

Enterprise Fund

ENTERPRISE FUND

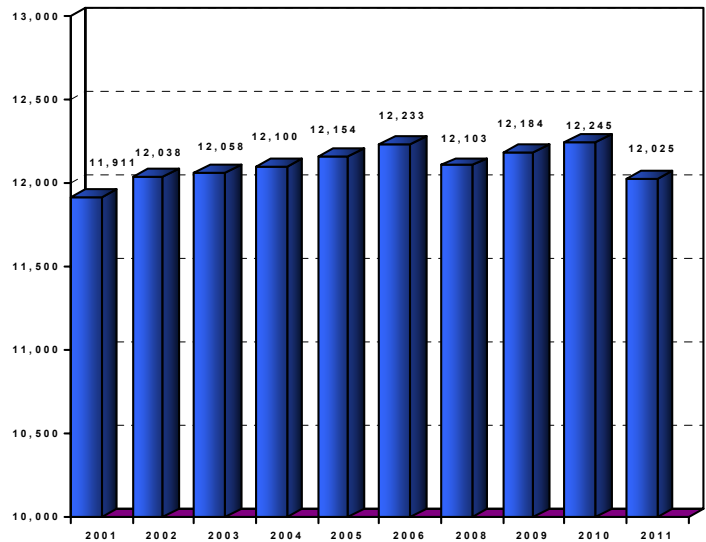
The Enterprise Fund is used to account for the provision of water and wastewater services to the residents of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service, billing and collection. The operations of the Enterprise Fund are financed and operated in a manner similar to private business enterprises where the expenses (including depreciation) of providing services are recovered primarily through user charges. An overview of Water and Wastewater Systems is presented on pages 346 to 347. An activity schedule for each function begins on page 361 and continues to page 416. Included for each operation are a summary of expenses, a personnel schedule, departmental descriptions, goals, objectives, performance measures, and division analysis. Line item detail and capital outlay by program are not provided in this budget document. The Finance Division or Public Information Division will provide a 2011-2012 line item detail budget document upon request.

OVERVIEW OF WATER AND WASTEWATER SYSTEMS

The Hurst Water Utilities System has maintained its relative size in 2011. The number of active water accounts decreased from 12,245 in 2010 to 12,025 in September 2011.

The City of Hurst water well supply and the City of Fort Worth water supply combined to produce a total of 2.155 billion gallons of treated water during Fiscal Year 2011. Of the 2.155 billion gallons used in 2011, the City of Fort Worth supplied 2.036 billion gallons and the City of Hurst supplied 119.6 million gallons. Approximately 15% more water was sold to customers in 2010-2011 than in the prior year. The City suffered through one of the worst droughts in history and water was also sold through a contractual arrangement to Chesapeake Energy to Support natural gas drilling efforts.

Active Water Accounts



The City of Hurst average daily water use was down from 6.10 MGD in Fiscal Year 2010 to 5.91 MGD in 2011. The City of Fort Worth water supply maximum day demand increased from 9.05 MGD in 2010, to 9.132 MGD in 2011. The FTW water supply maximum hour demand increased from 9.82 MGD in 2010 to 10.325 MGD in 2011. The increases in maximum demand are related to the drought conditions.

The Hurst water wells percent contribution increased from 3.3% (74.1 MG) in 2010 to 5.55% (119.6 MG) in 2011. Hurst water wells were in operation a total of 74 days from June 13, 2011 to September 3, 2011, which is up 28 days of operation for the same period the year before. Well usage increases as water demand increases.

Water use restrictions were required of the City's residential, commercial and industrial customers as well as municipal departments for fiscal year 2011. The City of Hurst implemented Stage 1 "mandatory water conservation" of the drought contingency plan. No landscape irrigation watering between the hours of 10am and 6pm was allowed and designated watering two days per week was implemented.

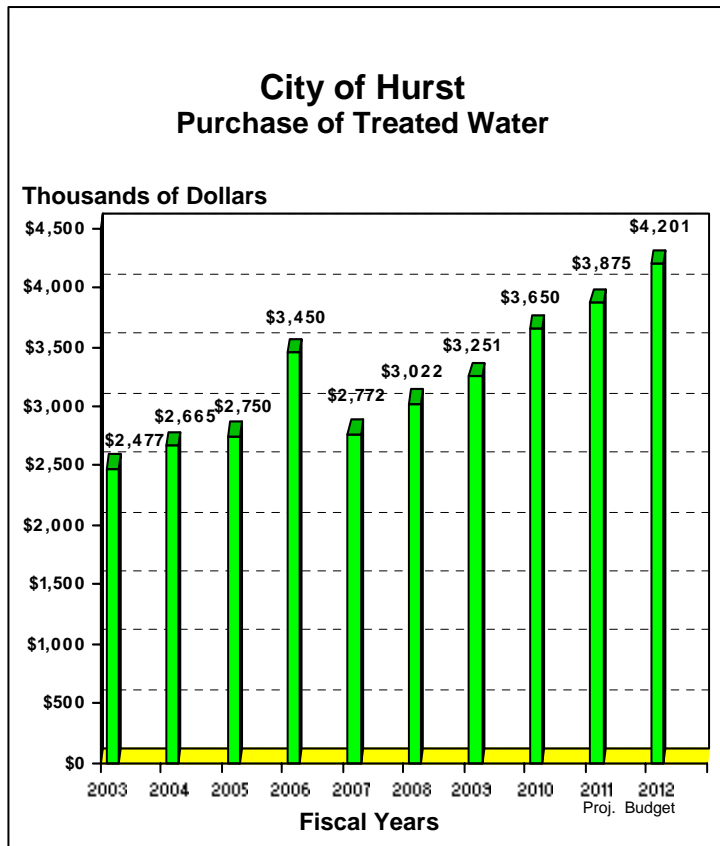
The infrastructure needed to distribute treated water to our customers consists of approximately 211 miles of water mains ranging in size from six-inches (6") to thirty-inches (30") in diameter. Six high service pump stations distribute treated water to Hurst customers. These high service systems have the capacity to pump 33.048 MGD. Water storage in the distribution system consists of ten ground storage tanks and three elevated storage tanks with a combined capacity of 9.4 million gallons. Potable water is supplied by the City of Fort Worth. However, during peak demands, Hurst utilizes six active water wells that supplement the Fort Worth supply.

Approximately 156 miles of sanitary sewer mains ranging in size from six inches (6") to twenty-four inches (24") in diameter comprise the wastewater collection system that serves all developed areas within the city limits. Wastewater treatment is contracted with the City of Fort Worth and the Trinity River Authority. Wastewater from North Richland Hills, Richland Hills, and Bedford flows through the City of Hurst wastewater system. The Bedford flows are un-metered, but calculated flows are based on residence and commercial counts.

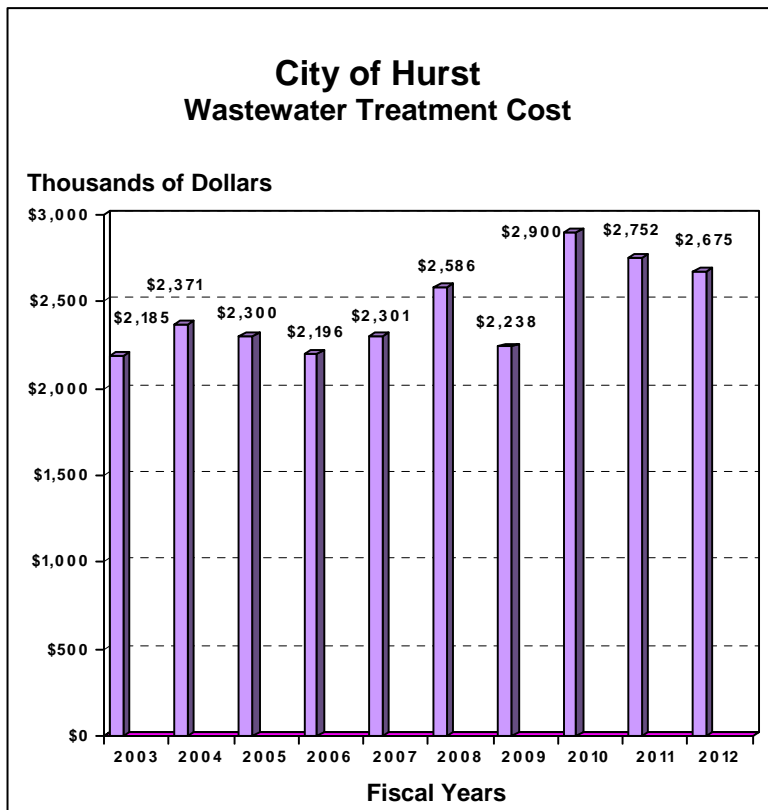
Environmental Services provides support for the Water and Wastewater Division by collecting wastewater samples to monitor industrial customer's discharges, and to assess wastewater surcharges in our Commercial Wastewater Surcharge Program. Environmental Services prepares the semi-annual

Industrial Pretreatment Report that is required by TCEQ, administrates the Cross-Connection Control Program, hosts Household Hazardous Waste collection events, and is preparing the Storm Water Pollution Prevention Program to remain compliant with upcoming state and federal mandates.

The purchase of treated water from the City of Fort Worth will increase during the next fiscal year. Fort Worth bases the next year's rates on the amounts necessary to provide treated water to its wholesale customers from a historical test year adjusted for any known and measurable changes. The volume rate per 1,000 gallons for treating water will increase from \$0.7212 to \$0.7735, a 7.3% increase. The proposed water cost per 1,000 gallons from the Tarrant Regional Water District will increase by 13.3%, from \$0.8495 to \$0.9626. Overall, the total volume rate will increase from \$1.5708 to \$1.7361, or (10.5%). The Maximum Day Above Average demand rate (per million gallons) will increase from \$122,742 to \$148,810, a (21.2%) increase,



and the Maximum Hour Above Maximum Day demand rate (per million gallons) will decrease from \$28,691 to \$12,799, or (-55.4%). The budgeted cost for fiscal year 2011 is \$4,200,905 as derived from above.



Wastewater treatment costs for the City of Hurst have substantial increases and decreases in certain years primarily due to fluctuating costs passed along by wholesale service providers. The City of Hurst expects a decrease in wholesale costs for Fiscal Year 2012. The City Of Hurst contracts with the City of Fort Worth and the Trinity River Authority (TRA) for wholesale wastewater treatment service. Fort Worth wastewater costs are based on a historical test year adjusted for any known and measurable changes. For Fort Worth, volume rates (per 1,000 gallons) decreased from \$0.8679 to \$0.8093 for a (-6.75%) decrease. BOD charges (per pound) increased from \$0.3187 to \$0.3653, which translates to a

(14.62%) increase. TSS charges (per pound) decreased from \$0.2224 to \$0.1552 for a (-30.24%) decrease. TRA rates are also factored into wastewater costs shown in the graph above. The graph illustrates the changes in wastewater treatment costs from fiscal year 2002 through fiscal year 2012.

ENTERPRISE FUND FINANCIAL POLICY GUIDELINES

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

1. Revenues shall be set for budget and rate purposes to meet or exceed planned expenditures.

2. The projection of "water loss and unaccounted for" due to common water system conditions such as meter under-readings, firefighting, water line breakages and utility line flushings shall not be allowed to exceed 5% without just cause or uncontrollable events.
 - No free water will be allowed, including water used for municipal purposes such as median irrigation and park irrigation.
 - Meters will be tested and replaced on a regular basis.
 - Large commercial meters will be tested on an annual basis and replaced when the accuracy exceeds plus or minus five percent.
 - Residential meters will be tested on an exceptional basis or random basis and will be replaced every one million gallons or every ten years, whichever comes first.
 - Records of estimated, unmetered water uses will be maintained by the utility department and the fire department, especially for major water main breaks and major fires.
 - The City will monitor for accuracy all metering points of water pumped into the system from either wells or third party providers.
 - The City will prepare an accounting of water quantities received and used on at least an annual basis and prepare a report showing the effectiveness of the water volume accounting program.

3. Any municipal customer shall be required to pay the cost of conveyance of wastewater through the Hurst system, including operating costs and capital costs of the portion of the system used and the administrative costs of managing a wholesale customer contract.

4. Any municipal customer or commercial customer that introduces wastewater quality loadings that exceed the allowed limits of the standard quality measurements, especially biological oxygen demand (BOD) and total suspended solids (TSS) shall pay a surcharge based on the cost of treating the excessive loadings.

Enterprise Fund Financial Policy Guidelines continued

5. Existing ratepayers shall be relieved of all or a portion of the cost of making service available for new growth, to the extent practical and reasonable.
 - Impact fees shall be charged to new development based on system capacity costs as allowed by and calculated in accordance with Chapter 395 of the Local Government Code. These fees shall be used for expansionary projects or for the recoupment of existing projects with capacity available and held for new growth, as allowed by law.
 - The new growth shall also be charged the water and wastewater availability fee charged to the City of Hurst by the wholesale supplier of water and wastewater services.
6. The current ratepayers paying their bills on time will not bear the cost of those not doing so. Penalties and fees will be assessed to those accounts that do not pay on time, requiring costly notices, turn-offs, turn-ons and other field and administrative costs. Deposits will be established at levels that eliminate or minimize the loss of revenues due to bad debts.
7. Water purchase costs shall be based on several factors:
 - Projected changes in volume, peak hourly demand and peak daily demand.
 - The projected costs of purchasing water from the wholesale supplier, the City of Fort Worth.
 - The productivity and capacity of the City's water well system used for peaking loading purposes.
 - The water loss and unaccounted for factors.
 - The estimate of water sold to City customers.
8. Wastewater transportation and treatment costs shall be based on several factors:
 - The projected wastewater volumes contributed by the City's wholesale and retail customers.
 - The inflow/infiltration (I&I) volumes that enter the City's conveyance system and transported to the wholesale treatment facilities.
 - The cost of wastewater treatment, including surcharges for above-average loadings.
9. The City shall pay to the General Fund an amount for the indirect cost of administration, fiscal and building facilities that serve the Water and Wastewater Enterprise Fund. The basis for this transfer shall be cost based, shall be supported by a thorough analysis done on a

Enterprise Fund Financial Policy Guidelines continued

frequency of not less than every three years, and shall be increased annually between such analysis based on growth factors that approximate the consumer price index.

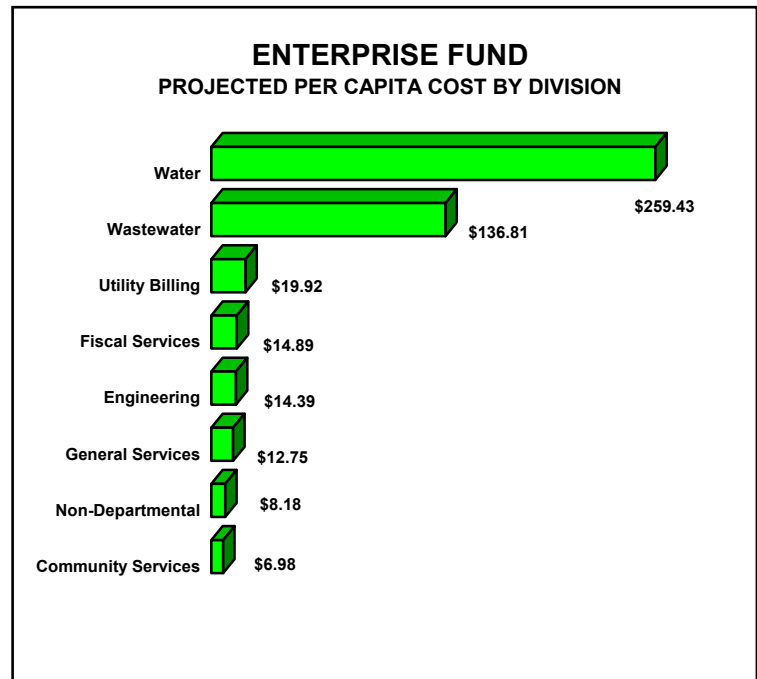
10. The City shall pay to the General Fund an amount for the rental of streets equal to the same amount that would be realized by the City if the Water and Wastewater Enterprise Fund was held and operated by a private utility under franchise by the City. The Street Rental Fee shall be computed at 5% of the water and wastewater retail sales.

11. The City shall formulate a capital improvement plan (CIP) each year that looks forward no less than three years. This CIP will include both system expansion projects and projects that rehabilitate or replace portions of the utility system.

**CITY OF HURST
2011-2012 APPROVED BUDGET
ENTERPRISE FUND
REVENUES AND EXPENDITURES**

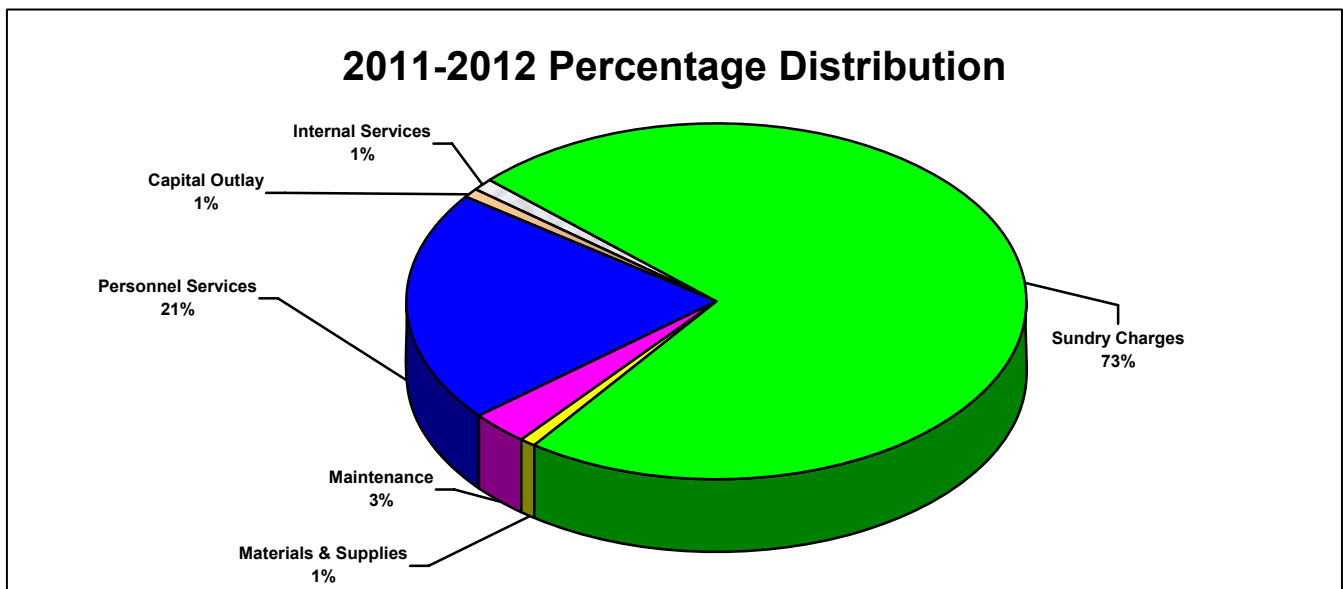
| | ACTUAL 2007-08 | ACTUAL 2008-09 | ACTUAL 2009-10 | BUDGET 2010-11 | ESTIMATED BUDGET 2010-11 | APPROVED BUDGET 2011-12 |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---|--|
| REVENUES | | | | | | |
| Water Sales | 10,314,851 | 9,916,748 | 9,833,997 | 10,870,245 | 11,500,000 | 11,440,000 |
| Sewer Charges | 5,127,178 | 5,172,438 | 5,169,466 | 5,857,755 | 5,825,000 | 5,837,570 |
| Other Cities Wastewater | 553,924 | 557,776 | 552,981 | 585,000 | 500,000 | 500,000 |
| Penalties | 391,037 | 376,626 | 385,482 | 385,000 | 407,800 | 400,000 |
| Interest Earnings | 523,665 | 320,101 | 137,207 | 100,000 | 100,000 | 72,000 |
| Other | 55,403 | 56,335 | 10,731 | 35,000 | 15,000 | 15,000 |
| TOTAL REVENUES | \$16,966,058 | \$16,400,024 | \$16,089,864 | \$17,833,000 | \$18,347,800 | \$18,264,570 |
| OPERATING EXPENSES | | | | | | |
| ADMINISTRATION | | | | | | |
| Non Departmental | \$225,581 | \$266,581 | \$227,511 | \$316,411 | \$305,447 | \$305,273 |
| GENERAL SERVICES | | | | | | |
| Support Services | 489,035 | 505,379 | 491,858 | 494,724 | 467,861 | 475,888 |
| Utility Billing | 693,274 | 745,356 | 737,927 | 656,771 | 715,370 | 743,771 |
| TOTAL | \$1,182,309 | \$1,250,735 | \$1,229,785 | \$1,151,495 | \$1,183,231 | \$1,219,659 |
| FISCAL SERVICES | | | | | | |
| Support Services | \$487,796 | \$502,278 | \$572,234 | \$559,287 | \$560,284 | \$555,717 |
| PUBLIC WORKS | | | | | | |
| Engineering | 611,833 | 550,912 | 508,489 | 546,665 | 517,051 | 537,105 |
| Water | 7,939,632 | 8,045,885 | 8,344,219 | 9,184,489 | 8,974,634 | 9,684,593 |
| Wastewater | 4,905,039 | 4,614,729 | 5,692,647 | 5,141,844 | 5,171,652 | 5,106,970 |
| TOTAL | \$13,456,504 | \$13,211,526 | \$14,545,355 | \$14,872,998 | \$14,663,337 | \$15,328,668 |
| COMMUNITY SERVICES | | | | | | |
| Facilities Maintenance | 138,118 | 122,477 | 129,889 | 133,392 | 133,909 | 131,498 |
| Site Maintenance | 143,600 | 117,873 | 133,019 | 129,150 | 133,300 | 129,150 |
| TOTAL | \$281,718 | \$240,350 | \$262,908 | \$262,542 | \$267,209 | \$260,648 |
| TOTAL OPERATING | \$15,633,908 | \$15,471,470 | \$16,837,793 | \$17,162,733 | \$16,979,508 | \$17,669,965 |
| Debt Service | \$1,757,635 | \$1,891,589 | \$2,102,442 | \$2,100,781 | \$2,097,318 | \$2,100,617 |
| Capital Projects | \$558,925 | \$488,968 | \$176,847 | \$0 | \$313,691 | \$0 |
| TOTAL EXPENSES | \$17,950,468 | \$17,852,027 | \$19,117,082 | \$19,263,514 | \$19,390,518 | \$19,770,582 |
| Less Depreciation | \$1,270,845 | \$1,303,704 | \$1,394,061 | \$1,440,424 | \$1,415,117 | \$1,506,012 |
| NET EXPENSES | \$16,679,623 | \$16,548,323 | \$17,723,021 | \$17,823,090 | \$17,975,401 | \$18,264,570 |

The "Per Capita Costs by Division" graph indicates the cost per resident for water and wastewater utility services. Per capita costs are based on the estimated 2012 North Central Texas Council of Governments' population count of 37,330 for the City. The graph indicates the cost per person is the highest in the Water Division primarily due to the cost of treated water purchased from the City of Fort Worth. The total cost for all water-related utility services is \$473 per person annually, excluding debt service.



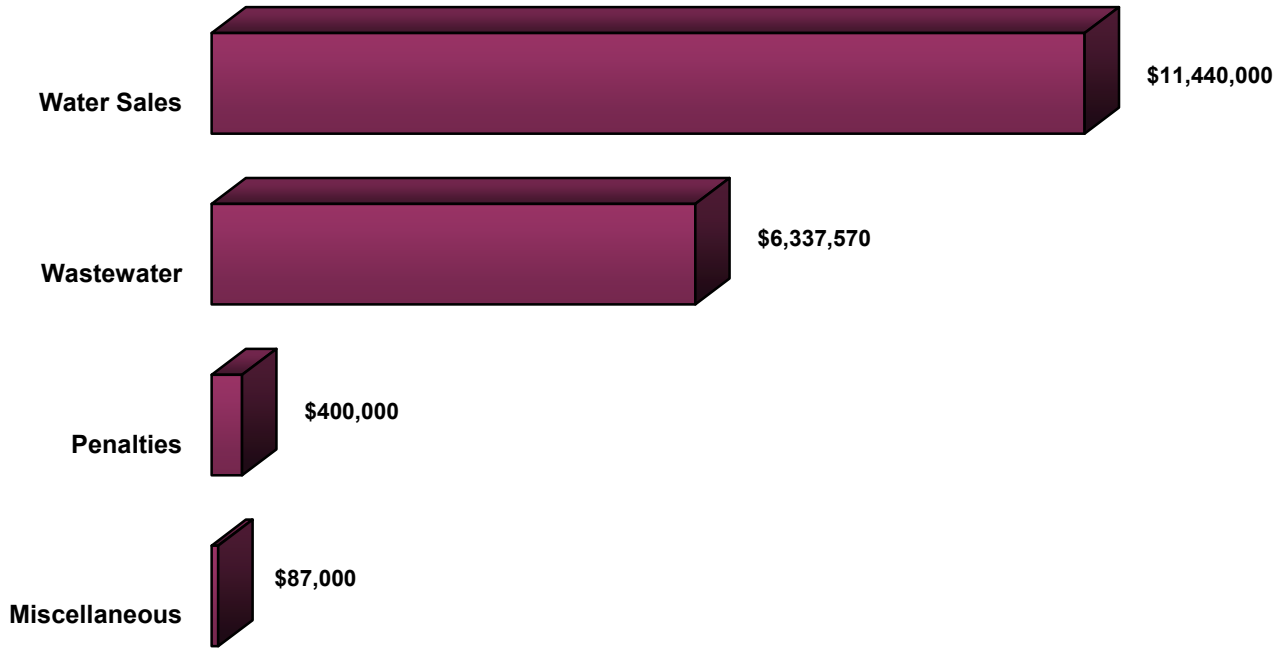
Expenditures by Classification

| | <u>Actual</u> <u>2009-2010</u> | <u>Budget</u> <u>2010-2011</u> | <u>Estimated</u> <u>2010-2011</u> | <u>Approved</u> <u>2011-2012</u> |
|------------------------|-----------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| Personnel Services | \$3,610,897 | \$3,633,511 | \$3,603,603 | \$3,675,955 |
| Materials and Supplies | 150,988 | 136,871 | 157,355 | 154,333 |
| Internal Services | 242,493 | 257,135 | 257,135 | 256,702 |
| Maintenance | 357,911 | 513,462 | 498,050 | 498,130 |
| Sundry Charges | 12,449,491 | 12,613,654 | 12,455,265 | 13,029,245 |
| Capital Outlay | 26,013 | 8,100 | 8,100 | 55,600 |
| | <u><u>\$16,837,793</u></u> | <u><u>\$17,162,733</u></u> | <u><u>\$16,979,508</u></u> | <u><u>\$17,669,965</u></u> |



ENTERPRISE FUND

“WHERE THE MONEY COMES FROM”



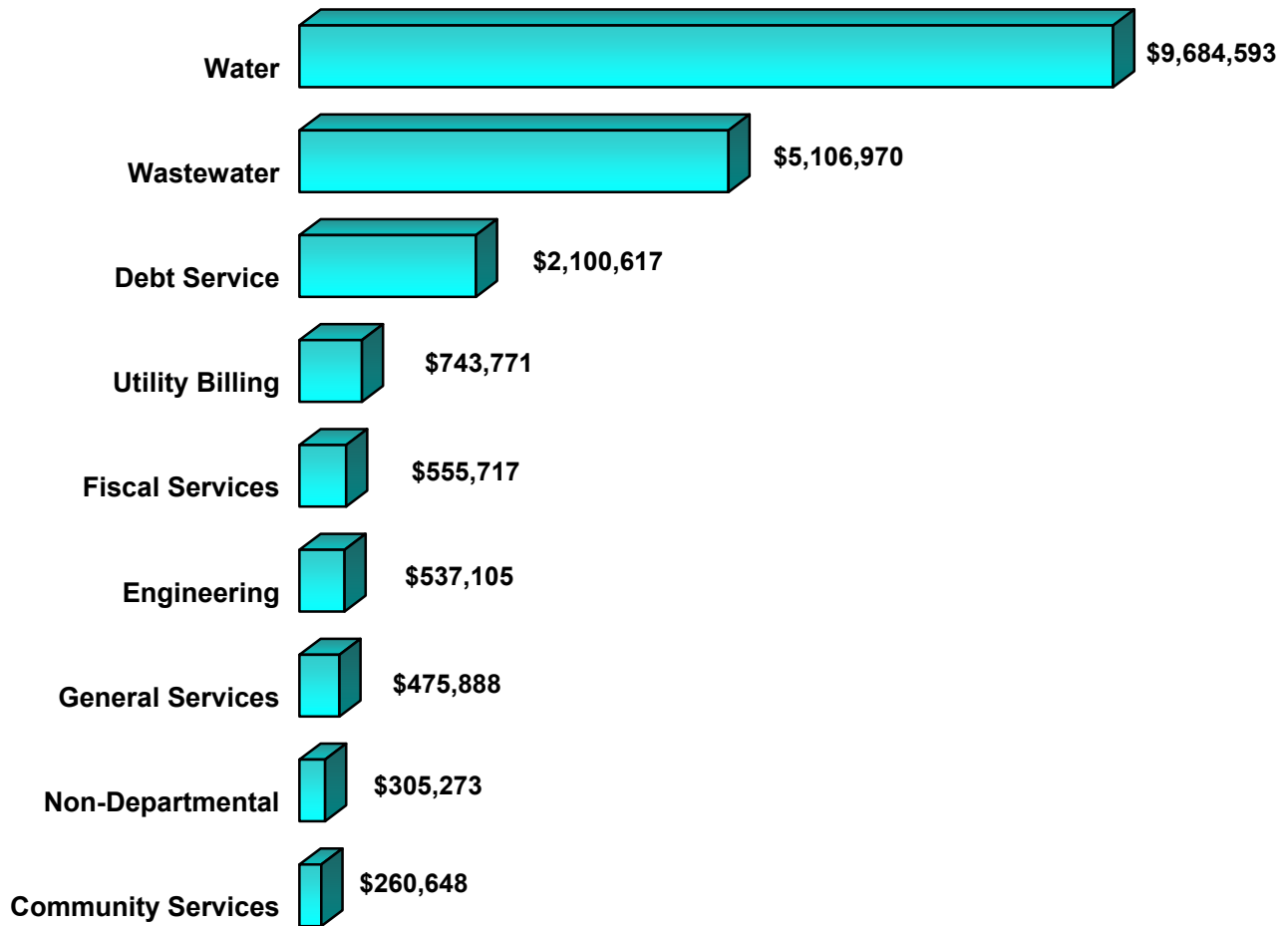
Water and Wastewater revenues are generated by a rate structure based on water consumption. The current rates were adopted for fiscal year 2011-2012. The Water and Wastewater rates were calculated from the Five Year Overview and from historical costs of water and wastewater treatment purchased from the City of Fort Worth. Due to an 11.3% increase in wholesale water costs, and the City's efforts to smooth revenue variability associated with weather patterns, the City of Hurst established a new rate structure. The Water and Wastewater rates for 2011-2012 were derived from the five year plan and are a 3.5% increase over the previous year.

| | CURRENT | APPROVED |
|---------------------------------|----------------------|----------------------|
| <u>Water</u> | | |
| Minimum 2,000 gallons | \$13.70* | \$14.18* |
| Over 2,000 gallons | \$5.51/1,000 gallons | \$5.70/1,000 gallons |
| <u>Sewer-Residential</u> | | |
| Minimum | \$9.92 | \$10.27 |
| First 12,000 gallons | \$3.18/1,000 gallons | \$3.29/1,000 gallons |
| Maximum Charge | \$48.08 | \$49.75 |
| <u>Sewer-Commercial</u> | | |
| Minimum | \$9.92 | \$10.27* |
| All Flows | \$3.18/1,000 gallons | \$3.29/1,000 gallons |

*An additional base fee of \$4 or \$12/mo. (based on meter size) for commercial accounts.

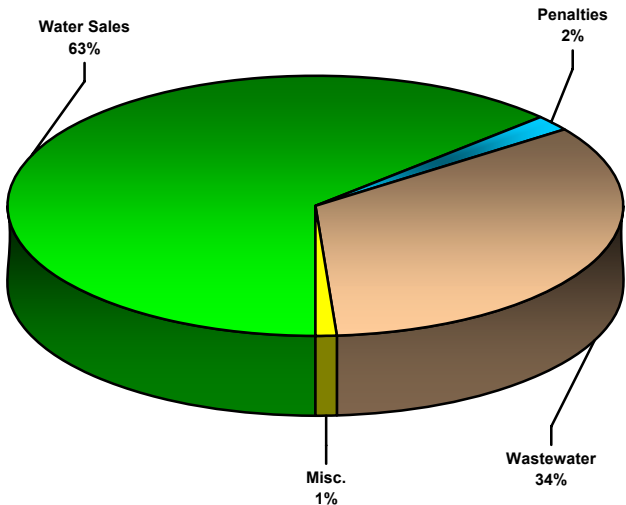
ENTERPRISE FUND

“WHERE THE MONEY GOES”

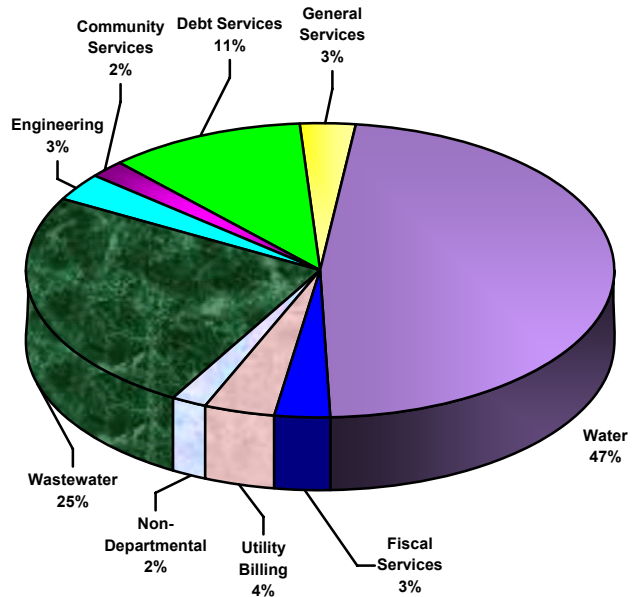


The above graph indicates that the majority of Enterprise Fund expenses are devoted to water operations primarily for payments to the City of Fort Worth for water purchases. The second largest category, wastewater, is due to contracts with the City of Fort Worth and the Trinity River Authority for wastewater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

ENTERPRISE FUND DISTRIBUTION OF REVENUES



ENTERPRISE FUND AND DEBT SERVICE DISTRIBUTION OF EXPENDITURES



The above chart shows the distribution of Enterprise Fund revenues by percentage. Water sales to City residents and sanitary sewer charges are the major sources of revenues. The City revises its rate structure, which generates the revenues, on an annual basis. Any rate increase in the past has been driven by treated water purchases and wastewater treatment cost increases; however, this impact is decreased by revenues generated from penalties billed for late payments and interest earnings collected on investments.

The above chart shows the percentage distribution of Enterprise Fund expenses including debt service. The largest expense, water, is for water purchases from the City of Fort Worth; however, Hurst has six water wells that supplement the Fort Worth supply and decrease the volume of water purchased. (The maximum daily water system capacity is 28 million gallons and the combined storage capacity is 10.4 million gallons.) The second largest expense, wastewater, is contracted with the City of Fort Worth, utilizing the Village Creek Wastewater Treatment Plant, and the Trinity River Authority (TRA), utilizing the TRA Central Plant. The maximum daily wastewater system capacity is 7 MGD.

All Enterprise Fund divisions budget a significant amount for capital equipment purchases, both new and replacements. Water system and wastewater system improvements and replacements are funded on a pay-as-you-go basis as well as through the issuance of bonds.

REVENUE BOND FUND

The Revenue Bond Fund, also known as the Revenue Bond Interest and Sinking Fund, was established by ordinance to provide for the payment of revenue bond and certificate of obligation principal and interest. Revenue Bonds and Certificates of Obligation are a common capital resource for enterprise activities. Revenue bond indentures contain a legal requirement that revenues derived from enterprise activity be pledged for the repayment of debt. The debt coverage ratio must be at least 1.10 according to the City's covenants. In 2009, the City refunded all remaining revenue bond debt associated with the Enterprise Fund thereby removing the debt coverage requirements. All remaining debt includes certificates of obligation and general refunding bonds. These debt instruments have allowed the City to achieve substantial interest savings. All debt associated with the Revenue Bond Fund is used to finance additions and repairs to the City's utility infrastructure such as water line and sewer main additions/replacements, water storage tanks, and pump stations.

In fiscal year 2003-2004, Certificates of Obligation were refunded resulting in savings of \$849,693 in interest payments in previous and future years. With financing associated with the sale of 2007 General Obligation Refunding and Improvement Bonds, the City saved \$1,148,404. The City was able to contribute a portion of the water revenue debt service reserve fund to the refunding to help "downsize" the bond issue in the amount of \$710,000. Favorable interest rates added \$438,404 to the savings. In 2009, a refunding of revenue bonds allowed the City to achieve an additional \$288,500 in interest savings. Revenue Bond Fund reserves were again released in 2009 to help "downsize" the issuance. In 2010-11, Certificates of Obligation were refunded which provided \$270,188 in savings.

ENTERPRISE FUND 2011-2012 SCHEDULE OF OUTSTANDING DEBT WATERWORKS AND WASTEWATER REVENUE BOND

| Description | Outstanding Balance 10-01-11 | Principal due 08-12 | Interest due 02-12 & 08-12 | Total P & I due FY 11-12 |
|---|------------------------------------|------------------------|----------------------------------|--------------------------------|
| 1 Series 2002 Combined Tax and Revenue Certificates of Obligation | 195,000.00 | 95,000.00 | 8,375.00 | 103,375.00 |
| 2 Series 2003 Combined Tax and Revenue Certificates of Obligation | 1,390,000.00 | 95,000.00 | 48,185.00 | 143,185.00 |
| 3 Series 2004 General Obligation Refunding Bonds | 1,165,000.00 | 335,000.00 | 37,680.00 | 372,680.00 |
| 4 Series 2005 Combined Tax and Revenue Certificates of Obligation | 2,285,000.00 | 125,000.00 | 98,900.00 | 223,900.00 |
| 5 Series 2007 General Obligation Refunding and Improvement Bonds | 980,000.00 | 90,000.00 | 45,552.50 | 135,552.50 |

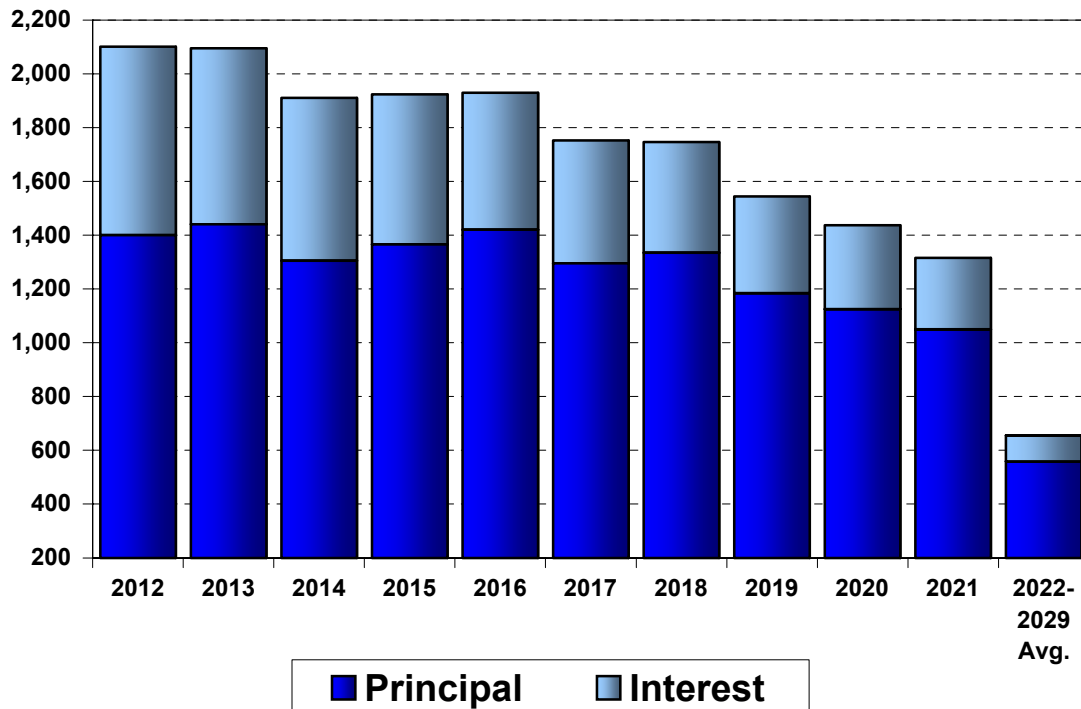
| Description | Outstanding Balance 10-01-11 | Principal due 08-12 | Interest due 02-12 & 08-12 | Total P & I due FY 11-12 |
|---|------------------------------------|------------------------------|----------------------------------|--------------------------------|
| 6 Series 2007 Combined Tax and Revenue Certificates of Obligation | 2,175,000.00 | 95,000.00 | 96,462.50 | 191,462.50 |
| 7 Series 2008 Combined Tax and Revenue Certificates of Obligation | 1,615,000.00 | 60,000.00 | 73,412.50 | 133,412.50 |
| 8 Series 2009 General Obligation Refunding Bonds | 1,990,000.00 | 240,000.00 | 63,012.50 | 303,012.50 |
| 9 Series 2009 Combined Tax and Revenue Certificates of Obligation | 3,800,000.00 | 155,000.00 | 148,536.26 | 303,536.26 |
| 10 Series 2011 General Obligation Refunding Bonds | 2,355,000.00 | 110,000.00 | 80,500.00 | 190,500.00 |
| Total | <u>\$17,950,000.00</u> | <u>\$1,400,000.00</u> | <u>\$700,616.26</u> | <u>\$2,100,616.26</u> |

**CITY OF HURST
2011-2012 APPROVED BUDGET
SCHEDULE OF REQUIREMENTS
WATER & WASTEWATER REVENUE BOND INTEREST AND SINKING FUND
OCTOBER 1, 2011 TO MATURITY**

| YEAR ENDING 9-30 | TOTAL REVENUE BOND REQUIREMENTS PRINCIPAL AND INTEREST | YEAR ENDING 9-30 | BONDS CONTINUED |
|------------------------|--|------------------------|----------------------|
| 2012 | 2,100,616.26 | 2021 | 1,315,381.26 |
| 2013 | 2,094,373.76 | 2022 | 1,137,591.26 |
| 2014 | 1,910,683.76 | 2023 | 1,014,931.26 |
| 2015 | 1,923,591.26 | 2024 | 855,060.00 |
| 2016 | 1,929,293.76 | 2025 | 863,465.00 |
| 2017 | 1,752,027.50 | 2026 | 634,792.50 |
| 2018 | 1,745,657.50 | 2027 | 639,747.50 |
| 2019 | 1,543,870.00 | 2028 | 448,042.50 |
| 2020 | 1,436,233.76 | 2029 | 303,412.50 |
| | | TOTAL | 23,648,771.34 |

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

Thousands of Dollars



Wastewater



Site Maintenance

Enterprise Fund Departments

Utility Billing



Water



ADMINISTRATION DEPARTMENT

NON-DEPARTMENTAL DIVISION

Mission Statement

**To record expenditures associated with
Enterprise operations.**

CITY OF HURST

| FUND | DEPARTMENT | DIVISION |
|-----------------|----------------|-----------------------|
| ENTERPRISE FUND | ADMINISTRATION | 0112 NON-DEPARTMENTAL |

Description

The Non-Departmental Division accounts for all expenditure items that are not found within the functional responsibilities of any specific Enterprise Department. The costs span a broad range of expenditures associated with the general operation of the City, and include a portion of sundry charges, such as insurance and bank fees, that are applicable to Enterprise Fund operations.

| | | |
|----------------------|-------------------|------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | ADMINISTRATION | Non-Departmental |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$19,826 | \$20,995 | \$22,595 | \$22,995 |
| SUNDRY CHARGES | \$192,798 | \$280,877 | \$268,313 | \$269,717 |
| INTERNAL SERVICES | \$14,887 | \$14,539 | \$14,539 | \$12,561 |
| TOTAL 510-0112 | \$227,511 | \$316,411 | \$305,447 | \$305,273 |

CITY OF HURST

| FUND | DEPARTMENT | DIVISION |
|-----------------|----------------|-----------------------|
| ENTERPRISE FUND | ADMINISTRATION | 0112 Non-Departmental |

DIVISION ANALYSIS

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

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

Non-Departmental funding for the 2011-2012 Enterprise Fund budget decreased by \$11,138 or 3%. The budget decrease is primarily related to updated estimates for retiree health care and professional services. The reduction in professional services reflects a shift of a certain number of internal audit hours from its contract consultant to in-house staff.

GENERAL SERVICES DEPARTMENT

SUPPORT SERVICES DIVISION

Mission Statement

To provide support services including building maintenance, printing and warehouse functions for the Enterprise Fund

CITY OF HURST

| | | |
|------------------------|-------------------------|------------------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | GENERAL SERVICES | 0222 SUPPORT SERVICES |

Description

The Support Services Division is a division under the umbrella of the General Services Department. It is responsible for providing communications between the City Council, government officials, and the media while also providing for, printing, copy, and mail room support to all City departments. Responsibilities of the Communications Manager include the coordination of press coverage for all major functions, the production of City publications for staff and the community including the *Where We Live* magazine, newsletters, brochures, a calendar of events, website information and annual reports. In addition to the communications, the office is also responsible for the City's Youth in Government Program. Areas of accountability for City department support include, mail processing and postage.

City Councils Strategic Plan:

Use a multifaceted approach to marketing the City's programs and services.

Objectives:

To provide timely and accurate information to City Council, government employees and citizens while maintaining all other program responsibilities.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|--|-----------------------------|--------------------------------|--------------------------------|
| <u>INPUT</u> | | | |
| Number of communication staff members | 1.5 | 1.5 | 1.5 |
| <u>WORKLOAD</u> | | | |
| Number of public special events | 3 | 3 | 2 |
| Number of publications | 8 | 8 | 8 |
| Number of news releases | 25 | 28 | 30 |
| Number of members in Youth in Government | 12 | 11 | 15 |
| <u>EFFECTIVENESS</u> | | | |
| Average number of news stories pertaining to the City | 100 | 100 | 100 |
| Daily average number of website hits | 1400 | 1400 | 3000 |
| <u>EFFICIENCY</u> | | | |
| Number of retractions in news periodicals | 100% | 0 | 0 |
| Time (in hours) to post emergency information to website | | 2 | 2 |

City Council Strategic Plan:

Facilitate and enhance inter local cooperation with neighboring cities to address key area-wide issues.

Participate and utilize the local committees to stay tuned to key issues within our community.

- Northeast Transportation System, Urban Transit District.
- Cable Consortium.
- CAAP Electric/Gas group.
- Various Council of Government committees.

City Council Strategic Plan:

Maximize E-mail use to communicate to the public City Council meetings and City events.

Create a sign-up platform whereby Hurst residents; businesses and visitors can register to receive information by E-mail.

Develop and maintain a database of email addresses to be used for the dissemination of city information.

Coordinate with all departments to provide timely information to email subscribers about various city programs and events.

City Council Strategic Plan:

Continue to use all avenues to communicate with public.

Objectives:

Staff will continue to explore new avenues to reach the public, including implementing social media policies and procedures.

City Council Strategic Plan:

Provide easier access to the City's website and to encourage website utilization.

Objectives:

Monitor the ranking of the City's website on prominent search engines to guarantee easy access to the web audience.

Track web hit statistics to understand navigation habits and site usage.

Consider methods to promote repeat visits.

Promote awareness of the "visithurst.com" website, the current "On-line Retail, Restaurant, and Business Guide", and the "Transforming Hurst" website.

Promote usage of existing on-line payment opportunities.

Inform residents of website features by publishing articles in City periodicals.

City Council Strategic Plan:

Market the City's web address.

Objectives:

Distribute informative brochures to promote awareness of the City's website while attending various community functions (i.e., Hurst Pride and Business Awards, H.E.B. Business Expo, etc.)

Broadcast the City's web address through innovative methods.

Utilize opportunities with internal printed material to promote awareness of the City's web address.

City Council Strategic Plan:

Develop programs to encourage citizen participation in government.

Objectives:

Increase citizen involvement and enhance community awareness regarding the services and activities of the City of Hurst.

City Council Strategic Plan:

Utilize Electronic and Social media in an appropriate and effective manner.

Objectives:

Documentation in Personnel policies regarding utilization of social networks.

Promote city events and programs.

Maintain all social media sites with current, relevant information to engage and encourage users.

Promote symmetry among all city accounts.

Promote city accounts through media pitches, web sites and *Where We Live*.



| | | |
|----------------------|-------------------|------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | GENERAL SERVICES | Support Services |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$356,241 | \$313,148 | \$313,148 | \$328,858 |
| MATERIAL & SUPPLIES | \$5,698 | \$1,900 | \$750 | \$350 |
| MAINTENANCE | \$12,166 | \$15,000 | \$15,000 | \$15,000 |
| SUNDRY CHARGES | \$85,384 | \$130,127 | \$104,414 | \$105,428 |
| INTERNAL SERVICES | \$32,369 | \$34,549 | \$34,549 | \$26,252 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0222 | \$491,858 | \$494,724 | \$467,861 | \$475,888 |

| PERSONNEL SCHEDULE | | | | | |
|-------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| COMMUNICATIONS MANAGER | EXEMPT | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 1 | 1 |
| SENIOR CLERK/SUPPORT SERVICES | 56 | 1 | 1 | 0 | 1 |
| PRINTING SERVICES SPECIALIST | 55 | 1 | 1 | 0 | 0 |
| HUMAN RESOURCES ASSISTANT | 54 | 1 | 1 | 1 | 1 |
| BUILDING MAINT WORKER | 51 | 1 | 1 | 1 | 1 |
| PART-TIME MANAGEMENT INTERN | PART TIME | 0.55 | 0.55 | 0.36 | 0.55 |
| PART-TIME SENIOR CLERK | PART TIME | 0 | 0 | 0.36 | 0 |
| PART-TIME WEBMASTER | PART TIME | 0.55 | 0.55 | 0.36 | 0.55 |
| TOTAL 510-0222 | | 7.1 | 7.1 | 5.08 | 6.1 |

CITY OF HURST

| FUND | DEPARTMENT | DIVISION |
|-----------------|------------------|-----------------------|
| ENTERPRISE FUND | GENERAL SERVICES | 0222 SUPPORT SERVICES |

DIVISION ANALYSIS

Support Services is a division under the umbrella of the General Services Department. The Division is responsible for providing warehouse, print services and communications to various city departments. General Services / Support Services consist of seven full and part-time employees. Staff and service levels are expected to remain constant throughout fiscal year 2010-2011.

During fiscal year 2007-2008, all functions of communication were consolidated under the formalization of the Communications Manager position. The Communications Manager serves as a communications liaison between the City Council, government officials and media in order to facilitate the timely dissemination of information of programs, services and activities. The office coordinates press coverage for all major functions of the City and manages the production of City publications for staff and the community including the *Where We Live* magazine, newsletters, brochures, a calendar of events, web site information and the annual report. The office is also responsible for the City's Youth in Government program which provides local youth the unique opportunity to research and study local government systems and practices.

During fiscal year 2011, budget savings have mainly been realized through the use of annual purchasing agreements for fuel, automotive parts, and warehouse and building maintenance inventory supplies. Additionally, service agreements are in place for copy machine repair and mailing equipment services.

The Support Services Division is confident in its ability to overcome any issue and will strive to provide exceptional customer service to all user departments.

GENERAL SERVICES DEPARTMENT

UTILITY BILLING DIVISION

Mission Statement

To maintain the utility billing system in an efficient and customer friendly manner to ensure accurate information and timely services may be provided to all customers.

CITY OF HURST

| | | |
|------------------------|-------------------------|-----------------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | GENERAL SERVICES | 0325 UTILITY BILLING |

Description

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

Division Goals:

To provide meter reading services for five zones on schedule.

Objectives:

To read the meters within each zone within four days.

To provide accurate meter readings for all customers through the use of the Datamatic Reading System.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|--|-----------------------------|--------------------------------|--------------------------------|
| <u>INPUT</u> | | | |
| Number of fulltime meter readers | 3 | 4 | 4 |
| Number of standby meter reader | 1 | 1 | 0 |
| <u>WORKLOAD</u> | | | |
| Number of meters read annually | 12,784 | 12,810 | 12,200 |
| Number of disconnects/reconnects annually | 4,900 | 5,200 | 4,700 |
| Number customer requested re-reads annually | 435 | 480 | 560 |
| Number of bad reads annually | 346 | 345 | 340 |
| <u>EFFECTIVENESS</u> | | | |
| Average number of days to read a zone | 4 | 4 | 4 |
| <u>EFFICIENCY</u> | | | |
| Percent of accurate readings | 98% | 99% | 99% |
| Percent of citizen requests and complaints processed | 98% | 99% | 99% |

Division Goals:

To process consumption and bill water customers correctly and in a timely manner.

Objectives:

To process 100% of payments within one day of receipt.

Performance Measures:

| | Actual | Estimated | Projected |
|---|------------------|------------------|------------------|
| | 2009-2010 | 2010-2011 | 2011-2012 |
| <u>INPUT</u> | | | |
| Number of full-time office staff | 4 | 5 | 5 |
| Number of part-time office staff | 2 | 0 | 0 |
| <u>WORKLOAD</u> | | | |
| Number of Payments processed monthly | 15,150 | 15,180 | 14,000 |
| Number of new customers per month | 160 | 170 | 140 |
| Number of accounts billed annually | 151,675 | 151,675 | 146,400 |
| <u>EFFECTIVENESS</u> | | | |
| Number of payments processed correctly | 100% | 100% | 99% |
| <u>EFFICIENCY</u> | | | |
| Percent of payments processed within one day of receipt | 100% | 100% | 100% |
| Percent of monies received and accounted for within twenty-four hours | 100% | 100% | 100% |

Division Goals:

To ensure receipts collected are safeguarded until deposited.

Objectives:

To accurately account for all billing receipts and deposit receipts.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|---|-----------------------------|--------------------------------|--------------------------------|
| <u>INPUT</u> | | | |
| Number of full-time office staff | 4 | 5 | 5 |
| Number of part-time office staff | 2 | 0 | 0 |
| <u>WORKLOAD</u> | | | |
| Collecting all department monies in city | 100% | 100% | 100% |
| Recording of all deposits | 100% | 100% | 100% |
| Inputting all deposits in Oracle System | 100% | n/a | n/a |
| <u>EFFECTIVENESS</u> | | | |
| Percent of deposits processed within twenty-four hours | 100% | 100% | 100% |
| <u>EFFICIENCY</u> | | | |
| Percent of monies received and deposited within twenty-four hours | 100% | 100% | 100% |

Division Goals:

To respond to all customer complaints with fast, efficient, and courteous service.

Objectives:

Respond to citizen requests and complaints 98% of the time within two hours.

Performance Measures:

| | Actual | Estimated | Projected |
|---|-------------------------|-------------------------|-------------------------|
| | <u>2009-2010</u> | <u>2010-2011</u> | <u>2011-2012</u> |
| <u>INPUT</u> | | | |
| Number of full-time office staff | 5 | 5 | 5 |
| Number of part-time office staff | 1 | 0 | 0 |
| <u>WORKLOAD</u> | | | |
| Number of customer inquiries | 14,970 | 14,970 | 15,000 |
| <u>EFFECTIVENESS</u> | | | |
| Percent of customers rating service as adequate, good or excellent | 90% | 90% | 90% |
| <u>EFFICIENCY</u> | | | |
| Percent of citizen requests and complaints processed within two hour time frame | 100% | 100% | 100% |



| | | |
|----------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | GENERAL SERVICES | Utility Billing |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$423,963 | \$432,018 | \$432,018 | \$459,347 |
| MATERIAL & SUPPLIES | \$42,625 | \$26,193 | \$45,843 | \$34,461 |
| MAINTENANCE | \$11,509 | \$19,670 | \$17,545 | \$17,545 |
| SUNDRY CHARGES | \$202,082 | \$132,298 | \$173,372 | \$182,701 |
| INTERNAL SERVICES | \$42,789 | \$46,592 | \$46,592 | \$49,717 |
| CAPITAL OUTLAY | \$14,959 | \$0 | \$0 | \$0 |
| TOTAL 510-0325 | \$737,927 | \$656,771 | \$715,370 | \$743,771 |

| PERSONNEL SCHEDULE | | | | | |
|----------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| WATER OFFICE MANAGER | EXEMPT | 1 | 1 | 1 | 1 |
| UTILITY BILLING TECHNICIAN | 56 | 1 | 1 | 1 | 1 |
| LEAD METER READER | 53 | 1 | 1 | 1 | 1 |
| CASHIER | 52 | 2 | 3 | 3 | 3 |
| METER READER | 52 | 2 | 2 | 2 | 3 |
| PART TIME EMPLOYEES | PART TIME | 1 | 0.5 | 0 | 0 |
| TOTAL 510-0325 | | 8 | 8.5 | 8 | 9 |

CITY OF HURST

| FUND | DEPARTMENT | DIVISION |
|-----------------|------------------|----------------------|
| ENTERPRISE FUND | GENERAL SERVICES | 0325 UTILITY BILLING |

DIVISION ANALYSIS

The Utility Billing Division is a customer-oriented service function whose primary operations includes responding to customer inquiries, the administration of normal or special service requests, and the processing of statistical or control information. Activities supporting these functions include utility bill processing, the maintenance of utility account information, management of customer inquiries/requests, and meter reading/maintenance services. The billing and collection of fees for garbage service supplied by an outside contractor are also major responsibilities. This Division is also responsible for the daily processing and depositing of funds collected by other departments. Divisional goals are to increase customer accounting productivity, to reduce errors and customer callbacks, to increase meter reading accuracy and timeliness, and to decrease data processing time and effort.

During fiscal year 2008-2009, the water office staff was increased for better customer service. We have eight (8) full-time employees. The City purchased a new Remittance Machine to increase the efficiency of the payment process and revenue collections. The new machine will process payments we receive through the mail faster and will be able to take an image of the checks we deposit. The department also upgraded the Utility Billing software program called Inhance to allow online deposits.payments. In 2010-2011 the City plans to offer an e-bill option to all customers. This will allow a customer to receive a bill through an e-mail instead of the mail.

In 2011-2012 the City plans to outsource the water bills to an outside company. This will save time and money for the Utility Billing Department. The City will also have a new walk-in bill payment company, Fidelity Express. Customers will be allowed to pay their bill at any Hurst Fidelity Express location.

***FISCAL SERVICES DEPARTMENT
SUPPORT SERVICES DIVISION***

Mission Statement

To provide support for all City services through the administration of purchasing procedures, and to minimize the City's exposure to financial loss through the development and administration of risk management.

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

FISCAL SERVICES

0334 SUPPORT SERVICES

Description

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

City Council Strategic Plan:

Be proactive in risk detection and risk reduction.

Division Goals:

To assist all City Departments in identifying, analyzing, and evaluating the risk of loss associated with City Projects and Programs.

To assist all City Department with the processing of claims submitted to the City and evaluating alternate treatments of risk, along with implementing safety procedures to minimize City exposures.

Objectives:

Participate in City's safety training programs as needed.

Discuss with each City Departments' pending projects and programs or other activities which present a risk of loss to the City.

Maintain an efficient claim processing procedure to ensure that all claims are property investigated and evaluated by the respective City Department and legal counsel.

Ensure that claim expenses and settlements are allocated to the proper Department/Division.

Implementation Timeline and Financial Impact:

0-3 Years (Short Term)

The City maintains a three-year running average of third-party and vehicle claim costs to help ensure that the City will budget the proper amount.

Performance Measures:

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|---|-----------------------------|--------------------------------|--------------------------------|
| <u>WORKLOAD</u> | | | |
| Safety Meetings | 6 | 4 | 4 |
| Number of Third-Party Claims Processed | 27 | 8 | 20 |
| Total Cost of Third-Party Claims (Less Large Losses) | 2,010 | 2,000 | 5,000 |
| Number of Vehicle Accidents | 21 | 33 | 25 |
| Total Cost of Vehicle Accidents (Less Large Losses) | 8,604 | 25,000 | 25,000 |

City Council Strategic Plan:

Continue to monitor and trend economic conditions and their impact to the City's fiscal condition.

Division Goals:

To assist all City Departments in the efficient acquisition of goods and services necessary to provide the public with the service they require.

To ensure that the method used to dispose of City surplus property is in full compliance with city regulations and provides the best price for the City.

Objectives:

- Provide assistance to Departments/division for developing bid specifications.
- Process Auto-Created Purchase Orders within four working days of receipt.
- Develop Purchasing Interlocal Agreements to ensure low costs to the city through volume purchasing.
- Establish Annual Purchasing Agreements/Contracts to assure firm pricing through the year and that the City is in full compliance with State Statutes and City Policies.
- Participate in a minimum of one surplus auction a year.

Implementation Timeline and Financial Impact:

N/A

Performance Measures:

| | <u>Actual</u> <u>2009-2010</u> | <u>Estimated</u> <u>2010-2011</u> | <u>Projected</u> <u>2011-2012</u> |
|--|-----------------------------------|--------------------------------------|--------------------------------------|
| <u>WORKLOAD</u> | | | |
| Total Number of Sealed Bid/Proposals Processed | 37 | 30 | 30 |
| Total Number of Purchase Orders Processed | 835 | 800 | 800 |
| Total Number of Interlocal Agreements | 66 | 67 | 67 |
| Total Number of Annual Agreements In Place | 94 | 90 | 90 |
| Number of Auctions for the Sale of City Property | 4 | 3 | 2 |

| | | |
|----------------------|-------------------|------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | FISCAL SERVICES | Support Services |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$515,527 | \$492,786 | \$492,786 | \$488,485 |
| MATERIAL & SUPPLIES | \$6,758 | \$5,587 | \$5,477 | \$5,711 |
| MAINTENANCE | \$8,097 | \$8,000 | \$9,300 | \$9,300 |
| SUNDRY CHARGES | \$5,942 | \$9,853 | \$9,660 | \$9,323 |
| INTERNAL SERVICES | \$35,911 | \$43,061 | \$43,061 | \$42,898 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0334 | \$572,234 | \$559,287 | \$560,284 | \$555,717 |

| PERSONNEL SCHEDULE | | | | | |
|--------------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| SENIOR ACCOUNTANT | EXEMPT | 1 | 1 | 1 | 1 |
| ACCOUNTANT | EXEMPT | 1 | 2 | 2 | 2 |
| FINANCIAL SYSTEM ADMINISTRATOR | EXEMPT | 1 | 1 | 1 | 1 |
| FINANCIAL SYSTEM ANALYST | EXEMPT | 1 | 0 | 0 | 0 |
| RISK/PURCHASING ASSISTANT | 56 | 1 | 1 | 1 | 1 |
| RISK/PURCHASING MANAGER | EXEMPT | 1 | 1 | 1 | 1 |
| TOTAL 510-0334 | | 6 | 6 | 6 | 6 |

CITY OF HURST

| FUND | DEPARTMENT | DIVISION |
|-----------------|------------------|-----------------------|
| ENTERPRISE FUND | GENERAL SERVICES | 0334 SUPPORT SERVICES |

DIVISION ANALYSIS

The Office of Risk/Purchasing has the responsibility of managing the City's risk exposures and procurement functions.

In cooperation with the City's various departments, Risk/Purchasing identifies and analyzes safety hazards and exposures to loss arising from the City's daily operations and public functions. Costs associated with these operational exposures are evaluated for coverage through the City's insurance programs, its self-insurance plan or contractually transferred to others. To ensure a safe work environment for City employees and the public, employees receive appropriate training and equipment needed for their projects. Any claims filed against the City are investigated and evaluated by Risk/Purchasing along with the appropriate City Department, the City's insurance carrier, and the City Attorney's office.

The procurement of goods and services of significant value is managed by Risk/Purchasing to ensure that their procurement is in full compliance with State and City statutes, rules, and regulations. This includes the management of ninety annual purchase agreements and contracts for the efficient purchasing of goods and services. In addition, Risk/Purchasing manages over sixty interlocal purchasing agreements with various public entities and non-profit cooperative purchasing organizations. Cooperative purchasing provides the City with cost savings through volume discounts. Risk/Purchasing provides procurement support to all City departments for their use of the City financial software and the drafting of proper bids and requests for proposals.

Risk/Purchasing maintains a procurement manual and a separate resource center for purchasing, loss control and safety that is available to all City departments. The resource center consists of books, catalogs, videos, manuals, and various reference materials.

PUBLIC WORKS DEPARTMENT
ENGINEERING/CONSTRUCTION DIVISION

Mission Statement

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

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

PUBLIC WORKS

0663 ENGINEERING

Description

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

City Council Strategic Plan:

Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

Improve contracting procedures for construction projects to provide improved delivery methods for the public.

Reduce risk to the City regarding construction projects where possible and appropriate.

Continue annual replacement projects, designed in-house.

Review North Tarrant Express Utility Relocation design and construction – 32 conflict locations

Performance Measures:

Review Capital Improvement Program construction costs quarterly to update construction costs due to material cost increases. This higher level review will assist in more informed decision making and project planning.

Utilize Subsurface Engineering (SUE) on some collector and all arterial level construction projects to reduce risk and have more detailed plans to reduce bid costs for underground unknowns.

Utilize in-house engineering capabilities to limit cost on annual water and sanitary sewer replacement projects.

Review each utility relocation design from NTE – 32 conflict locations.

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|---|-----------------------------|--------------------------------|--------------------------------|
| <u>WORKLOAD</u> | | | |
| Use incentive contracts on Trans. Hurst | 1 | 1 | 1 |
| Update CIP costs quarterly | 1 | 1 | 1 |
| Use SUE on large projects | 1 | 4 | 5 |
| Use in-house engineering | 2 | 4 | 4 |
| Review NTE utility relocations | 0 | 32 | 32 |

| Engineering Division Statistics: | | | |
|--|-----------------------------|--------------------------------|--------------------------------|
| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
| Percent of Action Lines in Five Days (%) | 98% | 98% | 99% |
| Number of Sanitary Sewer Permits Issued (ea) | 15 | 15 | 15 |
| Number of Water Permits Issued (ea) | 18 | 18 | 20 |
| Number of Franchise Permits Issued (ea) | 345 | 350 | 350 |
| Water Main Replaced Through the CIP(LF) | 12,000 | 17,000 | 10,000 |
| Water Main Replaced Through the CIP(\$/LF) | \$55 | \$65 | \$75 |
| Percentage of Water System Replaced (%) | <i>approx. 1%</i> | <i>approx. 1%</i> | <i>approx. 1%</i> |
| Sewer Main Replaced Through the CIP(LF) | 10,000 | 14,000 | 10,000 |
| Sewer Main Replaced Through the CIP(\$/LF) | \$78 | \$85 | \$90 |
| Percentage of Sewer System Replaced (%) | <i>approx. 1%</i> | <i>approx. 1%</i> | <i>approx. 1%</i> |



| | | |
|----------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | PUBLIC WORKS | Engineering |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$387,169 | \$434,357 | \$406,158 | \$426,248 |
| MATERIAL & SUPPLIES | \$3,372 | \$6,210 | \$5,460 | \$6,030 |
| MAINTENANCE | \$15,369 | \$11,750 | \$11,550 | \$12,500 |
| SUNDRY CHARGES | \$56,079 | \$50,951 | \$50,486 | \$49,156 |
| INTERNAL SERVICES | \$46,500 | \$43,397 | \$43,397 | \$43,171 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0663 | \$508,489 | \$546,665 | \$517,051 | \$537,105 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| GIS MANAGER | EXEMPT | 1 | 1 | 1 | 1 |
| PW PROJECTS MANAGER | EXEMPT | 1 | 1 | 1 | 1 |
| SENIOR PW INSPECTOR | 60 | 1 | 1 | 1 | 1 |
| ENGINEERING TECH | 58 | 1 | 1 | 1 | 1 |
| ADMINISTRATIVE ASSISTANT | 57 | 1 | 1 | 1 | 1 |
| PUBLIC WORKS INTERN | PART TIME | 1.4 | 1.4 | 1.4 | 1.4 |
| GIS TECHNICIAN | EXEMPT | 0.7 | 0.7 | 0.7 | 0.7 |
| TOTAL 510-0663 | | 7.1 | 7.1 | 7.1 | 7.1 |

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

PUBLIC WORKS

0663 ENGINEERING

DIVISION ANALYSIS

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

During the 2010 – 2011 fiscal year, the Engineering Division completed the following water and sanitary sewer projects:

Construction of 20th Year Water Main Replacement Program completed (in-house).

Construction of 20th Year Sanitary Sewer Main Replacement Program completed (in-house).

Design of Utility Relocations for Airport Freeway expansion (NTE) completed.

Construction of 12" Sanitary Sewer Main on S. Precinct Line completed.

Construction of 34th Year CDBG Redbud paving and utility improvements completed.

Design and construction of Bellaire Phases 1 & 3 (35th Year CDBG) utility improvements completed.

Design 36th Year CDBG – Bellaire Dr. from Pecan to Pipeline (utilities) completed.

Construction of Annual Large Valve Replacement completed.

Design and construction of Livingston Drive water main replacement completed.

Major goals planned for the 2011-2012 fiscal year include:

Complete design and construction of 21st Year Water Main Replacement Program (in-house).

Complete design and construction of 21st Year Sanitary Sewer Main replacement Program (in-house).

Complete construction of 36th Year CDBG – Bellaire Dr from Pecan to Pipeline.

Complete design of 37th Year CDBG Valentine Street.

Complete construction of NTE Utility Relocation.

Complete design and construction of Pipeline Road intersection at Harrison Lane utility relocations.

Complete design of S. Precinct Line Utility Relocation.

PUBLIC WORKS DEPARTMENT

WATER UTILITIES - WATER

Mission Statement

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

CITY OF HURST

| | | |
|------------------------|---------------------|-------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | PUBLIC WORKS | 0668 WATER |

Description

The Water Division is responsible for the maintenance and operation of water production and distribution system. These include approximately 211 miles of water lines, 1,268 fire hydrants, 5,111 water system valves, 12,778 water meters, 13 tanks and the capacity of 9.4 million gallons, 2 water supply connections with the City of Fort Worth, and 3 emergency water supply connections.

City Council Strategic Plan:

Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Objectives:

Identify, evaluate and submit recommendations to Engineering for the replacement of 6,000 to 8,000 LF of aging cast iron water main.

Assist the Engineering Division by prioritizing projects in the capital improvement program manual into short, mid-range and long-term projects.

Evaluate the city infrastructure annually and determine projects that require rehabilitation or new construction.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|---|-----------------------------|--------------------------------|--------------------------------|
| Footage of Water Main Submitted for Replacement | 6,327 | 6,000 | 6,000 |
| Footage of Water Main Replaced | 7,017 | 6500 | 6050 |
| Number of Water Mains Repaired Annually | 36 | 35 | 40 |
| Average Emergency Response Time (min.) | < 30 | < 30 | < 30 |
| Water Mains Maintained (Miles) | 211 | 211 | 212 |
| Main Breaks Per Mile | 0.17 | 0.16 | 0.19 |
| Average Repair Time for Water Main Breaks (Hrs) | 6.30 | <7 | < 7 |
| Municipal Setting Designation Resolutions | 0 | 0 | 1 |

Division Goals:

Ensure adequate quality and quantity of water supplied to each customer by aggressively monitoring and maintaining the system while providing excellent customer service.

Objectives:

Properly operate and maintain all water system equipment and facilities to ensure the safety of the potable water delivered to the customer.

Monitor water quality to ensure compliance with all Safe Drinking Water Act rules and regulations as applicable.

Performance Measures:

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|---|-----------------------------|--------------------------------|--------------------------------|
| Average Daily Water Usage (MGD) | 5.9 | 6.0 | 6.0 |
| City of Hurst Annual Water Usage (MG) | 2,156 | 2,100 | 2,150 |
| City of Hurst Annual Water Wells 6-Each Supply (MG) | 74 | 80 | 90 |
| Number of Water Quality Samples Annually | 2,943 | 2,925 | 2,900 |
| Number of Bacteriological Samples Annually | 516 | 516 | 516 |
| MCL Violations | none | none | none |
| Number of Backflow Assemblies Tested Annually | 597 | 600 | 600 |
| Number of Certified Backflow Testers Registered | 56 | 60 | 60 |

Division Goals:

Minimize cost and increase water revenues with proper management of the water system.

Objectives:

Reduce surcharge cost by lowering the Fort Worth Max-Day and Max-Hour three-year averages.

Improve water accountability and reduction of lost revenues through commercial meter testing and repair along with prompt main leak repairs.

Performance Measures:

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|--|-----------------------------|--------------------------------|--------------------------------|
| 2" and Larger Meters Tested Annually | 115 | 135 | 140 |
| Percent of UnMetered Water Loss (%) | 11.46% | 11.00% | 10% |
| City of Fort Worth Maximum Hour Supply (MGD) | 9.83 | 10.00 | 9.50 |
| City of Fort Worth Maximum Day Supply (MGD) | 9.05 | 9.00 | 9.00 |



| | | |
|----------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | PUBLIC WORKS | Water |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$1,289,101 | \$1,305,703 | \$1,302,394 | \$1,312,065 |
| MATERIAL & SUPPLIES | \$46,133 | \$56,079 | \$55,081 | \$62,379 |
| MAINTENANCE | \$156,448 | \$263,612 | \$260,655 | \$263,355 |
| SUNDRY CHARGES | \$6,804,290 | \$7,507,109 | \$7,304,518 | \$7,946,923 |
| INTERNAL SERVICES | \$46,173 | \$51,986 | \$51,986 | \$54,271 |
| CAPITAL OUTLAY | \$2,074 | \$0 | \$0 | \$45,600 |
| TOTAL 510-0668 | \$8,344,219 | \$9,184,489 | \$8,974,634 | \$9,684,593 |

| PERSONNEL SCHEDULE | | | | | |
|------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| OPERATIONS ENGINEER | EXEMPT | 1 | 1 | 1 | 1 |
| WU SUPERINTENDENT | EXEMPT | 1 | 1 | 1 | 1 |
| WU SUPERVISOR | 59 | 2 | 2 | 2 | 2 |
| SENIOR SCADA SYSTEM OPERATOR | 56 | 1 | 1 | 1 | 1 |
| SENIOR SECRETARY | 56 | 1 | 1 | 1 | 1 |
| WU CREWLEADER | 56 | 4 | 4 | 4 | 4 |
| WU DISPATCHER | 55 | 3 | 3 | 3 | 3 |
| WU MAINTENANCE WORKER | 51 | 7 | 7 | 7 | 7 |
| PART TIME EMPLOYEES | PART TIME | 0.8 | 0.8 | 0.8 | 0.8 |
| TOTAL 510-0668 | | 20.8 | 20.8 | 20.8 | 20.8 |

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

PUBLIC WORKS

0668 WATER

DIVISION ANALYSIS

The Water Division is responsible for providing and delivering safe, potable drinking water to the citizens and businesses of Hurst in sufficient volume and under adequate pressure. This division consists of both the Water Production operations and Water Distribution system that is operated, maintained, and managed by a staff of 20 employees.

During the 2010-2011 budget year the water production and distribution systems have been professionally maintained and enhanced through the efforts of the divisional staff. The repair, replacement, and rehabilitation of the water distribution infrastructure along with the performance of preventive maintenance have helped to improve the condition of the potable water system.

The repair and replacement of various equipment components and the performance of preventive maintenance to pumps, motors, wells, and controlling equipment has helped to complete necessary improvements within the water production operations. Disinfection system upgrades have been beneficial in remaining compliant with all TCEQ rules and regulations that govern the public drinking water system while improving the water quality complaints.

The Water Division strives to continually improve the production and distribution systems by utilizing trained, knowledgeable personnel, which provide a professional level of both customer service as well as systems maintenance and operations. The current service level for this division includes:

Continual compliance with all applicable rules and regulations governing a public water system and all aspects of the Safe Drinking Water Act as amended,

Respond to customer concerns/emergencies within 30 minutes from the time received,

Maintain the "Superior Public Water System" status as issued by the Texas Commission on Environmental Quality.

Major programs and goals within the Water Division for the 2011-2012 fiscal year include:

Identify, evaluate and submit recommendations to Engineering for the replacement of 6,000 to 8,000 LF of aging cast iron water main. Assist in the design and construction of the replacement projects.

Minimize cost through the management of water demand in our SCADA operation through reducing the Fort Worth supply annual max hour and max day water demand surcharge costs by maintaining a lower three-year average with annual target amounts of 8.75 MGD max day and 9.4 MGD max hour. Improve water system accountability and reduction in lost water revenues through programs such as commercial water meter testing, repairs, and replacement, including the reporting of water usage from all departments.

Enhanced water quality requirements including cross-connection control and the implementation of additional regulations as a part of the Safe Drinking Water Act.

Improve the overall quality by the annual preventive maintenance programs. These include storage tank cleaning, fire hydrant flushing, and the installation of new water valves. The renovation and repainting of the TCC 750,000 gallon elevated storage tank along with the renovation and repainting of three ground storage tanks at pump stations # 2 and #3.

Continue to implement practical water conservation practices and enforcement.

Continue Implement Phase II MS4 Storm Water Pollution Prevention Good Housekeeping Minimum Control Measures and Best Management Practices. Prepare the Water Division support documentation for the 4th year Storm Water Management plan annual report.

Prepare Municipal Setting Designation Ordinances and Supporting Resolutions.



PUBLIC WORKS DEPARTMENT

WATER UTILITIES - WASTEWATER

Mission Statement

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

CITY OF HURST

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|------------------------|---------------------|------------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | PUBLIC WORKS | 0669 WASTEWATER |

Description

The Wastewater Division is responsible for the maintenance and operation of the City's wastewater collection system, which consists of approximately 156 miles of sanitary sewer lines, 2,853 manholes, and 319 cleanouts. The Wastewater Division includes the Environmental Services Section that ensures the City's compliance with Federal wastewater discharge limitations, monitors high-strength wastewater customers, administers the vector control program, and assists with the implementation of the City's Phase II Storm Water Program.

City Council Strategic Plan:

Identify and implement funding to aggressively maintain and improve the City's infrastructure.

Division Goals:

Ensure wastewater collection system infrastructure integrity through system maintenance and evaluation as required.

Objectives:

Identify, evaluate and submit recommendations to Engineering for the replacement of 4,000 to 6,000 LF of aging clay sewer main.

Assist in the design and construction of the main replacement project.

Assist Engineering in the prioritizing of the projects in the capital improvement program manual into short, midrange, and long-term projects.

Continue to implement the exiting Sanitary Sewer Overflow Initiative Agreement between the City of Hurst and the State of Texas Commission on Environmental Quality TCEQ.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|---|-----------------------------|--------------------------------|--------------------------------|
| Footage of Mains Videoed/Evaluated before Replacement | 26,660 | 20,000 | 21,000 |
| Footage of Sewer Main Submitted for Replacement | 8,243 | 6,193 | 6,500 |
| Footage of Submitted Sewer Main Replaced | 8,243 | 6,193 | 6,500 |

Division Goals:

Insure the City's compliance with the Federal Pretreatment Standards and continually monitor and update the high-strength sewer surcharge program.

Objectives:

Continue to comply with all applicable rules and regulations governing a Publicly Owned Treatment Works (POTW).

Effectively manage the Wastewater Surcharge and Industrial Pretreatment Programs to identify new customers affected by these regulations and insure that existing customers are properly assessed.

Effectively manage grease waste per the recent HB 1979 and Hurst Ordinance 1957.

Performance Measures:

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|--|-----------------------------|--------------------------------|--------------------------------|
| Industrial and Surcharge Customers Monitored | 103 | 106 | 106 |
| Wastewater Permit Violations | 0 | 0 | 0 |
| Number of Registered Grease Haulers | 11 | 13 | 13 |

Division Goals:

Minimize sanitary sewer interruptions.

Objectives:

Respond to customer complaints within 30 minutes after call is received.

Reduce service interruptions with a good preventative maintenance program that will include cleaning of all 156 miles of sewer mains every two years.

Performance Measures:

| | <u>Actual 2009-2010</u> | <u>Estimated 2010-2011</u> | <u>Projected 2011-2012</u> |
|--|-----------------------------|--------------------------------|--------------------------------|
| Number of Requests for Service | 655 | 600 | 620 |
| Number of Manholes checked, evaluated and cleaned | 3,644 | 3,200 | 3,250 |
| Number of Miles of Sewer Pipe Cleaned | 92 | 90 | 90 |
| Number of Sewer Mains Replaced (Each) | 25 | 22 | 19 |
| Number of Service Interruptions due to City Main | 44 | 45 | 45 |
| Average Response Time for Sewer Main Stoppages (in minutes) | 30 | 30 | 30 |



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|----------------------|-------------------|-----------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | PUBLIC WORKS | Wastewater |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$562,727 | \$577,958 | \$577,958 | \$580,249 |
| MATERIAL & SUPPLIES | \$42,951 | \$37,652 | \$41,644 | \$42,152 |
| MAINTENANCE | \$85,518 | \$122,480 | \$111,750 | \$110,480 |
| SUNDRY CHARGES | \$4,974,456 | \$4,378,335 | \$4,414,881 | \$4,341,893 |
| INTERNAL SERVICES | \$18,014 | \$17,319 | \$17,319 | \$22,196 |
| CAPITAL OUTLAY | \$8,980 | \$8,100 | \$8,100 | \$10,000 |
| TOTAL 510-0669 | \$5,692,647 | \$5,141,844 | \$5,171,652 | \$5,106,970 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| ENVIRONMENTAL SPECIALIST | EXEMPT | 1 | 1 | 1 | 1 |
| WU SUPERVISOR | 59 | 1 | 1 | 1 | 1 |
| ENVIRONMENTAL TECH | 57 | 1 | 1 | 1 | 1 |
| WU CREWLEADER | 56 | 2 | 2 | 2 | 2 |
| WU MAINTENANCE WORKER | 51 | 4 | 4 | 4 | 4 |
| TOTAL 510-0669 | | 9 | 9 | 9 | 9 |

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

PUBLIC WORKS

0669 WASTEWATER

DIVISION ANALYSIS

The Wastewater Division includes both Wastewater Collection and Environmental Services. Wastewater Collection is responsible for protecting the environment and the health and welfare of the Citizens of Hurst by providing sufficient wastewater collection services. This is accomplished by minimizing wastewater system interruptions, maintaining and improving the integrity of the infrastructure, and monitoring the wastewater quality entering the collection system to ensure compliance with all applicable regulations governing the discharge of wastewater.

Environmental Services provides support for the Wastewater Division by collecting wastewater samples to monitor industrial customer's discharges, and to assess wastewater surcharges in the Commercial Wastewater Surcharge Program. Environmental Services prepares the semi-annual Industrial Pretreatment Report that is required by TCEQ, administrates the Cross-Connection Control Program, hosts Household Hazardous Waste collection events, and implements the Storm Water Pollution Prevention Program to remain compliant with upcoming state and federal mandates.

During the fiscal year 2010-2011, the Wastewater Division has continued to monitor the Industrial Users and Commercial accounts for abnormal and/or prohibited discharges. The repair, replacement, and rehabilitation of the collection system infrastructure and the performance of preventive maintenance have helped to improve the integrity of the system and limit interruptions. An upgraded equipment and maintenance practice allows the Wastewater Division to comply with the rules and regulations set forth by the various federal and state agencies. Staff continues to be in compliance with the Sanitary Sewer Overflow Initiative that was developed in May 2008. The Initiative includes a proposed 10 year sewer main replacement schedule along with best manage practices for root control, grease control and a routine sanitary sewer main cleaning program. Staff submitted the second annual report to the TCEQ of the effectiveness of the program in April 2011.

The Wastewater Division strives to continually improve the collection system by utilizing trained, knowledgeable personnel, who provide a professional level of customer service as well as systems maintenance and operations. The current level of service for this division includes:

Compliance with all applicable City, State and Federal rules and regulations governing public owned wastewater systems.

Respond to customer concerns and emergencies within 30 minutes from the time received. Inspection and evaluation of the collection system infrastructure to identify replacement and rehabilitation needs.

Performance of industrial and commercial account wastewater discharge monitoring to insure compliance with all governing agencies.

Development assistance through the identification of existing utilities and evaluation of the proposed utilities.

Major issues and goals within the Wastewater Division for the 2011-2012 fiscal year include:

Identify, evaluate and submit recommendations to Engineering for the replacement of 4,000 to 6,000 LF of aging clay sewer mains.

Assist in the design and construction of the sanitary sewer main replacement projects.

Continue improved sampling and monitoring of wastewater to maintain minimum treatment charges.

Continue required reporting of sanitary sewer overflows to the USEPA and TCEQ.

Implement Phase II MS4 Storm Water Pollution Prevention Minimum Control Measures and Best Management Practices. Prepare the Waste Water Division support documentation for the 4th year Storm Water Management Plan annual report.

Continue to monitor the wastewater for high-strength and industrial businesses through the Wastewater Surcharge and Industrial Pretreatment Programs.

Continue the Implementation of the Sanitary Sewer Overflow Initiative (SSOI)

Effectively manage grease waste per the recent HB 1979 and City Ordinance 1957.



**COMMUNITY SERVICES
DEPARTMENT**

**ENTERPRISE FUND
FACILITIES MAINTENANCE DIVISION**

Mission Statement

The Facilities Maintenance Division is committed to providing an attractive, safe, and comfortable environment for all City employees and the citizens that use City facilities, while at all times emphasizing service, quality, responsiveness, and efficiency.

CITY OF HURST

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|------------------------|--------------------------|------------------------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | COMMUNITY SERVICE | 0228 FACILITIES MAINTENANCE |

Description

The mission of the Facilities Services Division is to maintain the City's facilities while providing an aesthetically pleasing and safe work environment for City employees. Facilities Services is primarily responsible for managing, planning, coordinating, and directing the maintenance and building improvements for each of the City's 24 facilities. Staff also coordinates annual elevator inspections, window cleaning, insect control, carpet and furniture cleaning, boiler inspection, fire alarm testing, and fire sprinkler system tests.

City Council Strategic Plan:

Maintain each building to its peak operating efficiency and condition.

Objectives:

Complete 75% of work requests within 7 days of receipt.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|---|-----------------------------|--------------------------------|--------------------------------|
| <u>DEMAND</u> | | | |
| Number of HVAC units | 43 | 43 | 43 |
| <u>WORKLOAD</u> | | | |
| Number of HVAC units replaced | 0 | 28 | 0 |
| Number of work requests processed | 72 | 75 | 50 |
| <u>EFFICIENCY</u> | | | |
| Percentage of work requests responded to within 8 hours | 100% | 100% | 100% |
| Percentage of work requests completed within 7 days | 90% | 90% | 90% |

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|----------------------|--------------------|------------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | COMMUNITY SERVICES | Facilities Maintenance |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|---------------------|---------------------|------------------------|-----------------------|
| PERSONNEL SERVICES | \$56,248 | \$56,546 | \$56,546 | \$57,708 |
| MATERIAL & SUPPLIES | \$0 | \$0 | \$0 | \$0 |
| MAINTENANCE | \$58,688 | \$62,050 | \$62,050 | \$59,050 |
| SUNDRY CHARGES | \$9,103 | \$9,104 | \$9,621 | \$9,104 |
| INTERNAL SERVICES | \$5,850 | \$5,692 | \$5,692 | \$5,636 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0228 | \$129,889 | \$133,392 | \$133,909 | \$131,498 |

| PERSONNEL SCHEDULE | | | | | |
|---------------------------|-----------|---------------------|---------------------|---------------------|-----------------------|
| POSITION TITLE | PAY GRADE | ACTUAL 2008-2009 | ACTUAL 2009-2010 | ACTUAL 2010-2011 | APPROVED 2011-2012 |
| FACILITIES TECHNICIAN | 56 | 1 | 1 | 1 | 1 |
| TOTAL 510-0228 | | 1 | 1 | 1 | 1 |

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

COMMUNITY SERVICE

0228 FACILITIES MAINTENANCE

DIVISION ANALYSIS

The mission of the Facilities Services Division is to maintain the City's facilities while providing an aesthetically pleasing and safe work environment for City employees. Facilities Services is primarily responsible for managing, planning, coordinating, and directing the maintenance and building improvements for each of the City's 24 facilities. Staff also coordinates annual elevator inspections, window cleaning, insect control, carpet and furniture cleaning, boiler inspections, fire alarm testing, and fire sprinkler system tests.

The Division is responsible for the upkeep of City buildings, for administering service and maintenance contracts, and for the design and construction of new and renovated buildings. Maintenance performed by or through the Facilities Services Division includes repair and preventative maintenance of HVAC, roofing, electrical, plumbing, security, flooring, and energy conservation. Service agreements include electrical, HVAC, and general building maintenance and repairs.

The 2011-2012 budget maintains some reductions to operating accounts as part of an overall 2% reduction of the City's budget two years ago. Future projects for the Facilities Services Division will include overall roof maintenance, HVAC repair and replacement, and facilities upkeep and remodeling. The Division's belief is that the operations and maintenance of facilities should be transparent to the users.

**COMMUNITY SERVICES
DEPARTMENT**

SITE MAINTENANCE DIVISION

Mission Statement

The Site Maintenance Division is dedicated to providing high levels of landscape maintenance at the eleven (11) water well sites and pump stations for the Enterprise operations.

CITY OF HURST

| | | |
|------------------------|--------------------------|------------------------------|
| FUND | DEPARTMENT | DIVISION |
| ENTERPRISE FUND | COMMUNITY SERVICE | 0775 SITE MAINTENANCE |

Description

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

Division Goals:

The Parks Division (Site Maintenance Enterprise Fund) is committed to providing a high level of visible public landscaping within the City's neighborhood water well sites, water storage facilities, cemeteries and right-of-ways.

Objectives:

To enhance the ongoing maintenance of sites, facilities and structures.

To develop the eleven sites as highly visible, landscaped "benchmarks" within the community.

To continue to improve the facilities, structures and grounds of the water well sites, water storage facilities, cemeteries and right-of-ways throughout the City.

Performance Measures:

| | Actual 2009-2010 | Estimated 2010-2011 | Projected 2011-2012 |
|--|-----------------------------|--------------------------------|--------------------------------|
| <u>WORKLOAD</u> | | | |
| Number of Structures & Sites Maintained and Operated | 11 | 11 | 11 |
| Number of Acreage Maintained | 12 | 12 | 12 |
| Number of Special Projects | 3 | 3 | 3 |
| <u>EFFICIENCY</u> | | | |
| Percent of Special Projects Successfully Completed | 100% | 100% | 100% |

| | | |
|----------------------|--------------------|------------------|
| CITY OF HURST | | |
| FUND | DEPARTMENT | DIVISION |
| 510 Enterprise Fund | COMMUNITY SERVICES | Site Maintenance |
| SUMMARY | | |

| | ACTUAL 2009-2010 | BUDGET 2010-2011 | ESTIMATED 2010-2011 | APPROVED 2011-2012 |
|-----------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|
| PERSONNEL SERVICES | \$95 | \$0 | \$0 | \$0 |
| MATERIAL & SUPPLIES | \$3,451 | \$3,250 | \$3,100 | \$3,250 |
| MAINTENANCE | \$10,115 | \$10,900 | \$10,200 | \$10,900 |
| SUNDRY CHARGES | \$119,358 | \$115,000 | \$120,000 | \$115,000 |
| CAPITAL OUTLAY | \$0 | \$0 | \$0 | \$0 |
| TOTAL 510-0775 | \$133,019 | \$129,150 | \$133,300 | \$129,150 |

CITY OF HURST

FUND

DEPARTMENT

DIVISION

ENTERPRISE FUND

COMMUNITY SERVICE

0775 SITE MAINTENANCE

DIVISION ANALYSIS

The goal of the Parks Department's Site Maintenance Division is to maintain the City's eleven water well sites, water storage facilities, cemeteries and right-of-ways while providing a desirable visual landscape that positively impacts neighborhoods throughout the City.

The Site Maintenance Division is responsible for the ongoing landscape and irrigation maintenance at each site. Currently, eight of the eleven sites have been improved and developed to include turf, irrigation systems and botanical beds. These sites are maintained on a regular basis, which includes mowing, tree and bed maintenance and litter control. As funding becomes available, additional improvements are identified for completion in the Department's winter project schedule.

Projects associated with the 2011-12 budget include the installation of additional landscape materials at the Valentine Well Site.

Sites currently maintained by the Site Maintenance Division include:

- Tarrant County College Well Site
- North Precinct Line Road Well Site
- Chisholm Well Site
- Valentine Well Site
- Hurstview Control and Well Site
- Pipeline Well Site
- Windmill Well Site
- Melbourne Well Site
- South Hurstview Well Site
- Parker Cemetery
- Arcadia Lot