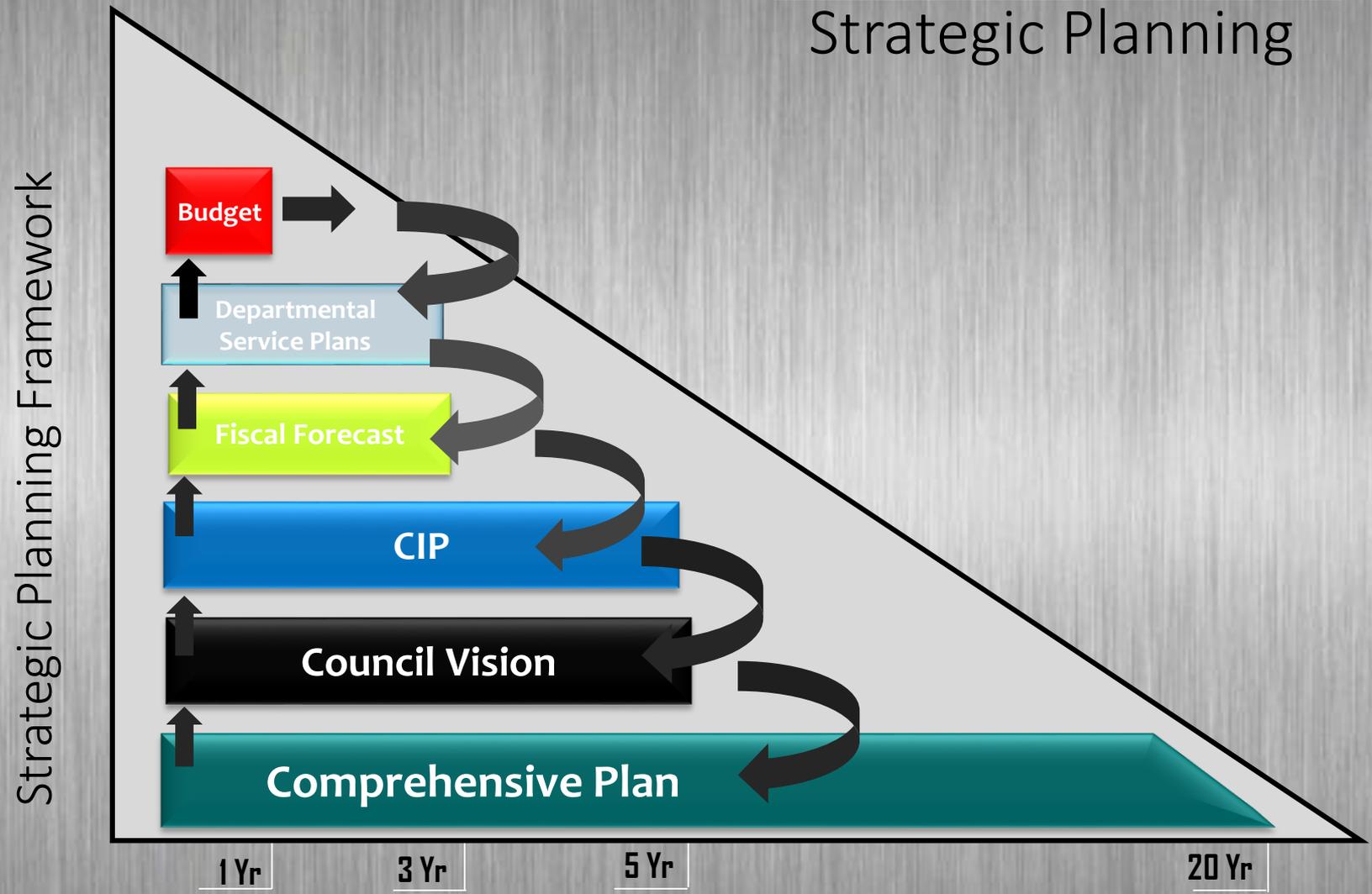




Strategic Planning & Budget Retreat

FY 16/17

City of Marble Falls Strategic Planning



Comprehensive Plan

Policy Action

20 Yr

1. Utilize the Thoroughfare Plan as a prerequisite to decision making **IP**
2. Utilize Future Land Use Plan to guide decision making **IP**
3. Monitor City's water usage and ensure provision of water supply based on demand **IP**
4. Provide and Maintain high quality parks which become identity and point of community pride **IP**
5. Manage the City's pattern of growth concurrent with adequate facilities and services **IP**
6. Support EDC efforts to increase entrepreneurial opportunities in the City **IP**
7. Utilize Growth Management Strategies to protect against poorly timed or low quality developments **IP**
- Other policy recommendations include water conservation, sidewalks, "Complete Streets", transportation planning, tourism, code compliance, partnerships and responsible development **IP P**

Comprehensive Plan

Regulation Action

20 Yr

1. Develop Corridor Improvement standards for Hwy 281, FM 1431 and Hwy 71 **ZO**
2. Improve City's existing zoning and development regulations **ZO**
3. Modify City's zoning and development regulations to improve water conservation efforts for landscaping **ZO**
4. Update City's zoning and development to implement quality and character recommendations identified in each future land use classification **ZO**
5. Establish regulatory provision to identify potential truck route in and near Downtown **P**
6. Restructure zoning regulations to improve readability and usage **ZO**
7. Develop policies to promote infill development **P**
8. Develop parkland dedication and subdivision design ordinances to ensure adequate green space **P**

Comprehensive Plan

Study Action

20 Yr

1. Address intersection congestion and safety at Mission Hills/Mormon Mill/Hwy 281 **IP**
2. Identify potential locations for new City Hall **P**
3. Coordinate with TxDOT to implement access strategies along Hwy 281 from Downtown to northern city limit **IP**
4. Develop a revitalized plan for Downtown Parks **IP**
5. Support EDC efforts to update Strategic Economic Development Plan **IP**
6. Evaluate the near/mid-term potential to establish specific segment to the Thoroughfare Plan to proactively alleviate traffic impacts, facilitate growth and connect key destination points **P**
7. Evaluate Parks and Recreation staffing level **IP**
8. Update Parks, Recreation and Open Space Master Plan **IP**

Comprehensive Plan

Financial Investment Action

20 Yr

1. Ensure adequate funding for maintenance of the City's road network **IP**
2. Build new PSB and Municipal Court facility **IP**
3. Coordinate with TxDOT to implement improved access management along Hwy 281 **IP**
4. Support the EDC's efforts in developing lake front enhancements **IP**
5. Enhance Downtown district to create strong identity **IP**
6. Budget necessary funds to implement Master Water and WW Plan **IP**
7. Support establishment of Convention Center located in Downtown **IP**
8. Improve lake access for boats and pedestrian **IP**
9. Develop unique parks and recreation amenities to increase regional draw **IP** **P**
10. Utilize gateways, entry signs and landscaping to enhance city entrances **P**

Operation Change Action

Comprehensive Plan

20 Yr

1. Adopt a routine street evaluation and maintenance program **P**
2. Support EDC efforts to provide workforce development and education programs **IP**
3. Adopt a street repaving program **P**
4. Partner with neighborhood and volunteer groups on park and trail maintenance **P**
5. Establish formal affiliation with Keep Texas Beautiful **M**
6. Increase water-based recreation opportunities for residents and visitors **P**
7. Continue to grow e-services and related materials for media **IP**
8. Increase activities and events in parks to encourage community wide use **IP** **P**
9. Expand recreational programming and ensure sufficient staffing and resources **P**

2016 Comprehensive Plan Update

Short Term (1-2 yr) Action Items

M

1 Project Complete and being Maintained

IP

26 Projects In Progress

P

14 Projects Pending

ZO

5 Projects related to the Zoning Ordinance

Focus Areas 2015-2020

Council Vision

5 Yr

1. Stimulate/Support Housing Development– Residential and Subdivision
2. Stimulate/Support Workforce Development
3. Improve Roads
4. Build New Public Safety Building
5. Improve Core Area
6. Pursue Convention Center Opportunities
7. Develop Parks (Neighborhood, Regional and Waterfront)
8. Build New City Hall
9. Improve and Develop 281 (South and North) Corridor
10. Promote Community Involvement
11. Pursue/Support New Retail (HEB, Target, etc.)
12. Maintain “Small Town” feel

Stimulate/Support Housing Development

Council Vision

5 Yr

- Develop, educate, and build relationships with developers and landowners through the Builder Forum Workshops
- Conducted an inventory/analysis and developed target areas for housing redevelopment within City
- Ave M lots to Habitat for Humanity (EDC LOI)
- W/WW Modeling Master Plan complete
- Water Line Installations, Water Plant and WW Plant Expansions
- Comp Plan Update Presented to Council on June 7
- Bringing a Zoning contract to council in July 19
- Develop Public Improvement District Policy
- Scenic City Certification
- Gregg Ranch, Homestead at Mormon Mill, Panther Hollow, Mustang Ridge...

Council Vision

Improve Roads

5 Yr

- Avenue N Realignment
- Broadway Reconstruction
- Lake Marble Falls Subdivision Roads
- Rebuild 3rd , 5th , 7th and Veterans in preparation for paving by the County
- Increased Maintenance Budget by \$50 K last year and again for FY 16/17

Build New Public Safety Building

Council Vision

5 Yr



- Construction Document Phase is 65% Complete
- Move in Early 2018

Council Vision

Improve Core Area

5 Yr

- Hotel and Conference Center Project in full swing
- Parks Open Space Master Plan
- Water/Wastewater Utility Model Complete
- Relocation of PSB off of Main Street
- Comprehensive Plan Update
- Implement Downtown Enhancements - TIRZ

Council Vision

5 Yr

Pursue Convention Center Opportunities

- Feasibility Study Performed
- Property Acquired
- TXDOT abandonment of Ave H ROW ongoing
- Private Partner/Developer Selection Process Underway
- Development Agreement Negotiations

Develop Parks

Council Vision

Neighborhood - Regional - Waterfront

5 Yr

- Partner with EDC to update Parks Open Space Master Plan
- Lone Star Legacy Dedication
- West Side Park Community Hall
- Ruff Dog Park



Improve and Develop 281 Corridor



- Working together with TxDOT for land acquisition along Hwy 281
- CTL Construction to begin on Hwy 281 South expansion in 2017/18
- TIP submittal for safety/access management along Hwy 281, 2nd Ave to Nature Heights
- TIP submittal for improvements at Hwy281 and FM 1431
- Prospective business inquiries are up

Promote Community Involvement

Council Vision

5 Yr

Comprehensive Plan Open Houses
Citizen Engagement Initiative
Breakfast with a Cop
Blue Santa
Hearts in Action
MIMES Fire Camp
Builders Forum
National Night Out
Community Pride Contest
MF Elementary Tour of the City
Teen Court
Lone Star Legacy Community Event
PD and MFFR Food Drives for Helping Center
Spring Break Parks and Recreation Program



Pursue/Support New Retail

Council Vision



- HEB/Bealls Redevelopment
- Ross, Hibbett, CVS, Bill's Burgers, Numinous Coffee, Mattress One, Kwik Kar, Highland Lakes Medical, Redid, J&J's on Main, Jolly Rodgers



Maintain Small Town Feel



Council Vision

5 Yr

Balance The City's Character With Responsible Growth

- Preserve Core Area, Protect Our History
- Creatively design open spaces with community building in mind (i.e. Lake Front Development and Parks Open Space Master Plan)
- Community Engagement
- Support and encourage small, locally owned businesses
- Establish and Maintaining Relationships
- Focus on quality customer service and friendly customer service

Focus Areas 2015-2020

Council Vision

5 Yr

1. Stimulate/Support Housing Development– Residential and Subdivision
2. Stimulate/Support Workforce Development
3. Improve Roads
4. Build New Public Safety Building
5. Improve Core Area
6. Pursue Convention Center Opportunities
7. Develop Parks (Neighborhood, Regional and Waterfront)
8. Build New City Hall
9. Improve and Develop 281 (South and North) Corridor
10. Promote Community Involvement
11. Pursue/Support New Retail (HEB, Target, etc.)
12. Maintain “Small Town” feel

Status of Current CIP Projects

- Avenue N
- Wastewater Plant
- Water Plan
- Rocky Road
- Public Safety Building
- Water/WW Master Plan



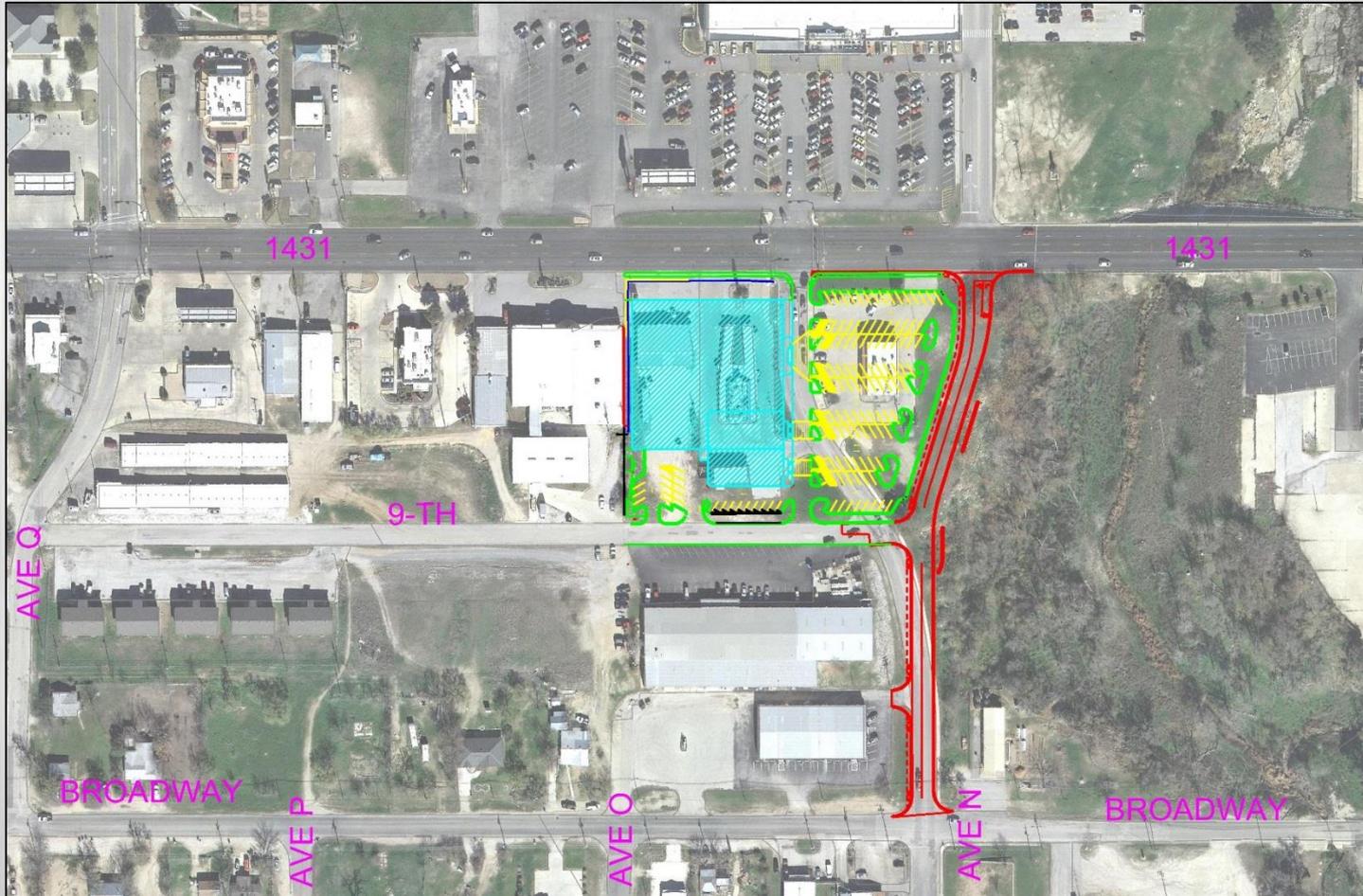
AVE. N REALIGNMENT

Construction Cost - \$700K

Construction Time Frame - Feb 2016 to June 2016



5 Yr



WATER PLANT EXPANSION PHASE 3

Construction Cost - \$1.5MM

Construction Timeframe - July 2016 to March 2016

CIP

5 Yr



WASTEWATER PLANT EXPANSION

Construction Cost: - \$2.5MM

Construction Timeframe - Jan 2016 to Nov 2016

CIP

5 Yr



ROCKY ROAD

Construction of Roadway, Culverts & Channels

CIP

5 Yr

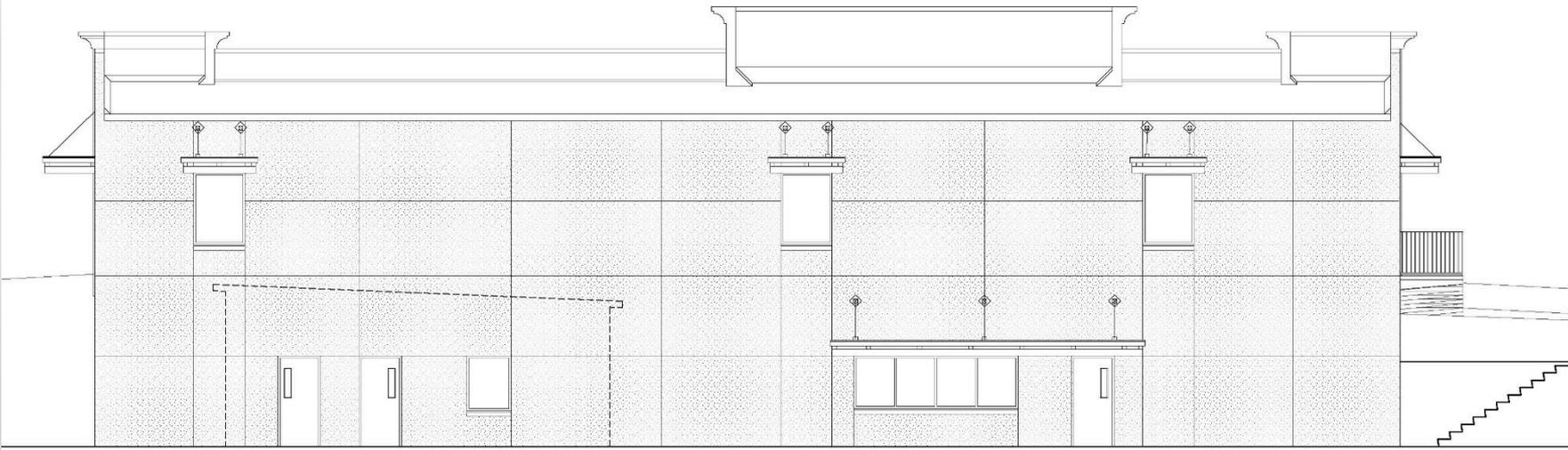


PUBLIC SAFETY BUILDING

CIP

Design: Arch./Eng. 65%

5 Yr



WATER/WASTEWATER MODEL AND MASTER PLAN

Scope of Work



COMPONENTS EVALUATED

- System Average and Peak Demands
- Raw Water Pumping Facilities and Supply
- Treatment Plants
- Ground and Elevated Reservoirs
- Pump Stations
- Fire Flow Analysis
- CIP Project Recommendations for the next 0-5, 10, 20, 30-yr
- Software License and Training for the City

WATER/WASTEWATER MODEL AND MASTER PLAN



Results

What We Learned:

- Marble Falls Living Unit Equivalent (LUE)
WT Conn.: 2,900, or 4,818 LUEs
WW Conn.: 2,580 or 4,135 LUEs
- Service
97 Miles of Water Lines
70 Miles of WW Lines
=>Marble Falls to Dallas = 170 Miles
- Benefits
5-YR CIP Projects
Master Plan
Working Model at Hand
Software License and Trained Staff

Staff Developed Project Tracking Tool

City of Marble Falls Project Tracking Tool - Excel

Regional Communications Ctr. Project

Project	Department	Priority	Council Vision	Organizational Focus	Comp Plan Action Item	# people	Time (man hr)	Cost	Completed Project Description
Public Safety Bldg	Police	H	CV-4 Public Safety Bldg	I-2 Budget	7.2.1	10	12 Hrs. Weekly	TBD	Complete Municipal Court & Law Enfo
Spillman CAD/RMS Project	Police	H		I-5 Efficiency		7	4	\$ 109,000.00	Complete CAD/RMS/MDC/E Citation Sy
Increase P.D. Staffing Requiremer	Police	H		I-2 Budget	7.2.2	6	As Needed	\$ 150,000.00	Re-Instatement of 2 Patrol SergeantsP
Regional Communications Ctr. Pr	Police	H	CV-10 Community Engagement	I-2 Budget		4	8 Hrs. Weekly		Initial Phase of Regional Communicat
FY 2016/2017 Departmental Bud	Police	H		I-2 Budget		7	6 Hrs. Weekly	TBD	Completed FY 2016/2017 Department
T.P.C.A Accreditation Project	Police	H		I-7 Best Practices		7	1 Hr. Weekly		Texas Police Chief's Association "Best
A.P.C.O. Accreditation Project	Police	H		I-7 Best Practices		3	2 Hrs. Weekly	\$ 500.00	Association of Professional Commun
Performance Evaluations	Police	H		I-1 People		5		5	Complete Mid-Year Performance Evalu
M.F.I.S.D. Health & Safety Awarene	Police	M	CV-10 Community Engagement	I-4 Relationships		1	As necessary		Collaboration with I.S.D. regarding He
Update Dispatch Interlocal Agree	Police	M		I-7 Best Practices		4		40 \$ 2,000.00	Updated Dispatch Interlocal Agreemer
Staff Leadership Development	Police	M		I-1 People		5	1 Hr. Weekly		Introduction of 5 Levels of Leadership
VALOR Training	Police	M		I-1 People		18		40 TBD	I.A.C.P. Diversion Training Program
High Water Rescue Project	Police	M		I-3 Operational		5	12 Hrs.	\$ 4,500.00	Finalize Highwater/Swiftwater Rescue
Update Special Events Ordinance	Police	M		I-7 Best Practices		4		8	Update Existing Special Events Ordin
Update Emergency Alarm Ordinar	Police	M		I-7 Best Practices		5		10	Update Existing Emergency Alarm Ord

Departmental Project List Example

Combined Pivot | Angel | Caleb | Cheryl | Christian | Christina | Eric | James | Margie | **Mark** | Mike H. | Mike I. | Perry | Robert | Russell ...

READY 71%

Staff Developed Project Tracking Tool

City of Marble Falls Project Tracking Tool - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ADD-INS Nuance PDF ACROBAT Lisa Ward

A36

1	Own	Project	Department	Priority	Council Vision	Organizational Focus	Comp Plan Action Item	# people	Time (man hrs)	Cost	Con
2	RS	Budget	Fire	H		I-2 Budget		5	50		Lea
3	RS	Annual Performance Evaluations	Fire	H		I-1 People		4	12		Cor
4	RS	Lifepak 12 replacement	Fire	H		I-7 Best Practices		3	10	\$ 10,000.00	Plar
5	RS	Fire Record Management System	Fire	H		I-5 Efficiency		4	10		Cos
6	RS	Personal Health	Fire	H		I-6 Health					Part
7	RS	STEP	Fire	H		I-1 People		2	8		Wo
8	RS	Protective Equipment Risk Assessment	Fire	H		I-3 Operational		1	4		Cor
9	RS	Guided Reading w/ Capts & FM	Fire	M		I-1 People		5	24	\$ 1,620.00	Lea
10	RS	Fire Station Location Study	Fire	M		I-5 Efficiency	7.2.3	1	8	\$ 6,900.00	Con
11	RS	Strategic Plan	Fire	M	CV-10 Community Engagement	I-7 Best Practices	3.1.1	4	60	\$ 1,000.00	Con
12	RS	Level 5 Phase II	Fire	M		I-1 People		1	6		Cor
13	RS	Review/Update Department Policies	Fire	M		I-5 Efficiency		3	80		Revi
14	RS	Effective Admin Assistant Program	Fire	M		I-5 Efficiency		2	8		Imp
15	RS	Establish Performance Measures	Fire	M		I-7 Best Practices		3	10		Res
16	RS	Host training for Fire Supervisors	Fire	M		I-1 People		4	12	\$ 1,663.00	Hos
17	RS	Modern Fire Ground Tactics	Fire	M		I-1 People		14	8	\$ 4,400.00	Sch
18	RS	ISO Improvement plan	Fire	M		I-7 Best Practices	3.1.1			\$ 9,000.00	Con
19	RS	Succession Planning/Retirement	Fire	M		I-1 People					ID E
20	RS	Training Plan	Fire	M		I-1 People		1	15		Dev
21	RS	On-boarding process	Fire	M		I-1 People		1	40		Dev
22	RS	Patient Care Guidelines Revision	Fire	M		I-3 Operational					Revi
23	RS	Shift Communication process	Fire	M		I-5 Efficiency		1	10.00		Star
24	RS	Monthly Safety Messages	Fire	M	CV-10 Community Engagement	I-3 Operational		1	10.00		Est
25	RS	Part-time Firefighter hiring process	Fire	L		I-1 People		7	40	\$ 250.00	Con
26	RS	Meetings with area Fire Chiefs/EMCs	Fire	L		I-4 Relationships		1	10		Mee
27	RS	Learn Emergency Managemtn plan & proce	Fire	L		I-3 Operational		2	10		Lea
28	RS	Public Safety Building	Fire	L	CV-4 Public Safety Bldg		7.2.1	2	15		Ass
29	RS	Monthly Department Meetings	Fire	L		I-3 Operational		2	1		Est
30	RS	Driver Job Performance Review Book	Fire	L		I-1 People		2	80		Dev
31	RS	Community Wildfire Assessment	Fire	L	CV-10 Community Engagement		3.1.7	3	40		plar
32	RS	Conduct Department wide meeting	Fire	C					6	\$ 500.00	Dep
33	RS	Review State Farm Grant for fit	Fire	C					4		Eva
34	RS	Meet with Team members	Fire	C					8		Mee
35	RS	TCFP Compliance Inspection	Fire	C					4		Pre
36											
37											
38											
39											
40											
41											
42											
43											
44											
45											
46											
47											

Angel Caleb Cheryl Christian Christina Eric James Margie Mark Mike H. Mike I. Perry Robert Russell

READY 90%

Departmental Project List Example



Staff Developed Project Tracking Tool

City of Marble Falls Project Tracking Tool - Excel

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O48

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	Council Vision			Department														
2	CV-1 Housing	Stimulate/Support Housing Development - Residential and Subdivision		Admin														
3	CV-2 Workforce	Stimulate/Support Workforce Development		Court														
4	CV-3 Roads	Improve Roads		Non-Depart														
5	CV-4 Public Safety Bld	Build New Public Safety Building		Finance														
6	CV-5 Core Area	Improve Core Area		HR														
7	CV-6 Convention Cent	Pursue Convention Center Opportunities		Mayor/Council														
8	CV-7 Parks	Develop Parks (Neighborhood, Regional, and Waterfront)		Communications														
9	CV-8 City Hall	Build New City Hall		Police														
10	CV-9 Hwy 281	Improve and Develop 281 (South and North) Corridor		Fire														
11	CV-10 Community Enga	Promote Community Involvement		DS														
12	CV-11 Retail	Pursue/Support New Retail (HEB, Target, etc.)		Streets														
13	CV-12 Small Town	Maintain 'Small Town' Feel		Parks														
14				Water/Wastewater														
15	Organizational			EDC														
16	I-1 People	People Development		City Secretary														
17	I-2 Budget	Budget		Engineering														
18	I-3 Operational	Operational																
19	I-4 Relationships	Relationship Building																
20	I-5 Efficiency	Improve Efficiency																
21	I-6 Health	Personal Health																
22	I-7 Best Practices	Best Management Practices																
23																		
24																		
33																		
34																		
35	Priority																	
36	H	High																
37	M	Medium																
38	L	Low																
39	C	Complete																
40																		
41																		
42	Comp Plan Action Items																	
43	3.1.1	Manage the City's pattern of growth concurrent with the provision and maintenance of adequate facilities and services.		Planning for Growth														
44	3.1.2	Pursue annexation of property designated as near-term growth areas on the City's Growth Plan.																
45	3.1.3	Pursue annexation of property designated as longer-term growth areas on the City's Growth Plan.																
46	3.1.4	Develop policies and incentives that encourage and promote infill development.																
47	3.1.5	Utilize growth management strategies to protect surrounding areas from poorly timed or low quality development.																
48	3.1.6	Promote green building practices as part of both public and private development.																
49	3.1.7	Assess and implement solutions to improve the City's resiliency.																
50	4.1.1	Utilize the Future Land Use Plan to guide decision-making regarding plans and projects for revitalizing/redeveloping existing development.		Land Use, Character, and Design														
51	4.1.2	Utilize the Future Land Use Plan to guide decision-making regarding proposed new private sector development in greenfield areas.																
52	4.1.3	Consider a comprehensive update to the City's zoning regulations to implement the quality and character recommendations identified in each future land use classification.																
53	4.1.4	Consider restructuring the zoning regulations to improve readability and usability.																
54	4.2.1	Consider an advocacy program to aid in code compliance and community clean up.																
55	4.2.2	Identify partnerships to rehabilitate the existing housing stock.																
56	4.2.3	Consider public or public/private infrastructure improvements to enhance existing neighborhoods.																

Drop Down List Combined Pivot Angel Caleb Cheryl Christian Christina Eric James Margie Mark Mike H. Mike I. Perry ...

READY 70%

Project Key List

Staff Developed Project Tracking Tool

The screenshot shows an Excel spreadsheet titled "City of Marble Falls Project Tracking Tool - Excel". The spreadsheet has a column header "Row Labels" in row 5. The data is organized into a PivotTable with the following categories:

- Admin
- CV-1 Housing
 - Draft zoning scope of work
 - Gregg Ranch development
 - Housing/Council Focus Area
 - Mustang Ridge Development
 - Preparing for new budget 2016/2017
- CV-10 Community Engagement
 - Bldng & Maintaining Relationships
 - BS&W Relations
 - Build Relationships
 - Burnet Co. Relations
 - Charter Amendment Election
 - CodeRED
 - Community Engagement Initiative
 - Comprehensive Plan adoption
 - DS Marketing Plan
 - MFISD Relations
 - PEC Relations
 - Relocation of Huber
 - Social Media/Press Releases/Website
- CV-11 Retail
 - Bealls redevelopment
- CV-12 Small Town
 - Enhance Small Town Feel
 - Tree ordinance adoption
- CV-2 Workforce
 - Facilities and Staffing Plan
- CV-3 Roads
 - Manage Ave N Closure/construction
 - Tx DOT Relations - 1431 Signal, 281 CLT (south), 281 Speed (North), 281 Access/Safety, 71 Reconfig (Striping)
- CV-8 City Hall
 - Plan and construct New City Hall
- CV-9 Hwy 281
 - TxDOT S US281 Project ROW donation
- (blank)
 - 90 day transition plan
 - Bal. Family/Work - Personal Health

The PivotTable Fields task pane on the right shows the following configuration:

- Choose fields to add to report: # people, % Complete, Comp Plan Action Item, Completed Project Description, Cost, Council Vision, Department, Organizational Focus, Owner, Priority, Project, Time (man hrs), Urgency.
- Drag fields between areas below:
 - FILTERS: Department, Council Vision, Project
 - COLUMNS: (empty)
 - ROWS: (empty)
 - VALUES: (empty)

An orange callout box in the center of the spreadsheet contains the text: "Departmental Projects Sorted by Council Vision".

Staff Developed Project Tracking Tool

The screenshot shows an Excel spreadsheet titled "City of Marble Falls Project Tracking Tool - Excel". The spreadsheet contains a list of project items in column A, including categories like "Admin", "Burnet Co. Relations", "Comprehensive Plan adoption", "Draft zoning scope of work", "Facilities and Staffing Plan", "Gregg Ranch development", "Housing/Council Focus Area", "LCRA Contracts", "Manage Ave N Closure/construction", "MFISD Relations", "Mustang Ridge Development", "Plan and construct New City Hall", "Relocation of Huber", "Tx DOT Relations", "TxDOT S US281 Project ROW donation", "Communications", "Implement Regional Communications Center", and "DS".

The PivotTable Fields task pane on the right is configured as follows:

- Choose fields to add to report: # people, % Complete, **Comp Plan Action Item**, Completed Project Description, Cost, Council Vision, **Department**, Organizational Focus, Owner, **Priority**, **Project**, Time (man hrs), Urgency.
- Drag fields between areas below:
 - FILTERS**: (Empty)
 - COLUMNS**: (Empty)
 - ROWS**: Department, Project, Priority, Comp Plan A...
 - VALUES**: (Empty)
- Defer Layout Update
- UPDATE

An orange callout box is overlaid on the spreadsheet with the text: "Departmental Projects Related to Comp Plan Action Items".

Departmental
Projects Related to
Comp Plan Action
Items

Staff Developed Project Tracking Tool

The screenshot displays an Excel spreadsheet titled "City of Marble Falls Project Tracking Tool - Excel". The spreadsheet is organized into columns A through E. Column A contains a list of project categories and specific tasks, with a "Grand Total" row at the bottom. The categories include DS, Finance, Police Staffing, Fire, Parks, and Water/Wastewater. The tasks listed are Staff evaluations, Conduct Department wide meeting, Meet with Team members, Review State Farm Grant for fit, TCFP Compliance Inspection, Lone Star Legacy Celebration, Staffing/hiring, STEP, Analyze PD Staffing (Patrol/Dispatch), and WTP Phase 3 complete. Each task is followed by a "C" in column B. A PivotTable is set up with "Row Labels" in column A. The PivotTable Fields task pane on the right shows the following configuration: Department, Priority, and Project are checked and placed in the FILTERS area. The ROWS area contains Department, Project, and Priority. The VALUES area is empty. A callout box in the center of the spreadsheet reads "Projects Categorized as Complete".

Row Labels	B	C	D	E
5 Row Labels				
6 DS				
7 Staff evaluations				
8 C				
9 Finance				
10 Police Staffing				
11 C				
12 Fire				
13 Conduct Department wide meeting				
14 C				
15 Meet with Team members				
16 C				
17 Review State Farm Grant for fit				
18 C				
19 TCFP Compliance Inspection				
20 C				
21 Parks				
22 Lone Star Legacy Celebration				
23 C				
24 Staffing/hiring				
25 C				
26 STEP				
27 C				
28 Police				
29 Analyze PD Staffing (Patrol/Dispatch)				
30 C				
31 Water/Wastewater				
32 WTP Phase 3 complete				
33 C				
34 Grand Total				

PivotTable Fields

Choose fields to add to report:

- # people
- % Complete
- Comp Plan Action Item
- Completed Project Description
- Cost
- Council Vision
- Department
- Organizational Focus
- Owner
- Priority
- Project
- Time (man hrs)
- Urgency

Drag fields between areas below:

FILTERS	COLUMNS
Department	
Project	
Priority	

ROWS: Department, Project, Priority

VALUES: (Empty)

Defer Layout Update

General Fund – Revenue FY15/16

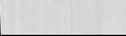
58% into fiscal year



1 Yr

<u>REVENUES</u>	<u>BUDGET</u>	<u>YEAR TO DATE</u>	<u>% OF BUDGET</u>
Property Taxes	\$1,560,000	\$1,468,057	94%
Sales Taxes	5,734,844	2,796,264	49%
Franchise Fees	586,300	301,918	51%
Mixed Beverage Tax	42,000	35,372	84%
Bingo Tax	4,000	1,954	49%
Municipal Court Fines	199,700	131,287	66%
Pavilion Revenue	82,000	54,288	66%
Swimming Pool Revenue	39,100	240	1%
Park Reservations/Permits	14,000	14,157	101%
Sale of Property & Assets	5,000	5,665	113%
Building Permits & Fees	84,500	68,420	81%
Fire Permits/Inspections	1,000	450	45%
Alarm License	12,000	5,190	43%
Alcohol License & Permits	4,000	3,273	82%
Zoning & Variance Fees	35,000	6,955	20%
Interest Earned	3,000	1,157	39%
Transfers from other funds	309,390	126,750	41%
MFISD - SRO reimbursement	51,000	0	0%
Reimb. Dispatch Contracts	132,200	83,325	63%
Reimb. Spillman Maintenance	21,600	3,050	14%
Radio Communication Grant -PD	75,000	75,000	100%
Miscellaneous	116,665	77,266	66%
TOTAL	\$9,112,299	\$5,260,038	58%

General Fund – Expenditures FY15/16
58% into fiscal year



1 Yr

Administration	\$817,799	\$468,281	57%
Municipal Court	169,405	98,845	58%
Non-Departmental	188,821	111,381	59%
Finance Department	394,950	254,383	64%
Human Resources	151,619	101,210	67%
Mayor & City Council	21,400	11,695	55%
Communications	748,441	414,665	55%
Police Department	2,526,107	1,410,836	56%
Fire Department	1,425,687	797,642	56%
Development Services	704,518	364,024	52%
Street Department	1,135,851	560,251	49%
Parks & Recreation	<u>812,106</u>	<u>427,745</u>	<u>53%</u>
TOTAL	9,096,704	5,020,958	55%

Proprietary Fund – Revenue FY15/16
58% into fiscal year

Budget

1 Yr

	<u>BUDGET</u>	<u>YEAR TO DATE</u>	<u>% OF BUDGET</u>
Water Sales	\$2,639,923	\$1,462,817	55%
Water Taps	20,000	32,218	161%
Service Charges	6,000	4,830	81%
Miscellaneous Revenue	1,000	570	57%
Contributions	35,000	19,650	56%
Water Tower Lease	12,500	7,200	58%
Receipts- Flatrock Springs	115,000	0	0%
Interest Earned	18,100	18,092	100%
Transfer in from Debt Service	50,000	25,000	50%
Transfer in from Impact Fees	50,000	0	0%
Wastewater Sales	1,483,975	828,009	56%
Wastewater Taps	10,000	9,850	99%
Liquid Waste Disposal Fees	95,200	28,797	30%
TOTAL	4,536,698	2,437,033	54%

Proprietary Fund – Expenditures FY15/16
58% into fiscal year



1 Yr

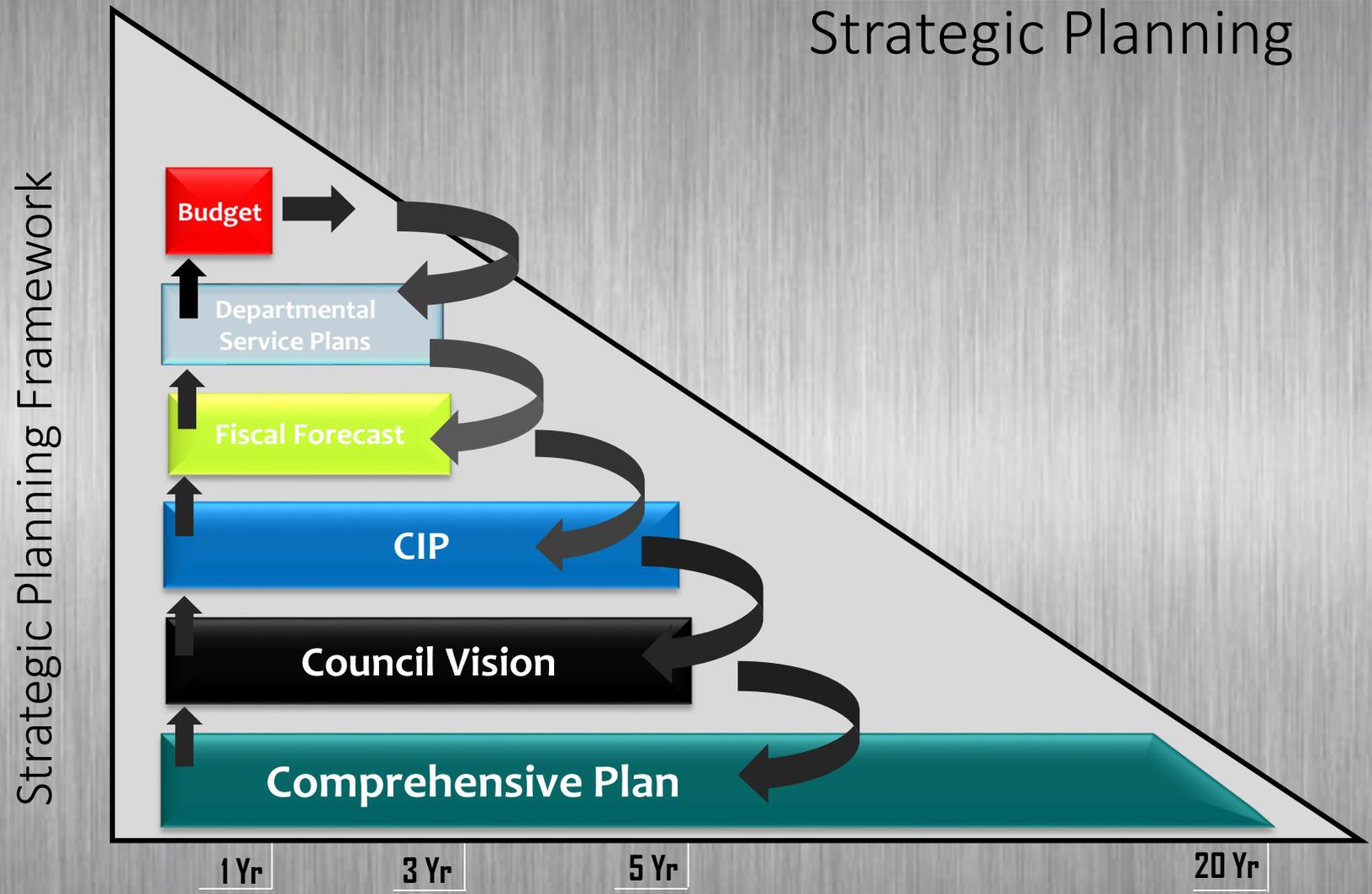
Water Services	\$1,010,754	\$558,805	55%
Water Plant	841,874	586,312	70%
Wastewater Services	431,623	188,150	44%
Wastewater Plant	672,636	403,543	60%
Wastewater Irrigation System	145,919	61,399	42%
Debt Service	<u>1,447,583</u>	<u>1,183,349</u>	82%
TOTAL	4,550,389	2,981,558	66%



Strategic Planning & Budget Retreat

FY 16/17

City of Marble Falls Strategic Planning





Proposed Water/WW Bond Sale

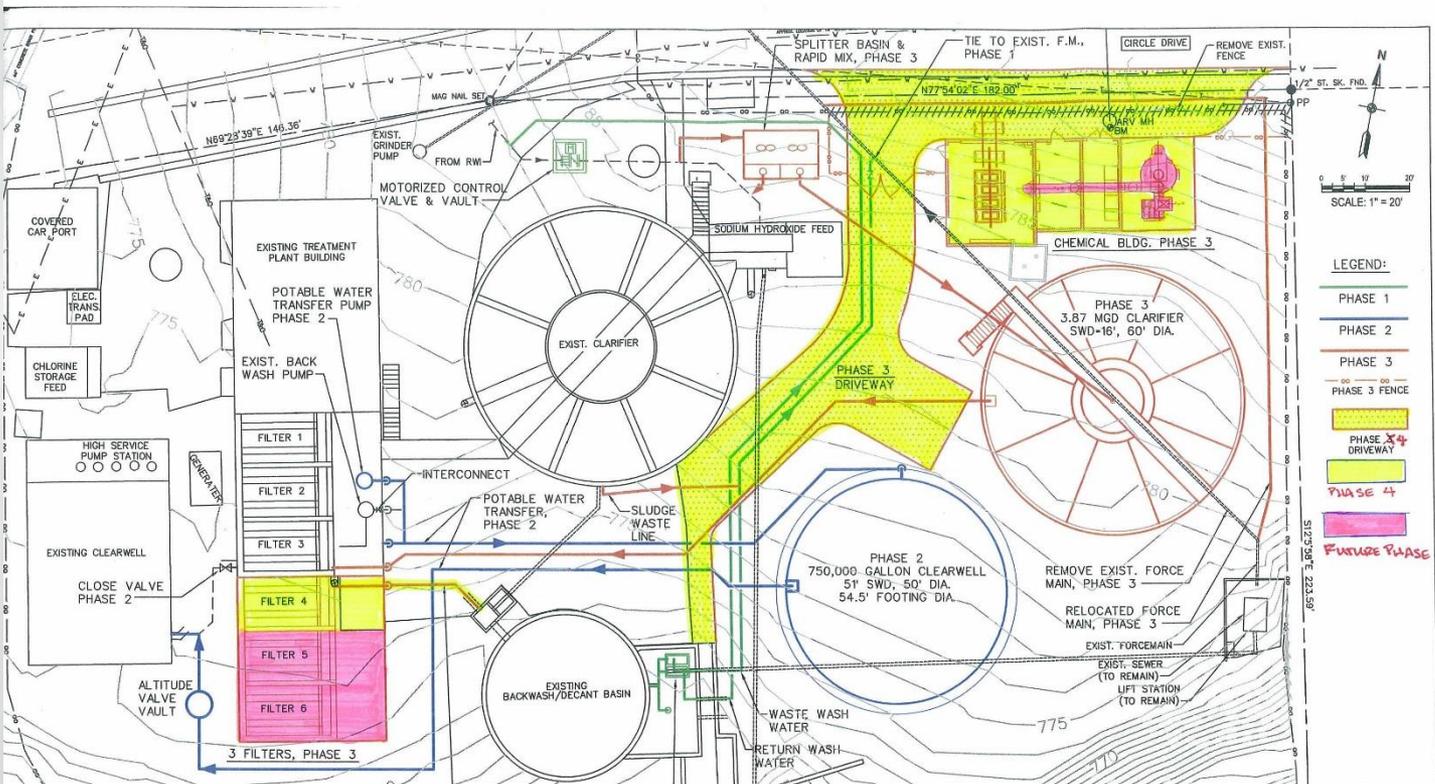
Water Plant	\$3,950,000
Wastewater Plant	\$2,500,000
Via Viejo Water Tank	\$1,100,000
Broadway Water line	\$140,000
1431 Water line	<u>\$340,000</u>
	\$8,030,000

Water Plant - Final Phase, 4.8MGD

EST. \$3.95 Million

CIP

5 Yr



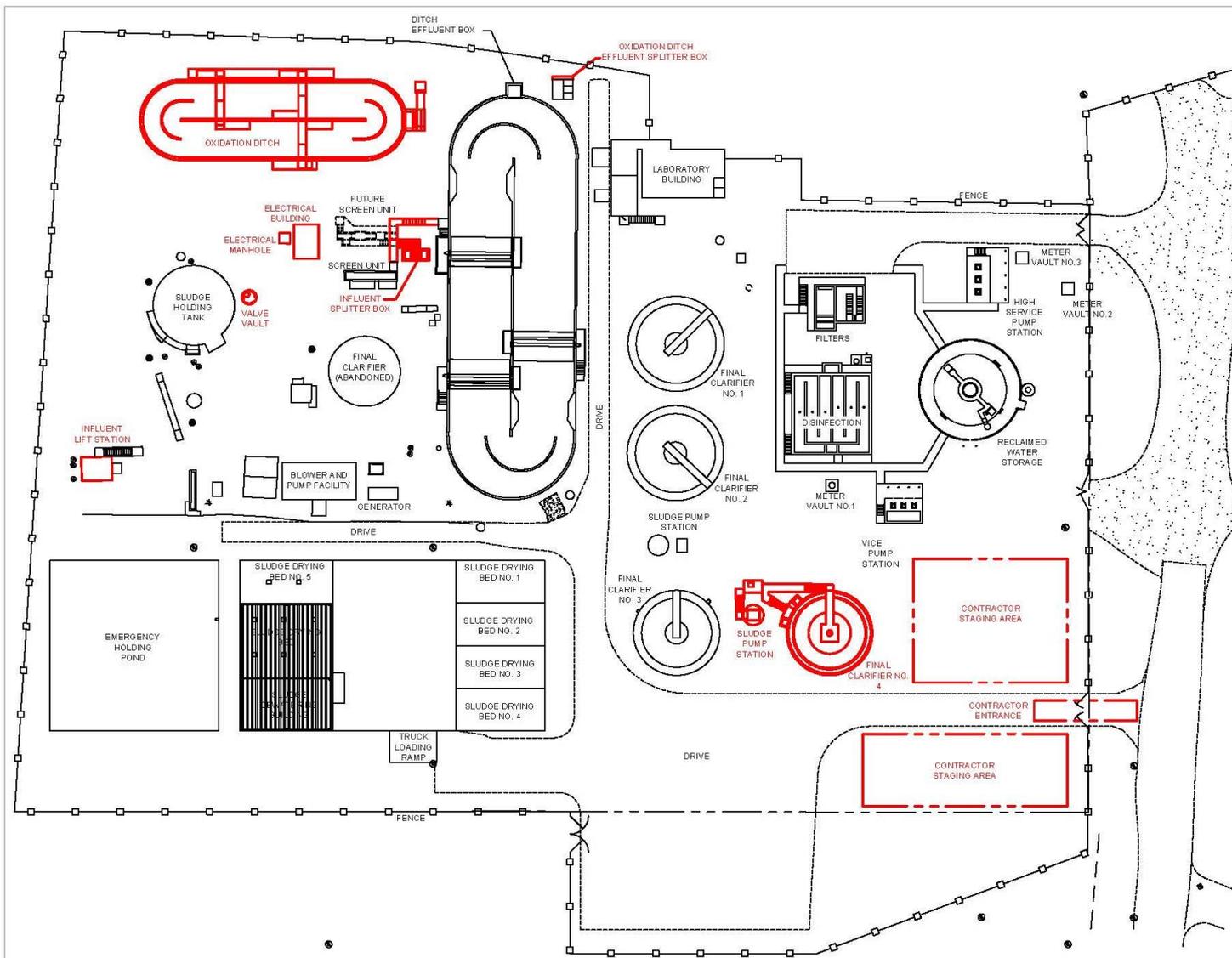
1.15 MGD Filter Bldg
Chemical Bldg

Raw Water Intake
Electrical & Controls

Wastewater Plant Expansion, 1.5MGD \$2.5 Million

CIP

5 Yr



Via Viejo Water Tank
EST. \$1.1 MM

CIP

5 Yr



CITY OF MARBLE FALLS
**VIA VIEJO
PUMP STATION**
IN CASE OF EMERGENCY
830-693-3611

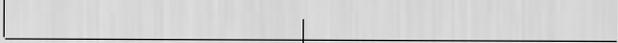
NOTICE
AUTHORIZED
PERSONNEL ONLY

**SUPERIOR
PUBLIC WATER
SYSTEM**
THE STATE OF TEX

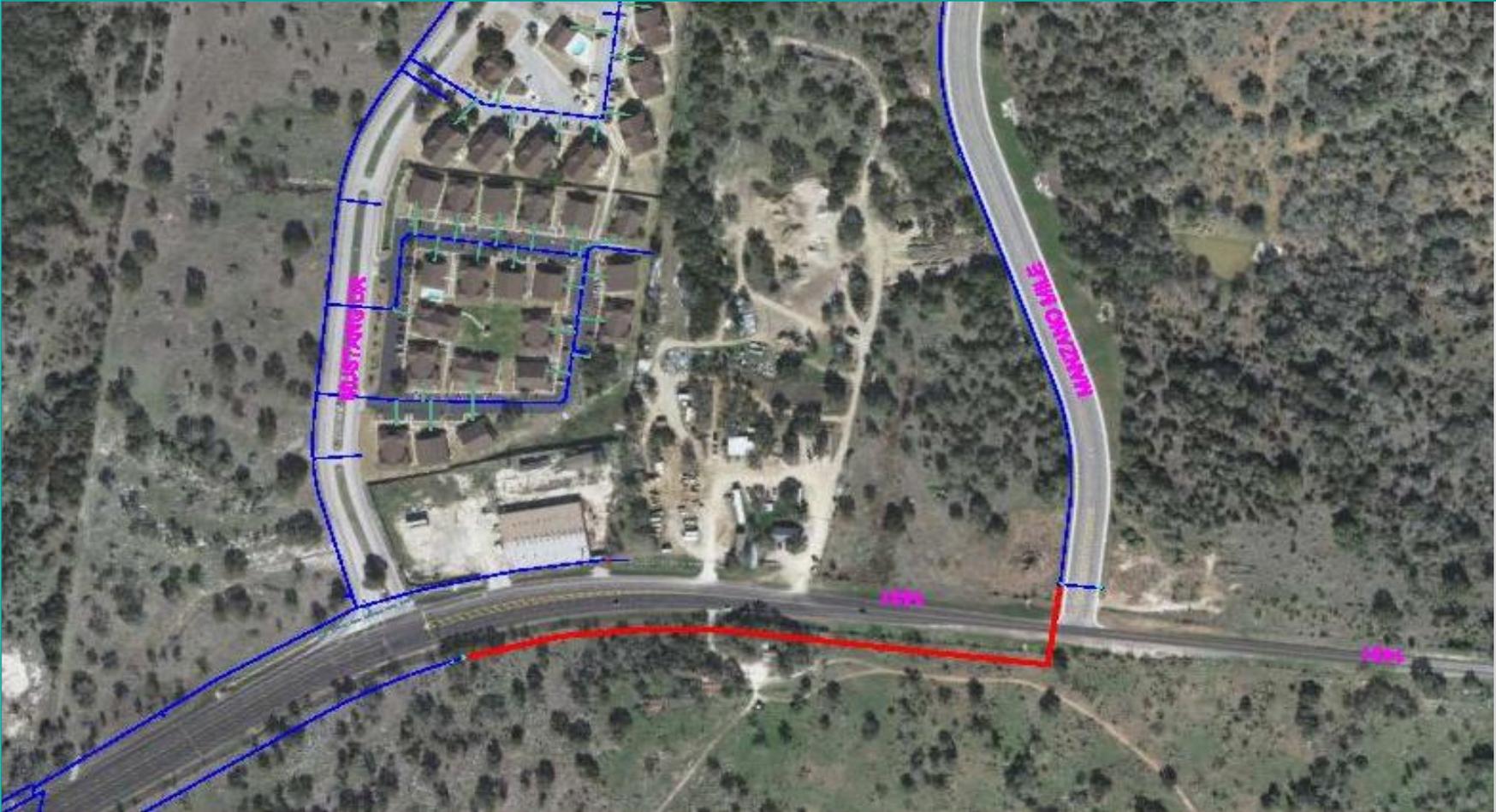
1431 Water line

EST. \$340,000

CIP



5 Yr



Broadway Water line

EST. \$140,000



5 Yr



Questions on CIP??



Something New This Year

Introduction into Forecasting



Proprietary Fund 5-Year Fiscal Analysis - 2016-2021

Fiscal Forecast

Description	Actual	Budget	Planned	Planned	Planned	Planned	Planned
	2015	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Beginning Balance	\$ 210,722	\$ 227,324	\$ 227,615	\$ 331,112	\$ 335,945	\$ 467,136	\$ 562,784
REVENUES							
Water Sales	\$ 2,453,440	\$ 2,603,923	\$ 2,955,453	\$ 3,147,557	\$ 3,352,148	\$ 3,402,430	\$ 3,453,467
Sewer Treatment	1,361,214	1,463,975	1,661,612	1,686,536	1,711,834	1,737,511	1,763,574
Liquid Waste Disposal	101,479	95,200	95,200	95,200	95,200	95,200	95,200
Non-Rate Operating Revenues	92,491	92,000	92,000	92,000	92,000	92,000	92,000
Non-Operating Revenues	217,958	163,600	163,600	163,600	128,600	128,600	128,600
Transfer from Impact Fees	92,744	50,000	75,000	75,000	75,000	75,000	75,000
Transfer from Debt Service	200,000	50,000	-	-	-	-	-
Total Revenues	\$ 4,519,326	\$ 4,518,698	\$ 5,042,864	\$ 5,259,893	\$ 5,454,782	\$ 5,530,742	\$ 5,607,841
EXPENDITURES							
Water Services	\$ 723,765	\$ 704,446	\$ 729,102	\$ 754,620	\$ 781,032	\$ 808,368	\$ 836,661
Water Plant	\$ 805,802	\$ 806,890	\$ 835,131	\$ 864,361	\$ 894,613	\$ 925,925	\$ 958,332
Wastewater Services	296,791	411,615	426,022	440,932	456,365	472,338	488,869
Wastewater Plant	654,986	672,636	696,178	720,544	745,764	771,865	798,881
Wastewater Irrigation	133,611	145,919	151,026	156,312	161,783	167,445	173,306
Debt - Existing	\$ 1,502,769	\$ 1,499,701	\$ 1,421,709	\$ 1,426,090	\$ 1,427,484	\$ 1,432,353	\$ 1,431,153
Debt - Planned	-	-	340,000	552,000	552,550	552,800	552,750
Total Operating Expenditures	\$ 4,117,724	\$ 4,241,207	\$ 4,599,168	\$ 4,914,860	\$ 5,019,591	\$ 5,131,094	\$ 5,239,952
Transfer to General Fund	\$ 375,000	\$ 221,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	10,000	20,000	20,000	30,000
Lease Payments	-	46,200	46,200	46,200	-	-	-
Non-Operating Expenditures	\$ 385,000	\$ 277,200	\$ 340,200	\$ 340,200	\$ 304,000	\$ 304,000	\$ 314,000
Total Expenditures	\$ 4,502,724	\$ 4,518,407	\$ 4,939,368	\$ 5,255,060	\$ 5,323,591	\$ 5,435,094	\$ 5,553,952
REVENUES OVER EXPENDITURES	\$ 16,602	\$ 291	\$ 103,497	\$ 4,833	\$ 131,191	\$ 95,648	\$ 53,889
Estimated Ending Balance	\$ 227,324	\$ 227,615	\$ 331,112	\$ 335,945	\$ 467,136	\$ 562,784	\$ 616,672

Utility Rates

- * Last water rate increase was in 2013
- * Last sewer rate increase was in 2010

Proposed Water Rate Increase

Consumption	Current	Proposed for FY 16/17	Difference
0-10,000	\$3.65	\$4.12	\$0.47
11,000 – 30,000	\$4.56	\$5.29	\$0.73
31,000 - 50,000	\$5.70	\$6.51	\$0.81
51,000 +	\$5.70	\$6.62	\$0.92

Examples of Monthly Water Consumption

Consumption	Current	Proposed	Increase
5,000	\$38.71	\$43.54	\$4.83
10,000	\$56.96	\$64.16	\$7.20
20,000	\$111.66	\$128.71	\$17.05
30,000	\$157.26	\$181.60	\$24.34
40,000	\$248.46	\$283.29	\$34.83
50,000	\$305.46	\$348.38	\$42.92

Proposed Sewer Rate Increase

	Current	Proposed for FY 16/17	Difference
Sewer Rate Minimum Charge	\$16.50	\$18.15	\$1.65
Rate per thousand gallons	\$3.48	\$3.90	\$0.42

Examples of Monthly Sewer Usage

Usage	Current	Proposed	Increase
2,000	\$23.46	\$25.95	\$2.49
5,000	\$33.90	\$37.64	\$3.74
10,000	\$51.30	\$57.13	\$5.83
20,000	\$86.10	\$96.10	\$10.00

Examples of Monthly Impact on Utility Rate Customers

Usage	Proposed Water Rate Increase	Proposed Sewer Rate Increase	Customer Impact
5,000	\$4.83	\$3.74	\$8.57
10,000	\$7.20	\$5.83	\$13.03
20,000	\$17.05	\$10.00	\$27.05



Proposed Water/WW Bond Sale

Water Plant	\$3,950,000
Wastewater Plant	\$2,500,000
Via Viejo Water Tank	\$1,100,000
Broadway Water line	\$140,000
1431 Water line	<u>\$340,000</u>
	\$8,030,000

General Fund Revenue Analysis 2015-2019

Fiscal Forecast

3 Yr

	<u>FY 15-16 BUDGET</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>
Property Taxes	\$1,560,000	\$1,599,000	\$1,638,975	\$1,688,144
Sales Taxes	5,734,844	5,906,889	6,054,562	6,236,198
Franchise Fees	586,300	598,026	609,987	622,186
Mixed Beverage Tax	42,000	43,260	44,125	45,008
Bingo Tax	4,000	4,120	4,244	4,371
Municipal Court Fines	199,700	211,682	220,149	226,754
Pavilion Revenue	82,000	90,200	92,906	95,693
Swimming Pool Revenue	39,100	40,273	40,273	41,078
Park Reservations/Permits	14,000	14,420	14,420	14,708
Sale of Property & Assets	5,000	5,000	5,000	5,000
Building Permits & Fees	84,500	88,725	91,387	94,128
Fire Permits/Inspections	1,000	1,050	1,050	1,103
Alarm License	12,000	12,600	12,978	13,367
Alcohol License & Permits	4,000	4,120	4,244	4,371
Zoning & Variance Fees	35,000	38,500	40,425	41,638
Interest Earned	3,000	3,015	3,030	3,045
Transfers from other funds	309,390	319,000	319,000	319,000
MFISD - SRO reimbursement	51,000	51,000	51,000	51,000
Reimb. Dispatch Contracts	132,200	145,420	145,420	149,783
Reimb. Spillman Maintenance	21,600	43,200	43,200	43,200
Radio Communication Grant -PD	75,000	0	0	0
Miscellaneous	116,665	116,665	118,998	118,998
TOTAL	\$9,112,299	\$9,336,165	\$9,555,372	\$9,818,774
Increase year over year		\$223,866	\$219,207	\$263,402
%		2.46%	2.35%	2.76%

General Fund Expenditure Analysis 2015-2019

Fiscal Forecast

3 Yr

	FY 15-16 BUDGET	FY 2016-17	FY 2017-18	FY 2018-19
Administration	\$817,799	860,126	877,329	894,875
Municipal Court	169,405	172,793	176,249	179,774
Non-Departmental	188,821	198,262	202,227	206,272
Finance Department	394,950	402,849	410,906	419,124
Human Resources Dept.	151,619	156,168	159,291	162,477
Mayor & City Council	21,400	21,400	21,400	21,828
Communication Services	748,441	763,410	778,678	794,252
Police Department	2,526,107	2,576,629	2,628,162	2,680,725
Fire Department	1,425,687	1,454,201	1,483,285	1,512,950
Development Services	704,518	665,705	649,019	661,999
Engineering Department	0	106,681	108,815	110,991
Street Department	1,135,851	1,208,568	1,282,739	1,358,394
Parks & Recreation Dept.	812,106	828,348	844,915	861,813
TOTAL	9,096,704	9,415,140	9,623,015	9,865,475
 Excess of Revenues over Expenditures	 15,595	 (78,975)	 (67,643)	 (46,701)
 Ending Fund Balance 9/30	 \$1,474,328	 \$1,395,353	 \$1,327,711	 \$1,281,010



Proposed Road Improvements

Downtown Master Plan	\$115,000	} <i>Funded</i>
Annual Street Maintenance	\$200,000	
Avenue U from 1431 to Broadway	\$250,000	} <i>Unfunded</i>
FY 17/18 Road Project (unidentified)	<u>\$250,000</u>	
	\$815,000	

Departmental Budget Requests

Police Department	\$180,000	4 Vehicles
	\$25,000	Mobile & Body Camera System
	\$40,000	Radio Replacement Phase II
	\$116,000	Patrol Sergeants
Fire Department	\$19,493	Cardiac Defibrillator Replacement
	\$28,000	Vehicle Replacement Admin
	*\$18,000	Reserve Engine Repairs
	*\$189,614	Refurbish Ladder 1
Development Services	\$61,000	Planner I
	\$25,000	Zoning Ordinance
Water Services	*\$95,000	Back Hoe

Proposed Bond Sale

Water Plant	\$3,950,000	}	Utility Funded
Wastewater Plant	\$2,500,000		
Via Viejo Water Tank	\$1,100,000		
Broadway Water line	\$140,000		
1431 Water line	\$340,000	}	Tax Funded
Street Improvements	\$500,000		
Equipment	<u>\$300,000</u>		
	\$8,830,000		

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Position	City of Marble Falls	City of Burnet	City of Bastrop	City of Boerne	City of Crowley
Police Chief	1	1	1	1	1
Asst. Police Chief	0	0	1	1	1
Captain	2	1	0	0	0
Patrol Lieutenant	1	0	0	1	2
Investigators	3	3	2	5	2
Patrol Sergeant / Corporal	2	2	5	6	4
Administrative Officer	0	0	1	1	0
Patrol Officer	8	8	12	15	22
Records Clerk	1	0	1	2	1
Administrative Assistant	1	1	1	2	2
School Resource Officer	1	1	0	4	5
Animal Control Officer	1	1	0	0	0
Total Sworn Personnel	18	17	22	34	32
officer/1000	2.93	2.77	2.88	2.64	2.22
Population	6,140	6,138	7,635	12,853	14,413
Total	21	18	24	38	40

Statistics

Calls for Service	15,986	8,845	14,500	19,245	35,223
Traffic Accidents	462	130	450	785	188
Arrests	823	318	700	644	461
Citations Issued	1,762	2,259	4,000	1,626	3,880
UCR Offenses	389	142	478	328	379
Clearance Rate	53%	42%	45%	21%	22%
Annual Department Budget	\$2,451,107	\$1,725,622	\$2,902,206	\$4,630,876	\$2,718,624
Cost Per Capita	\$399	\$281	\$380	\$360	\$189

Human Resources

history

fy 2014/2015	fy 2015/2016	fy 2016/2017 Projections
105.5 Employees	106.5 Employees	107.5 Employees
<u>Performance Increases</u> Average Increase – 3% Total \$138,680	<u>Performance Increases</u> Average Increase – 3% Total \$156,505	<u>Performance Increases</u> Average Increase – 3% Total \$148,945
<u>Compression Increases</u> Received by 7 employees Total \$8,510	<u>Compression Increases</u> Received by 3 employees Total \$4,962	<u>Compression Increase</u> Received by 3 employees Total \$3,558
	<u>Market Adjustment</u> Total \$12,233	<u>Market Adjustments</u> Total \$6,506
\$147,190	\$173,700	\$159,065



Employee Benefit Profile

Current Population	6,397
Number of Full-Time Employees	106.5

Salary Increase Percent

2015-2016 Salary Increase %	3.0%
2016-17 Proposed Increase %	3.0%

Benefit Information (City Contribution)

Employee Only

Medical	100%
Dental	100%
Vision	0%
Life	100%
Dependent	63%

Retirement

System	TMRS
Employee Contribution	7%
City Match	2:1
Vesting	5 yrs

Human Resources

FY 15/16 Cost of Employee and Dependent Coverage

	Current Level 63% <u>Depend</u>	55% <u>Depend</u>	50% <u>Depend</u>	# <u>Employees</u>	
H.S.A Employee cost	238,229	238,229	238,229		
H.S.A Dependent Cost	<u>72,213</u>	<u>62,879</u>	<u>57,163</u>		Employee Cost \$473
	310,442	301,108	295,392	42	Deductible \$2,500
POS 1 Employee Cost	409,887	409,887	409,887		
POS 1 Dependent Cost	<u>174,172</u>	<u>152,048</u>	<u>138,225</u>		Employee cost \$599
	584,059	561,935	548,112	57	Deductible \$1,500
POS 2 Employee Cost	40,392	40,392	40,392		
POS 2 Dependent Cost	<u>23,208</u>	<u>20,286</u>	<u>18,442</u>		Employee cost \$561
	63,600	60,678	58,834	6	Deductible \$2,000

SUMMARY

Total Employee Cost	688,508	688,508	688,508	
Total Dependent Cost	<u>269,593</u>	<u>235,213</u>	<u>213,830</u>	
	958,101	923,721	902,338	
Savings from current level		\$34,380	\$55,763	

Human Resources

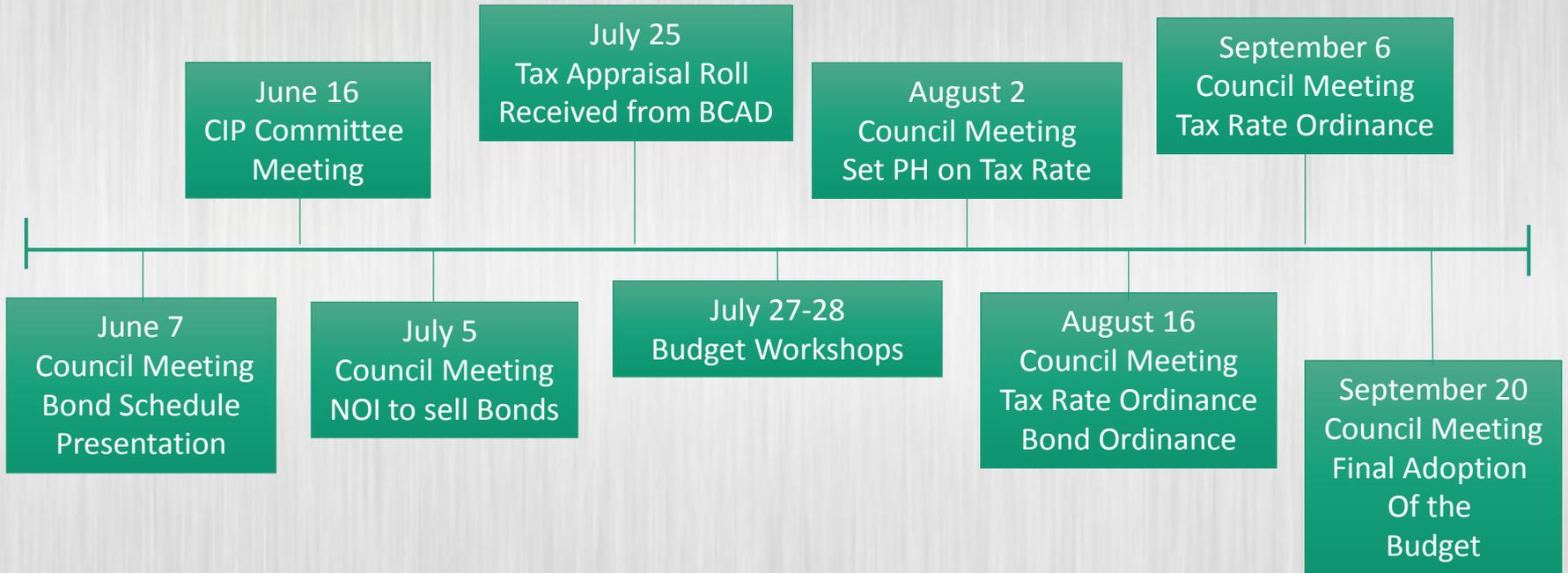
Impact to Employee's Monthly Premium

	<u>Proposed City 55% - Employee 45%</u>	<u>Proposed 50% - 50%</u>
H.S.A Family	\$53.96	\$87.69
H.S.A Children	\$25.97	\$42.21
POS 1 Family	\$68.33	\$111.04
POS 1 Children	\$32.90	\$53.45

Council Directives for FY 16/17 Budget

- CIP
- Personnel
- Benefits

Budget Process Timeline





Strategic Planning & Budget Retreat

FY 16/17