% | 100% | 95% |
| % of Adopted Animals Returned | 11% | 5% | 14% | 5% |

# City of Bedford
# Community Services Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police | Division: Community Services

## PROGRAM DESCRIPTION

The Community Services Division facilitates and coordinates efforts to enhance communication and relationships between the community and the Police Department, and to reduce crime through development, promotion, and implementation of effective crime prevention strategies. The Division promotes community involvement through programs such as the Citizens Police Academy and the Volunteers in Policing Services (V.I.P.S.).

The Division also encompasses a variety of other distinct functions, to include: Internal Affairs, Training, Recruiting, Red Light Camera Program, School Resource Officers, Bedford 1 Community Program, School Crossing Guards, and community outreach programs.

## FY 2018-2019 HIGHLIGHTS

* Third School Resource Officer position assigned to the Gene A. Buinger Career & Technical Education Academy.
* Recruiting Division processed nine recruits to attend the training academy at one time. This group of recruits represents 10% of the Department's sworn personnel.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Provide assistance to managers of apartment communities to deter criminal activity and maintain property appearance through the Bedford 1 Community Program.

***Transformation***

* Continue to work closely with the Hurst-Euless-Bedford Independent School District to provide a daily police presence at the Gene A. Buinger Career & Technical Education Academy and on both Junior High campuses located within the City.
* Continue to foster and develop community ties through programs aimed at reducing crime and encouraging community involvement with police investigations.

***Organizational Excellence***

* Provide thorough, accurate, and impartial investigations of formal, informal, and internal complaints.
* Comply with all State mandated requirements and deadlines regarding the certification and training of all Department personnel.

***Communicate & Engage with Citizens***

* Continue to be a presence and resource of information to all citizens, residents and businesses.
* Continue to enhance and promote citizen involvement through the Department's Volunteers in Policing Services (V.I.P.S.) and Explorers Program.
* Create new opportunities for law enforcement personnel to engage citizens in a casual setting.

Fund: General

Department: Police

Division: Community Services

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $870,169 | $948,327 | $1,025,868 | $1,043,633 | $1,104,969 |
| Supplies | 20,548 | 19,097 | 24,580 | 20,577 | 22,830 |
| Maintenance | 4,708 | - | - | - | - |
| Contractual Services | 6,433 | 7,530 | 7,780 | 7,774 | 9,520 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $901,859 | $974,953 | $1,058,228 | $1,071,984 | $1,137,319 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Sergeant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Corporal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crime Prevention Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| School Resource Officer | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |
| Crime Free Multi-Housing Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant PD - Professional Standards Office | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| School Crossing Guards | 3.97 | 3.97 | 3.97 | 3.97 | 3.97 |
| *TOTAL: | 12.97 | 12.97 | 12.97 | 13.97 | 13.97 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $66,800 |
| Funding for Compression adjustments in compensation | $12,300 |

Fund: General

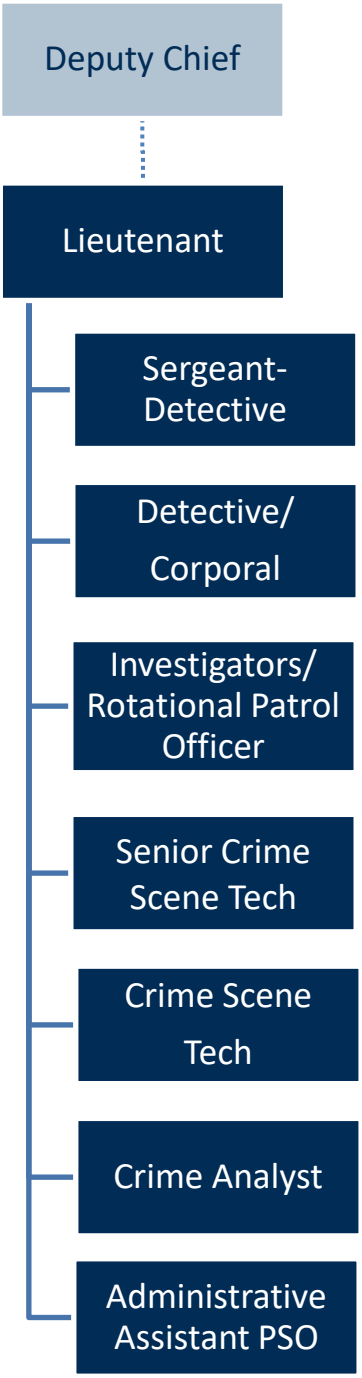
Department: Police

Division: Community Services

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Lieutenant | 1 | 1 | 1 | 1 |
| Sergeant | 2 | 2 | 2 | 2 |
| Corporal | 1 | 1 | 1 | 1 |
| Police Officer | 3 | 4 | 4 | 4 |
| Administrative Assistant PD - Professional Standards Office | 1 | 1 | 1 | 1 |
| Crime Free Multi-Housing Coordinator | 1 | 1 | 1 | 1 |
| **OUTPUTS** | | | | |
| Total Department Training Hours | 7,000 | 5,500 | 2,800 | 3,000 |
| # of Volunteer Hours | 5,911 | 6,000 | 7,000 | 6,000 |
| Public Safety Presentations | 194 | 175 | 250 | 200 |
| **EFFICIENCY** | | | | |
| # of Traffic Surveys Performed by Volunteers (in lieu of Police Officers) | 1,138 | 1,200 | 1,400 | 1,200 |
| # of Volunteer Assignments and Directed Enforcements | 63 | 50 | 60 | 50 |
| % of Training Hours Conducted In-House | 44% | 50% | 75% | 75% |
| # of Residential Security Surveys | 0 | 20 | 0 | 24 |
| Division Budget as a % of General Fund | 2.91% | 3.02% | 3.13% | 3.06% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Internal Investigations Completed within 30 Days | 83% | 90% | 100% | 95% |
| # of Applicants Processed | 64 | 150 | 800 | 500 |
| # of Positions Hired | 3 | 10 | 20 | 10 |
| % of Incidents Handled on Campus by School Resource Officers vs. Patrol Officers | 100% | 100% | 100% | 100% |
| # of Injuries/Accidents (During Training Hours) | 1 | 0 | 2 | 0 |
| % of Employees Meeting the Minimum Training Mandated by the State | 75% | 85% | 100% | 100% |
| Total # of Apartment Communities Certified through the Crime Free Multi-Housing Program | 0 | 1 | 0 | 2 |
| # of Sustained Complaints | 0 | 0 | 0 | 0 |
| Total Monetary Value of Volunteer Hours Worked | $170,035 | $170,500 | $180,000 | $152,580 |

# City of Bedford
# Criminal Investigations (C.I.D.) Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police | Division: Criminal Investigations (C.I.D.)

## PROGRAM DESCRIPTION

The Criminal Investigations Division (C.I.D.) is responsible for the prompt and accurate collection of evidence and information in order to solve criminal offenses, while protecting the constitutional rights of all parties.

The Division is responsible for investigating crimes against property and/or persons, and conducting special and undercover operations to include, but not limited to: narcotics, gang activities, gambling, and organized crime.

The Crime Analyst is charged with keeping officers and local agencies abreast of urgent suspect and/or officer safety issues as they arise. The Crime Analyst also analyzes data in order to assist in the strategic patrol deployments and investigation of criminal acts.

The Division works closely with the Tarrant County District Attorney's Office to prosecute all criminal cases.

## FY 2018-2019 HIGHLIGHTS

* Cooperated with the Federal Bureau of Investigations (FBI) and the Texas Rangers on a major case.
* Investigation of arrested persons led to identification of hundreds of fraud victims. Arrested persons were also associated with a larger ring of organized crime throughout the Metroplex. Due to the efforts and actions of Criminal Investigations, cases have been filed at both state and federal levels, many resulting in successful prosecutions thus far.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Continue to develop intelligence sharing in cooperation with the Department's Crime Analyst and neighboring agencies in order to further investigative leads relating to property and violent crime.

***Organizational Excellence***

* Continue to maintain a low open case load average per detective/investigator.
* Continue to maintain a case clearance rate above the national average for persons crimes.
* Crime Analyst - provide the Patrol and Criminal Investigations Divisions with timely and specific crime analysis and statistical data for deployment and investigative purposes.

Fund: General

Department: Police

Division: Criminal Investigations (C.I.D.)

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $1,557,136 | $1,775,427 | $1,915,625 | $1,843,937 | $2,031,814 |
| Supplies | 19,792 | 24,296 | 28,090 | 22,786 | 29,700 |
| Maintenance | 9,657 | - | - | - | - |
| Contractual Services | 11,451 | 15,930 | 15,280 | 18,079 | 13,650 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $1,598,035 | $1,815,653 | $1,958,995 | $1,884,802 | $2,075,164 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Sergeant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Detective/Corporal | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Police Officer (Rotational Investigator) | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Crime Analyst | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| Public Service Officer | 0.00 | 0.00 | 2.00 | 2.00 | 2.00 |
| Senior Crime Scene Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crime Scene Technician I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 17.00 | 17.00 | 20.00 | 20.00 | 20.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $88,500 |
| Funding for Compression adjustments in compensation | $27,600 |

Fund: General

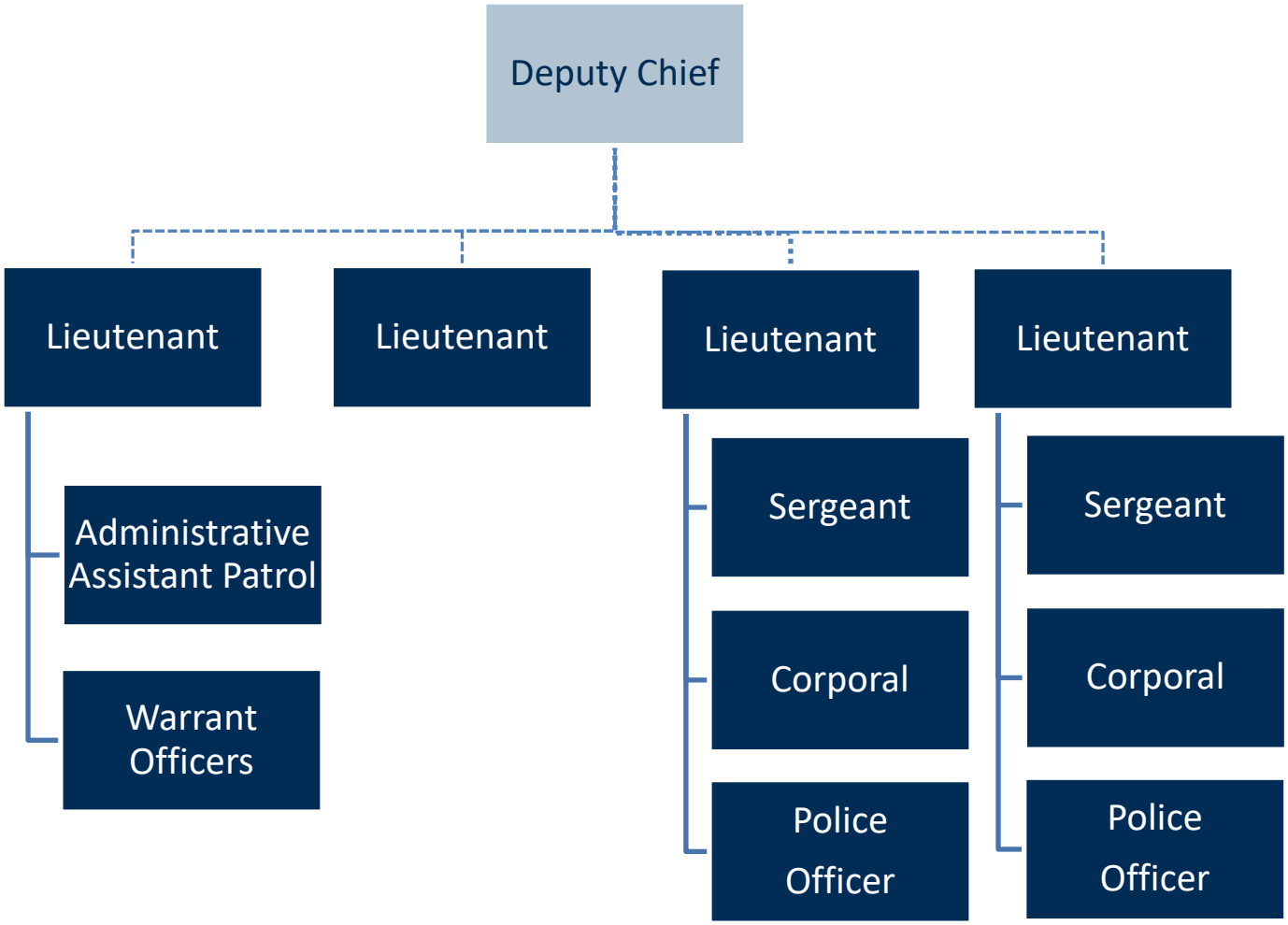
Department: Police

Division: Criminal Investigations (C.I.D.)

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Lieutenant | 1 | 1 | 1 | 1 |
| Sergeant | 2 | 2 | 2 | 2 |
| Detective | 8 | 8 | 8 | 8 |
| Rotational Investigator | 4 | 4 | 4 | 4 |
| Crime Scene Technicians | 2 | 2 | 2 | 2 |
| Crime Analyst | 0 | 1 | 1 | 1 |
| Public Service Officer | 0 | 2 | 2 | 2 |
| **OUTPUTS** | | | | |
| # of Cases Investigated | 2,896 | 2,600 | 3,400 | 3,000 |
| # of CID Warrants Processed | 165 | 100 | 160 | 100 |
| # of CID Warrants Served | 101 | 60 | 80 | 75 |
| # of Crime Scene Investigations | 67 | 122 | 50 | 55 |
| # of Crime Scene Bulletins Created and Distributed | 102 | 125 | 10 | 125 |
| **EFFICIENCY** | | | | |
| Average Monthly Open Case Load per Detective/Investigator | 31 | 30 | 27 | 30 |
| Average Monthly Case Load per Detective/Investigator | 55 | 55 | 62 | 55 |
| # of Reports Generated by Public Service Officer | 209 | 200 | 200 | 200 |
| Division Budget as a % of General Fund | 5.42% | 5.59% | 5.50% | 5.59% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Violent Crime Clearance Rate (National Clearance Rate: 45.6%) | 68% | 60% | 62% | 60% |
| Property Crime Clearance Rate (National Clearance Rate: 17.6%) | 11% | 20% | 26% | 20% |
| % of CID Cases Cleared by Arrest or Exception | 35% | 32% | 45% | 35% |
| # of Directed Enforcements Based on Crime Analyst Data | 0 | 0 | 0 | 15 |

# City of Bedford
# Patrol Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police Division: Patrol

## PROGRAM DESCRIPTION

The Patrol Division is the most visible and recognizable unit of the Police Department, operating 24 hours a day, 7 days a week, 365 days a year. The primary purpose of the Patrol Division is the protection of life and property, and the promotion of the safety and welfare of the general public. Patrol officers are first responders who provide proactive police patrols, enforce federal, state, and local laws, traffic laws, and report offenses. The Division performs initial investigations into offenses and prevents and deters crime through their presence.

## FY 2018-2019 HIGHLIGHTS

* Drone Program was expanded to a team consisting of 15 sworn and non-sworn Departmental personnel to ensure 24/7/365 accessibility to drone services.
* Transitioned entire inventory of tasers to a lease program, equipping all officers with the latest technology.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Protect and preserve neighborhoods and attract commercial development through the maintenance of a low crime rate.
* Utilize available resources, to include the Mobile Observation Tower, video surveillance cameras, and volunteers to assist Patrol in the deterrence, detection, and apprehension of criminal elements.

***Organizational Excellence***

* Continue to seek grant funding to purchase equipment/technology that will assist the Patrol Division in the deterrence of crime and improve officer safety.
* Continue utilizing statistical data, analysis, and call history to maximize the deployment of Patrol and Traffic personnel.
* Initiate a three-year rotational police rifle replacement program.

Fund: General

Department: Police

Division: Patrol

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $4,316,589 | $4,667,642 | $4,738,466 | $4,767,474 | $5,103,381 |
| Supplies | 182,938 | 174,699 | 197,560 | 164,520 | 230,750 |
| Maintenance | 42,822 | 11,477 | 8,680 | 8,680 | 8,680 |
| Contractual Services | 33,382 | 32,812 | 26,590 | 34,405 | 26,750 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | 89,095 | 145,808 | 83,820 | 83,918 | 83,820 |
| Capital Outlay | 474,356 | 33,809 | - | - | - |
| TOTAL: | $5,139,182 | $5,066,247 | $5,055,116 | $5,058,997 | $5,453,381 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Lieutenant | 4.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| Police Sergeant | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Police Detective/Corporal | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Police Officer | 35.00 | 34.00 | 36.00 | 36.00 | 37.00 |
| Warrant Officer/Baliff | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| Administrative Assistant - PD Patrol | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 48.00 | 46.00 | 48.00 | 48.00 | 52.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $36,300 |
| Supplemental for Police Officer position | $75,968 |
| Reallocation of funding for Warrant Officers from Municipal Court | $157,000 |
| Reallocation of funding for Police Lieutenant from Traffic | $130,000 |
| Funding for equipment replacement | $38,000 |
| One-time expenses for supplemental approved in prior year budget | ($15,600) |

Fund: General

Department: Police

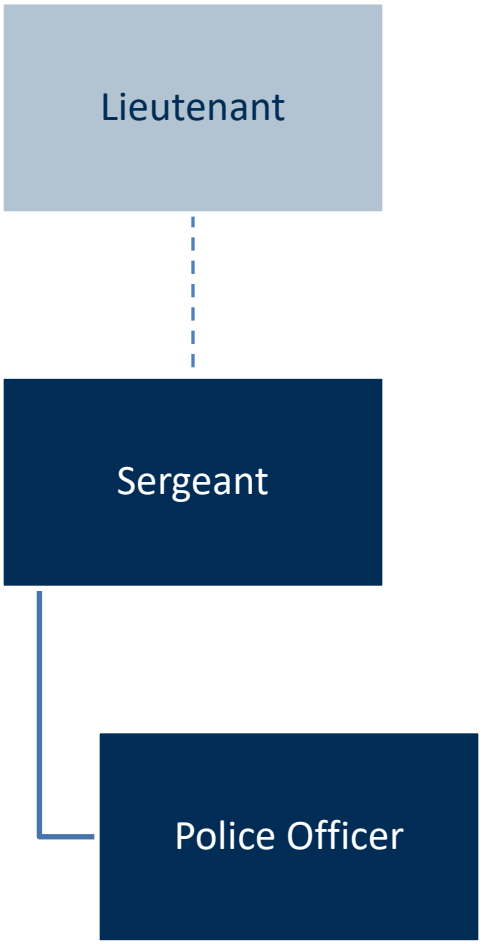
Division: Patrol

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Lieutenant | 2 | 3 | 3 | 4 |
| Sergeant | 4 | 4 | 4 | 4 |
| Corporal | 4 | 4 | 4 | 4 |
| Patrol Officer | 30 | 34 | 34 | 35 |
| Administrative Assistant | 1 | 1 | 1 | 1 |
| **OUTPUTS** | | | | |
| # of Calls for Service | 20,361 | 21,100 | 20,200 | 20,250 |
| # of Officer Initiated Calls | 28,824 | 30,000 | 27,700 | 28,225 |
| **EFFICIENCY** | | | | |
| # of Patrol Officers per 1,000 Population | 0.61 | 0.70 | 0.63 | 0.62 |
| Average Response Time for Priority 1 Calls | 5:25 | 5:45 | 5:45 | 5:35 |
| Average # of Calls for Service per Officer | NM | NM | NM | 575 |
| Division Budget as a % of General Fund | 15.12% | 14.43% | 14.77% | 14.69% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Offense Reports Generated | 6,068 | 5,500 | 5,742 | 2,870 |
| # of Arrests | 3,432 | 2,200 | 3,568 | 3,500 |
| # of Traffic Citations Issued by Patrol Division | 6,804 | 5,000 | 5,000 | 5,900 |

NM - New Measure

# City of Bedford
# Traffic Division
# FY 2019 – 2020




* Sergeant position funding split with 0.85 FTE accounted for in this division and 0.15 FTE accounted for in the Commercial Vehicle Enforcement Fund. The Commercial Vehicle Enforcement Officer is also accounted for in that fund.

City of Bedford
Program Summary
FY 2019-2020

Fund: General

Department: Police Division: Traffic

## PROGRAM DESCRIPTION

The Traffic Division is responsible for the identification of problematic locations in residential and major thoroughfares and to respond utilizing personnel and equipment to gain compliance of all applicable traffic laws. Problematic locations include: high traffic areas, areas where traffic complaints are received, and identified locations where collisions occur. The Division investigates non-injury, injury and fatality accidents, to include case preparation and testifying in court, when necessary.

The Division partners with the Department of Transportation's National Highway Traffic Safety Administration to promote highway safety campaigns in regards to seatbelt usage and impaired driving.

## FY 2018-2019 HIGHLIGHTS

* Attended five Motorcycle Skills Training and Demonstrations.
* Trained two new motor officers.
* Hosted motorcycle rodeo and skills competition.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Provide a visible presence in school zones and take enforcement action as needed.
* Respond to a minimum of 80% of all traffic accidents that occur during working hours.

***Organizational Excellence***

* Supplement and assist the Patrol Division during periods of heavy call loads and/or critical incident management situations.

***Communicate & Engage with Citizens***

* Respond to citizen complaints regarding areas of traffic concern, determine the severity of the issue, and take appropriate enforcement measures to reduce any problems.

Fund: General

Department: Police

Division: Traffic

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $707,630 | $559,867 | $751,876 | $542,309 | $619,889 |
| Supplies | 19,771 | 25,920 | 28,450 | 38,840 | 28,450 |
| Maintenance | 22,802 | 6,018 | 10,080 | 10,080 | 10,080 |
| Contractual Services | 7,103 | 3,920 | 8,050 | 8,620 | 8,000 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | 50,176 | 151,150 | 162,925 | 132,160 |
| Capital Outlay | - | 171,078 | - | - | - |
| TOTAL: | $757,306 | $816,979 | $949,606 | $762,774 | $798,579 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Sergeant | 1.00 | 1.00 | 0.85 | 0.85 | 0.85 |
| Police Officer | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Commercial Vehicle Enforcement Officer (Patrol Officer) | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| *TOTAL: | 9.00 | 8.00 | 7.85 | 7.85 | 6.85 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Reallocation of funding for Police Lieutenant to Patrol | ($130,000) |
| Decrease in operating transfer for Commercial Vehicle Enforcement Program | ($18,990) |

Fund: General

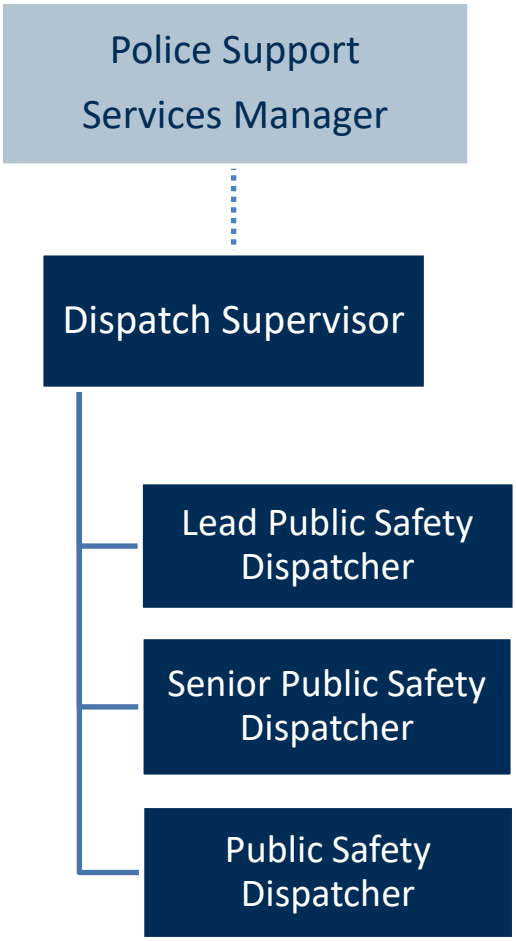
Department: Police

Division: Traffic

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Lieutenant | 1 | 1 | 1 | 0 |
| Sergeant | 1 | 1 | 1 | 1 |
| Patrol Officer | 3 | 6 | 6 | 6 |
| Commercial Vehicle Enforcement Officer | 1 | 0 | 0 | 0 |
| **OUTPUTS** | | | | |
| # of Accident Investigations | 1,084 | 930 | 1,200 | 1,100 |
| # of Directed Enforcement/Assignments | 147 | 1,820 | 500 | 350 |
| # of CRASH (Combined Reconstruction & Accident Specialists of HEB) Investigations | 10 | 5 | 8 | 9 |
| **EFFICIENCY** | | | | |
| % of Accident Investigations Performed by Traffic Division | 68% | 70% | 70% | 70% |
| Division Budget as a % of General Fund | 2.44% | 2.71% | 2.23% | 2.15% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Accidents Investigated per Traffic Officer | 163 | 137 | 150 | 150 |
| # of Traffic Citations by Traffic Division | 6,970 | 7,000 | 4,550 | 5,000 |

# City of Bedford
# Dispatch Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police Division: Dispatch

## PROGRAM DESCRIPTION

The Dispatch Division assists the public with emergency and non-emergency requests for assistance and the prompt and accurate dispatching of police, fire, and emergency medical personnel. The Division has the responsibility to staff and answer, on a 24-hour basis, the 9-1-1 and non-emergency telephones upon which calls for service are received. The Division is the base of operations for all radio traffic and the collection and dissemination of information relating to public safety incidents and the responding personnel.

## FY 2018-2019 HIGHLIGHTS

* Conducted several training sessions for volunteers assigned as Call-Takers for the Emergency Operation Center.
* Received $20,123 in funding through the 2019 PSAP (Public Safety Answering Points) Assistance Program, facilitated through the Tarrant County 911 District. Funds were utilized to purchase replacement computers for each of the three dispatch consoles, and were also used to fund the build-out of GIS maps necessary for computer aided dispatching in the new Zuercher public safety software.
* Continued to serve as hosting agency for HEB ISD students to complete observation requirements of a Dispatch Center. These students participate in the HEB ISD Dispatch/Law Enforcement program.
* Successfully completed the audit facilitated by the Texas Crime Information Center (TCIC) every three years. The TCIC provides access to law enforcement agencies throughout the state to data regarding the status of stolen property and the wanted, missing, sex offender, or protective order status of persons. This data is entered by LE agencies which are required to participate in audits to ensure accurate entry and dissemination of information supplied to, and obtained through, the TCIC database.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Continue to reduce dispatch processing time for calls for service.
* Ensure all warrants of arrest and/or protective order confirmations are entered accurately and disseminated to local and other law enforcement agencies.

***Organizational Excellence***

* Creating opportunities for expanded training and networking with other agencies and dispatchers.
* Ensure new State mandated training and licensing requirements are met.
* Ensure all affected personnel are current on TCIC/NCIC certification.

Fund: General

Department: Police

Division: Dispatch

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $816,671 | $776,636 | $843,410 | $806,285 | $877,267 |
| Supplies | 587 | 969 | 1,590 | 1,242 | 1,590 |
| Maintenance | - | - | - | - | - |
| Contractual Services | 1,567 | 2,205 | 2,730 | 3,923 | 2,825 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $818,825 | $779,811 | $847,730 | $811,450 | $881,682 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Dispatch Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Public Safety Dispatcher | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Safety Dispatcher | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 |
| *TOTAL: | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $27,100 |
| Funding for Compression adjustments in compensation | $6,730 |

Fund: General

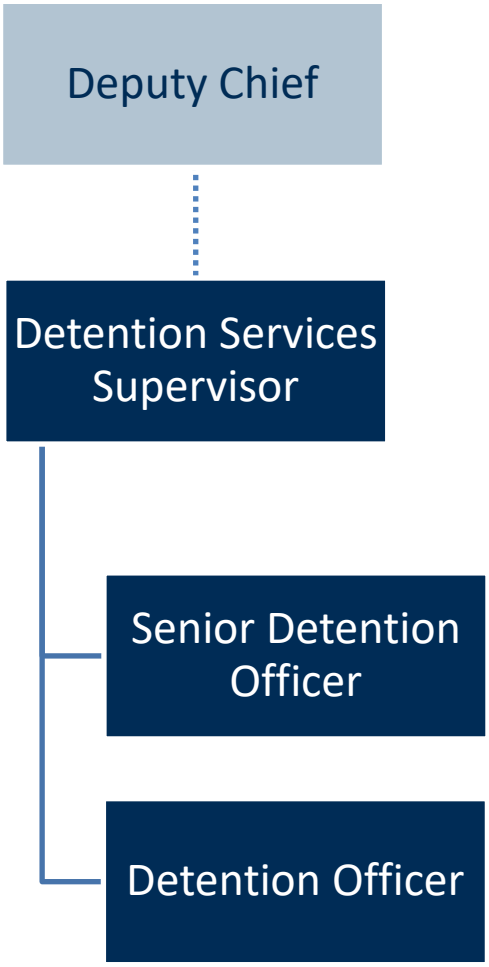
Department: Police

Division: Dispatch

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Dispatch Supervisor | 1 | 1 | 1 | 1 |
| Lead Public Safety Dispatcher | 1 | 1 | 1 | 1 |
| Public Safety Dispatcher | 8 | 10 | 9 | 11 |
| **OUTPUTS** | | | | |
| # of Non-Emergency Calls Received | 54,016 | 55,400 | 50,500 | 50,000 |
| # of 9-1-1 Calls Received | 26,795 | 35,565 | 27,000 | 27,500 |
| # of Calls Dispatched (Police, Fire, EMS) | 28,654 | 28,813 | 28,100 | 28,500 |
| **EFFICIENCY** | | | | |
| Average Time to Process Emergency (Priority 1) Calls for Service (minutes) | 1:24 | 1:23 | 1:24 | 1:25 |
| Average Time to Process Non-Emergency Calls for Service (minutes) | 2:23 | 2:15 | 2:26 | 2:25 |
| Division Budget as a % of General Fund | 2.33% | 2.42% | 2.37% | 2.38% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Police Calls for Service per Dispatch FTE | 1,899 | 1,362 | 1,750 | 1,670 |
| # of Officer-Initiated Calls per Dispatch FTE | 2,694 | 2,467 | 2,380 | 2,500 |
| # of Fire/EMS Calls for Service per Dispatch FTE | 844 | 850 | 820 | 840 |
| Successfully Pass TCIC/NCIC Audit (Every Two Years) | Biennial | Yes | Yes | Biennial |

# City of Bedford
# Detention Services Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police | Division: Detention Services

## PROGRAM DESCRIPTION

The Detention Services Division is responsible for ensuring the safety and well-being of all prisoners and/or detainees held at the Detention Facility. The Division works closely with area law enforcement agencies and Immigration and Customs Enforcement (ICE). Services include booking/processing, security searches, feeding, laundry, personal hygiene, medical care, and ensuring that the facility remains contraband- and weapons-free.

## FY 2018-2019 HIGHLIGHTS

* Successfully passed the Immigration and Customs Enforcement annual inspection.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Maintain minimum standard requirements as outlined in the Immigration and Customs Enforcement contract.
* Ensure Immigration and Customs Enforcement invoicing is submitted by the fifth day of every month.
* Facility, cell, and prisoner checks are conducted in accordance with Department schedules/procedures to better provide for the safety and security of employees and prisoners/detainees.

Fund: General

Department: Police

Division: Detention Services

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $727,671 | $716,101 | $837,036 | $822,926 | $852,241 |
| Supplies | 2,986 | 6,857 | 8,610 | 7,470 | 8,610 |
| Maintenance | 534 | 577 | 1,740 | 1,500 | 1,740 |
| Contractual Services | 50,483 | 41,725 | 51,700 | 37,210 | 51,650 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $781,674 | $765,260 | $899,086 | $869,106 | $914,241 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Detention Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Detention Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Detention Officer | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| *TOTAL: | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $8,900 |
| Funding for Compression adjustments in compensation | $6,300 |

Fund: General

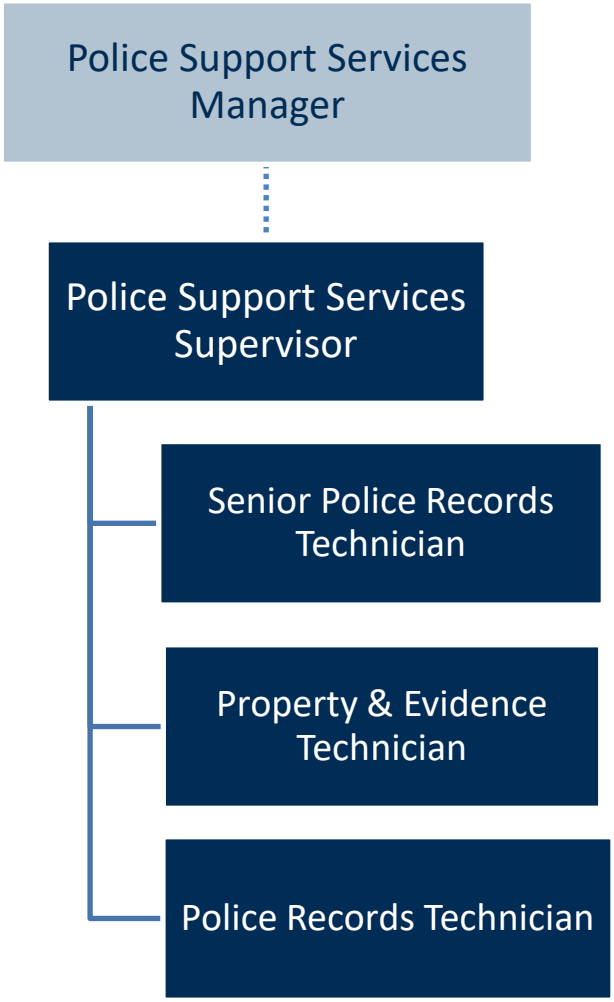
Department: Police

Division: Detention Services

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Detention Services Supervisor | 1 | 1 | 1 | 1 |
| Senior Detention Officer | 1 | 1 | 1 | 1 |
| Detention Officer | 10 | 12 | 11 | 12 |
| **OUTPUTS** | | | | |
| # of ICE Detainees Processed | 3,034 | 3,500 | 3,000 | 3,000 |
| # of Bedford Prisoners Processed | 2,606 | 2,100 | 3,050 | 2,700 |
| # of Prisoner Visitations (Bedford Prisoners Only) | 503 | 850 | 400 | 500 |
| **EFFICIENCY** | | | | |
| Average Length of Stay per ICE Detainee (Days) | 1.11 | 1.09 | 1.09 | 1.00 |
| Average Length of Stay per Bedford Prisoner (Days) | 1.07 | 1.30 | .69 | 1.00 |
| Division Budget as a % of General Fund | 2.28% | 2.57% | 2.54% | 2.46% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of ICE Invoicing Processed by the Fifth Day of the Month | 100% | 100% | 100% | 100% |
| Successfully Pass the Annual ICE Inspection | Yes | Yes | Yes | Yes |
| # of Prisoner Injuries | 0 | 0 | 0 | 0 |
| # of Personnel Injured in the Detention Facility | 0 | 0 | 0 | 0 |
| # of Prisoner Escapes | 0 | 0 | 0 | 0 |

# City of Bedford
# Records Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police Division: Records

## PROGRAM DESCRIPTION

The Records Division is responsible for the accurate collection, storage, retention, destruction, and dissemination of all data, reports, and property coming to the attention of, or generated by, Department personnel. The Division ensures timely compliance with all open records requests and also encompasses the diverse duties/responsibilities of Alarm Permitting, and Property/Evidence.

The Property Technician is responsible for receiving, releasing, and safekeeping of all property and evidence. The Property Technician must maintain the chain of custody for all evidentiary items.

## FY 2018-2019 HIGHLIGHTS

* Submitted CY2018 statistical data to the State prior to the deadline, and in accordance with the Incident Based Reporting (IBR) guidelines.
* Achieved 2018-2019 Divisional Goal of working towards a paperless environment by scanning archived cases into the Records Management System.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Process the majority of open record requests within five business days.
* Take proactive steps in locating rightful property owners and process the release of property as quickly as possible.
* Continue quarterly disposals of property.
* Ensure compliance with the State Record Retention Schedule by identifying and archiving Felony 1 cases meeting certain criteria.

Fund: General

Department: Police

Division: Records

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $394,703 | $399,041 | $385,102 | $377,130 | $387,053 |
| Supplies | 11,323 | 11,263 | 14,250 | 12,269 | 14,250 |
| Maintenance | 250 | - | - | - | - |
| Contractual Services | 3,169 | 3,879 | 6,040 | 5,711 | 5,990 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $409,446 | $414,184 | $405,392 | $395,110 | $407,293 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Support Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Police Records Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Records Technician | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Property and Evidence Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

No significant changes

Fund: General

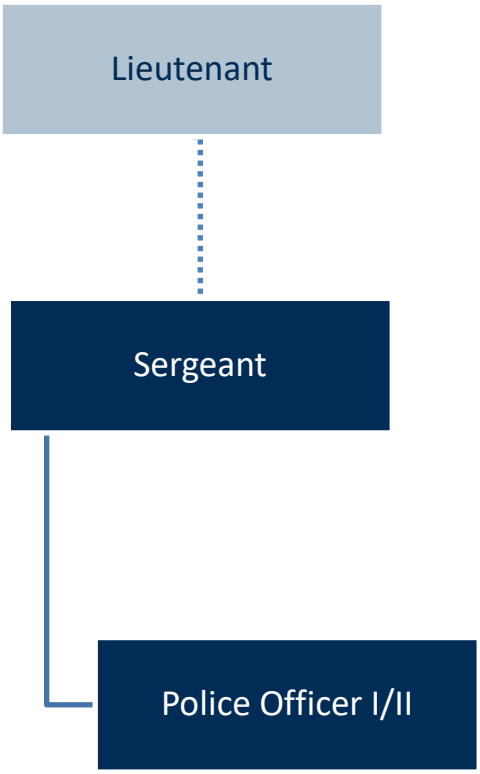
Department: Police

Division: Records

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Police Support Services Supervisor | 1 | 1 | 1 | 1 |
| Senior Police Records Technician | 1 | 1 | 1 | 1 |
| Police Records Technician | 3 | 3 | 3 | 3 |
| Property and Evidence Technician | 1 | 1 | 1 | 1 |
| **OUTPUTS** | | | | |
| # of Property Inventories | 1 | 1 | 1 | 1 |
| # of Property Items Logged into Evidence | 6,568 | 5,000 | 6,765 | 6,600 |
| # of Alarm Permits Processed | 2,181 | 2,100 | 2,100 | 2,100 |
| **EFFICIENCY** | | | | |
| # of Property Items Released to Owner | 252 | 200 | 300 | 275 |
| Division Budget as a % of General Fund | 1.24% | 1.16% | 1.15% | 1.10% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Property Items Disposed (Auctioned, Destroyed or Placed into City Inventory) | 1,249 | 7,000 | 2,000 | 3,500 |
| # of Customers Assisted | 2,595 | 3,000 | 3,300 | 3,000 |

# City of Bedford
# Behavioral Intervention Unit Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Police | Division: Behavioral Intervention Unit

## PROGRAM DESCRIPTION

The Behavioral Intervention Unit (BIU) focuses on the victims of domestic violence and mental health related issues. This unit was created in 2012 and has since evolved to include a tier-response system to address both of these issues. The focus of this unit is to develop a trusting relationship with victims in order to coordinate and provide resources to address their needs. In providing dedicated and concentrated efforts to these victims, especially those who experience repeat occurrences, the Behavioral Intervention Unit reduces the number of police officer calls for service to the same location and/or same individuals.

The BIU is currently situated in a storefront property in Hurst, TX, in a partnership with the Cities of Hurst and Euless to better serve the needs of the community and citizens. Additionally, the three cities share the resources and services provided through a MHMR Coordinator, as well as a Crime Victim Liaison and Advocate. In 2018, the Unit collaborated with the Tarrant County District Attorney's Office Intimate Partner Unit to further develop an offender-focused program to address the growing concern with domestic violence.

## FY 2018-2019 HIGHLIGHTS

* Began utilizing an existing detective to be dedicated to cases involving intimate partner violence.
* Partnership and collaboration with Code Compliance Division in identifying ordinance violators suffering from mental illnesses to find a resolution to the ordinance violation while finding resources to assist the mental illness.
* Partnership and collaboration with the Hurst-Euless-Bedford ISD Crisis Clinicians to address concerns with district students related to mental health and developmentally disabling issues.
* Partnership with Project Beloved: The Molly Jane Mission, to transform an existing Criminal Investigations Interview room into a 'soft' room specifically to provide a safe and comforting environment for the survivors of violent crimes during interviews.
* Provided Strangulation Training to Bedford EMS personnel.
* Partnership and collaboration with The Women's Center to get 80% of all Sworn Personnel trained on Trauma Informed Interviewing Techniques.
* Coordinated and hosted the free 8-hour Statewide Strangulation Course attended by over 45 other agencies/jurisdictions.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Reduce the gap in enforcement actions to bring quicker resolution to cases.
* Aids in the reduction of repeat victims.

***Organizational Excellence***

* Provides services in lieu of officers called to location.

***Communicate & Engage with Citizens***

* Provide continued follow-ups with victims to facilitate recovery and healing.

Fund: General

Department: Police

Division: Behavioral Intervention Unit

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $286,333 | $307,178 | $306,979 | $303,905 | $313,708 |
| Supplies | 4,071 | 3,359 | 5,500 | 3,390 | 5,750 |
| Maintenance | 1,255 | - | 100 | - | 100 |
| Contractual Services | 19,741 | 19,529 | 21,085 | 20,285 | 20,800 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $311,401 | $330,067 | $333,664 | $327,580 | $340,358 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Sergeant - Behavioral Intervention Unit/Code | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Officer - Behavioral Intervention Unit | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $5,980 |

Fund: General

Department: Police

Division: Behavioral Intervention Unit

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Sergeant | 1 | 1 | 1 | 1 |
| Police Officer | 2 | 2 | 2 | 2 |
| **OUTPUTS** | | | | |
| # of Repeat Victimization Unit Follow-Up Calls | 703 | 700 | 700 | 700 |
| **EFFICIENCY** | | | | |
| % of Demented Persons Calls Responded To In Lieu of Patrol | 40% | 50% | 56% | 50% |
| % of Mental Detention Reports completed by BIU | 26% | 50% | 50% | 50% |
| Division Budget as a % of General Fund | 0.99% | 0.95% | 0.96% | 0.92% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Repeat Domestic Violence Victims | 3.00% | 3.00% | 4.00% | 3.00% |
| % of Repeat Mental Detention Victims | 3.00% | 3.00% | 4.00% | 3.00% |
| # of Crime Victims Assisted through the Crime Victims Liaison | 480 | 550 | 500 | 550 |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: SWAT - NETCAST

Department: Police Division: Administration

## PROGRAM DESCRIPTION

The Police Department, along with the cities of Hurst, Euless, and Grapevine, combined resources, manpower, administrative tasks, and equipment to form a regionalized SWAT Team known as the Northeast Tarrant County Area SWAT Team (NETCAST).

Member cities specially train to respond to incidents including, but not limited to: barricaded persons, hostage situations, high-risk warrant services, and acts of terrorism. These tasks are best accomplished with a small group of highly disciplined officers specifically trained to deal with such emergencies, utilizing special weapons, tactics, and equipment.

Combining resources into a regionalized team, member cities benefit from economies of scale in SWAT equipment purchases and overtime allocations.

A fund was created for SWAT-NETCAST during FY2018 to which each of the four participating agencies contribute equally. Qualifying expenditures are then paid for through the SWAT-NETCAST fund.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | 37,295 | 36,000 | 36,000 | 36,000 |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | 13,490 | 24,000 | 24,000 | 24,000 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | - | $50,785 | $60,000 | $60,000 | $60,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Commercial Vehicle Enforcement

Department: Police Division: Administration

## PROGRAM DESCRIPTION

The objective of the Commercial Vehicle Enforcement Program is to reduce commercial motor vehicle accidents through the enforcement of Motor Carrier Safety Regulations; to protect the state highways from unnecessary damage by securing compliance with state laws regulating weight of commercial vehicles; to ensure equitable payment of commercial vehicle registration fees by enforcement of registration laws; to protect the rights, privileges, and safety of the general public in the use of the public highway system by securing compliance with traffic laws and regulations applicable to the operation of all vehicles.

The Commercial Vehicle Enforcement Program was implemented in late 2016, and is staffed by one officer who reports to the Traffic Sergeant, with an existing partnership between the Commercial Vehicle Enforcement Programs in Grapevine, Hurst, Euless and Southlake.

## FY 2018-2019 HIGHLIGHTS

* Working with other cities to expand effectiveness of program in each jurisdiction.
* CMV Officer obtained Hazmat and Weight Enforcement certifications.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Participate in monthly combined area inspection events to perform weight and equipment checks.
* Be pro-active in making contact with operators of commercial vehicles to ensure compliance with state and federal laws, and ensure the safety of the vehicles.

***Organizational Excellence***

* Respond to motor vehicle accidents involving a commercial vehicle should there be reason to question the equipment or operation of the vehicle.
* Obtain crash certifications to expand knowledge on crash investigations involving commercial vehicles.

Fund: Commercial Vehicle Enforcement

Department: Police

Division: Administration

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | - | - | $99,287 | $103,247 | $105,355 |
| Supplies | 1,402 | - | 3,450 | 12,496 | 3,450 |
| Maintenance | - | - | 4,000 | 4,000 | 4,000 |
| Contractual Services | 1,740 | 2,271 | 4,900 | 3,022 | 4,900 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | 5,625 | - | 25,000 | - | - |
| TOTAL: | $8,767 | $2,271 | $136,637 | $122,765 | $117,705 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Police Sergeant | 0.00 | 0.00 | 0.15 | 0.15 | 0.15 |
| Commercial Vehicle Enforcement Officer | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 0.00 | 1.00 | 1.15 | 1.15 | 1.15 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $6,000 |
| One-time supplemental for scales | ($25,000) |

Fund: Commercial Vehicle Enforcement

Department: Police

Division: Administration

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Commercial Vehicle Officer | NM | 1 | 1 | 1 |
| **OUTPUTS** | | | | |
| # of Level 1 Commercial Vehicle Inspections completed | NM | 150 | 100 | 150 |
| # of Level 2 Commercial Vehicle Inspections completed | NM | 500 | 350 | 500 |
| **EFFICIENCY** | | | | |
| # of Combined Area Inspection Events conducted | NM | 12 | 12 | 12 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of State Violations | NM | 10 | 15 | 10 |
| # of Federal Violations | NM | 200 | 150 | 200 |
| # of Out of Service Violations | NM | 5 | 5 | 5 |

NM - New Measure

City of Bedford
Program Summary
FY 2019-2020

Fund: Public Safety Training

Department: Police Division: Administration

## PROGRAM DESCRIPTION

The Public Safety Training fund is comprised of monies received from the Texas Comptroller of Public Accounts in accordance with Occupations Code, Chapter 1701. These funds are available for use to enhance personnel development and departmental efficiencies through education and training of full-time peace officers, and for full-time departmental civilian personnel as authorized by the Chief of Police.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | 4,713 | 13,433 | 3,150 | 15,212 | 6,150 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $4,713 | $13,433 | $3,150 | $15,212 | $6,150 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Added funding for miscellaneous training | $3,000 |

City of Bedford
Program Summary
FY 2019-2020

Fund: Police Vehicle Replacement

Department: Police Division: Administration

## PROGRAM DESCRIPTION

The Police Vehicle Replacement Fund houses the funds utilized when purchasing replacement patrol vehicles.

Patrol vehicles are purchased every other year, with the newly purchased vehicles serving as front line vehicles for two years, then transitioning to the back line for an additional two years.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | 77,628 | 77,630 | 79,056 | 77,630 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | - | $77,628 | $77,630 | $79,056 | $77,630 |

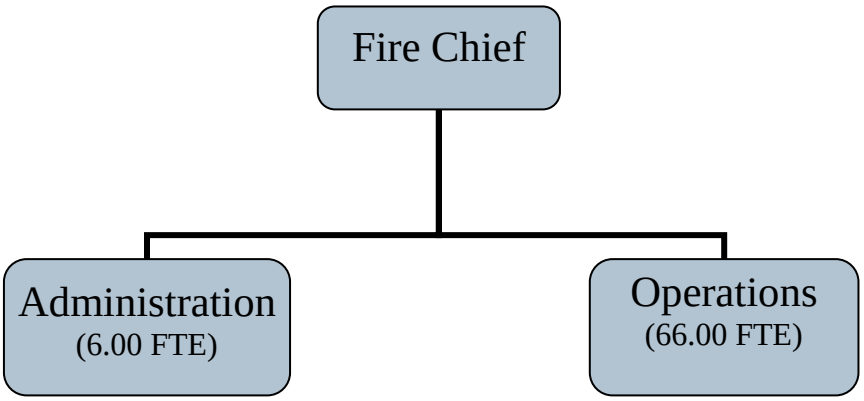
*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

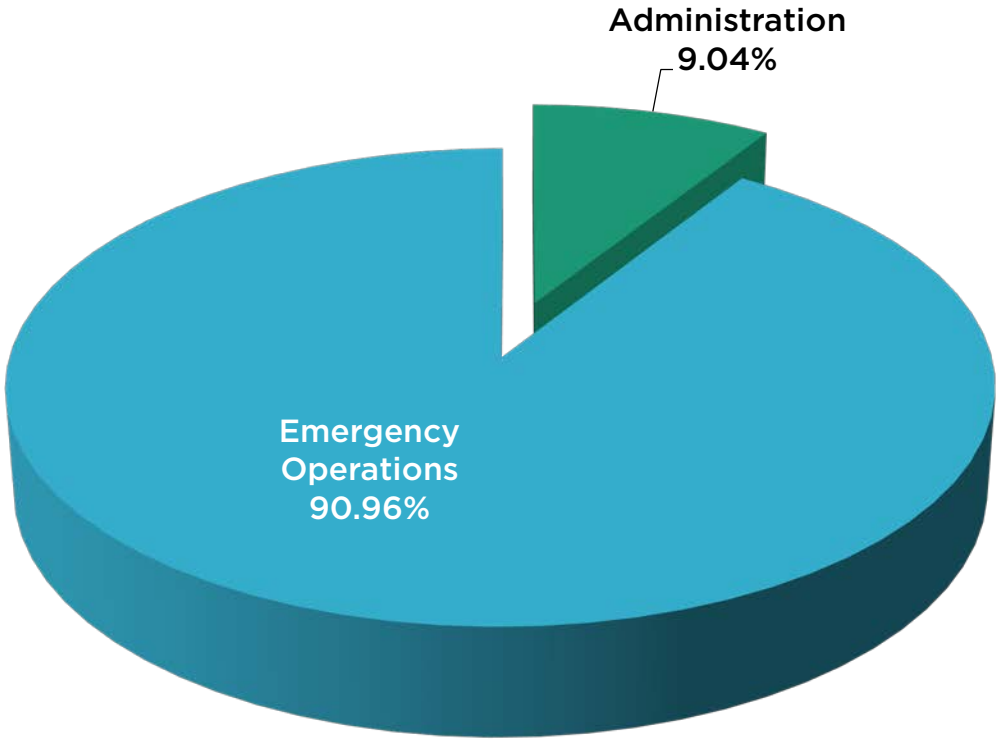
# FIRE

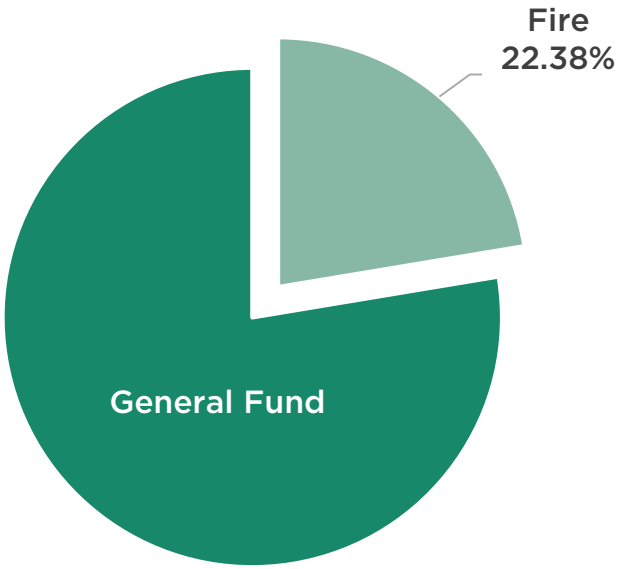
# City of Bedford
# Fire Department Organization Chart
# FY 2019 – 2020

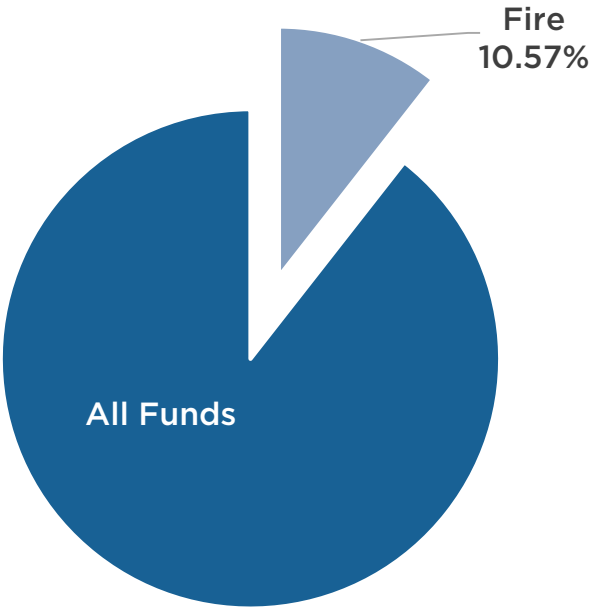


# FIRE

## Total Expenditures
## $8,306,028



# FIRE

## TOTAL EXPENDITURES
## $8,306,028

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Administration | 709,006 | 745,518 | 745,120 | 5,581 | 750,701 |
| Operations | 7,258,197 | 7,166,325 | 7,144,716 | 410,611 | 7,555,327 |
| **TOTAL** | **$7,967,203** | **$7,911,843** | **$7,889,836** | **$ 416,192** | **$8,306,028** |

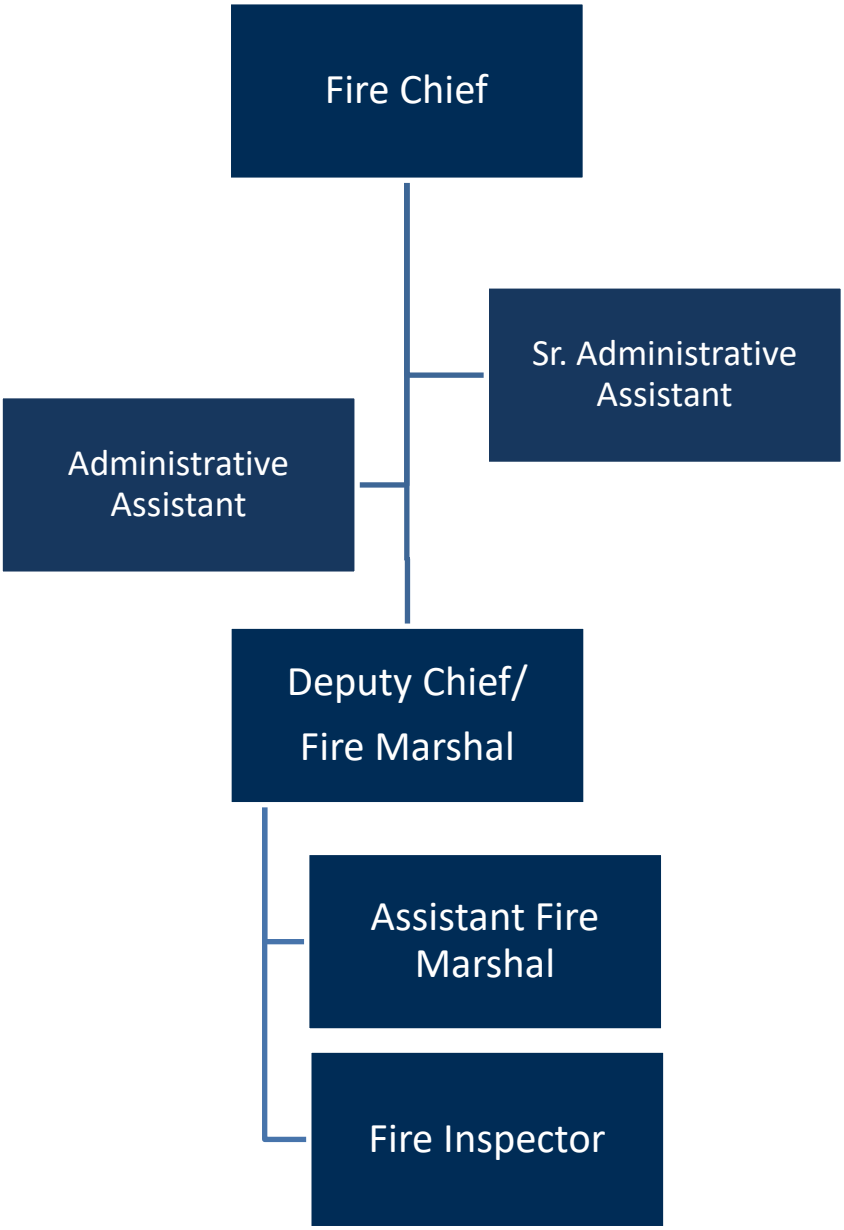
## Future Budget Considerations

The Fire Department budget will continue to focus on the highest priority challenges, including increasing demand for services, aging infrastructure and employee readiness and training. The Department has experienced a steady increase in calls–for- service over the past ten years, with one of the highest call volumes in Tarrant County. The sharpest increase has occurred with Emergency Medical Services. Last year, the Department experienced a 9% increase in EMS call types. Three new full-time equivalent positions were authorized within the Department last year. This was in support of enabling an additional emergency responding unit called EMS 15. EMS 15 is an additional unit that responds to lower priority medical calls for service and supports other medical units in the field which is currently running if staff allows. The unit's purpose is to help meet the increased demand for service at the lowest possible cost. In order to best facilitate this implementation, a specialized vehicle should be considered to improve the effectiveness of this unit.

The Department's infrastructure is aging. All three fire stations need significant repairs, improvements, and expansions. Fire and EMS service demands are different today than when the stations were constructed. Technology, service demands, and capacity needs have changed significantly in the past 30 years. BFD stations lack required safety equipment, appropriate restroom capacity and living accommodations. Additionally, there are inadequate work stations and maintenance facilities.

Employee readiness and training needs continue to present significant concerns and challenges. The common byproducts of combustion create dangerous, cancer-causing soot. Steps must be taken to implement best practices to deliver services without excessive risk. This will include an on-going, strategic PPE purchase and maintenance program. Employee readiness also includes training and drill. The Department currently has no live fire training / drill facility. Personnel currently only have access to TCC facilities for this purpose. This simply does not adequately meet the needs of the Department. The Department will pursue a live-fire training building to enable crews to train, drill, and practice within the City.

# City of Bedford
# Administration Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Fire  Division: Administration

## PROGRAM DESCRIPTION

The Administration Division is responsible for the overall management of the Fire Department. Specifically, responsibilities include personnel services and management, records management, budget management, and personnel training in the areas of Fire Suppression, EMS, Hazardous Materials, Safety and Specialized Rescue Operations, severe weather and other emergency management functions.

The Administration Division is also responsible for the Fire Marshal's Office, which includes enforcement of all fire codes, fire origin and cause determination, arson investigations, building plan review, and public fire education, including the Citizen's Fire Academy and the annual Open House. Fire Marshal's office is also responsible for issuance of permits including but not limited to: fire alarm, fire sprinkler, and vent-a-hood protection systems.

## FY 2018-2019 HIGHLIGHTS

* The Division ordered a new Air Light Unit that is deployed to all Northeast Fire Department Association (NEFDA) cities for support during structure fires.
* All personnel assigned to Fire Marshal's office gained state certification as Fire & Life Safety Educators.
* EMS instituted Operative IQ, a web-based platform medical supply inventory program.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Lead the Community Risk Reduction effort by implementing risk mitigation and intervention strategies throughout the City.

***Economic Vitality***

* Provide the technical expertise required for the implementation and enforcement for all personnel.
* Ensure that the Fire Department complies with all applicable local, state, and federal laws.

***Transformation***

* Fire Department will begin developing a Strategic Plan for the Department.

***Organizational Excellence***

* Provide a safe, effective, rewarding, productive, and supportive work environment for all personnel.
* Manage the Division's fiscal resources within the allocated budget
* Provide state of the art training and equipment to ensure superb delivery of emergency medical services and fire suppression to the community.

***Communicate & Engage with Citizens***

* Ensure citizens, young and old alike, are educated in the areas of fire prevention.
* Fire Department hosts Open Houses and Public Safety Expos.
* Attend Community Outreach Events
* Fire Department communicates events and activities through Social Media Communication.

Fund: General

Department: Fire

Division: Administration

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $589,377 | $624,331 | $654,248 | $634,580 | $658,481 |
| Supplies | 33,263 | 29,575 | 29,300 | 35,532 | 29,300 |
| Maintenance | 4,346 | 138 | 480 | 1,257 | 480 |
| Contractual Services | 53,127 | 54,962 | 61,490 | 59,245 | 62,440 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | 22,000 | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $702,114 | $709,006 | $745,518 | $730,614 | $750,701 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Chief/Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Civilian Fire Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative Coordinator | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Sr. Administrative Assistant | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $5,500 |

Fund: General

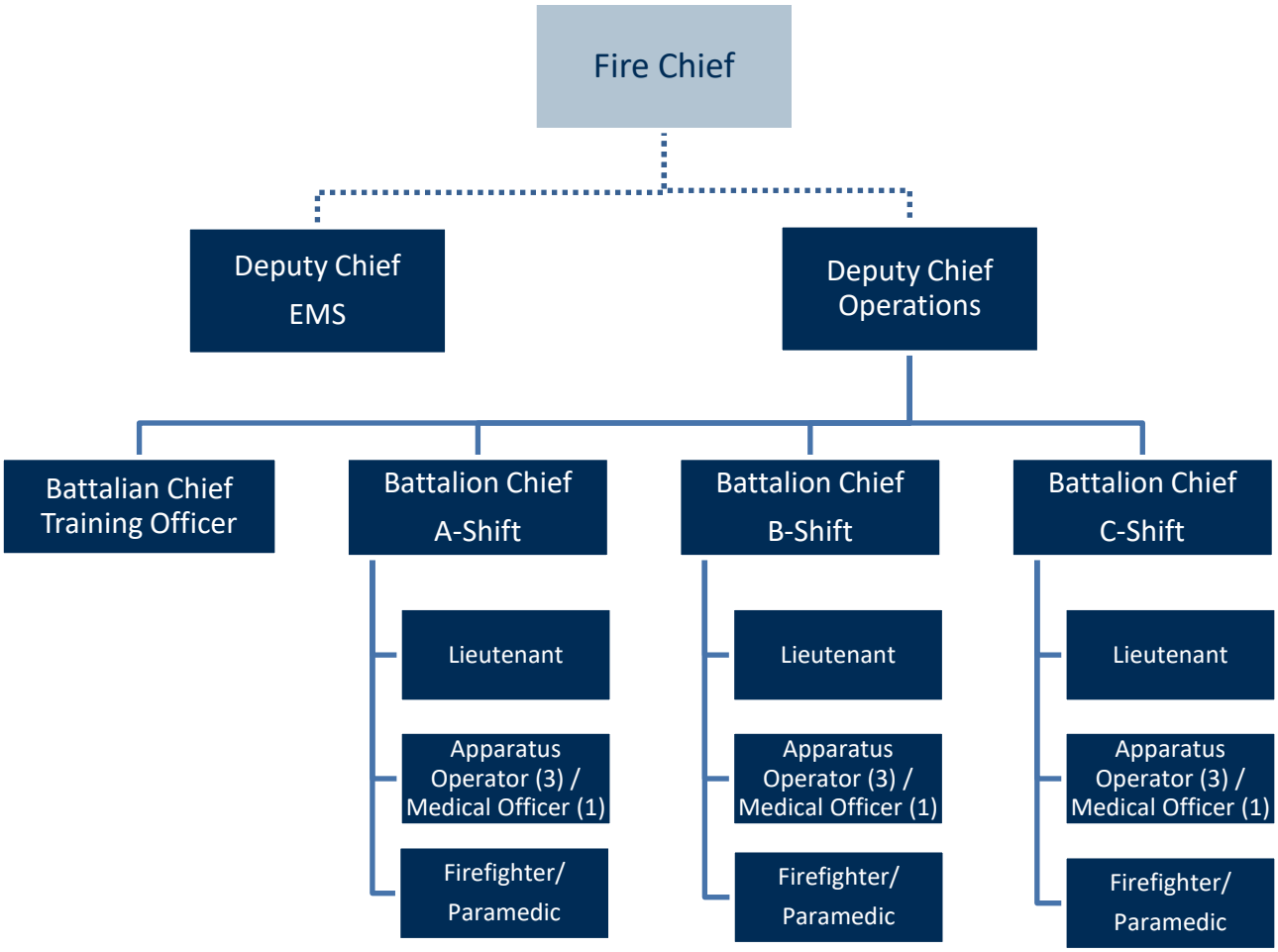
Department: Fire

Division: Administration

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Sworn Department Positions | 63 | 66 | 66 | 69 |
| # of Fire Inspectors | 3 | 3 | 3 | 3 |
| # of Arson Investigators | 6 | 6 | 6 | 6 |
| **OUTPUTS** | | | | |
| # of Command Staff Planning Meetings | 45 | 30 | 20 | 30 |
| # of Shift Meetings | 15 | 12 | 8 | 12 |
| # of Citizen's Fire Academy Classes | 1 | 1 | 1 | 1 |
| # of Fire Safety Educational Programs | 53 | 50 | 50 | 60 |
| # of Plan Reviewed | 170 | 160 | 170 | 175 |
| # of Permits Issued | 97 | 100 | 110 | 125 |
| # of Fire Safety Inspections Performed | 3,207 | 3,400 | 3,450 | 3,600 |
| # of Certificate of Occupancy Inspections Performed | 279 | 350 | 260 | 275 |
| # of Fire Investigations | 39 | 40 | 45 | 45 |
| # of Arson Investigations | 6 | 10 | 15 | 15 |
| # of Arson Investigations Submitted to the District Attorney's Office | 0 | 6 | 6 | 10 |
| # of Smoke Detector Programs Completed | 2 | 2 | 2 | 2 |
| # of Ambulance Subscribers | 585 | 600 | 600 | 650 |
| **EFFICIENCY** | | | | |
| Division Budget as a % of General Fund | 2.12% | 2.13% | 2.13% | 2.02% |
| Cost per Run/Incident | $881.37 | $890.00 | $1,000.00 | $1,000.00 |
| # of Sworn Firefighters per 1,000 Population | 17 | 20 | 20 | 25 |
| # of Citizens Attending Citizen Fire Academy | 17 | 20 | 20 | 25 |
| % of Plans Reviewed in 3 Business Days | 100% | 100% | 100% | 100% |
| False Alarm Fees Assessed | $21,975.00 | $35,000.00 | $30,000.00 | $25,000.00 |
| # of Fire Investigations Cleared | 22 | 35 | 40 | 40 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Fire Safety Inspection Violations Corrected | 98% | 98% | 98% | 98% |
| % of Identifying Cause and Origin Through Investigations | 92% | 100% | 95% | 100% |
| % of Permit Fees Collected | 100% | 100% | 100% | 100% |
| % of Employee Turnover | 1.6% | 12% | 15% | 3% |
| % of Ambulance Subscribers Utilizing Services | 9% | 10% | 8% | 12% |
| #of Homes Covered from the Smoke Detector Program | 645 | 640 | 640 | 640 |

# City of Bedford
# Operations Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Fire  Division: Operations

## PROGRAM DESCRIPTION

The Emergency Operations Division is responsible for responding to the needs of the citizens and guests passing through the City at any time. These needs consist of, but are not limited to: fire suppression, rescue, emergency medical services, and hazardous materials emergencies. Emergency Operations Division is responsible to ensure all personnel meet the minimum training requirements as defined by Texas Commission on Fire Protection and the Texas Department of State Health Services.

The Emergency Operations Division is very active in public education utilizing multiple programs. These programs include fire safety education, the Department's Fire & Life Safety Education (F.A.L.S.E.) Clown Troupe, Citizen's Fire Academies, Station Tours, and Smoke Detector Programs.

## FY 2018-2019 HIGHLIGHTS

* Purchased a new fire truck, fire engine, and medic unit.
* Implemented the new Bedford U for in-house Fire and EMS training.
* Implemented Target Solutions, a web-based training platform.
* Coordinated with the Police Department in Active Shooter training.
* Successfully transitioned to new Emergency Medical Service billing company, Emergicon Billing.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Foster a learning organization culture through the creation of a new training team and new employee development programs.
* Facilitate employee growth and provide reliable succession through the creation of a new internal promotions program and process.
* Champion best hiring practices through the implementation of a new, character-focused candidate selection and hiring process.
* Seek fiscally responsible and operationally sustainable alternate response methods to address the steady increase in calls for service.
* Create and joint Police and Fire training facility within the City limits of Bedford to best meet public safety training needs while maximizing unit and personnel readiness and to avoid interruptions in service.

***Organizational Excellence***

* Seek best practices in all administrative and operational policies, practices and programs.
* Provide the highest quality emergency medical care to the citizens and visitors of the City through the use of the most up-to-date medical protocols and recognized treatment practices in emergency healthcare.
* Continue to support and participate in the NEFDA programs to seek efficient and cost-effective methods of providing specialized emergency services that would otherwise be prohibitively expensive.
* Provide state of the art training and equipment to ensure outstanding levels of EMS, fire suppression and rescue services to the community.

***Communicate & Engage with Citizens***

* Continue to offer and conduct Citizen's Fire Academy events to the residents of the City.
* Continue to offer and conduct life safety educations programs to school children through the F.A.L.S.E. Alarm Clown Gang fire prevention shows.
* Continue to offer and conduct neighborhood smoke alarm function check and installation programs.

Fund: General

Department: Fire

Division: Operations

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $6,302,628 | $6,342,516 | $6,395,684 | $6,705,843 | $6,659,466 |
| Supplies | 226,394 | 454,270 | 347,630 | 281,291 | 424,000 |
| Maintenance | 125,742 | 162,427 | 139,010 | 214,010 | 154,010 |
| Contractual Services | 166,265 | 214,174 | 194,400 | 210,200 | 178,250 |
| Utilities | 50,558 | 49,707 | 54,500 | 41,711 | 54,500 |
| Sundry/Debt Service | 35,102 | 35,102 | 35,101 | 35,101 | 35,101 |
| Capital Outlay | - | - | - | - | 50,000 |
| TOTAL: | $6,906,688 | $7,258,197 | $7,166,325 | $7,488,156 | $7,555,327 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Deputy Chief - Emergency Operations | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Chief - EMS | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Battalion Chief | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Battalion Chief - Training | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Lieutenant | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Engineer | 9.00 | 9.00 | 0.00 | 0.00 | 0.00 |
| Apparatus Operator | 0.00 | 0.00 | 9.00 | 9.00 | 9.00 |
| Medical Officer | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Firefighter | 33.00 | 33.00 | 36.00 | 36.00 | 39.00 |
| *TOTAL: | 60.00 | 60.00 | 63.00 | 63.00 | 66.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $65,000 |
| Supplemental for three Firefighter positions | $241,815 |
| Funding for Equipment Replacement | $103,000 |
| Increased funding for Personal Protective Equipment (PPE) replacement rotation | $37,570 |
| Removed contractual cost for Ambulance Supplemental Payment Program | ($19,500) |

Fund: General

Department: Fire

Division: Operations

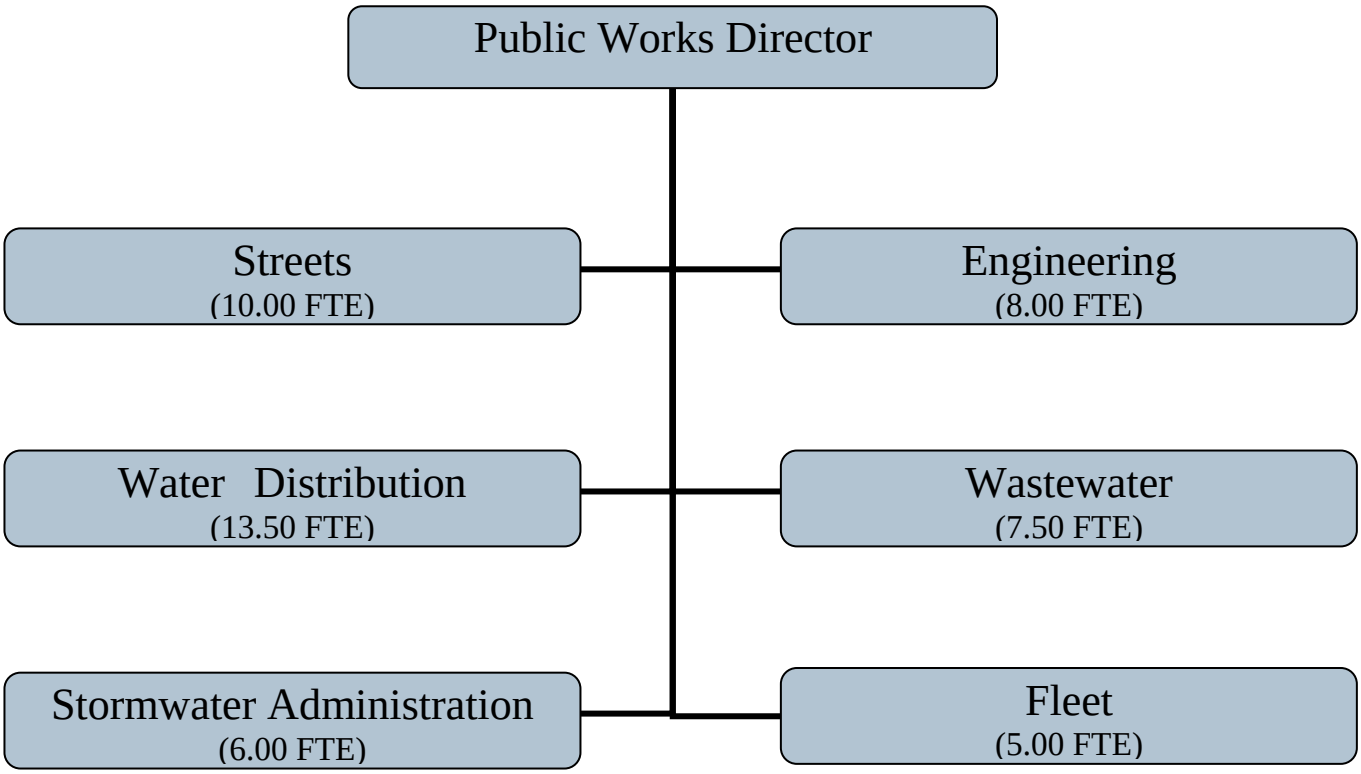
# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Personnel Assigned per Shift | 19 | 20 | 20 | 21 |
| # of Engine Companies | 2 | 2 | 2 | 2 |
| # of Truck Companies | 1 | 1 | 1 | 1 |
| # of Mobile Intensive Care Units (MICUs) | 3 | 3 | 3 | 3 |
| # of Reserve Engines | 1 | 1 | 1 | 1 |
| # of Reserve Trucks | 1 | 1 | 1 | 1 |
| # of Reserve Mobile Intensive Care Units (MICUs) | 2 | 2 | 2 | 2 |
| **OUTPUTS** | | | | |
| # of Total Responses | 8,830 | 10,000 | 10,000 | 11,000 |
| # of Total EMS Calls for Service (CFS) | NM | 5,084 | 5,100 | 5,100 |
| # of Total EMS Responses | 4,838 | 5,640 | 5,640 | 5,700 |
| # of EMS Mutual/Auto Aid Given | 81 | 36 | 136 | 40 |
| # of EMS Mutual Aid Received | NM | 0 | 52 | 0 |
| # of EMS Transport | NM | 3,400 | 3,444 | 3,400 |
| # of Total Fire Calls for Service (CFS) | NM | 4,000 | 4,000 | 4,200 |
| # of Fire Mutual/Auto Aid Given | NM | 50 | 100 | 50 |
| # of Fire Mutual/Auto Received | NM | 50 | 100 | 50 |
| # of Structure Fire Calls for Service | NM | 40 | 50 | 40 |
| # of Total Calls for Fire Response | 4,000 | 5,600 | 6,000 | 5,800 |
| # of Commercial Fire Alarms | NM | 350 | 400 | 350 |
| # of Residential Fire Alarms | NM | 80 | 80 | 85 |
| # of Rescue Calls for Service (including Motor Vehicle Accidents) | NM | 1,900 | 1,900 | 2,000 |
| # of Non-Emergency Assistance Calls for Service | NM | 600 | 700 | 700 |
| # of Patients Receiving Basic Life Support | 1,135 | 1,400 | 1,400 | 1,400 |
| # of Patients Receiving Advanced Life Support | 2,110 | 2,100 | 2,100 | 2,100 |
| Total Fire Training Hours | 6,822 | 6,000 | 6,000 | 6,000 |
| Total EMS Training Hours | 4,348 | 3,000 | 3,000 | 3,000 |
| **EFFICIENCY** | | | | |
| Overall Average Response Time (minutes) | 4:17 | 4:00 | 4:15 | 4:00 |
| NFPA 1710 Structure Fire Performance-First Unit on Scene within 4 minutes | NM | 90% | 85% | 90% |
| NFPA 1710 Structure Fire Performance-Effective Workforce on Scene within 8 minutes | NM | 90% | 85% | 90% |
| # of Fires Confined to Object, Area or Room of Origin | 30 | 30 | 36 | 30 |
| # of Fires Confined to Structure | 22 | 48 | 48 | 40 |
| # of Firefighter Injuries | 3 | 0 | 3 | 0 |
| Average EMS Time on Scene (minutes) | 16:61 | 16:00 | 16:00 | 15:00 |
| Average Fire Time on Scene (minutes) | 34:25 | 30:00 | 35:00 | 30:00 |
| Division Budget as a % of General Fund | 21.66% | 20.45% | 21.86% | 20.36% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Average Dollar Loss per Structure Fire | $199,035 | $15,000 | $100,000 | $15,000 |
| Total Fire Loss | $3,439,848 | $950,000 | $200,000 | $95,000 |
| Total Property Saved | $46,636,828 | $45,000,000 | $100,000,000 | $45,000,000 |

NM - New Measure

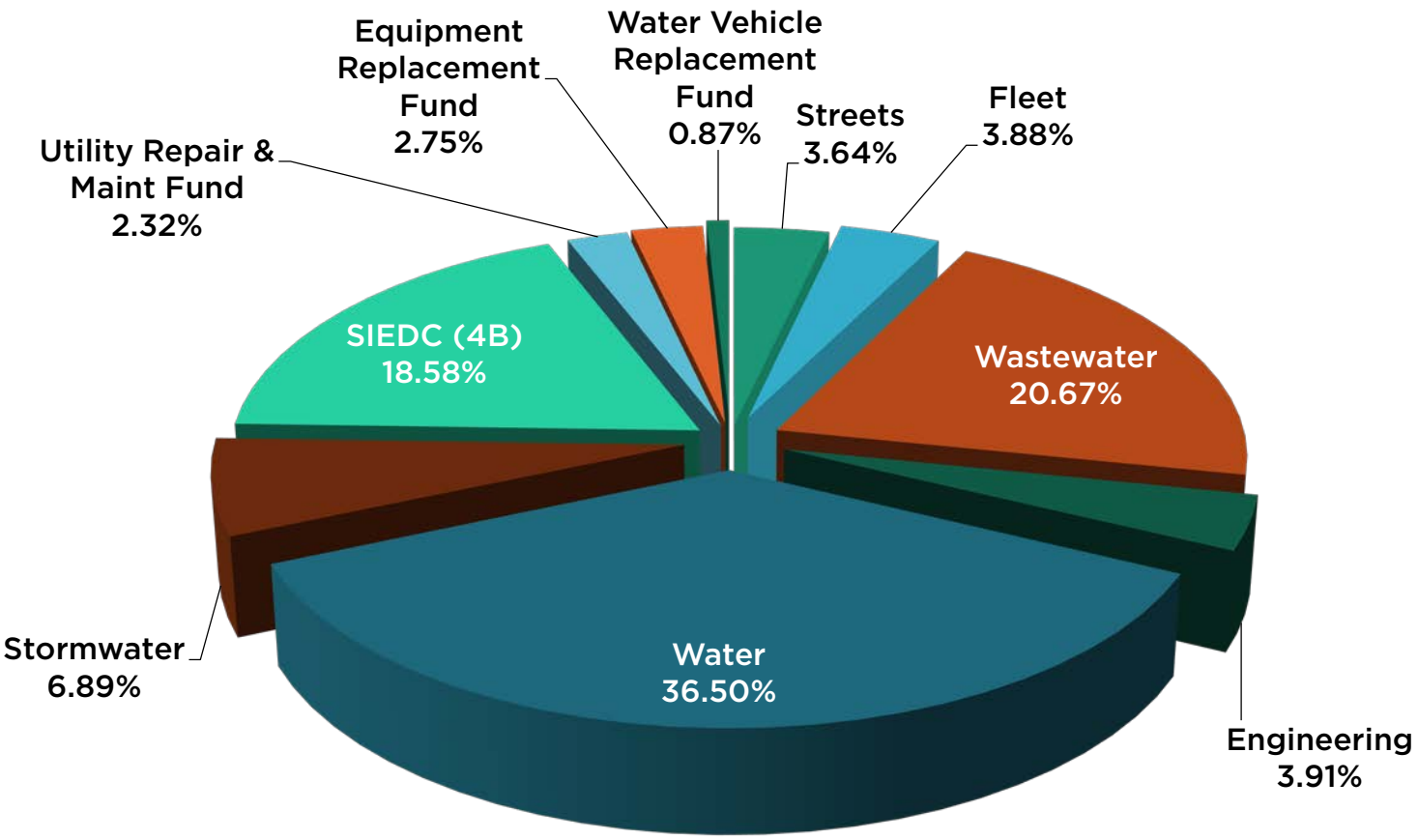
# PUBLIC WORKS

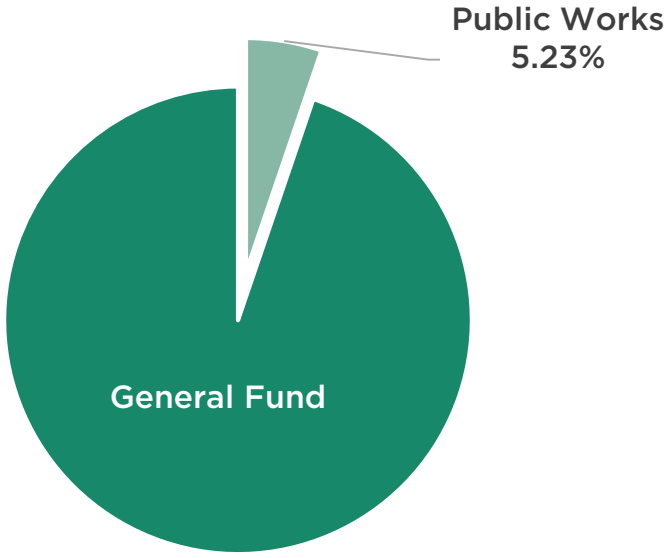
# City of Bedford
# Public Works Organization Chart
# FY 2019 – 2020

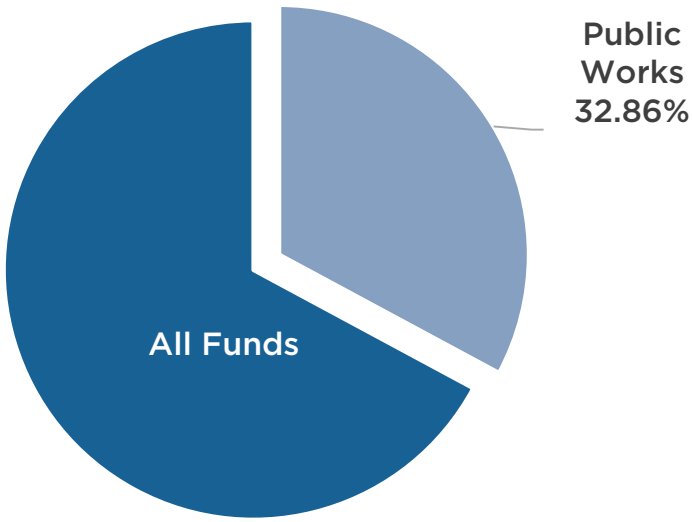


# PUBLIC WORKS

## Total Expenditures
## $25,818,712



# PUBLIC WORKS

## TOTAL EXPENDITURES
## $25,818,712

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Fleet Services | - | 939,593 | 997,979 | 2,743 | 1,000,722 |
| Streets | 749,950 | 1,013,383 | 939,248 | - | 939,248 |
| Engineering | 881,360 | 1,133,932 | 1,008,355 | - | 1,008,355 |
| Water Distribution | 8,862,222 | 9,404,607 | 9,411,592 | 11,283 | 9,422,875 |
| Wastewater | 5,293,631 | 4,922,309 | 5,337,309 | - | 5,337,309 |
| Stormwater | 1,183,486 | 1,756,546 | 1,779,903 | - | 1,779,903 |
| SIEDC - 4B | 2,979,120 | 3,367,390 | 4,402,650 | 394,800 | 4,797,450 |
| Utility Repair & Maintenance | 335,613 | - | 600,000 | - | 600,000 |
| Equipment Replacement | - | - | 708,850 | - | 708,850 |
| Water/Sewer Vehicle Replacement | - | - | 224,000 | - | 224,000 |
| **TOTAL** | **$20,285,382** | **$22,537,760** | **$25,409,886** | **$ 408,826** | **$25,818,712** |

## Future Budget Considerations

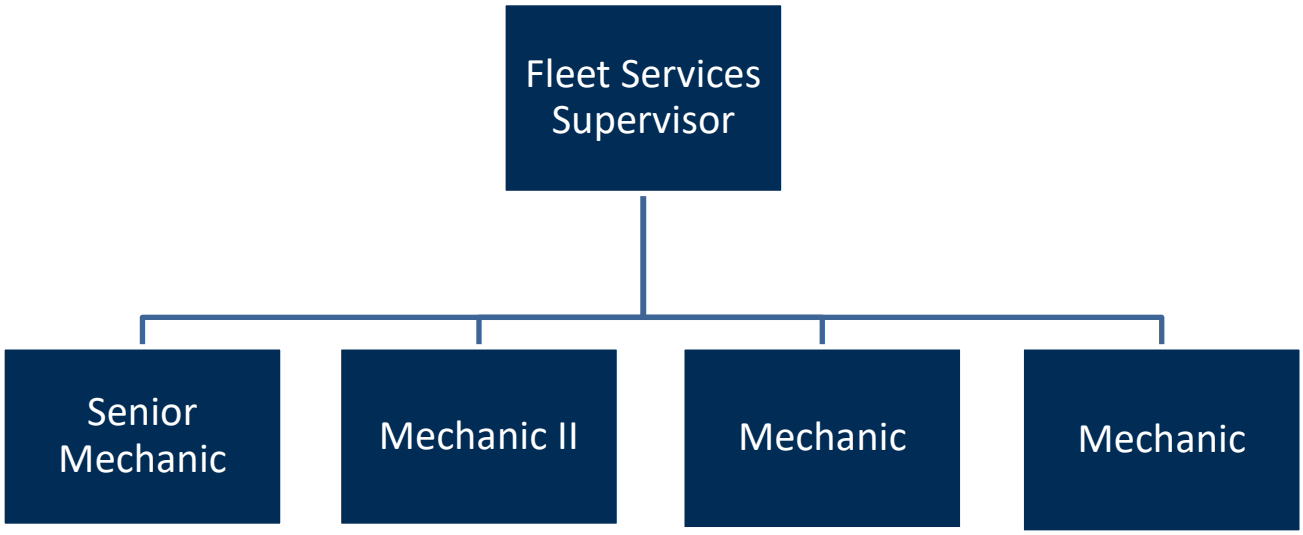
The signal infrastructure, such as signal cabinets, heads, etc., need to be updated within the next few years due to aging electronic equipment.

A City-wide drainage study is planned to determine drainage ways in need of repair. Once a study is completed, funding will be needed to complete the work in areas of concern.

The elevated storage tank on Simpson Terrace will need to have the exterior repainted in one to two years.

Once the census data for the City of Bedford reaches 50,000, the City will be responsible for the maintenance and operation of the state signal lights and complete air quality testing.

# City of Bedford
# Fleet Maintenance Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Public Works Division: Fleet

## PROGRAM DESCRIPTION

The Fleet Maintenance Division is responsible for the preventive maintenance and unscheduled repairs on City vehicles and equipment. The Division's activities include fuel card management, staff training on safe operation of vehicles and equipment, processing Enterprise replacement vehicles for deployment to City departments, vehicle registration and maintaining inventory of stocked parts. The Division is also responsible for maintaining the City's compliance with the North Central Texas Council of Governments Clean Fleet Program.

## FY 2018-2019 HIGHLIGHTS

* Completed and submitted the 2018 Clean Fleet report to the North Central Texas Council of Governments.
* Received and processed 81 vehicles from the Enterprise Fleet replacement program.
* Implementation of Microsoft Surface Go tablets at Mechanic work stations to increase productivity and customer service.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Organizational Excellence***

* Coordinate with user departments to ensure customer satisfaction.
* Continue employee training to develop the skills needed for reduction of vehicle/equipment down-time.
* Remain in compliance with State and Federal regulations for vehicle maintenance and repairs.
* Remain in compliance with the North Central Texas Council of Governments' Clean Fleet program.

Fund: General

Department: Public Works

Division: Fleet

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $260,954 | $276,167 | $312,313 | $284,289 | $314,442 |
| Supplies | 15,315 | 21,823 | 19,900 | 16,180 | 20,200 |
| Maintenance | 8,764 | 113,106 | 76,530 | 98,512 | 76,530 |
| Contractual Services | 5,504 | 13,549 | 9,350 | 9,680 | 8,950 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | - | 3,587 | 521,500 | 521,500 | 580,600 |
| Capital Outlay | - | 7,091 | - | - | - |
| TOTAL: | $290,537 | $435,323 | $939,593 | $930,161 | $1,000,722 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Fleet Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Mechanic II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Mechanic | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| *TOTAL: | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Enterprise Fleet Replacement Program Round 3 addition | $59,000 |

Fund: General

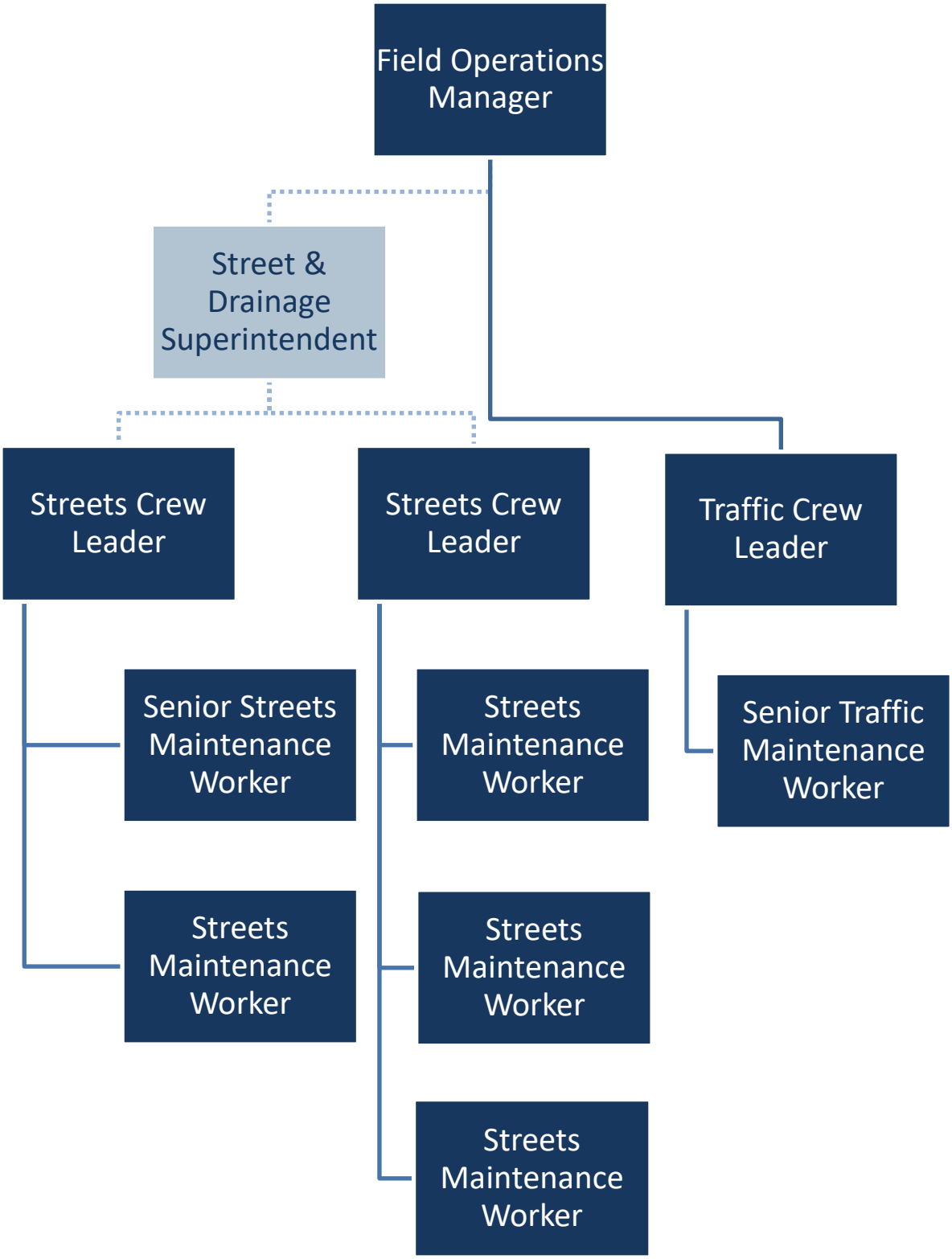
Department: Public Works

Division: Fleet

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Mechanics | 5 | 5 | 5 | 5 |
| # of Staff Training Sessions Planned | 5 | 5 | 5 | 5 |
| **OUTPUTS** | | | | |
| # of Vehicles and Equipment Maintained | 475 | 575 | 500 | 575 |
| # of Work Orders Generated | 1,250 | 1,700 | 1,775 | 1,780 |
| # of Preventive Maintenance Work Orders Generated | 364 | 850 | 475 | 480 |
| # of Unscheduled Work Orders Generated | 886 | 850 | 1,300 | 1,300 |
| **EFFICIENCY** | | | | |
| # of Staff Hours Involved for Training Courses Attended | 80 | 80 | 80 | 80 |
| Avg Time in Hours To Complete a Level A Preventive Maintenance Service | 0.50 | 0.50 | 0.50 | 0.50 |
| Avg Time in Hours To Complete a Level B Preventive Maintenance Service | 0.75 | 1.5 | 0.75 | 0.75 |
| Avg Time in Hours To Complete a Level D Preventive Maintenance Service | 2 | 2.5 | 2 | 2 |
| Division budget as a % of General Fund | 1.30% | 2.68% | 2.72% | 2.70% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Planned Training Sessions Attended | 100% | 100% | 100% | 100% |
| % of Preventive Maintenance Work Orders | 29% | 50% | 27% | 27% |
| % of Unscheduled Work Orders | 71% | 50% | 73% | 73% |

# City of Bedford
# Streets Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Public Works Division: Streets

## PROGRAM DESCRIPTION

The Street Division is responsible for the maintenance of the City's street infrastructure, curb and gutter, sidewalks and driveway approaches. The Division is also responsible for the installation and maintenance of traffic control devices, including traffic signals, lane and intersection markings and street signs. The monthly maintenance of traffic signals includes inspection of all video detection inputs and outputs, testing of the battery backup system, alignment and placement of signal heads, testing of all the pedestrian push buttons for crosswalks and testing the emergency pre-emption (Opticom) utilized by Police and Fire. Yearly traffic signal maintenance includes testing of the signal controller, which controls the signal light functions, and testing of the conflict monitor that verifies the controller and sends data that complies with traffic guidelines. The Division also completes traffic counts that are utilized for traffic studies in an effort to determine traffic flow and vehicular speed. The information from the studies are utilized by the Development Department for prospective and current businesses, the Police Department for detecting if a street has a problem with excessive speeding and to complete warrant studies to determine the need for traffic safety devices, such as signs or signals.

## FY 2018-2019 HIGHLIGHTS

* Reconstruction of Bedford Court East.
* Mill and overlay of Loma Verde Addition, Quail Crest Addition, Hialeah Path, Shady Turf Drive, Briarhaven Drive and Spargercrest Drive.
* Mill and overlay on Bent Oak Drive, Bluebonnet Lane, Canterbria Crossing, Dora Street, Forest Ridge Drive, Glenwood Court, Hastings Court, James Lane, Mayfair Hill Court, Misty Court, Natchez Avenue, Nottingham Drive, Pilgrim Drive and Shady Meadow Drive.
* Mill and overlay on Harwood Road from Central Drive to Martin Drive, L. Don Dodson from Central Drive to Murphy Drive and Hospital Parkway from SH 183 service road to Pipeline Road.
* Completion of the 2019 Cracksealing Program and the 2019 Concrete Replacement Program.
* Installation of bike lanes on Cummings Drive from SH 121 service road to Forest Ridge Drive.
* Removed and rebuilt the retaining wall at 313 Harwood Road at Blue Quail Lane and 500 Harwood Road at Shady Knoll Lane.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Installation of new sidewalks when requested and where deemed necessary.

***Transformation***

* Continue repair and maintenance on all City maintained signs, signal lights and school zone warning systems.
* Continue maintenance of the street infrastructure, curb and gutter, sidewalks and driveway approaches.

***Organizational Excellence***

* Continue performing and maintaining traffic counts throughout the City in an effort to determine traffic flow.

***Communicate & Engage with Citizens***

* Respond to all customer requests and resolve in an effective manner.

Fund: General

Department: Public Works

Division: Streets

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $552,922 | $427,898 | $636,623 | $509,201 | $588,598 |
| Supplies | 23,716 | 14,206 | 18,800 | 15,565 | 7,450 |
| Maintenance | 41,738 | 3,910 | 3,910 | 2,000 | - |
| Contractual Services | 12,418 | 8,441 | 16,050 | 15,430 | 5,200 |
| Utilities | 323,877 | 295,494 | 338,000 | 247,322 | 338,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $954,671 | $749,950 | $1,013,383 | $789,518 | $939,248 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Field Operations Manager | 0.00 | 0.50 | 1.00 | 1.00 | 1.00 |
| Traffic Operations Manager | 1.00 | 0.50 | 0.00 | 0.00 | 0.00 |
| Street and Traffic Foreman | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Streets Crew Leader | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Traffic Crew Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Traffic Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Streets Maintenance Worker | 0.00 | 0.00 | 0.00 | 1.50 | 2.00 |
| Streets Maintenance Worker | 4.00 | 4.00 | 5.00 | 3.50 | 3.00 |
| *TOTAL: | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | ($48,000) |
| Expenses moved to the Street Improvement Economic Development Corporation Fund as approved by 4B Board | ($30,310) |

Fund: General

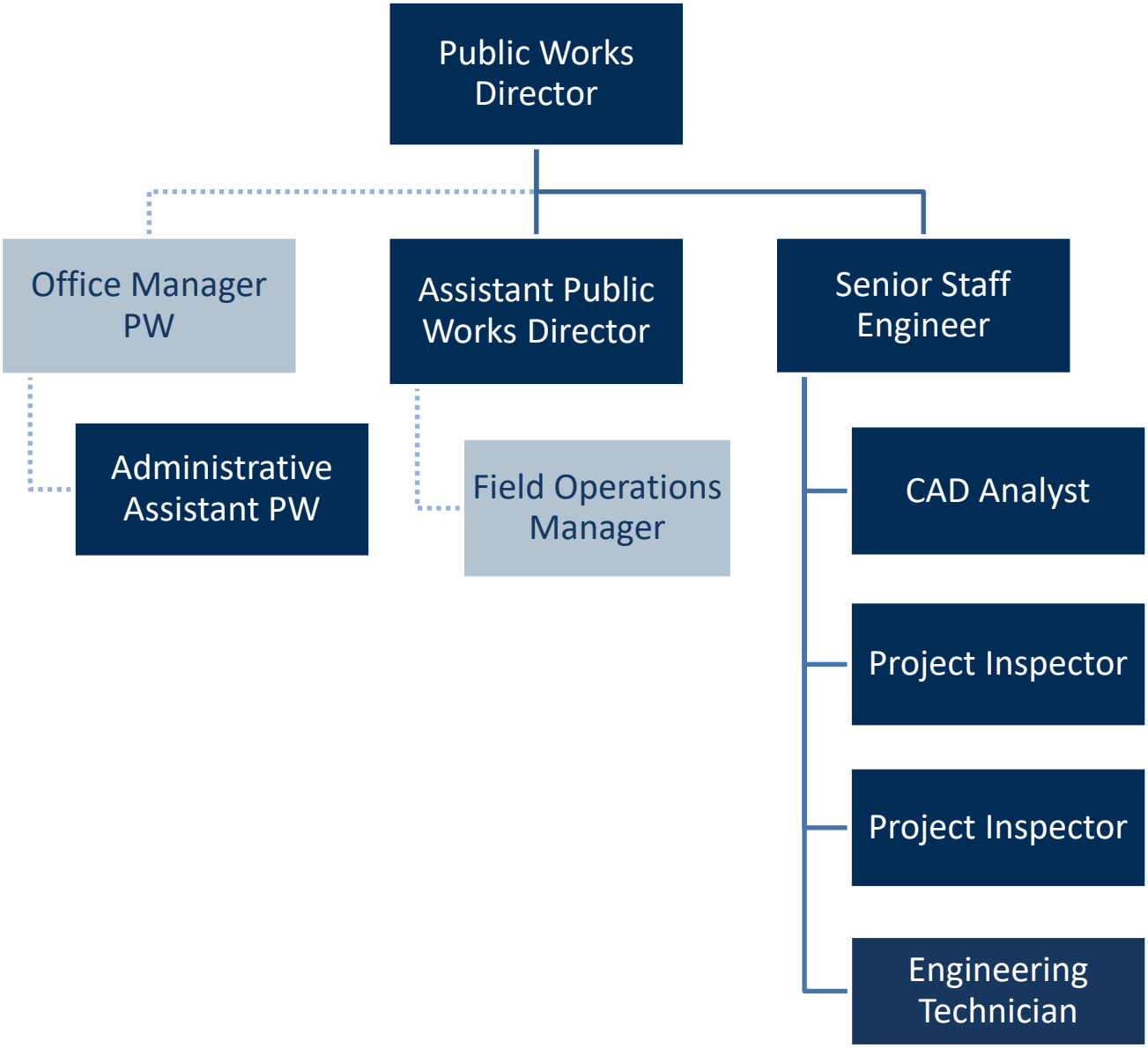
Department: Public Works

Division: Streets

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Field Staff | 8 | 9 | 9 | 9 |
| # of Support Staff | 2 | 1 | 2 | 2 |
| # of Safety Meetings | 28 | 36 | 28 | 28 |
| # of Work Orders Generated | 979 | 1,050 | 400 | 400 |
| # of Unfunded Street Light Installation Requests | 78 | 60 | 0 | 0 |
| # of Requests for Pavement Repair | 114 | 100 | 150 | 100 |
| **OUTPUTS** | | | | |
| # of Signalized Intersections Maintained | 26 | 26 | 26 | 27 |
| # of School Zone Warning Systems Maintained | 24 | 24 | 42 | 24 |
| # of Signs Fabricated | 184 | 500 | 100 | 270 |
| # of Signs Fabricated per Traffic Employee per Year | 194 | 250 | 50 | 135 |
| # of Square Feet of Sidewalk per Employee per Year | 233 | 1,500 | 250 | 300 |
| Linear Feet of Pavement Markings Replaced/Painted | 17,611 | 100,000 | 183,525 | 150,000 |
| Square Yards of Street Pavement Overlaid with Hot-Mix Asphalt | 1,090 | 4,000 | 20,000 | 20,500 |
| Square Yards of Street Pavement Repaired | 1,142 | 300 | 1,500 | 2,000 |
| Linear Feet of Street Pavement Crack Sealed | 394,544 | 200,000 | 356,762 | 350,000 |
| Linear Feet of Curb/Gutter Repaired | 439 | 300 | 1,300 | 1,250 |
| **EFFICIENCY** | | | | |
| Material Cost per Signalized Intersection Maintained | $1,165 | $1,000 | $350 | $350 |
| Cost per Sign Fabrication | $85 | $40 | $35 | $35 |
| Square Feet of New Sidewalk | 106 | 500 | 1,150 | 0 |
| Square Feet of Reconstructed Sidewalk | 9,029 | 20,000 | 20,000 | 1,200 |
| Material Cost per Square Yard of Pavement Repaired | $165,15 | $6.00 | $16.80 | $18.00 |
| # of Square Yards of Street Pavement Repair per Field Employee | 261 | 1,000 | 300 | 350 |
| Division Budget as a % of General Fund | 2.24% | 2.89% | 2.31% | 2.53% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Requests for New Sidewalk Installations Completed | 9% | 100% | 100% | 0% |
| % of Requests for Sidewalk Reconstruction Completed | 35% | 65% | 50 | 100 |
| # of Traffic Signal Operation Complaints | 67 | 15 | 50 | 35 |
| % of Signals Receiving Full Preventive Maintenance | 54% | 100% | 70% | 100% |
| % of Citizen Requests for Sign Maintenance Responded to within 7 days | 100% | 100% | 100% | 100% |
| % Change of Square yards of Pavement Repair per Employee from Previous Year | 133% | 50% | 30% | 80% |
| % Change of Linear Feet of Curb/Gutter Repair from Previous Year | 5% | 50% | 130% | 100% |
| % of Pavement Repair Requests Responded to within 10 Working Days | 72% | 75% | 65% | 100% |

# City of Bedford
# Engineering Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Public Works Division: Engineering

## PROGRAM DESCRIPTION

The Engineering Division is responsible for the management of the Public Works Department, which includes Streets and Traffic, Water, Wastewater, and Stormwater. The Division is also responsible for in-house engineering design, conducting technical review, administering the Geographic Information System (GIS), right-of-way permitting reviews, project management and field inspection for various private development and Capital Improvement Program (CIP) construction projects within the City. In addition, the Division strives to provide a wide range of technical assistance, field support, and utility information as requested by other City departments, citizens, engineers, builders, and various interested parties.

## FY 2018-2019 HIGHLIGHTS

* Plan design for water replacement in the Forest Ridge and Bell Manor Addition, Harwood Road from the Hurst City Limit to Forest Ridge Drive and Russell Lane from Phyllis Street to Pipeline Road.
* Completed project administration and inspection for the 2019 Mill and Overlay, 2019 Cracksealing Program, Bedford Court East Reconstruction, Brown Trail Water and Sewer Improvements, 2019 Concrete Replacement Program, 2019 Pavement Markings Program, the Nottingham, Gregory and Bedford Court Addition Water System Improvements, and the Automated Meter Reading Project.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Update Engineering Standard Specifications.

***Economic Vitality***

* Respond to development requests for information within five days.
* Timely review of new development infrastructure plans.

***Transformation***

* Develop a five-year Street CIP using the results of the Fugro Street Rating Assessment.
* Conduct an assessment of the complete water system.

***Organizational Excellence***

* Geographic Information System (GIS) development.

***Communicate & Engage with Citizens***

* Provide timely responses to inquiries for information.

Fund: Water & Sewer

Department: Public Works

Division: Engineering

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $748,464 | $743,851 | $741,979 | $718,047 | $746,225 |
| Supplies | 42,575 | 49,031 | 39,960 | 42,600 | 38,230 |
| Maintenance | 5,195 | 35,182 | 36,800 | 38,322 | 36,800 |
| Contractual Services | 38,800 | 19,997 | 77,760 | 52,110 | 79,050 |
| Utilities | 24,231 | 33,021 | 32,000 | 33,567 | 32,000 |
| Sundry/Debt Service | - | 277 | 8,533 | 29,533 | 76,050 |
| Capital Outlay | - | - | 196,900 | 196,900 | - |
| TOTAL: | $859,264 | $881,360 | $1,133,932 | $1,111,079 | $1,008,355 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Director of Public Works | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Public Works Director | 0.00 | 0.50 | 1.00 | 1.00 | 1.00 |
| Field Operations Manager | 1.00 | 0.50 | 0.00 | 0.00 | 0.00 |
| Senior Staff Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| CAD Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Engineering Technician | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Project Inspector | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Engineering Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| One-time expenses for supplementals approved in prior year budget | ($196,900) |
| Enterprise Fleet Replacement Program Round 3 addition | $67,500 |

Fund: Water & Sewer

Department: Public Works

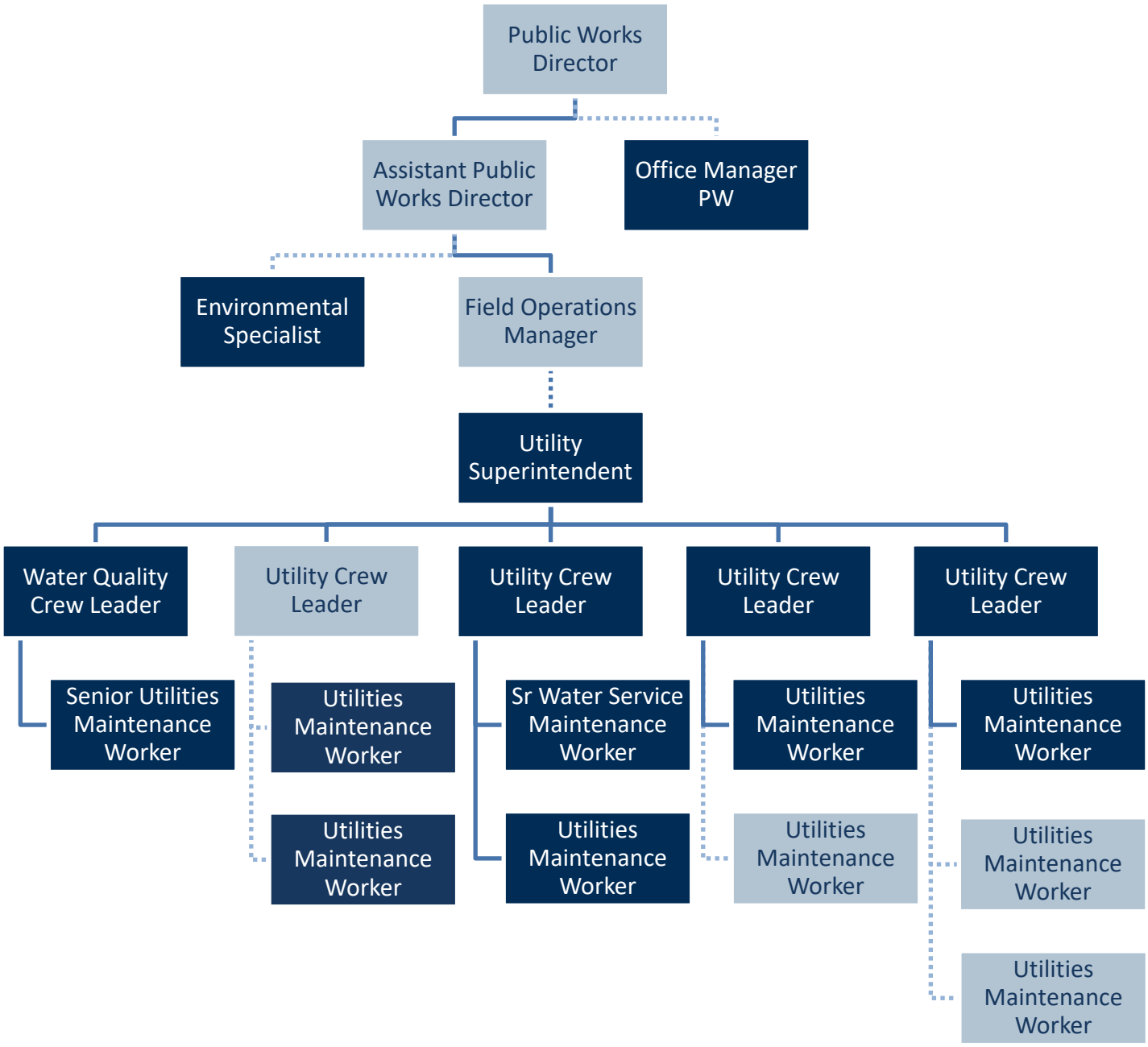
Division: Engineering

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Field Staff | 3 | 3 | 3 | 3 |
| # of Support Staff | 5 | 5 | 5 | 5 |
| # of Work Orders Generated | 139 | 200 | 160 | 200 |
| **OUTPUTS** | | | | |
| # of Floodplain Information Requests | 9 | 25 | 6 | 10 |
| # of CIP Projects Completed | 3 | 9 | 8 | 10 |
| # of CIP Projects In Progress | 6 | 6 | 12 | 6 |
| # of Inspections Performed | 859 | 1,000 | 1,200 | 1,000 |
| # of Maps Generated | 45 | 40 | 100 | 50 |
| # of Private Development Projects Completed | 6 | 10 | 2 | 10 |
| # of Right-of-Way Permits Approved | 262 | NM | 240 | 250 |
| **EFFICIENCY** | | | | |
| Average Staff Time per Map Request (hours) | 4 | 2 | 2 | 2 |
| # of Hours on CIP Construction Observation | 1,045 | 2,000 | 1,010 | 2,000 |
| # of Hours on Private Development Observation | 6 | 10 | 580 | 10 |
| Division Budget as a % of Water & Sewer Fund | 4.58% | 5.89% | 5.77% | 5.24% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of CIP Projects Completed within the Contract Time Period | 100% | 100% | 99% | 100% |
| % of CIP Projects Completed within Budget | 100% | 100% | 100% | 100% |
| % of Plans Reviewed/Returned in ten (10) Working Days | 100% | 100% | 100% | 100% |
| % of Development Requests for Information Responded to within five (5) Working Days | 100% | 100% | 100% | 100% |

NM - New Measure

# City of Bedford
# Water Distribution Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Public Works Division: Water Distribution

## PROGRAM DESCRIPTION

The City of Bedford Water Division is responsible for delivering safe, clean water at an adequate pressure to customers. This is accomplished through the maintenance of water lines, meter change outs, repair and maintenance of fire hydrants, valve maintenance and repair, operation of two wells and the chemical feed systems used to treat the water they produce. These chemical feed systems are monitored by City personnel and the Supervisory Control and Data Acquisition System (SCADA), and daily bacterial testing of the water system. Dead end mains are flushed monthly as required by the Texas Commission on Environmental Quality, to sustain an adequate chlorine residual in the far reaches of the system. The division is also responsible for managing the Cross Connection Control Program, which protects the water supply system, by eliminating potential sources of contamination resulting from illegal cross connections and backflow. The program includes overseeing the registration of licensed backflow prevention technicians, inspection of new backflow devices, and ensuring that required backflow devices are tested annually and remain in compliance with City Ordinance and Texas Commission on Environmental Quality guidelines.

## FY 2018-2019 HIGHLIGHTS

* Completed the Automated Meter Reading project.
* Water main replacement at the Oakhurst channel crossing to repair a section of broken pipe.
* Replacement of 2,836 linear feet of water main line on Brown Trail from Bedford Road to SH 183.
* Replacement of 7,965 linear feet of water main line in the Nottingham, Gregory and Bedford Court Additions.
* Replacement of 100 linear feet of water main at SH 183 and the Valley View Branch crossing.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Address the aging infrastructure and upgrade the areas with substandard water mains.

***Organizational Excellence***

* Complete installation of the AMI/AMR, automated meter reading system.
* Continue to provide quality water and service to the citizens and businesses of Bedford.
* Continue examining the system for ways to improve the water quality to meet the needs of the citizens.

***Communicate & Engage with Citizens***

* Respond to customer concerns in a timely and courteous manner.
* Use today's technology to assist citizens in monitoring water usage for water conservation, through the addition of the newly installed water meters.
* Build on public education and awareness of water conservation and environmental issues that affect the water quality.

Fund: Water & Sewer

Department: Public Works

Division: Water Distribution

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $790,104 | $810,560 | $867,767 | $882,686 | $898,925 |
| Supplies | 52,786 | 58,577 | 77,330 | 67,330 | 78,270 |
| Maintenance | 309,231 | 159,805 | 193,070 | 160,612 | 155,870 |
| Contractual Services | 7,631,949 | 7,569,816 | 7,816,440 | 8,030,685 | 7,839,810 |
| Utilities | 96,285 | 93,464 | 150,000 | 40,532 | 150,000 |
| Sundry/Debt Service | 300,000 | 170,000 | 300,000 | 300,000 | 300,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $9,180,356 | $8,862,222 | $9,404,607 | $9,481,845 | $9,422,875 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Utility Superintendent | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Office Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Specialist | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility Crew Leader | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Water Quality Crew Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Water Services Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Utilities Maintenance Worker | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 |
| Utilities Maintenance Worker | 6.00 | 5.00 | 6.00 | 5.00 | 5.00 |
| *TOTAL: | 13.50 | 13.50 | 13.50 | 13.50 | 13.50 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $19,800 |
| Funding for Compression adjustments in compensation | $11,200 |

Fund: Water & Sewer

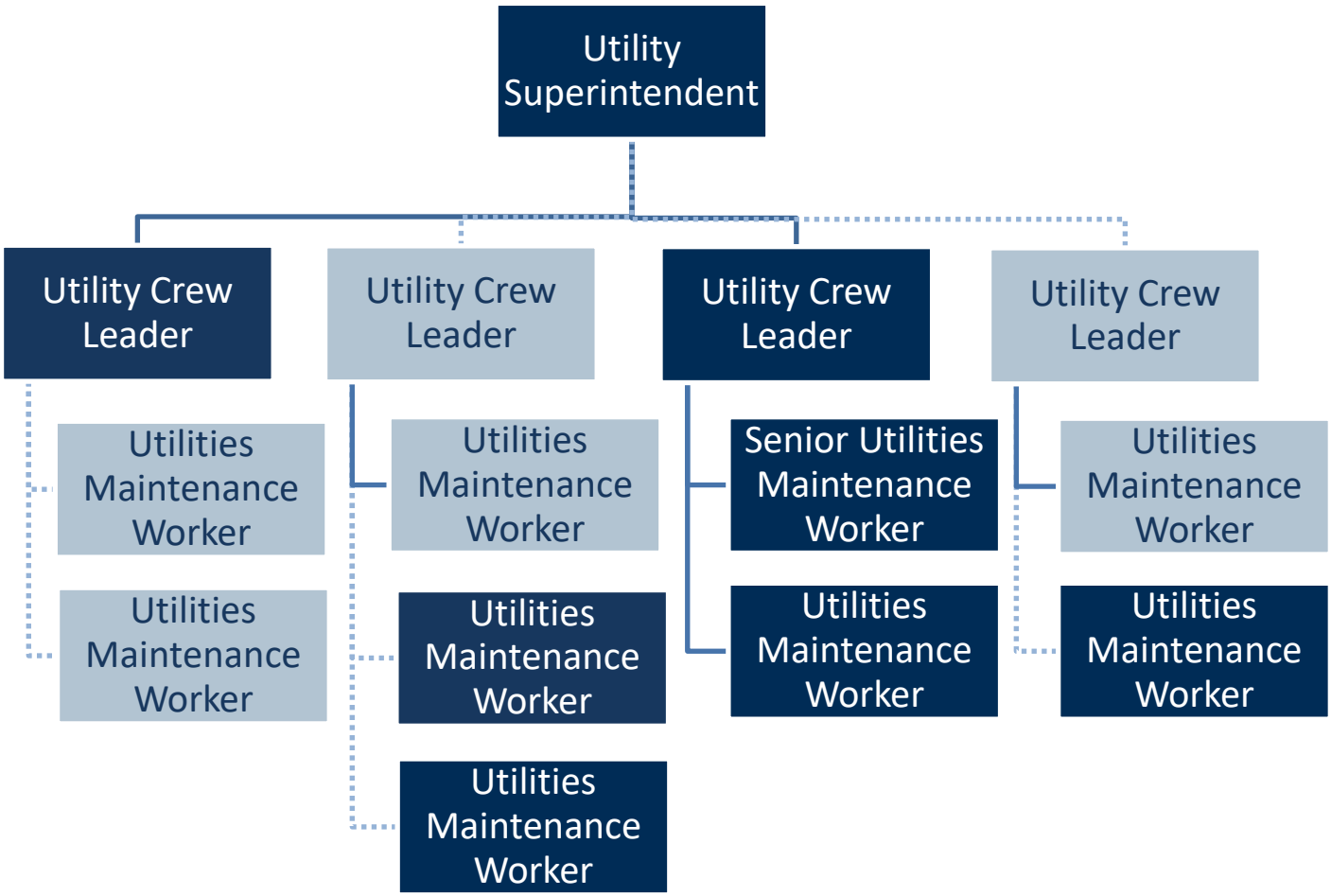
Department: Public Works

Division: Water Distribution

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Field Staff | 11 | 11 | 11 | 11 |
| # of Support Staff | 2.5 | 2.5 | 2.5 | 2.5 |
| # of Safety Meetings | 28 | 36 | 24 | 24 |
| # of Work Orders Generated | 5,184 | 5,000 | 5,200 | 5,000 |
| **OUTPUTS** | | | | |
| # of Hours on Reports to Agencies for Water Regulation Compliance | 292 | 300 | 300 | 300 |
| # of Water Storage Tanks Inspected/Maintained | 4 | 6 | 6 | 6 |
| # of Emergency Water Main Breaks Repaired | 31 | 24 | 20 | 24 |
| # of Water Main Leaks Repaired | 13 | 40 | 25 | 40 |
| # of Water Meters Installed | 16,862 | 2,000 | 2,050 | 1,000 |
| # of Fire Hydrants Maintained or Repaired | 784 | 1,200 | 1,100 | 1,200 |
| # of Water Valves Exercised | 278 | 1,000 | 900 | 1,000 |
| # of Water Valves Maintained or Repaired | 24 | 100 | 110 | 100 |
| Linear Feet of Water Lines Installed/Replaced | 2,047 | 10,000 | 10,148 | 10,000 |
| # of Dead End Mains Flushed per Month | 1,212 | 1,150 | 1,500 | 1,150 |
| # of Water Conservation Outreach Programs | 12 | 15 | 18 | 18 |
| # of Backflow Prevention Device Reports Reviewed for Compliance | 656 | 1,000 | 2,000 | 2,400 |
| # of Taste and Odor Complaints | 22 | 20 | 20 | 20 |
| **EFFICIENCY** | | | | |
| # of Customer Accounts per Field Employee (AWWA National Median: 486) | 2,422 | 1,200 | 2,304 | 1,380 |
| # of Work Orders per Field Staff | 540 | 3,500 | 350 | 350 |
| # of Bacti Samples Taken per Year | 851 | 672 | 672 | 672 |
| # of Reportable Events that Require Public Notification | 0 | 0 | 0 | 0 |
| Division Budget as a % of Water & Sewer Fund | 46.06% | 48.87% | 49.28% | 48.97% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Water Distribution System Integrity (AWWA National Median: 33.50) | 6.7 | 33.5 | 7 | 33.5 |
| % of Fire Hydrants Receiving Preventative Maintenance | 43% | 100% | 100% | 100% |
| % of Water Valves Exercised in the City | 9% | 30% | 100% | 30% |
| % of Monthly Water Samples Testing Negative for Coliform Bacteria | 100% | 100% | 100% | 100% |
| % of Unaccounted Water Loss (State Average is 8%) | 7% | 8% | 10% | 8% |
| % of Bacti Retests per Year | 0% | 0% | 0% | 0% |
| % Change in Work Orders | 20% | 10% | 20% | 10% |
| % of Fire Hydrants Replaced | 0% | 10% | 1% | 10% |
| % of Valves Repaired | 0.47% | 10% | 0.5% | 10% |
| % of Water Quality Calls Responded to 100% Customer Satisfaction | 100% | 100% | 100% | 100% |
| % of Water Leaks Repaired within 5 Days | 100% | 100% | 100% | 100% |

# City of Bedford
# Wastewater Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Water & Sewer

Department: Public Works Division: Wastewater

## PROGRAM DESCRIPTION

The City of Bedford Wastewater Division is responsible for the protection of public health and environmental safety through the collection and disposal of household and commercial sewer waste. This is accomplished by the repair and maintenance of sewer mains, line cleaning and video inspection of the City sewer mains and services. Rehabilitation of the sewer lines and manholes is performed to help reduce the infiltration of rainwater and sanitary sewer discharge.

## FY 2018-2019 HIGHLIGHTS

* Replacement of 2,504 linear feet of sanitary sewer main on Brown Trail from SH 183 service road to Bedford Road.
* Entered into a 10 year Sanitary Sewer Overflow Initiative with the Texas Commission on Environmental Quality.
* Installation of approximately 40 linear feet of sewer main on Bedford Road at Tennis Drive.
* Completed 316,641 feet of sewer main line cleaning.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Maintain and assess the system to insure adequate capacity for future expansion.

***Organizational Excellence***

* Continue to inspect and assess the collection system condition.
* Prioritize areas for future rehabilitation projects in conjunction with street and water rehabilitation projects.
* To provide a sound collection system that reduces overflows and infiltration.

***Communicate & Engage with Citizens***

* Respond to customer requests quickly and resolve in an effective manner.
* Build on public education and awareness of waste discharge and environmental issues that affect the wastewater system.
* Continue educating local businesses, apartment complexes and residents about the Fats, Oils and Grease Program.

Fund: Water & Sewer

Department: Public Works

Division: Wastewater

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $393,384 | $356,479 | $425,784 | $372,178 | $432,259 |
| Supplies | 22,769 | 24,751 | 36,150 | 32,850 | 30,550 |
| Maintenance | 25,988 | 14,644 | 19,500 | 18,027 | 19,500 |
| Contractual Services | 3,910,999 | 4,397,756 | 3,940,875 | 5,159,833 | 4,355,000 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $4,853,140 | $5,293,631 | $4,922,309 | $6,082,888 | $5,337,309 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Utilities Superintendent | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Utility Crew Leader | 1.00 | 1.50 | 2.00 | 2.00 | 2.00 |
| Crew Leader, Wastewater | 1.00 | 0.50 | 0.00 | 0.00 | 0.00 |
| Senior Utilities Maintenance Worker | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Utilities Maintenance Worker | 2.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Maintenance I, Wastewater | 3.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| *TOTAL: | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Increase in budget for Sewer Treatment expense | $414,725 |

Fund: Water & Sewer

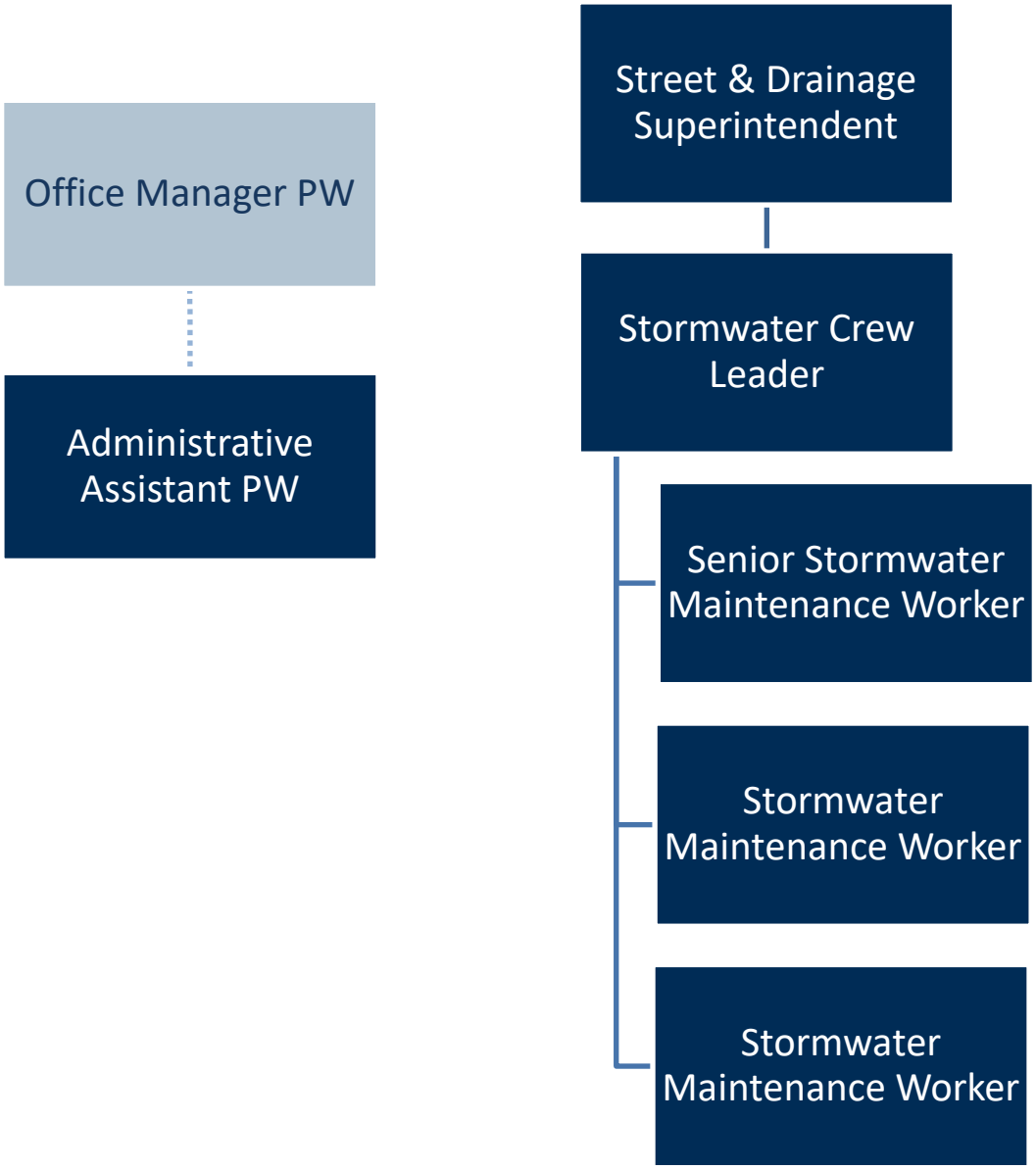
Department: Public Works

Division: Wastewater

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Field Staff | 7 | 7 | 7 | 7 |
| # of Support Staff | 0.5 | 0.5 | 0.5 | 0.5 |
| # of Safety Meetings | 28 | 36 | 24 | 24 |
| **OUTPUTS** | | | | |
| # of Work Orders Generated | 670 | 1,000 | 850 | 1,000 |
| Linear Feet of Wastewater Collection System Line Cleaned | 250,120 | 180,000 | 184,000 | 184,000 |
| Linear Feet of Wastewater Lines Rehabilitated or Installed/Replaced | 99 | 5,000 | 0 | 1,500 |
| # of Wastewater Stoppages | 57 | 50 | 125 | 50 |
| # of Manholes Inspected | 595 | 700 | 605 | 605 |
| # of Manholes Installed/Repaired | 12 | 10 | 10 | 10 |
| Linear Feet of Wastewater Lines TV Inspected | 15,971 | 15,000 | 16,500 | 16,500 |
| # of Hours on Reports to Agencies for Wastewater Regulation Compliance | 70 | 40 | 24 | 24 |
| # of Liquid Waste Trip Tickets Reviewed | 294 | 500 | 510 | 510 |
| # of FOG Outreach Programs | 10 | 15 | 17 | 17 |
| # of Grease/Grit Trap Permits Issued | 162 | 185 | 180 | 1180 |
| # of Waste Hauler Permits Issued | 46 | 18 | 18 | 18 |
| **EFFICIENCY** | | | | |
| # of Customer Connections per Field Employee (AWWA National Median: 509) | 4,349 | 2,169 | 3,234 | 3,234 |
| Division Budget as a % of Water & Sewer Fund | 27.51% | 25.58% | 31.61% | 27.74% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Wastewater Collection System Integrity (AWWA National Median: 9.05) | 3.01 | 9.05 | 3.01 | 9.05 |
| % of Wastewater Collection System Lines Cleaned | 30% | 25% | 22% | 22% |
| % of Manholes Inspected | 21% | 25% | 22% | 22% |
| % of Wastewater Lines TV Inspected | 2% | 4% | 22% | 22% |
| # of Sanitary Sewer Stoppages per Mile of Line | 0.36 | 9 | 3 | 9 |

# City of Bedford
# Stormwater Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Stormwater

Department: Public Works Division: Administration

## PROGRAM DESCRIPTION

The Stormwater Administration Division is responsible for providing adequate collection and transportation of stormwater with the least amount of damage to real or personal property. This is accomplished by maintaining the drainage channels and the stormwater collection system through debris removal and erosion control throughout the City. The Division is also pro-active in the treatment of standing water to combat mosquitoes and rodent control in the drainage channels and at City facilities. Division staff members oversee the multiple outreach programs offered to residents and visitors of the City.

## FY 2018-2019 HIGHLIGHTS

* Completed repairs that were reported on the Texas Department of Transportation bi-annual bridge report.
* Reshaped the creek channel along Woodmont Court, from Wayne Drive to Michael Sean Drive, and placed rap on the channel banks to prevent future erosion.
* Repaired damaged asphalt, removed the existing guardrail and installed a Type III barricade at the dead end of Michael Sean Drive.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Transformation***

* Continue with erosion control of creek channels to reduce the amount of real or personal property damage.

***Organizational Excellence***

* Take a regional approach to mosquito control.
* Continue routine maintenance and repair of drainage channels and the storm sewer system.
* Remain in compliance with Texas Commission on Environmental Quality Stormwater Management Plan.

***Communicate & Engage with Citizens***

* Respond to customer requests quickly and resolve in an effective manner.
* Build on public education and awareness of mosquito control and the Stormwater Management Plan.

Fund: Stormwater

Department: Public Works

Division: Administration

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $278,153 | $304,134 | $334,621 | $342,589 | $351,582 |
| Supplies | 30,853 | 30,274 | 45,970 | 44,229 | 45,270 |
| Maintenance | 49,417 | 31,624 | 50,830 | 51,120 | 51,130 |
| Contractual Services | 93,439 | 133,372 | 237,740 | 232,430 | 230,670 |
| Utilities | - | - | - | - | - |
| Sundry/Debt Service | 626,439 | 684,101 | 1,087,385 | 1,087,385 | 1,101,251 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $1,078,302 | $1,183,506 | $1,756,546 | $1,757,753 | $1,779,903 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Street and Drainage Manager | 0.00 | 0.50 | 1.00 | 1.00 | 1.00 |
| Environmental/Drainage Manager | 0.00 | 0.50 | 0.00 | 0.00 | 0.00 |
| Environmental Supervisor | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Stormwater Crew Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Stormwater Maintenance Worker | 0.00 | 0.50 | 0.00 | 1.00 | 1.00 |
| Stormwater Maintenance Worker | 3.00 | 2.50 | 3.00 | 2.00 | 2.00 |
| *TOTAL: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $16,900 |
| Increase in operating transfers | $14,300 |

Fund: Stormwater

Department: Public Works

Division: Administration

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Field Staff | 4 | 4 | 4 | 4 |
| # of Support Staff | 2 | 2 | 2 | 2 |
| # of Safety Meetings | 28 | 36 | 28 | 28 |
| **OUTPUTS** | | | | |
| Linear Feet of Flumes and Drainage Channels/Mowed/Maintained | 102,706 | 50,000 | 175,000 | 170,000 |
| Linear Feet of Flumes and Drainage Channel Sediment Removed | 39,389 | 10,000 | 10,000 | 10,000 |
| # of Drainage Inlet Inspected, Cleaned, and Marked | 280 | 500 | 215 | 250 |
| Linear Feet of Storm Drain Lines TV Inspected | 641 | 1,000 | 625 | 700 |
| # of Hours on Reports to Agencies for Stormwater Regulation Compliance | 128 | 80 | 150 | 100 |
| # of Stormwater Management Outreach Programs | 7 | 10 | 10 | 10 |
| # of Feet of Creeks Treated for Mosquitoes | 385,986 | 550,000 | 642,000 | 640,000 |
| # of Public Outreach Programs for Mosquito Education | 18 | 10 | 11 | 15 |
| # of Rodent Traps Baited per Month | 140 | 110 | 150 | 150 |
| # of Mosquito Traps per Month | 14 | 26 | 28 | 28 |
| # of Work Orders Generated | 365 | 525 | 375 | 400 |
| # of Graffiti Removed | 10 | 20 | 10 | 10 |
| **EFFICIENCY** | | | | |
| Cost per Linear Foot of Drainage Channel Weed Eating/Cleaning by City Staff | $1.70 | $1.70 | $11.95 | $12.00 |
| Cost per Linear Foot of Flume/Channel Sediment Removal | $5.08 | $5.08 | $4.25 | $5.00 |
| Cost per Linear Foot of Mosquito Treatment | $0.87 | $6.00 | $1.50 | $2.25 |
| # of Mosquitoes Tested for West Nile Virus | 1,543 | 3,500 | 4,500 | 4,000 |
| Cost of Graffiti Removal per Square Foot | $5.90 | $5.90 | $1.50 | $1.75 |
| Cost of Rodent Bait per Trap per Year | $7.92 | $8.00 | $4.75 | $5.00 |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Flumes and Drainage Channels Cleaned Monthly | 18% | 50% | 50% | 50% |
| # of Mosquito Inquiries | 25 | 50 | 60 | 50 |
| # of Requests for Channel Cleaning/Drainage Improvements | 30 | 30 | 25 | 20 |
| % of Mosquito Pools Tested Positive for West Nile Virus | 5% | 2% | 2% | 2% |
| % of Linear Feet of City Maintained Flumes and Drainage Channels Inspected Monthly | 1% | 100% | 90% | 90% |
| % of Linear Feet of Storm Drain Lines TV Inspected | 0.1% | 100% | 1% | 1% |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Street Improvement Economic Development Corporation

Department: Public Works Division: Administration

## PROGRAM DESCRIPTION

In November 1997, Bedford voters approved a half-cent sales tax for the purpose of maintenance and improvements of the street network. Following approval of the tax levy, the Bedford Street Improvement Economic Development Corporation (SIEDC) was created to direct and authorize all expenditures, with the City Council having final approval. The Council appointed a corporation that is comprised of citizens and elected official to oversee the financial expenditures, street network maintenance and improvements. The street network is comprised of the roadway, curb and gutter, sidewalks, traffic signals, lane and intersection markings, and street signs.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 11,524 | 20,747 | 54,300 | 44,000 | 57,100 |
| Maintenance | 263,443 | 499,228 | 605,720 | 720,444 | 773,210 |
| Contractual Services | 722,115 | 835,686 | 2,139,720 | 2,267,600 | 2,526,380 |
| Utilities | - | - | - | - | - |
| Sundry | 1,420,877 | 1,419,834 | 129,350 | 129,350 | 345,960 |
| Capital Outlay | 232,489 | 203,624 | 438,300 | 599,588 | 1,094,800 |
| TOTAL: | $2,650,447 | $2,979,120 | $3,367,390 | $3,760,982 | $4,797,450 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Changes in project budgets as approved by SIEDC board | $1,119,150 |
| Supplemental for Traffic Signal Equipment | $229,800 |
| Supplemental for Sanders | $15,000 |
| Supplemental for Dump Truck | $150,000 |
| Operating transfer to Economic Development Fund for road work in support of economic development incentives | $250,000 |
| One-time supplementals and removal of debt service payments due to retirement of debt | ($209,100) |

City of Bedford
Program Summary
FY 2019-2020

Fund: Utility Repair & Maintenance

Department: Public Works Division: Administration

## PROGRAM DESCRIPTION

The Utility Repair & Maintenance Fund was established for emergency and scheduled repairs of the water distribution system and the wastewater collection system. The funds are an established operation transfer from the Water and Wastewater Divisions.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | 149,861 | - | - | - | 500,000 |
| Utilities | - | - | - | - | - |
| Sundry | 304,455 | 306,065 | - | - | - |
| Capital Outlay | - | 29,547 | - | 484,619 | 100,000 |
| TOTAL: | $454,316 | $335,613 | - | $484,619 | $600,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Allocation of funding for Development Agreement projects | $500,000 |
| Allocation of funding for emergency repairs | $100,000 |

City of Bedford
Program Summary
FY 2019-2020

Fund: Equipment Replacement

Department: Public Works Division: Administration

## PROGRAM DESCRIPTION

The Equipment Replacement Fund was established to have a pay-as-you-go replacement fund for City vehicles and equipment. The fund is utilized to aid in the purchase of equipment such as: emergency vehicles, heavy equipment and other specialty equipment/ vehicles.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | 45,037 | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | 18,085 | - | - | - | 708,850 |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $63,122 | - | - | - | $708,850 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Expenses moved from Fleet Division for Enterprise Replacement Program | $708,850 |

City of Bedford
Program Summary
FY 2019-2020

Fund: Water/Sewer Vehicle Replacement

Department: Public Works Division: Administration

## PROGRAM DESCRIPTION

The Water/Sewer Vehicle Replacement Fund was established in Fiscal Year 2012 for the replacement of vehicles and equipment that support the Water and Wastewater Divisions. The funds are an established operation transfer from the Water Distribution Division.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | 224,000 |
| TOTAL: | - | - | - | - | $224,000 |

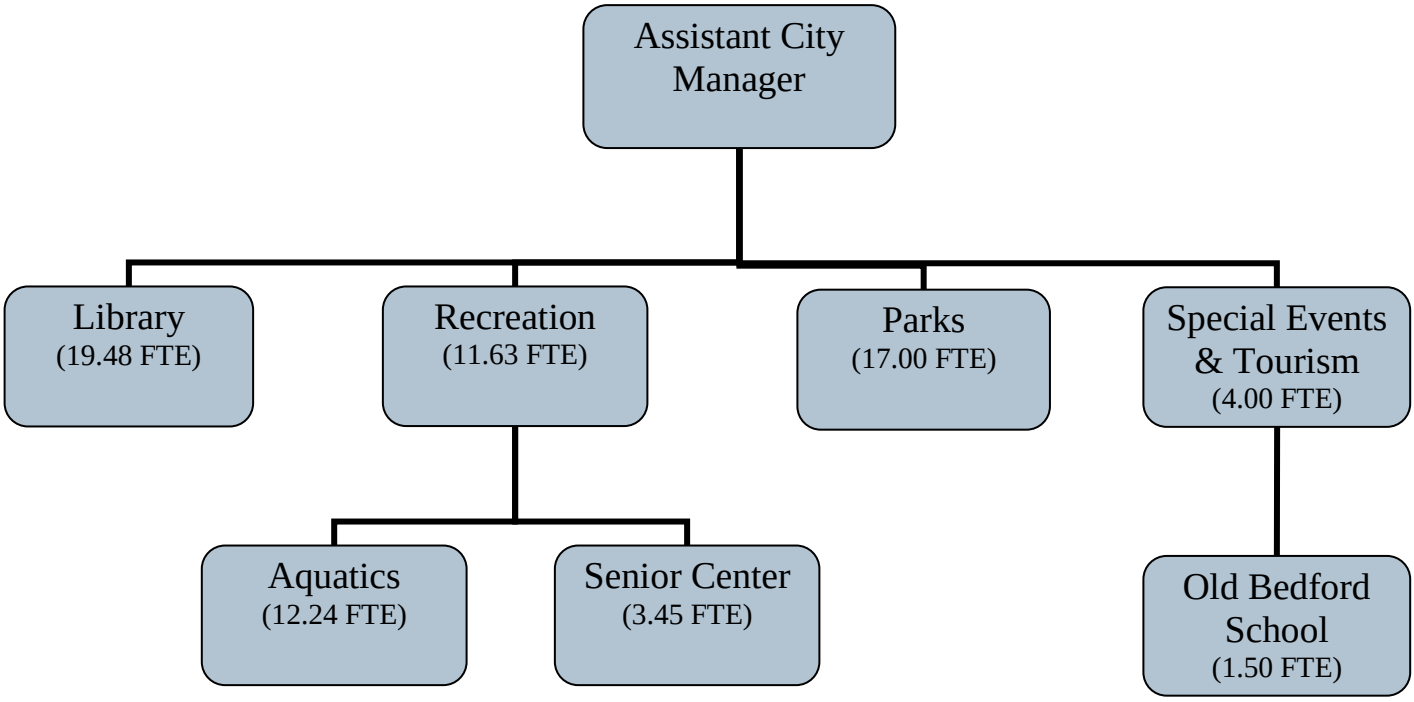
*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Supplemental for Single Turner Valve Maintenance Skid | $74,000 |
| Supplemental for Tandem Dump Truck | $150,000 |

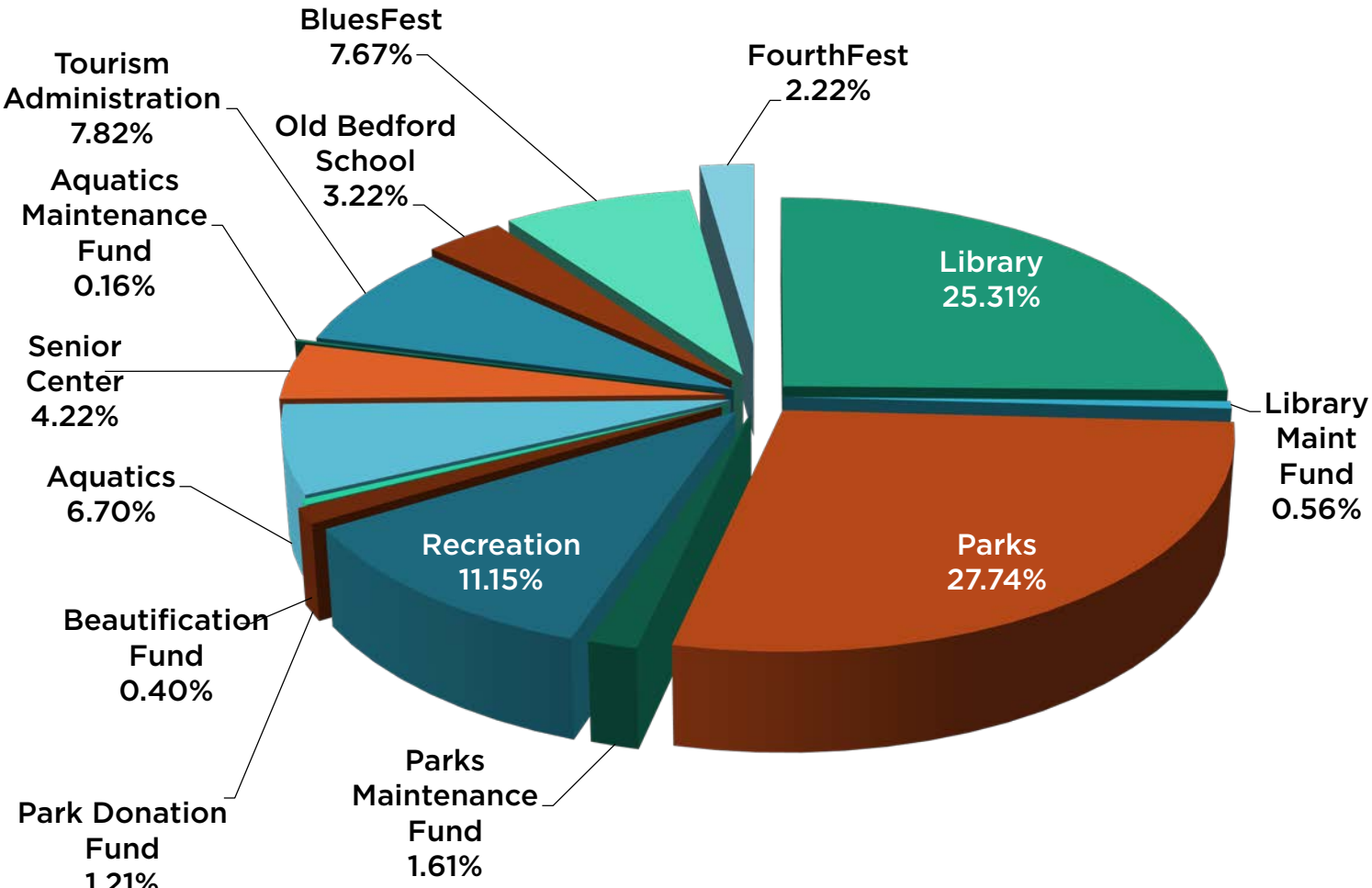
# COMMUNITY SERVICES

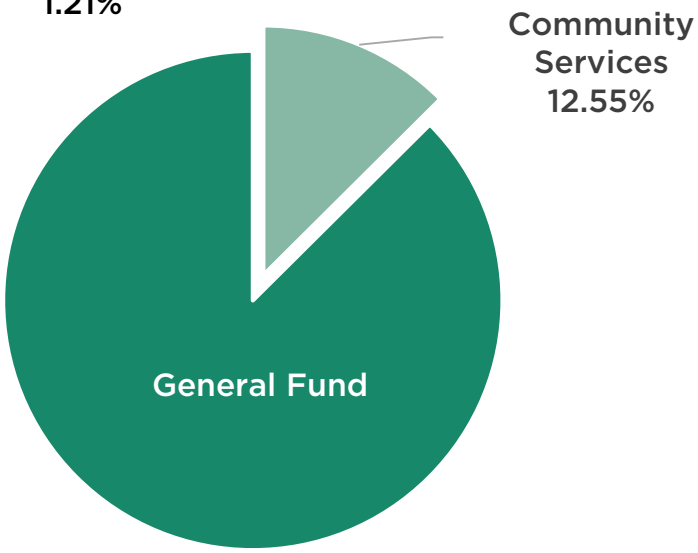
# City of Bedford
# Community Services Organization Chart
# FY 2019 – 2020

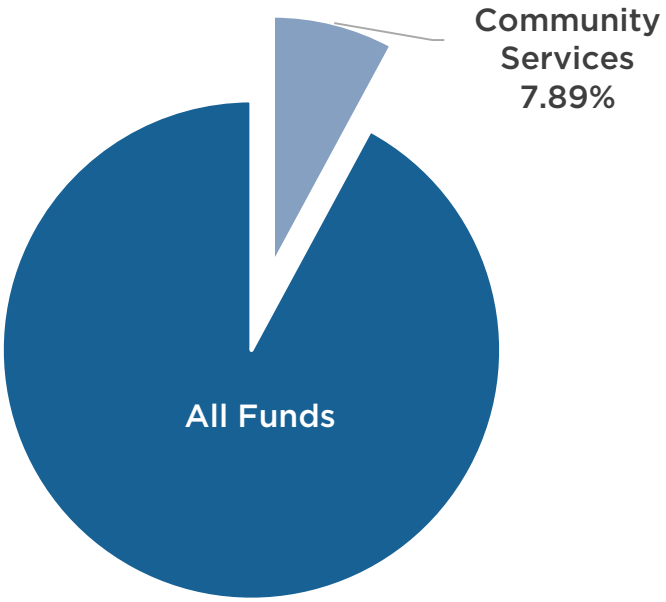


# COMMUNITY SERVICES

## Total Expenditures
## $6,198,248



# COMMUNITY SERVICES

## TOTAL EXPENDITURES
## $6,198,248

| DIVISION/FUND | ACTUAL 17/18 | BUDGET 18/19 | BASE 19/20 | REQUESTS 19/20 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Library | 1,555,168 | 1,533,869 | 1,548,469 | 20,351 | 1,568,820 |
| Parks | 1,441,564 | 1,480,915 | 1,543,403 | 176,215 | 1,719,618 |
| Recreation | 584,398 | 653,514 | 690,607 | 660 | 691,267 |
| Aquatics | 370,824 | 420,184 | 415,255 | - | 415,255 |
| Senior Center | 268,202 | 289,636 | 259,730 | 1,544 | 261,274 |
| Tourism Administration | 358,960 | 398,151 | 484,430 | - | 484,430 |
| Old Bedford School | 356,108 | 297,879 | 199,784 | - | 199,784 |
| BluesFest | 469,395 | 475,500 | 475,500 | - | 475,500 |
| FourthFest | 123,283 | 137,800 | 137,800 | - | 137,800 |
| Park Donation Fund | 7,669 | 10,000 | 75,000 | - | 75,000 |
| Beautification Fund | 8,677 | 40,000 | 25,000 | - | 25,000 |
| Park Maintenance Fund | - | 100,000 | 100,000 | - | 100,000 |
| Aquatics Maintenance Fund | - | 37,000 | 10,000 | - | 10,000 |
| Library Maintenance Fund | 29,723 | - | 34,500 | - | 34,500 |
| **TOTAL** | **$5,573,972** | **$5,874,448** | **$5,999,478** | **$ 198,770** | **$6,198,248** |

## Future Budget Considerations

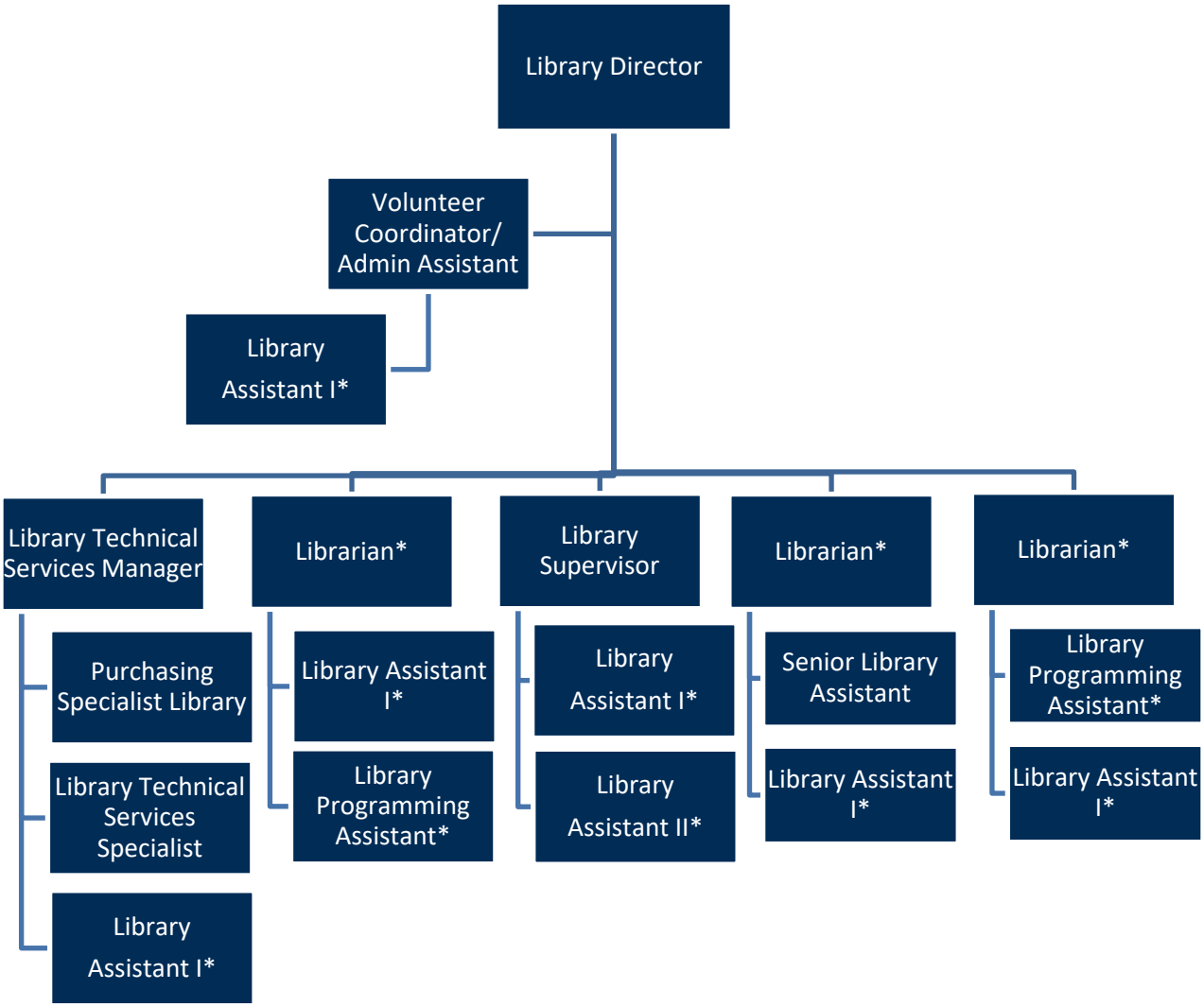
Library - The Library moved into the renovated Food Lion in 2011. Aging technology will continue to be a challenge in maintaining a state-of-the-art library. The Library has 10 RFID readers and antennas and security gates that should be replaced by FY 2020-2021. Implementation of the thin client technology has improved the user experience, but servers will need to be replaced in FY 2020-2021.

Parks - The Parks Division will need new equipment to support growing park demand and attendance. These needs include: personnel, in-field groomer for ball field preparation, and a top dresser for field maintenance. Additionally, enhancing all other satellite parks to meet the higher standard soon to be achieved by Phase Next for the Boys Ranch will be necessary.

Recreation, Aquatics, Senior Center - The Phase Next project continues. The passing of the Phase Next Bond for new recreational facilities in the future will have a significant budget impact. Staff will be working with consultants to put together a plan for future funding requests. For now it is business as usual, and staff continues to be faced with aging facilities and working to balance repairs that need to be made.

Tourism - Old Bedford School is open for business and looking towards the future. Adding a parking lot over the geothermal field and sidewalk between OBS and Library will provide safer pedestrian access between the facilities and increase parking for both. Event staff is working with aging infrastructure (tent, signage, banners) and will request quality-branded items to increase the overall aesthetics of events. During Phase Next, budget considerations should include permanent event infrastructure (electrical, water hookups, event parking). If new events are desired, additional funding would need to be allocated.

# City of Bedford
# Library Division
# FY 2019 – 2020




*There are multiple employees with this job title, oversight of the employee depends on assignment within the division.

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Community Services Division: Library

## PROGRAM DESCRIPTION

The Bedford Public Library (BPL) enriches, empowers, and transforms lives by serving as a learning center, community anchor, and technology center. BPL fuels Bedford's passion for reading and learning through innovative collections, programs, and digital content. Citizens are able to get jobs, expand their business, improve their health and complete their education through library technology, instructional assistance, and self-directed learning. BPL meets the needs of families by creating and cultivating readers through early literacy classes, homework assistance, and summer reading club. In a technology driven job market, BPL is teaching children STEM concepts using coding, robotics and engineering. The Library connects to teens through cutting-edge programs, volunteer opportunities and the Teen Action Council. With over 145,000 items in its collection, BPL provides the community access to books, e-books, audio books, music CDs, DVDs, tablets and more. Citizens are able to access library resources such as e-books, digital content and online learning 24/7 through the website. Maximizing resources, BPL partners with the HEB ISD, community organizations, and other City departments to obtain grants and reach citizens where they live, work, and play.

## FY 2018-2019 HIGHLIGHTS

* Winner of the William Wayne Project of the Year for the Think Tank collaboration through HEB Reads!
* Received Texas Municipal Library Directors Association Achievement of Excellence in Libraries Award.
* Collaborated with the Bedford Library Friends to make Bedford a destination by offering a pumpkin patch fundraiser.
* Implemented educational literacy tablets through two grants totaling $19,940.
* Introduced PlayAway audio books to start replacing dying format of CD audio books with $2,000 grant from Library Foundation.
* Improved user experience, expanded collection and stabilized costs by replacing Hoopla with cloudLibrary and RBdigital services.
* Entered partnership with the United Way to enhance Dr. Seuss Party by giving 3 free books to every child attending.
* Fed lunch to 1,797 children over 53 days in the summer through a partnerships with the YMCA and HEB Lunch Learn.
* Created a Library of Things Collection funded by a $3,000 Atmos Grant given to the Library Foundation.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Maintain the library and safeguard the integrity of the architecture and aesthetic appeal of the facility and grounds.

***Economic Vitality***

* Administer a state-of-the-art library to attract new residents to Bedford.
* Deliver signature events, quality programming and collections to be a destination for families in North Texas.
* Support businesses by providing meeting spaces, access to technology and online resources.
* Connect job seekers with free resources and workforce development opportunities to help them gain employment or get a better job.

***Transformation***

* Develop alternative funding sources through grants, sponsorships, naming rights, donations and resource sharing opportunities to support library needs.

***Organizational Excellence***

* Follow library industry best practices to ensure quality of services, collections and programs.
* Fuel Bedford's passion for reading by evaluating, selecting, and merchandising collections.
* Provide ongoing staff training on emerging technologies and customer service.

***Communicate & Engage with Citizens***

* Conduct annual library satisfaction survey.
* Work closely with the Library Advisory Board, Foundation and Friends to communicate the impact of the Library within the community and raise funds to support the Library.
* Offer volunteer opportunities for teens and adults at the Library.
* Partner with the Cultural Affairs Commission and arts organizations to expand cultural enrichment activities at the Library.

Fund: General

Department: Community Services

Division: Library

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $1,082,933 | $1,110,573 | $1,087,399 | $1,085,037 | $1,122,830 |
| Supplies | 205,605 | 244,381 | 215,070 | 210,940 | 211,750 |
| Maintenance | 47,439 | 46,370 | 60,300 | 64,520 | 63,610 |
| Contractual Services | 74,124 | 72,597 | 75,100 | 75,860 | 74,630 |
| Utilities | 58,818 | 56,247 | 59,000 | 50,310 | 59,000 |
| Sundry/Debt Service | - | 25,000 | 25,000 | 25,000 | 25,000 |
| Capital Outlay | 18,344 | - | 12,000 | 11,620 | 12,000 |
| TOTAL: | $1,487,263 | $1,555,168 | $1,533,869 | $1,523,287 | $1,568,820 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Technical Services Managers | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Circulation Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Librarian | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Administrative/Volunteer Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Programming Assistant | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 |
| Technical Services Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Circulation Accounts Sr. Assistant | 0.35 | 0.35 | 0.35 | 0.00 | 0.00 |
| Senior Library Assistant | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |
| Library Assistant II | 2.60 | 2.60 | 2.60 | 1.60 | 1.60 |
| Library Assistant I | 3.35 | 3.35 | 3.35 | 3.70 | 3.70 |
| Purchasing Assistant | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| *TOTAL: | 19.48 | 19.48 | 19.48 | 19.48 | 19.48 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $15,080 |
| Funding for Compression adjustments in compensation | $20,350 |

Fund: General

Department: Community Services

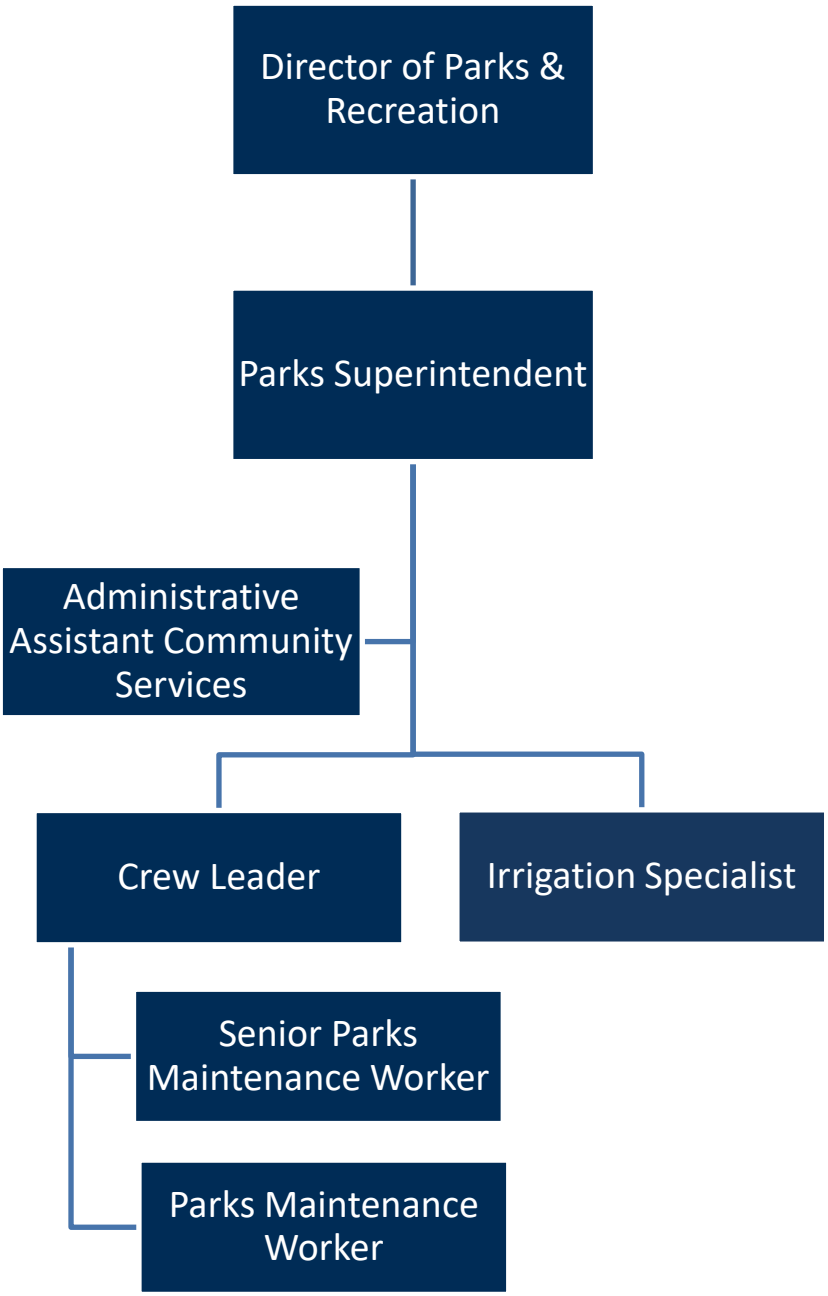
Division: Library

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Items in Collection | 118,978 | 115,000 | 145,000 | 145,000 |
| # of Registered Cards | 48,892 | 45,000 | 40,000 | 35,000 |
| # of FTEs | 19.48 | 19.48 | 19.48 | 19.48 |
| **OUTPUTS** | | | | |
| # of Items Circulated | 601,086 | 580,000 | 600,000 | 580,000 |
| # of Reference Transactions | 77,248 | 71,000 | 80,000 | 75,000 |
| # of Programs Offered | 1,019 | 1,000 | 1,000 | 1,000 |
| % of Library Staff Participating in Continuing Education | 96% | 90% | 90% | 90% |
| **EFFICIENCY** | | | | |
| # of Items Circulated Per Capita vs. Texas Benchmark Average of 4.61 | 12.20 | 12 | 12 | 12 |
| # of Items Circulated Per FTE vs. Texas Benchmark Average of 16,992 | 30,857 | 29,775 | 30,000 | 29,775 |
| # of Library Visits Per Capita vs. Texas Benchmark Average of 4.52 | 3.63 | 4.35 | 4.35 | 4.35 |
| # of Reference Transactions Per Capita vs. Texas Benchmark Average of 0.54 | 1.56 | 1.4 | 1.4 | 1.4 |
| Annual Program Attendance Per Capita vs. Texas Benchmark Average of 0.26 | 0.76 | 0.75 | 0.75 | 0.75 |
| Annual Materials Expenditure Per Capita vs. Texas Benchmark Average of $2.56 | 3.48 | 3.84 | 3.84 | 3.84 |
| Annual Collection Turnover Rate vs. Texas Benchmark Average of 2.06 | 5.05 | 3.65 | 3.65 | 3.65 |
| Annual Cost of Library Service Per Capita Compared to National Average ($36.96 in 2014) | $31.24 | $30.00 | $30.00 | $30.00 |
| Division Budget as % of General Fund | 4.64% | 4.38% | 4.45% | 4.23% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Ability of Staff to Quickly Assist Patrons | 95% | 95% | N/A | 95% |
| Friendliness of Staff | 95% | 95% | N/A | 95% |
| Knowledge of Staff | 95% | 95% | N/A | 95% |
| Digital Materials Circulated as a % of the Overall Circulation | 7% | 7% | 7% | 7% |
| % of Population Who Have a Library Card | 67% | 65% | 55% | 60% |

N/A - Timing of survey moved from February to October.

# City of Bedford
# Parks Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Community Services  Division: Parks

## PROGRAM DESCRIPTION

The Parks Division is dedicated to providing Bedford citizens with a well maintained parks system. The Parks Division is responsible for the maintenance and operation of 139.5 acres of park land, including the facilities and infrastructure on those properties, such as the municipal aquatic centers, athletic fields, lighting, irrigation, and restrooms. In addition, the Parks Division manages the City-wide mowing and chemical application contracts which service medians, right-of-ways, grounds at City facilities, well sites, and drainage ways.

## FY 2018-2019 HIGHLIGHTS

* Completed refurbishment of the Roy Savage pool building.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Reinvest and maintain the parks system to encourage and support similar reinvestment in neighborhoods.

***Organizational Excellence***

* Continue to provide safe and friendly parks, playgrounds, and athletic facilities.
* Support training and development of employees to improve skills, efficiency, and safety.

***Communicate & Engage with Citizens***

* Be proactive in meeting cultural, educational, recreational, and historical needs through assisting with the events of the Beautification Commission, Cultural Commission, and other City activities.
* Support Beautification Commission events to help foster citizen involvement.
* Efficiently maintain the parks system to encourage participation in outdoor recreation.
* Continue to be responsive to requests, suggestions, and needs of the community.

Fund: General

Department: Community Services

Division: Parks

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $857,749 | $845,998 | $879,425 | $840,135 | $1,110,878 |
| Supplies | 70,710 | 69,464 | 69,170 | 72,370 | 69,270 |
| Maintenance | 91,823 | 78,321 | 74,990 | 75,990 | 70,490 |
| Contractual Services | 206,975 | 216,927 | 224,730 | 224,955 | 236,380 |
| Utilities | 188,760 | 180,854 | 182,600 | 160,271 | 182,600 |
| Sundry/Debt Service | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Capital Outlay | 259,709 | - | - | - | - |
| TOTAL: | $1,725,726 | $1,441,563 | $1,480,915 | $1,423,721 | $1,719,618 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Director of Parks & Recreation | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Park Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crew Leader | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Irrigation Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Parks Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Worker | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |
| Parks/Recreation/Special Events Assistant | 0.50 | 0.00 | 0.00 | 0.00 | 1.00 |
| *TOTAL: | 15.50 | 15.00 | 15.00 | 15.00 | 17.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Compression adjustments in compensation | $26,800 |
| Supplemental for Director of Parks & Recreation position | $149,356 |
| Transfer of Administrative Assistant from Tourism Administration Division | $57,800 |

Fund: General

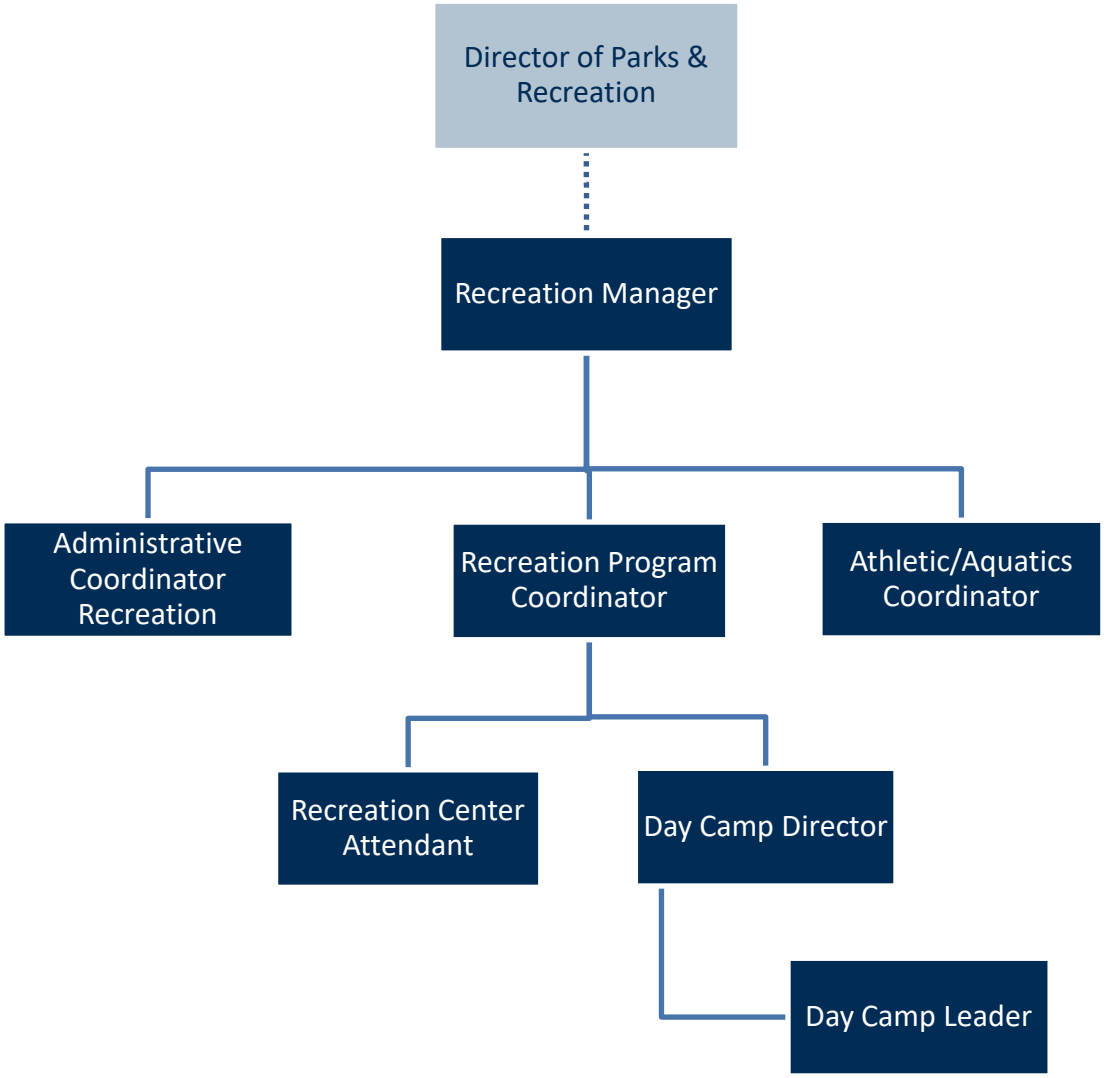
Department: Community Services

Division: Parks

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of FTEs | 15 | 15 | 15 | 15 |
| # of Athletic Fields | 9 | 9 | 9 | 9 |
| # of Pavilions | 9 | 9 | 9 | 9 |
| # Tennis Courts | 6 | 6 | 6 | 6 |
| # of Jogging trails | 23,496 | 23,496 | 23,496 | 23,496 |
| Total Park Acerage | 139.5 | 139.5 | 139.5 | 139.5 |
| **OUTPUTS** | | | | |
| # of City Events | 34 | 34 | 34 | 34 |
| # of Staff Training Hours | 240 | 250 | 300 | 350 |
| # of Hours Spent on Beatification Commission | 146 | 150 | 155 | 200 |
| # of Spent on Structures | 700 | 800 | 800 | 800 |
| # of Horticulture Hours | 2,200 | 2,400 | 2,300 | 2,500 |
| # of Irrigation Hours | 1,200 | 1,200 | 1,100 | 1,100 |
| # of Hours spent on Mowing and Trimming | 4,250 | 4,300 | 4,350 | 4,400 |
| # of Hours Spent on Trash Mioantenacne | 6,500 | 6,500 | 6,300 | 6,500 |
| # of Hours spent on Aquatics | 1,300 | 1,200 | 1,000 | 1,110 |
| # of Maintenance Hours Spent on Ballfields | 35 | 350 | 350 | 350 |
| # of Maintenance Hours per Total Acreage | 150 | 160 | 145 | 160 |
| # of Hours spent on Special Events | 2,300 | 2,300 | 2,350 | 2,600 |
| **EFFICIENCY** | | | | |
| Maintenance and Operating Cost | $29.38 | $30.00 | $31.33 | $33.02 |
| # of Park Acreage per FTE | 10.33 | 10.33 | 10.33 | 10.33 |
| Total Maintenance Hours per FTE | 1,600 | 1,600 | 1,600 | 1,700 |
| % of Inquires Responded to within 24 Hours | 95% | 95% | 95% | 95% |
| Division Budget as a % of General Fund | 4.30% | 4.23% | 4.16% | 4.63% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Cost of Mowing per Acerage | $1,354.15 | $1,450 | $1,450 | $1,450 |
| Capita per Park Acreage | $353 | $353 | $353 | $353 |

# City of Bedford
# Recreation Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Community Services Division: Recreation

## PROGRAM DESCRIPTION

The Recreation Division is dedicated to promoting health, wellness, and community engagement within the City of Bedford. This is achieved through the oversight and management of the Boys Ranch Activity Center and continued growth of programs and special events. These events include the Valentine's Day Dance, the Glow and Go Egg Hunt, Dog Days of Summer, and Halloweenfest. This is also accomplished through unique programming for youth, adult, and senior populations. The Recreation Division is essential in the overall quality of life for all ages of the community in the City of Bedford. Phase Next has proven that recreation is important to the community and this Division encompasses the community need for recreational activities.

## FY 2018-2019 HIGHLIGHTS

* Facility rentals resulted in 61,224 people utilizing the Boys Ranch Activity Center and pavilions around the parks.
* Active Net allowed a more efficient way to track membership usage, which counted 6,473 scans and 1,085 unique members throughout the year.
* Glow and Go Easter Event sold out with 450 participants.
* Summer Camp was sold out for the first six weeks.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Offer new and unique programs that facilitate connectivity within the community, such as Summer Day Camp, community special events, and fitness classes.

***Economic Vitality***

* Collaborate with community organizations at special events to promote Bedford businesses.
* Partner with Bedford businesses to foster recognition and awareness of local stores and restaurants.

***Transformation***

* Engage with current facility users and provide program evaluations to gauge community interest.

***Organizational Excellence***

* Continue to educated staff on safety policies and procedures as well as require all staff to obtain CPT/First Aid Certification through the American Red Cross.
* Continue to have monthly in-services for Customer Service Associates to promote quality customer service at the facility.

***Communicate & Engage with Citizens***

* Maintain consistency throughout all social media, website pages, and other promotional materials.
* Offer various volunteer opportunities for the community, especially with regards to special events.
* Support and participate in neighborhood block parties.

Fund: General

Department: Community Services

Division: Recreation

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $451,485 | $454,981 | $490,390 | $540,996 | $528,197 |
| Supplies | 24,473 | 28,981 | 30,870 | 30,899 | 26,450 |
| Maintenance | 8,126 | 3,267 | 7,200 | 7,200 | 12,900 |
| Contractual Services | 107,143 | 56,936 | 79,554 | 57,965 | 78,220 |
| Utilities | 42,581 | 40,234 | 45,500 | 35,125 | 45,500 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $633,808 | $584,398 | $653,514 | $672,185 | $691,267 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Recreation Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Athletics / Aquatics Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Program Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Administrative Coordinator | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Associate | 3.43 | 3.43 | 3.43 | 3.43 | 3.43 |
| Day Camp Director - Seasonal | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Day Camp Leader - Seasonal | 3.60 | 3.60 | 3.60 | 3.60 | 3.60 |
| *TOTAL: | 10.63 | 11.63 | 11.63 | 11.63 | 11.63 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | $37,000 |

Fund: General

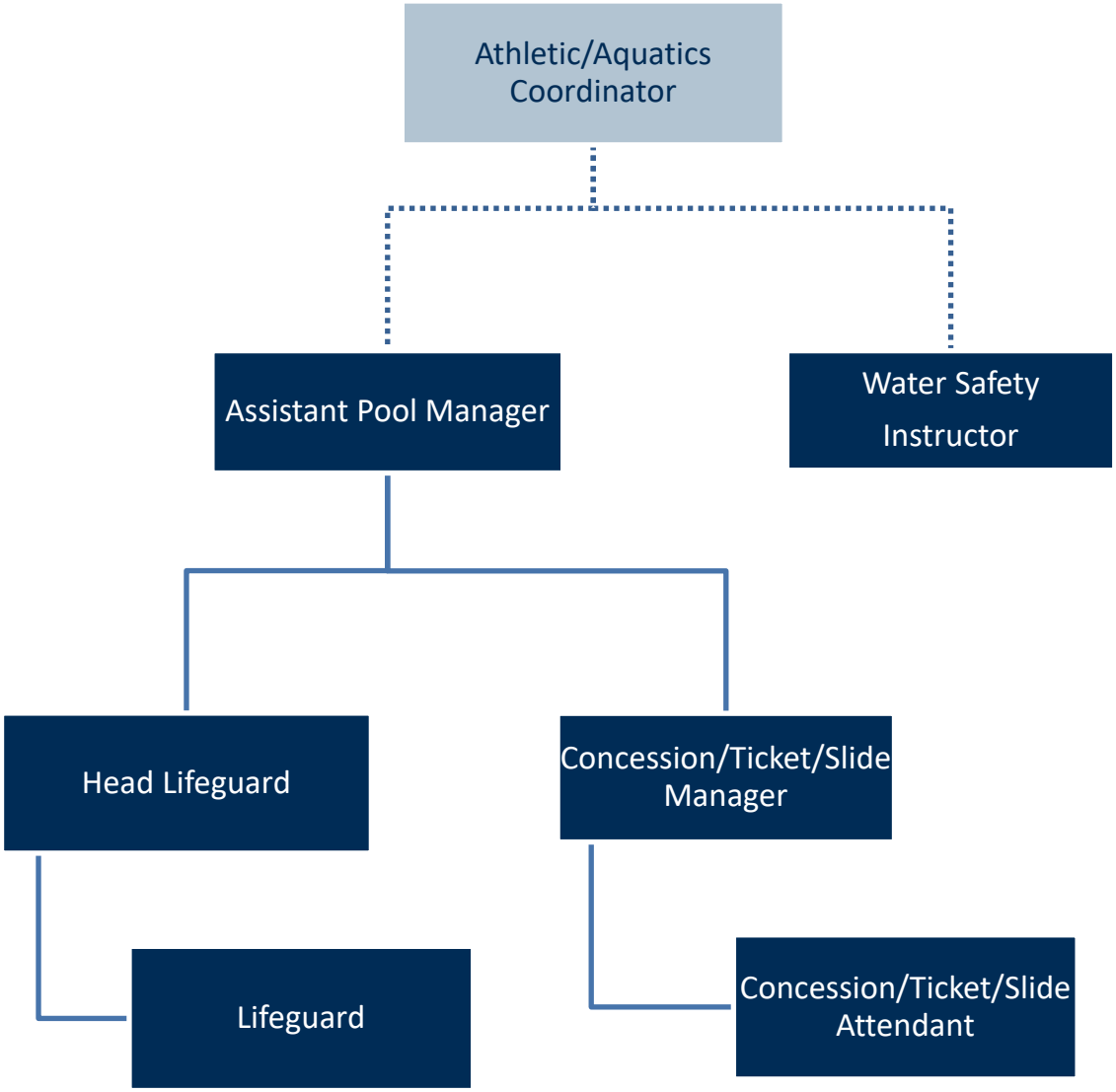
Department: Community Services

Division: Recreation

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Volunteers | 71 | 70 | 72 | 75 |
| # of Seasonal FTEs | 4.2 | 4.2 | 4.2 | 4.2 |
| # of Regular FTEs | 9.43 | 9.43 | 9.43 | 9.43 |
| **OUTPUTS** | | | | |
| # of Facility Members | 500 | 600 | 585 | 600 |
| # of Facility Visits | 160,000 | 180,000 | 172,000 | 180,000 |
| # of Community Outreach Events | 25 | 25 | 25 | 30 |
| # of External Entities or Vendor Relationships | 35 | 35 | 35 | 35 |
| **EFFICIENCY** | | | | |
| % of Transactions Online | 2.00% | 10.00% | 14.50% | 15.00% |
| # of Open Hours per FTE | 673 | 673 | 673 | 673 |
| Division Budget as a % of General Fund | 1.74% | 1.86% | 1.96% | 1.86% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| # of Programs | 300 | 375 | 360 | 375 |
| # of New Programs | 15 | 25 | 18 | 25 |
| # of Facebook Likes | 5,100 | 6,000 | 5,513 | 6,000 |
| Maintenance and Operation Cost per Capita | $12.81 | $16.25 | $14.68 | $16.25 |

# City of Bedford
# Aquatics Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Community Services Division: Aquatics

## PROGRAM DESCRIPTION

The Aquatics Division oversees the management and operation of the Bedford Splash Aquatic Center and Roy Savage Pool at Central Park. Operations include admission ticket sales, concessions, swim team management, aquatic program management, pool rentals, pool safety, and accident prevention. The Aquatics Division also ensures that the aquatic facilities meet standards set forth by the Tarrant County Health Department, American Red Cross, Texas Municipal League, Texas Amateur Athletics Federation, and National Swimming Pool Foundation. The Aquatics Division works in conjunction with the Parks Division to make certain that preventative maintenance items are done on an ongoing basis during the operational season.

## FY 2018-2019 HIGHLIGHTS

* During the 2019 season, Splash served over 36,366 patrons, which brought in a total of $195,925.50 in admission revenue.
* Splash brought in $39,548 in rental revenue, which includes Roy Savage Pool, Cabana, Pavilion, and after-hours rentals.
* Splash Concession Stand revenue brought in $37,213.50 with the top selling item being nachos for a total of $4,103.50.
* Splash hosted numerous aquatic programs and special events, resulting in 1,035 registrations.
* Splash had 264 participants in the staff managed swim lesson program.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Economic Vitality***

* Continue to position the Aquatics facilities as a regional attraction to attract new people and businesses to the City of Bedford.

***Transformation***

* Collaborate with various community organizations to cross-promote events and programs.
* Expand partnership with Hurst-Euless-Bedford (HEB) ISD and other area organizations to offer events and programs to participants with special needs.

***Organizational Excellence***

* Work with the Recreation Division to enhance brand awareness of the Parks, Recreation, Senior Center and Aquatics Divisions.

***Communicate & Engage with Citizens***

* Continue commitment to safety by maintaining a high level of training for the Aquatics staff.
* Provide a fun, safe, family-friendly environment with excellent customer service.

Fund: General

Department: Community Services

Division: Aquatics

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $259,972 | $243,796 | $267,587 | $267,584 | $262,655 |
| Supplies | 52,353 | 38,560 | 60,550 | 61,089 | 60,550 |
| Maintenance | 14,411 | 21,385 | 11,100 | 8,058 | 11,100 |
| Contractual Services | 18,697 | 14,972 | 19,950 | 19,950 | 19,950 |
| Utilities | 55,292 | 52,110 | 61,000 | 35,934 | 61,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $400,726 | $370,824 | $420,187 | $392,615 | $415,255 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Assistant Pool Manager | 0.46 | 0.46 | 0.46 | 0.46 | 0.46 |
| Head Lifeguards | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 |
| Lifeguards | 7.49 | 7.49 | 7.49 | 7.49 | 7.49 |
| Con / Retail / Ticket / Attendants | 2.90 | 2.90 | 2.90 | 2.90 | 2.90 |
| CTS Manager | 0.41 | 0.41 | 0.41 | 0.41 | 0.41 |
| Water Safety Instructor | 0.08 | 0.08 | 0.08 | 0.08 | 0.08 |
| *TOTAL: | 12.24 | 12.24 | 12.24 | 12.24 | 12.24 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | ($4,900) |

Fund: General

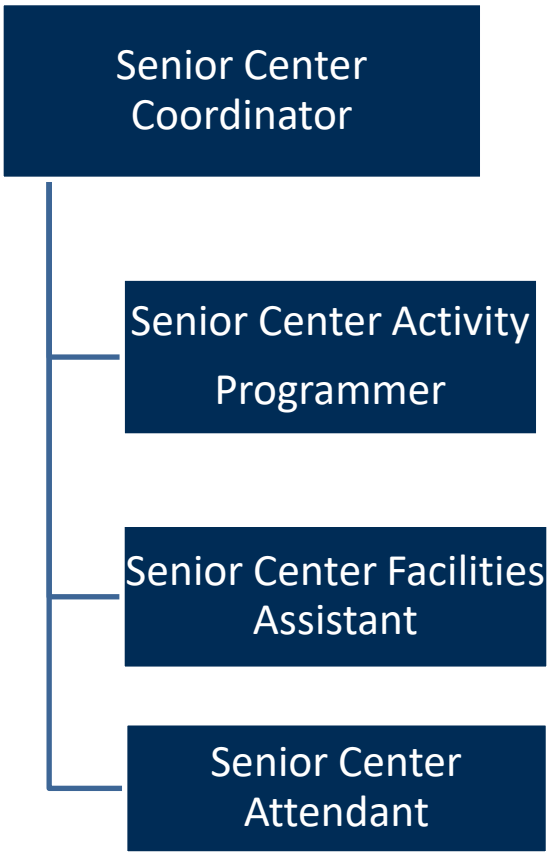
Department: Community Services

Division: Aquatics

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Seasonal FTEs | 12.24 | 12.24 | 12.24 | 12.24 |
| **OUTPUTS** | | | | |
| # of Total Attendance for Bedford Splash | 32,854 | 45,000 | 40,000 | 45,000 |
| # of Total Attendance for Roy Savage Pool | 4,737 | 5,000 | 4,500 | 5,000 |
| # of Aquatic Program Participants | 1,090 | 1,200 | 1,200 | 1,200 |
| # of Swim Team Participants | 102 | 130 | 110 | 130 |
| # of External Entities or Vendor Relationships | 8 | 10 | 10 | 10 |
| # of Operational Days Open | 81 | 91 | 91 | 91 |
| # of Total Staff Training Hours | 70 | 88 | 88 | 88 |
| % of Residents vs. Non-Residents Facility Attendance | 28% | 50% | 50% | 50% |
| % of Residents vs. Non-Residents Program Registration | 60% | 80% | 80% | 80% |
| **EFFICIENCY** | | | | |
| # of Open Hours per FTE | 92 | 92 | 92 | 92 |
| Average Cost per Visitor | $6.25 | $7.50 | $7.00 | $7.50 |
| # of Attendees per FTE | 3,070 | 4,000 | 3,500 | 4,000 |
| Division Budget as a % of General Fund | 1.11% | 1.20% | 1.15% | 1.12% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Maintenance and Operation Cost per Capita | $8.70 | $8.48 | $8.48 | $8.48 |

# City of Bedford
# Senior Center Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: General

Department: Community Services Division: Senior Center

## PROGRAM DESCRIPTION

The Bedford Senior Activity Center exists to serve, support, and enhance the lives of all senior citizens 50 years of age and older by providing opportunities in the way of programs and activities designed to promote active, independent, and healthy lifestyles. The Senior Center promotes healthy aging through daily exercise programs, dances, Tai Chi, blood pressure checks, and health education. By serving as a gathering place, the Senior Center provides seniors with support systems for their physical and mental well-being. Senior Center staff provide information and referral services to connect seniors with area-aging services such as Meals on Wheels, the Alzheimer's Association, Senior Care and Living opportunities, and Social Security. The Senior Center provides a safe, caring, and nurturing environment that keeps seniors socially active and engaged within the community. Activities such as bridge, dominoes, billiards, and pinochle keep the aging brain active and healthy. Participation in ceramics, painting, quilting, needlecraft, dancing, and music allow for creativity and artistic expression.

## FY 2018-2019 HIGHLIGHTS

* Provided 15,642 participants with activities over the past 12 months.
* Provided 72 seminars on physical, mental, and financial health for seniors.
* Provided Thanksgiving Luncheon for 158 people.
* Held annual Art Show and Sale for displaying member's work.
* The Valentine Dinner and Dance sold out with 124 participants.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Economic Vitality***

* Create a safe place and sense of community at the Senior Center by offering programs that are fun and educational.

***Transformation***

* Offer new programming to attract the next generation of senior citizens.

***Organizational Excellence***

* Continue to maintain a superior level of customer service by all Senior Center staff.
* Partner with area agencies serving seniors to maximize resources and serve as a referral agency.

***Communicate & Engage with Citizens***

* Continue to offer interactive programming, as well as opportunities to volunteer, in the City of Bedford.
* Celebrate music and art with weekly guitar jam sessions, line dancing classes, and ballroom dancing.

Fund: General

Department: Community Services

Division: Senior Center

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $206,962 | $215,883 | $221,626 | $197,695 | $193,264 |
| Supplies | 10,138 | 13,149 | 14,300 | 11,441 | 14,300 |
| Maintenance | 6,523 | 3,373 | 4,570 | 2,294 | 4,570 |
| Contractual Services | 31,733 | 19,971 | 30,640 | 21,131 | 30,640 |
| Utilities | 18,872 | 15,826 | 18,500 | 14,658 | 18,500 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $274,228 | $268,202 | $289,636 | $247,219 | $261,274 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Customer Service Assistant | 0.45 | 0.45 | 0.45 | 0.45 | 0.45 |
| Senior Activity Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Tech - Senior Center | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Center Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| *TOTAL: | 3.45 | 3.45 | 3.45 | 3.45 | 3.45 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Change in employee benefit costs | ($28,300) |

Fund: General

Department: Community Services

Division: Senior Center

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of Volunteer Hours | 1,680 | 1,500 | 1,100 | 1,000 |
| # of FTEs | 3.45 | 3.45 | 3.45 | 3.45 |
| **OUTPUTS** | | | | |
| # of Monthly Programs | 144 | 142 | 135 | 137 |
| # of Participants per Year | 26,230 | 27,600 | 18,000 | 18,200 |
| # of Memberships (monthly average) | 1,051 | 1,000 | 700 | 700 |
| **EFFICIENCY** | | | | |
| Cost per Participant (participant/SC budget) | $10.68 | $10.25 | $16.09 | $15.91 |
| # of Participants per FTE (participant/FTE) | 7,603 | 7,975 | 5,217 | 5,275 |
| Hours of Operation per Week per FTE (hours open/FTE) | 15 | 15 | 15 | 15 |
| Division Budget as a % of General Fund (SC budget/Total General Fund) | 0.80% | 0.83% | 0.72% | 0.70% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Average Monthly Number of Non-Member Visitors | 383 | 300 | 95 | 80 |
| % of Total Membership that are Bedford Residents | 62% | 65% | 66% | 67% |
| # of New Programs | 83 | 55 | 62 | 65 |

# City of Bedford
# Tourism Administration Division
# FY 2019 – 2020

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Tourism

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

Tourism Administration focuses on attracting visitors to Bedford by managing the special events, tourism, arts-related programming, and cultural functions for the City of Bedford. Primary activities in this Division are composed of the production of world class events, including the City of Bedford 4thFEST and the Bedford Blues & BBQ Festival, serving as the staff liaison to the Bedford hotels and the Hotel Association, and management oversight of the Old Bedford School. The Division also serves as the staff liaison for the Cultural Commission and oversees the arts and cultural programming. These events include the City of Bedford Artsfest, the Twilight Concerts, Storefront Exhibits, and other cultural programming.

## FY 2018-2019 HIGHLIGHTS

* Hosted second Triple Play BBQ Competition at the Blues & BBQ Festival adding a third sanctioned BBQ contest.
* Worked with CMO in securing Performance Support funding from the Texas Commission on the Arts for the Twilight Concert Series and the Blues & BBQ Festival.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Develop relationships with community partners to enhance the exposure of City of Bedford events.

***Economic Vitality***

* Produce phenomenal special events that enhance the image of the City of Bedford.
* Provide a variety of safe and friendly events for the community.

***Transformation***

* Market Bedford as the ideal lodging choice in the Dallas/Fort Worth Metroplex due to its central location.
* Provide marketing and promotional assistance to hotels located in Bedford.

***Organizational Excellence***

* Serve patrons at the events effectively with a high standard of customer service.

***Communicate & Engage with Citizens***

* Provide a variety of safe and family friendly events for the community.

Fund: Tourism

Department: Community Services

Division: Administration

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $179,882 | $141,901 | $207,736 | $98,356 | $266,165 |
| Supplies | 25,864 | 26,943 | 25,050 | 24,865 | 25,050 |
| Maintenance | - | - | - | 1,333 | - |
| Contractual Services | 95,653 | 80,031 | 80,340 | 73,394 | 87,400 |
| Utilities | 1,456 | -291 | - | - | - |
| Sundry/Debt Service | 98,590 | 100,829 | 85,025 | 85,025 | 105,815 |
| Capital Outlay | 189,896 | 9,548 | - | 217 | - |
| TOTAL: | $591,342 | $358,960 | $398,151 | $283,190 | $484,430 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Special Events Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Tourism Program Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Special Events Assistant | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| Parks/Recreation/Special Events Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| *TOTAL: | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Transfer of Special Events Assistants to Administration and Administrative Assistant to Parks Division | $53,400 |

Fund: Tourism

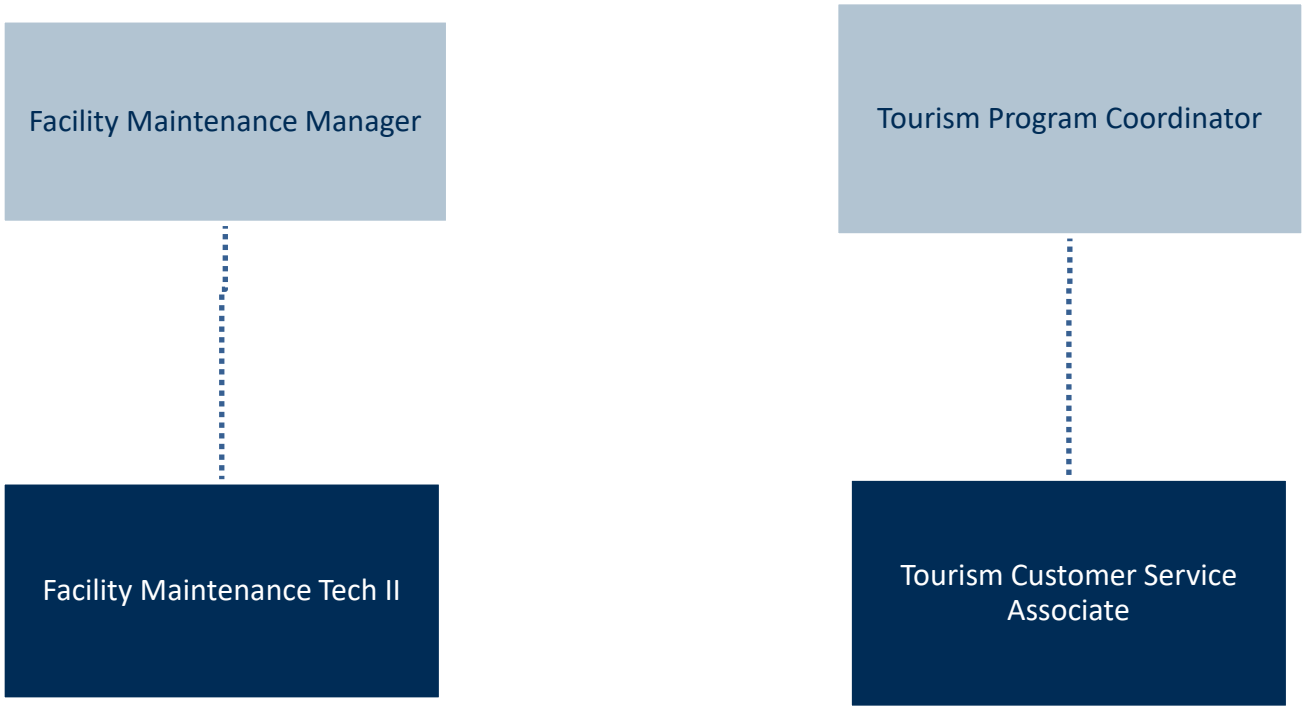
Department: Community Services

Division: Administration

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| Arts Council Budget | $18,025 | $13,200 | $12,400 | $12,400 |
| Marketing Budget | $24,043 | $21,850 | $21,850 | $21,850 |
| **OUTPUTS** | | | | |
| # of Special Events | 17 | 20 | 20 | 20 |
| # of Art Vendors (Artsfest & Bluesfest) | 145 | 175 | 175 | 175 |
| # of New Event Sponsors | 5 | 5 | 5 | 5 |
| **EFFICIENCY** | | | | |
| Tourism Marketing Budget per Capita | $0.12 | $0.12 | $0.12 | $0.12 |
| Bluesfest Revenue | $306,978 | $315,000 | $315,000 | $315,000 |
| Division Budget as a % of Tourism Fund | 24.78% | 26.98% | 16.59% | 37.34% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| Hotel Occupancy Rate | 70% | 70.5% | 70.5% | 70.5% |
| # of Bluesfest Attendees | 18,200 | 20,000 | 20,000 | 20,000 |
| % of Cost Recovery for 4thFEST | 25% | 28% | 30% | 30% |
| % of Cost Recovery for Bluesfest | 65.95% | 67% | 68% | 68% |

# City of Bedford
# Old Bedford School Division
# FY 2019 – 2020



# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Tourism

Department: Community Services Division: Old Bedford School

## PROGRAM DESCRIPTION

The Old Bedford School (OBS) offers a wide variety of community activities to the public with the vision of promoting cultural and diverse educational programs and entertainment. Cultural events held at the Old Bedford School include Twilight Thursdays spring concert series, the Regal Opera performance, and the Hurst-Euless-Bedford (HEB) ISD Art Show. Educational opportunities include the Heritage Education Program, Drama Camp, and Mad Science Camp. Community events include Murder Mystery Dinners, the annual Christmas Tree Lighting Ceremony, and Family Dinner Theater. The Old Bedford School offers a historic venue for weddings and/or receptions, birthday parties, reunions, recitals, meetings, seminars, or any other type of special event. The Old Bedford School also acts as a visitor center for the City of Bedford.

## FY 2018-2019 HIGHLIGHTS

* The Old Bedford School has experienced long term maintenance issues that have left the building unusable for FY16-17 and FY 17-18 and most of FY 18-19.
* The roof repair and interior building upgrades were completed.

## FY 2019-2020 DIVISIONAL GOALS
(AS RELATED TO COUNCIL STRATEGIC FOCUS AREAS)

***Revitalization***

* Increase revenue to improve the sustainability of the building and its programs.

***Economic Vitality***

* Position the Old Bedford School as a tourism attraction and elite rental facility to encourage visitors to Bedford.
* Increase public awareness of the facility by attending additional bridal shows and being involved in the community.

***Transformation***

* Encourage community-wide heritage education by offering unique family event experiences.

***Organizational Excellence***

* Conduct Old Bedford School satisfaction surveys to better increase customer service.

***Communicate & Engage with Citizens***

* Expand the Old Bedford School program summer programs to include additional activities and/or camps during the summer.
* Support the community by offering culturally rich programs and events.
* Provide excellent customer service and be a one-stop-shop for a unique wedding experience.

Fund: Tourism

Department: Community Services

Division: Old Bedford School

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services | $103,719 | $103,749 | $170,409 | $114,949 | $72,303 |
| Supplies | 1,641 | 60 | 14,885 | 3,355 | 14,885 |
| Maintenance | 11,890 | 11,791 | 43,440 | 43,440 | 43,440 |
| Contractual Services | 15,282 | 4,994 | 36,145 | 17,281 | 36,156 |
| Utilities | 28,730 | 27,294 | 33,000 | 19,779 | 33,000 |
| Sundry/Debt Service | - | - | - | - | - |
| Capital Outlay | 86,297 | 208,221 | - | 429,217 | - |
| TOTAL: | $247,559 | $356,108 | $297,879 | $628,021 | $199,784 |

## PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Special Events Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Facility Maintenance Tech II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Tourism Customer Service Associate | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| *TOTAL: | 3.50 | 3.50 | 3.50 | 3.50 | 1.50 |

## SIGNIFICANT CHANGES

| | |
|---|---|
| Transfer of Special Events Assistants to Administration Division | ($111,200) |

Fund: Tourism

Department: Community Services

Division: Old Bedford School

# PERFORMANCE MEASURES

| Indicator | ACTUAL 17/18 | TARGET 18/19 | PROJECTED 18/19 | TARGET 19/20 |
|---|---|---|---|---|
| **INPUTS** | | | | |
| # of FTEs | N/A | N/A | 3.5 | 3.5 |
| # of Volunteer Hours | N/A | N/A | N/A | 200 |
| Marketing Budget | N/A | N/A | N/A | $10,000 |
| **OUTPUTS** | | | | |
| City Meetings held | N/A | N/A | N/A | 30 |
| OBS Programs held | N/A | N/A | N/A | 30 |
| # of Heritage Education Tours | N/A | N/A | N/A | 30 |
| # of Total Building Visits | N/A | N/A | N/A | 10,000 |
| Outreach Events | N/A | N/A | N/A | 10 |
| **EFFICIENCY** | | | | |
| Average Cost per Visitor | N/A | N/A | N/A | $10.00 |
| Marketing Budget/Rental Revenue | N/A | N/A | N/A | 9% |
| Division Budget as a % of Tourism Fund | 24.58% | 20.19% | 36.79% | 15.40% |
| **EFFECTIVENESS & OUTCOMES** | | | | |
| % of Non-Resident vs. Resident Visits | N/A | N/A | N/A | 60% |
| % of Cost Recovery | N/A | N/A | N/A | 30% |
| Average Customer Satisfaction Score | N/A | N/A | N/A | 90% |

N/A - Not Applicable due to building closure.

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Tourism

Department: Community Services  Division: FourthFest

## PROGRAM DESCRIPTION

4thFEST is the mid-cities' largest free one-day 4th of July festival. For over 30 years, 4thFEST has been celebrating the nation's independence with a concert, fireworks show, professional food vendors, and children's activity areas that include an inflatable area and kids' tent. The festival is presented and produced by the City of Bedford.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | 122,518 | 123,283 | 137,800 | 140,800 | 137,800 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $122,518 | $123,283 | $137,800 | $140,800 | $137,800 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Tourism

Department: Community Services Division: BluesFest

## PROGRAM DESCRIPTION

The Bedford Blues & BBQ Festival (BluesFest) is the ultimate art, food, and music experience. This three day event, held over Labor Day weekend, features artists, BBQ sampling, craft vendors, nationally recognized blues entertainers, and fabulous food and beer. BluesFest has grown to be the 5th largest Kansas City Barbecue Society (KCBS) sanctioned BBQ cook-off in the nation. The event is also recognized currently as being one of the only BBQ Triple Play contests in the nation. This allows BBQ contestants to compete in three nationally acclaimed contests in one weekend. The sanctioning bodies are the Steak Cook Off Association (SCA), the International Barbecue Cookers Association (IBCA) and the Kansas City Barbecue Society (KCBS).

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | 465,272 | 469,395 | 475,500 | 484,100 | 475,500 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $465,272 | $469,395 | $475,500 | $484,100 | $475,500 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Park Donations

Department: Community Services  Division: Administration

## PROGRAM DESCRIPTION

Funds collected from the $0.50 donation in the water bill are set aside to make improvements to the park and recreation facilities. This program has funded items such as the construction of the Bark Park, hockey rink facility, additional picnic tables, benches, tennis court resurfacing, fence construction, new play structures, additional lighting, the City Christmas tree, exercise equipment, Splash equipment and numerous other improvements to park and recreation facilities. The collection of these funds continues to provide an additional revenue source for funding improvements to the Bedford park and recreation system.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 17,429 | 7,669 | - | 3,820 | - |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | 10,000 | 6,180 | 75,000 |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $17,429 | $7,669 | $10,000 | $10,000 | $75,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for Parks & Recreation Board approved projects | $75,000 |

# City of Bedford
# Program Summary
# FY 2019-2020

Fund: Beautification Commission

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

The Beautification Commission uses the revenue generated through the franchise agreement for solid waste disposal to beautify the entrances, medians, and other selected areas of the City. These funds have been used for planted areas in the parks, City Hall flower beds, median strip landscaping, and irrigation. The Commission also administers the Business Recognition program and partners with the 6Stones organization on the Bedford Community Garden. In addition, the Commission puts on several special events each year to contribute to the cleanliness and beautification of Bedford, including two Crud Days (hazardous household waste drop-offs), Clean Up Bedford (CUB), Chunk Your Junk, and a paper shredding day.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | 5,886 | 8,677 | 40,000 | 15,000 | 25,000 |
| Maintenance | - | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $5,886 | $8,677 | $40,000 | $15,000 | $25,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Reduction in allocated funding for Beautification Commission projects | ($15,000) |

City of Bedford
Program Summary
FY 2019-2020

Fund: Park Maintenance

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

The Park Maintenance Fund was established to have a pay-as-you-go maintenance fund for the Parks in Bedford. This allows the accumulation of funds for larger maintenance efforts that cannot be absorbed in the operating budget such as playgrounds, water fountains, shade restructures, fencing and lighting.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | 6,840 | - | - | - | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | 100,000 | 60,000 | 100,000 |
| TOTAL: | $6,840 | - | $100,000 | $60,000 | $100,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

No significant changes

City of Bedford
Program Summary
FY 2019-2020

Fund: Aquatics Maintenance

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

The Aquatics Maintenance Fund accounts for the capital replacement and large maintenance items associated with the Splash Aquatic Center and Roy Savage Pool.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | 7,000 | - | 10,000 |
| Maintenance | 17,756 | - | 30,000 | 30,000 | - |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| TOTAL: | $17,756 | - | $37,000 | $30,000 | $10,000 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

One-time expenses for supplemental approved in prior year budget ($30,000)

City of Bedford
Program Summary
FY 2019-2020

Fund: Library Maintenance

Department: Community Services Division: Administration

## PROGRAM DESCRIPTION

The Library Maintenance Fund was established to have a pay-as-you-go maintenance fund for the Library. Funding is provided through an operating transfer from the General Fund. This allows the accumulation of funds for larger maintenance efforts that cannot be absorbed in the operating budget.

## EXPENDITURE SUMMARY

| | ACTUAL 16/17 | ACTUAL 17/18 | BUDGET 18/19 | PROJECTED 18/19 | BUDGET 19/20 |
|---|---|---|---|---|---|
| Personnel Services* | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Maintenance | 10,541 | - | - | - | 34,500 |
| Contractual Services | - | - | - | - | - |
| Utilities | - | - | - | - | - |
| Sundry | - | - | - | - | - |
| Capital Outlay | - | 29,723 | - | - | - |
| TOTAL: | $10,541 | $29,723 | - | - | $34,500 |

*This area does not have any personnel assigned.

## SIGNIFICANT CHANGES

| | |
|---|---|
| Funding for approved maintenance projects | $34,500 |

# DEBT SERVICE

# GENERAL DEBT SERVICE FUND

The General Debt Service Fund is used for the accumulation of resources for payment of general long-term debt principal and interest. Resources include an applicable portion of the ad valorem tax levy and related interest income usable from debt service. Funding of the General Debt Service Fund is made on a conservative basis of estimating the collectable portion of the tax levy. From this collectable portion, an allocation of available funds is made between General Fund operating revenue and General Debt Service Fund.

## DEBT MANAGEMENT

**A. Debt Issuance**. The City will issue debt only for the purpose of constructing capital assets or purchase of capital equipment for the general benefit of its citizens and to allow it to fulfill its various missions as a city. Debt may be issued for the purposes of purchasing land or rights-of-way and/or improvements to land, for construction projects to provide for the general good, or for capital equipment.

**B. Types of Debt.**

1. **General Obligation Bonds (GO).** General obligation bonds are not to be used to fund operation needs of the City. GOs may be used only to fund capital assets of the general government and are backed by the full faith and credit of the City as well as the ad valorem tax authority of the City. General obligation bonds must be authorized by a vote of the citizens of the City of Bedford.

2. **Revenue Bonds (RB).** Revenue bonds may be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of service which produces revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements.

3. **Certificates of Obligation (CO).** Certificates of obligation may be used in order to fund capital requirements that are not otherwise covered under either revenue Bonds or General Obligation bonds. Debt service for CO debt is backed ad valorem taxes levied on all taxable property within the City, and a limited pledge of net revenues from a specific source, such as Water and Sewer revenues. Generally, COs are used to fund capital assets where full bond issues are not warranted because of the cost of the asset(s) to be funded by the instrument.

4. **Contractual Obligations (KO).** These are designed as a low-cost alternative to lease/purchase of equipment. They may be used <u>solely</u> for

acquisition of Personal Property. Multiple acquisitions may be grouped in a single issue, and the debt is financed over the useful life of the assets.

5. **Tax Anticipation Note (TAN).** Tax Notes are short-term debt instruments used to finance capital equipment or immediate projects that have a useful life span of a small number of years, or less. They are a direct obligation of the City and are backed by the ad valorem taxes levied on all taxable property. Tax Notes can also be used for the construction of a public project, the purchase of materials and professional services in connection with a public project.

6. **Method of Sale.** The City may use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive biding process is not elected, the City may publicly present the reasons why and the City may participate with the financial advisor in the selection of the underwriter or direct purchaser.

   a. **Bidding Parameters.** The notice of sale may be carefully constructed so as to ensure the best possible bid for the city, in light of the existing market conditions and other prevailing factors. Parameters to be examined include:

      - Limits between lowest and highest coupons
      - Coupon requirements relative to the yield curve
      - Method of underwriter compensation, discount or premium coupons
      - Use of bond insurance
      - Deep discount bonds
      - Variable rate bonds
      - Call provisions

C. **Analysis of Financial Alternatives.** Staff may explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives may include, but are not limited to:

1. Grants in aid
2. Use of reserves
3. Use of current revenues
4. Contributions from developers and others
5. Leases

D. **Disclosure.** Full disclosure of operations may be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for presentation to the rating agencies. They will aid in the production

of Official Statements and take responsibility for the accuracy of all financial information released.

**E.** **Federal Requirements.** The City will maintain procedures to comply with arbitrage rebate and other federal requirements.

**F.** **Debt Limit.** The State of Texas limits the ad valorem tax rate to $2.50 per $100 valuation. The City of Bedford's 2019-2020 proposed tax rate as presented falls well below this limit.

**G.** **Authorized but Unissued General Obligation Bonds.** The City currently has voter authorization for the following projects with a remaining balance that has not been issued. Decisions on issuing bonds are considered by the City Council in accordance with long-range planning. Bond authorizations do not expire, but projects under those authorizations may have been completed under budget or are no longer beneficial to City operations and no further issuances may be forthcoming.

| Purpose | Date Authorized | Amount Authorized | Previously Issued | Unissued Balance |
|---|---|---|---|---|
| Police Facility Improvements | 9/12/1995 | $ 6,625,000 | $ 6,295,000 | $ 330,000 |
| Street Improvements & Drainage | 9/12/1995 | 13,200,000 | 12,675,000 | 525,000 |
| City Building Improvements | 11/6/2001 | 1,075,000 | 885,000 | 190,000 |
| Animal Control | 11/6/2001 | 240,000 | - | 240,000 |
| Public Safety Improvements | 11/6/2001 | 4,060,000 | 2,885,000 | 1,175,000 |
| Thoroughfares and Traffic Signalization Improvements | 11/6/2001 | 5,430,000 | 3,265,000 | 2,165,000 |
| Residential Street Improvements | 11/6/2001 | 3,730,000 | 1,725,000 | 2,005,000 |
| **Totals** | | **34,360,000** | **27,730,000** | **6,630,000** |

**H.** **Bond Ratings.** Bedford's bonds currently have the following ratings:

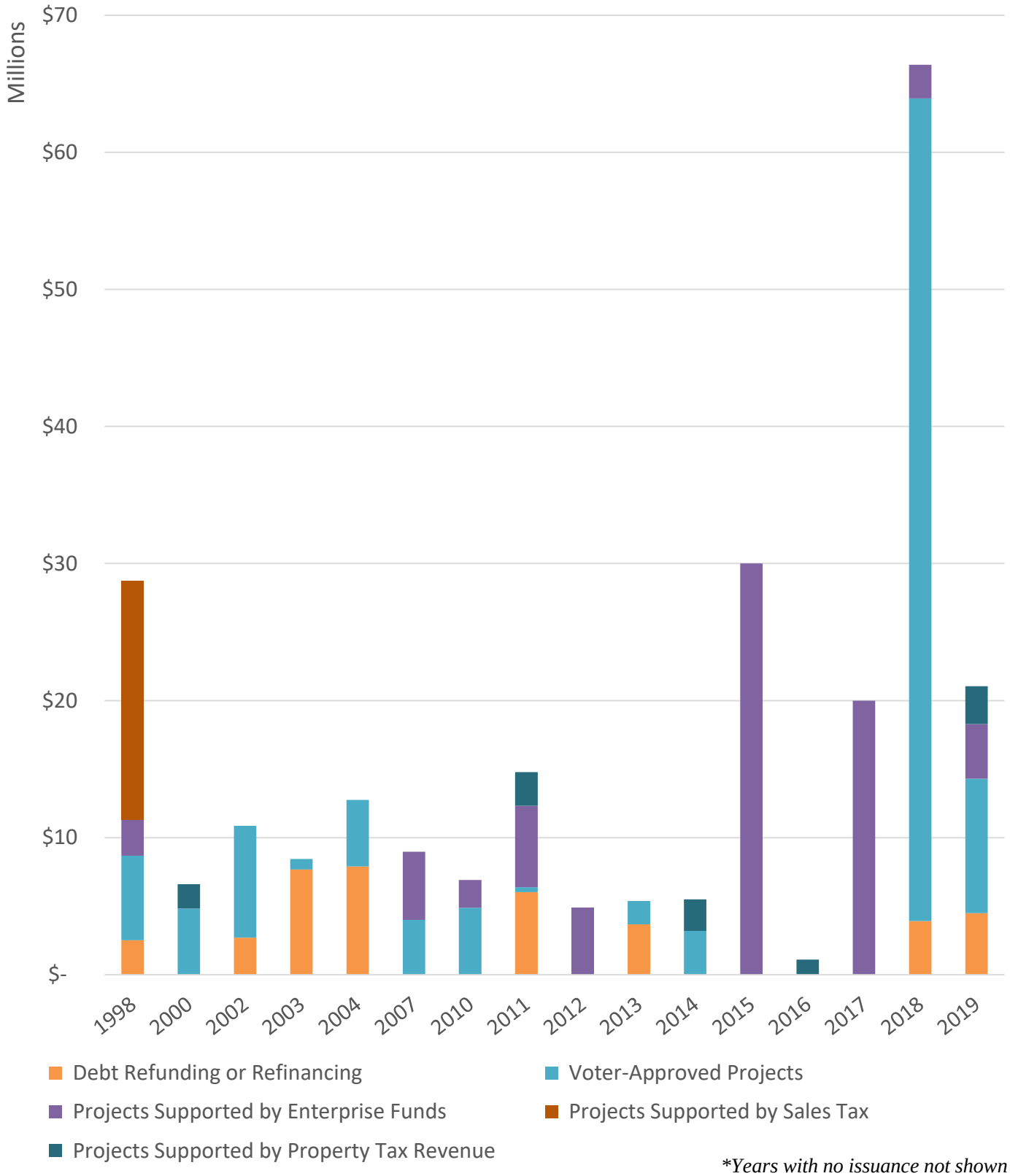
| | | |
|---|---|---|
| General Obligation Bonds | AA | (S & P) |
| Revenue Bonds | AA | (S & P) |

These ratings directly affect the cost of debt. The City's policies are focused on issues that maintain high bond ratings and keep debt costs reasonable.

The grand total of all bonds for the City of Bedford is $150,335,000.

Details are on the following pages and will highlight the debt issues with schedules and graphs.

# History of Debt Issuances




**Years with no issuance not shown*

## General Obligation Debt Service Requirements

| Fiscal Year Ended 9/30 | Total Outstanding Debt* | Economic Development Self-Supporting Requirements** | Water and Sewer Self-Supporting Requirements** | Stormwater and Drainage Self-Supporting Requirements** | Total Debt Less Self-Supporting Requirements | % of Total Outstanding Principal Retired |
|---|---|---|---|---|---|---|
| 2020 | 11,786,835 | - | 3,769,638 | 525,106 | 7,492,091 | |
| 2021 | 11,625,284 | - | 3,790,059 | 523,756 | 7,311,469 | |
| 2022 | 11,510,058 | - | 3,821,479 | 531,594 | 7,156,985 | |
| 2023 | 11,002,257 | - | 3,827,453 | 523,056 | 6,651,748 | |
| 2024 | 11,037,744 | - | 3,852,903 | 528,306 | 6,656,535 | |
| 2025 | 9,931,335 | - | 3,868,868 | 532,656 | 5,529,810 | |
| 2026 | 9,933,580 | - | 3,875,476 | 521,431 | 5,536,673 | |
| 2027 | 9,951,746 | - | 3,896,261 | 524,631 | 5,530,854 | |
| 2028 | 9,481,864 | - | 3,418,385 | 526,800 | 5,536,679 | |
| 2029 | 9,473,662 | - | 3,412,302 | 527,794 | 5,533,566 | 51.77% |
| 2030 | 9,515,819 | - | 3,437,169 | 529,738 | 5,548,913 | |
| 2031 | 9,013,633 | - | 3,290,665 | 527,931 | 5,195,037 | |
| 2032 | 8,479,397 | - | 3,116,150 | 280,866 | 5,082,381 | |
| 2033 | 8,179,202 | - | 2,806,881 | 283,531 | 5,088,790 | |
| 2034 | 8,063,347 | - | 2,813,924 | 280,663 | 4,968,760 | |
| 2035 | 7,844,779 | - | 2,818,763 | 282,394 | 4,743,622 | 76.79% |
| 2036 | 7,840,521 | - | 2,821,021 | 283,625 | 4,735,875 | |
| 2037 | 7,848,924 | - | 2,823,687 | 284,350 | 4,740,888 | |
| 2038 | 7,834,461 | - | 2,818,973 | 279,813 | 4,735,675 | |
| 2039 | 3,450,286 | - | 2,826,899 | - | 623,388 | 90.00% |
| 2040 | 2,550,995 | - | 2,550,995 | - | - | |
| 2041 | 2,552,737 | - | 2,552,737 | - | - | |
| 2042 | 2,551,430 | - | 2,551,430 | - | - | |
| 2043 | 2,553,028 | - | 2,553,028 | - | - | |
| 2044 | 2,551,625 | - | 2,551,625 | - | - | |
| 2045 | 2,558,023 | - | 2,558,023 | - | - | |
| 2046 | 2,555,632 | | 2,555,632 | - | | |
| 2047 | 2,557,582 | | 2,557,582 | - | | 100.00% |
| | $ 204,235,783 | $ - | $ 87,538,005 | $ 8,298,041 | $ 108,399,737 | |

* "Outstanding Debt" includes self-supporting debt.
**It is the City's current policy to provide for the payment of the general obligation debt shown from the revenue sources indicated. This policy is subject to change in the future.

## Current Debt Issuances

| Series | Original Issue Amount | Issue Date | Final Maturity | Total Outstanding Principal & Interest as of October 1, 2019 | Purpose of Debt | Self-Supporting? |
|---|---|---|---|---|---|---|
| General Obligation Bonds, Taxable Series 2019 | $ 5,500,000 | 8/15/2019 | 2039 | $ 6,944,824 | (i) constructing, improving, renovating, and equipping park and recreation facilities (including ball field improvements, aquatic center improvements, multi-purpose event facilities improvements and other related improvements) including the acquistion of land therefor; and (ii) pay for professional services of attorneys, financial advisors and other professionals in connection with the issuance of the Taxable Bonds. | No |
| General Obligation Refunding & Improvement Bonds, Series 2019 | $ 8,885,000 | 8/15/2019 | 2039 | $ 10,960,945 | (i) constructing, improving, renovating, and equipping park and recreation facilities (including ball field improvements, aquatic center improvements, multi-purpose event facilities improvements and other related improvements) including the acquistion of land therefor; (ii) refunding the Refunded Obligations for debt service savings; and (iii) pay for professional services of attorneys, financial advisors and other professionals in connection with the issuance of the Bonds. | Partially |
| Combination Tax & Revenue Certificates of Obligation, Series 2019 | $ 3,990,000 | 2/26/2019 | 2039 | $ 5,464,032 | (i) Construction of public works, to wit: improving and extending the City's combined Waterworks and Sewer System, including the acquisition of land and rights-of-way therefor and (ii) professional services rendered in relation to such projects | Yes |
| Tax Notes, Series 2019 | $ 2,750,000 | 2/26/2019 | 2024 | $ 3,028,680 | The acquisition and installation of public safety vehicles, equipment and software | No |
| General Obligation Refunding & Improvement Bonds, Series 2018 | $ 63,920,000 | 4/25/2018 | 2038 | $ 85,513,288 | (i) Permanent public improvements and public purposes, to wit: (a) drainage improvements and (b) constructing, improving, renovating, equipping park and recreation facilities (including ball field improvements, aquatic center improvements, multi-purpose event facilities improvements and other related improvements) including the acquisition of land therefor; (ii) the discharge and final payment of certain outstanding obligations of the City. | Partially |
| Combination Tax & Revenue Certificates of Obligation, Series 2017 | $ 20,000,000 | 10/10/2017 | 2047 | $ 27,502,267 | The construction of public works, to wit: improving and extending the City's waterworks system | Yes |
| Tax Notes, Series 2016 | $ 1,105,000 | 9/1/2016 | 2021 | $ 455,850 | The acquisition of vehicles and equipment for the police, fire, parks, facilities and information technology departments | No |
| Combination Tax & Revenue Certificates of Obligation, Series 2015 | $ 30,000,000 | 12/9/2015 | 2045 | $ 42,963,629 | The construction of public works, to wit: improving and extending the City's waterworks system | Yes |
| General Obligation Bonds, Series 2014 | $ 3,200,000 | 3/25/2014 | 2034 | $ 3,410,584 | Permanent public improvements (Boys Ranch Lake improvements, trail improvements, channel improvements, recreation facilities, and related improvements at Boys Ranch Park). | No |

## Current Debt Issuances

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Public Property Finance Contractual Obligations, Series 2014 | $ 2,300,000 | 3/25/2014 | 2024 | $ 1,282,663 | (i) The purchase of a fire truck, (ii) the purchase of computer software, (iii) a system upgrade to the emergency services communications system. | No |
| General Obligation Refunding & Improvement Bonds, Series 2013 | $ 5,375,000 | 8/27/2013 | 2033 | $ 3,410,125 | (i) (a) Residential street improvements, including curbs, gutters, sidewalks, drainage and utility line relocations incidental thereto, and (b) construct a parks maintenance service center and make improvements to existing parks and linear trails; (ii) providing funds for the discharge and final payment of certain outstanding obligations of the City. | No |
| Combination Tax & Revenue Certifications of Obligation, Series 2012 | $ 630,000 | 9/11/2012 | 2032 | $ 453,087 | Improving and extending the City's Sewer System, including acquisition of land and rights-of-way. | Yes |
| Combination Tax & Revenue Certificates of Obligation, Series 2012A | $ 4,270,000 | 9/11/2012 | 2032 | $ 3,535,791 | Improving and extending the City's combined Waterworks and Sewer System, including the acquisition of land and rights-of-way. | Yes |
| Combination Tax & Revenue Certificates of Obligation, Series 2011 | $ 6,590,000 | 7/15/2011 | 2031 | $ 4,836,737 | (a) Improving, equipping, and acquiring park and recreation facilities, including the acquisition of equipment and vehicles and the dredging of a City lake, (b) acquiring equipment and vehicles for the fire, police, and public works departments, (c) constructing and improving streets and sidewalks, including related traffic signalization, signage, streetscaping, landscaping and drainage improvement, and the acquisition of land and right-of-way therefor, (d) constructing improvements to the City's drainage system, including rights-of-way necessary for such improvements, (e) repairing and improving existing City facilities and (f) improving and extending the City's combined Waterworks and Sewer System, including the acquisition of land and rights-of-way. | Partially |
| General Obligation Refunding & Improvement Bonds, Series 2011 | $ 8,185,000 | 7/26/2011 | 2031 | $ 4,111,003 | (i) Street improvements, (ii) drainage improvements, (iii) to refund a portion of the City's outstanding debt for a debt service savings. | Partially |
| General Obligation Refunding Bonds, Series 2005 | $ 28,600,000 | 5/15/2005 | 2020 | $ 362,278 | Used to refund a portion of the City's outstanding debt for interest savings. | No |
| | | | | $ 204,235,783 | | |

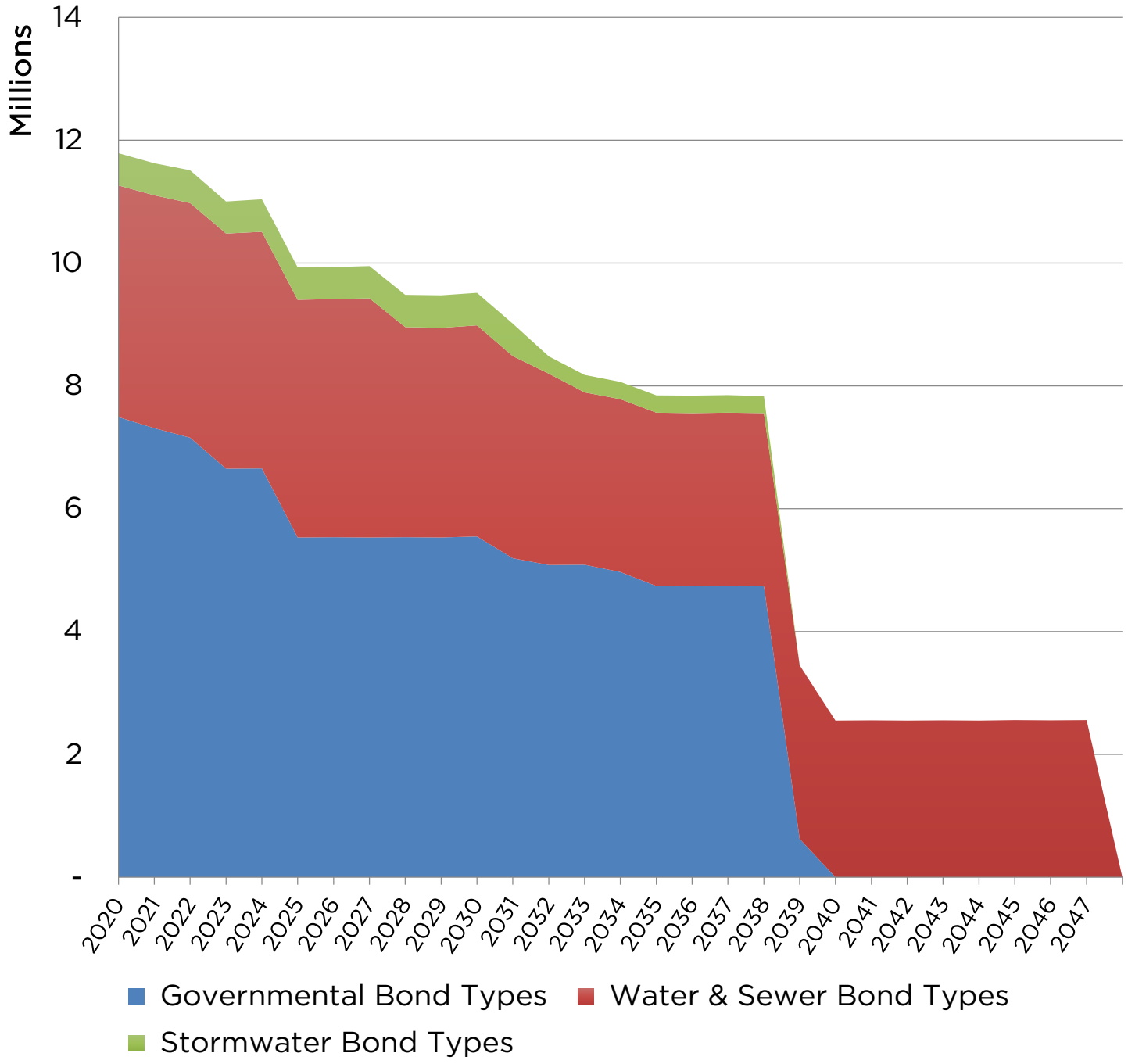
# CITY OF BEDFORD

## Fiscal Year 2019-2020

**Total Principal $150,335,000**

**Total Interest $53,900,783**

## Annual Funding Requirements



**CITY OF BEDFORD**
**CONSOLIDATED SCHEDULE OF GENERAL OBLIGATION**
**AND**
**CERTIFICATES OF OBLIGATION DEBT**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 150,335,000** | | |
| 2020 | 6,990,000 | 143,345,000 | 4,796,835 | 11,786,835 |
| 2021 | 7,055,000 | 136,290,000 | 4,570,284 | 11,625,284 |
| 2022 | 7,170,000 | 129,120,000 | 4,340,058 | 11,510,058 |
| 2023 | 6,900,000 | 122,220,000 | 4,102,257 | 11,002,257 |
| 2024 | 7,180,000 | 115,040,000 | 3,857,744 | 11,037,744 |
| 2025 | 6,315,000 | 108,725,000 | 3,616,335 | 9,931,335 |
| 2026 | 6,555,000 | 102,170,000 | 3,378,580 | 9,933,580 |
| 2027 | 6,825,000 | 95,345,000 | 3,126,746 | 9,951,746 |
| 2028 | 6,610,000 | 88,735,000 | 2,871,864 | 9,481,864 |
| 2029 | 6,860,000 | 81,875,000 | 2,613,662 | 9,473,662 |
| 2030 | 7,140,000 | 74,735,000 | 2,375,819 | 9,515,819 |
| 2031 | 6,845,000 | 67,890,000 | 2,168,633 | 9,013,633 |
| 2032 | 6,510,000 | 61,380,000 | 1,969,397 | 8,479,397 |
| 2033 | 6,405,000 | 54,975,000 | 1,774,202 | 8,179,202 |
| 2034 | 6,490,000 | 48,485,000 | 1,573,347 | 8,063,347 |
| 2035 | 6,475,000 | 42,010,000 | 1,369,779 | 7,844,779 |
| 2036 | 6,680,000 | 35,330,000 | 1,160,521 | 7,840,521 |
| 2037 | 6,910,000 | 28,420,000 | 938,924 | 7,848,924 |
| 2038 | 7,125,000 | 21,295,000 | 709,461 | 7,834,461 |
| 2039 | 2,900,000 | 18,395,000 | 550,286 | 3,450,286 |
| 2040 | 2,075,000 | 16,320,000 | 475,995 | 2,550,995 |
| 2041 | 2,140,000 | 14,180,000 | 412,737 | 2,552,737 |
| 2042 | 2,205,000 | 11,975,000 | 346,430 | 2,551,430 |
| 2043 | 2,275,000 | 9,700,000 | 278,028 | 2,553,028 |
| 2044 | 2,345,000 | 7,355,000 | 206,625 | 2,551,625 |
| 2045 | 2,425,000 | 4,930,000 | 133,023 | 2,558,023 |
| 2046 | 2,450,000 | 2,480,000 | 105,632 | 2,555,632 |
| 2047 | 2,480,000 | - | 77,582 | 2,557,582 |
| 2048 | - | - | - | - |
| | **$ 150,335,000** | | **$ 53,900,783** | **$ 204,235,783** |

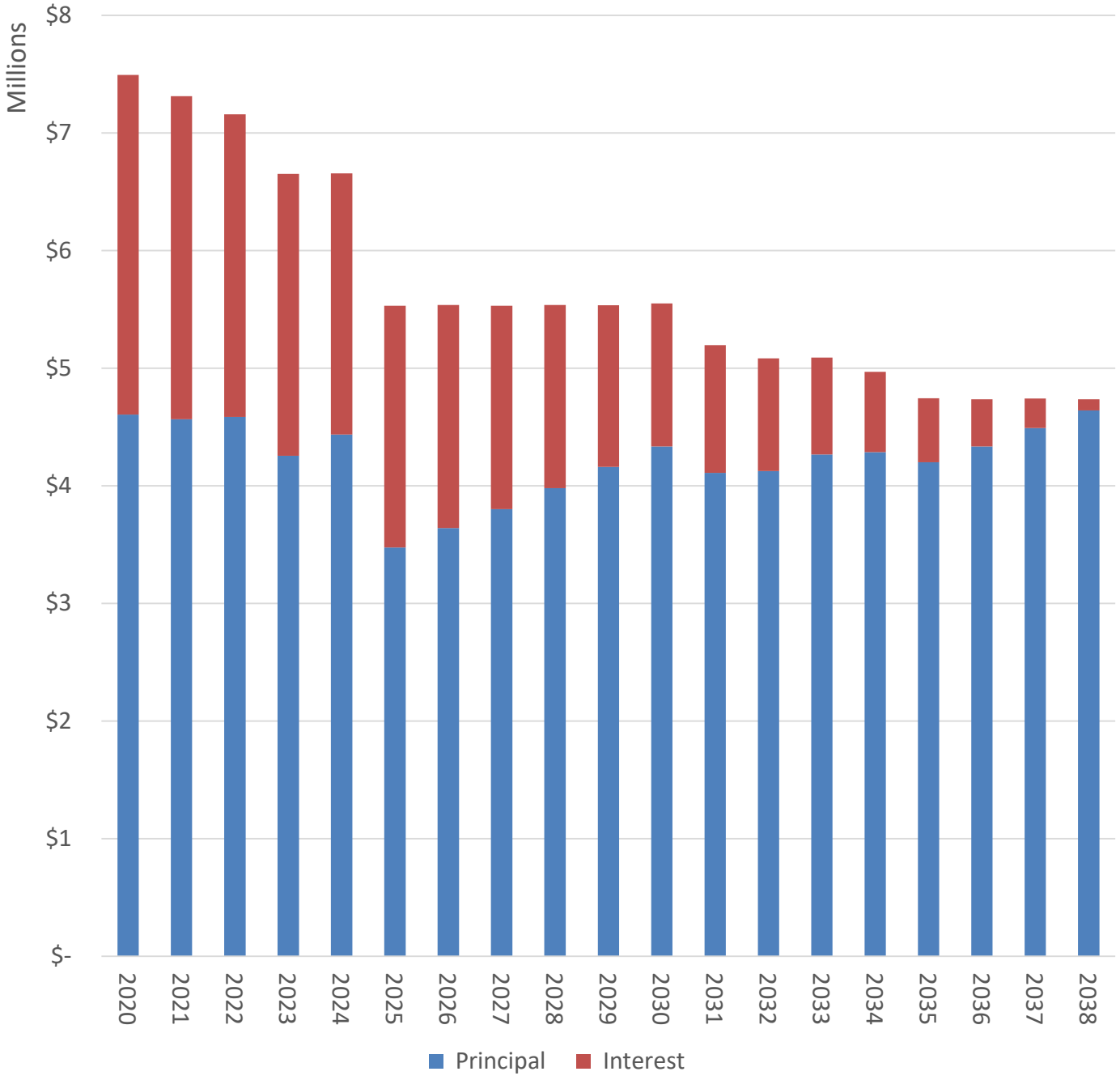
# CITY OF BEDFORD

## Government Bonds

### $80,900,000 Principal

### $27,499,737 Interest

### Annual Funding Requirements



**CITY OF BEDFORD**
**SCHEDULE OF TAX SUPPORTED GENERAL OBLIGATION**
**AND CERTIFICATES OF OBLIGATION DEBT**

## GOVERNMENTAL BONDS SUMMARY

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 80,900,000** | | |
| 2020 | 4,605,000 | 76,295,000 | 2,887,091 | 7,492,091 |
| 2021 | 4,565,000 | 71,730,000 | 2,746,469 | 7,311,469 |
| 2022 | 4,585,000 | 67,145,000 | 2,571,985 | 7,156,985 |
| 2023 | 4,255,000 | 62,890,000 | 2,396,748 | 6,651,748 |
| 2024 | 4,435,000 | 58,455,000 | 2,221,535 | 6,656,535 |
| 2025 | 3,475,000 | 54,980,000 | 2,054,810 | 5,529,810 |
| 2026 | 3,640,000 | 51,340,000 | 1,896,673 | 5,536,673 |
| 2027 | 3,800,000 | 47,540,000 | 1,730,854 | 5,530,854 |
| 2028 | 3,980,000 | 43,560,000 | 1,556,679 | 5,536,679 |
| 2029 | 4,160,000 | 39,400,000 | 1,373,566 | 5,533,566 |
| 2030 | 4,335,000 | 35,065,000 | 1,213,913 | 5,548,913 |
| 2031 | 4,110,000 | 30,955,000 | 1,085,037 | 5,195,037 |
| 2032 | 4,125,000 | 26,830,000 | 957,381 | 5,082,381 |
| 2033 | 4,265,000 | 22,565,000 | 823,790 | 5,088,790 |
| 2034 | 4,285,000 | 18,280,000 | 683,760 | 4,968,760 |
| 2035 | 4,200,000 | 14,080,000 | 543,622 | 4,743,622 |
| 2036 | 4,335,000 | 9,745,000 | 400,875 | 4,735,875 |
| 2037 | 4,490,000 | 5,255,000 | 250,888 | 4,740,888 |
| 2038 | 4,640,000 | 615,000 | 95,675 | 4,735,675 |
| 2039 | 615,000 | - | 8,388 | 623,388 |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 80,900,000** | | **$ 27,499,737** | **$ 108,399,737** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION BONDS, TAXABLE SERIES 2019**

**AMOUNT ISSUED: $5,490,000** **DATED: August 27, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 5,490,000** | | |
| 2020 | 385,000 | 5,105,000 | 116,782 | 501,782 |
| 2021 | 205,000 | 4,900,000 | 132,935 | 337,935 |
| 2022 | 215,000 | 4,685,000 | 126,635 | 341,635 |
| 2023 | 220,000 | 4,465,000 | 120,110 | 340,110 |
| 2024 | 225,000 | 4,240,000 | 113,435 | 338,435 |
| 2025 | 235,000 | 4,005,000 | 106,535 | 341,535 |
| 2026 | 240,000 | 3,765,000 | 99,410 | 339,410 |
| 2027 | 245,000 | 3,520,000 | 92,135 | 337,135 |
| 2028 | 255,000 | 3,265,000 | 84,635 | 339,635 |
| 2029 | 260,000 | 3,005,000 | 76,910 | 336,910 |
| 2030 | 270,000 | 2,735,000 | 69,838 | 339,838 |
| 2031 | 275,000 | 2,460,000 | 63,434 | 338,434 |
| 2032 | 280,000 | 2,180,000 | 56,913 | 336,913 |
| 2033 | 290,000 | 1,890,000 | 50,215 | 340,215 |
| 2034 | 295,000 | 1,595,000 | 43,341 | 338,341 |
| 2035 | 305,000 | 1,290,000 | 36,063 | 341,063 |
| 2036 | 310,000 | 980,000 | 28,375 | 338,375 |
| 2037 | 320,000 | 660,000 | 20,500 | 340,500 |
| 2038 | 325,000 | 335,000 | 12,438 | 337,438 |
| 2039 | 335,000 | - | 4,188 | 339,188 |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 5,490,000** | | **$ 1,454,824** | **$ 6,944,824** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2019**
**PHASE NEXT**

**AMOUNT ISSUED: $4,315,000** **DATED: August 27, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 4,315,000** | | |
| 2020 | 200,000 | 4,115,000 | 102,484 | 302,484 |
| 2021 | 165,000 | 3,950,000 | 120,150 | 285,150 |
| 2022 | 165,000 | 3,785,000 | 116,025 | 281,025 |
| 2023 | 175,000 | 3,610,000 | 110,925 | 285,925 |
| 2024 | 180,000 | 3,430,000 | 105,600 | 285,600 |
| 2025 | 185,000 | 3,245,000 | 100,125 | 285,125 |
| 2026 | 190,000 | 3,055,000 | 94,500 | 284,500 |
| 2027 | 195,000 | 2,860,000 | 88,725 | 283,725 |
| 2028 | 200,000 | 2,660,000 | 82,800 | 282,800 |
| 2029 | 205,000 | 2,455,000 | 76,725 | 281,725 |
| 2030 | 215,000 | 2,240,000 | 70,425 | 285,425 |
| 2031 | 220,000 | 2,020,000 | 63,900 | 283,900 |
| 2032 | 225,000 | 1,795,000 | 57,225 | 282,225 |
| 2033 | 235,000 | 1,560,000 | 50,325 | 285,325 |
| 2034 | 240,000 | 1,320,000 | 43,200 | 283,200 |
| 2035 | 250,000 | 1,070,000 | 35,850 | 285,850 |
| 2036 | 255,000 | 815,000 | 28,275 | 283,275 |
| 2037 | 265,000 | 550,000 | 20,475 | 285,475 |
| 2038 | 270,000 | 280,000 | 12,450 | 282,450 |
| 2039 | 280,000 | - | 4,200 | 284,200 |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 4,315,000** | | **$ 1,384,384** | **$ 5,699,384** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2019**
**REFUNDING 2010 GO**

**AMOUNT ISSUED: $3,175,000** **DATED: August 27, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 3,175,000** | | |
| 2020 | 250,000 | 2,925,000 | 72,499 | 322,499 |
| 2021 | 245,000 | 2,680,000 | 82,850 | 327,850 |
| 2022 | 255,000 | 2,425,000 | 76,575 | 331,575 |
| 2023 | 260,000 | 2,165,000 | 68,850 | 328,850 |
| 2024 | 275,000 | 1,890,000 | 60,825 | 335,825 |
| 2025 | 285,000 | 1,605,000 | 52,425 | 337,425 |
| 2026 | 300,000 | 1,305,000 | 43,650 | 343,650 |
| 2027 | 310,000 | 995,000 | 34,500 | 344,500 |
| 2028 | 320,000 | 675,000 | 25,050 | 345,050 |
| 2029 | 330,000 | 345,000 | 15,300 | 345,300 |
| 2030 | 345,000 | - | 5,175 | 350,175 |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 3,175,000** | | **$ 537,699** | **$ 3,712,699** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**TAX NOTES, SERIES 2019**

**AMOUNT ISSUED: $2,750,000** **DATED: February 26, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 2,750,000** | | |
| 2020 | 475,000 | 2,275,000 | 129,805 | 604,805 |
| 2021 | 540,000 | 1,735,000 | 68,350 | 608,350 |
| 2022 | 560,000 | 1,175,000 | 45,050 | 605,050 |
| 2023 | 580,000 | 595,000 | 26,550 | 606,550 |
| 2024 | 595,000 | - | 8,925 | 603,925 |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 2,750,000** | | **$ 278,680** | **$ 3,028,680** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2018**

**AMOUNT ISSUED: $57,540,000** **DATED: April 25, 2018**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 55,225,000** | | |
| 2020 | 1,360,000 | 53,865,000 | 2,187,456 | 3,547,456 |
| 2021 | 1,790,000 | 52,075,000 | 2,108,706 | 3,898,706 |
| 2022 | 2,105,000 | 49,970,000 | 2,011,331 | 4,116,331 |
| 2023 | 2,210,000 | 47,760,000 | 1,903,456 | 4,113,456 |
| 2024 | 2,325,000 | 45,435,000 | 1,790,081 | 4,115,081 |
| 2025 | 2,445,000 | 42,990,000 | 1,670,831 | 4,115,831 |
| 2026 | 2,570,000 | 40,420,000 | 1,545,456 | 4,115,456 |
| 2027 | 2,700,000 | 37,720,000 | 1,413,706 | 4,113,706 |
| 2028 | 2,840,000 | 34,880,000 | 1,275,206 | 4,115,206 |
| 2029 | 2,985,000 | 31,895,000 | 1,129,581 | 4,114,581 |
| 2030 | 3,105,000 | 28,790,000 | 1,008,381 | 4,113,381 |
| 2031 | 3,200,000 | 25,590,000 | 913,806 | 4,113,806 |
| 2032 | 3,300,000 | 22,290,000 | 814,244 | 4,114,244 |
| 2033 | 3,405,000 | 18,885,000 | 707,350 | 4,112,350 |
| 2034 | 3,520,000 | 15,365,000 | 592,619 | 4,112,619 |
| 2035 | 3,645,000 | 11,720,000 | 471,709 | 4,116,709 |
| 2036 | 3,770,000 | 7,950,000 | 344,225 | 4,114,225 |
| 2037 | 3,905,000 | 4,045,000 | 209,913 | 4,114,913 |
| 2038 | 4,045,000 | - | 70,788 | 4,115,788 |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 55,225,000** | | **$ 22,168,847** | **$ 77,393,847** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**TAX NOTES, SERIES 2016**

**AMOUNT ISSUED: $1,105,000** **DATED: September 1, 2016**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 450,000** | | |
| 2020 | 225,000 | 225,000 | 4,388 | 229,388 |
| 2021 | 225,000 | - | 1,463 | 226,463 |
| 2022 | - | - | - | - |
| 2023 | - | - | - | - |
| 2024 | - | - | - | - |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 450,000** | | **$ 5,850** | **$ 455,850** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION BONDS, SERIES 2014**

**AMOUNT ISSUED: $3,200,000** **DATED: March 25, 2014**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 2,625,000** | | |
| 2020 | 130,000 | 2,495,000 | 86,356 | 216,356 |
| 2021 | 135,000 | 2,360,000 | 83,622 | 218,622 |
| 2022 | 140,000 | 2,220,000 | 80,088 | 220,088 |
| 2023 | 145,000 | 2,075,000 | 75,813 | 220,813 |
| 2024 | 155,000 | 1,920,000 | 71,313 | 226,313 |
| 2025 | 160,000 | 1,760,000 | 66,588 | 226,588 |
| 2026 | 165,000 | 1,595,000 | 61,713 | 226,713 |
| 2027 | 175,000 | 1,420,000 | 56,394 | 231,394 |
| 2028 | 180,000 | 1,240,000 | 50,625 | 230,625 |
| 2029 | 185,000 | 1,055,000 | 44,463 | 229,463 |
| 2030 | 195,000 | 860,000 | 37,813 | 232,813 |
| 2031 | 200,000 | 660,000 | 30,400 | 230,400 |
| 2032 | 210,000 | 450,000 | 22,200 | 232,200 |
| 2033 | 220,000 | 230,000 | 13,600 | 233,600 |
| 2034 | 230,000 | - | 4,600 | 234,600 |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 2,625,000** | | **$ 785,584** | **$ 3,410,584** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**PUBLIC PROPERTY FINANCE CONTRACTUAL OBLIGATIONS, SERIES 2014**

**AMOUNT ISSUED: $2,300,000** **DATED: March 25, 2014**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,210,000** | | |
| 2020 | 230,000 | 980,000 | 24,725 | 254,725 |
| 2021 | 235,000 | 745,000 | 20,075 | 255,075 |
| 2022 | 240,000 | 505,000 | 15,175 | 255,175 |
| 2023 | 250,000 | 255,000 | 9,500 | 259,500 |
| 2024 | 255,000 | - | 3,188 | 258,188 |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,210,000** | | **$ 72,663** | **$ 1,282,663** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2013**
**REFUNDING 2002, 2003, 2004 GO BONDS/20 YEAR DEBT**

**AMOUNT ISSUED: $5,375,000** **DATED: August 27, 2013**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 2,935,000** | | |
| 2020 | 435,000 | 2,500,000 | 82,450 | 517,450 |
| 2021 | 450,000 | 2,050,000 | 72,475 | 522,475 |
| 2022 | 465,000 | 1,585,000 | 61,038 | 526,038 |
| 2023 | 340,000 | 1,245,000 | 50,125 | 390,125 |
| 2024 | 345,000 | 900,000 | 39,850 | 384,850 |
| 2025 | 85,000 | 815,000 | 33,188 | 118,188 |
| 2026 | 90,000 | 725,000 | 30,125 | 120,125 |
| 2027 | 90,000 | 635,000 | 26,975 | 116,975 |
| 2028 | 95,000 | 540,000 | 23,500 | 118,500 |
| 2029 | 100,000 | 440,000 | 19,600 | 119,600 |
| 2030 | 105,000 | 335,000 | 15,500 | 120,500 |
| 2031 | 110,000 | 225,000 | 11,200 | 121,200 |
| 2032 | 110,000 | 115,000 | 6,800 | 116,800 |
| 2033 | 115,000 | - | 2,300 | 117,300 |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 2,935,000** | | **$ 475,125** | **$ 3,410,125** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2011**
**REFUNDING 2002 GO BONDS**

**AMOUNT ISSUED: $3,320,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,080,000** | | |
| 2020 | 350,000 | 730,000 | 28,075 | 378,075 |
| 2021 | 360,000 | 370,000 | 17,425 | 377,425 |
| 2022 | 370,000 | - | 6,013 | 376,013 |
| 2023 | - | - | - | - |
| 2024 | - | - | - | - |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,080,000** | | **$ 51,513** | **$ 1,131,513** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2011**
**TAX SUPPORTED**

**AMOUNT ISSUED: $355,000** **DATED: July15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 235,000** | | |
| 2020 | 15,000 | 220,000 | 9,025 | 24,025 |
| 2021 | 15,000 | 205,000 | 8,575 | 23,575 |
| 2022 | 15,000 | 190,000 | 8,106 | 23,106 |
| 2023 | 20,000 | 170,000 | 7,463 | 27,463 |
| 2024 | 20,000 | 150,000 | 6,663 | 26,663 |
| 2025 | 20,000 | 130,000 | 5,863 | 25,863 |
| 2026 | 20,000 | 110,000 | 5,063 | 25,063 |
| 2027 | 20,000 | 90,000 | 4,263 | 24,263 |
| 2028 | 20,000 | 70,000 | 3,450 | 23,450 |
| 2029 | 20,000 | 50,000 | 2,613 | 22,613 |
| 2030 | 25,000 | 25,000 | 1,641 | 26,641 |
| 2031 | 25,000 | - | 547 | 25,547 |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 235,000** | | **$ 63,269** | **$ 298,269** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**SCHEDULE OF TAX & REVENUE CERTIFICATES OF OBLIGATION**
**10 YEAR GENERAL DEBT**

**AMOUNT ISSUED: $1,305,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 290,000** | | |
| 2020 | 145,000 | 145,000 | 6,525 | 151,525 |
| 2021 | 145,000 | - | 2,175 | 147,175 |
| 2022 | - | - | - | - |
| 2023 | - | - | - | - |
| 2024 | - | - | - | - |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 290,000** | | **$ 8,700** | **$ 298,700** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**SCHEDULE OF TAX & REVENUE CERTIFICATES OF OBLIGATION**
**20 YEAR GENERAL DEBT**

**AMOUNT ISSUED: $1,135,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 765,000** | | |
| 2020 | 50,000 | 715,000 | 29,244 | 79,244 |
| 2021 | 55,000 | 660,000 | 27,669 | 82,669 |
| 2022 | 55,000 | 605,000 | 25,950 | 80,950 |
| 2023 | 55,000 | 550,000 | 23,956 | 78,956 |
| 2024 | 60,000 | 490,000 | 21,656 | 81,656 |
| 2025 | 60,000 | 430,000 | 19,256 | 79,256 |
| 2026 | 65,000 | 365,000 | 16,756 | 81,756 |
| 2027 | 65,000 | 300,000 | 14,156 | 79,156 |
| 2028 | 70,000 | 230,000 | 11,413 | 81,413 |
| 2029 | 75,000 | 155,000 | 8,375 | 83,375 |
| 2030 | 75,000 | 80,000 | 5,141 | 80,141 |
| 2031 | 80,000 | - | 1,750 | 81,750 |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 765,000** | | **$ 205,322** | **$ 970,322** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING BONDS, SERIES 2005**
**TAX SUPPORTED - SPLIT WITH SIEDC**

**AMOUNT ISSUED: $17,550,000** **DATED: May 15, 2005**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 355,000** | | |
| 2020 | 355,000 | - | 7,278 | 362,278 |
| 2021 | - | - | - | - |
| 2022 | - | - | - | - |
| 2023 | - | - | - | - |
| 2024 | - | - | - | - |
| 2025 | - | - | - | - |
| 2026 | - | - | - | - |
| 2027 | - | - | - | - |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 355,000** | | **$ 7,278** | **$ 362,278** |

# CITY OF BEDFORD

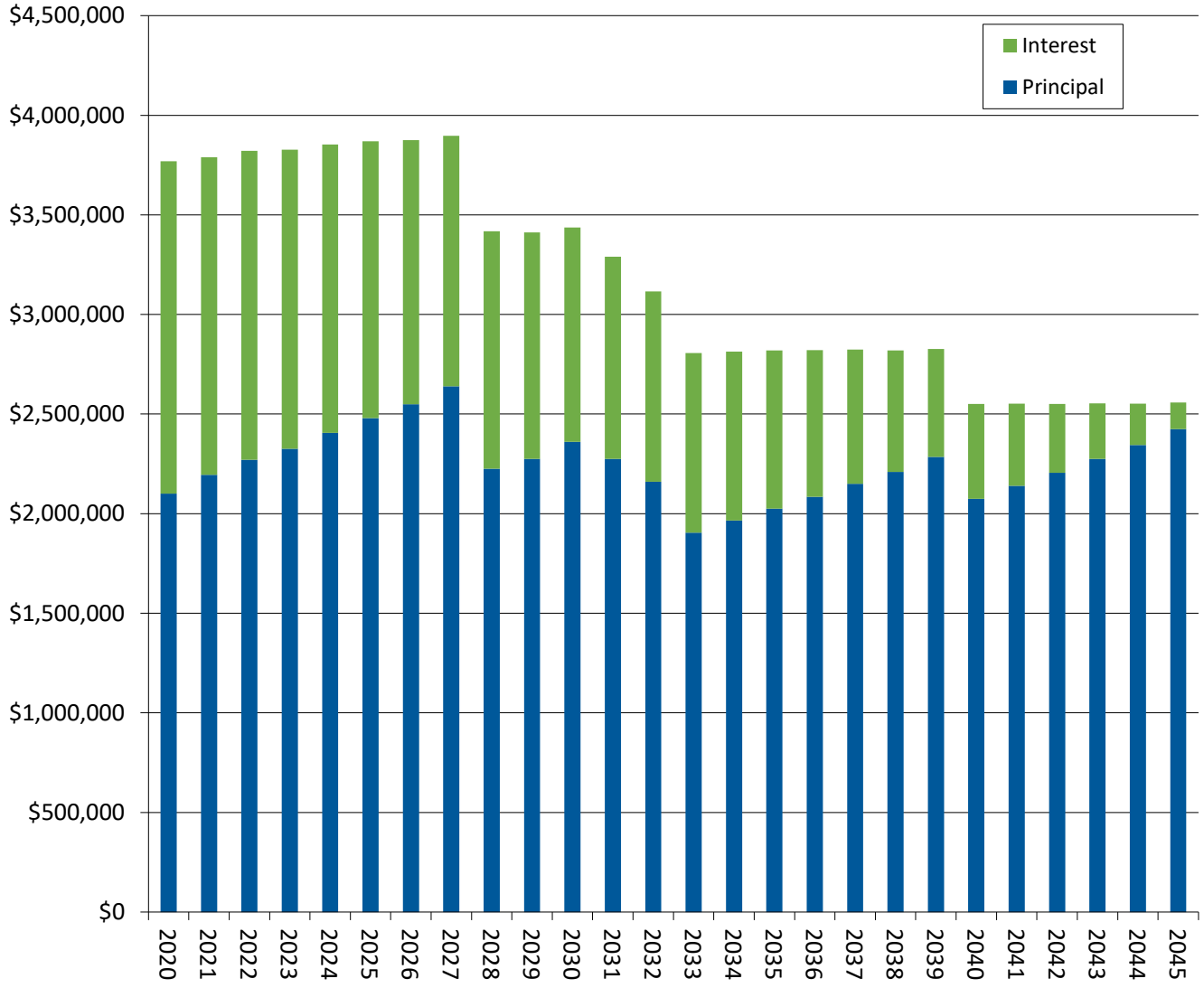
## Water & Sewer

### Revenue Bonds & Certificates of Obligation

### Principal: $63,280,000

### Interest: $24,258,005

# Annual Funding Requirements



**CITY OF BEDFORD**
**SCHEDULE OF WATER & SEWER REVENUE BONDS**
**AND**
**CERTIFICATES OF OBLIGATION DEBT**

## WATER & SEWER FUND SUMMARY

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 63,280,000** | | |
| 2020 | 2,100,000 | 61,180,000 | 1,669,638 | 3,769,638 |
| 2021 | 2,195,000 | 58,985,000 | 1,595,059 | 3,790,059 |
| 2022 | 2,270,000 | 56,715,000 | 1,551,479 | 3,821,479 |
| 2023 | 2,325,000 | 54,390,000 | 1,502,453 | 3,827,453 |
| 2024 | 2,405,000 | 51,985,000 | 1,447,903 | 3,852,903 |
| 2025 | 2,480,000 | 49,505,000 | 1,388,868 | 3,868,868 |
| 2026 | 2,550,000 | 46,955,000 | 1,325,476 | 3,875,476 |
| 2027 | 2,640,000 | 44,315,000 | 1,256,261 | 3,896,261 |
| 2028 | 2,225,000 | 42,090,000 | 1,193,385 | 3,418,385 |
| 2029 | 2,275,000 | 39,815,000 | 1,137,302 | 3,412,302 |
| 2030 | 2,360,000 | 37,455,000 | 1,077,169 | 3,437,169 |
| 2031 | 2,275,000 | 35,180,000 | 1,015,665 | 3,290,665 |
| 2032 | 2,160,000 | 33,020,000 | 956,150 | 3,116,150 |
| 2033 | 1,905,000 | 31,115,000 | 901,881 | 2,806,881 |
| 2034 | 1,965,000 | 29,150,000 | 848,924 | 2,813,924 |
| 2035 | 2,025,000 | 27,125,000 | 793,763 | 2,818,763 |
| 2036 | 2,085,000 | 25,040,000 | 736,021 | 2,821,021 |
| 2037 | 2,150,000 | 22,890,000 | 673,687 | 2,823,687 |
| 2038 | 2,210,000 | 20,680,000 | 608,973 | 2,818,973 |
| 2039 | 2,285,000 | 18,395,000 | 541,899 | 2,826,899 |
| 2040 | 2,075,000 | 16,320,000 | 475,995 | 2,550,995 |
| 2041 | 2,140,000 | 14,180,000 | 412,737 | 2,552,737 |
| 2042 | 2,205,000 | 11,975,000 | 346,430 | 2,551,430 |
| 2043 | 2,275,000 | 9,700,000 | 278,028 | 2,553,028 |
| 2044 | 2,345,000 | 7,355,000 | 206,625 | 2,551,625 |
| 2045 | 2,425,000 | 4,930,000 | 133,023 | 2,558,023 |
| 2046 | 2,450,000 | 2,480,000 | 105,632 | 2,555,632 |
| 2047 | 2,480,000 | - | 77,582 | 2,557,582 |
| 2048 | - | - | - | - |
| | **$ 63,280,000** | | **$ 24,258,005** | **$ 87,538,005** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS**
**SERIES 2019 (REFUNDING SERIES 2010)**
**WATER & SEWER**

**AMOUNT ISSUED: $1,325,000** **DATED: August 27, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,325,000** | | |
| 2020 | 105,000 | 1,220,000 | 30,262 | 135,262 |
| 2021 | 100,000 | 1,120,000 | 34,600 | 134,600 |
| 2022 | 110,000 | 1,010,000 | 31,950 | 141,950 |
| 2023 | 110,000 | 900,000 | 28,650 | 138,650 |
| 2024 | 115,000 | 785,000 | 25,275 | 140,275 |
| 2025 | 120,000 | 665,000 | 21,750 | 141,750 |
| 2026 | 125,000 | 540,000 | 18,075 | 143,075 |
| 2027 | 125,000 | 415,000 | 14,325 | 139,325 |
| 2028 | 135,000 | 280,000 | 10,425 | 145,425 |
| 2029 | 135,000 | 145,000 | 6,375 | 141,375 |
| 2030 | 145,000 | - | 2,175 | 147,175 |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,325,000** | | **$ 223,862** | **$ 1,548,862** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2019**
**WATER & SEWER**

**AMOUNT ISSUED: $3,990,000** **DATED: February 26, 2019**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 3,990,000** | | |
| 2020 | 110,000 | 3,880,000 | 165,191 | 275,191 |
| 2021 | 150,000 | 3,730,000 | 120,244 | 270,244 |
| 2022 | 155,000 | 3,575,000 | 117,194 | 272,194 |
| 2023 | 160,000 | 3,415,000 | 114,044 | 274,044 |
| 2024 | 165,000 | 3,250,000 | 109,969 | 274,969 |
| 2025 | 170,000 | 3,080,000 | 104,944 | 274,944 |
| 2026 | 175,000 | 2,905,000 | 98,894 | 273,894 |
| 2027 | 180,000 | 2,725,000 | 91,794 | 271,794 |
| 2028 | 190,000 | 2,535,000 | 84,394 | 274,394 |
| 2029 | 195,000 | 2,340,000 | 76,694 | 271,694 |
| 2030 | 205,000 | 2,135,000 | 69,719 | 274,719 |
| 2031 | 210,000 | 1,925,000 | 63,494 | 273,494 |
| 2032 | 215,000 | 1,710,000 | 57,119 | 272,119 |
| 2033 | 220,000 | 1,490,000 | 50,594 | 270,594 |
| 2034 | 230,000 | 1,260,000 | 43,844 | 273,844 |
| 2035 | 235,000 | 1,025,000 | 36,869 | 271,869 |
| 2036 | 245,000 | 780,000 | 29,516 | 274,516 |
| 2037 | 250,000 | 530,000 | 21,625 | 271,625 |
| 2038 | 260,000 | 270,000 | 13,338 | 273,338 |
| 2039 | 270,000 | - | 4,556 | 274,556 |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 3,990,000** | | **$ 1,474,032** | **$ 5,464,032** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS**
**SERIES 2018**
**WATER & SEWER**

**AMOUNT ISSUED: $2,455,000** **DATED: April 25, 2018**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 2,270,000** | | |
| 2020 | 230,000 | 2,040,000 | 107,750 | 337,750 |
| 2021 | 245,000 | 1,795,000 | 95,875 | 340,875 |
| 2022 | 265,000 | 1,530,000 | 83,125 | 348,125 |
| 2023 | 275,000 | 1,255,000 | 69,625 | 344,625 |
| 2024 | 290,000 | 965,000 | 55,500 | 345,500 |
| 2025 | 305,000 | 660,000 | 40,625 | 345,625 |
| 2026 | 320,000 | 340,000 | 25,000 | 345,000 |
| 2027 | 340,000 | - | 8,500 | 348,500 |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 2,270,000** | | **$ 486,000** | **$ 2,756,000** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2017**
**WATER & SEWER**

**AMOUNT ISSUED: $20,000,000** **DATED: October 10, 2017**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 19,095,000** | | |
| 2020 | 510,000 | 18,585,000 | 458,935 | 968,935 |
| 2021 | 515,000 | 18,070,000 | 454,702 | 969,702 |
| 2022 | 520,000 | 17,550,000 | 449,912 | 969,912 |
| 2023 | 530,000 | 17,020,000 | 444,296 | 974,296 |
| 2024 | 535,000 | 16,485,000 | 437,936 | 972,936 |
| 2025 | 545,000 | 15,940,000 | 430,928 | 975,928 |
| 2026 | 550,000 | 15,390,000 | 423,080 | 973,080 |
| 2027 | 560,000 | 14,830,000 | 414,610 | 974,610 |
| 2028 | 570,000 | 14,260,000 | 405,426 | 975,426 |
| 2029 | 580,000 | 13,680,000 | 395,109 | 975,109 |
| 2030 | 595,000 | 13,085,000 | 383,451 | 978,451 |
| 2031 | 610,000 | 12,475,000 | 370,420 | 980,420 |
| 2032 | 625,000 | 11,850,000 | 355,963 | 980,963 |
| 2033 | 640,000 | 11,210,000 | 340,525 | 980,525 |
| 2034 | 660,000 | 10,550,000 | 324,206 | 984,206 |
| 2035 | 680,000 | 9,870,000 | 306,980 | 986,980 |
| 2036 | 695,000 | 9,175,000 | 288,892 | 983,892 |
| 2037 | 720,000 | 8,455,000 | 270,057 | 990,057 |
| 2038 | 735,000 | 7,720,000 | 250,329 | 985,329 |
| 2039 | 760,000 | 6,960,000 | 229,823 | 989,823 |
| 2040 | 780,000 | 6,180,000 | 207,631 | 987,631 |
| 2041 | 805,000 | 5,375,000 | 184,777 | 989,777 |
| 2042 | 830,000 | 4,545,000 | 161,190 | 991,190 |
| 2043 | 855,000 | 3,690,000 | 136,788 | 991,788 |
| 2044 | 880,000 | 2,810,000 | 110,967 | 990,967 |
| 2045 | 910,000 | 1,900,000 | 84,391 | 994,391 |
| 2046 | 935,000 | 965,000 | 57,000 | 992,000 |
| 2047 | 965,000 | - | 28,950 | 993,950 |
| 2048 | - | - | - | - |
| | **$ 19,095,000** | | **$ 8,407,267** | **$ 27,502,267** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2015**
**WATER & SEWER**

**AMOUNT ISSUED: $30,000,000** **DATED: December 9, 2015**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 30,450,000** | | |
| 2020 | 700,000 | 29,750,000 | 737,195 | 1,437,195 |
| 2021 | 720,000 | 29,030,000 | 729,845 | 1,449,845 |
| 2022 | 740,000 | 28,290,000 | 721,061 | 1,461,061 |
| 2023 | 765,000 | 27,525,000 | 710,775 | 1,475,775 |
| 2024 | 790,000 | 26,735,000 | 698,765 | 1,488,765 |
| 2025 | 815,000 | 25,920,000 | 685,493 | 1,500,493 |
| 2026 | 840,000 | 25,080,000 | 671,149 | 1,511,149 |
| 2027 | 865,000 | 24,215,000 | 654,601 | 1,519,601 |
| 2028 | 895,000 | 23,320,000 | 635,657 | 1,530,657 |
| 2029 | 920,000 | 22,400,000 | 614,535 | 1,534,535 |
| 2030 | 950,000 | 21,450,000 | 591,167 | 1,541,167 |
| 2031 | 980,000 | 20,470,000 | 565,992 | 1,545,992 |
| 2032 | 1,010,000 | 19,460,000 | 539,042 | 1,549,042 |
| 2033 | 1,045,000 | 18,415,000 | 510,762 | 1,555,762 |
| 2034 | 1,075,000 | 17,340,000 | 480,875 | 1,555,875 |
| 2035 | 1,110,000 | 16,230,000 | 449,915 | 1,559,915 |
| 2036 | 1,145,000 | 15,085,000 | 417,614 | 1,562,614 |
| 2037 | 1,180,000 | 13,905,000 | 382,005 | 1,562,005 |
| 2038 | 1,215,000 | 12,690,000 | 345,307 | 1,560,307 |
| 2039 | 1,255,000 | 11,435,000 | 307,520 | 1,562,520 |
| 2040 | 1,295,000 | 10,140,000 | 268,364 | 1,563,364 |
| 2041 | 1,335,000 | 8,805,000 | 227,960 | 1,562,960 |
| 2042 | 1,375,000 | 7,430,000 | 185,240 | 1,560,240 |
| 2043 | 1,420,000 | 6,010,000 | 141,240 | 1,561,240 |
| 2044 | 1,465,000 | 4,545,000 | 95,658 | 1,560,658 |
| 2045 | 1,515,000 | 3,030,000 | 48,632 | 1,563,632 |
| 2046 | 1,515,000 | 1,515,000 | 48,632 | 1,563,632 |
| 2047 | 1,515,000 | - | 48,632 | 1,563,632 |
| 2048 | - | - | - | - |
| | **$ 30,450,000** | | **$ 12,513,629** | **$ 42,963,629** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2012**
**WATER & SEWER**

**AMOUNT ISSUED: $630,000** **DATED: September 11, 2012**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 420,000** | | |
| 2020 | 30,000 | 390,000 | 4,155 | 34,155 |
| 2021 | 30,000 | 360,000 | 4,022 | 34,022 |
| 2022 | 30,000 | 330,000 | 3,837 | 33,837 |
| 2023 | 30,000 | 300,000 | 3,614 | 33,614 |
| 2024 | 30,000 | 270,000 | 3,359 | 33,359 |
| 2025 | 30,000 | 240,000 | 3,080 | 33,080 |
| 2026 | 30,000 | 210,000 | 2,780 | 32,780 |
| 2027 | 35,000 | 175,000 | 2,433 | 37,433 |
| 2028 | 35,000 | 140,000 | 2,037 | 37,037 |
| 2029 | 35,000 | 105,000 | 1,621 | 36,621 |
| 2030 | 35,000 | 70,000 | 1,183 | 36,183 |
| 2031 | 35,000 | 35,000 | 725 | 35,725 |
| 2032 | 35,000 | - | 245 | 35,245 |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 420,000** | | **$ 33,087** | **$ 453,087** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2012A**
**WATER & SEWER**

**AMOUNT ISSUED: $4,270,000** **DATED: September 11, 2012**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 3,035,000** | | |
| 2020 | 195,000 | 2,840,000 | 66,063 | 261,063 |
| 2021 | 205,000 | 2,635,000 | 62,434 | 267,434 |
| 2022 | 210,000 | 2,425,000 | 58,413 | 268,413 |
| 2023 | 215,000 | 2,210,000 | 54,163 | 269,163 |
| 2024 | 220,000 | 1,990,000 | 49,813 | 269,813 |
| 2025 | 225,000 | 1,765,000 | 45,363 | 270,363 |
| 2026 | 230,000 | 1,535,000 | 40,813 | 270,813 |
| 2027 | 240,000 | 1,295,000 | 35,813 | 275,813 |
| 2028 | 245,000 | 1,050,000 | 30,356 | 275,356 |
| 2029 | 250,000 | 800,000 | 24,475 | 274,475 |
| 2030 | 260,000 | 540,000 | 18,100 | 278,100 |
| 2031 | 265,000 | 275,000 | 11,206 | 276,206 |
| 2032 | 275,000 | - | 3,781 | 278,781 |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 3,035,000** | | **$ 500,791** | **$ 3,535,791** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS**
**SERIES 2011**
**WATER & SEWER**

**AMOUNT ISSUED: $2,710,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 980,000** | | |
| 2020 | 105,000 | 875,000 | 34,613 | 139,613 |
| 2021 | 110,000 | 765,000 | 31,388 | 141,388 |
| 2022 | 115,000 | 650,000 | 27,869 | 142,869 |
| 2023 | 115,000 | 535,000 | 23,700 | 138,700 |
| 2024 | 125,000 | 410,000 | 18,900 | 143,900 |
| 2025 | 130,000 | 280,000 | 13,800 | 143,800 |
| 2026 | 135,000 | 145,000 | 8,500 | 143,500 |
| 2027 | 145,000 | - | 2,900 | 147,900 |
| 2028 | - | - | - | - |
| 2029 | - | - | - | - |
| 2030 | - | - | - | - |
| 2031 | - | - | - | - |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 980,000** | | **$ 161,669** | **$ 1,141,669** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION**
**SERIES 2011**
**WATER & SEWER - 20 YEAR**

**AMOUNT ISSUED: $2,530,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,715,000** | | |
| 2020 | 115,000 | 1,600,000 | 65,475 | 180,475 |
| 2021 | 120,000 | 1,480,000 | 61,950 | 181,950 |
| 2022 | 125,000 | 1,355,000 | 58,119 | 183,119 |
| 2023 | 125,000 | 1,230,000 | 53,588 | 178,588 |
| 2024 | 135,000 | 1,095,000 | 48,388 | 183,388 |
| 2025 | 140,000 | 955,000 | 42,888 | 182,888 |
| 2026 | 145,000 | 810,000 | 37,188 | 182,188 |
| 2027 | 150,000 | 660,000 | 31,288 | 181,288 |
| 2028 | 155,000 | 505,000 | 25,091 | 180,091 |
| 2029 | 160,000 | 345,000 | 18,494 | 178,494 |
| 2030 | 170,000 | 175,000 | 11,375 | 181,375 |
| 2031 | 175,000 | - | 3,828 | 178,828 |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,715,000** | | **$ 457,669** | **$ 2,172,669** |

# CITY OF BEDFORD

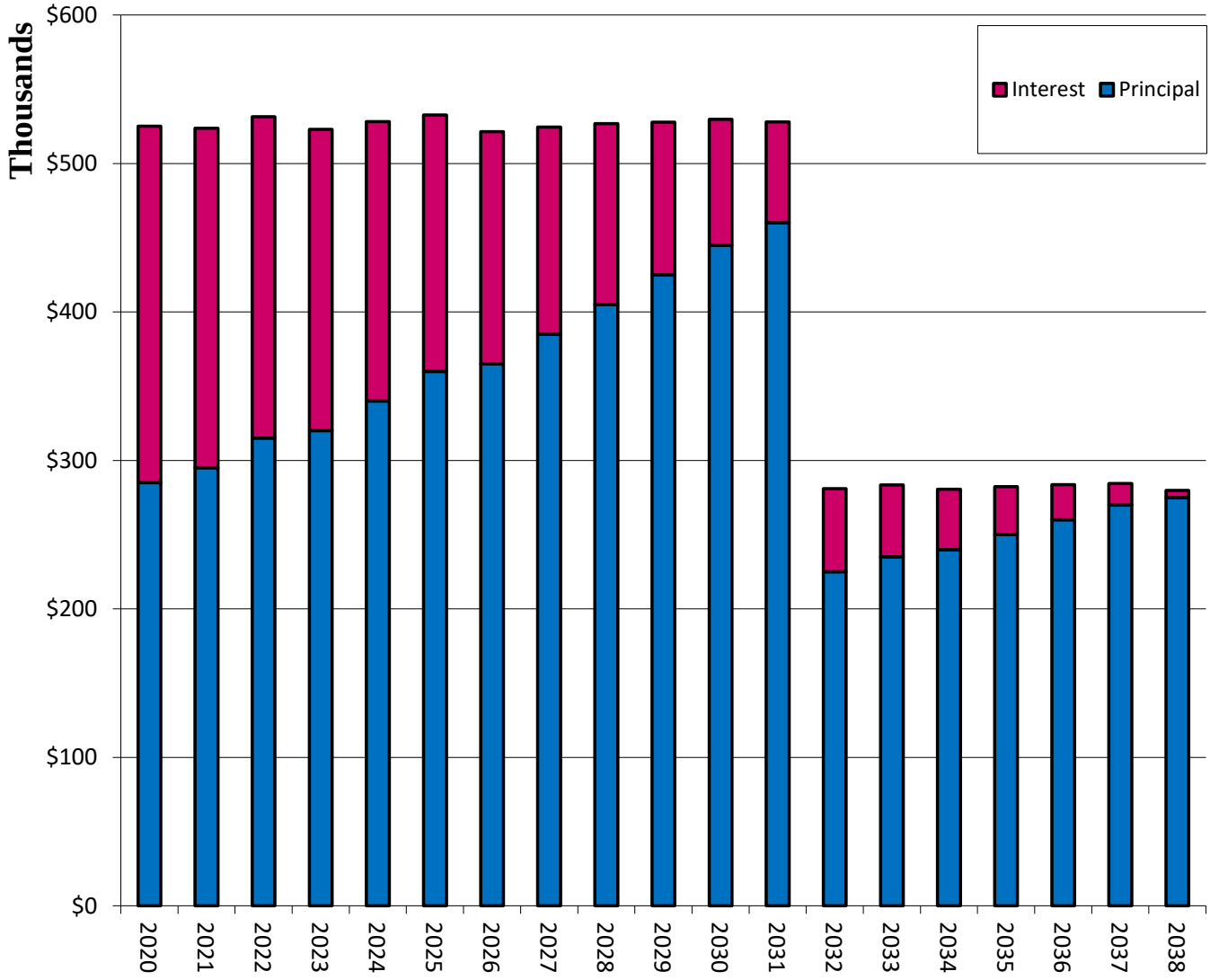
## Stormwater

### Revenue Bonds & Certificate of Obligation

**Principal: $6,155,000**

**Interest: $2,143,041**

# Annual Funding Requirements



**CITY OF BEDFORD**
**SCHEDULE OF SELF SUPPORTED GENERAL OBLIGATION**
**AND**
**CERTIFICATES OF OBLIGATION DEBT**

## STORMWATER FUND SUMMARY

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 6,155,000** | | |
| 2020 | 285,000 | 5,870,000 | 240,106 | 525,106 |
| 2021 | 295,000 | 5,575,000 | 228,756 | 523,756 |
| 2022 | 315,000 | 5,260,000 | 216,594 | 531,594 |
| 2023 | 320,000 | 4,940,000 | 203,056 | 523,056 |
| 2024 | 340,000 | 4,600,000 | 188,306 | 528,306 |
| 2025 | 360,000 | 4,240,000 | 172,656 | 532,656 |
| 2026 | 365,000 | 3,875,000 | 156,431 | 521,431 |
| 2027 | 385,000 | 3,490,000 | 139,631 | 524,631 |
| 2028 | 405,000 | 3,085,000 | 121,800 | 526,800 |
| 2029 | 425,000 | 2,660,000 | 102,794 | 527,794 |
| 2030 | 445,000 | 2,215,000 | 84,738 | 529,738 |
| 2031 | 460,000 | 1,755,000 | 67,931 | 527,931 |
| 2032 | 225,000 | 1,530,000 | 55,866 | 280,866 |
| 2033 | 235,000 | 1,295,000 | 48,531 | 283,531 |
| 2034 | 240,000 | 1,055,000 | 40,663 | 280,663 |
| 2035 | 250,000 | 805,000 | 32,394 | 282,394 |
| 2036 | 260,000 | 545,000 | 23,625 | 283,625 |
| 2037 | 270,000 | 275,000 | 14,350 | 284,350 |
| 2038 | 275,000 | - | 4,813 | 279,813 |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 6,155,000** | | **$ 2,143,041** | **$ 8,298,041** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2018**

**STORMWATER**

**AMOUNT ISSUED: $3,925,000** **DATED: April 25, 2018**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 3,840,000** | | |
| 2020 | 130,000 | 3,710,000 | 151,681 | 281,681 |
| 2021 | 135,000 | 3,575,000 | 145,056 | 280,056 |
| 2022 | 145,000 | 3,430,000 | 138,056 | 283,056 |
| 2023 | 150,000 | 3,280,000 | 130,681 | 280,681 |
| 2024 | 160,000 | 3,120,000 | 122,931 | 282,931 |
| 2025 | 170,000 | 2,950,000 | 114,681 | 284,681 |
| 2026 | 175,000 | 2,775,000 | 106,056 | 281,056 |
| 2027 | 185,000 | 2,590,000 | 97,056 | 282,056 |
| 2028 | 195,000 | 2,395,000 | 87,556 | 282,556 |
| 2029 | 205,000 | 2,190,000 | 77,556 | 282,556 |
| 2030 | 215,000 | 1,975,000 | 69,206 | 284,206 |
| 2031 | 220,000 | 1,755,000 | 62,681 | 282,681 |
| 2032 | 225,000 | 1,530,000 | 55,866 | 280,866 |
| 2033 | 235,000 | 1,295,000 | 48,531 | 283,531 |
| 2034 | 240,000 | 1,055,000 | 40,663 | 280,663 |
| 2035 | 250,000 | 805,000 | 32,394 | 282,394 |
| 2036 | 260,000 | 545,000 | 23,625 | 283,625 |
| 2037 | 270,000 | 275,000 | 14,350 | 284,350 |
| 2038 | 275,000 | - | 4,813 | 279,813 |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 3,840,000** | | **$ 1,523,441** | **$ 5,363,441** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION, SERIES 2011**

**STORMWATER - 20 YEAR**

**AMOUNT ISSUED: $1,620,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,100,000** | | |
| 2020 | 75,000 | 1,025,000 | 42,006 | 117,006 |
| 2021 | 75,000 | 950,000 | 39,756 | 114,756 |
| 2022 | 80,000 | 870,000 | 37,331 | 117,331 |
| 2023 | 80,000 | 790,000 | 34,431 | 114,431 |
| 2024 | 85,000 | 705,000 | 31,131 | 116,131 |
| 2025 | 90,000 | 615,000 | 27,631 | 117,631 |
| 2026 | 90,000 | 525,000 | 24,031 | 114,031 |
| 2027 | 95,000 | 430,000 | 20,331 | 115,331 |
| 2028 | 100,000 | 330,000 | 16,369 | 116,369 |
| 2029 | 105,000 | 225,000 | 12,075 | 117,075 |
| 2030 | 110,000 | 115,000 | 7,438 | 117,438 |
| 2031 | 115,000 | - | 2,516 | 117,516 |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,100,000** | | **$ 295,047** | **$ 1,395,047** |

**CITY OF BEDFORD**
**SCHEDULE OF DEBT REQUIREMENTS**
**GENERAL OBLIGATION REFUNDING & IMPROVEMENT BONDS, SERIES 2011**

**STORMWATER**

**AMOUNT ISSUED: $1,800,000** **DATED: July 15, 2011**

| YEAR ENDED 9-30 | PRINCIPAL PAYMENT | OUTSTANDING DEBT | INTEREST PAYMENT | TOTAL DEBT PAYMENT |
|---|---|---|---|---|
| **2019** | | **$ 1,215,000** | | |
| 2020 | 80,000 | 1,135,000 | 46,419 | 126,419 |
| 2021 | 85,000 | 1,050,000 | 43,944 | 128,944 |
| 2022 | 90,000 | 960,000 | 41,206 | 131,206 |
| 2023 | 90,000 | 870,000 | 37,944 | 127,944 |
| 2024 | 95,000 | 775,000 | 34,244 | 129,244 |
| 2025 | 100,000 | 675,000 | 30,344 | 130,344 |
| 2026 | 100,000 | 575,000 | 26,344 | 126,344 |
| 2027 | 105,000 | 470,000 | 22,244 | 127,244 |
| 2028 | 110,000 | 360,000 | 17,875 | 127,875 |
| 2029 | 115,000 | 245,000 | 13,163 | 128,163 |
| 2030 | 120,000 | 125,000 | 8,094 | 128,094 |
| 2031 | 125,000 | - | 2,734 | 127,734 |
| 2032 | - | - | - | - |
| 2033 | - | - | - | - |
| 2034 | - | - | - | - |
| 2035 | - | - | - | - |
| 2036 | - | - | - | - |
| 2037 | - | - | - | - |
| 2038 | - | - | - | - |
| 2039 | - | - | - | - |
| 2040 | - | - | - | - |
| 2041 | - | - | - | - |
| 2042 | - | - | - | - |
| 2043 | - | - | - | - |
| 2044 | - | - | - | - |
| 2045 | - | - | - | - |
| 2046 | - | - | - | - |
| 2047 | - | - | - | - |
| 2048 | - | - | - | - |
| | **$ 1,215,000** | | **$ 324,553** | **$ 1,539,553** |

# CAPITAL PROJECTS

# CAPITAL IMPROVEMENT PROGRAM

The City of Bedford Capital Improvement Program (CIP) is a process by which the City develops a five-year plan for major capital expenditures. The CIP lists each proposed project, the time frame estimated, the financial requirements, and proposed methods of financing. CIP projects include improvements that are relatively expensive, non-recurring, have a multi-year useful life, and result in fixed assets. For example, the construction and acquisition of new buildings; additions or renovations to existing buildings; construction and reconstruction of streets; improvements to water, sanitary sewer, and drainage; and purchases of land and major equipment. Due to the nature and total cost of most of the City's CIP, General Obligation and Revenue Bonds and Certificates of Obligation are major sources of funding. As part of the FY 2018-2019 budget process, staff developed lists for equipment replacements and major facility maintenance. These have also been projected on a five-year plan and updated annually. Items that are proposed to be funded in the upcoming fiscal year include a description of the need and identification of the funding source in the project sheets.

### *Street Improvement Economic Development Corporation (4B)*

Bedford voters approved a half-cent sales tax to be used for road maintenance and improvement needs. The half-cent sales tax went into effect on April 1, 1998 and Certificates of Obligation were issued to improve 386 miles of streets. Since that completion, the 4B funding is used for a program of annual preventative maintenance for City streets. The Bedford Street Improvement Economic Development Corporation was created to direct and authorize all expenditures, with the City Council having final approval. The Council appointed Corporation is comprised of citizens and elected officials. The combined schedule of budgeted revenue and expenses are included in this section as much of the work is of a capital level. Further information about the program can be found in the Public Works Department section.

### *Bedford 2000, Bedford 2005, and Phase Next Bond Initiatives*

Following the adoption of a half-cent sales tax for property tax reduction, the City Council appointed a 120 member Bedford 2000 Committee to evaluate capital needs within the City over the next decade. The Committee's work resulted in a $31.45 million bond proposal approved by the voters on November 7, 1995. A similar process was established when considering capital needs by the Bedford 2005 Committee. Their proposals were submitted to the voters on November 6, 2001. Of the eleven propositions included, nine passed. Most of the projects included in these bond proposals have been completed or operational needs have changed, eliminating the need for the project. In November 2017, voters approved a $70 million bond proposition for improvements to the Boys Ranch Park, known as Phase Next.

### *Individual Project Descriptions*

Information on the active individual projects is included with detailed analysis on funding and operational impact. The below projects were included in an authorized bond package, but the need has evolved, and the project will no longer be pursued.

| Project | Budget | | Status |
|---|---|---|---|
| Animal Control Center Expansion | $ | 239,450 | On-hold indefinitely |
| Fire/Police Combined Training Center | $ | 561,558 | On-hold indefinitely |
| Joint Regional Dispatch Facility | $ | 613,000 | No longer pursued with loss of partnerships |

**City of Bedford**
**Street Improvement Economic Development Corporation**

**Proposed Revenue and Expenditures**
**Fiscal Year Ending September 30, 2019**

| | | |
|---|---|---|
| **Projected Fund Balance October 1, 2019** | $ | 2,998,083 |
| **Revenue:** | | |
| Sales Tax | $ | 2,900,000 |
| Special Sales Tax | | - |
| Interest Income | $ | 45,000 |
| **Total Revenue** | $ | 2,945,000 |
| **Required Reserve** | $ | - |
| **Available Funds** | $ | 5,943,083 |
| **Expenditures** | | |
| Supplies | | 57,100 |
| Maintenance | | 773,210 |
| Contract Services | | 2,526,380 |
| Debt Service/Transfers | | 285,960 |
| Contingency | | 60,000 |
| Design/Engineering/Construction | | 580,000 |
| Capital Outlay * | | 514,800 |
| **Total Expenditures** | $ | 4,797,450 |
| **Available Funds Less Expenditures** | $ | 1,145,633 |
| **Projected Fund Balance, September 30, 2020** | $ | 1,145,633 |

* Includes proposed capital items (dump truck replacement, street sanders replacement and traffic signal equipment).

**CITY OF BEDFORD**
**CAPITAL PROJECTS**
**FY 2019-2020**

**Funding Sources:**

**(1) General Obligation Bonds**
**(2) Certificates of Obligation**
**(3) Revenue Bonds**
**(4) Street Improvement E.D.C.**
**(5) Water & Sewer Utility Repair Fund**
**(6) Equipment Replacement Fund**
**(10) PPF Contractual Obligation**
**(11) Cash**
**(TBD) To Be Determined**

| | PROJECT | TOTAL EST. COST | CURRENTLY FUNDED | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|---|---|
| | **FACILITY ADDITIONS** | | | | | | | | | |
| 508 | Animal Control Center Expansion | **239,450** | **No** | | | | | | | 1 |
| 512 | Fire/Police Combined Training Center | **561,558** | **No** | | | 561,558 | | | | 1 |
| | Live Fire Training Building | **290,000** | **No** | | | 290,000 | | | | TBD |
| | Second Story addition to Law Enforcement Center | **TBD** | **No** | | | | | | | TBD |
| | City Hall | **TBD** | **No** | | | | | | | TBD |
| | Emergency Operations Center | **TBD** | **No** | | | TBD | | | | TBD |
| | Fire Station 1 Relocation | **TBD** | **No** | | | TBD | | | | TBD |
| | Fire Station 4 | **TBD** | **No** | | | TBD | | | | TBD |
| | Fire Station 2 Renovation & Expansion | **TBD** | **No** | | | | TBD | | | TBD |
| | Fire Station 3 Renovation & Expansion | **TBD** | **No** | | | | TBD | | | TBD |
| | **PARKS & RECREATION** | | | | | | | | | |
| | Phase Next | **70,000,000** | **Yes** | 1,605,795 | 14,978,420 | 49,750,000 | 3,665,785 | | | 1 |
| | Fencing Replacement at Meadow Park & Stormie Jones | **100,000** | **Yes** | | 100,000 | | | | | 11 |
| | Picnic Shade Structures | **50,000** | **Yes** | | 50,000 | | | | | 11 |
| | Protective Cover for Park Equipment | **50,000** | **No** | | | 50,000 | | | | TBD |
| | Cheeksparger Trail | **800,000** | **No** | | | 800,000 | | | | TBD |
| | Park Storage Building | **600,000** | **No** | | | | 600,000 | | | TBD |
| | **WATER/WASTEWATER** | | | | | | | | | |
| | Cummings Elevated Storage Tank Painting & Interior Coating | **2,100,000** | **No** | | 300,000 | 1,800,000 | | | | TBD |
| | Simpson Terrace Elevated Storage Tank Painting | **865,000** | **No** | | 865,000 | | | | | TBD |
| | **SWIFT Water Main Replacements** | | | | | | | | | |
| | Automated Meter Reading | **14,487,905** | **Yes** | 14,487,905 | | | | | | 2 |
| | Brown Trail - SH 183 to Goldhawk Lane | **509,220** | **Yes** | 509,220 | | | | | | 2 |
| | Nottingham, Gregory and Bedford Addition | **842,670** | **Yes** | 842,670 | | | | | | 2 |
| | Forest Ridge Drive - Harwood Road to Bedford Road | **400,000** | **Yes** | | 400,000 | | | | | 2 & 5 |
| | Forest Ridge Addition and Bell Manor Addition Units 3, 4 | **2,350,000** | **Yes** | | 2,350,000 | | | | | 2 |
| | Briar Drive | **450,000** | **Yes** | | 450,000 | | | | | 2 |
| | Bedford Road - SH 183 to Somerset | **1,955,000** | **Yes** | | 1,955,000 | | | | | 2 |
| 529 | Stonegate North | **450,000** | **Yes** | | 450,000 | | | | | 2 |
| | Shady Brook Addition | **1,500,000** | **Yes** | | 1,500,000 | | | | | 2 |
| | Joiner Acres | **2,400,000** | **Yes** | | 2,400,000 | | | | | 2 |
| | McLain - Harwood to Oak Grove | **485,000** | **Yes** | | 485,000 | | | | | 2 |
| | Harwood Road - Forest Ridge to Hurst City Limit | **1,200,000** | **Yes** | | | 1,200,000 | | | | 2 & 5 |
| | Bedford Rd 20" Transmission Line - EM Bilger to Forest Ridge | **483,000** | **Yes** | | | 483,000 | | | | 2 |
| | Robindale Drive - Wade to Martha | **156,000** | **Yes** | | | 156,000 | | | | 2 |
| | Deuce Drive - Tennis Drive to Brown Trail | **144,000** | **Yes** | | | 144,000 | | | | 2 |
| | Murphy Drive - Harwood Road to Cheeksparger | **1,610,000** | **Yes** | | | 1,610,000 | | | | 2 |
| | Brown Trail - Bedford Road to Pipeline Road | **2,000,000** | **Yes** | | | 2,000,000 | | | | 2 |
| | Bedford Road - Central to SH 183 | **2,530,000** | **Yes** | | | | 2,530,000 | | | 2 |
| | Wade - Pipeline to Donna | **881,000** | **Yes** | | | | 881,000 | | | 2 |
| | **New Water Main Installation** | | | | | | | | | |
| | Regents Park Area - Brown Trail to Somerset /Somerset Extension - Bedford Road to Somerset Circle / Shadywood Drive - Shadywood to Stonegate Drive North / Phyllis Extension - Ravenswood to Dora / Oakhurst Extention - Oakhurst to Tennis | **1,830,000** | **No** | | | 1,830,000 | | | | TBD |
| | **Wastewater Rehabilitation** | | | | | | | | | |
| | Brown Trail - SH 183 to Bedford Road | **578,333** | **Yes** | 578,333 | | | | | | 2 |
| 528 | Kelmont Park Sewer Main Rehabilitaiton | **673,500** | **Yes** | | 673,500 | | | | | 2 |
| | Bell Manor North Addition Sewer Main Rehabilitation | **350,000** | **Yes** | | 350,000 | | | | | 2 |
| | Harwood Terrace Addition Sewer Main Rehabilitation | **410,000** | **Yes** | | 410,000 | | | | | 2 |
| | Basin 19.1W - Warwickshire to SH 183 | **421,000** | **Yes** | | 421,000 | | | | | 2 |
| | Bell - Hurst | **241,000** | **Yes** | | 241,000 | | | | | 2 |
| | Oakwood Park East | **125,000** | **Yes** | | 125,000 | | | | | 2 |
| | Bedford Road - Somerset to Brown Trail | **575,000** | **Yes** | | 575,000 | | | | | 2 |
| | Robindale Drive Sewer Main Rehabilitation - Wade to Martha | **179,000** | **Yes** | | 179,000 | | | | | 2 |
| | Deuce Drive Sewer Main Rehabilitation - Tennis Drive to Brown Trail | **170,200** | **Yes** | | 170,200 | | | | | 2 |
| | Murphy Drive Sewer Main Rehabilitation - Harwood Road to Cheeksparger | **1,725,000** | **Yes** | | 1,725,000 | | | | | 2 |
| | Joiner Acres | **550,000** | **Yes** | | 550,000 | | | | | 5 |

| | PROJECT | TOTAL EST. COST | CURRENTLY FUNDED | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|---|---|
| | Wastewater System Evaluation | **500,000** | **No** | | | 500,000 | | | | TBD |
| | Harwood Road - Forest Ridge to Hurst City Limit | **1,000,000** | **No** | | | 1,000,000 | | | | TBD |
| | Gettysburg / Nottingham Sewer Main Rehabilitation | **550,000** | **Yes** | | | 550,000 | | | | TBD |
| 528 | Rehab Sewer Mains in Sulphur Branch Drainage Area | **1,000,000** | **No** | | | 1,000,000 | | | | TBD |
| | Sulphur Branch 18" Trunk Sewer - Bedford Road to Evandale Drive | **3,450,000** | **No** | | | 3,450,000 | | | | TBD |
| | Sanitary Sewer Creek Crossings (various) | **500,000** | **No** | | | 500,000 | | | | TBD |
| | Rehab Hurricane Creek Trunk Sewers | **750,000** | **No** | | | 750,000 | | | | TBD |
| | Rollingwood and Lincolnshire Sewer Main Rehabilitation | **750,000** | **No** | | | 750,000 | | | | TBD |
| | Brown Trail - Bedford Road to Pipeline Road | **0** | **No** | | | TBD | | | | TBD |
| | Rehab Pipeline Road Trunk Sewer | **2,875,000** | **No** | | | 2,875,000 | | | | TBD |
| | Rehab Bear Creek Trunk Sewers | **1,050,000** | **No** | | | 1,050,000 | | | | TBD |
| | Basin 16.0W - L. Don Dodson to SH 121 | **165,000** | **No** | | | 165,000 | | | | TBD |
| | Bedford Road Sewer Main Rehabilitation - Hurst City Limit to Brown Trail | **300,000** | **No** | | | | 300,000 | | | TBD |
| | Bedford Road - Central to SH 183 | **404,800** | | | | | 404,800 | | | TBD |
| | Monette Drive Sewer Main Rehabilitation - Wade Drive to Circle Lane | **259,000** | **No** | | | | 259,000 | | | TBD |
| | **DRAINAGE** | | | | | | | | | |
| | Drainage System Study | **900,000** | **Yes** | | 900,000 | | | | | 1 |
| | **Sulphur Branch** | | | | | | | | | |
| 605 | Channel Improvements - SH183 to Bedford Road | **1,700,000** | **No** | | | 1,700,000 | | | | TBD |
| | **Sulphur Branch Tributary** | | | | | | | | | |
| 605 | Briar Dr., Shirley Way, and Circle Lane Culvert / Bridge | **1,410,000** | **No** | | | 1,410,000 | | | | TBD |
| 605 | Schumac Lane and Donna Lane Culvert / Bridge | **702,000** | **No** | | | 702,000 | | | | TBD |
| | **Erosion Control Sulphur Branch & Sulphur Branch Tributary** | | | | | | | | | |
| 605 | Erosion Control - Brookhollow Park | **2,065,688** | **Yes** | 195,000 | 1,870,688 | | | | | 1 |
| | **Erosion Control Various Other Channels** | | | | | | | | | |
| | Brookwood Stream | **948,905** | **Yes** | 129,905 | 819,000 | | | | | 1 |
| | Cheeksparger Channel between Murphy and Rolling Meadows | **230,000** | **Yes** | | 230,000 | | | | | 1 |
| | Little Bear Creek South of Cheek Sparger | **230,000** | **Yes** | | 230,000 | | | | | 1 |
| | Hurricane Creek South of Commerce Pl. | **200,000** | **No** | | | 200,000 | | | | TBD |
| | Hurricane Creek East of Hospital Pkwy. | **200,000** | **No** | | | 200,000 | | | | TBD |
| | Ashford/Berkshire Channel | **200,000** | **No** | | | 200,000 | | | | TBD |
| | **ROADS** | | | | | | | | | |
| | Bedford Court East Reconstruction - Brown Trail to Dora Street | **445,700** | **Yes** | 445,700 | | | | | | 4 |
| | Cheeksparger signal light installation and intersection improvements | **513,000** | **Yes** | 63,000 | 450,000 | | | | | 4 |
| | Bedford Court East Reconstruction - Brown Trail to Hurst City Limits | **471,600** | **Yes** | | 471,600 | | | | | 1 & 4 |
| | Rankin Drive Reconstruction - Forest Ridge to Brook Hollow Park | **450,000** | **Yes** | | | 450,000 | | | | 4 |
| | Shady Lake Reconstruction - Shady Brook to Lakeview | **275,000** | **No** | | | 275,000 | | | | TBD |
| | Robindale Drive Reconstruction - Wade to Martha | **300,000** | **No** | | | 300,000 | | | | TBD |
| | Deuce Drive Reconstruction - Tennis Drive to Brown Trail | **345,000** | **No** | | | 345,000 | | | | TBD |
| | Murphy Drive Reconstruction - Harwood Road to Cheeksparger | **3,910,000** | **No** | | | 3,910,000 | | | | TBD |
| | Brown Trail - Bedford Road to Pipeline Road | **TBD** | **No** | | | TBD | | | | TBD |
| | Briar Reconstruction | **2,000,000** | **No** | | | 2,000,000 | | | | TBD |
| | Monette Drive - Wade Drive to Circle Lane | **1,200,000** | **No** | | | | 1,200,000 | | | TBD |
| | **TOTALS** | **$150,568,529** | | **$18,857,528** | **$36,674,408** | **$84,956,558** | **$9,840,585** | **$0** | **$0** | |

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Boys Ranch Park

PROJECT TYPE: Parks/Recreation

PROJECT TITLE: Boys Ranch Park Phase Next Improvement Project

PROJECT DESCRIPTION:
On November 7, 2017, Bedford voters approved a bond proposition to construct, improve, renovate and equip park and recreation facilities within the Boys Ranch Park, also known as Phase Next. This capital improvement will consist of new ball fields, a multi-generational event facility, an indoor/outdoor aquatic center, as well as a proposed art and entertainment facility to be located elsewhere. The City hired a project team that consisted of a project manager, civil engineers and architects, and a construction manager at risk (CMAR) firm to ensure the capital improvement stays within budget. The City Council authorized the project team to design and construct an art and entertainment facility on the Old Bedford School property for $5.5 million.

| FUNDING SOURCE(S): | | |
|---|---|---|
| Series 2018 GO Bond | $ | 60,000,000 |
| Series 2019 GO Bond | $ | 4,500,000 |
| Series 2019 Taxable GO Bond | $ | 5,500,000 |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 70,000,000 |
| UNFUNDED | $ | |
| PROJECT TOTAL | $ | 70,000,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | 421,580 | 7,978,420 | - | - | - | - | - | 8,400,000 |
| Land/Right-of-Way | 705,364 | - | - | - | - | - | - | 705,364 |
| Construction | - | 6,500,000 | 45,500,000 | 3,415,784 | - | - | - | 55,415,784 |
| Landscaping | - | - | 1,500,000 | - | - | - | - | 1,500,000 |
| Equipment & Furnishings | - | - | 2,250,000 | 250,000 | - | - | - | 2,500,000 |
| Other | 478,852 | 500,000 | 500,000 | | | | | 1,478,852 |
| **TOTAL COSTS** | **1,605,796** | **14,978,420** | **49,750,000** | **3,665,784** | **-** | **-** | **-** | **70,000,000** |
| **SOURCE OF FUNDS (amounts in 000s)** | **Thru 09/2019** | **FY 2020** | **FY 2021** | **FY 2022** | **FY 2023** | **FY 2024** | **FY 2025 to Completion** | **Total** |
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | 60,000,000 | - | - | - | - | - | - | 60,000,000 |
| GO Bonds Unissued | 10,000,000 | - | - | - | - | - | - | 10,000,000 |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **70,000,000** | **-** | **-** | **-** | **-** | **-** | **-** | **70,000,000** |

OPERATING BUDGET IMPACT

☒ Will Impact

☐ Will Not Impact

# of Positions: _____

☒ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

Once the building design is finalized, staffing levels will be evaluated and increased as appropriate. Utility costs are expected to increase for the new building, with offsets coming from the closure of existing facilities. The proposed fees will target 100% cost recovery of operational expenses.

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | FY17/18 | FY 20/21 |
| Land/Right-of-Way | FY 18/19 | FY 18/19 |
| Construction | FY 20/21 | FY 21/22 |
| Finish Out | FY 21/22 | FY 21/22 |
| Other | | |
| TOTAL SCHEDULE | FY 17/18 | FY 21/22 |

MAP/PHOTOGRAPH

Outdoor Aquatics and Multi-Purpose Events

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT:

PROJECT TYPE: Parks/Recreation

PROJECT TITLE: Fencing Replacement at Meadow Park and Stormie Jones Park

PROJECT DESCRIPTION:
This project will replace the existing fence at Meadow Park and Stormie Jones Park. These fences are worn and weak from 26 years of heavy usage. Plans are to implement a heavier gauge fence fabric, poles and top rail, which has a longer life expectancy even with heavy use.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| Park Maintenance Fund | $ | 100,000 |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 100,000 |
| UNFUNDED | $ | |
| PROJECT TOTAL | $ | 100,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | 100,000 | - | - | - | - | - | 100,000 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **100,000** | **-** | **-** | **-** | **-** | **-** | **100,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | 100,000 | - | - | - | - | - | 100,000 |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **100,000** | **-** | **-** | **-** | **-** | **-** | **100,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions:

☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | | |
| Land/Right-of-Way | | |
| Construction | 10/2019 | 9/2020 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 10/2019 | 9/2020 |

MAP/PHOTOGRAPH

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT:

PROJECT TYPE: Parks/Recreation

PROJECT TITLE: Picnic Shade Structures

PROJECT DESCRIPTION:
This project would install new picnic structures in some of the City's satellite parks. These new structures will make for a more user-friendly park system. The structures will offer shade and a place to sit while using the parks. Parks identified for installation of these structures include Dewey Tennant, Stormie Jones, Harris Ryals and Brookhollow.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| Park Donation Fund | $ | 50,000 |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 50,000 |
| UNFUNDED | $ | |
| PROJECT TOTAL | $ | 50,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | 50,000 | - | - | - | - | - | 50,000 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **50,000** | **-** | **-** | **-** | **-** | **-** | **50,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other Donation Fund | - | 50,000 | - | - | - | - | - | 50,000 |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **50,000** | **-** | **-** | **-** | **-** | **-** | **50,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions:

☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | | |
| Land/Right-of-Way | | |
| Construction | 10/2019 | 9/2020 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 10/2019 | 9/2020 |

MAP/PHOTOGRAPH

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Water Tower

PROJECT TYPE: Water/Wastewater

PROJECT TITLE: Elevated Storage Tank Painting and Interior Coating

PROJECT DESCRIPTION:
The exterior surface of the Simpson Terrace and Cummings Road elevated storage tanks need to be repainted. Cummings tower will also require repairs to the tank and the interior coating removed and reapplied. These procedures are preventative measures taken to maintain the integrity of the elevated storage tanks.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | |
| UNFUNDED | $ | 2,965,000 |
| PROJECT TOTAL | $ | 2,965,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | 415,000 | - | - | - | - | - | 415,000 |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | 750,000 | 1,800,000 | - | - | - | - | 2,550,000 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **1,165,000** | **1,800,000** | **-** | **-** | **-** | **-** | **2,965,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | 1,165,000 | 1,800,000 | - | - | - | - | 2,965,000 |
| **TOTAL COSTS** | **-** | **1,165,000** | **1,800,000** | **-** | **-** | **-** | **-** | **2,965,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions: _____

☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2020 | 2020 |
| Land/Right-of-Way | | |
| Construction | 2020 | 2021 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2020 | 2021 |

MAP/PHOTOGRAPH

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: SWIFT 16-03

PROJECT TYPE: Water/Wastewater

PROJECT TITLE: Automated Meter Reading (AMR) System Project

PROJECT DESCRIPTION:
This project consists of the replacement of all meters within the distribution system with ultrasonic meters and reading devices that utilize cell phone service. It will also reconstruct the current meter vaults to current standards. This project includes the software for billing and customer usage to follow the consumption.

| FUNDING SOURCE(S): | | |
|---|---|---|
| Utility Repair | $ | 196,932 |
| Certificates of Obligation | $ | 13,415,847 |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 13,612,779 |
| UNFUNDED | $ | - |
| PROJECT TOTAL | $ | 13,612,779 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | 196,932 | - | - | - | - | - | - | 196,932 |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | 13,415,847 | - | - | - | - | - | - | 13,415,847 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **13,612,779** | - | - | - | - | - | - | **13,612,779** |
| **SOURCE OF FUNDS (amounts in 000s)** | **Thru 09/2019** | **FY 2020** | **FY 2021** | **FY 2022** | **FY 2023** | **FY 2024** | **FY 2025 to Completion** | **Total** |
| Current Funds | 196,932 | - | - | - | - | - | - | 196,932 |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | 13,415,847 | - | - | - | - | - | - | 13,415,847 |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **13,612,779** | - | - | - | - | - | - | **13,612,779** |

OPERATING BUDGET IMPACT

☒ Will Impact

☐ Will Not Impact

# of Positions: _____

☒ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

The ultrasonic meters register lower flows than the turbine meters used in the system. Detection of lower flows allow for the billing of small water leaks in the customer service line. The meter reading contract will be discontinued and the funds saved to be used for future communication costs for the meter reading system.

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 12/2015 | 04/2019 |
| Land/Right-of-Way | | |
| Construction | 07/2017 | 04/2019 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 12/2015 | 04/2019 |

MAP/PHOTOGRAPH

# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: SWIFT

PROJECT TYPE: Water/Wastewater

PROJECT TITLE: SWIFT Water Line Replacement

PROJECT DESCRIPTION:
Many of the water lines in the City of Bedford are 30 plus years old and are rapidly deteriorating. Many of the water lines that will be replaced have had multiple breaks, placing customers without service and water loss. This large project will consist of multiple smaller projects for the replacement of these lines.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| Certificates of Obligation | $ | 28,777,350 |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 28,777,350 |
| UNFUNDED | $ | 6,056,445 |
| PROJECT TOTAL | $ | 34,833,795 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | 15,839,795 | 9,990,000 | 5,593,000 | 3,411,000 | - | - | - | 34,833,795 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **15,839,795** | **9,990,000** | **5,593,000** | **3,411,000** | **-** | **-** | **-** | **34,833,795** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | 15,839,795 | 9,990,000 | 2,947,555 | - | - | - | - | 28,777,350 |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | 2,645,445 | 3,411,000 | - | - | - | 6,056,445 |
| **TOTAL COSTS** | **15,839,795** | **9,990,000** | **5,593,000** | **3,411,000** | **-** | **-** | **-** | **34,833,795** |

OPERATING BUDGET IMPACT

☒ Will Impact

☐ Will Not Impact

# of Positions: _____

☒ Unable to quantify

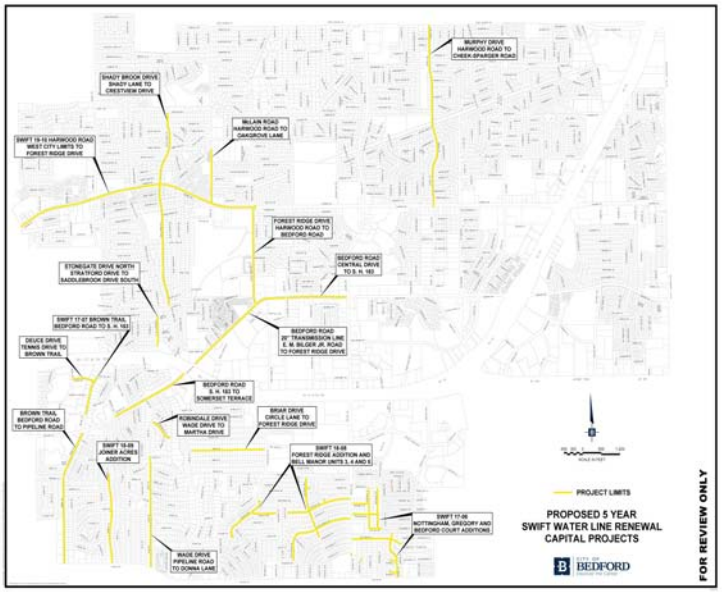
| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

Replacement of water mains will decrease the amount of breaks to the water distribution system.

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2013 | 2020 |
| Land/Right-of-Way | | |
| Construction | 2016 | 2029 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2013 | 2029 |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Water

PROJECT TYPE: Water/Wastewater

PROJECT TITLE: New Water Line Installation

PROJECT DESCRIPTION:
This project consists of the installation of new water main lines to loop the distribution system, tie in dead end lines, and increase fire flow capacity.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | |
| UNFUNDED | $ | 1,830,000 |
| PROJECT TOTAL | $ | 1,830,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | - | 1,830,000 | - | - | - | - | 1,830,000 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **-** | **1,830,000** | **-** | **-** | **-** | **-** | **1,830,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | 1,830,000 | - | - | - | - | 1,830,000 |
| **TOTAL COSTS** | **-** | **-** | **1,830,000** | **-** | **-** | **-** | **-** | **1,830,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions: _____

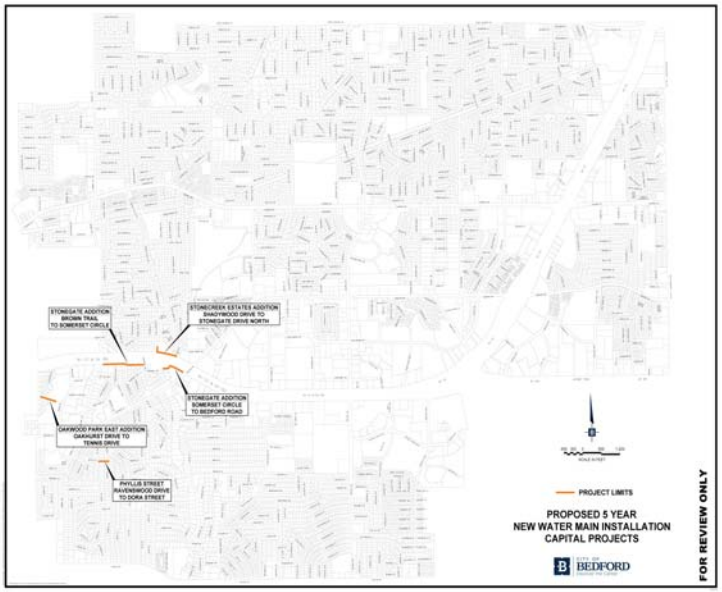
☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2013 | 2021 |
| Land/Right-of-Way | | |
| Construction | 2017 | 2022 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2013 | 2022 |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Wastewater

PROJECT TYPE: Water/Wastewater

PROJECT TITLE: Wastewater Rehabilitation

PROJECT DESCRIPTION:
This project consists of multiple smaller projects for rehabilitation of the sanitary sewer main lines. This project will complete point repairs, structural failures, reduce infiltration and inflow issues, and in some cases, increase the size of the sewer main line.

| FUNDING SOURCE(S): | | |
|---|---|---|
| Certificates of Obligation | $ | 5,419,700 |
| Utility Repair Fund | $ | 578,333 |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 5,998,033 |
| UNFUNDED | $ | 13,553,800 |
| PROJECT TOTAL | $ | 19,551,833 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | 578,333 | 5,419,700 | 12,590,000 | 963,800 | - | - | - | 19,551,833 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **578,333** | **5,419,700** | **12,590,000** | **963,800** | **-** | **-** | **-** | **19,551,833** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | 578,333 | - | - | - | - | - | - | 578,333 |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | 5,419,700 | - | - | - | - | - | 5,419,700 |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | 12,590,000 | 963,800 | - | - | - | 13,553,800 |
| **TOTAL COSTS** | **578,333** | **5,419,700** | **12,590,000** | **963,800** | **-** | **-** | **-** | **19,551,833** |

OPERATING BUDGET IMPACT

☒ Will Impact

☐ Will Not Impact

# of Positions: _____

☒ Unable to quantify

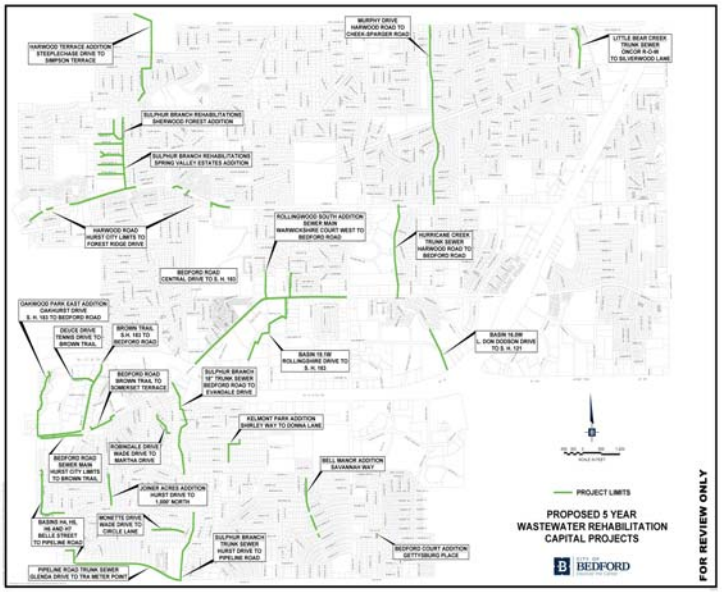
| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

Completing repairs to the sanitary sewer system decreases the inflow and infiltration, decreasing the cost to the City for wastewater treatment.

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2017 | Ongoing |
| Land/Right-of-Way | | |
| Construction | 2017 | Ongoing |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2017 | Ongoing |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Drainage

PROJECT TYPE: Drainage

PROJECT TITLE: System Wide Drainage Study

PROJECT DESCRIPTION:
This project will consist of a system wide drainage study to determine the hydraulic loading within the drainage system during rain events.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| General Obligation | $ | 900,000 |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 900,000 |
| UNFUNDED | $ | |
| PROJECT TOTAL | $ | 900,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | - | - | - | - | - | - | - |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other Study | - | 900,000 | - | - | - | - | - | 900,000 |
| **TOTAL COSTS** | **-** | **900,000** | **-** | **-** | **-** | **-** | **-** | **900,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | - | 900,000 | - | - | - | - | - | 900,000 |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **-** | **900,000** | **-** | **-** | **-** | **-** | **-** | **900,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions: _____

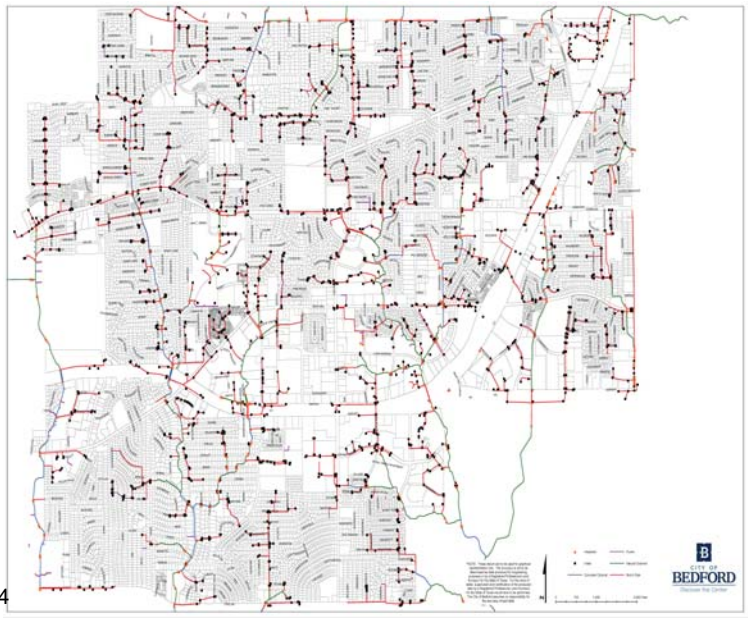
☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | | |
| Land/Right-of-Way | | |
| Construction | | |
| Finish Out | | |
| Other | 2019 | 2020 |
| TOTAL SCHEDULE | 2019 | 2020 |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Drainage

PROJECT TYPE: Drainage

PROJECT TITLE: Drainage Improvements and Erosion Control

PROJECT DESCRIPTION:
A section of the concrete channel wall adjacent to Brookhollow Park, from Rankin Drive to the pedestrian bridge, collapsed in February 2018 during heavy rain storms. Various other sections were also compromised. The project consists of the reconstruction of approximately 400 linear feet of an existing channel.

The project also consists of erosion control projects on Briar Drive, Shirley Way, Circle Lane, Schumac Lane, Donna Lane, Brookwood Stream, Cheeksparger Road, Commerce Place, east of Hospital Parkway, Ashford Drive and Berkshire Lane.

| FUNDING SOURCE(S): | | |
|---|---|---|
| Certificates of Obligation | $ | 173,322 |
| General Obligation | $ | 3,301,271 |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 3,474,593 |
| UNFUNDED | $ | 4,412,000 |
| PROJECT TOTAL | $ | 7,886,593 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | 324,905 | - | - | - | - | - | - | 324,905 |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | 3,149,688 | 4,412,000 | - | - | - | - | 7,561,688 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **324,905** | **3,149,688** | **4,412,000** | **-** | **-** | **-** | **-** | **7,886,593** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | - | - | - | - | - | - | - | - |
| GO Bonds Issued | 195,000 | 3,106,271 | - | - | - | - | - | 3,301,271 |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | 129,905 | 43,417 | - | - | - | - | - | 173,322 |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | 4,412,000 | - | - | - | - | 4,412,000 |
| **TOTAL COSTS** | **324,905** | **3,149,688** | **4,412,000** | **-** | **-** | **-** | **-** | **7,886,593** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

☐ Unable to quantify

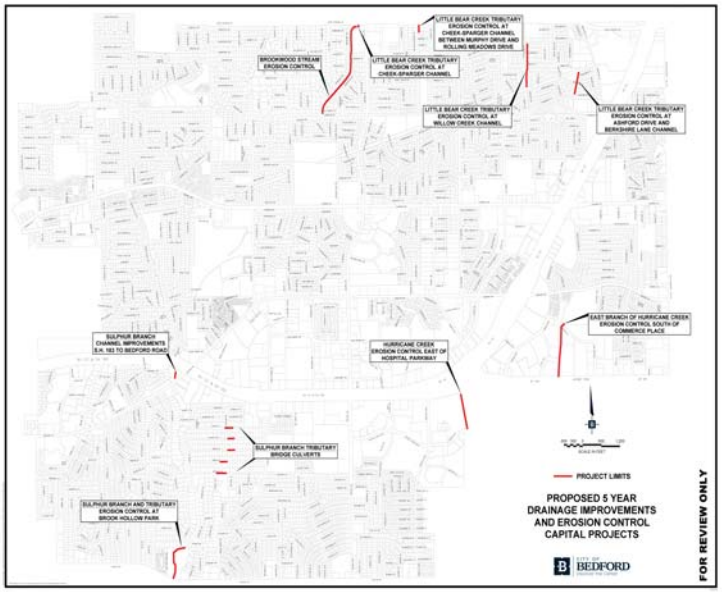
# of Positions: _____

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 02/2015 | 2021 |
| Land/Right-of-Way | | |
| Construction | 2019 | 2022 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 02/2015 | 2022 |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Streets

PROJECT TYPE: SIEDC 4B Corp.

PROJECT TITLE: Cheek Sparger Road Signal Installation and Roadway Improvements

PROJECT DESCRIPTION:
This project is for the installation of a traffic signal at the intersection of Cheeksparger Road and Heritage Avenue. The project also includes the construction of an additional forward through lane to facilitate efficient and effective management of vehicle traffic through the intersection. The roadway improvement will add a left turn lane to turn onto Heritage Avenue, two eastbound forward lanes, a westbound forward lane and a left turn lane to turn onto Woodpark Lane. The traffic signal installation is a joint project between Tarrant County and the cities of Colleyville, Euless, and Bedford.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| SIEDC | $ | 513,000 |
| | $ | |
| | $ | |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 513,000 |
| UNFUNDED | $ | |
| PROJECT TOTAL | $ | 513,000 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | 63,000 | - | - | - | - | - | - | 63,000 |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | - | 450,000 | - | - | - | - | - | 450,000 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **63,000** | **450,000** | **-** | **-** | **-** | **-** | **-** | **513,000** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | 63,000 | 450,000 | - | - | - | - | - | 513,000 |
| GO Bonds Issued | - | - | - | - | - | - | - | - |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **Unfunded** | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **63,000** | **450,000** | **-** | **-** | **-** | **-** | **-** | **513,000** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

# of Positions: _____

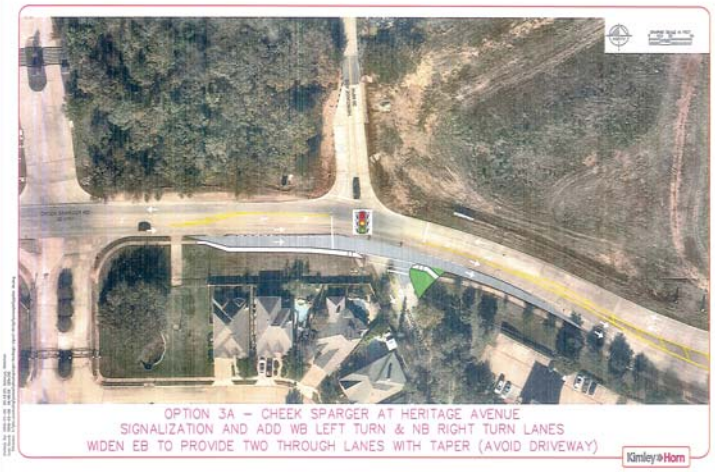
☐ Unable to quantify

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2019 | 2019 |
| Land/Right-of-Way | | |
| Construction | 2020 | 2020 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2019 | 2020 |

MAP/PHOTOGRAPH



# CITY OF BEDFORD - FY 19-20 CAPITAL PROJECT SUMMARY

PROJECT: Street

PROJECT TYPE: SIEDC 4B Corp.

PROJECT TITLE: Street Improvement

PROJECT DESCRIPTION:
This project consists of the reconstruction of various streets, to include Rankin Drive from Forest Ridge Drive to Brook Hollow Park, Shady Lake from Shady Brook to Lakeview, Robindale Drive from Wade to Martha, Deuce Drive from Tennis to Brown Trail, Murphy Drive from Harwood Road to Cheeksparger Road, Briar Drive from Forest Ridge Drive to Circle Lane, Bedford Court East from Brown Trail to Hurst City limit, and Monette Drive from Wade to Circle Lane.

FUNDING SOURCE(S):

| | | |
|---|---|---|
| SIEDC | $ | 753,688 |
| CDBG | $ | 155,000 |
| GO Bond | $ | 71,612 |
| | $ | |
| | $ | |
| TOTAL FUNDED | $ | 980,300 |
| UNFUNDED | $ | 8,894,000 |
| PROJECT TOTAL | $ | 9,874,300 |

| PROJECT COSTS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Design | - | 45,000 | - | - | - | - | - | 45,000 |
| Land/Right-of-Way | - | - | - | - | - | - | - | - |
| Construction | 508,700 | 426,600 | 7,280,000 | 1,614,000 | - | - | - | 9,829,300 |
| Landscaping | - | - | - | - | - | - | - | - |
| Equipment & Furnishings | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| **TOTAL COSTS** | **508,700** | **471,600** | **7,280,000** | **1,614,000** | **-** | **-** | **-** | **9,874,300** |

| SOURCE OF FUNDS (amounts in 000s) | Thru 09/2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 to Completion | Total |
|---|---|---|---|---|---|---|---|---|
| Current Funds | 508,700 | 244,988 | - | - | - | - | - | 753,688 |
| GO Bonds Issued | - | 71,612 | - | - | - | - | - | 71,612 |
| GO Bonds Unissued | - | - | - | - | - | - | - | - |
| Certificates of Obligation | - | - | - | - | - | - | - | - |
| Other CDBG | - | 155,000 | - | - | - | - | - | 155,000 |
| **Unfunded** | - | - | 7,280,000 | 1,614,000 | - | - | - | 8,894,000 |
| **TOTAL COSTS** | **508,700** | **471,600** | **7,280,000** | **1,614,000** | **-** | **-** | **-** | **9,874,300** |

OPERATING BUDGET IMPACT

☐ Will Impact

☒ Will Not Impact

☐ Unable to quantify

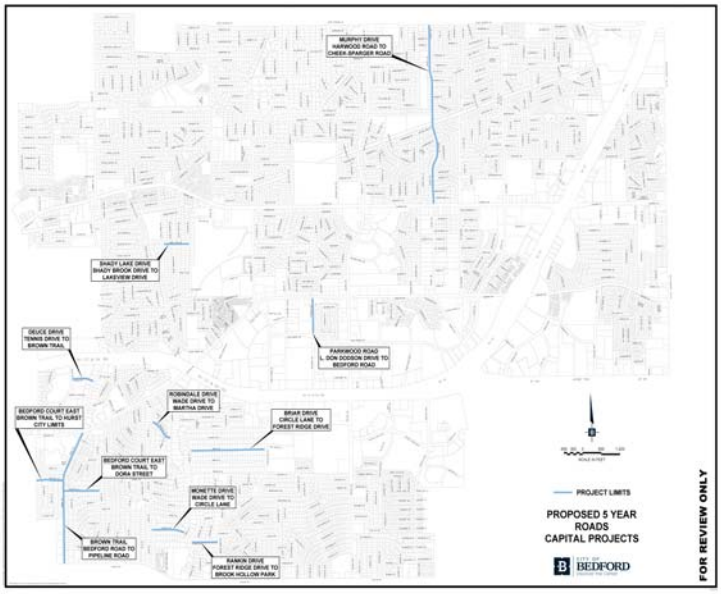
# of Positions: _____

| | Annual Cost/(Savings) |
|---|---|
| Personnel | $ |
| Operations | $ |
| Capital | $ |
| Total | $ |

IMPACT EXPLANATION

| PROJECT SCHEDULE | START | FINISH |
|---|---|---|
| Design | 2018 | 2021 |
| Land/Right-of-Way | | |
| Construction | 2019 | 2022 |
| Finish Out | | |
| Other | | |
| TOTAL SCHEDULE | 2019 | 2022 |

MAP/PHOTOGRAPH



**CITY OF BEDFORD**
**EQUIPMENT REPLACEMENT**
**FY 2019-2020**

**Funding Sources:**

| | | | |
|---|---|---|---|
| **(1) General Obligation Bonds** | **(4) Street Improvement E.D.C.** | **(10) PPF Contractual Obligation** | **(13) Tax Note** |
| **(2) Certificates of Obligation** | **(5) Water & Sewer Utility Repair Fund** | **(11) Cash** | **(TBD) To Be Determined** |
| **(3) Revenue Bonds** | **(6) Equipment Replacement Fund** | **(12) Capital Lease** | |

| PROJECT | TOTAL EST. COST | CURRENTLY FUNDED | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|---|
| **INFORMATION TECHNOLOGY** | | | | | | | | | |
| Backup Appliance | **20,000** | **Yes** | 20,000 | | | | | | 11 |
| Public Safety MDC Replacement | **200,000** | **Yes** | | 200,000 | | | | | 11 |
| Computer Replacement | **80,000** | **No** | | | 20,000 | 20,000 | 20,000 | 20,000 | TBD |
| MCRS Server | **20,000** | **No** | | | 20,000 | | | | TBD |
| LaserFiche Server | **20,000** | **No** | | | 20,000 | | | | TBD |
| Cisco Network Switch Replacement Project | **TBD** | **No** | | | | | TBD | | TBD |
| **POLICE** | | | | | | | | | |
| Public Safety Software System | **500,000** | **Yes** | 500,000 | | | | | | 13 |
| Rifle Replacement (76) | **73,000** | **Yes** | | 23,000 | 25,000 | 25,000 | | | 11 |
| Less Lethal Shotgun Replacement (15) | **8,000** | **Yes** | | 8,000 | | | | | 11 |
| Shotgun Replacement (15) | **7,000** | **Yes** | | 7,000 | | | | | 11 |
| City-wide Security Camera Systems | **100,000** | **No** | | | 100,000 | | | | TBD |
| AV Upgrades (Police) | **18,000** | **No** | | | 18,000 | | | | TBD |
| Traffic Motorcyle Replacement | **90,000** | **No** | | | | 90,000 | | | TBD |
| Body Camera System (Police) | **TBD** | **No** | | | | | TBD | | TBD |
| **FIRE** | | | | | | | | | |
| Replacement T154 | **1,310,000** | **Yes** | 1,310,000 | | | | | | 13 |
| Replacement M155 | **310,000** | **Yes** | 310,000 | | | | | | 13 |
| Replacement E154 | **700,000** | **Yes** | 700,000 | | | | | | 13 |
| AED Replacement at City Facilities | **55,200** | **Yes** | | 13,800 | 13,800 | 13,800 | 13,800 | | TBD |
| Rescue Tools | **160,000** | **Yes** | | 40,000 | 40,000 | 40,000 | 40,000 | | TBD |
| Compressor for Self-Containted Breathing Apparatus | **50,000** | **No** | | 50,000 | | | | | TBD |
| New EMS 15 | **300,000** | **No** | | | 300,000 | | | | TBD |
| Extractors/Dryers | **51,000** | **Yes** | | | 17,000 | 17,000 | 17,000 | | TBD |
| Replacement M154 | **310,000** | **No** | | | 310,000 | | | | TBD |
| Plymovent System for Stations 1 & 2 | **25,900** | **No** | | | 25,900 | | | | TBD |
| Defibrillator Replacement (4) | **128,000** | **No** | | | 128,000 | | | | TBD |
| Training Room Technology & Furniture Update | **30,000** | **No** | | | 30,000 | | | | TBD |
| Workout Equipment | **80,000** | **No** | | | 20,000 | 20,000 | 20,000 | 20,000 | TBD |
| Thermal Imaging Camera | **20,000** | **No** | | | | 10,000 | 10,000 | | TBD |
| Replacement Command | **2,000,000** | **No** | | | | | 2,000,000 | | TBD |
| Replacement M153 | **310,000** | **No** | | | | | 310,000 | | TBD |
| **PUBLIC WORKS** | | | | | | | | | |
| Gradall | **668,300** | **Partial** | 318,300 | | 350,000 | | | | 4 |
| Glance Preempt & Priority Field Monitoring Unit | **229,800** | **Yes** | | 229,800 | | | | | 4 |
| Tandem Dump Truck | **150,000** | **Yes** | | 150,000 | | | | | 4 |
| Sander | **15,000** | **Yes** | | 15,000 | | | | | 4 |
| Tandem Dump Truck | **150,000** | **Yes** | | 150,000 | | | | | 11 |
| Wachs Single Turner Valve Maintenance Skid | **74,000** | **Yes** | | 74,000 | | | | | 11 |
| Brake lathe | **11,000** | **No** | | | 11,000 | | | | TBD |
| Backhoe with Haul Trailer | **103,000** | **No** | | | 103,000 | | | | TBD |
| Drive on 30,000 pound vehicle lift | **26,000** | **No** | | | 26,000 | | | | TBD |
| School Zone Warning Beacon Upgrades | **150,000** | **No** | | | 75,000 | 75,000 | | | TBD |
| Track Skid Steer | **65,000** | **No** | | | 65,000 | | | | TBD |
| Network Upgrade | **575,000** | **No** | | | 575,000 | | | | TBD |
| Traffic Signal Upgrades | **1,000,000** | **No** | | | 500,000 | 500,000 | | | TBD |
| Sewer Jetter Truck | **270,000** | **No** | | | | 270,000 | | | TBD |
| **COMMUNITY SERVICES** | | | | | | | | | |
| Kubota Backhoe | **50,000** | **No** | | | 50,000 | | | | TBD |
| Public Computer Environment | **6,000** | **No** | | | 6,000 | | | | TBD |
| Apple Computer Environment | **7,800** | **No** | | | 7,800 | | | | TBD |
| Mower | **15,000** | **No** | | | 15,000 | | | | TBD |
| Thin Client Server Replacement | **TBD** | **No** | | | | TBD | | | TBD |
| RFID Gate System | **TBD** | **No** | | | | TBD | | | TBD |
| **TOTALS** | **$10,202,000** | | **$3,158,300** | **$960,600** | **$2,871,500** | **$1,080,800** | **$2,430,800** | **$40,000** | |

# CITY OF BEDFORD - FY 19-20 EQUIPMENT REPLACEMENT SUMMARY

ITEM: Public Safety MDC Replacement DEPARTMENT: Support Services DIVISION: Information Systems

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
The current inventory of mobile data computers (MDCs) for Public Safety were purchased during FY 13-14 and will exceed life expectancy during FY 19-20. There has been a decrease in the functionality of the current inventory, resulting in laptops being out of service, oftentimes without a back-up replacement. Replacing and increasing the inventory will ensure each emergency response vehicle is assigned an MDC, with additional devices for back-up.

| | |
|---|---|
| REPLACEMENT COST: | $ 200,000 |
| FUNDING SOURCE: | General Fund |
| UNIT #: | |
| AGE (YEARS): | 6 |
| 2-YR MAINTENANCE COST: | $ |
| DISPOSITION: | Auction |

ITEM: Rifle Replacement DEPARTMENT: Police DIVISION: Patrol

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
Purchase 76 replacement Department-issued rifles and related accessories for approximately $1,130/weapon. Rifles will be purchased over the next three fiscal years to minimize budgetary impact. The current weapon inventory was purchased over 15 years ago. Current service weapons have a trade-in value of approximately $400/weapon, which will be applied against the purchase cost.

| | |
|---|---|
| REPLACEMENT COST: | $ 23,000 |
| FUNDING SOURCE: | General Fund |
| UNIT #: | |
| AGE (YEARS): | 15 |
| 2-YR MAINTENANCE COST: | $ |
| DISPOSITION: | Trade-in |

ITEM: Less Lethal Shotgun Replacement DEPARTMENT: Police DIVISION: Patrol

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
Purchase 15 replacement Department-issued less lethal shotguns and related accessories for approximately $500/weapon. The current less lethal shotgun inventory was purchased over 20 years ago. Purchasing 15 replacement less lethal shotguns will allow for a weapon to be assigned to each of the seven front line vehicles and provide a back-up inventory.

| | |
|---|---|
| REPLACEMENT COST: | $ 8,000 |
| FUNDING SOURCE: | General Fund |
| UNIT #: | |
| AGE (YEARS): | 20 |
| 2-YR MAINTENANCE COST: | $ |
| DISPOSITION: | Trade-in |

ITEM: Shotgun Replacement DEPARTMENT: Police DIVISION: Patrol

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
Purchase 15 replacement Department-issued shotguns and related accessories for approximately $450/weapon. The current less lethal shotgun inventory was purchased over 20 years ago. Purchasing 15 replacement shotguns will allow for a weapon to be assigned to each of the seven front line vehicles and provide a back-up inventory.

| | |
|---|---|
| REPLACEMENT COST: | $ 7,000 |
| FUNDING SOURCE: | General Fund |
| UNIT #: | |
| AGE (YEARS): | 20 |
| 2-YR MAINTENANCE COST: | $ |
| DISPOSITION: | Trade-in |

# CITY OF BEDFORD - FY 19-20 EQUIPMENT REPLACEMENT SUMMARY

ITEM: AED Replacement at City Facilities DEPARTMENT: Fire DIVISION: Emergency Operations

☐ Core Service ☐ Council Goal/Priority ☒ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
The City owns and operates 21 Automatic External Defibrillators (AEDs) located in various facilities and City vehicles. These units are aging, with several in need of replacement. Some units are no longer serviceable and will be rendered unusable soon. The replacement plan includes replacing six units per year over a four-year period. The annual expenditure will be $13,800.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 13,800 |
| FUNDING SOURCE: | | General Fund |
| UNIT #: | | |
| AGE (YEARS): | | 14 |
| 2-YR MAINTENANCE COST: | $ | 250 |
| DISPOSITION: | | Auction or Trade |

ITEM: Rescue Tools DEPARTMENT: Fire DIVISION: Emergency Operations

☒ Core Service ☐ Council Goal/Priority ☒ Emerging Safety Need ☐ Regulation or Mandate
☒ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
Rescue Tools (sometimes called "Jaws of Life") are used to pry, push, pull or cut metal for rescuing trapped victims. These tools are most commonly used for extrications after a vehicle crash. However, rescue tools are occasionally used for other purposes, such as building collapse rescue.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 40,000 |
| FUNDING SOURCE: | | General Fund |
| UNIT #: | | |
| AGE (YEARS): | | 11 |
| 2-YR MAINTENANCE COST: | $ | 1,000 |
| DISPOSITION: | | Auction or Trade |

ITEM: Compressor for SCBA DEPARTMENT: Fire DIVISION: Emergency Operations

☒ Core Service ☐ Council Goal/Priority ☒ Emerging Safety Need ☒ Regulation or Mandate
☒ Resident/Customer Expectation ☒ National Standard/Best Practice

REPLACEMENT NEED:
The Self-Contained Breathing Apparatus (SCBA) air compressor is a high capacity, fixed compressor unit that provides breathing air to firefighters by filling the individual SCBA cylinders worn into structure fires. The expected life span of this unit is 20 years. The current compressor is over 30 years old.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 50,000 |
| FUNDING SOURCE: | | General Fund |
| UNIT #: | | |
| AGE (YEARS): | | 32 |
| 2-YR MAINTENANCE COST: | $ | 2,000 |
| DISPOSITION: | | Auction or Trade |

ITEM: Glance Preempt & Priority FMU DEPARTMENT: Public Works DIVISION: Streets

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☒ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
This request is for new field monitoring units (FMU) for the traffic signal boxes. The FMUs will replace the current system that utilizes the radio system for traffic synchronization that was installed in 2011. The system functioned without incident for approximately six years, but the radio system equipment installed on the water towers and at the Service Center is now outdated and is no longer functioning as designed. This equipment will allow traffic signals to connect using cellular signal.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 229,800 |
| FUNDING SOURCE: | | SIEDC |
| UNIT #: | | |
| AGE (YEARS): | | |
| 2-YR MAINTENANCE COST: | $ | |
| DISPOSITION: | | N/A |

# CITY OF BEDFORD - FY 19-20 EQUIPMENT REPLACEMENT SUMMARY

ITEM: Tandem Dump Truck DEPARTMENT: Public Works DIVISION: Streets

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
The dump truck is used to haul the equipment trailer, transport asphalt, fill material and spoils for various infrastructure repair projects. There are a limited number of drivers that are able to drive the current tandem dump truck due to Department of Motor Vehicle regulations for manual transmission vehicles, causing it to be mainly unusable. The existing truck has maintenance issues due to recurring transmission problems.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 150,000 |
| FUNDING SOURCE: | | SIEDC |
| UNIT #: | | 140 |
| AGE (YEARS): | | 20 |
| 2-YR MAINTENANCE COST: | $ | 7 |
| DISPOSITION: | | Auction |

ITEM: Sanders DEPARTMENT: Public Works DIVISION: Streets

☒ Core Service ☐ Council Goal/Priority ☒ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
The City currently has two sanders that are used to sand roadways for ice/snow events and for accidental spills in the roadway. The current sanders are mounted into the dump bed and require the unit to be lifted into the back with a front end loader. The requested model mounts to the tailgate and can be mounted on an as-needed basis. The new models also have a higher sand capacity, reducing the number of trips back to the service center for refilling when sanding roadways.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 15,000 |
| FUNDING SOURCE: | | SIEDC |
| UNIT #: | | |
| AGE (YEARS): | | |
| 2-YR MAINTENANCE COST: | $ | |
| DISPOSITION: | | Auction |

ITEM: Tandem Dump Truck DEPARTMENT: Public Works DIVISION: Water Distribution

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
The dump trucks are used to transport materials to and from the job sites. Because of the age of unit 204, replacement parts are hard to find in order to make repairs. The speedometer is not functioning and will require a retrofit with an after market part since a replacement instrument cluster is no longer available. The gas gauge had to be retrofitted when it stopped working.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 150,000 |
| FUNDING SOURCE: | | Water Vehicle Replacement |
| UNIT #: | | 204 |
| AGE (YEARS): | | 14 |
| 2-YR MAINTENANCE COST: | $ | 140 |
| DISPOSITION: | | Auction |

ITEM: Wachs Single Turner Valve Maintenance Skid DEPARTMENT: Public Works DIVISION: Water Distribution

☒ Core Service ☐ Council Goal/Priority ☐ Emerging Safety Need ☐ Regulation or Mandate
☐ Resident/Customer Expectation ☐ National Standard/Best Practice

REPLACEMENT NEED:
The valve machine is used to complete routine maintenance of the water valves, per industry standards. The requested unit will replace the equipment that was purchased in 2008 and was mounted onto a one ton truck. The requested unit would be mounted on an F550 that is included in the Year 3 Enterprise program. The current equipment is at the end of life and routinely breaks down.

| | | |
|---|---|---|
| REPLACEMENT COST: | $ | 74,000 |
| FUNDING SOURCE: | | Water Vehicle Replacement |
| UNIT #: | | 842 |
| AGE (YEARS): | | 11 |
| 2-YR MAINTENANCE COST: | $ | |
| DISPOSITION: | | Auction |

**CITY OF BEDFORD**
**MAJOR FACILITY MAINTENANCE**
**FY 2019-2020**

**Funding Sources:**

| | | |
|---|---|---|
| **(1) General Obligation Bonds** | **(4) Street Improvement E.D.C.** | **(10) PPF Contractual Obligation** |
| **(2) Certificates of Obligation** | **(5) Water & Sewer Utility Repair Fund** | **(11) Cash** |
| **(3) Revenue Bonds** | **(6) Equipment Replacement Fund** | **(TBD) To Be Determined** |

| PROJECT | TOTAL EST. COST | CURRENTLY FUNDED | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|---|---|
| **GENERAL GOVERNMENT** | | | | | | | | | |
| IT Infrastructure at Former Library | **17,000** | **No** | 17,000 | | | | | | TBD |
| Ramps and Sidewalk on L Don Dodson | **10,000** | **Yes** | 10,000 | | | | | | 11 |
| HVAC Replacement - Former Library | **69,900** | **No** | 69,900 | | | | | | TBD |
| LED Lighting Project | **TBD** | **No** | | | TBD | | | | TBD |
| Replacement of City Hall Generator & Electrical Work | **400,000** | **No** | | | 400,000 | | | | TBD |
| HVAC Replacement City Hall A & B | **64,500** | **No** | | | 64,500 | | | | TBD |
| City Hall A Roof Replacement | **146,500** | **No** | | | 146,500 | | | | TBD |
| City Hall B Roof Reeplacement | **89,900** | **No** | | | 89,900 | | | | TBD |
| Old Library Roof Replacement | **163,250** | **No** | | | 163,250 | | | | TBD |
| **POLICE** | | | | | | | | | |
| Law Enforcement Center Roof Replacement | **1,000,000** | **No** | | | 1,000,000 | | | | TBD |
| Animal Control Roof Replacement | **37,225** | **No** | | | 37,225 | | | | TBD |
| Perimeter Fence & Gate | **235,000** | **No** | | | 235,000 | | | | TBD |
| Protective Awning for Police Department Vehicles | **60,000** | **No** | | | 60,000 | | | | TBD |
| Camera System | **77,000** | **No** | | | 77,000 | | | | TBD |
| Electronic Monument Sign | **20,000** | **No** | | | 20,000 | | | | TBD |
| Paint Law Enforcement Center Building | **8,000** | **No** | | | 8,000 | | | | TBD |
| **FIRE** | | | | | | | | | |
| Carpet Replacement - All Stations | **29,000** | **Yes** | 5,000 | 6,000 | 8,000 | 10,000 | | | 11 |
| Painting - All Stations | **20,000** | **Yes** | | 10,000 | 5,000 | 5,000 | | | 11 |
| HVAC Replacement - Fire Station 1 | **72,600** | **No** | | 72,600 | | | | | TBD |
| Station 3 Drive Improvements | **55,000** | **No** | | 55,000 | | | | | TBD |
| Security Camera System | **60,000** | **No** | | | 20,000 | 20,000 | 20,000 | | TBD |
| 8' Concrete Screening Wall Station 1 | **300,000** | **No** | | | | 300,000 | | | TBD |
| 8' Concrete Screening Wall Station 2 | **75,000** | **No** | | | | 75,000 | | | TBD |
| 8' Concrete Screening Wall Station 3 | **100,000** | **No** | | | | 100,000 | | | TBD |
| **PUBLIC WORKS** | | | | | | | | | |
| Service Center Bathroom Rehabilitation | **125,000** | **Yes** | 125,000 | | | | | | 11 |
| Service Center Flooring Replacement | **20,000** | **Yes** | 20,000 | | | | | | 11 |
| HVAC Replacement Service Center | **51,900** | **Yes** | 51,900 | | | | | | 11 |
| Service Center Bay Doors Replacement | **24,000** | **No** | | 24,000 | | | | | TBD |
| Fleet Floor Resurfacing | **100,000** | **No** | | 100,000 | | | | | TBD |
| Flooring Replacement in Fleet shop offices | **8,000** | **No** | | 8,000 | | | | | TBD |
| Front Entrance ADA Compliant | **TBD** | **No** | | TBD | | | | | TBD |
| LED lighting in Fleet shop | **TBD** | **No** | | | TBD | | | | TBD |
| Service Center front door automatic opener | **TBD** | **No** | | | TBD | | | | TBD |
| Service Center Mud/Water Sand Trap Separator | **190,000** | **No** | | | 190,000 | | | | TBD |
| HVAC System for Garage | **80,000** | **No** | | | 80,000 | | | | TBD |
| **COMMUNITY SERVICES** | | | | | | | | | |
| Library Teen Room Carpet Replacement | **11,000** | **Yes** | | 11,000 | | | | | 11 |
| Library Red & Light Green Carpet Replacement | **13,500** | **Yes** | | 13,500 | | | | | 11 |
| Automated Sprinkler System | **100,000** | **No** | | | 50,000 | 50,000 | | | TBD |
| Library Carpet Replacement | **45,000** | **No** | | | | | 45,000 | | TBD |
| **TOTALS** | **$3,833,275** | | **$298,800** | **$300,100** | **$2,654,375** | **$560,000** | **$65,000** | **$0** | |

# CITY OF BEDFORD - FY 19-20 MAINTENANCE SUMMARY

PROJECT: Carpet Replacement - All Stations

DEPARTMENT: Support Services DIVISION: Facilities Maintenance

MAINTENANCE NEED:
Replace all carpet throughout the Fire Stations with vinyl flooring over the next three fiscal years. The carpets are very worn, stained and in need of replacement. Vinyl floor is more durable, lasts longer, and more sanitary than carpet. By replacing the carpet with vinyl flooring it will allow the floors to be disinfected on a regular basis, reducing the health risk to Firefighters.

| | | |
|---|---|---|
| PROJECT COST: | $ | 29,000 |
| FUNDING SOURCE: | | General Fund |
| LOCATION: | | Fire Stations 1, 2, & 3 |

PROJECT: Painting - All Stations

DEPARTMENT: Support Services DIVISION: Facilities Maintenance

MAINTENANCE NEED:
Repaint the exterior of Station 1, 2, and 3 over the next three fiscal years. This will include replacement of any rotted wood, handrails, and re-stripping of the parking lot.

| | | |
|---|---|---|
| PROJECT COST: | $ | 20,000 |
| FUNDING SOURCE: | | General Fund |
| LOCATION: | | Fire Stations 1, 2 & 3 |

PROJECT: HVAC Replacement - Fire Station 1

DEPARTMENT: Support Services DIVISION: Facilities Maintenance

MAINTENANCE NEED:
Replacement of all HVAC units at Fire Station 1. These units are inefficient, costly to maintain, and at end of life.

| | | |
|---|---|---|
| PROJECT COST: | $ | 72,600 |
| FUNDING SOURCE: | | General Fund |
| LOCATION: | | Fire Station 1 |

PROJECT: Station 3 Drive Improvements

DEPARTMENT: Fire DIVISION: Emergency Operations

MAINTENANCE NEED:
Fire Station 3 was not designed with a pull-through driveway. Instead, vehicles must back into the station. The driveway/apparatus approach was originally constructed with an inadequate length to accommodate fire apparatus turning and backing into the station. This has led to difficulties in maneuvering apparatus. Extending the length of the drive will reduce the risk of future accidents when maneuvering apparatus into and around the fire station.

| | | |
|---|---|---|
| PROJECT COST: | $ | 55,000 |
| FUNDING SOURCE: | | General Fund |
| LOCATION: | | Fire Station 3 |

# CITY OF BEDFORD - FY 19-20 MAINTENANCE SUMMARY

PROJECT: Flooring Replacement in Fleet Shop Offices

DEPARTMENT: Public Works

DIVISION: Engineering Services

MAINTENANCE NEED:
The flooring in the fleet shop offices is very worn and in need of replacement. This would include the mechanics' office, parts room, break room and the Fleet Supervisor's office. The tile in the parts room, break room and the carpet in the Fleet Supervisors office were installed when the building was constructed in 1990. There are lifting or missing vinyl tiles in the mechanics' office and break room. Some areas of the carpet in the Supervisor's office are worn through.

PROJECT COST: $ 8,000

FUNDING SOURCE: General Fund

LOCATION: Public Works Service Center

PROJECT: Library Teen Room Carpet Replacement

DEPARTMENT: Community Services

DIVISION: Library

MAINTENANCE NEED:
The carpet in the Teen Room is fraying and worn due to high traffic in the room. The lighter portions of the carpet have stains that cannot be removed. Since 2011, the Library has had 1.5 million visitors.

PROJECT COST: $ 11,000

FUNDING SOURCE: Library Maintenance Fund

LOCATION: Library

PROJECT: Library Red & Light Green Carpet Replacement

DEPARTMENT: Community Services

DIVISION: Library

MAINTENANCE NEED:
The red carpet located between the Information Desk and Teen Room is stained due to high traffic. The light green carpet located by the new adult fiction and children books is also stained due to high traffic. Since 2011, the Library has had 1.5 million visitors.

PROJECT COST: $ 13,500

FUNDING SOURCE: Library Maintenance Fund

LOCATION: Library

PROJECT:

DEPARTMENT:

DIVISION:

MAINTENANCE NEED:

PROJECT COST: $

FUNDING SOURCE:

LOCATION:

# SUPPLEMENTAL INFORMATION

**CITY OF BEDFORD, TEXAS**

**PRINCIPAL TAXPAYERS**
**October 1, 2019**

| Name of Taxpayer | Nature of Property or Product | | 2019 Taxable Assessed Valuation | % of Total Taxable Assessed Valuation |
|---|---|---|---|---|
| CMF 15 Portfolio LLC | Multi-Family | $ | 118,300,000 | 2.53% |
| SOF Woods of Bedford Owners LP | Multi-Family | $ | 58,350,000 | 1.25% |
| Bedford Medical Properties LLC | Commercial | $ | 53,332,174 | 1.14% |
| S2 Oak Creek LLC | Multi-Family | $ | 47,000,000 | 1.00% |
| Logan AL LP THE | Multi-Family | $ | 46,470,000 | 0.99% |
| Point Loma Woods Dallas LLC | Multi-Family | $ | 30,350,000 | 0.65% |
| Allmark Central Park LP | Multi-Family | $ | 28,000,000 | 0.60% |
| SW Verity/Verity Mid Cities Co | Commercial | $ | 27,593,569 | 0.59% |
| Stanton Road Capital LLC | Commercial | $ | 25,500,000 | 0.55% |
| Wal-Mart Real Estate Businesss Trust | Commercial | $ | 23,321,586 | 0.50% |
| | TOTAL | $ | 458,217,329 | 9.80% |

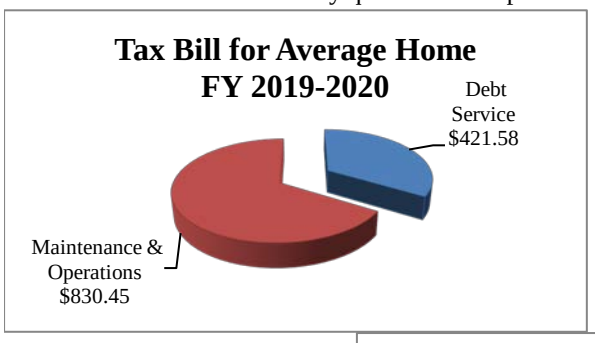
## TAX RATE EXEMPTION COMPARISON

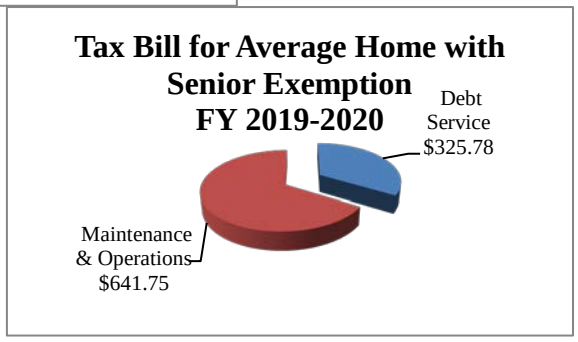
| City | Current Tax Rate | Homestead Exemption | Senior Citizen Exemption | Tax Ceiling for Over 65 |
|---|---|---|---|---|
| Bedford | 0.569000 | N/A | $50,000 | Yes |
| Colleyville | 0.306807 | N/A | $65,000 | Yes |
| Euless | 0.462500 | 20% | $35,000 | Yes |
| Grapevine | 0.284271 | 20% | $60,000 | No |
| Haltom City | 0.665760 | 10% | $50,000 | Yes |
| Hurst | 0.597299 | 20% | $35,000 | Yes |
| Keller | 0.399900 | 12% | $40,000 | Yes |
| N. Richland Hills | 0.572000 | 15% | $36,000 | Yes |

## AVERAGE TAX RATE IMPACT

| | | FY 18-19* | FY 19-20* |
|---|---|---|---|
| **Tax Rate** | | 0.561862 | 0.569000 |
| | **Average Home Value =** | $203,194 | $220,040 |
| | **Annual Tax Bill:** | **$1,141.67** | **$1,252.03** |
| | **Monthly:** | **$95.14** | **$104.34** |
| | **Average Home Value =** | $203,194 | $220,040 |
| | Less: Over 65 Exemption: | *$50,000* | *$50,000* |
| | Net Taxable Value: | $153,194 | $170,040 |
| | **Annual Tax Bill**:** | **$860.74** | **$967.53** |
| | **Monthly:** | **$71.73** | **$80.63** |

* Average Home Value as provided by Tarrant Appraisal District as of July each year.
** Annual Tax Bill for a newly qualified exemption.



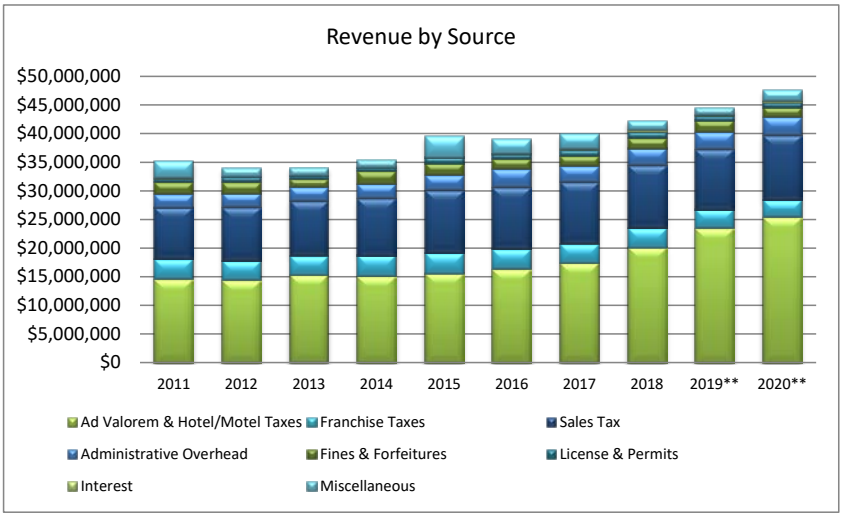



**CITY OF BEDFORD, TEXAS**

**GENERAL GOVERNMENTAL REVENUES BY SOURCE***
**LAST TEN FISCAL YEARS**

| Fiscal Year | Ad Valorem and Hotel/Motel Taxes | Franchise Taxes | Sales Taxes | Administrative Overhead/ Payment in Lieu of Taxes | Fines and Forfeitures | License and Permits | Charges for Services | Interest | Misc. | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| **2011** | $ 14,632,162 | $ 3,405,709 | $ 9,060,295 | $ 2,336,631 | $ 2,109,088 | $ 521,463 | $ 2,817,269 | $ 131,541 | $ 2,961,525 | $ 37,975,684 |
| **2012** | $ 14,459,000 | $ 3,325,940 | $ 9,363,047 | $ 2,376,664 | $ 2,030,413 | $ 863,708 | $ 2,822,239 | $ 26,459 | $ 1,473,154 | $ 36,740,624 |
| **2013** | $ 15,238,011 | $ 3,338,307 | $ 9,629,427 | $ 2,414,451 | $ 1,502,737 | $ 456,761 | $ 3,097,437 | $ 33,521 | $ 1,329,382 | $ 37,040,034 |
| **2014** | $ 15,137,394 | $ 3,584,311 | $ 9,985,659 | $ 2,506,603 | $ 2,220,906 | $ 628,484 | $ 3,177,429 | $ 43,393 | $ 1,187,186 | $ 38,471,365 |
| **2015** | $ 15,570,671 | $ 3,555,243 | $ 11,048,749 | $ 2,564,789 | $ 2,066,120 | $ 1,008,258 | $ 2,718,279 | $ 25,186 | $ 3,670,679 | $ 42,227,974 |
| **2016** | $ 16,404,629 | $ 3,432,958 | $ 10,787,539 | $ 3,144,637 | $ 1,761,919 | $ 826,671 | $ 3,730,594 | $ 65,576 | $ 2,563,744 | $ 42,718,268 |
| **2017** | $ 17,345,018 | $ 3,331,498 | $ 10,905,398 | $ 2,826,384 | $ 1,722,893 | $ 982,052 | $ 3,323,223 | $ 157,843 | $ 2,631,447 | $ 43,225,756 |
| **2018** | $ 20,098,607 | $ 3,432,589 | $ 10,936,716 | $ 2,960,634 | $ 1,802,258 | $ 1,004,797 | $ 3,651,650 | $ 362,675 | $ 1,594,837 | $ 45,844,763 |
| **2019**** | $ 23,460,759 | $ 3,283,000 | $ 10,605,000 | $ 2,981,218 | $ 1,935,500 | $ 818,750 | $ 3,437,550 | $ 175,350 | $ 1,265,367 | $ 47,962,494 |
| **2020**** | $ 25,476,208 | $ 2,891,000 | $ 11,405,000 | $ 3,153,177 | $ 1,642,500 | $ 843,750 | $ 3,276,350 | $ 291,300 | $ 1,894,437 | $ 50,873,722 |

** Budgeted figures

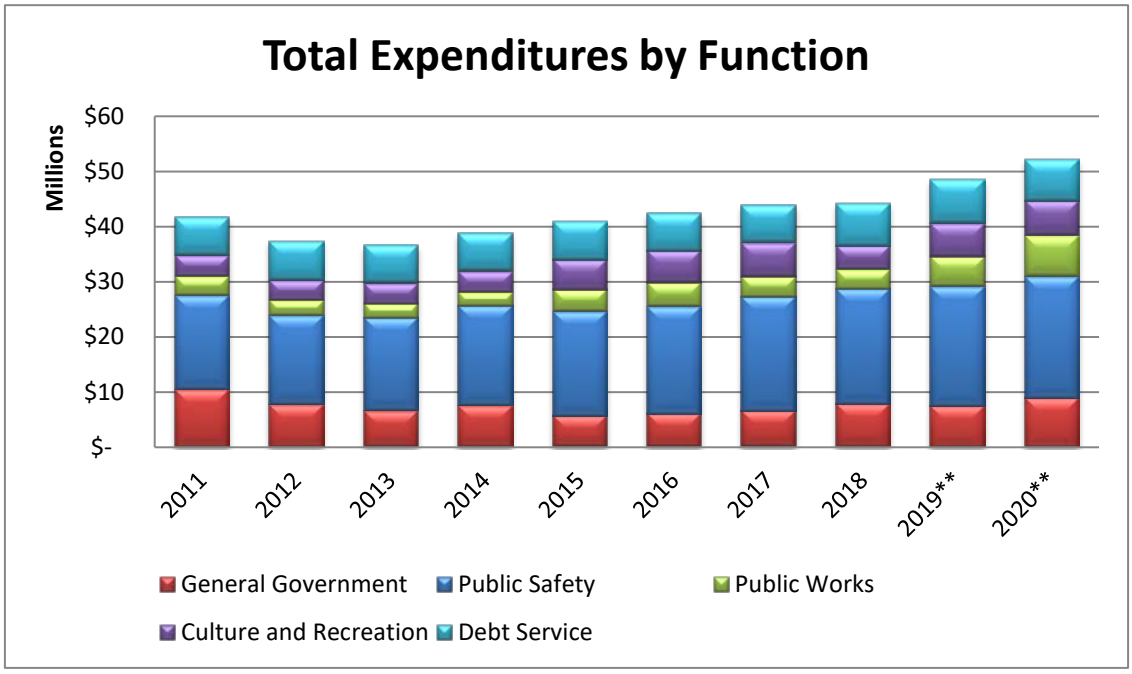


**CITY OF BEDFORD, TEXAS**

**GENERAL GOVERNMENTAL EXPENDITURES BY FUNCTION***
**LAST TEN FISCAL YEARS**

| Fiscal Year | General Government | Public Safety (Includes Animal Control) | Public Works | Culture and Recreation | Debt Service | Total |
|---|---|---|---|---|---|---|
| **2011** | $ 10,594,218 | $ 16,986,248 | $ 3,497,327 | $ 3,782,933 | $ 6,875,090 | $ 41,735,816 |
| **2012** | $ 7,850,777 | $ 16,126,751 | $ 2,708,419 | $ 3,661,546 | $ 7,107,736 | $ 37,455,229 |
| **2013** | $ 6,771,732 | $ 16,797,850 | $ 2,457,948 | $ 3,751,588 | $ 6,829,321 | $ 36,608,439 |
| **2014** | $ 7,656,696 | $ 18,051,735 | $ 2,452,901 | $ 3,804,071 | $ 6,827,376 | $ 38,792,779 |
| **2015** | $ 5,703,755 | $ 19,005,141 | $ 3,853,322 | $ 5,472,213 | $ 7,034,166 | $ 41,068,597 |
| **2016** | $ 6,175,874 | $ 19,444,030 | $ 4,226,643 | $ 5,828,460 | $ 6,719,439 | $ 42,394,446 |
| **2017** | $ 6,628,029 | $ 20,726,529 | $ 3,605,118 | $ 6,236,306 | $ 6,624,785 | $ 43,820,767 |
| **2018** | $ 7,971,042 | $ 20,807,195 | $ 3,536,910 | $ 4,251,447 | $ 7,718,110 | $ 44,284,704 |
| **2019**** | $ 7,622,902 | $ 21,616,777 | $ 5,320,366 | $ 6,079,002 | $ 7,857,570 | $ 48,496,617 |
| **2020**** | $ 8,976,160 | $ 22,100,553 | $ 7,446,270 | $ 6,198,248 | $ 7,521,742 | $ 52,242,973 |

* Includes the General, Tourism, Debt Service and Special Revenue Funds
** Budgeted figures

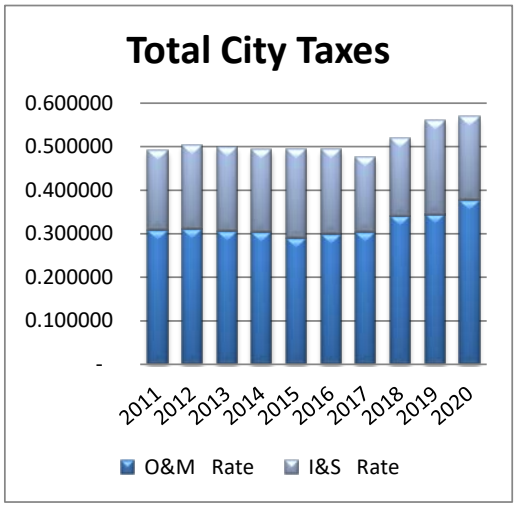


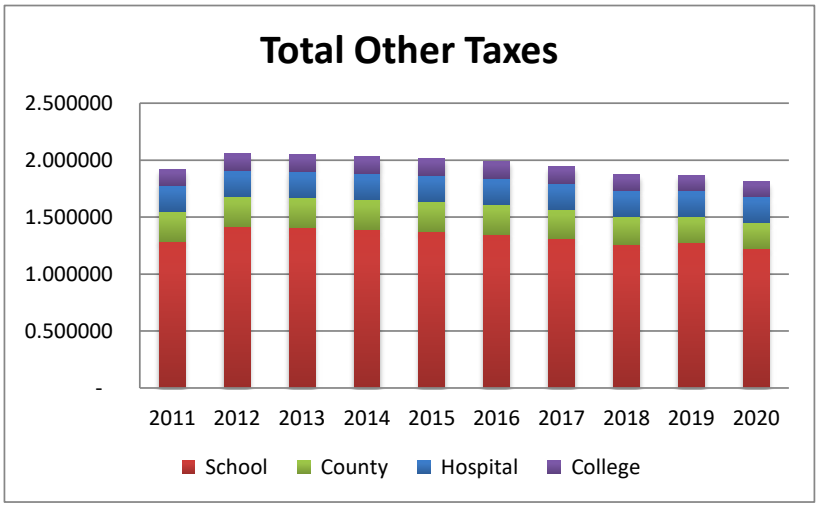
**CITY OF BEDFORD, TEXAS**

**PROPERTY TAX RATES**
**ALL DIRECT AND OVERLAPPING GOVERNMENTS**
**LAST TEN FISCAL YEARS**

**TAX RATES (Per $100 of Assessed Valuation)**

| | CITY | | | OTHER | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Fiscal Year** | **O&M Rate** | **I&S Rate** | **Total City** | **School** | **County** | **Hospital** | **College** | **Total Other** | **Total Tax Rate** |
| **2011** | 0.309075 | 0.182534 | 0.491609 | 1.288189 | 0.264000 | 0.227897 | 0.137670 | 1.917756 | 2.409365 |
| **2012** | 0.311257 | 0.193072 | 0.504329 | 1.414000 | 0.264000 | 0.227897 | 0.148970 | 2.054867 | 2.559196 |
| **2013** | 0.306043 | 0.193072 | 0.499115 | 1.407500 | 0.264000 | 0.227897 | 0.148970 | 2.048367 | 2.547482 |
| **2014** | 0.303214 | 0.191616 | 0.494830 | 1.387500 | 0.264000 | 0.227897 | 0.149500 | 2.028897 | 2.523727 |
| **2015** | 0.289907 | 0.204923 | 0.494830 | 1.375000 | 0.264000 | 0.227897 | 0.149500 | 2.016397 | 2.511227 |
| **2016** | 0.299332 | 0.195498 | 0.494830 | 1.350000 | 0.264000 | 0.227897 | 0.149500 | 1.991397 | 2.486227 |
| **2017** | 0.303747 | 0.172762 | 0.476509 | 1.316000 | 0.254000 | 0.227897 | 0.144730 | 1.942627 | 2.419136 |
| **2018** | 0.340560 | 0.179440 | 0.520000 | 1.263000 | 0.244000 | 0.224429 | 0.140060 | 1.871489 | 2.391489 |
| **2019** | 0.344135 | 0.217727 | 0.561862 | 1.273000 | 0.234000 | 0.224429 | 0.136070 | 1.867499 | 2.429361 |
| **2020** | 0.377409 | 0.191591 | 0.569000 | 1.220000 | 0.234000 | 0.224429 | 0.130170 | 1.808599 | 2.377599 |



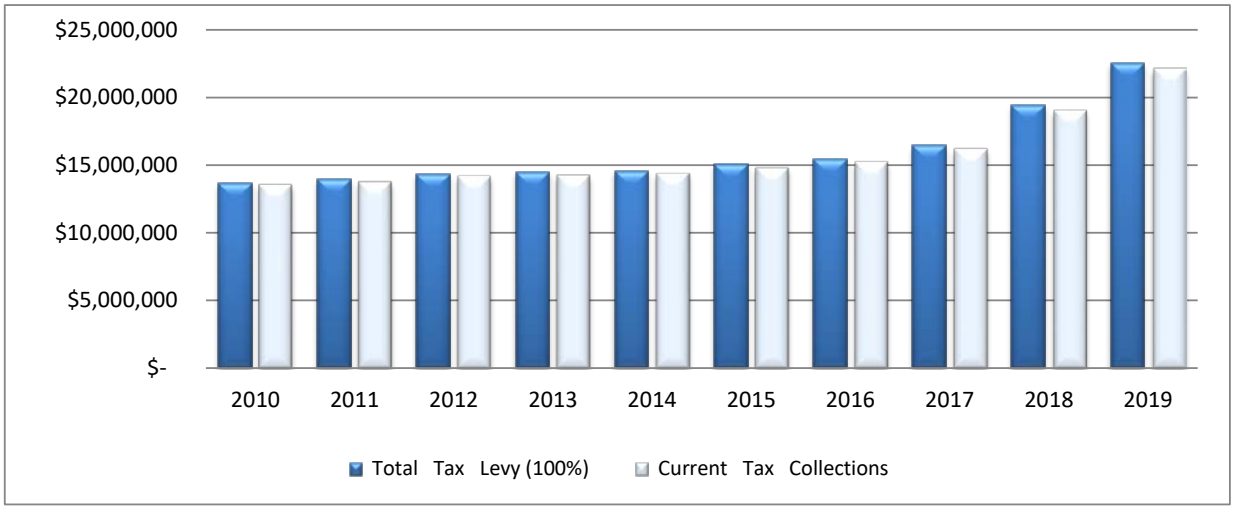



**CITY OF BEDFORD, TEXAS**

**PROPERTY TAX LEVIES AND COLLECTIONS**
**LAST TEN FISCAL YEARS**

| Fiscal Year | Total Tax Levy (100%) | Current Tax Collections | Percent of Levy Collected | Delinquent Tax Collections | Total Tax Collections | Total Collection as Percent of Current Levy | Outstanding Delinquent Taxes | Outstanding Delinquent Taxes as Percent of Current Levy |
|---|---|---|---|---|---|---|---|---|
| **2010** | $ 13,680,917 | $ 13,566,375 | 99.16% | $ 55,547 | $ 13,621,922 | 99.57% | $ 58,996 | 0.43% |
| **2011** | $ 13,949,644 | $ 13,799,107 | 98.92% | $ 93,625 | $ 13,892,731 | 99.59% | $ 56,913 | 0.41% |
| **2012** | $ 14,327,207 | $ 14,201,336 | 99.12% | $ 85,342 | $ 14,286,678 | 99.72% | $ 40,529 | 0.28% |
| **2013** | $ 14,510,575 | $ 14,263,591 | 98.30% | $ 75,004 | $ 14,338,595 | 98.81% | $ 171,980 | 1.19% |
| **2014** | $ 14,587,772 | $ 14,414,559 | 98.81% | $ 13,973 | $ 14,428,532 | 98.91% | $ 159,240 | 1.09% |
| **2015** | $ 15,100,740 | $ 14,817,460 | 98.12% | $ 32,987 | $ 14,850,448 | 98.34% | $ 250,292 | 1.66% |
| **2016** | $ 15,427,085 | $ 15,244,866 | 98.82% | $ 1,687 | $ 15,246,553 | 98.83% | $ 180,532 | 1.17% |
| **2017** | $ 16,446,028 | $ 16,194,415 | 98.47% | $ 43,345 | $ 16,237,760 | 98.73% | $ 208,268 | 1.27% |
| **2018** | $ 19,406,916 | $ 19,052,625 | 98.17% | $ 49,739 | $ 19,102,363 | 98.43% | $ 304,553 | 1.57% |
| **2019** | $ 22,532,737 | $ 22,117,645 | 98.16% | $ 69,655 | $ 22,187,300 | 98.47% | $ 345,437 | 1.53% |
| **2020*** | $ 24,446,208 | $ 24,381,208 | 99.73% | $ 65,000 | $ 24,446,208 | 100.00% | $ - | 0.00% |

* Budgeted figures



**CITY OF BEDFORD, TEXAS**

**RATIO OF NET GENERAL BONDED DEBT**
**TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA**
**LAST TEN FISCAL YEARS**

| Fiscal Year | Population (1) | Assessed Value | Gross Bonded Debt (2) | Less Debt Service Fund Balance | Less Debt Payable from Enterprise Revenues | Net Bonded Debt | Ratio of Net Bonded Debt to Assessed Value | Net Bonded Debt Per Capita |
|---|---|---|---|---|---|---|---|---|
| **2009** | 49,450 | $ 3,039,815,095 | $ 52,485,000 | $ 1,247,939 | $ 5,015,000 | $ 46,222,061 | 1.52 | $ 934.72 |
| **2010** | 49,700 | $ 2,998,877,699 | $ 47,520,000 | $ 1,240,869 | $ 6,490,000 | $ 39,789,131 | 1.33 | $ 800.59 |
| **2011** | 46,979 | $ 2,885,471,846 | $ 59,550,000 | $ 1,219,755 | $ 13,340,000 | $ 44,990,245 | 1.56 | $ 957.67 |
| **2012** | 46,979 | $ 2,897,391,489 | $ 61,170,000 | $ 1,561,169 | $ 14,960,000 | $ 44,648,831 | 1.54 | $ 950.40 |
| **2013** | 47,001 | $ 2,961,094,384 | $ 60,265,000 | $ 1,060,592 | $ 19,185,000 | $ 40,019,408 | 1.35 | $ 851.46 |
| **2014** | 48,566 | $ 3,006,179,994 | $ 54,320,000 | $ 1,128,797 | $ 18,275,000 | $ 34,916,203 | 1.16 | $ 718.94 |
| **2015** | 48,721 | $ 3,121,183,647 | $ 55,450,000 | $ 985,076 | $ 17,335,000 | $ 37,129,924 | 1.19 | $ 762.09 |
| **2016** | 49,054 | $ 3,192,632,438 | $ 48,805,000 | $ 936,908 | $ 16,380,000 | $ 31,488,092 | 0.99 | $ 641.91 |
| **2017** | 49,151 | $ 3,566,086,055 | $ 72,695,000 | $ 945,999 | $ 44,775,000 | $ 26,974,001 | 0.76 | $ 548.80 |
| **2018** | 49,234 | $ 3,939,845,851 | $ 65,300,000 | $ 936,820 | $ 43,120,000 | $ 21,243,180 | 0.54 | $ 431.47 |
| **2019** | 49,330 | $ 4,315,127,332 | $ 140,605,000 | $ 1,049,549 | $ 67,640,000 | $ 71,915,451 | 1.67 | $ 1,457.84 |
| **2020*** | 49,526 | $ 4,677,996,218 | $ 150,335,000 | $ 1,085,553 | $ 69,435,000 | $ 79,814,447 | 1.71 | $ 1,611.57 |

* Budgeted figures

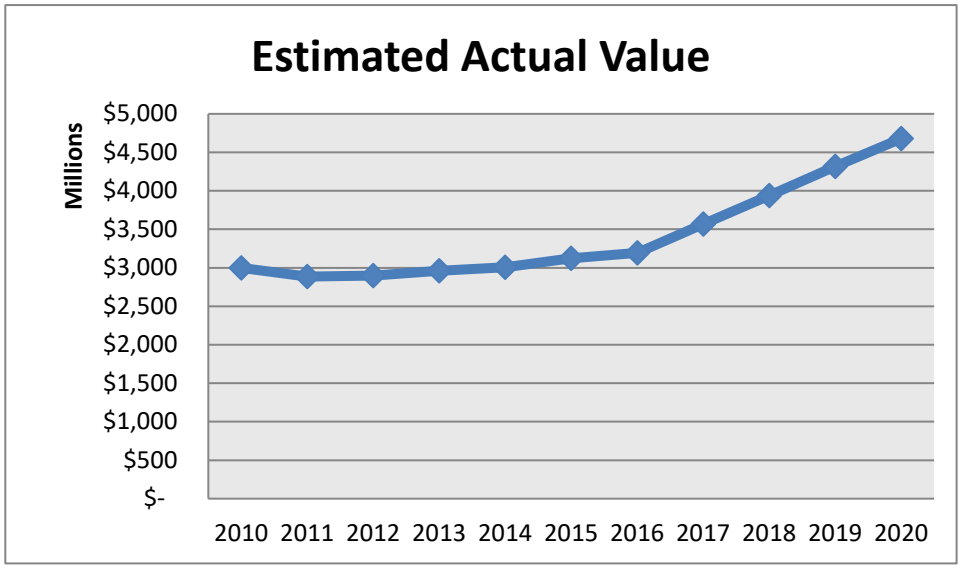
(1) Source: Population Estimate NCTCOG

(2) General Obligation bonded debt includes both general obligation bonds and certificates of obligation as reported in the General Long-Term Debt Account Group and the Enterprise Funds.

**CITY OF BEDFORD, TEXAS**

**ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY LAST TEN FISCAL YEARS**

| Tax Year | Fiscal Year Ending | Assessed Value | Estimated Actual Value | Assessed Value as a % of Actual Value |
|---|---|---|---|---|
| **2009** | **2010** | $ 2,998,877,699 | $ 2,998,877,699 | 100% |
| **2010** | **2011** | $ 2,885,471,846 | $ 2,885,471,846 | 100% |
| **2011** | **2012** | $ 2,897,391,489 | $ 2,897,391,489 | 100% |
| **2012** | **2013** | $ 2,961,094,384 | $ 2,961,094,384 | 100% |
| **2013** | **2014** | $ 3,006,179,994 | $ 3,006,179,994 | 100% |
| **2014** | **2015** | $ 3,121,183,647 | $ 3,121,183,647 | 100% |
| **2015** | **2016** | $ 3,192,632,483 | $ 3,192,632,483 | 100% |
| **2016** | **2017** | $ 3,566,086,055 | $ 3,566,086,055 | 100% |
| **2017** | **2018** | $ 3,939,845,851 | $ 3,939,845,851 | 100% |
| **2018** | **2019** | $ 4,315,127,332 | $ 4,315,127,332 | 100% |
| **2019** | **2020** | $ 4,677,996,218 | $ 4,677,996,218 | 100% |



**CITY OF BEDFORD, TEXAS**

**RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO TOTAL GENERAL EXPENDITURES LAST TEN FISCAL YEARS**

| Fiscal Year | Principal | Interest | Total Debt Service | Total General Government Expenditures | Ratio of Debt Service to Total General Expenditures |
|---|---|---|---|---|---|
| **2010** | $ 4,405,000 | $ 2,006,944 | $ 6,411,944 | $ 45,776,854 | 0.14 |
| **2011** | $ 4,610,000 | $ 2,126,431 | $ 6,736,431 | $ 41,735,816 | 0.16 |
| **2012** | $ 5,130,000 | $ 1,889,530 | $ 7,019,530 | $ 37,455,229 | 0.19 |
| **2013** | $ 5,035,000 | $ 1,654,680 | $ 6,689,680 | $ 36,608,439 | 0.18 |
| **2014** | $ 5,085,000 | $ 1,441,783 | $ 6,526,783 | $ 38,792,779 | 0.17 |
| **2015** | $ 5,690,000 | $ 1,328,856 | $ 7,018,856 | $ 41,068,597 | 0.17 |
| **2016** | $ 5,610,000 | $ 1,094,238 | $ 6,704,238 | $ 42,394,446 | 0.16 |
| **2017** | $ 5,740,000 | $ 872,468 | $ 6,612,468 | $ 43,820,767 | 0.15 |
| **2018** | $ 4,525,000 | $ 668,492 | $ 5,193,492 | $ 44,284,704 | 0.12 |
| **2019**** | $ 4,465,000 | $ 3,362,919 | $ 7,827,919 | $ 48,496,617 | 0.16 |
| **2020**** | $ 4,605,000 | $ 2,887,091 | $ 7,492,091 | $ 52,242,973 | 0.14 |

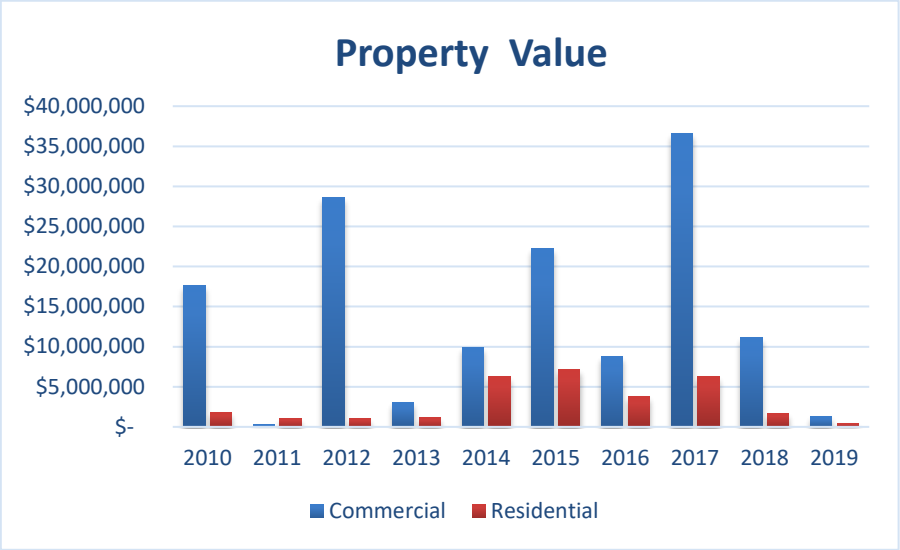
Excluding capital leases and general obligation bonds and certificates of obligation in the enterprise funds
** Budgeted Figures

**CITY OF BEDFORD, TEXAS**

**PROPERTY VALUE AND NEW CONSTRUCTION**
**LAST TEN FISCAL YEARS**

| | Commercial Construction | | | Residential Construction | | |
|---|---|---|---|---|---|---|
| **Fiscal Year** | **Number of Units** | | **Value** | **Number of Units** | | **Value** |
| **2010** | 8 | $ | 17,597,284 | 17 | $ | 1,760,580 |
| **2011** | 5 | $ | 236,000 | 5 | $ | 1,082,950 |
| **2012** | 11 | $ | 28,620,128 | 5 | $ | 1,043,705 |
| **2013** | 6 | $ | 2,990,800 | 6 | $ | 1,152,840 |
| **2014** | 7 | $ | 9,850,000 | 26 | $ | 6,233,570 |
| **2015** | 8 | $ | 22,199,000 | 31 | $ | 7,185,355 |
| **2016** | 8 | $ | 8,786,560 | 14 | $ | 3,727,905 |
| **2017** | 12 | $ | 36,645,418 | 27 | $ | 6,274,655 |
| **2018** | 2 | $ | 11,173,874 | 9 | $ | 1,691,850 |
| **2019** | 2 | $ | 1,250,000 | 3 | $ | 483,500 |

Source: City of Bedford Permit Records



# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **GENERAL GOVERNMENT** | | | | | |
| **City Manager** | | | | | |
| City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Assistant City Manager | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Strategic Services Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Grant Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Capital Projects Manager | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Intern | 0.48 | 0.48 | 0.48 | 0.48 | 0.00 |
| **Division Subtotal** | **6.48** | **6.48** | **7.48** | **7.48** | **0.00** |
| **City Secretary** | | | | | |
| City Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Assistant City Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Receptionist | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **3.00** | **3.00** | **3.00** | **3.00** | **0.00** |
| **Communications** | | | | | |
| Public Information Officer | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Communications Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| **Division Subtotal** | **0.00** | **0.00** | **0.00** | **2.00** | **2.00** |
| **DEPARTMENT TOTAL** | **9.48** | **9.48** | **10.48** | **12.48** | **2.00** |
| **SUPPORT SERVICES** | | | | | |
| **Information Systems** | | | | | |
| Information Technology Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| IT Support Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Senior IT Support Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **4.00** | **4.00** | **4.00** | **4.00** | **0.00** |
| **Human Resources** | | | | | |
| Director of Human Resources | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Coordinator - HR | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| HR Generalist | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| HR Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Benefits Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **4.00** | **4.00** | **4.00** | **4.00** | **0.00** |
| **Fleet Maintenance Services** | | | | | |
| Shop Foreman | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Master Mechanic | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Mechanic II | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Mechanic | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| **Division Subtotal** | **5.00** | **5.00** | **0.00** | **0.00** | **0.00** |
| **Facilities Maintenance** | | | | | |
| Facilities Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Facilities Maintenance Tech | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Custodian | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| **Division Subtotal** | **7.00** | **7.00** | **7.00** | **7.00** | **0.00** |
| **Risk Management** | | | | | |
| Facilities & Risk Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Risk Management Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **3.00** | **3.00** | **3.00** | **3.00** | **0.00** |
| **DEPARTMENT TOTAL** | **23.00** | **23.00** | **18.00** | **18.00** | **0.00** |

# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **DEVELOPMENT** | | | | | |
| **Economic Development** | | | | | |
| Director of Development | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Administrative Assistant Development | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Neighborhood Services Manager | 0.00 | 0.00 | 1.00 | 0.00 | (1.00) |
| Economic Development Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **2.00** | **2.00** | **2.00** | **2.00** | **0.00** |
| **Neighborhood Services** | | | | | |
| Neighborhood Services Manager | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Neighborhood Services Supervisor | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Neighborhood Services Officer | 0.00 | 0.00 | 0.00 | 4.00 | 4.00 |
| Neighborhood Services Technician | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| **Division Subtotal** | **0.00** | **0.00** | **0.00** | **7.00** | **7.00** |
| **Inspections** | | | | | |
| Building Official | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Building Inspector | 0.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Permit Technician | 0.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| **Division Subtotal** | **0.00** | **7.00** | **7.00** | **7.00** | **0.00** |
| **Planning & Zoning** | | | | | |
| Director of Development | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Planning Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Planning & Zoning Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Geographic Info Systems Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **4.00** | **4.00** | **4.00** | **3.00** | **(1.00)** |
| **DEPARTMENT TOTAL** | **6.00** | **13.00** | **13.00** | **19.00** | **6.00** |
| **ADMINISTRATIVE SERVICES** | | | | | |
| **Finance** | | | | | |
| Director of Finance | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Assistant Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Purchasing Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Finance Supervisor | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Financial Analyst | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| **Division Subtotal** | **3.00** | **3.00** | **3.00** | **4.00** | **1.00** |
| **Municipal Court** | | | | | |
| Municipal Court Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Lead Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Municipal Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Municipal Court Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Warrant Officer/Bailiff | 2.00 | 2.00 | 2.00 | 0.00 | (2.00) |
| **Division Subtotal** | **7.00** | **7.00** | **7.00** | **5.00** | **(2.00)** |
| **Teen Court** | | | | | |
| Teen Court Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Teen Court Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Teen Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **3.00** | **3.00** | **3.00** | **3.00** | **0.00** |
| **Accounting** | | | | | |
| Senior Accountant | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Accounting Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Accounting Technician | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| **Division Subtotal** | **2.50** | **2.50** | **3.50** | **3.50** | **0.00** |

# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **Customer Service** | | | | | |
| Customer Service Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Billing Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Customer Service Representative | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Customer Service Representative | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| **Division Subtotal** | **6.00** | **6.00** | **6.00** | **6.00** | **0.00** |
| **DEPARTMENT TOTAL** | **21.50** | **21.50** | **22.50** | **21.50** | **(1.00)** |
| **POLICE** | | | | | |
| **Police Administration** | | | | | |
| Police Chief | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Deputy Chief | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Police Support Services Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Sergeant | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Administrative Assistant PD Admin | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **5.00** | **5.00** | **5.00** | **6.00** | **1.00** |
| **Animal Control** | | | | | |
| Animal Control Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Animal Control Officer | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| **Division Subtotal** | **6.00** | **6.00** | **6.00** | **6.00** | **0.00** |
| **Community Services** | | | | | |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Sergeant | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Police Corporal | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crime Prevention Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crime Free Multi-Housing Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Assistant PSO | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| School Resource Officer | 2.00 | 2.00 | 3.00 | 3.00 | 0.00 |
| School Crossing Guard | 3.97 | 3.97 | 3.97 | 3.97 | 0.00 |
| **Division Subtotal** | **12.97** | **12.97** | **13.97** | **13.97** | **0.00** |
| **Criminal Investigations** | | | | | |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Sergeant-Detective | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Police Detective/Corporal | 8.00 | 8.00 | 8.00 | 8.00 | 0.00 |
| Investigator (rotational Patrol Officer) | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Narcotic Officer (rotational Patrol Officer) | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| NICU Investigator (rotational Patrol Officer) | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Crime Scene Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crime Scene Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crime Analyst | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Administrative Assistant PSO | 0.00 | 0.00 | 2.00 | 2.00 | 0.00 |
| **Division Subtotal** | **17.00** | **17.00** | **20.00** | **20.00** | **0.00** |
| **Code Compliance** | | | | | |
| Code Compliance Supervisor | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Code Compliance Officer | 4.00 | 4.00 | 4.00 | 0.00 | (4.00) |
| Code Compliance Tech | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| **Division Subtotal** | **6.00** | **6.00** | **6.00** | **0.00** | **(6.00)** |

# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **Patrol** | | | | | |
| Police Lieutenant | 3.00 | 3.00 | 3.00 | 4.00 | 1.00 |
| Police Sergeant | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Police Detective/Corporal | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Police Officer | 38.00 | 38.00 | 38.00 | 38.00 | 0.00 |
| Warrant Officer/Baliff | 0.00 | 0.00 | 0.00 | 2.00 | 2.00 |
| Public Service Officer | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Administrative Assistant Patrol | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **52.00** | **52.00** | **50.00** | **53.00** | **3.00** |
| **Traffic** | | | | | |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Police Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Commercial Vehicle Enforcement Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Patrol Officer | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| **Division Subtotal** | **9.00** | **9.00** | **9.00** | **8.00** | **(1.00)** |
| **Dispatch** | | | | | |
| Dispatch Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Lead Public Safety Dispatcher | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Public Safety Dispatcher | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Public Safety Dispatcher | 11.00 | 11.00 | 10.00 | 10.00 | 0.00 |
| **Division Subtotal** | **13.00** | **13.00** | **13.00** | **13.00** | **0.00** |
| **Detention Services** | | | | | |
| Detention Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Detention Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Detention Officer | 12.00 | 12.00 | 12.00 | 12.00 | 0.00 |
| **Division Subtotal** | **14.00** | **14.00** | **14.00** | **14.00** | **0.00** |
| **Records** | | | | | |
| Police Records & Property Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Police Records Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Records Technician | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Property & Evidence Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crime Analyst | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| **Division Subtotal** | **7.00** | **7.00** | **6.00** | **6.00** | **0.00** |
| **Behavioral Intervention Unit** | | | | | |
| Police Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Patrol Officer I /Patrol Officer II | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| **Division Subtotal** | **3.00** | **3.00** | **3.00** | **3.00** | **0.00** |
| **DEPARTMENT TOTAL** | **144.97** | **144.97** | **145.97** | **142.97** | **(3.00)** |
| **FIRE** | | | | | |
| **Administration** | | | | | |
| Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Deputy Chief - Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Assistant Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fire Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative Coordinator-Fire Department | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Administrative Assistant | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Assistant Fire | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **6.00** | **6.00** | **6.00** | **6.00** | **0.00** |

# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **Emergency Operations** | | | | | |
| Deputy Fire Chief - Emergency Operations | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Deputy Fire Chief - EMS | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Battalion Chief - Operations | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Battalion Chief/Training Safety Officer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Lieutenant - Operations | 9.00 | 9.00 | 9.00 | 9.00 | 0.00 |
| Engineer - Operations | 9.00 | 9.00 | 9.00 | 9.00 | 0.00 |
| Medical Operations Officer | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Firefighter | 33.00 | 33.00 | 36.00 | 39.00 | 3.00 |
| **Division Subtotal** | **60.00** | **60.00** | **63.00** | **66.00** | **3.00** |
| **Inspections** | | | | | |
| Building Official | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Building Inspector | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Permit Tech | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Division Subtotal** | **7.00** | **0.00** | **0.00** | **0.00** | **0.00** |
| **DEPARTMENT TOTAL** | **73.00** | **66.00** | **69.00** | **72.00** | **3.00** |
| **PUBLIC WORKS** | | | | | |
| **Fleet Maintenance Services** | | | | | |
| Fleet Services Supervisor | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Senior Mechanic | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Mechanic II | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Mechanic | 0.00 | 0.00 | 2.00 | 2.00 | 0.00 |
| **Division Subtotal** | **0.00** | **0.00** | **5.00** | **5.00** | **0.00** |
| **Streets** | | | | | |
| Street & Drainage Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Street/Traffic Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crew Leader, Streets | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Crew Leader, Traffic | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Traffic Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Streets Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Streets Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| **Division Subtotal** | **10.00** | **10.00** | **10.00** | **10.00** | **0.00** |
| **Engineering** | | | | | |
| Director of Public Works/Engineering | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Assistant Public Works Director | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Field Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Staff Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| CAD Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Project Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Engineering Technician | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Assistant PW Engineering | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **8.00** | **8.00** | **8.00** | **8.00** | **0.00** |
| **Water Supply / Distribution** | | | | | |
| Utility Superintendent | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Water Quality Crew Leader | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Senior Water Service Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Utilities Maintenance Worker | 6.75 | 6.75 | 6.75 | 6.75 | 0.00 |
| Environmental Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Manager PW | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **14.25** | **14.25** | **14.25** | **14.25** | **0.00** |

# City of Bedford Position Summary

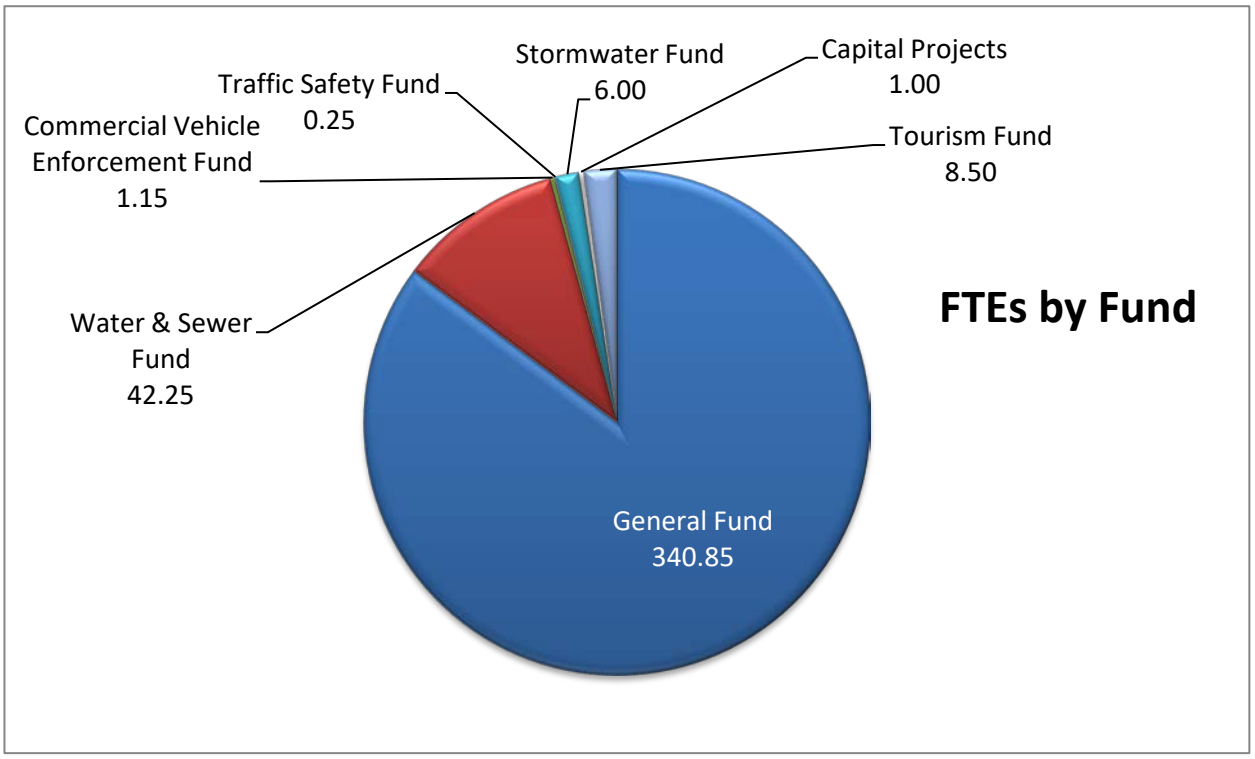
## Authorized Strength

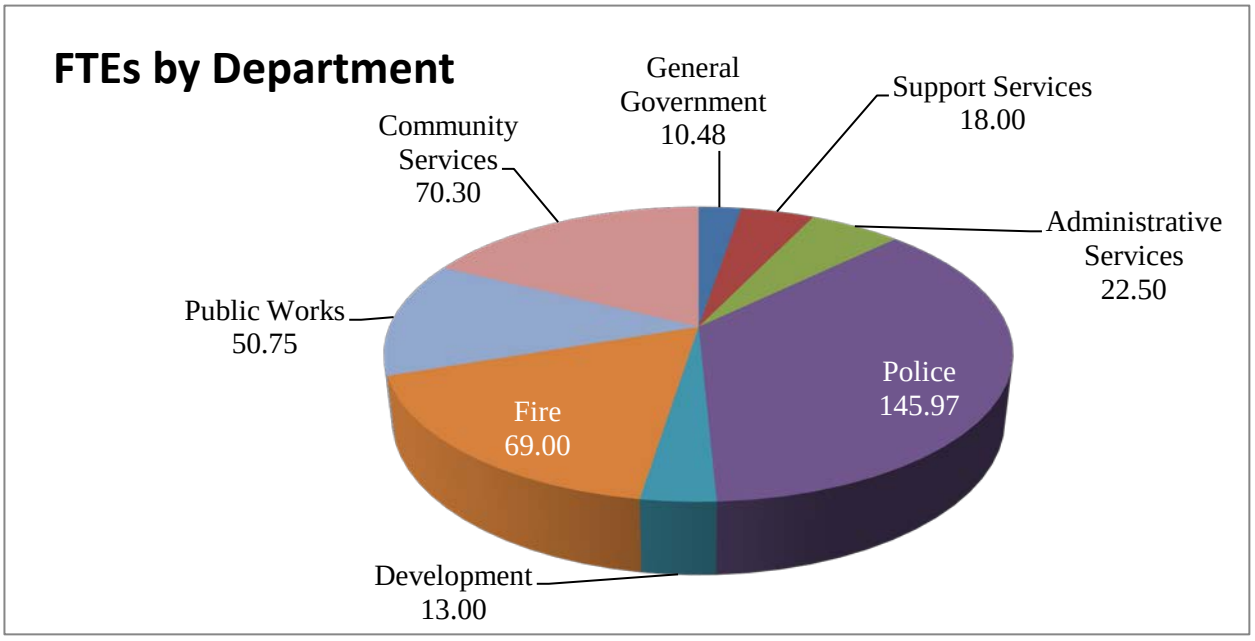
| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **Wastewater** | | | | | |
| Utility Superintendent | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Utility Crew Leader | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Utilities Maintenance Worker | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| **Division Subtotal** | **7.50** | **7.50** | **7.50** | **7.50** | **0.00** |
| **Stormwater Administration** | | | | | |
| Environmental & Drainage Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Stormwater Crew Leader | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Stormwater Maintenance Worker | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Administrative Assistant PW Admin | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **6.00** | **6.00** | **6.00** | **6.00** | **0.00** |
| **DEPARTMENT TOTAL** | **45.75** | **45.75** | **50.75** | **50.75** | **0.00** |
| **COMMUNITY SERVICES** | | | | | |
| **Library** | | | | | |
| Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Library Technical Services Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Community Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Librarian | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Library Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Volunteer Coordinator/Admin Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Library Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Library Programming Assistant | 2.38 | 2.38 | 2.38 | 2.38 | 0.00 |
| Circulation Accounts Senior Assistant | 0.35 | 0.35 | 0.00 | 0.00 | 0.00 |
| Purchasing Specialist Library | 0.80 | 0.80 | 0.80 | 0.80 | 0.00 |
| Library Technical Services Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Library Assistant II | 2.60 | 2.60 | 2.60 | 2.60 | 0.00 |
| Library Assistant I | 3.35 | 3.35 | 3.70 | 3.70 | 0.00 |
| **Division Subtotal** | **19.48** | **19.48** | **19.48** | **19.48** | **0.00** |
| **Parks** | | | | | |
| Director of Parks & Recreation | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Parks Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Crew Leader - Parks | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Irrigation Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Parks Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Parks Maintenance Worker | 9.00 | 9.00 | 9.00 | 9.00 | 0.00 |
| Administrative Assistant Community Services | 0.50 | 0.00 | 0.00 | 1.00 | 1.00 |
| **Division Subtotal** | **15.50** | **15.00** | **15.00** | **17.00** | **2.00** |
| **Recreation** | | | | | |
| Recreation Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Athletic/Aquatics Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Recreation/Program Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Administrative Coordinator Recreation | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Recreation Center Attendant | 3.43 | 3.43 | 3.43 | 3.43 | 0.00 |
| Day Camp Director - seasonal | 0.60 | 0.60 | 0.60 | 0.60 | 0.00 |
| Day Camp Leader - seasonal | 3.60 | 3.60 | 3.60 | 3.60 | 0.00 |
| **Division Subtotal** | **11.63** | **11.63** | **11.63** | **11.63** | **0.00** |

# City of Bedford Position Summary

## Authorized Strength

| Position | 2016-17 Actual | 2017-18 Actual | 2018-19 Projected | 2019-20 Budget | Change 19 vs 20 |
|---|---|---|---|---|---|
| **Aquatics** | | | | | |
| CTS Manager - seasonal | 0.41 | 0.41 | 0.41 | 0.41 | 0.00 |
| Assistant Pool Manager- seasonal | 0.46 | 0.46 | 0.46 | 0.46 | 0.00 |
| Lifeguards - seasonal | 7.49 | 7.49 | 7.49 | 7.49 | 0.00 |
| Head Lifeguards - seasonal | 0.90 | 0.90 | 0.90 | 0.90 | 0.00 |
| Conces./Retail/Ticket Attendants - seasonal | 2.90 | 2.90 | 2.90 | 2.90 | 0.00 |
| Water Safety Instructors - seasonal | 0.08 | 0.08 | 0.08 | 0.08 | 0.00 |
| **Division Subtotal** | **12.24** | **12.24** | **12.24** | **12.24** | **0.00** |
| **Senior Citizen Center** | | | | | |
| Senior Center Manager | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Senior Center Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Senior Center Activity Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Center Facilities Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Center Attendant | 0.45 | 0.45 | 0.45 | 0.45 | 0.00 |
| **Division Subtotal** | **3.45** | **3.45** | **3.45** | **3.45** | **0.00** |
| **Tourism** | | | | | |
| Special Events Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Tourism Program Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Special Events Assistant | 0.00 | 0.00 | 0.00 | 2.00 | 2.00 |
| Administrative Coordinator Recreation | 0.50 | 1.00 | 1.00 | 0.00 | (1.00) |
| **Division Subtotal** | **2.50** | **3.00** | **3.00** | **4.00** | **1.00** |
| **Old Bedford School** | | | | | |
| Special Events Assistant | 2.00 | 2.00 | 2.00 | 0.00 | (2.00) |
| Tourism Customer Service Associate | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Facility Maintenance Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| **Division Subtotal** | **3.50** | **3.50** | **3.50** | **1.50** | **(2.00)** |
| **Marketing** | | | | | |
| Public Information Officer | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| Communications Coordinator | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| **Division Subtotal** | **2.00** | **2.00** | **2.00** | **0.00** | **(2.00)** |
| **DEPARTMENT TOTAL** | **70.30** | **70.30** | **70.30** | **69.30** | **(1.00)** |
| **TOTAL** | **394.00** | **394.00** | **400.00** | **406.00** | **6.00** |
| Permanent positions | **373.59** | **373.59** | **379.59** | **385.59** | |
| Seasonal positions | **20.41** | **20.41** | **20.41** | **20.41** | |


FTEs by Fund
Stormwater Fund
6.00
Capital Projects
1.00
Traffic Safety Fund
0.25
Commercial Vehicle
Enforcement Fund
1.15
Tourism Fund
8.50
Water & Sewer
Fund
42.25
General Fund
340.85


FTEs by Department
General
Government
10.48
Support Services
18.00
Community
Services
70.30
Administrative
Services
22.50
Public Works
50.75
Police
145.97
Fire
69.00
Development
13.00

# GLOSSARY OF TERMS

**Accrual Accounting:** A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

**Ad Valorem Tax:** A tax computed from the assessed valuation of land and improvements.

**Agency Fund:** Agency Funds are used to account for funds held by the City as an agent for individuals, private organizations, and/or other governmental units. It is a fiduciary relationship. An example: taxes retained by a municipality for a school district.

**Appropriation:** An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are made for fixed amounts and are granted, in the operating budget, for a one-year period.

**Appropriation Ordinance:** The official enactment by the City Council establishing the legal authority for City officials to obligate and expend resources.

**Arbitrage:** A profit earned from investing inherently lower yielding tax-exempt debt proceeds in higher yielding taxable investments.

**Arbitrage Rebate:** A required payment to the taxing authority (Internal Revenue Service) due to the excessive yield earned on the gross proceeds of debt, above the bond yield.

**Assessed Valuation:** A value that is established for real and personal property used as a basis for levying property taxes. The Tarrant Appraisal District establishes property values in Bedford.

**Assets:** Resources owned or held by the City that have monetary value.

**Audit:** An official inspection of the City's financial accounts, conducted by an independent firm.

**Balanced Budget:** A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed revenues.

**Bond:** A written promise to pay a sum of money on a specific date at a specific interest rate.

**Budget:** A plan of financial operation embodying an estimate of proposed means of financing it. The operating budget is the financial plan adopted for a single fiscal year. The proposed budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The adopted budget is the plan as modified and finally approved by that body. The approved budget is authorized by ordinance and this specifies the legal spending limits for the fiscal year.

**Budget Calendar:** The schedule of dates used as a guide to complete the various steps of the budget preparation and adoption processes.

**Budgetary Basis:** The City's accounting records for general governmental operations are maintained on a modified accrual basis, with the revenues recognized when they become both available and measurable and expenditures recognized when the services or goods are received and the liabilities are incurred. Accounting records for the City's proprietary funds are maintained on an accrual basis.

**Budgetary Control:** The control of management of the organization in accordance with an approved budget for the purposes of keeping expenditures within the limitations of available appropriations and revenues.

**Budget Document:** The compilation of the spending plans for the various funds, along with supporting schedules, tables, and charts which, in total, comprises the annual revenue and expenditures plan.

**Capital Outlay:** An expenditure which results in the acquisition of, or addition to, fixed assets, and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Equipment and Vehicles; constitutes a tangible, permanent addition to the value of City assets; cost generally exceeds at least $1,000; does not constitute repair or maintenance; and, is not readily susceptible to loss.

**Capital Project Funds:** The capital project funds are used to account for the acquisition or construction of capital facilities being financed from general obligations or certificate of obligation bond proceeds, grants, or transfers from other funds.

**Certificates of Obligation (C.O.):** Tax supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval by the City Council.

**City Charter:** The document of a home rule City which establishes the City's government structure and provides for the distribution of duties and powers among the various branches of government.

**City Council:** The Mayor and six Council members collectively acting as the legislative and policymaking body of the City.

**Current Taxes:** Taxes levied and due within one year.

**Debt Service:** The City's obligations pay the principal and interest of all bonds and other debt instruments according to predetermined payment schedule.

**Department:** A major administrative organizational unit of the City that indicates overall management responsibility for one or more divisions.

**Depreciation:** (1) Expiration in service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

**Distinguished Budget Presentation Program:** A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical recommendations to the fiscal officers preparing them.

**Division:** A major administrative organizational unit of the City that indicates overall management responsibility for one or more activities.

**Effectiveness:** A type of performance measure relating to customer/client/public satisfaction with quality, timeliness or other aspects of the service or product delivered.

**Efficiency:** A type of performance measure relating inputs to outputs to express efficiency measures as costs per unit of output and/or productivity per labor hour.

**Encumbrances:** Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to appropriation and for which part of the appropriation is reserved. When paid, the encumbrance is liquidated.

**Enterprise Fund:** A fund established 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 that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (See also Proprietary Fund.)

**Expenditures:** The outflow of funds paid or to be paid for assets obtained or goods and services obtained regardless of when the expense is actually paid.

**Financial Policies:** Financial policies are used to enable the City to achieve a sound financial position. They are updated and endorsed by the City Council on an annual basis.

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Bedford has designated this period to be October 1 through September 30.

**Fund:** An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

**Fund Balance:** The difference between a governmental fund's assets and liabilities, divided into 5 categories: 1) Nonspendable, 2) Restricted, 3) Committed, 4) Assigned, 5) Unassigned. Portions of the fund balance may be reserved for various purposes such as contingencies or encumbrances at the end of the fiscal year.

**Fund Type:** In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

**General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported and includes most of the basic operating services, i.e., police, fire, streets, parks and recreation, and administration.

**General Obligation (G.O.) Debt:** Money owed on interest and principal holders of the City's general obligation bonds. The debt is supported by revenue provided from real property that is assessed through the taxation power of the local governmental unit.

**Generally Accepted Accounting Principles (G.A.A.P.):** Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

**GFOA:** The Government Finance Officers Association of the United States and Canada. The mission of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

**Governmental Funds:** Applies to all funds except for the profit and loss funds (e.g., enterprise fund).

**Grant:** A contribution by a government or other organization to support a particular function.

**Infrastructure:** That portion of a city's assets located at or below ground level, including the water system, sewer system, and streets.

**Inputs:** A type of performance measure reporting the resources used by a department or division to produce outputs and outcomes. Examples include: number of full time equivalents, equipment, facilities and supplies.

**Interest and Sinking (I. & S.):** The component of the ad valorem tax rate that funds General Obligation and Certificates of Obligation debt payments.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Long-Term Debt:** Unmatured debt of a government expected to be repaid from government funds. An average repayment schedule is 20 years.

**Maintenance:** All materials or contract expenditures covering repair and upkeep of City Buildings, machinery, equipment, systems and land.

**Major Fund:** A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10 percent of the corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all government and enterprise funds.

**Modified Accrual Accounting:** A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

**Net Assets**: Assets in excess of a fund's liabilities that are restricted, invested in capital assets, net of related debt and/or unrestricted.

**Old Bedford School (O.B.S.):** The Old Bedford School is a restored building built in 1915. It was Bedford's first brick schoolhouse. The facility is available for meetings, performances and weddings. The Old Bedford School is a division of Parks, Recreation, and Special Events and is funded out of the Tourism Fund.

**Operating and Maintenance (O. & M.):** The component of the ad valorem tax rate that funds day-to-day operating expenses.

**Operating Budget:** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of the City are controlled. State Law requires the use of annual operating budgets.

**Outcomes:** A type of performance measure which addresses strategic results and gauges the effectiveness of services or programs, shows the extent to which goals, outcomes or objectives have been achieved and/or what has changed or been accomplished as a result of the service.

**Outputs:** A type of performance measure reporting the number of units provided, the amount of services provided or the number of people served by a department or division.

**Performance Measures:** Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

**Personnel Services:** The costs associated with compensating employees for their labor, including salaries and fringe benefits.

**Property Taxes:** Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**Proprietary Fund:** A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users. (See also Enterprise Fund.)

**Public Hearing:** The portion of open meetings held to present evidence and provide information on both sides of an issue.

**Reserve:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**Retained Earnings:** The accumulated earnings of an enterprise fund which have been retained in the fund and which are not reserved for any specific purpose.

**Revenue:** Funds that the government receives as income.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund, in addition to a pledge of revenues.

**Special Revenue Fund:** A fund whose revenue source(s) is restricted or committed to a specific purpose other than capital projects or debt service. Usually has one or more revenue resources that is not a transfer from another fund. For example, the Tourism Fund is a special revenue fund that is primarily financed by hotel occupancy taxes. Revenue from this fund is used to finance the ongoing operations of several tourism-related facilities and special events.

**Tax Rate:** A percentage applied to all taxable property to raise general fund revenue.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Working Capital:** The measurement of the operating liquidity of a proprietary fund by subtracting the current liabilities from the current assets.

# 2019 Tax Rate Calculation Worksheet

Date: 07/31/2019 06:31 PM

## Taxing Units Other Than School Districts or Water Districts

**City of Bedford**

Taxing Unit Name

Phone *(area code and number)*

Taxing Unit's Address, City, State, ZIP Code

Taxing Unit's Website Address

**GENERAL INFORMATION:** Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the effective tax rate and rollback tax rate for the taxing unit. These tax rates are expressed in dollars per $100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest.

School districts do not use this form, but instead use Comptroller Form 50-859 Tax Rate Calculation Worksheet for School Districts.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 Water District Rollback Tax Rate Worksheet.

This worksheet is provided to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

### SECTION 1: Effective Tax Rate (No New Taxes)

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the effective tax rate should decrease.

The effective tax rate for a county is the sum of the effective tax rates calculated for each type of tax the county levies.

| Effective Tax Rate Activity | Amount/Rate |
|---|---|
| **1. 2018 total taxable value.** Enter the amount of 2018 taxable value on the 2018 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-third over-appraisal corrections from these adjustments. This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 14).[1] | $4,245,877,241 |
| **2. 2018 tax ceilings.** Counties, cities and junior college districts. Enter 2018 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2018 or a prior year for homeowners age 65 or older or disabled, use this step.[2] | $754,329,548 |
| **3. Preliminary 2018 adjusted taxable value.** Subtract Line 2 from Line 1. | $3,491,547,693 |
| **4. 2018 total adopted tax rate.** | $0.561862/$100 |
| **5. 2018 taxable value lost because court appeals of ARB decisions reduced 2018 appraised value.** | |
| A. **Original 2018 ARB Values.** | $698,707,402 |
| B. **2018 values resulting from final court decisions.** | $621,113,105 |
| C. **2018 value loss.** Subtract B from A.[3] | $77,594,297 |
| **6. 2018 taxable value, adjusted for court-ordered reductions.** Add Line 3 and Line 5C. | $3,569,141,990 |
| **7. 2018 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2018.** Enter the 2018 value of property in deannexed territory.[4] | $0 |
| **8. 2018 taxable value lost because property first qualified for an exemption in 2019.** Note that lowering the amount or percentage of an existing exemption does not create a new | |

| | |
|---|---|
| exemption or reduce taxable value. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost to freeport or goods-in-transit exemptions.<br><br>A. **Absolute exemptions.** Use 2018 market value:<br><br>B. **Partial exemptions.** 2019 exemption amount or 2019 percentage exemption times 2018 value:<br><br>C. **Value loss.** Add A and B.[5] | <br><br>$434,602<br><br>$9,326,607<br><br>$9,761,209 |
| **9. 2018 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2019.** Use only properties that qualified in 2019 for the first time; do not use properties that qualified in 2018.<br><br>A. **2018 market value:**<br><br>B. **2019 productivity or special appraised value:**<br><br>C. **Value loss.** Subtract B from A.[6] | <br><br>$0<br><br>$0<br><br>$0 |
| **10. Total adjustments for lost value.** Add lines 7, 8C and 9C. | $9,761,209 |
| **11. 2018 adjusted taxable value.** Subtract Line 10 from Line 6. | $3,559,380,781 |
| **12. Adjusted 2018 taxes.** Multiply Line 4 by Line 11 and divide by $100. | $19,998,808 |
| **13. Taxes refunded for years preceding tax year 2018.** Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2018. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2018. This line applies only to tax years preceding tax year 2018.[7] | $421,237 |
| **14. Taxes in tax increment financing (TIF) for tax year 2018.** Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2019 captured appraised value in Line 16D, enter 0.[8] | $0 |
| **15. Adjusted 2018 taxes with refunds and TIF adjustment.** Add Lines 12 and 13, subtract Line 14.[9] | $20,420,045 |
| **16. Total 2019 taxable value on the 2019 certified appraisal roll today.** This value includes only certified values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 18). These homesteads include homeowners age 65 or older or disabled.[10]<br><br>A. **Certified values:**<br><br>B. **Counties:** Include railroad rolling stock values certified by the Comptroller's office:<br><br>C. **Pollution control and energy storage system exemption :** Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property:<br><br>**D. Tax increment financing:** Deduct the 2019 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2019 taxes will be deposited | <br><br>$4,677,996,218<br><br>$0<br><br>$0<br><br>$0 |

| | |
|---|---|
| into the tax increment fund. Do not include any new property value that will be included in Line 21 below.[11]<br><br>E. **Total 2019 value.** Add A and B, then subtract C and D. | $4,677,996,218 |
| **17. Total value of properties under protest or not included on certified appraisal roll.[12]**<br><br>A. **2019 taxable value of properties under protest.** The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value.[13] | $64,165,083 |
| B. **2019 value of properties not under protest or included on certified appraisal roll.** The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about, but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value.[14] | $14,632,283 |
| C. **Total value under protest or not certified:** Add A and B. | $78,797,366 |
| **18. 2019 tax ceilings.** Counties, cities and junior colleges enter 2019 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing units adopted the tax ceiling provision in 2018 or a prior year for homeowners age 65 or older or disabled, use this step.[15] | $837,237,368 |
| **19. 2019 total taxable value.** Add Lines 16E and 17C. Subtract Line 18. | $3,919,556,216 |
| **20. Total 2019 taxable value of properties in territory annexed after Jan. 1, 2018.** Include both real and personal property. Enter the 2019 value of property in territory annexed.[16] | $0 |
| **21. Total 2019 taxable value of new improvements and new personal property located in new improvements.** New means the item was not on the appraisal roll in 2018. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2018, and be located in a new improvement. New improvements **do** include property on which a tax abatement agreement has expired for 2019.[17] | $28,038,869 |
| **22. Total adjustments to the 2019 taxable value.** Add Lines 20 and 21. | $28,038,869 |
| **23. 2019 adjusted taxable value.** Subtract Line 22 from Line 19. | $3,891,517,347 |
| **24. 2019 effective tax rate.** Divide Line 15 by Line 23 and multiply by $100.[18] | $0.524732/$100 |
| **25. COUNTIES ONLY.** Add together the effective tax rates for each type of tax the county levies. The total is the 2019 county effective tax rate.[19] | |

[1]Tex. Tax Code Section 26.012(14)
[2]Tex. Tax Code Section 26.012(14)
[3]Tex. Tax Code Section 26.012(13)
[4]Tex. Tax Code Section 26.012(15)
[5]Tex. Tax Code Section 26.012(15)
[9]Tex. Tax Code Section 26.012(13)
[10]Tex. Tax Code Section 26.012
[11]Tex. Tax Code Section 26.03(c)
[12]Tex. Tax Code Section 26.01(c) and (d)
[13]Tex. Tax Code Section 26.01(c)

[6]Tex. Tax Code Section 26.012(15)
[7]Tex. Tax Code Section 26.012(13)
[8]Tex. Tax Code Section 26.03(c)
[14]Tex. Tax Code Section 26.01(d)
[15]Tex. Tax Code Section 26.012(6)
[16]Tex. Tax Code Section 26.012(17)

## SECTION 2: Rollback Tax Rate

The rollback tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O):** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus eight percent. This rate accounts for such things as salaries, utilities and day-to-day operations.
2. **Debt:** The debt tax rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The rollback tax rate for a county is the sum of the rollback tax rates calculated for each type of tax the county levies. In most cases the rollback tax rate exceeds the effective tax rate, but occasionally decreases in a taxing unit's debt service will cause the effective tax rate to be higher than the rollback tax rate.

| Rollback Tax Rate Activity | Amount/Rate |
|---|---|
| **26. 2018 maintenance and operations (M&O) tax rate.** | $0.344135/$100 |
| **27. 2018 adjusted taxable value.** Enter the amount from Line 11. | $3,559,380,781 |
| **28. 2018 M&O taxes.** | |
| A. Multiply Line 26 by Line 27 and divide by $100. | $12,249,075 |
| B. **Cities, counties and hospital districts with additional sales tax:** Amount of additional sales tax collected and spent on M&O expenses in 2018. Enter amount from full year's sales tax revenue spent for M&O in 2018 fiscal year, if any. Other taxing units enter 0. Counties exclude any amount that was spent for economic development grants from the amount of sales tax spent. | $2,909,034 |
| C. **Counties:** Enter the amount for the state criminal justice mandate. If second or later year, the amount is for increased cost above last year's amount. Other taxing units enter 0. | $0 |
| D. **Transferring function:** If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in H below. The taxing unit receiving the function will add this amount in H below. Other taxing units enter 0. | $0 |
| E. **Taxes refunded for years preceding tax year 2018:** Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2018. This line applies only to tax years preceding tax year 2018. | $275,485 |
| F. **Enhanced indigent health care expenditures:** Enter the increased amount for the current year's enhanced indigent health care expenditures above the preceding tax year's enhanced indigent health care expenditures, less any state assistance. | $0 |
| G. **Taxes in TIF:** Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2019 captured appraised value in Line 16D, enter 0. | $0 |
| **H. Adjusted M&O Taxes.** Add A, B, C, E and F. For taxing unit with D, subtract if discontinuing function and add if receiving function. Subtract G. | $15,433,594 |

| | |
|---|---|
| **29. 2019 adjusted taxable value.** Enter Line 23 from the Effective Tax Rate Worksheet. | $3,891,517,347 |
| **30. 2019 effective maintenance and operations rate.** Divide Line 28H by Line 29 and multiply by $100. | $0.396596/$100 |
| **31. 2019 rollback maintenance and operation rate.** Multiply Line 30 by 1.08. | $0.428323/$100 |
| **32. Total 2019 debt to be paid with property taxes and additional sales tax revenue.** Debt means the interest and principal that will be paid on debts that:<br>(1) are paid by property taxes,<br>(2) are secured by property taxes,<br>(3) are scheduled for payment over a period longer than one year and<br>(4) are not classified in the taxing unit's budget as M&O expenses.<br><br>A. **Debt** also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount.<br><br>B. Subtract **unencumbered fund amount** used to reduce total debt.<br><br>C. Subtract **amount paid** from other resources.<br><br>D. **Adjusted debt.** Subtract B and C from A. | $7,521,968<br><br>$0<br><br>$85,000<br><br>$7,436,968 |
| **33. Certified 2018 excess debt collections.** Enter the amount certified by the collector. | $0 |
| **34. Adjusted 2019 debt.** Subtract Line 33 from Line 32D. | $7,436,968 |
| **35. Certified 2019 anticipated collection rate.** Enter the rate certified by the collector. If the rate is 100 percent or greater, enter 100 percent. | 100.00% |
| **36. 2019 debt adjusted for collections.** Divide Line 34 by Line 35 | $7,436,968 |
| **37. 2019 total taxable value**. Enter the amount on Line 19. | $3,919,556,216 |
| **38. 2019 debt tax rate.** Divide Line 36 by Line 37 and multiply by $100. | $0.189740/$100 |
| **39. 2019 rollback tax rate.** Add Lines 31 and 38. | $0.618063/$100 |
| **40. COUNTIES ONLY.** Add together the rollback tax rates for each type of tax the county levies. The total is the 2019 county rollback tax rate. | |

| SECTION 3: Additional Sales Tax to Reduce Property Taxes | |
|---|---|
| Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its effective and rollback tax rates to offset the expected sales tax revenue.<br><br>This section should only be completed by a county, city or hospital district that is required to adjust its effective tax rate and/or rollback tax rate because it adopted the additional sales tax. | |
| **Activity** | **Amount/Rate** |
| **41. Taxable Sales.** For taxing units that adopted the sales tax in November 2018 or May 2019, enter the Comptroller's estimate of taxable sales for the previous four quarters.[20] Estimates of taxable sales may be obtained through the Comptroller's **Allocation Historical Summary** webpage. Taxing units that adopted the sales tax before November 2018, skip this line. | $0 |
| **42. Estimated sales tax revenue.** Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue.[21]<br><br>**Taxing units that adopted the sales tax in November 2018 or in May 2019.**<br>Multiply the amount on Line 41 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95.[22]<br><br>**- or -**<br><br>**Taxing units that adopted the sales tax before November 2018.**<br>Enter the sales tax revenue for the previous four quarters. Do not multiply by .95. | $2,909,034 |
| **43. 2019 total taxable value.** Enter the amount from Line 37 of the Rollback Tax Rate Worksheet. | $3,919,556,216 |
| **44. Sales tax adjustment rate.** Divide Line 42 by Line 43 and multiply by $100. | $0.074219/$100 |
| **45. 2019 effective tax rate, unadjusted for sales tax.**[23] Enter the rate from Line 24 or 25, as applicable, on the Effective Tax Rate Worksheet. | $0.524732/$100 |
| **46. 2019 effective tax rate, adjusted for sales tax.**<br>**Taxing units that adopted the sales tax in November 2018 or in May 2019.**<br>Subtract Line 44 from Line 45. Skip to Line 47 if you adopted the additional sales tax before November 2018. | $0.524732/$100 |
| **47. 2019 rollback tax rate, unadjusted for sales tax.**[24] Enter the rate from Line 39 or 40, as applicable, of the Rollback Tax Rate Worksheet. | $0.618063/$100 |
| **48. 2019 rollback tax rate, adjusted for sales tax.** Subtract Line 44 from Line 47. | $0.543844/$100 |

[17]Tex. Tax Code Section 26.012(17)
[18]Tex. Tax Code Section 26.04(c)
[19]Tex. Tax Code Section 26.04(d)
[20]Tex. Tax Code Section 26.041(d)
[21]Tex. Tax Code Section 26.041(i)
[22]Tex. Tax Code Section 26.041(d)
[23]Tex. Tax Code Section 26.04(c)
[24]Tex. Tax Code Section 26.04(c)

## SECTION 4: Additional Rollback Protection for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

| Additional Rollback Protection for Pollution Control Activity | Amount/Rate |
|---|---|
| **49. Certified expenses from the Texas Commission on Environmental Quality (TCEQ).** Enter the amount certified in the determination letter from TCEQ.[25] The taxing unit shall provide its tax assessor-collector with a copy of the letter.[26] | $0 |
| **50. 2019 total taxable value.** Enter the amount from Line 37 of the Rollback Tax Rate Worksheet. | $3,919,556,216 |
| **51. Additional rate for pollution control.** Divide Line 49 by Line 50 and multiply by $100. | $0/$100 |
| **52. 2019 rollback tax rate, adjusted for pollution control.** Add Line 51 to one of the following lines (as applicable): Line 39, Line 40 (counties) or Line 48 (taxing units with the additional sales tax). | $0.543844/$100 |

## SECTION 5: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

| | |
|---|---|
| Effective tax rate (Line 24; line 25 for counties; or line 46 if adjusted for sales tax) | $0.524732 |
| Rollback tax rate (Line 39; line 40 for counties; or line 48 if adjusted for sales tax) | $0.543844 |
| Rollback tax rate adjusted for pollution control (Line 52) | $0.543844 |

## SECTION 6: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the taxing unit.

**print here**

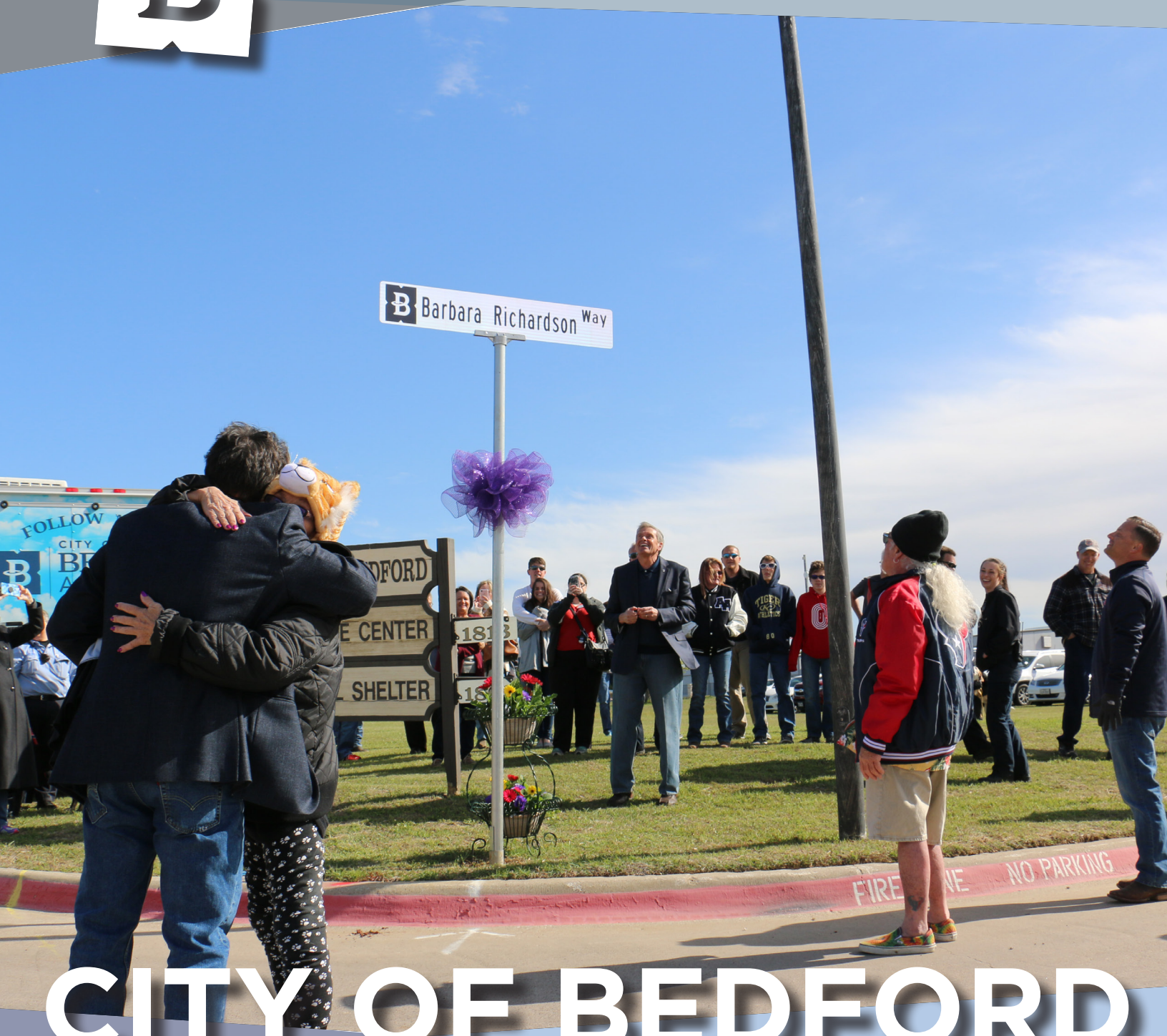
Printed Name of Taxing Unit Representative

**sign here** _____ _____

Taxing Unit Representative Date

[25]Tex. Tax Code Section 26.045(d)

[26]Tex. Tax Code Section 26.045(i)




# CITY OF BEDFORD

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