

# ANNUAL OPERATING BUDGET FISCAL YEAR 2017



# City of Colleyville

## Fiscal Year 2016-2017

### Budget Cover Page

### September 20, 2016

This budget will raise more revenue from property taxes than last year's budget by an amount of \$395,900, which is a 2.94 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$152,569.

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

**FOR:** Richard Newton, Chris Putnam, Tammy Nakamura, Nancy Coplen, Bobby Lindamood

**AGAINST:** Mike Taylor

**PRESENT** and not voting:

**ABSENT:** Jody Short

#### Property Tax Rate Comparison

	<b>2016-2017</b>	<b>2015-2016</b>
Proposed Property Tax Rate:	\$0.339130/100	\$0.355900/100
Effective Tax Rate:	\$0.329138/100	\$0.350960/100
Effective Maintenance & Operations Tax Rate:	\$0.309453/100	\$0.329966/100
Rollback Tax Rate:	\$0.351431/100	\$0.376023/100
Debt Rate:	\$0.017222/100	\$0.019660/100

Total debt obligation for City of Colleyville secured by property taxes: \$614,420



*Colleyville is a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources, and residents.*

*We do this by providing citizen valued services that result in a continuously improving quality of life.*

*Integrity*

*Service*

*Innovation*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Colleyville  
Texas**

For the Fiscal Year Beginning

**October 1, 2015**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Colleyville, TX for its annual budget for the fiscal year beginning October 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# Fiscal Year 2017 City Council



**Richard Newton**  
Mayor



**Chris Putnam**  
Mayor Pro Tem



**Tammy Nakamura**  
Place 1



**Bobby Lindamood**  
Place 2



**Jody Short**  
Place 4



**Nancy Coplen**  
Place 5



**Mike Taylor**  
Place 6

# Budget Message



## COLLEYVILLE

# FY 2017 Budget Message

We are pleased to present the adopted FY 2017 Combined Annual Operating Budget for the City of Colleyville.

Colleyville holds strong to its rural farming roots, but now is part of a network of cities in northeast Tarrant County that have experienced explosive growth. Our City enjoys a relaxed, rural feel, but has the challenges and issues of the modern world. We are called on to balance the services our citizens want and expect as part of the Colleyville quality of life with available resources, while looking ahead to address and protect the future of our community. Vital services – public safety, maintenance of infrastructure and sustainable government – must be provided while managing the ever increasing costs of providing those services. We are committed to achieving that balance while demonstrating practical, responsible fiscal management.

The adopted budget funds current programs and services to meet the Colleyville City Council's priorities for service delivery, while lowering the current tax rate. The budget has been formulated with a philosophy of:

- Providing high-quality governmental services consistent with citizen expectations
- Constantly seeking opportunities to improve service delivery or increase efficiency through technology, partnerships, or improved processes
- Careful stewardship of City resources, emphasizing affordability and sustainability
- Valuing our employees

Furthering our commitment to fostering community involvement and governmental transparency, a summary presentation of the adopted budget has been placed on the City's website. A public hearing on the proposed budget was held on September 6, 2016, to allow citizens an opportunity to provide input. The proposed budget received City Council final approval on September 20, 2016. Any questions or requests for additional information should be directed to Adrienne Lothery, strategic services manager, at 817.503.1112 or by email to [alothery@colleyville.com](mailto:alothery@colleyville.com).



## BUDGET OVERVIEW

The budget is balanced and prepared in accordance with state law, the Colleyville City Charter, ordinances, budget policies, and in accordance with the provisions outlined in the Governmental Accounting Standards Board (GASB) "Statement No. 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments."

The City provides a full range of municipal services utilizing operating funds, special revenue funds, and capital project funds to provide those services. Whenever possible, the most restrictive funding source is used first, ultimately limiting the costs borne by the primarily property tax-supported general fund.

The combined expenditures of the City's major operating funds are as follows:

<i>Fund Type</i>	<i>Adopted FY 2016</i>	<i>Adopted FY 2017</i>	<i>Change</i>
<b>General</b>	\$23,977,370	\$23,329,761	\$ (647,609)
<b>Utility</b>	\$15,886,362	\$15,511,920	\$ (374,442)
<b>Drainage</b>	\$ 917,997	\$ 743,452	\$ (174,545)
<b>Debt Service</b>	\$ 1,461,593	\$ 1,854,037	\$ 392,444
<b>Total:</b>	\$42,243,322	\$41,439,170	\$ (804,152)

One measure of a City's financial strength is the level of its fund balance. While the City Council has approved a conservative fiscal policy of a 90-day reserve requirement, the City's operating funds are projected to exceed the minimum requirement as of September 30, 2016 as follows:

<i>Fund Type</i>	<i>Number of Days</i>	<i>Amount</i>
<b>General</b>	131	\$8,593,523
<b>Utility</b>	114	\$4,952,126
<b>Drainage</b>	504	\$1,266,812
<b>Debt Service</b>	137	\$551,844

The reserve earns interest, bolsters cash flow, and is available for unanticipated expenditures or emergencies. As a non-recurring revenue source, beginning fund balances are used to fund capital or other one-time expenses only.

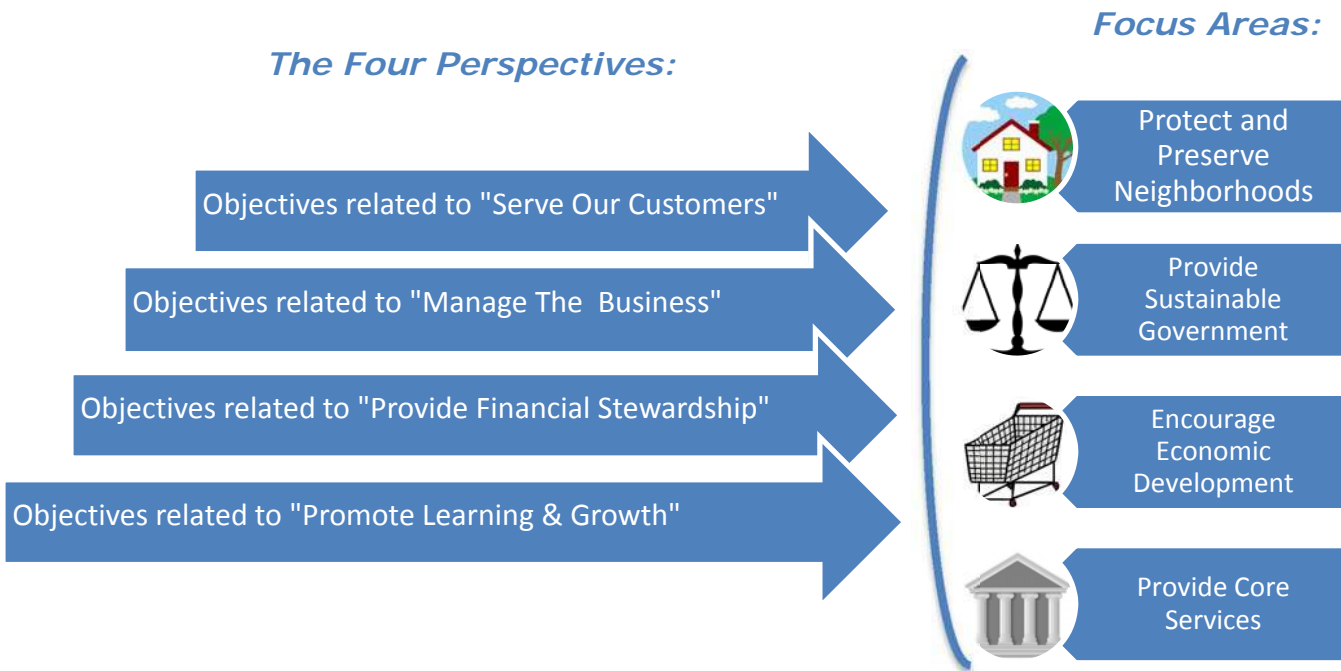
# BUDGET STRATEGY & DEVELOPMENT

By definition, preparation of any budget is the allocation of finite resources. The City Council, on behalf of the citizens, establishes the price community members are willing to pay for local government services. Staff's role is to guide the process by creating and managing a budget that reflects the Council's highest priorities.

## **Strategy in Action**

Development of the fiscal year 2017 budget was guided by the community's priorities as outlined in the City of Colleyville's Strategy Map. Each item has been vetted for its alignment with the goals and objectives delineated in the Strategy Map, reviewed for resource optimization, and finally weighted against both current and future community needs.

The City of Colleyville's Strategy Map outlines four focus areas: Protect and Preserve Colleyville Neighborhoods, Provide Sustainable Government, Encourage Economic Development, and Provide Core Services. Then there are four perspectives from which to view – and address - the focus areas: Learning and Growth, Financial Stewardship, Business Management and Customer Service. Each perspective is represented by a tier on the Strategy Map and contains objectives that must be achieved to ensure we are ultimately delivering on our focus areas. These objectives are relatively constant. The Strategy Map also contains objectives called Critical Business Outcomes, which are typically items that need to be accomplished in the near-term and are updated periodically by the City Council.



The order of the four perspectives is important. When we begin with “promote learning and growth,” we acknowledge that the foundation of service is the right people, who are trained and empowered to do good work. When they are in place, we are able to focus on our financial reality and being good stewards of our citizens’ tax dollars. Then, with the big-picture stewardship focus in place on our financial inputs, outputs, and future needs, we are then able to look at how we “manage the business” day to day to ensure that the dollars we spend are maximized and spent on the right things. Finally, with those critical priorities addressed internally, we can serve our customers and provide the high-quality programs and services they expect. Without the right people, the right financial responsibility, and the right processes, we would not be able to serve our customers as well. And of course, we must do all of these things in order to deliver on our four focus areas.

On June 6, 2016, the City Council held a priority setting worksession, at which eight Critical Business Outcomes were identified (listed below) that served as critical guides for compiling the proposed budget. As mentioned, Critical Business Outcomes provide focus on specific short-term objectives.

 <p>Property Tax Relief</p>	 <p>Fiscal Stewardship</p>
 <p>Restructure Water Rates</p>	 <p>Revise the City Charter</p>
 <p>Accelerate the Street Capital Program</p>	 <p>Improve Glade Road Design</p>
 <p>Improve the Comprehensive Plan</p>	 <p>Manage SH26 Project Impacts</p>

By remaining centered on the goals and objectives outlined in the Strategy Map, the community, City Council, and staff can weigh the divergent demands of the citizenry, pursuing only those elements that help achieve the identified objectives, and thereby ensuring the highest priorities of the community as a whole are accomplished.

For this reason, every new effort and element of the City’s budget, including existing programs, is tied to one or more of these objectives, as detailed in the sections that follow. The items listed under each of the four perspectives include highlights of the investments slated to receive continued funding in fiscal year 2017, any significant changes in funding, and a description of new items that are funded.

## Issues & Challenges

Colleyville benefits from a strong residential base, which helps mitigate the negative effects of economic fluctuations. Property values have rebounded from the declines experienced in fiscal years 2011 and 2012, and have experienced tremendous growth in the last year. 2016 certified values increased 9.14% in total, compared to 2015 certified values. The fiscal year 2017 budget includes a tax rate of \$0.33913/\$100 of valuation, a \$0.01677 reduction from the \$0.3559 tax rate in place since 2008. This rate reduction serves to provide some relief to property owners receiving higher appraisal values, while also providing the revenue necessary to continue funding programs and services at a sustainable level. The fiscal year 2017 rate represents a 3.2% increase in general fund ad valorem revenue compared to the prior year. It is slightly less than one cent above the effective rate of \$0.329138 and represents a \$53.79 increase in the average annual property tax payment (\$4.48 per month).

While appraisal values have soared, increases in property values does not necessarily result in equally greater property tax revenue. In 2003, the City Council increased the over-65 property tax exemption to \$65,000 and approved the senior property tax freeze in 2004, which serves as a significant benefit to residents. Demographic trends indicate that this benefit will continue to increase; the number of senior frozen accounts went from 1,908 in 2015 to 2,039 in 2016. Currently, over 21 percent of all residential property tax accounts are frozen, representing a significant benefit for Colleyville seniors.

Sales tax is the second largest revenue source, however, the City's primary commercial corridor along Colleyville Boulevard (SH26) will be under construction for the next several years. Fiscal year 2017 sales tax is projected to have zero growth from fiscal year 2016 year-end projections, with zero growth projected for the next several years as well due to the potential for construction to impact traffic to nearby businesses. In accordance with the City Council's priority of managing SH26 impacts, the City is and will be committing significant resources to support and market the impacted businesses.

Colleyville's history dates back to its beginnings as a farming community in the 1850s. Even when the City was incorporated a century later, it was still a rural community. Much of our infrastructure – including streets, utility lines, buildings and other community assets—are aging and inadequate to serve residents and commuters in the burgeoning northeast Tarrant County area. In developing the 2017 budget, staff has focused attention on the most urgent priorities and addressing those situations that pose the highest risk if not addressed. Staff also carefully considers which investments will serve to extend the useful life of an asset -- essentially postponing the need for full replacement for a number of years -- when making funding recommendations.

At the budget worksession presentation on August 10, staff reviewed a five-year General Fund budget forecast to fiscal year 2021. That forecast includes estimates for expenditures and the revenues necessary to continue balancing the budget. Ad valorem revenue was projected with growth of 5%, and sales tax was projected with

no increase for the reasons mentioned above. The forecast for expenditures includes general cost increases of 3.5% for materials and contractual services required each year, as well as personnel costs to continue funding appropriate market and merit adjustments and increasing healthcare costs. The forecast also includes the planned draw down of \$1,000,000 of fund balance for street maintenance through fiscal year 2018. This forecast helps staff and the City Council focus on the long-term budgetary implications of current funding decisions. It also helps to put long-term goals into perspective relative to the overall resources available in the general fund.

### **Priorities and Fiscal Year 2017 Focus**

With this budget, staff recommends allocating resources according to the priorities of our citizens and City Council, while maintaining the conservative fiscal approach that has allowed Colleyville to attain and maintain an AAA bond rating.

Two of the top priorities identified by the City Council were to restructure water rates and provide property tax relief. In July 2016, the City Council directed staff to eliminate the two transfers from the utility fund to the general fund (franchise fee and general and administrative transfers) in order to eliminate tiered water rates and implement a flat rate model. Elimination of these transfers reduces general fund revenues by approximately \$1.2 million annually. The City Council also provided direction to propose a 2016 tax rate that is as close to the effective tax rate as possible. In order to accomplish those objectives, general fund expenditures have been reduced by \$647,609 in total, compared to the fiscal year 2016 budget. Increased revenue from the proposed tax rate (1 cent above the effective rate) and other general fund revenue sources provide the funding needed for cost increases necessary to sustain current programs and services.

Items proposed for elimination were selected based on those that would have the least impact to citizen services, while maintaining the Council's priority of fiscal stewardship. When possible, expenditures were moved out of the General Fund to other eligible funding sources. This includes funding the compensation and classification study from the Strategic Initiatives Fund, the pavement condition assessment from the Capital Projects Fund, moving one existing police officer position to the Colleyville Crime Control and Prevention District (CCCPD) budget, funding various landscaping improvements and parks maintenance expenditures from the Voluntary Parks Fund, and funding library books and programming costs entirely out of the Voluntary Library Fund. One part-time and three full-time positions were eliminated, including a part-time police records clerk, the communications and marketing director, economic development coordinator, and a secondary construction manager position recently vacated as a result of a retirement. In addition to several other smaller reductions, the annual street maintenance budget was reduced by \$175,000. No projects planned for the next five years were delayed as a result of this change due to available balance in the Capital Projects Fund.

The budget provides a staffing level of 203.63 full-time equivalents (FTEs), 1.5 FTE less than in fiscal year 2016. Careful consideration was given to all position requests to ensure that decisions are both appropriate and sustainable in the long-term. The new or upgraded positions in the fiscal year 2017 budget include the addition of one staff accountant and the conversion of temporary staff funding in the utility billing department into an upgraded utility billing analyst position. As mentioned above, 3.5 FTEs were eliminated.

To sustain and plan for Colleyville’s long-term needs, the fiscal year 2017 budget includes a Five-Year Comprehensive Capital Improvement Plan (CIP). This plan identifies planned projects for the next five years, based on funding availability, and a schedule for completion. Similar to the five-year general fund projection, the CIP provides an opportunity to consider all of the City’s capital needs in the coming years and determine the priority of each, as well as whether available funding resources are sufficient to support those expenditures. The CIP utilizes a variety of funding sources including the City’s major operating funds, impact fees, special revenue funds, and other entities such as Tarrant County. While the plan itself covers five fiscal years, only funding for the upcoming year of the five-year plan is appropriated in the City’s budget each year. To further the City Council priority of accelerating the street capital plan, several additional road projects have been added in FY 2017. The chart below summarizes fiscal year 2017 investments by project category.

FY 2017 Project Category	FY 2017 Project Cost
Streets	\$6,497,522
Utility	1,875,200
Parks	300,000
Technology	85,000
Facilities	500,000
<b>TOTAL</b>	<b>\$9,257,722</b>

As is typical in local government, funding requests exceed available revenues, requiring decisions regarding what to fund. The fiscal year 2017 budget is a balanced budget based on community and City Council priorities as we know them and makes significant progress toward achieving many of the City’s needs and long-term goals. Those items that were not funded this fiscal year may be considered in future budgets.

## PROMOTE LEARNING & GROWTH

As mentioned previously, the first of the four perspectives we use is “promote learning and growth.” When we begin with “promote learning and growth,” we acknowledge that the right people, who are adequately trained and empowered to do good work, are the bedrock of our ability to successfully deliver on the city’s four focus areas. While some efforts to promote learning and growth are made in intangible ways, such as fostering positive employee engagement, empowering informed decision-making at all levels of the organization, and ensuring our people understand the strategy and how they contribute to it, other efforts must be tangible, such as attracting, developing, and retaining skilled employees who embrace our values by offering competitive benefits and compensation that reward good and high performance. The following describes ongoing investments to do just that:

- **Market adjustments - \$11,623**  
In May 2016, human resources initiated an annual salary market update in order to obtain data on annual market adjustments. In order to maintain the City’s compensation system and keep it current, a two-pronged approach has been implemented: annual salary structure updates to keep abreast of any necessary market adjustments, and long-term comprehensive maintenance. Annual market adjustments to the salary structure are recommended to help alleviate significant salary lags between surveys. This avoids a large annual survey expense and helps maintain market competitiveness with smaller salary adjustments. Rather than performing a full comprehensive update for fiscal year 2017, a compensation and benefits consultant performed an overall review of data from published sources and, based upon data collected, recommended a 2.0 percent salary structure adjustment. Based on direction from the City Council, staff will adjust all employee salary ranges 2.0% effective October 1, 2016. Employees earning below the new minimum salary of their position’s pay range will receive a market adjustment up to the new minimum of the range.
- **Performance-based merit increases - \$259,396**  
Employees hired prior to October 1, 2016, will be eligible for a mid-year performance-based merit increase in fiscal year 2017 based on successful and exceptional performance. On an individual basis, the increase will not exceed five percent. Employees receiving a market adjustment *and* merit increase may not exceed a total increase of 10 percent. Performance-based merit increases in mid-fiscal year 2017 will be predicated on employee performance under the comprehensive performance management program implemented in fiscal year 2014. The system includes meaningful tools and a streamlined process to document employee goals, expectations, and performance to reinforce alignment of City services with citizen expectations as it pertains to the organization’s expected standards.

- **Employee insurance benefits**  
Employee insurance benefits include medical, dental, life, accidental death and dismemberment, long-term disability, and COBRA insurance, as well as flexible spending account administration and pricing transparency tools. The City continues to exhibit a substantial commitment to employee benefits by funding employee and dependent medical insurance premiums based on a tiered structure tied to wellness program participation. This tiered structure for health insurance subsidies has proven to be an innovative approach to addressing increasing healthcare costs, while providing a benefit for employees that allows the City to maintain a competitive benefit position among its peer cities. Medical insurance premiums increased this year by 5.1%. This increase was absorbed by the City, as employee premiums had already been substantially increased in fiscal year 2016.
- **Texas Municipal Retirement System (TMRS)**  
The City is committed to ensuring the retirement benefit offered to employees is affordable, sustainable, and competitive. The City's current plan design does not change and includes funding for participation in the TMRS program at a contribution rate of 8.57 percent (annualized 8.36 percent), up from the annualized rate of 7.76 percent in fiscal year 2016. TMRS is a hybrid defined contribution plan. When a TMRS member retires, the portion of their retirement annuity paid by the municipalities they have worked for is directly tied to their service time in those cities. For the current actuarial period, the City has no unfunded liability.
- **Compensation & Classification Study - \$50,000 (one-time expenditure)**  
As mentioned above, the second prong to the City's compensation approach is conducting a comprehensive analysis of job classifications and pay ranges every 3-4 years. The fiscal year 2017 budget recommends conducting a comprehensive study using funding from the Strategic Initiatives Fund. Recommendations resulting from the analysis would be considered for implementation beginning in fiscal year 2018.
- **One new utility billing analyst position- \$33,850**  
The FY 2017 budget includes the conversion of temporary staff funding in the utility billing department into an upgraded utility billing analyst position. Currently, the utility billing supervisor is the only employee in the City that understands and knows the billing function in the MUNIS financial software program. This situation is not sustainable and leaves the city at risk should this employee exit the organization. The new analyst position will provide bench strength to the organization, coverage in the supervisor's absence, as well as the capacity to provide a higher level of customer service.



## PROVIDE FINANCIAL STEWARDSHIP

Providing financial stewardship of the city's resources is the foundation of all efforts by City staff. Many of the investments described in this section illustrate the ways Colleyville works to ensure that our long-term needs, including planning for major asset replacements, are addressed. The City is extremely proud of achieving an AAA bond rating in all three areas of debt (tax supported, utility, and drainage) and will continue to follow the conservative financial principles and policies that have allowed us to achieve that coveted designation. As we forecast needs and plan for the future, balancing priorities with resources in a sustainable way, we also will work to finance projects using currently available dollars to the greatest extent possible. Efforts to further our focus on financial stewardship in fiscal year 2017 include the following:

- **New staff accountant position - \$68,579**  
The fiscal year 2017 budget includes the addition of a new staff accountant position. This position will provide the staffing capacity needed for daily reconciliation of pooled cash, credit card reconciliation, and municipal court reconciliation. This position will also provide an employee who will be cross-trained for payroll and accounts payable functions, to allow for continuity of operations in the absence of the accounting manager or accounts payable clerk. The addition of this position will allow the chief financial officer to spend time focusing on other key organizational priorities and obtaining full utilization of the currently unused modules offered in the City's financial system.
- **Review and update of fees and charges**  
Each year as a part of the budget process, staff reviews current fees and charges to ensure that amounts are set appropriately for cost recovery and to remain consistent with the market. While the number of fees and amount of fees adjusted varies from year to year, this annual review provides consistent assurance that our taxpayers are not subsidizing more services than necessary.
- **Update impact fee study**  
The current impact fee study is scheduled to be updated in fiscal year 2017, to be paid for with impact fees. This study will determine any needed changes to impact fees, as well as projects eligible for funding from impact fees.
- **Outside review of financial processes**  
Each year, the City not only undergoes an audit from an outside firm to verify the accuracy of our accounting records, we also voluntarily participate in other external reviews. These include submission of the budget document to the Government Finance Officers Association (GFOA) Budget Award program, the GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR) Award, and the Texas Comptroller's Leadership Circle for financial transparency.

- Ambulance replacement - \$44,580  
Fifth-year funding for replacement of the front-line ambulance through a lease purchase plan is included through the Debt Service Fund. The total cost of the ambulance was \$209,425, which will be paid over a five-year period, ending in 2017.
- Fire apparatus replacement - \$150,000  
The fiscal year 2017 budget includes the first year of an annual transfer program to save up the funding necessary to fund the replacement of fire apparatus with available cash.
- SCBA air-pack replacement program- \$26,706  
Beginning this fiscal year, funds will be set aside annually to plan for the replacement of self-contained breathing apparatus air-packs with available cash. This equipment is used by the Fire department. Annual contributions to a replacement program will avoid significant costs that would be incurred in a single year if all costs were born at the time of replacement.
- Police vehicle replacements- \$234,500  
Funding for replacement of two marked police vehicles and four unmarked police vehicle is included in the fiscal year 2017 CCCPD budget. The fleet management plan for the police department calls for retaining patrol vehicles for a period of three years, replacing unmarked vehicles on an as-needed basis. Replacement plans are consistent with the funding available in the CCCPD budget and provides for long-term sustainability of the police fleet.
- Replacement of vehicles and capital equipment (General Fund) - \$252,000  
The fiscal year 2017 budget includes a transfer from the General Fund to the Capital Equipment Replacement Fund, for which \$31,000 is designated for replacement of servers and other technology, and \$221,000 is designated for the replacement of vehicles and equipment utilized by programs accounted for in the General Fund, other than the fire apparatus which has been discussed separately.
- Replacement of vehicles and capital equipment (Utility Fund) - \$81,100  
This funding sets aside resources for replacement of vehicles and capital equipment that are utilized by programs accounted for in the Utility Fund.
- Replacement of components at the Colleyville Center - \$5,700  
This funding will replace the original icemaker in the kitchen at the Colleyville Center, as well as the blinds in the small conference room. Each year, Center assets are evaluated to determine what components, if any, should be recommended for replacement through the CEDC budget.
- Colleyville Center banquet tables replacement program - \$3,500  
Tables at the Colleyville Center receive heavy use and must be replaced regularly. Funding has been included in the fiscal year 2017 CEDC budget to purchase several tables annually, allowing for those tables in the worst condition to be replaced.

## MANAGE THE BUSINESS

Starting with the right people who are trained and empowered to do good work, we are able to focus on our financial reality and being good stewards of our citizens' tax dollars. We are then able to focus internally and evaluate how we "manage the business," ensuring that the dollars we do spend are maximized and spent on the right things. This may include process improvements, investments in technology to leverage our personnel resources, partnerships with other agencies to reduce redundancy and improve efficiency, and communication efforts that cultivate a culture of transparency. The items that follow highlight continuing or enhanced investments in how we "manage the business":

- Digitizing documents to Laserfiche - \$37,000  
Staff contracts with a third party to have physical documents currently located in storage digitized. The fiscal year 2017 budget includes funding to continue this work on an incremental basis each year, until all City documents have been transitioned into a digital format, increasing transparency and improving service for citizens and customers.
- Electronic voting equipment - \$2,700 (\$1,500 one-time)  
Funding has been included in the fiscal year 2017 budget to add an electronic voting module to the City's current agenda management software. Adding this module will allow for simultaneous electronic voting in the Council Chambers.
- Applicant tracking system- \$11,800 (\$5,000 one-time)  
Implementing an applicant tracking system will improve recruitment and selection for the City by streamlining the process into a more efficient and manageable process, both for City staff and applicants. Offering the ability to apply for posted jobs online, as opposed to a solely paper process, serves to attract more candidates as most expect the ability to apply online. An applicant tracking system will also provide the ability to screen applications for minimum requirements, saving staff time spent reviewing applications that do not meet minimum standards for the job. First year costs for the tracking system software will be paid from the Vehicle & Equipment Replacement Fund, technology portion.
- Updated aerial photos for GIS - \$17,358 (one-time)  
Current aerial photos are from 2011 and are in need of updating. An accurate collection of aerial photos allows for better analysis of building footprints, surface level infrastructure, changes in green space, and impervious area. The cost of updated photos is planned to be funded from the Strategic Initiatives Fund. The North Central Council of Governments coordinates flyovers for aerial photos of the region every few years, allowing area cities to share in the cost for a savings to each individual city.

- Camera for wastewater lines - \$10,000 (\$9,000 one-time)  
The fiscal year 2017 Utility Fund budget includes funding for the purchase of a sanitary sewer service inspection camera. This service is currently provided by contracting a third party for service line inspections. Owning a camera would allow more flexibility in scheduling inspections, expedite troubleshooting and identification of discrepancies on customer service lines, and enhance customer service.
- Land Development Code updates - \$50,000  
The adoption of and amendments to the City's comprehensive plan, *Destination Colleyville*, will necessitate updates to the Land Development Code. These updates will include subjects such as zoning districts, overlay districts, subdivision regulations, and streamlined development processes. As this work will take several years, funding is programmed as on-going.

The adopted budget provides contract services with other governments and agencies in the following areas:

- *Municipal Court:* In fiscal year 2013, Colleyville and Keller broke new ground as the first Texas cities to consolidate their municipal court operations. The combined court, now in operation for three years, is transitioning to a paperless environment that will streamline processes and further efforts to manage our document retention electronically. Keller's portion of the cost is anticipated to be \$227,697 for fiscal year 2017, compared to \$217,697 for the prior year.
- *Animal Control:* In fiscal year 2013, Colleyville and Southlake consolidated animal control and shelter services with Keller, a change that resulted in improved animal services in all three communities, reduction of redundancy in operations, better utilization of building and technical resources, increased training time for employees, sufficient staffing for dedicated shelter and adoption personnel, and improved compliance with state and national standards for the humane treatment of animals. The fiscal year 2017 budget for this agreement, which pays for Colleyville's proportionate share of the costs, is \$97,259 based on the calculations provided by the city of Keller on Colleyville's utilization of shelter and animal services.
- *Communications and Jail Services:* Continuation of funding for the regional communications and jail services is included in fiscal year 2017 through a multi-year interlocal contract with Keller and Southlake. This funding budgeted for fiscal year 2017 increased by \$36,989, which reflects Colleyville's proportionate cost of the interlocal contract. Additionally in fiscal year 2011, Tarrant County 9-1-1 leased the Colleyville Communications Center as a permanent backup site, which created additional revenue. Tarrant County 9-1-1 also will keep the facility up to date with the latest technology.

- *Northeast Fire Department Association (NEFDA):* This association of 14 cities in Northeast Tarrant County provides resources, support, and staffing for emergency events such as a water rescue, HAZ-MAT incident, or an event involving an explosive device. Participating cities contribute financially to maintain and replace equipment or apparatus needed to respond in these situations, in addition to an annual operating fee.
- *Public Safety:* Colleyville will continue participation as a member city in Tarrant County's NETCO radio consortium. In 2014, the NETCO consortium completed an upgrade to our 800MHz trunked radio system to Project 25 (P25) capability. The P25 conversion included all radio equipment (i.e., towers, consoles, portable radios, and handheld devices). Capital costs related to the upgrade were paid annually by the debt service fund through fiscal year 2016. NETCO member cities will continue to contribute to the consortium for future maintenance and system enhancement costs.
- *Street Overlay:* To maximize street maintenance activities, the City will continue partnering with Tarrant County for county labor resources for at least one street maintenance project per year. For these projects, the City provides funding for materials. The county has specialized street overlay capabilities and has shown a continued interest in assisting our maintenance program.
- *Teen Court:* Along with Grapevine and Keller, Colleyville partners with Southlake to operate the Metroport Teen Court. The fiscal year 2017 CCCPD budget provides funds for our continued participation in this program in the amount of \$33,750, one fourth of the total annual program cost.
- *Elections:* Tarrant County Elections Center remains the contracted party to conduct local elections at an annual cost of \$7,000. The efficiency and expertise provided by the county enhances the quality of the electoral process available to our citizenry.
- *Tax Assessment and Collection Services:* The City will continue the agreement with the Grapevine-Colleyville Independent School District (GCISD) for tax collection services.

## SERVE OUR CUSTOMERS

To serve our customers and provide the high quality programs and services they expect, we must start with the right people, the right financial focus, and the right processes. Without attention to those foundational perspectives, we cannot serve our customers well. Investments in the area of “serving our customers” typically include items that are tangible to our citizens. In fiscal year 2017, highlights of continuing or new investments in this area include:

- Street maintenance - \$2,425,000  
A consistent focus by the City Council has been to provide the necessary funding to maintain the city's street infrastructure. Given this, the adopted budget provides a base level of \$1,425,000 for street maintenance/rehabilitation and an additional \$1,000,000 through a strategic draw-down of General Fund fund balance (while still maintaining a healthy fund balance in excess of the adopted 90-day reserve requirement). This strategic draw down is anticipated to continue through fiscal year 2018 based on the current financial forecast. At that point, other funding must be identified to continue the same level of street maintenance. The fiscal year 2017 total of \$2,425,000 for street maintenance in the General Fund will be used as a funding source in the comprehensive CIP, to be distributed among various projects based on relative priority.
- Pavement assessment survey and analysis - \$50,000 (one-time expenditure)  
The City contracts with an engineering firm every three years to conduct a pavement condition assessment and provide the data in a format that is used in the city's pavement management software. The resulting data allows staff to determine where and how to spend the city's resources to ensure maximum benefit to the street network, in addition to allowing for predictive modeling. The assessment in fiscal year 2017 is planned to be funded from available fund balance in the Capital Projects Fund.
- Miscellaneous concrete repairs - \$300,000  
The fiscal year 2017 budget includes a dedicated budget for concrete repair, which allows for the repair of curbs, gutters, sidewalks, ramps, and street panels. Unlike asphalt infrastructure that can be patched and repaired, once a section of concrete is damaged, it must be removed and replaced.
- Miscellaneous asphalt maintenance - \$100,000  
The asphalt maintenance program provides funding for a third party contractor to address unscheduled or emergency projects that are of a scale too large for city maintenance crews to absorb into their normal maintenance activities.
- Dedicated funding for pavement markings - \$100,000  
A dedicated budget for pavement markings is included to fund this work on an annual basis. One of the city's performance measures includes a target of renewing 20% of pavement markings each year.
- Colleyville Boulevard/SH26 reconstruction project management - \$120,000  
To ensure adequate city involvement in managing the upcoming reconstruction of Colleyville Boulevard, continued funding for the SH26 coordinator position is included. In addition to the staff support of this project, funds for additional advertising, promotion, and support of our affected businesses, as well as additional communication with citizens and visitors during the project, are also included. The fiscal year 2017 costs are to be funded through a transfer of net revenues over expenditures at the end of fiscal year 2016. It is anticipated that these expenses will need to be budgeted through fiscal year 2018.

- Police department lateral hire program - \$28,213  
In fiscal year 2016, the police department began a lateral hire program, to recruit experienced police officers. The fiscal year 2017 budget includes funding to be able to fill vacancies for sworn positions at an amount greater than the minimum of the pay range, to be competitive with the current rate of pay for those experienced officers. This program has significantly improved the city's ability to fill vacant positions in the police department.
- The cost of purchasing potable water from the Trinity River Authority (TRA) has increased during the past year, and is expected to continue to increase, due to additional TRA debt and operational costs, which includes the increased cost of purchasing raw water from the Tarrant Regional Water District (TRWD). Consistent with increases from TRA in prior years, these cost increases will be passed through to customers. As mentioned previously, tiered water rates were eliminated and an interim flat rate of \$4.36 was implemented in July 2016. Permanent rates (which will include the pass through increases from TRA) are anticipated to be implemented in December 2016, upon completion of a comprehensive water rate study and recommendations from a committee of citizens.
- Water and wastewater renewal program - \$804,500  
As part of the City's focus on long-term infrastructure needs, the fiscal year 2017 Utility Fund budget includes the investment for proactive replacement of City water and sewer lines, valves, pumps, lifts, manholes, inlets, and other materials used in the delivery of potable water to, and the removal of sewage from, Colleyville homes and businesses. This investment is utilized as the primary funding source for the water and wastewater CIP projects.
- Colleyville Clean Sweep - \$12,000  
Staff recommends continuation of the household hazardous waste collection program and the Clean Sweep annual collection with \$12,000 from the Drainage Fund and a conversion of solid waste franchise revenue in the amount of \$15,000, for total program funding of \$27,000.
- Trail system investments - \$300,000 (one-time expenditure)  
The adopted 2017 CEDC budget includes funding for the Pleasant Run trail construction, from the Cotton Belt to John McCain. The work is scheduled in conjunction with a street project.
- Parks Master Plan update - \$100,000 (one-time expenditure)  
The existing Parks Master Plan was adopted in 2011 and is due to be updated. Funding was originally included in the fiscal year 2016 CEDC budget, but expenditures for this project will not be incurred until the following year, so funding has been rolled forward to the fiscal year 2017 CEDC budget.

## ADOPTED BUDGET BY FUND: GENERAL FUND

In developing the fiscal year 2017 budget, the objective was to achieve a balance between revenues and expenditures, and prioritize operational needs with long-term community investment strategies. As mentioned previously, efforts are made to identify other funding sources before committing general fund dollars to a project or cost, limiting the reliance on the primarily property tax supported general fund. The general fund accounts for the resources and expenditures related to the generally recognized governmental services and/or functions provided by various City departments – it is a governmental fund type.

### *Revenues*

General Fund revenues in the adopted budget total \$23,331,283. Major revenue considerations include:

- A tax rate decrease of 1.677 cents, from \$0.3559 to \$0.33913 per \$100 of valuation
- An increase in ad valorem revenue of 3.2 percent, even after the tax rate decrease, due to an increase in property values
- Increased sales tax revenue
- A \$1.2 million decrease in revenue due to the elimination of the transfers from the Utility Fund to the General Fund, for franchise fees and general and administrative costs

### *Property Tax*

The primary source of income for the City is property taxes, accounting for 57 percent of total revenue. The biggest budgetary issue in preparing the annual budget is the setting of the property tax rate. Once the roll is received in late July, the tax rate is determined by the debt rate needed to pay for the City's bonded indebtedness and funds needed for maintenance and operation funding in the General Fund.

The Tarrant Appraisal District has certified Colleyville's property valuations for 2016 at \$4,588,707,342, and includes \$53,668,439 in new construction. This represents an increase of \$384,367,239 (9.1%) over the current year's taxable valuation of \$4,204,340,103, per the July 25, 2015 certified values. The total taxable value includes TIF zone property, which has a combined taxable value increment of \$298,582,143 (TIF Zone #1 adopted in 1998- \$288,627,405 and TIF Zone #1A adopted in 2012- \$9,954,738). The final TIF value is subject to change, as valuation is still under appeal. This represents an increase of \$30,866,815 (11.5%) over the current year TIF valuation of \$267,715,328.

The fiscal year 2017 budget includes a property tax rate of \$0.33913 per \$100 value, 1.677 cents lower than the \$0.3559 rate in place since 2008. The tax rate is comprised of an operation and maintenance rate of \$0.32191, and an interest and sinking rate of \$0.01722. The latter component provides funding for retirement of the annual debt obligations. The property tax rate of \$0.33913 is approximately one



cent above the effective tax rate of \$0.329138. The effective tax rate is the rate at which the City would raise the same amount of revenue raised in the last fiscal year.

As shown in the following table, the 2017 property tax rate will increase the typical homeowner's tax bill, compared to this year's tax billing, by \$53.79.

Budget Year	Average Residential Property Value	Property Tax Rate	Average Property Tax Payment
2010	\$398,957	\$0.3559	\$1,419.89
2011	\$397,472	\$0.3559	\$1,414.60
2012	\$396,817	\$0.3559	\$1,412.28
2013	\$397,889	\$0.3559	\$1,416.09
2014	\$406,040	\$0.3559	\$1,445.10
2015	\$421,497	\$0.3559	\$1,500.11
2016	\$423,650	\$0.3559	\$1,507.77
2017	\$460,461	\$0.33913	\$1,561.56

#### *Sales Tax*

The second major financial consideration guiding development of the budget is the growth of sales tax revenues. The City collects a total two percent sales tax: one percent for General Fund with the remaining one percent allocated for two half-cent special purpose districts. A positive trend in the local economy along with the opening of Whole Foods Market and other businesses at Colleyville Downs has generated increased taxable sales. In anticipation of the reconstruction of SH26, which is the city's primary commercial corridor, sales tax has been budgeted with zero growth from fiscal year 2016 year-end projections.

#### *Licenses and Permits*

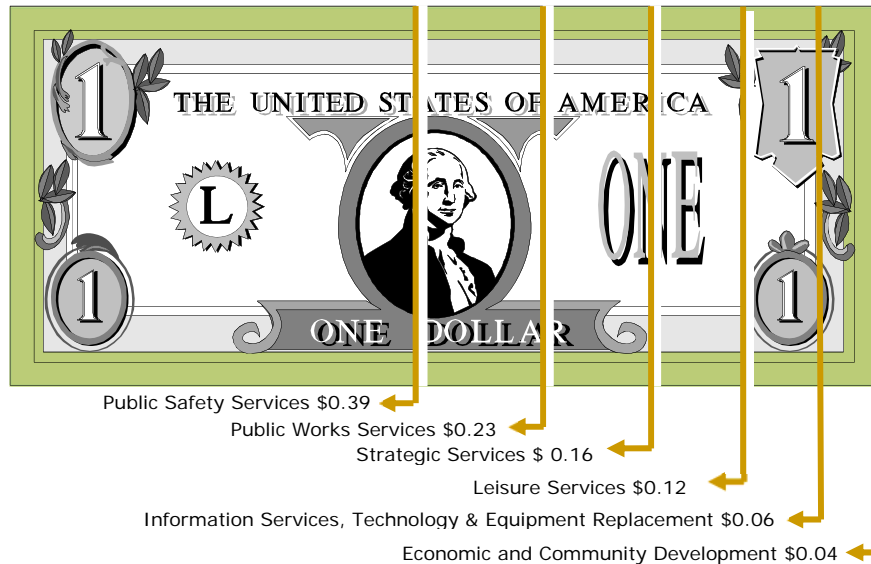
Building-related revenue remains relatively consistent with the actual revenue received in the last several fiscal years. License and permit revenue has continued to exceed budget projections based on the increase in development activity in Colleyville, but budgeted projections are not increased until several years of trend are established in order to maintain our conservative forecasting practices. The fiscal year 2017 budget for license and permit revenue makes up 4 percent of general fund revenues.

#### *Intergovernmental Revenue*

Intergovernmental revenue includes the annual payment from the City of Keller as a result of the municipal court consolidation in the amount of \$227,697. Keller is paying 49.3% of the total municipal court cost based upon their percentage of total citations issued by both cities.

### Expenditures

The following illustration shows how the City plans to spend each tax dollar for the upcoming fiscal year. The total adopted General Fund budget for fiscal year 2017 is \$23,329,761. Additional detail regarding specific changes from fiscal year 2016 to fiscal year 2017 included as an attachment to this letter.



## UTILITY FUND

The Utility Fund is a proprietary fund structured and operated as a stand-alone business or enterprise. It accounts for all the activities required for the provision of water and sanitary sewer to residents of the city. For budgeting purposes, the fund segregates the operating expenses and debt service in an accounting fashion similar to the General Fund. In accordance with Generally Accepted Accounting Principles (GAAP), this fund uses a full accrual basis of accounting that combines the accounting of long-term assets and liabilities with operating expenses and revenues. Effective October 1, 2016, the City Council has determined that the Utility Fund will no longer make a general and administrative transfer for overhead costs or a franchise fee payment to the General Fund (approximately \$1.2 million total).

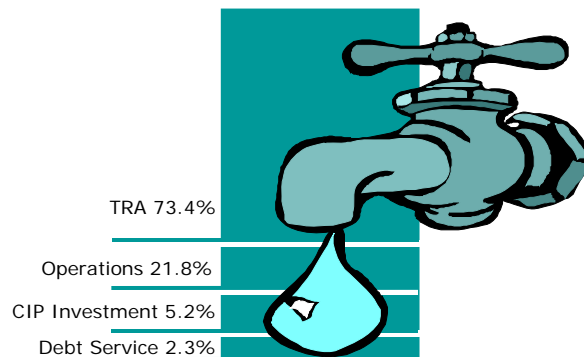
### Revenues

Under the current rate structure, water sales account for 70 percent of operating revenue and wastewater revenues account for 24 percent. Interest, tap fees, and miscellaneous revenues comprise the remainder. An interim flat volumetric rate of \$4.36 per 1,000 gallons of water was implemented in July 2016 to provide rate relief in time for higher usage during summer months. A committee of citizens has been appointed to consider rate structure options for recovering costs, with adoption of permanent rates anticipated for December 2016. The permanent rates will include

the pass through of rate increases from the Trinity River Authority (TRA) for treated water and treatment of wastewater.

### *Expenditures*

Utility Fund expenditures total \$15,511,920 for the fiscal year 2017 budget. The total utility-supported 2017 bonded debt obligation is \$359,900. The largest component, 73 percent of the fund, covers the contractual obligation for water and wastewater to the Trinity River Authority (TRA). In an effort to continue a comprehensive program to repair and rehabilitate the utility system, the fiscal year 2017 Utility Fund budget includes \$804,500 for proactive replacement of City water and sewer lines, valves, pumps, lifts, manholes, inlets, and other materials used in the delivery of potable water to, and the removal of sewage from, Colleyville homes and businesses. This investment is utilized as the primary funding source for the water and wastewater CIP projects. The following illustrates the distribution of expenses for the Utility Fund.



## DEBT SERVICE FUND

The City budgets for debt service in two separate funds - utility and tax-supported debt services. The total fiscal year 2017 debt obligation for tax-supported debt is \$1,854,037. There is a planned draw down of fund balance in the amount of \$49,723 for the first annual payment of a ten-year lease-purchase agreement for a new fire engine. There is declining debt service in the remaining outstanding debt obligations, however a refunding of outstanding callable debt that occurred in fiscal year 2016 rolled together TIF debt with General Fund debt, causing total debt service fund expenditures to increase from fiscal year 2016 to 2017. This is offset by the increased revenue from the transfer in of funds from the TIF to pay for its fair portion of the consolidated refunded debt.

Furthermore, the city's bond ratings are evidence of Colleyville's financial strength. Currently, all debt obligations of the City are rated AAA by Fitch Ratings and Standard and Poor's.

In 2009, the City received an upgrade in its general obligation bond rating from AA+ to AAA from Standard and Poor's. Strong tax base growth coupled with a low tax

rate, strong financial performance, and substantial cash balances were the primary reasons for the bond rating.

In fiscal year 2016, the City did a \$6,140,000 general obligation debt refunding and went through a rating review with both Fitch Ratings and Standard and Poor's. The AAA rating was reaffirmed by both agencies. The key ratings drivers for the AAA rating for the general obligation debt were a healthy financial position, solid tax base, manageable debt burden, and a diverse economy.

The waterworks and wastewater system revenue bonds and the drainage system revenue bonds received a rating upgrade from Standard and Poor's in 2014 from AA+ to AAA. Reasons for the upgrades included strong financial operations, growth in service area, adequate water and sewer treatment capacity to meet future demands, and moderate debt ratio with manageable future borrowing plans. The revenue bonds will be scheduled for another ratings review at a future date set by the agencies.

These credit ratings for outstanding debt mean the City's bonds are considered to be of superior investment quality, resulting in lower interest payments for the City.

## STORMWATER DRAINAGE UTILITY FUND

In 1993, the City Council adopted a monthly fee assessed on residential and commercial utility billing accounts for stormwater management. The Stormwater Drainage Utility Fund supports the operation and maintenance of the City's drainage system and complies with federally mandated requirements for stormwater systems. It is a proprietary fund type.

This fund is designated to maintain streets, sewers, and drainage ditches to manage runoff from commercial and residential development, including related personnel and operating costs.

The fund is projected to receive revenues of \$956,550 in fiscal year 2017, primarily from the collection of the monthly fee. Annual debt payments for the outstanding bonds are \$128,391. The remaining funds of \$615,061 fully support six staff positions, partially fund three other staff positions for which costs are split between multiple funds, and other operational costs. Also included is the repayment to the Colleyville Tomorrow Fund for the internal financing of the acquisition of a Gradall excavator in the amount of \$19,032. The acquisition was approved in fiscal year 2012 and the Stormwater Drainage Utility Fund will repay the Colleyville Tomorrow Fund this amount annually for five years, which would be the term of the lease if financed externally.

## SPECIAL REVENUE & CAPITAL PROJECT FUNDS

The City Council continues to be innovative in evaluating financing options for various City programs. Use of special revenue funds and capital project funds include:

### *Colleyville Tax Increment Financing (TIF) District*

The Tax Increment Reinvestment Zone (TIRZ) District, also known as the TIF, was created in 1998. The primary goal of the district is to encourage quality commercial development in the city by using ad valorem revenues from property value growth since the creation of the district, within the district for infrastructure improvements and economic development. The district boundaries predominately occupy property located along State Highway 26, comprising 633 acres of land area. The base value for the district was \$75,821,735 in 1998. Incremental values subsequent to January 1998 are taxed at the City's adopted property tax rate. However, the ad valorem revenues are utilized within the district rather than being allocated to the City's overall budget. Overlapping taxing entities, including Tarrant County College District and the Grapevine-Colleyville Independent School District participate at varying levels in the district by assigning their ad valorem tax dollars. Tarrant County and the Tarrant County Hospital District are no longer participating in contributing to the TIF as their commitment level has already been met. In November 2012, the TIF was amended to expand boundaries to include mostly additional vacant, underutilized land and some commercial property. The additional area added is called TIF #1A, as compared to the original area that is called TIF #1, and had a base value of \$30,796,078. The incremental value for fiscal year 2017 (tax year 2016) is \$288,627,405 for TIF #1 and \$9,954,738 for TIF #1A. Together, both TIF areas experienced an increase of \$30,866,815 from the valuation for fiscal year 2016.

A fiscal year 2016 refunding of bonds issued for TIF district projects will save \$95,394 in interest expenses. As of September 30, 2016, outstanding TIF debt totaled just over \$2.6 million. The adopted CIP budget recommends using TIF funds to pay for approved road improvement projects within the district.

### *Colleyville Crime Control and Prevention District (CCCPD)*

The primary goal of the district is to fund public safety and crime control activities throughout the city. The district was created by voter approval in 1999, with oversight of funds assigned to the board of directors, composed of the City Council. State law provides that a district's life is limited to five years, unless voters continue the district by approval of a referendum. In September 2003, Colleyville voters approved continuation of the district for an additional 20 years.

Expected revenue from the 0.5 percent special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the CCCPD budget is \$1,958,470. The budget provides funding for the annual debt on the Colleyville Justice Center, compensation for nine police officers, vehicle replacement, and various minor capital items, with total expenditures of \$1,756,925 for fiscal year 2017.

### *Colleyville Economic Development Corporation (CEDC)*

Authority for the corporation is provided by state statute as a 4B corporation. The 0.5 percent sales and use tax approved by the voters in August 1996 has been an important resource in our Capital Improvement Program for community-related facilities. This fund accounts for the use of bond proceeds and sales tax revenues for municipal park improvements, the purchase of land and equipment for additional parks, and for the construction of a community center and library. Consistent with state law, some funds may be allocated by the board of directors for promotional efforts for special events and marketing.

Expected revenue from the special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the fiscal year 2017 is \$2,743,720. The CEDC Board meets in August to approve the budget. Funding provided by this special sales tax has been allocated to community-enhancement initiatives consistent with the authorization of the corporation.

### *Court Technology Fund*

This fund accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court technology fee imposed on convictions on cases adjudicated in the Court – it is a governmental fund type. Available funds are spent on technology repairs, replacements, and upgrades for the court.

### *Court Security Fund*

The Court Security Fund accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court – it is a governmental fund type. Available funds are spent on security-related expenses for the court, which includes funding for bailiff services at various trial settings.

### *Strategic Initiatives Fund*

Resources available in the Strategic Initiatives Fund are to be used with the City Council's authorization for programs and projects linked directly to the City's strategic plan. This governmental fund does not have a dedicated revenue source; any income received is from transfers in from other funds. In fiscal year 2013, \$200,000 was transferred to the Strategic Initiatives Fund from the General Fund. The current balance in the Strategic Initiatives Fund is \$295,198. Funds may be allocated at the discretion of the City Council. Fiscal year 2017 planned expenditures include \$50,000 for a compensation and classification study and \$17,358 for updated aerial photos of the city.

### *Voluntary Library Fund*

When voluntary contributions are made to the Library by citizens through their monthly utility bill, those contributions are placed in the Voluntary Library Fund. Contributions are used primarily to support library activities. In fiscal year 2017 the Voluntary Library Fund will pay for all library material purchases and library program costs.

### *Voluntary Park Fund*

When voluntary contributions are made by citizens for improvements to the park system through their monthly utility bill, those contributions are placed in the Voluntary Park Fund. In fiscal year 2017 the Voluntary Park Fund will pay for improvements to various parks and athletic fields.

### *Juvenile Case Manager Fund*

The Juvenile Case Manager Fund receives revenues from the collection of the juvenile case manager fee imposed on convictions on cases adjudicated in the court. This fund is used to account for staff, whose primary role is handling juvenile defendants in terms of teen court dockets, all school violations including truancy, failure to attend school and parental noncompliance violations, and mandatory classes for drug, tobacco and alcohol defendants, as permitted by state statute.

### *Capital Projects Fund*

This fund accounts for financial resources to be used for the acquisition or construction of major capital projects – it is a governmental fund type. The capital projects fund has no dedicated revenue source; any income received is from transfers from the general fund, to set aside funding for capital projects that are often multi-year in nature and not appropriate for an annual operating budget.

### *Capital Equipment Replacement Fund*

The capital equipment replacement fund is an internal service fund to account for funding for, and acquisition of, the City's vehicles, maintenance equipment, and computer equipment. It is a governmental fund type and has no revenue source other than transfers from other funds. It typically receives annual transfers and serves as a savings account for vehicle and equipment replacement purchases.

### *Colleyville Tomorrow Fund*

The Colleyville Tomorrow Fund is a capital projects fund used to account for proceeds received on gas leases on city-owned property to be used for capital purchases. Funds may be allocated at the discretion of the City Council. \$394,700 has been committed for installation of city-owned fiber and work will commence pending negotiation with Grapevine-Colleyville ISD and the City of Grapevine, as the City of Colleyville plans to contract with those entities to have fiber installed due to the significant cost savings.

### *Parks Tomorrow Fund*

The Parks Tomorrow Fund is a capital projects fund used to account for proceeds received on gas leases on city-owned parks property for parks capital projects.

### *Park Land Dedication Fund*

The Park Land Dedication Fund is used to account for the acquisition of land for new park sites and to make improvements to or expand existing parks to better serve new development. Fees collected from platting of new residential and commercial property funds the improvements.

## CONCLUSION

The City has been consistently recognized throughout the years for its judicious management of financial resources to support an array of services and programs. Residents continue to receive excellent value for their tax dollars, with which staff is able to provide the programs, services, and infrastructure investment that form the foundation of the quality of life in Colleyville.

As always, staff will continue to be diligent in its review of City finances in order to assist the City Council in making decisions that will ensure the fiscal viability of its government. Additionally, staff will continue to evaluate and improve business practices in an effort to find efficiencies, while also looking at regional synergies and collaborations to reduce ongoing costs.

The fiscal year 2017 budget is presented with the commitment and confidence that it effectively funds those priorities identified by the City Council. We look forward to receiving the City Council's input on the proposed budget and working with you to achieve all the goals set forth therein.

Preparing the budget was a tremendous undertaking. It is important to acknowledge the efforts of the dedicated staff that worked resolutely to formulate fiscally responsible proposals. Appreciation goes to the Mayor and City Council for their community leadership and solid financial acumen. I also want to thank the staff budget team: Chris Fuller, deputy city manager; Mike Holder, assistant city manager/director of public safety; Karen Hines, finance manager; Brian Hogan, chief financial officer; Rachel Huitt, human resources director; and Adrienne Lothery, strategic services manager, for their efforts in building our service plan for 2017. My special thanks to all City employees who have worked so hard to provide quality services to our citizens and who are committed to the success of our great City.

In summary we pledge our time and talents to achieve continued excellence for the citizens we serve and it is our honor to do so.

*Jennifer Fadden*

Jennifer Fadden  
City Manager



# City Strategy Map



# STRATEGY MAP

Colleyville is a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents. We do this by providing citizen valued services that result in a continuously improving quality of life.



## DELIVER ON OUR FOCUS AREAS

Protect and Preserve Colleyville's Neighborhoods • Sustainable Government • Economic Development • Core Services

### SERVE OUR CUSTOMERS

C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction

C2- Deliver high quality and unique customer service

C3- Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors

C4- Provide mobility enhancements that complement neighborhoods

C5- Achieve the highest standards of safety & security

### MANAGE THE BUSINESS

B1- Seek innovative technology solutions where appropriate

B2- Proactively seek process improvements and sustainable solutions

B3- Utilize partnerships to implement cost-effective service solutions

B4- Cultivate a culture of transparency and consistent communication

B5- Use the Strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community

### PROVIDE FINANCIAL STEWARDSHIP

F1- Protect and preserve the City's top financial ratings

F2- Invest to provide and maintain high quality public assets

F3- Forecast needs and plan for the future, balancing priorities with resources

F4- Adhere to the City's financial and budgetary policies

### PROMOTE LEARNING & GROWTH

L1- Attract, develop, and retain skilled employees who embrace our values

L2- Foster positive employee engagement

L3- Ensure our people understand the strategy and how they contribute to it

L4- Enhance leadership capabilities to deliver results and develop bench strength

L5- Empower informed decision-making and appropriate risk taking at all levels in the organization

## CRITICAL BUSINESS OUTCOMES

2016

- CB01- Property tax roll
- CB02- Restructure water rates
- CB03- Accelerate the street capital program
- CB04- Improve the Comprehensive Plan
- CB05- Fiscal stewardship
- CB06- Revise the City Charter
- CB07- Improve Glade Road design
- CB08- Manage SH26 project impacts

*Integrity*

*Service*

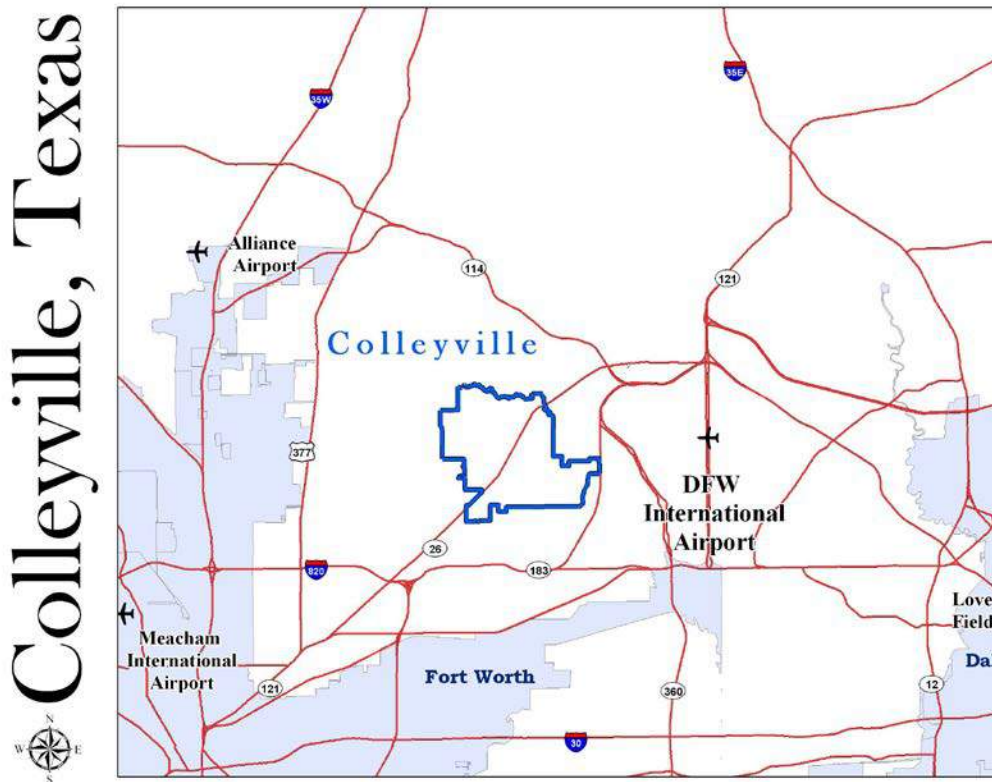
*Innovation*

# City Profile



## CITY PROFILE

The City of Colleyville, at approximately 13 square miles, is situated in the heart of the Dallas-Fort Worth area of North Texas. Colleyville was ranked 40<sup>th</sup> in US Money Magazine's 2005 "Best Places to Live in the US", and ranked 10<sup>th</sup> in a 2012 report on "Quality of Life in the South" from the American City Business Journal. In 2013, the Dallas Morning News named Colleyville the "Healthiest Neighborhood", based on analysis of certain factors such as fitness facilities, miles of trails, and other quality of life components. Safewise.com also named Colleyville as the Safest City in Texas in 2013, and Second Safest in Texas in 2015. In July 2014, D Magazine upgraded Colleyville as the #3 best suburb in the region, up from #5 in 2012, which continues to be the highest rating for a city in Tarrant County. Most recently in 2016, WalletHub.com named Colleyville the third in The Best Cities for Texas Families list.



Centrally located in the Dallas-Fort Worth Metroplex, Colleyville is approximately five miles from DFW International Airport, 14 miles from downtown Fort Worth and 22 miles from downtown Dallas.

# COLLEYVILLE, TEXAS: AT-A-GLANCE

## Community

- 2016 Estimated Population: 24,230 (NCTCOG Est. January 1, 2016)
- Size: 13.1 square miles
- Development:
  - 84.51% residential
  - 4.77% commercial
  - 8.90% vacant/open space/unplatted
  - 0.49% civil
  - 0.62% agricultural
- Location:
  - 5 miles from DFW International Airport
  - 14 miles from Fort Worth
  - 22 miles from Dallas

## Demographics

- Median age: 45.5
- Population between 35 and 64: 53.3%
- Population under 20: 28.8%
- Population over 25 that have attended college: 87.4%
- Owner occupied housing: 95.2%
- Average household size: 2.88
- Average household income: \$205,828
- Average appraised value of residential property in 2016: \$460,461

(2010 U.S. Census, 2014 American Community Survey, & Tarrant Appraisal District)

## Government

- Founded January 10, 1956
- Home Rule Charter
- Council-Manager form of government
- Lane Miles of streets maintained: 306
- Miles of water mains maintained: 210
- Miles of sanitary sewer maintained: 178
- Police protection: 43
- Fire protection: 41
- Number of park acreage maintained: 222
- Number of playgrounds: 7 sites with 21 play structure units
- Public Trail System: 15.61 miles

## Education

- Grapevine-Colleyville ISD - 5A  
95.9% graduation rate
- Keller ISD – 6A  
94.3% graduation rate
- Hurst-Euless-Bedford ISD – 5A  
95.2% graduation rate
- 2 Montessori schools - elementary
- 2 faith-based schools - K-12
- 20 Universities within 40 miles

## COLLEYVILLE HISTORY

The area now known as Colleyville was first settled in the mid-1800s and was comprised of five separate small communities centered around area churches and schools. Colleyville was a small crossroads town between Fort Worth and Grapevine (home of the Dallas-Fort Worth International Airport) located at the present day intersection of East Glade Road and Bransford Road. The city was named "Colleyville", to honor a man by the name of Lilburn Howard Colley, who settled in the community in the 1880s. He was the town's only doctor and involved himself in civic activities. After the turn of the century, the Colleyville area became known for its outstanding cantaloupes, watermelons, squash, and tomatoes.



Colleyville was incorporated in January 1956 with less than two square miles and a population of approximately 250. During the late 1970s and early 1980s, Colleyville's close proximity to Dallas-Fort Worth International Airport sparked the growth of high quality residential development. Today, Colleyville is home to over 23,000 residents, and it offers a quiet residential haven for many upper management corporate executives, entrepreneurs, professional athletes, and their families. The city looks to the future to continue to offer its citizens the high quality residential development Colleyville is known for and to continue to add upscale retail development.

## CITY OF COLLEYVILLE TOP TEN TAXPAYERS

	FISCAL YEAR 2016 ASSESSED VALUATION	% OF TOTAL ASSESSED VALUATION
VELOCIS COLLEYVILLE LP	\$28,834,127	0.69%
TOLL DALLAS TX LLC	\$25,472,505	0.61%
ONCOR ELECTRIC DELIVERY	\$15,253,623	0.36%
LTF REAL ESTATE	\$14,150,256	0.34%
COLLEYVILLE LOFTS VENTURE LLC	\$9,502,079	0.23%
USMC COLLEYVILLE LLC	\$8,510,000	0.20%
WAL-MART REAL ESTATE BUSINESS TRUST	\$7,388,287	0.18%
STANDARD PACIFIC OF TEXAS INC	\$6,045,302	0.14%
G POINTS SC LTD	\$5,750,000	0.14%
DUKE REALTY BEMC COLLEYVILLE	\$5,229,575	0.12%
TOTAL	\$126,135,754	3.00%

## CITY OF COLLEYVILLE, TEXAS

### PRINCIPAL EMPLOYERS

Employer	2015		2006	
	Employees	Percentage of Total City Employment	Employees	Percentage of Total City Employment*
Grapevine Colleyville ISD	611	11.8%	475	- %
Market Street	345	6.7%	415	- %
Lifetime Fitness	250	4.8%	-	- %
City of Colleyville	205	4.0%	179	- %
Whole Foods Market	125	2.4%	-	- %
Albertsons	118	2.3%	205	- %
Covenant Christian Academy	130	2.5%	-	- %
LaHacienda Ranch	100	1.9%	100	- %
Walmart Neighborhood Market	72	1.4%	-	- %
Sonshine Academy	60	1.2%	60	- %
US Memory Care	60	1.2%	-	- %
Mac's Steak and Seafood	-	- %	60	- %
Compass Christian Church	50	1.0%	-	- %
Total	<u>2,126</u>	<u>41.2%</u>	<u>1,494</u>	<u>- %</u>

Source: City Economic Development Division

\*This information is unavailable.

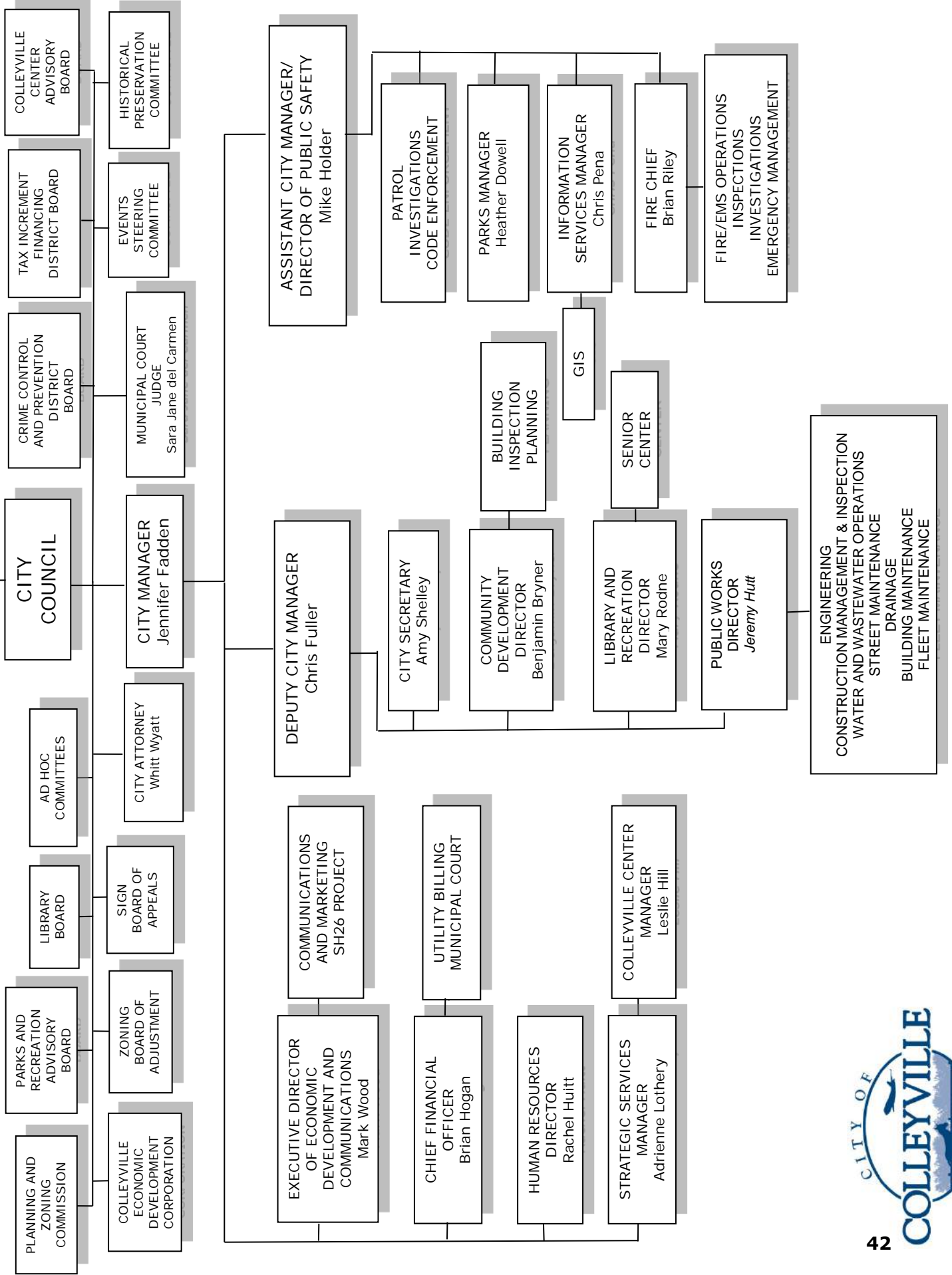
Note: This information was the most recent available at the time of printing the FY 2017 adopted budget book.



# Organization Chart



# CITIZENS OF COLLEYVILLE



**DEPARTMENTAL STAFFING SUMMARY**

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
	General Fund	City Manager's Office	4.00	4.00	4.00	3.75
City Secretary's Office		2.00	2.00	2.00	2.00	2.00
Colleyville Center		3.50	3.50	4.00	4.50	4.00
Communications		1.00	1.00	1.00	1.38	0.38
Community Development		5.00	7.50	7.50	9.00	9.00
Economic Development		2.50	1.50	2.00	2.00	1.00
Finance		3.00	3.00	3.00	3.00	4.00
Fire		36.00	39.00	42.00	42.00	42.00
Human Resources		3.00	3.00	3.00	3.00	3.00
Information Systems Management		4.00	4.00	3.14	3.14	3.14
Library and Recreation		12.75	13.25	13.75	14.00	14.00
Finance- Municipal Court		4.00	4.00	4.00	4.00	4.00
Parks		12.00	12.00	12.00	11.00	11.00
Police		40.00	41.00	41.50	41.50	40.00
Public Works		16.28	16.63	16.40	16.30	16.10
<b>Total General Fund FTEs:</b>		<b>149.03</b>	<b>155.38</b>	<b>159.29</b>	<b>160.57</b>	<b>157.37</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Utility Fund	Public Works	20.38	21.03	21.68	22.03	21.23
	Utility Billing	3.00	3.00	3.00	3.00	4.00
	<b>Total Utility Fund FTEs:</b>	<b>23.38</b>	<b>24.03</b>	<b>24.68</b>	<b>25.03</b>	<b>25.23</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Drainage Fund	Public Works	6.10	6.10	6.41	6.41	6.41
	<b>Total Drainage Fund FTEs:</b>	<b>6.10</b>	<b>6.10</b>	<b>6.41</b>	<b>6.41</b>	<b>6.41</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Crime Control & Prevention District (CCCPD)	Police	5.00	6.00	7.00	8.00	9.00
	<b>Total CCPD FTEs:</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>	<b>8.00</b>	<b>9.00</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Juvenile Case Manager Fund	Finance- Municipal Court	1.00	1.00	1.00	1.00	1.00
	<b>Total Juvenile Case Manager FTEs:</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Capital Projects Fund	Public Works	0.00	0.00	1.00	1.00	1.00
	<b>Total Capital Projects FTEs:</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
Economic Development Corporation (CEDC)	Library	2.00	2.00	2.00	2.00	2.00
	Recreation	1.00	1.00	1.00	1.00	1.00
	Communications/Marketing	0.00	0.00	0.63	0.63	0.63
<b>Total CEDC FTEs:</b>		<b>3.00</b>	<b>3.00</b>	<b>3.63</b>	<b>3.63</b>	<b>3.63</b>

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGETED
All Funds Summary	General Fund	149.03	155.38	159.29	160.57	157.37
	Utility Fund	23.38	24.03	24.68	25.03	25.23
	Drainage Fund	6.10	6.10	6.41	6.41	6.41
	CCCPD	5.00	6.00	7.00	8.00	9.00
	Juvenile Case Manager Fund	1.00	1.00	1.00	1.00	1.00
	Capital Projects Fund	0.00	0.00	1.00	1.00	1.00
	CEDC	3.00	3.00	3.63	3.63	3.63
	<b>Total FTEs:</b>		<b>187.50</b>	<b>195.51</b>	<b>203.01</b>	<b>205.63</b>

# Budget Process



## **THE BUDGET PROCESS**

The City Charter of the City of Colleyville establishes the fiscal year as October 1 through September 30. The Charter requires the City Manager to submit a proposed budget and accompanying budget message to the City Council each year. The Council reviews the proposed budget at workshops and revises as appropriate prior to general circulation for public hearings.

The City Manager, Deputy City Manager, Assistant City Manager/Director of Public Safety, Chief Financial Officer, Finance Manager, Human Resources Director and Strategic Services Manager (Budget Team) oversee the preparation of the proposed budget. A budget calendar is discussed with the City Council and then distributed to the Leadership Team, which is composed of department and/or division heads. Each department submits additional funding requests to the Budget Team for any additional funding requested above and beyond that provided in the current fiscal year. These requests are reviewed in meetings with the Budget Team where the departments describe the requests and their importance. For fiscal year 2017, the City Council's eight consensus priorities and objectives identified in the City's Strategy Map were used to guide the Budget Team in developing the City Manager's budget recommendation.

The proposed budget is presented to the City Council by the City Manager at a budget worksession. Department heads are available to respond to City Council questions at the worksession. The proposed budget is made available to the public and the press on the City's website and the public hearing schedule is confirmed.

Before the public hearings are held, notices of the public hearings on the proposed budget are posted and published in the newspaper. After public hearings at two consecutive regular City Council meetings, the Council may adopt the proposed budget, with or without amendment. The budget ordinance is to be adopted no later than the 30th day of September and requires an affirmative vote of a majority of the Council. The Council adopts the tax rate ordinance at the same meeting as the budget ordinance.

## **THE BUDGET AMENDMENT PROCESS**

To amend the total expenditures of the current year budget, an ordinance is presented to the City Council at a regularly scheduled Council meeting. Public hearings are held on the proposed budget amendment at two consecutive regularly scheduled Council meetings. After the second public hearing, the budget amendment is voted upon by the City Council. After approval, the ordinance becomes an attachment to the original budget.

Per Section 9.04 D of the Charter of the City of Colleyville, Texas, "At any time during the fiscal year the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, division, or office and upon written request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another."

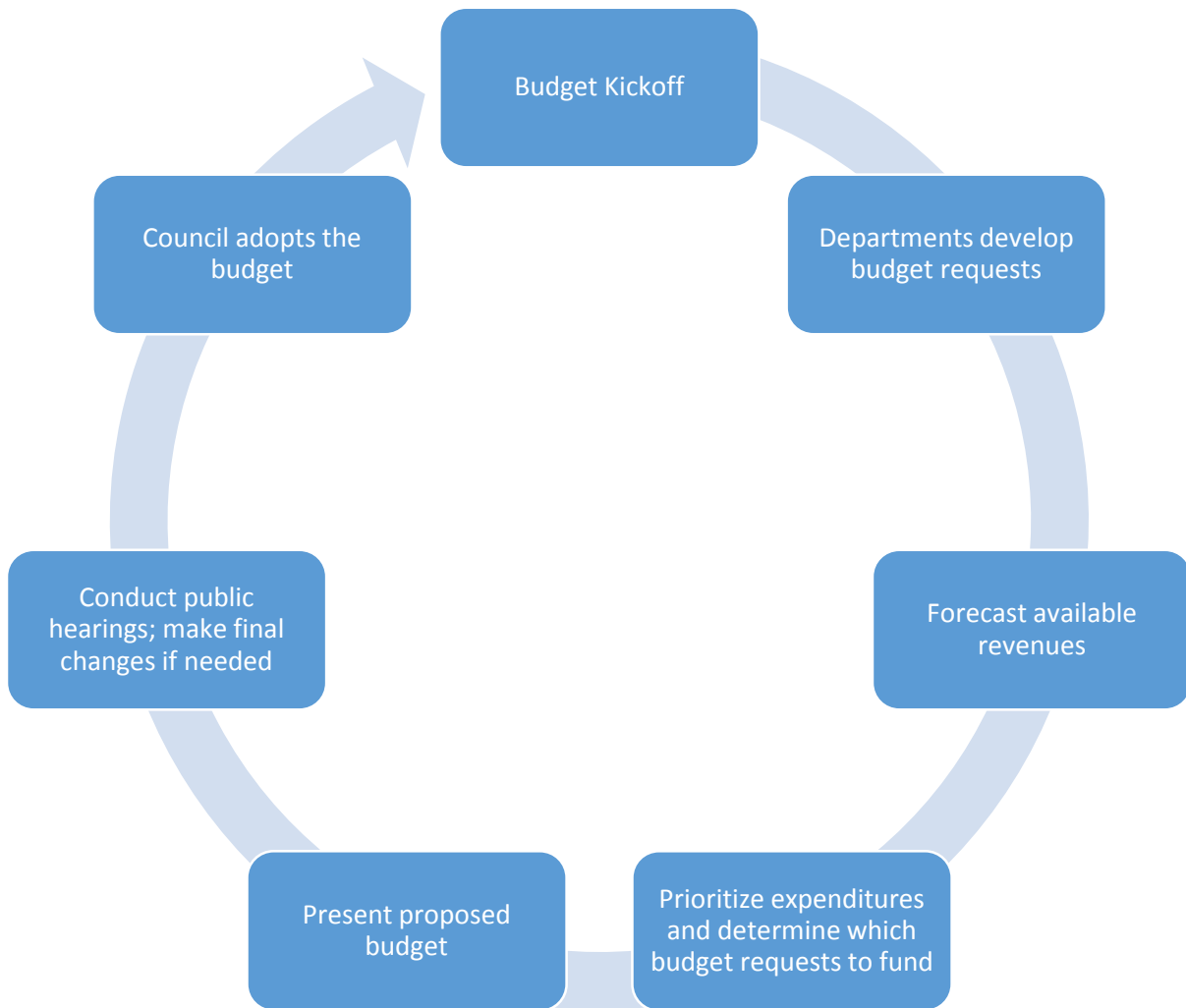
## FY 2017 Budget Preparation Calendar

Date	Activity
February	Prepare Current Service Level Numbers & Enter in Munis Level 1
Tuesday, February 16	City Council reviews the proposed budget schedule
February/March	Departments Update Business Plans
February	Human Resources notifies Departments of the deadline and requirements for requesting a new position or reclassification of an existing position.
Monday, February 29	Review budget calendar with City Council candidates
early March	Update the Budget Preparation Manual if necessary
Thursday, March 31	FY 2017 Department Business Plans are Due <b>Budget Kickoff meeting for City staff</b>
Friday, April 8	<b>Current Service Level due in MUNIS Budget Level 1</b>
Friday, April 8	Deadline for Departments to submit completed PDQs and/or justification memos for new positions or reclassification of existing positions to Human Resources. Human Resources will provide detailed instructions.
Friday, April 15	<b>Non-Discretionary Requests due in MUNIS Budget Level 2</b>
mid April	Meeting with Police Department to plan the Crime Control and Prevention District Budget
Friday, April 22	<b>Service Enhancement Requests Due</b>
Friday, April 29	<b>All other components of the Budget Submittal are due (see Budget Preparation Manual)</b>
Wednesday, May 4 - Friday, May 13	Department Budget Submittal Meetings with the Budget Team
Saturday, May 7	City Council Election
Monday, May 16	Tarrant Appraisal District releases preliminary appraisal information
Monday, June 6	Colleyville Crime Control and Prevention District Worksession- Budget Worksession
Friday, June 10	Publish notice of CCCPD budget public hearing (by both the Board and Governing Body/Council) that will be on June 21st
Thursday, June 16	<b>City Council Worksession- Budget Worksession</b>
Monday, June 20	Colleyville Economic Development Corporation meeting- Budget Worksession <b>City Council Worksession- Budget Worksession (Line Item Detail)</b>
Tuesday, June 21	Colleyville Crime Control and Prevention District meeting – budget adoption - serves as public hearing and adoption by board  City Council meeting- 1st Reading of Colleyville Crime Control and Prevention District budget (7:30 p.m.) - serves as public hearing by governing body
Tuesday, July 12	City Council meeting – 2nd Reading and adoption of Colleyville Crime Control and Prevention District budget (7:30 p.m.) - serves as approval by the governing body
Tuesday, July 19	Pre Council discussion on updates to fees/charges (if needed)
Monday, July 25	Tarrant Appraisal District releases certified tax roll  Annual TIF Board meeting  <b>City Council Worksession- Budget Worksession (CIP)</b>

# FY 2017 Budget Preparation Calendar

Friday, August 5	<b>City Manager's proposed budget distributed to City Council</b>
Wednesday, August 10	<b>Budget Worksession</b> - Presentation of the Proposed Budget - Submission of effective and rollback tax calculations to City Council; certified appraisal roll; certified collection rate  Colleyville Economic Development Corporation meeting- Budget Worksession
Tuesday, August 16	City Council Meeting: - Vote to consider a tax revenue increase (if needed) - Vote to schedule a Public Hearing on the Tax Rate on August 23rd & September 6th (if needed)
Thursday, August 18	Publish Combined Notice of Effective and Rollback Tax Rate (w/ 2 public hearing dates if needed)  Publish Notice of Budget Public Hearing
Tuesday, August 23	<b>City Council Worksession- Budget Worksession</b>  Colleyville Economic Development Corporation meeting – Adoption of the EDCIP, Budget Adoption, and Annual Activity Report
Thursday, August 25	City Council Special Meeting- 1st Public Hearing Tax Rate (if needed)
<hr/>	
Tuesday, September 6	City Council meeting- Submit annual activity report of the Colleyville Economic Development Corporation City Council meeting – 1st reading of budget ordinance and budget public hearing  City Council meeting - 1st reading of tax rate ordinance (serves as 2nd public hearing on a tax increase, if needed) City Council meeting- 1st reading of CEDC budget ordinance  City Council meeting- 1st reading of current FY year-end budget amendment  City Council meeting- 1st reading of ordinance for any fee changes (if needed)  City Council meeting- resolution adopting the EDCIP
Tuesday, September 20	<b>City Council meeting – 2nd reading of budget ordinance (official adoption)</b>  <b>City Council meeting- 2nd reading of tax rate ordinance (official adoption)</b>  City Council meeting- 2nd reading of CEDC budget ordinance  City Council meeting- 2nd reading of current FY year-end budget amendment  City Council meeting- 2nd reading of ordinance for any fee changes (if needed)  City Council meeting- Resolution ratifying the property tax increase (if needed)  City Council meeting- Resolution adoption the 5-Year CIP
<hr/>	
Saturday, October 1	Fiscal year begins
<hr/>	
Monday, December 19	Adopted Budget to GFOA by this date; 90 days after adoption

# Annual Budget Cycle





## **BUDGETARY BASIS OF ACCOUNTING**

Budgets of general governmental type funds are prepared on a modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they are measurable (the amount of revenue can be determined) and available (collectable within the current period and 60 days thereafter for property and sales taxes). The following funds are general governmental type funds and their budgets are prepared on that basis: General Fund and Debt Service Fund.

The budget basis for the Utility Fund and Drainage Utility Fund is the full accrual basis. Under the full accrual basis of accounting, revenues are recorded when earned and expenses are recorded at the time they are incurred. For example, unbilled charges for water and sewer usage are estimated and recorded.

### Differences between the Basis of Accounting and Basis of Budgeting:

A Comprehensive Annual Financial Report (CAFR) is prepared by the City at the end of a fiscal year. The basis of this report is "generally accepted accounting principles" (GAAP). This report basically replicates the budget presentation, with the following exceptions in both the Utility Fund and Drainage Utility Fund:

- In these budgets, principal repayments of debt are classified as expenses and in the CAFR they are classified as reductions of a liability as required by GAAP.
- Also in the basis of budgeting in these budgets, the purchases of capital equipment and capital improvements are budgeted as expenses. Under the GAAP basis of accounting, these purchases are classified as assets of the fund in the CAFR.
- Under the GAAP basis of accounting, depreciation expense on capital equipment and capital improvements are recorded annually. This is not recorded as an expense under the basis of budgeting because the purchases of capital equipment and capital improvements are budgeted as expenses in the year of acquisition.

# Fund Structure and All Funds Summary



## FUND STRUCTURE

The accounting and budgeting system of the City of Colleyville is organized on a fund basis. A fund may be defined as an accounting entity with a separate set of self balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures. The following types of funds are used by the City:

**GOVERNMENTAL FUNDS** are budgeted on a modified accrual basis. Revenues are budgeted when they will be both measurable and available. Available means collectible within the current period or 60 days thereafter to be used to pay the liabilities of the current period. Expenditures are budgeted for when the liability is expected to be incurred.

### GENERAL FUND

Accounts for the many operations of the City such as public safety, public works, community development, parks and general administration. This fund includes all financial resources other than those required to be accounted for in another fund. There is a legally adopted annual budget for this fund.

### DEBT SERVICE FUND

Accounts for the accumulation of resources for and the payment of, general long term debt principal, interest, and related costs. There is a legally adopted annual budget for this fund.

### CAPITAL PROJECT FUND

Accounts for financial resources to be used for the acquisition or construction of major capital facilities.

### SPECIAL REVENUE FUND

Accounts for the revenues and expenditures associated with a special project or purpose. The Colleyville Crime Control and Prevention District (CCCPD) Fund and the Colleyville Economic Development Corporation (CEDC) Fund have legally adopted annual budgets.

**PROPRIETARY FUNDS** budgeted on a full accrual basis. Under this method revenues are budgeted in the period when earned and expenses are budgeted in the period when they are expected to occur.

### ENTERPRISE FUNDS

Accounts for operations that are financed in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services be financed or recovered through charges to the user. The Utility Fund and Drainage Utility Fund are examples of this type of fund. The Utility Fund provides water and sewer services and the Drainage Utility Fund provides for maintenance of drainage facilities. There is a legally adopted annual budget for each of these funds.

## Relationship between Functional Units and Funds

**Funds with Functional Units:**

- 001 General Fund
- 002 Utility Fund
- 017 Drainage Utility Fund
- 024 Colleyville Economic Development Corporation (CEDC) Fund
- 027 Colleyville Crime Control and Prevention District (CCCPD) Fund

	Fund	Dept./Program Code
City Council	001	1010
City Manager's Office		
City Manager's Office	001	1110
Administration Expenses- CEDC Funded	024	1110
Community Development		
Building Inspection	001	1210
Community Development- Planning & Zoning	001	1910
Economic Development	001	1310
City Secretary's Office	001	1410
Finance		
Finance	001	1510
Municipal Court	001	4110
Utility Billing	002	2010
Legal	001	1610
Library & Recreation		
Library	001	1710
Library Expenses- CEDC Funded	024	1710
Recreation	001	3410
Recreation- CEDC Funded Special Events	024	3410
Senior Center	001	3420
Senior Center- CEDC Funded	024	3420
Public Works		
Engineering	001	1810
Streets Maintenance	001	3310
Fleet	001	5110
Building Services	001	5710
Utility Operations- Water	002	6110
Utility Operations- Wastewater	002	6120
Utility Support	002	6130
Drainage	017	5210
Stormwater Management	017	5220
Fire		
Fire Admin	001	2210
EMS Operations	001	2220
Fire Operations	001	2230
Fire Prevention	001	2240
Police		
Police Admin	001	2310
Police Admin- CCCPD Funded	027	2310
Animal Control	001	2320
CID	001	2360
CID- CCCPD Funded	027	2360
Communications/Jail	001	2340
Community Services	001	2350
Patrol	001	2370
Patrol- CCCPD Funded	027	2370
SRO	001	2380
Warrant	001	2390
Code Enforcement	001	2330
Parks		
Athletics	001	3220
Parks Maintenance	001	3210
Parks Maintenance- CEDC Funded	024	3210
Communications		
Communications	001	3610
Communications- CEDC Funded	024	3610
Colleyville Center		
Colleyville Center	001	3710
Colleyville Center- CEDC Funded	024	3710

Human Resources	001	3910
Information Services Management (ISM)		
Information Services	001	5910
GIS	001	5920
Non-Departmental		
General Fund Compensation Adjustments	001	6210
General Fund Transfers	001	6310
CCCPD Fund Transfers	027	6310
General Fund Non-Departmental	001	9999
Utility Fund Compensation Adjustments	002	6210
Utility Fund Transfers	002	6410
Utility Fund Debt Service	002	6510
CCCPD Fund Debt Service	027	6510
Utility Fund Non-Departmental	002	9999
Drainage Utility Fund Compensation Adjustments	017	6210
Drainage Utility Fund Transfers	017	6410
Drainage Utility Fund Debt Service	017	6510
Drainage Utility Fund Non-Departmental	017	9999

**ALL FUNDS SUMMARY - ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2017**

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2016*	\$8,593,523	\$4,952,126	\$551,844	\$1,266,812	\$15,364,305
AD VALOREM TAXES	\$13,343,370	\$0	\$642,420	\$0	\$13,985,790
FRANCHISE TAXES	2,115,000	0	0	0	2,115,000
SALES TAXES	3,665,000	0	0	0	3,665,000
LICENSES AND PERMITS	931,500	0	0	0	931,500
FINES	874,420	0	0	0	874,420
CHARGES FOR SERVICE	900,300	14,818,131	0	954,450	16,672,881
INTERGOVERNMENTAL	326,693	0	0	0	326,693
MISCELLANEOUS/INTEREST INCOME	175,000	38,000	2,251	2,100	217,351
USE OF FUND BALANCE	1,000,000	750,000	49,723	0	1,799,723
INTERFUND TRANSFERS (IN)	0	0	1,159,643	0	1,159,643
<b>ESTIMATED REVENUES</b>	<b>\$23,331,283</b>	<b>\$15,606,131</b>	<b>\$1,854,037</b>	<b>\$956,550</b>	<b>\$41,748,001</b>
GENERAL MANAGEMENT	\$1,602,438	\$0	\$0	\$0	\$1,602,438
FINANCE/COURT/UTILITY BILLING	949,221	426,102	0	0	1,375,323
ECONOMIC DEVELOPMENT	199,828	0	0	0	199,828
ENGINEERING	458,973	0	0	0	458,973
INFORMATION SERVICES	908,598	0	0	0	908,598
COMMUNITY DEVELOPMENT	826,630	0	0	0	826,630
POLICE	4,702,861	0	0	0	4,702,861
FIRE	4,546,827	0	0	0	4,546,827
LIBRARY/RECREATION	1,112,019	0	0	0	1,112,019
PARKS	1,286,061	0	0	0	1,286,061
COLLEYVILLE CENTER	385,898	0	0	0	385,898
PUBLIC WORKS: STREETS/DRAINAGE**	4,789,975	0	0	588,236	5,378,211
UTILITY OPERATIONS	0	14,332,621	0	0	14,332,621
COMPENSATION ADJUSTMENT	204,873	28,208	0	1,652	234,733
NON-DEPARTMENTAL	953,559	320,803	0	6,141	1,280,503
DEBT SERVICE	0	359,900	1,854,037	128,391	2,342,328
INTERFUND TRANSFERS (OUT)**	402,000	44,286	0	19,032	465,318
<b>ESTIMATED EXPENDITURES</b>	<b>\$23,329,761</b>	<b>\$15,511,920</b>	<b>\$1,854,037</b>	<b>\$743,452</b>	<b>\$41,439,170</b>
ESTIMATED BALANCE AT SEPTEMBER 30, 2017	\$7,595,045	\$4,296,337	\$502,121	\$1,479,910	\$13,873,413
NET INCREASE/DECREASE	(\$998,478)	(\$655,789)	(\$49,723)	\$213,098	(\$1,490,892)
REQUIRED RESERVE (90 DAYS)	\$5,752,544	\$3,824,857	\$457,160	\$183,317	

NOTES:

\* BALANCES ARE UNAUDITED

\*\*PUBLIC WORKS GENERAL FUND BUDGET INCLUDES A TRANSFER OF \$2,425,000 TO THE CAPITAL PROJECTS FUND FOR STREET PROJECTS

**ALL FUNDS SUMMARY - SUMMARY OF EXPENDITURES BY TYPE  
ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2017**

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2016 *	\$8,593,523	\$4,952,126	\$551,844	\$1,266,812	\$15,364,305
AD VALOREM TAXES	\$13,343,370	\$0	\$642,420	\$0	\$13,985,790
FRANCHISE TAXES	2,115,000	0	0	0	2,115,000
SALES TAXES	3,665,000	0	0	0	3,665,000
LICENSES AND PERMITS	931,500	0	0	0	931,500
FINES	874,420	0	0	0	874,420
CHARGES FOR SERVICE	900,300	14,818,131	0	954,450	16,672,881
INTERGOVERNMENTAL	326,693	0	0	0	326,693
MISCELLANEOUS/INTEREST INCOME	175,000	38,000	2,251	2,100	217,351
USE OF FUND BALANCE	1,000,000	750,000	49,723	0	1,799,723
INTERFUND TRANSFERS (IN)	0	0	1,159,643	0	1,159,643
ESTIMATED REVENUES	\$23,331,283	\$15,606,131	\$1,854,037	\$956,550	\$41,748,001
LESS EXPENDITURES:					
PERSONNEL	\$14,001,594	\$1,931,095	\$0	\$411,483	\$16,344,172
CONTRACTUAL	5,249,162	11,933,376	0	139,793	17,322,331
SUPPLIES	1,216,871	247,663	0	44,753	1,509,287
CAPITAL	8,428	995,600	0	0	1,004,028
DEBT SERVICE	0	359,900	1,854,037	128,391	2,342,328
INTERFUND TRANSFERS (OUT)	2,853,706	44,286	0	19,032	2,917,024
ESTIMATED EXPENDITURES	\$23,329,761	\$15,511,920	\$1,854,037	\$743,452	\$41,439,170
ESTIMATED BALANCE AT SEPTEMBER 30, 2017	<u>\$7,595,045</u>	<u>\$4,296,337</u>	<u>\$502,121</u>	<u>\$1,479,910</u>	<u>\$13,873,413</u>

NOTES:

\* BALANCES ARE UNAUDITED





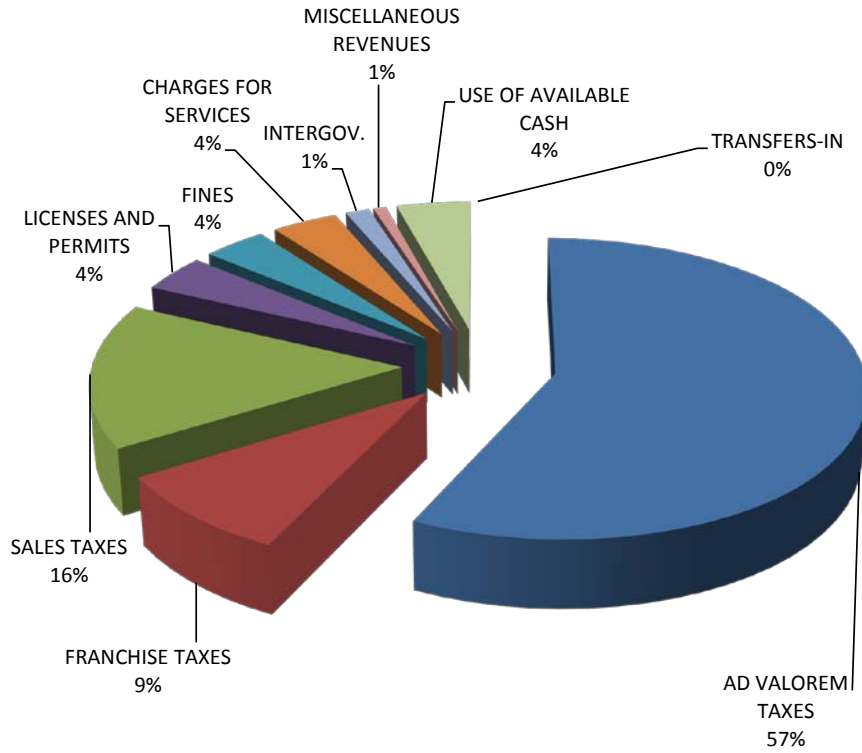
# General Fund



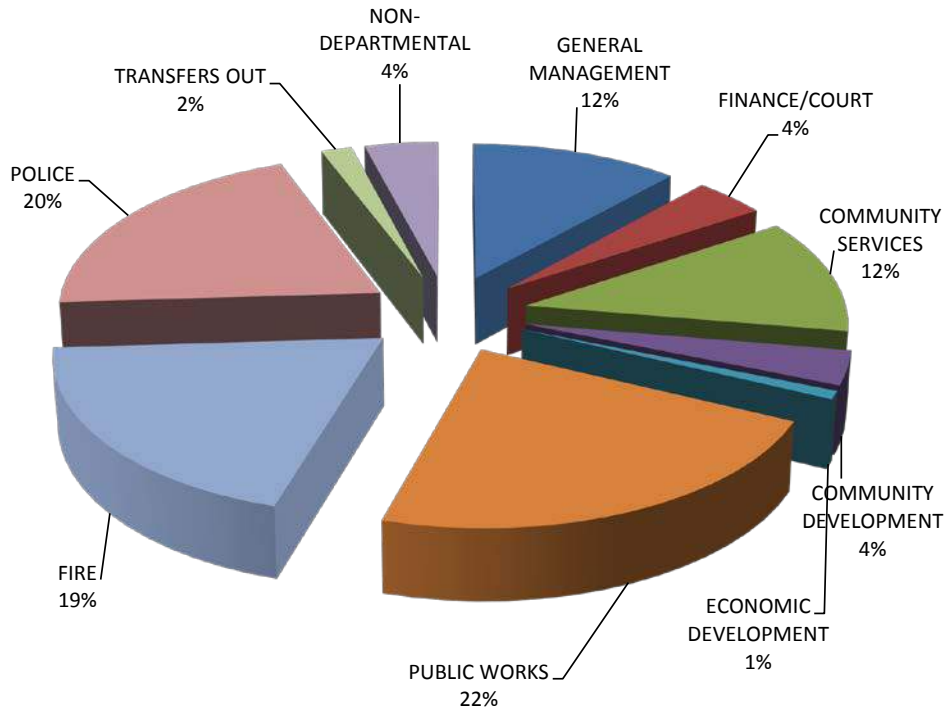
## GENERAL FUND SUMMARY

	ACTUAL FY 2015	PROJECTED FY 2016	BUDGETED FY 2017
<i>REVENUES:</i>			
AD VALOREM TAXES	\$ 12,678,130	\$ 12,928,456	\$ 13,343,370
FRANCHISE TAXES	2,319,723	2,061,000	2,115,000
SALES TAXES	3,564,777	3,480,000	3,665,000
LICENSES AND PERMITS	1,303,710	882,800	931,500
FINES	1,084,101	876,000	874,420
CHARGES FOR SERVICES	1,116,913	1,089,800	900,300
INTERGOVERNMENTAL	325,691	311,979	326,693
MISCELLANEOUS REVENUES	223,698	155,040	175,000
USE OF AVAILABLE CASH	0	1,000,000	1,000,000
TRANSFERS-IN	1,115,272	1,233,417	0
 TOTAL GENERAL FUND REVENUES	 \$ 23,732,014	 \$ 24,018,492	 \$ 23,331,283
	ACTUAL FY 2015	PROJECTED FY 2016	BUDGETED FY 2017
<i>EXPENDITURES:</i>			
CITY COUNCIL	\$ 146,977	\$ 189,746	\$ 174,289
CITY MANAGER'S OFFICE	617,040	603,241	624,048
CITY SECRETARY'S OFFICE	209,162	215,281	224,481
LEGAL	232,694	200,000	200,000
HUMAN RESOURCES	211,443	304,339	320,339
COMMUNICATIONS	149,637	212,244	59,281
FINANCE	401,579	415,341	529,806
MUNICIPAL COURT	366,587	391,187	419,415
BUILDING SERVICES	469,216	531,909	526,877
INFORMATION SYSTEMS MANAGEMENT	1,092,564	874,700	908,598
COMMUNITY DEVELOPMENT	364,040	333,240	419,589
BUILDING INSPECTIONS	283,919	464,400	407,041
ECONOMIC DEVELOPMENT	297,037	303,166	199,828
ENGINEERING	383,107	574,462	458,973
POLICE	4,393,619	4,592,988	4,702,861
FIRE	4,614,695	4,440,164	4,546,827
PARKS	1,255,811	1,299,413	1,286,061
RECREATION	269,369	380,668	387,316
LIBRARY	677,801	737,263	724,703
COLLEYVILLE CENTER	308,087	391,162	385,898
STREETS	6,550,193	4,694,578	4,025,593
FLEET MAINTENANCE	206,679	229,302	237,505
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	242,000	252,000	402,000
CAPITAL PROJECTS FUND	300,000	200,000	0
COMPENSATION ADJUSTMENT	181,000	193,017	204,873
NON-DEPARTMENTAL	821,313	953,559	953,559
 TOTAL GENERAL FUND EXPENDITURES	 \$ 25,045,569	 \$ 23,977,370	 \$ 23,329,761
TOTAL BEGINNING FUND BALANCE - 10/1	\$ 10,865,956	\$ 9,552,401	\$ 8,593,523
INCREASE / (DECREASE ) TO FUND BALANCE	\$ (1,313,555)	\$ 41,122	\$ 1,522
LESS USE OF AVAILABLE CASH	0	1,000,000	1,000,000
 TOTAL ENDING FUND BALANCE	 \$ 9,552,401	 \$ 8,593,523	 \$ 7,595,045

## General Fund Revenue



## General Fund Expenses



## GENERAL FUND FORECAST

	BUDGET FY 2016	BUDGET FY 2017	PROJECTED FY 2018	PROJECTED FY 2019	PROJECTED FY 2020	PROJECTED FY 2021
<b>BEGINNING FUND BALANCE</b>	\$9,552,401	\$8,593,523	\$7,595,045	\$6,638,124	\$6,754,045	\$7,067,911
<b>REVENUE:</b>						
Ad Valorem Taxes	\$12,928,456	\$13,343,370	\$14,059,698	\$14,794,476	\$15,678,683	\$16,490,120
Sales Tax	\$3,480,000	\$3,665,000	\$3,665,000	\$3,701,650	\$3,738,667	\$3,776,053
Franchise Fees	\$2,061,000	\$2,115,000	\$2,152,013	\$2,189,673	\$2,227,992	\$2,266,982
Licenses & Permits	\$882,800	\$931,500	\$912,870	\$894,613	\$876,720	\$859,186
Fines	\$876,000	\$874,420	\$883,164	\$891,996	\$900,916	\$909,925
Charges for Service	\$1,089,800	\$900,300	\$909,303	\$918,396	\$927,580	\$936,856
Intergovernmental	\$311,979	\$326,693	\$329,960	\$333,260	\$336,592	\$339,958
Miscellaneous Income	\$155,040	\$175,000	\$178,500	\$182,070	\$185,711	\$189,426
Use of Fund Balance	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0
Transfers In	\$1,233,417	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$24,018,492</b>	<b>\$23,331,283</b>	<b>\$24,090,508</b>	<b>\$23,906,133</b>	<b>\$24,872,861</b>	<b>\$25,768,506</b>
Expenditures	\$20,477,370	\$20,504,761	\$21,222,428	\$21,965,213	\$22,733,995	\$23,529,685
Street Maintenance & CIP Projects	\$3,500,000	\$2,825,000	\$2,825,000	\$1,825,000	\$1,825,000	\$1,825,000
<b>TOTAL EXPENDITURES</b>	<b>\$23,977,370</b>	<b>\$23,329,761</b>	<b>\$24,047,428</b>	<b>\$23,790,213</b>	<b>\$24,558,995</b>	<b>\$25,354,685</b>
<b>NET REVENUE</b>	<b>\$41,122</b>	<b>\$1,522</b>	<b>\$43,080</b>	<b>\$115,921</b>	<b>\$313,866</b>	<b>\$413,821</b>
<b>ENDING FUND BALANCE</b>	\$8,593,523	\$7,595,045	\$6,638,124	\$6,754,045	\$7,067,911	\$7,481,732
<b>DAYS OF WORKING CAPITAL</b>	131	119	101	104	105	108

As mentioned in the Budget Message, a five-year forecast (shown above) was prepared and presented to the City Council to guide decision making during the budget process and ensure that long-term implications are considered.

Significant revenue assumptions include a 5.0% increase in assessed valuation and declining tax-supported debt. A 1% increase in sales tax is projected for FY 2019-2021, with no increase in FY 2018 based on the anticipated impact of the State Highway 26 street reconstruction project on the city's primary business corridor. The use of \$1.0 Million of fund balance is planned per year to fund street maintenance through FY 2018. Overall, the revenue assumptions are conservative and will be adjusted in future years should any revenue category outperform these projections.

The forecast includes expenditures that reflect a 3.5% increase in base expenditures for cost increases for materials or contractual services and for personnel costs, as well as the use of \$1.0 Million of fund balance for street maintenance. The visual presentation of these costs in a financial forecast provided a clearer understanding of how commitments and general cost increases can limit the ability to absorb additional items into the budget each year.

For the FY 2017 budget preparation process, the five-year forecast served as a caution to adding recurring expenditures unless absolutely necessary and also highlighted that a new funding source for street maintenance will need to be identified if it is to be maintained at current levels and revenues do not grow more quickly than anticipated. This forecast will be updated annually and will be used to guide future budget discussions as well.

**FY 2017 REVENUE ESTIMATE**

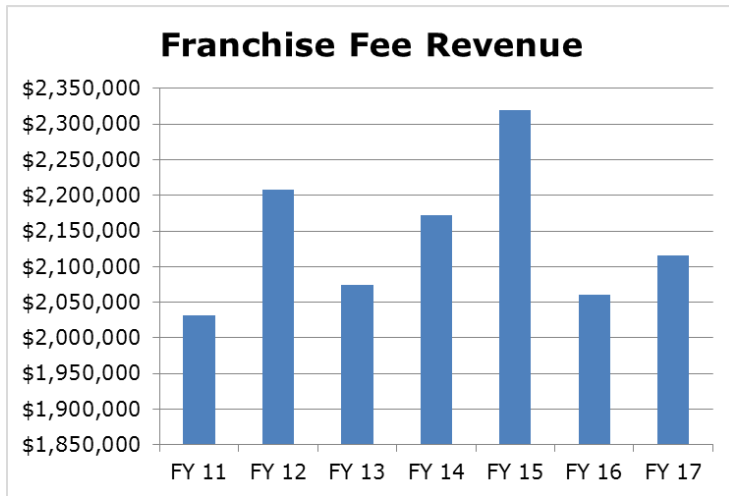
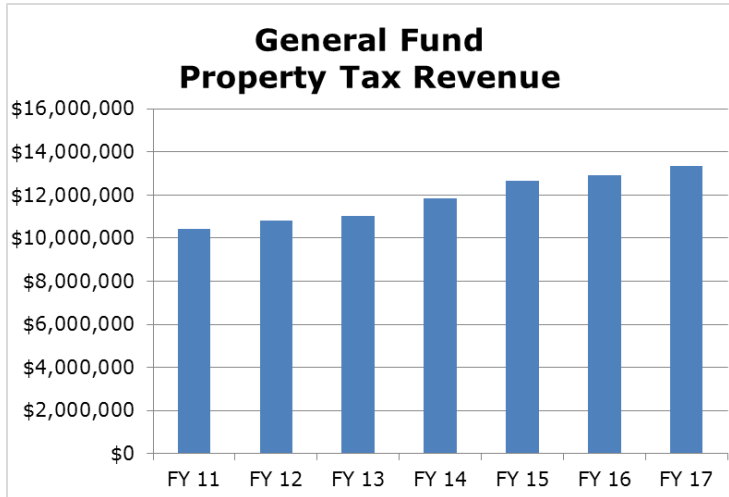
	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 PROJECTION	FY 2017 BUDGET
<b>GENERAL FUND</b>							
<i>AD VALOREM TAXES</i>							
5101-CURRENT TAXES	10,182,430	10,622,072	10,862,289	11,712,637	12,578,401	12,823,456	13,258,370
5102-DELINQUENT TAXES	130,136	105,376	73,071	59,789	27,703	50,000	30,000
5103-PENALTY & INTEREST	103,889	83,819	79,838	76,852	72,027	55,000	55,000
<b>TOTAL AD VALOREM TAXES</b>	<b>\$10,416,455</b>	<b>\$10,811,267</b>	<b>\$11,015,197</b>	<b>\$11,849,278</b>	<b>\$12,678,130</b>	<b>\$12,928,456</b>	<b>\$13,343,370</b>
<i>FRANCHISE TAXES</i>							
5201-ONCOR ELECTRIC	864,130	1,024,876	891,771	893,973	903,390	875,000	900,000
5202-TRI-COUNTY ELECTRIC	120,249	118,281	100,229	105,326	126,855	105,000	105,000
5203-ATMOS GAS	381,513	333,098	289,708	354,663	449,640	350,000	350,000
5204-AT&T	99,534	86,852	83,482	76,147	71,354	70,000	70,000
5205-VERIZON/OTHERS	74,519	82,212	85,565	88,013	75,198	65,000	60,000
5206-GARBAGE/RECYCLING	124,649	146,181	156,478	159,285	166,291	146,000	155,000
5207-CABLE TV	366,674	415,963	467,498	495,394	526,995	450,000	475,000
<b>TOTAL FRANCHISE TAXES</b>	<b>\$2,031,268</b>	<b>\$2,207,463</b>	<b>\$2,074,730</b>	<b>\$2,172,801</b>	<b>\$2,319,723</b>	<b>\$2,061,000</b>	<b>\$2,115,000</b>
<i>SALES TAX</i>							
5301-1% SALES TAX	2,642,996	2,858,065	3,073,879	3,351,728	3,456,800	3,400,000	3,575,000
5302-MIXED BEVERAGE TAX	80,731	65,808	68,592	98,160	107,977	80,000	90,000
<b>TOTAL SALES TAX</b>	<b>\$2,723,727</b>	<b>\$2,923,873</b>	<b>\$3,142,470</b>	<b>\$3,449,888</b>	<b>\$3,564,777</b>	<b>\$3,480,000</b>	<b>\$3,665,000</b>
<i>LICENSES &amp; PERMITS</i>							
5411-BUILDING	536,534	706,421	526,110	667,583	850,326	580,000	600,000
5412-PLUMBING	60,124	78,328	57,748	64,991	75,655	48,000	55,000
5413-MECHANICAL	37,811	48,620	40,560	43,421	43,163	29,000	35,000
5414-ELECTRICAL	48,721	68,491	50,062	58,064	64,800	40,000	45,000
5416-CITY LICENSE	40,472	45,917	41,210	47,620	43,315	35,000	35,000
5417-BUILDING PLAN REVIEW FEE	90,790	118,622	102,006	155,636	166,976	109,000	110,000
5418-NEW BUSINESS	4,935	5,689	5,781	5,123	5,076	3,500	3,500
5419-ANIMAL	677	577	0	0	0	0	0
5420-SIGN PERMITS	7,486	6,884	7,070	12,355	9,275	6,800	7,000
5421-FENCE PERMITS	3,700	5,050	4,800	11,850	10,800	9,500	10,000
5423-FIRE PERMIT FEES	7,250	8,975	6,350	9,300	15,265	7,000	16,000
5424-IRRIGATION PERMIT FEES	15,090	19,547	15,438	14,069	16,559	15,000	15,000
5425-GAS AND OIL WELL PERMIT FEES	70,000	0	0	0	2,500	0	0
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$923,590</b>	<b>\$1,113,121</b>	<b>\$857,134</b>	<b>\$1,090,011</b>	<b>\$1,303,710</b>	<b>\$882,800</b>	<b>\$931,500</b>
<i>FINES</i>							
5611-FINES	860,707	911,216	815,025	844,369	1,002,095	800,000	800,000
5612-FINES-ALARMS	60,425	52,948	50,992	54,966	57,031	53,000	53,000
5630-LIBRARY FINES	25,850	24,922	26,577	26,534	24,975	23,000	21,420
<b>TOTAL FINES</b>	<b>\$946,982</b>	<b>\$989,086</b>	<b>\$892,594</b>	<b>\$925,869</b>	<b>\$1,084,101</b>	<b>\$876,000</b>	<b>\$874,420</b>

**FY 2017 REVENUE ESTIMATE**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 PROJECTION	FY 2017 BUDGET
<b>GENERAL FUND</b>							
<i>CHARGES FOR SERVICES</i>							
5511-PLANNING AND ZONING	7,892	11,635	8,523	13,092	10,794	10,000	10,000
5512-PLAT FEE	5,123	5,410	12,870	15,860	8,910	7,200	7,200
5514-BOARD OF ADJUSTMENT	2,000	3,125	2,250	2,225	2,450	1,250	2,000
5711-SALE OF MATERIAL	343	105	104	2,043	71	100	100
5712-WEED MOWING	7,900	7,900	6,872	29,985	5,246	6,500	6,500
5715-SITE PLAN REVIEW	0	1,000	0	1,250	1,250	1,000	1,000
5718-ANIMAL IMPOUNDMENT FEE	2,632	1,420	0	0	0	0	0
5721-AMBULANCE	306,959	319,797	293,957	357,352	321,119	300,000	320,000
5722-RECREATION PROGRAM	189,891	199,233	171,472	193,029	185,462	160,000	165,000
5730-LANDSCAPING PLAN FEE	0	1,000	0	1,250	1,250	0	0
5811-ENGINEERING & INSPECTION	0	12,424	48,453	243,024	264,252	175,000	62,500
5812-CHGS & REIMBURSEMENTS	0	0	0	0	0	0	0
5813- 1% MATERIALS TESTING FEE	0	0	0	0	0	100,000	12,500
5845-LOT DRAINAGE INSP FEE	14,875	20,000	13,375	14,000	23,500	13,000	13,000
5855-FIELD USE CHARGE	23,860	22,110	20,575	26,485	24,295	21,500	21,500
5873-COLLEYVILLE CENTER FEES	245,749	230,329	246,798	230,793	227,901	257,250	240,000
5874-NON-RESIDENT FEE	31,470	36,644	35,838	34,150	40,415	37,000	39,000
<b>TOTAL CHARGES FOR SERVICE</b>	<b>\$838,694</b>	<b>\$872,132</b>	<b>\$861,085</b>	<b>\$1,164,538</b>	<b>\$1,116,913</b>	<b>\$1,089,800</b>	<b>\$900,300</b>
<i>INTERGOVERNMENTAL REVENUE</i>							
5828-DARE OFFICER REIMB	89,792	89,792	94,282	94,282	94,282	94,282	98,996
5942-KELLER COURT	0	0	216,980	225,915	231,409	217,697	227,697
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$89,792</b>	<b>\$89,792</b>	<b>\$311,262</b>	<b>\$320,197</b>	<b>\$325,691</b>	<b>\$311,979</b>	<b>\$326,693</b>
<i>MISCELLANEOUS REVENUE</i>							
5714-SALE OF SURPLUS PROPERTY	7,098	147,969	0	13,801	3,798	5,000	5,000
5716-INTEREST INCOME	60,855	60,031	39,271	22,081	61,683	25,000	25,000
5719-MISCELLANEOUS	55,111	67,598	81,036	59,600	82,802	55,000	55,000
5832-ANTENNA LEASE	67,400	70,040	70,513	71,022	75,415	70,040	90,000
5867-LEASE PROCEEDS	0	894,534	209,425	831,155	0	0	0
5790-USE OF AVAILABLE CASH	0	0	0	0	0	1,000,000	1,000,000
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$190,464</b>	<b>\$1,240,173</b>	<b>\$400,245</b>	<b>\$997,658</b>	<b>\$223,698</b>	<b>\$1,155,040</b>	<b>\$1,175,000</b>
<i>TRANSFERS IN</i>							
5872-TRANSFER FROM UTILITY FD	858,879	1,081,868	1,049,222	1,116,974	1,115,272	1,165,563	0
5888-TRANSFER IN CONSTR INSP	0	0	0	0	0	67,854	0
<b>TOTAL TRANSFERS IN</b>	<b>\$858,879</b>	<b>\$1,081,868</b>	<b>\$1,049,222</b>	<b>\$1,116,974</b>	<b>\$1,115,272</b>	<b>\$1,233,417</b>	<b>\$0</b>
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$19,019,851</b>	<b>\$21,328,776</b>	<b>\$20,603,940</b>	<b>\$23,087,214</b>	<b>\$23,732,014</b>	<b>\$24,018,492</b>	<b>\$23,331,283</b>

**AD VALOREM TAXES**

The 2016 certified value provided by Tarrant Appraisal District is \$4,588,707,342 (a 9.1% increase over 2015 current valuation). \$53,668,439 of the increase is from new construction. The total taxable value includes TIF zone property value of \$298,582,143, which is not included in the General Fund revenue estimate. The tax rate of \$.33913 is allocated \$.32191 to O&M (General Fund) and \$.01722 to debt (Debt Service Fund).



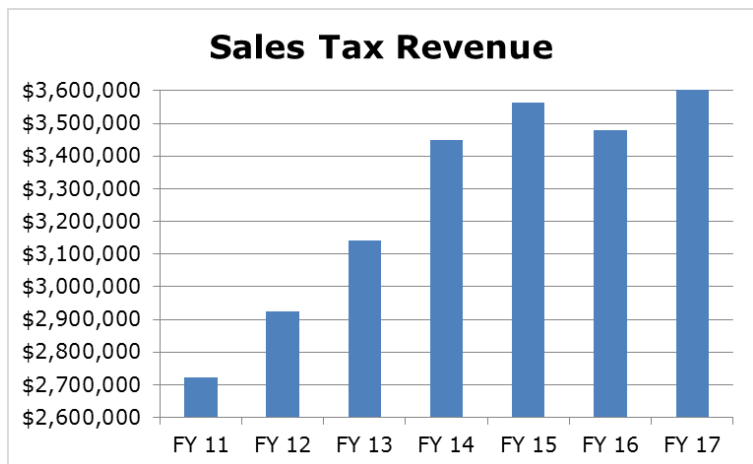
**FRANCHISE FEES**

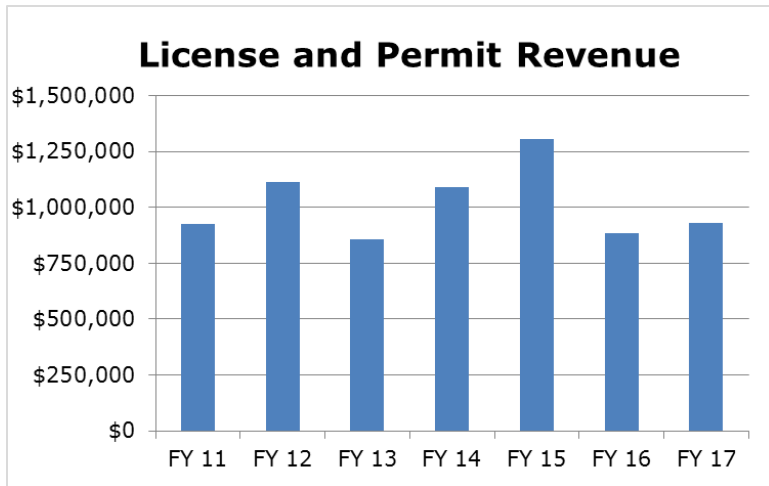
The franchise fees were estimated based upon historical and industry trends. Due to lack of growth in land phone lines, there is a decrease projected for AT&T phone franchise fees. Franchise fees for gas and electricity are often correlated with weather due to higher usage of electricity during hot summers and gas during cold winters. Franchise fees are

budgeted conservatively as influencing factors like weather are unpredictable, with very modest growth due to several new neighborhoods being built.

**SALES TAX**

A positive trend in the local economy along with the opening of Whole Foods Market and other businesses at Colleyville Downs has generated increased taxable sales. FY 2017 sales tax revenue, not including mixed beverage tax, is projected to have zero growth from FY 2016 re-estimates due to the reconstruction of SH26, the city's primary commercial corridor.



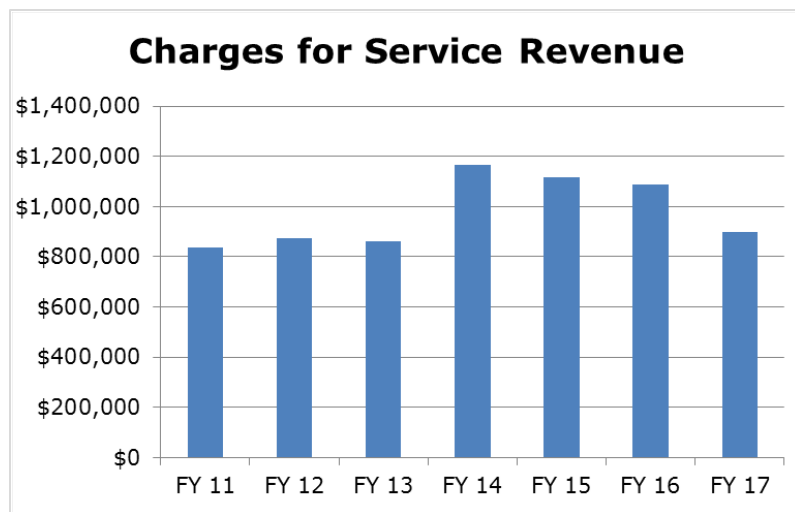
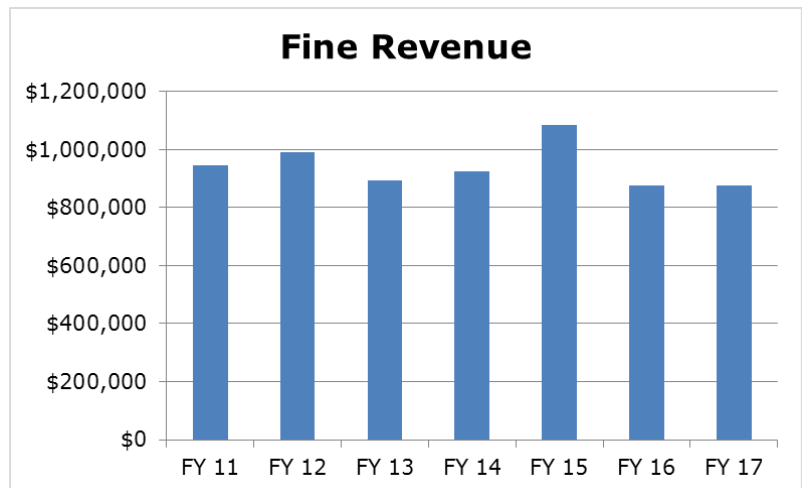


### LICENSES AND PERMITS

The revenues for licenses and permits are based upon growth in both residential and commercial development. Residential permits may continue to increase slightly but will ultimately wane as the number of available lots decreases. Commercial development continues to fluctuate with the economy.

### FINES

Revenue from fines is projected to be \$874,420 for FY 2017. Citation revenue overall has decreased as revenue per citation has decreased. This includes \$800,000 in fines, \$21,420 in library fines and annual alarm registration fees of \$53,000.



### CHARGES FOR SERVICE

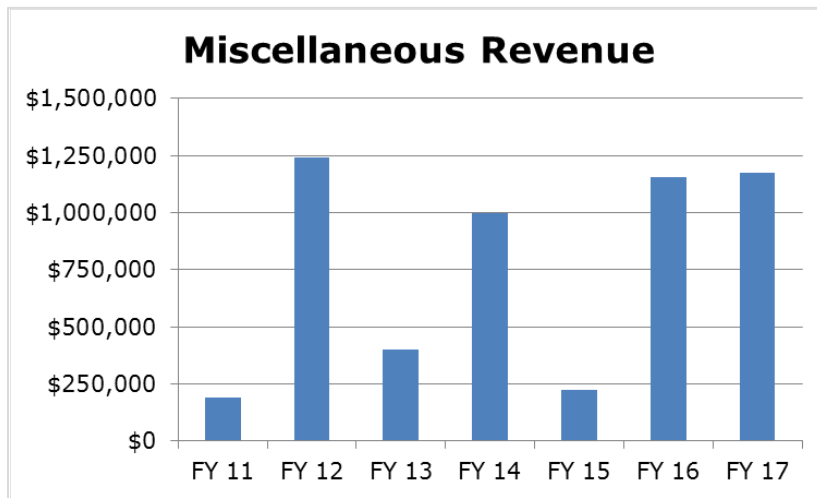
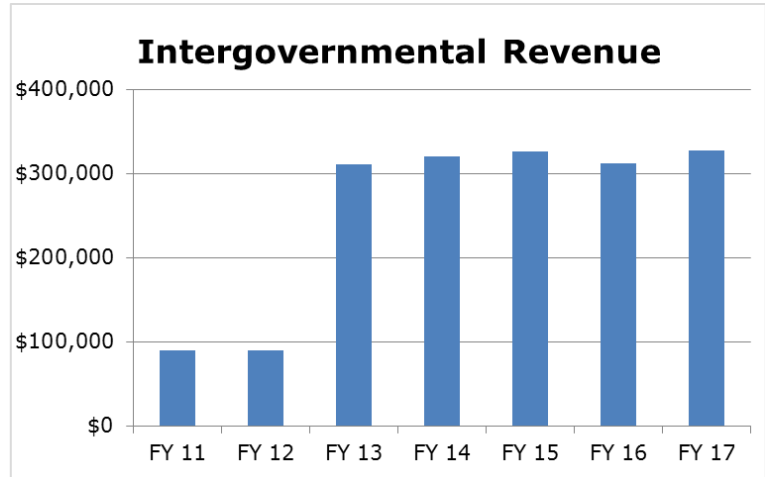
Charges for service tend to fluctuate based on varying conditions. The FY 2017 budget for major revenues in this category including ambulance charges, recreation fees, and Colleyville Center charges are expected to remain level. The peak in FY 2014 was due to higher ambulance cost recovery, recreation program revenue, and fees to recover costs of certain engineering services.

and fees to recover costs of certain engineering services.



**INTERGOVERNMENTAL**

The amount budgeted includes \$98,996 in funding from the Grapevine-Colleyville Independent School District for an officer at each of the two middle schools, and \$227,697 for Keller’s share of the combined Municipal Court operation that began in FY 2013.

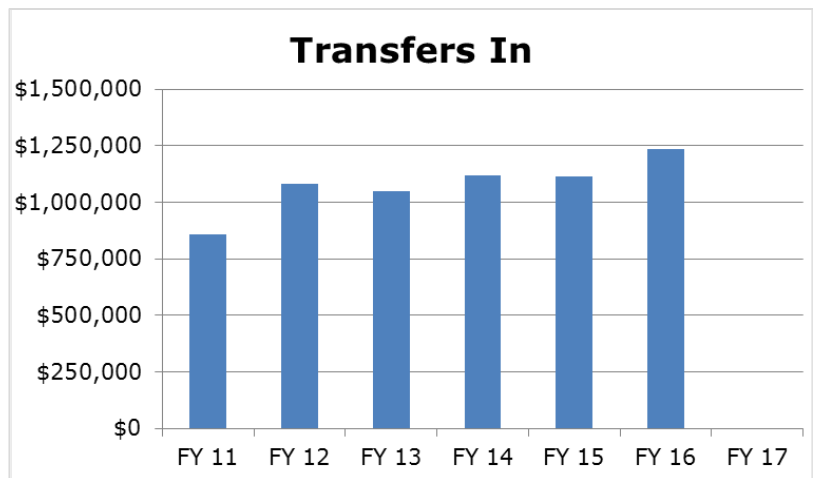


**MISCELLANEOUS**

Interest income for the fund is estimated to be \$25,000. The increase in FY 2012 and FY 2014 was due to gas lease proceeds. FY 2016 and FY 2017 includes the anticipated use of \$1,000,000 of available cash for street maintenance purposes.

**TRANSFERS IN**

The transfer from the Utility Fund, which is comprised of a Franchise Fee of 4% and Operating Transfer of 4%, is ended as of September 30, 2016. In August 2016 the City Council decided to eliminate these transfers and reduce water rates by an offsetting amount in order to provide rate relief to utility customers.

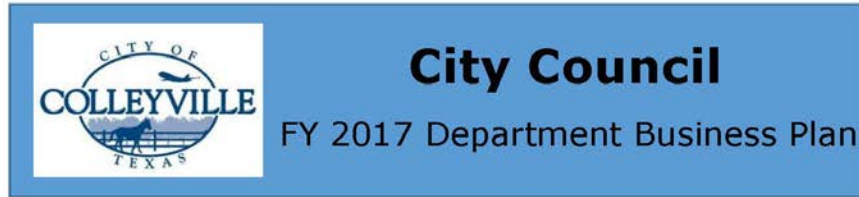


# Guide to Business Plans



# GUIDE TO BUSINESS PLANS

Each year in advance of the budget process, departments update their business plans. Elements of the business plans not included in the adopted budget book are an analysis of the strengths and opportunities of each core service in a department, as well as an organizational risk analysis.



**Description**  
A description of the department, including significant information about customers and major programs

## Department Description

The City Council is the body of elected representatives for the city. They have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council shall through its leadership keep the City of Colleyville a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents.

## Core Services

The City Council is responsible for the following core services:

1. Provide leadership and direction for all programs and services  
*All objectives from the City's Strategy Map*

City Council are the elected representatives of the city, have home rule charter and serve as the policymakers and decision makers for Colleyville. City Council establishes community goals and policies, adopts ordinances and resolutions and citizens to community boards and commissions. City Council determines the ultimately establishing the price property owners are willing to pay for prog services. The fiscal year 2017 budget includes a tax rate of \$0.33913/\$100 of a \$0.01677 reduction from the \$0.3559 tax rate in place since 2008. This rate serves to provide some relief to property owners receiving higher appraisal valu also providing the revenue necessary to continue funding programs and serv sustainable level.

**Core Services**  
Each business plan lists the core services of that department. The blue text under the core service demonstrates how that service is linked to the City's Strategy Map, specifically citing objectives. A brief narrative explanation of the core service follows.



# GUIDE TO BUSINESS PLANS (continued)

## Performance Measures & Vital Statistics

Department business plans include two types of metrics- performance measures and vital statistics. Performance measures are measures of efficiency or effectiveness and represent outcomes that can be directly influenced by staff, and therefore have targets. Vital statistics represent data that is important to track for overall understanding of how a program is performing and for decision making, but is not necessarily a reflection of efficiency or effectiveness, and is not something that staff has significant control over. As such, vital statistics do not have targets. The presentation of both performance measures and vital statistics provides a well-rounded look at performance and trends in programs and services, while also furthering the City's efforts of accountability and transparency to those we serve.

## Performance Measures & Vital Statistics

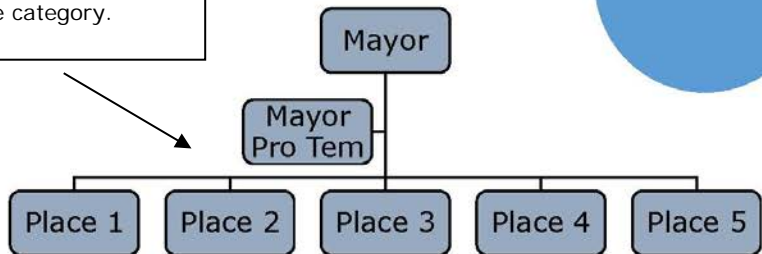
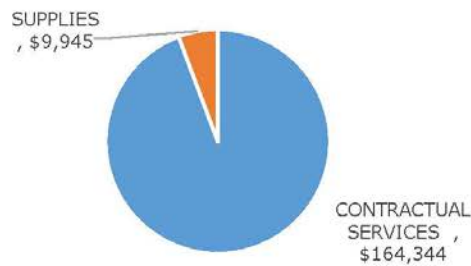
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Tax rate per hundred dollars of valuation	\$0.3559	\$0.3559	\$0.3559	\$0.3559	\$0.3559
Percent of citizens satisfied with quality of life in Colleyville	97%	n/a	98%	n/a	n/a
Percent of citizens satisfied with value of services for taxes paid	78%	n/a	81%	n/a	n/a

## Department Resources

### Department Resources

Department resources include both personnel and budget dollars. This section provides a departmental org chart as well as the FY 2017 budget amount, both in total and broken down by expenditure category.

FY 2017 Budget: \$174,289



## 5-Year + Outlook

The vision of the City Council is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens through capital improvements to replace aging infrastructure and maintain the city's unique identity and safe neighborhoods for the community's future.

### 5-Year + Outlook

A look at potential changes in demographics, development, workload, technology, equipment, etc. that will affect the department in the next 5+ years. Answers the question, "Where are we going?" Serves as a big picture focusing tool and allows for proactive planning to address major changes.



# City Council

## FY 2017 Department Business Plan

### Department Description

The City Council is the body of elected representatives for the city. They have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council shall through its leadership keep the City of Colleyville a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents.

### Core Services

The City Council is responsible for the following core services:

1. Provide leadership and direction for all programs and services

*All objectives from the City's Strategy Map*

City Council are the elected representatives of the city, have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council determines the tax rate, ultimately establishing the price property owners are willing to pay for programs and services. The fiscal year 2017 budget includes a tax rate of \$0.33913/\$100 of valuation, a \$0.01677 reduction from the \$0.3559 tax rate in place since 2008. This rate reduction serves to provide some relief to property owners receiving higher appraisal values, while also providing the revenue necessary to continue funding programs and services at a sustainable level.

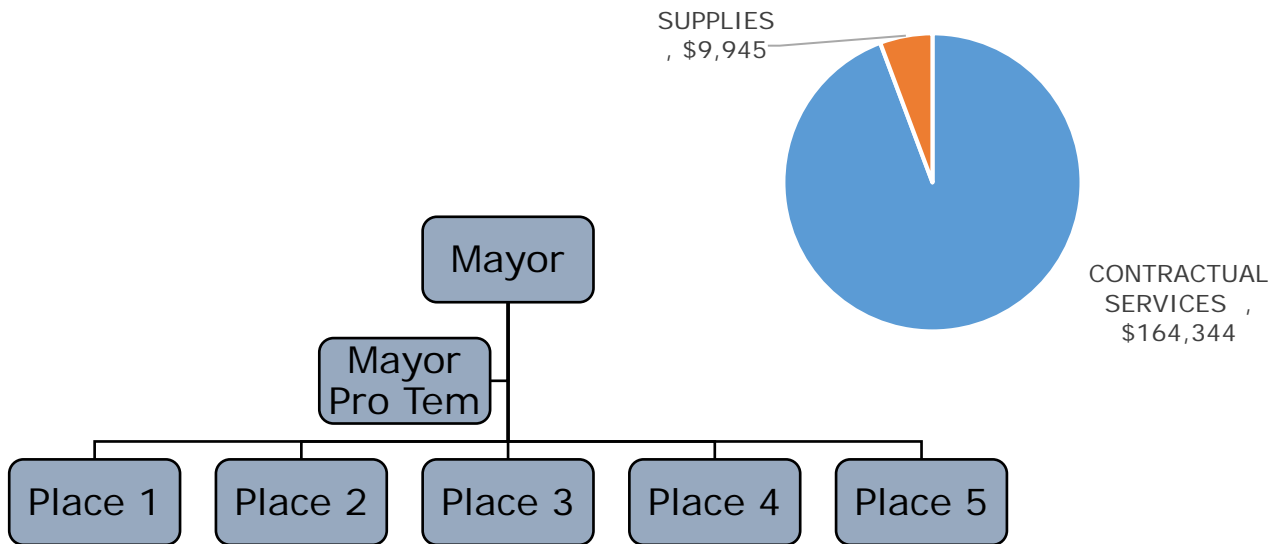


## Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Tax rate per hundred dollars of valuation	\$0.3559	\$0.3559	\$0.3559	\$0.3559	\$0.3559	\$0.33913
Percent of citizens satisfied with quality of life in Colleyville	97%	n/a	98%	n/a	n/a	98%
Percent of citizens satisfied with value of services for taxes paid	78%	n/a	81%	n/a	n/a	81%

## Department Resources

FY 2017 Budget: \$174,289



## 5-Year + Outlook

The vision of the City Council is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City Council is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens, planning for capital improvements to replace aging infrastructure and maintaining Colleyville's unique identity and safe neighborhoods for the community's future.



# City Manager's Office

## FY 2017 Department Business Plan

### Department Description

The City Manager's Office provides leadership and direction for City departments in the implementation of the City Council's strategic goals, directives and policies. The City Manager's Office works closely with the City Council and its appointed boards, commissions, and committees to develop, analyze and implement policy direction. The City Manager's Office is responsible for the oversight and direction of all services and programs delivered to the community, its' citizens and visitors. Specifically, the City Manager's Office is responsible for working with the community and stakeholders in the formation of policy recommendations for City Council consideration, establishing direction and expectations for service delivery by all City employees, developing, implementing and monitoring the City's budget and capital improvement programs, coordinating the City's strategic and performance management system, coordinating and implementing administrative procedures, maintaining effective intergovernmental relationships, responding to citizen requests, and coordinating and maintaining franchise agreements.

### Core Services

The City Manager's Office is responsible for the following core services:

1. Provide leadership, direction, and oversight of all programs and services based on City Council policies

*L3- Ensure our people understand the strategy and how they contribute to it*

*L5- Empower informed decision-making and appropriate risk taking at all levels in the organization*

The City Manager's Office provides leadership and direction for City departments in the implementation of the City Council's goals, directives and policies. Specifically, the City Manager's Office is responsible for supervising every city department and establishing direction and expectations for service delivery by all City employees.

2. Develop, implement, and monitor the City's budget

*F1- Protect and preserve the City's top financial ratings*

*F2- Invest to provide and maintain high quality public assets*

*F3- Forecast needs and plan for the future, balancing priorities with resources*

*F4- Adhere to the City's financial and budgetary policies*



The city's annual operating budget authorizes spending of approximately \$40 Million. The City Manager's Office guides the development of departmental budget requests, analyzes and prioritizes funding needs, and ultimately submits a balanced budget for City Council consideration. In order to maximize taxpayer resources in the delivery of City services, staff creatively funds operating and capital priorities through a variety of funding sources. Prudent financial planning has allowed for cash financing of projects and avoided the issuance of new debt. Upon City Council adoption, staff prepares the budget book for submission to the Government Finance Officer's Distinguished Budget Award program for review. Staff also assists departments throughout the year with budgetary issues and monitors spending for compliance with budget authorization.

3. Direct the City's strategic management system and evaluate programs and services for alignment

*B5- Use the Strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community*

*L3- Ensure our people understand the strategy and how they contribute to it*

The City's Strategy Map contains objectives that further the goals of the City Council and the community. The City's Manager's Office works to ensure that programs and services align with those objectives through a comprehensive business planning process that precedes the budget preparation process each year. Success and progress are also measured through quarterly performance reports and dashboards that are submitted to City Council. The strategic management system also includes a biennial citizen survey, to obtain important input on where staff's focus should be and how well we are delivering programs and services. In addition, a biennial employee engagement survey is conducted through Gallup to gauge employee engagement, identify areas requiring attention and/or investment, and to measure progress in this area. Finally, it is also imperative that the objectives contained in the Strategy Map remain in the forefront of our minds, and the City Manager's Office continually seeks appropriate opportunities to keep the organization focused on those priorities.

4. Coordinate the city's franchise agreements

*C2- Deliver high quality and unique customer services*

All franchise utility agreements are negotiated, monitored, and coordinated by the City Manager's Office. Staff also works through groups of cities, like the Steering Committee of Cities Served by Oncor and the Atmos Cities Steering Committee, to provide collective



legislative advocacy for citizens and negotiate with the companies on rate increases. Franchise agreements include gas, electricity, and garbage and recycling services. Staff in the City Manager's Office handles all calls related to franchise holders and works with the provider to address any service delivery concerns, including those for which the State of Texas is the franchising authority.



5. Respond to City Council and citizen requests for service

*C2- Deliver high quality and unique customer services*

For many citizens, the City Manager’s Office is the “Grand Central Station” for City Hall and any questions/issues related to Colleyville. While staff may not always have all the details to answer every question received, staff is able to answer most questions and connect citizens to the appropriate person, department, or even other agencies when needed. Similarly, the City Manager’s Office responds to all questions and requests from the City Council, as well as coordinating all details for Council meeting meals, travel arrangements, and RSVPs for events.

6. Develop policy and procedure recommendations

*B1- Seek innovative technology solutions where appropriate*

*B2- Proactively seek process improvements and sustainable solutions*

With a bird’s-eye view of the organization, the City Manager’s Office is constantly on the look-out for process and procedure improvements. Our staff is uniquely able to notice when issues present in one department are also struggles in other departments. There are also many times when policies or procedures impact the broader organization and recommendations need to be developed and proposed by a representative from this office. Examples include updating the City’s safety policy and accident procedures and redesigning the employee Intranet site. City Manager’s Office staff often serve as the shepherds, champions, and organizers of broader efforts, ensuring input and collaboration from across all departments, ultimately allowing the best recommendations to be brought forward to the City Council or City Manager for consideration.

7. Develop and maintain working relationships with community groups, other governmental entities, and other stakeholders

*L5- Empower informed decision-making and appropriate risk taking at all levels in the organization*

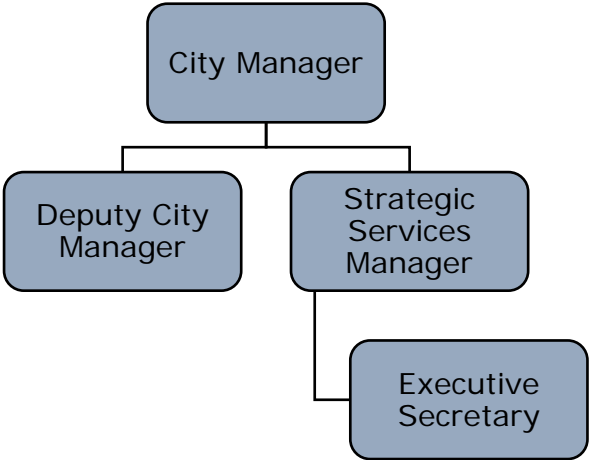
In order to make informed decisions, it is essential to understand the priorities and perspectives of your stakeholders and community partners. Building and maintaining relationships with stakeholders, partners, and neighboring agencies allows staff to identify opportunities for collaboration and partnership. In the environment of limited resources and high expectations for service delivery, it is critical that we stay tuned in to the needs and desires of the community, to ensure that the top priorities are being met and addressed effectively. Sharing best practices and working with neighbors are also important tools, helping us to stay current and relevant, and maximizing our resources when cost sharing arrangements are possible.

**Performance Measures & Vital Statistics**

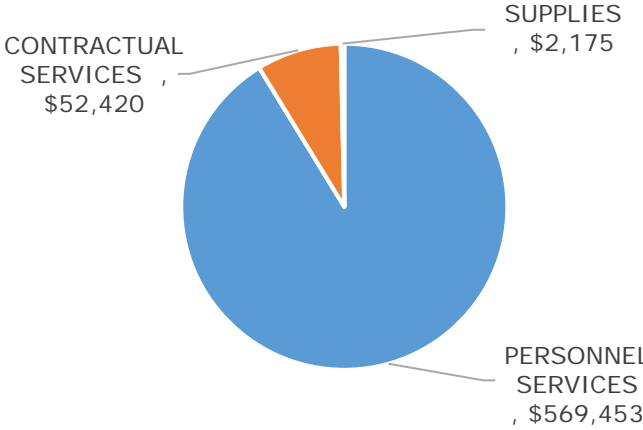
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Achieve GFOA’s Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Average pounds recycling per home/per collection	12.2	11.5	11.9	10.73	12.55
Number of household hazardous waste collections (at Fort Worth ECC and Clean Sweep event)	524	572	553	658	752
Number of citizen survey responses	1,665	N/A	1,323	N/A	N/A

**Department Resources**



FY 2017 Budget: \$624,048



**5-Year + Outlook**

The vision of the City Manager’s Office is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City Manager’s Office is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens, planning for capital improvements to replace aging infrastructure, and maintaining Colleyville’s safe neighborhoods for the community’s future.



# City Secretary's Office

## FY 2017 Department Business Plan

### Department Description



The City Secretary is responsible for the legislative operations of the City and serves as the official records management officer for the City. In this role, the office is accountable for the integrity, protection, compliance, availability, retention, disposition, and transparency of all City records in accordance with the Texas State Library and Archives Commission Records Retention Schedules.

The City Secretary's Office is a Citywide information and document resource to the City Council, City departments, citizens, and general public. Over the years, municipal clerks have become the hub of government, the direct link between the constituents of their community and their government. The Office pledges to provide exemplary customer service in a professional, courteous, impartial, and transparent manner to promote the standard of integrity, service, and innovation while also promoting the City Council's priorities.



### Core Services

The City Secretary's Office performs duties set forth by the City Charter, Ordinances, federal and state laws and administrative direction. To successfully accomplish these duties, the City Secretary's office is responsible for the following core services:

#### 1. Provide Professional and Courteous Customer Service

*C2- Deliver high quality and unique customer service*

The City Secretary's Office provides exemplary customer service in a professional, courteous, and impartial manner, and promotes the standard of integrity, service, and innovation by maximizing resources. Although small, this Office is responsible for core services which are the pulse of the City's legislative process and of significant interest to the citizens. This Office supports both internal and external customers, which includes but is not limited to:

- Research and provide access to public documents;

- City Council's staff liaison to boards, commissions, and committee members;
- Respond to requests for information received via walk-ins, phone, and email;
- Process forms and applications administered through the Office (alcohol permits, notice of claims, and board, commission, or committee applications);
- Assist the public with general information; and
- Receive citizen concerns and resolve in a professional and confidential manner

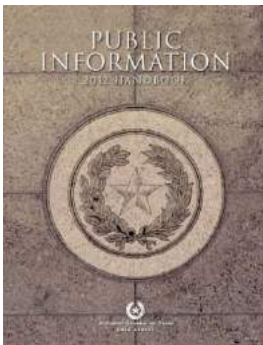


## 2. Ensure an Open Government

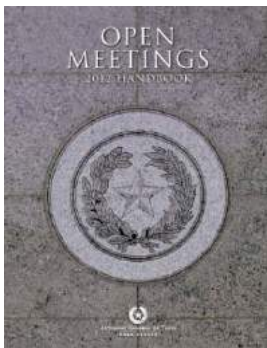
### *B4- Cultivate a culture of transparency and consistent communication*

When we think of government transparency, we most often think about finances. While that certainly remains important, local governments are going beyond the numbers of revenue and spending to report on other public concerns such as environmental issues, Fire/EMS/Police, community culture and human services.

The City Secretary's Office is a service oriented department entrusted to serve as stewards of open and transparent City government through the Local Government Code, Texas Open Meetings Act, Public Information Act, City Charter, and adherence to the laws that govern; and to build public trust and confidence in local government through the establishment of open and transparent processes and procedures, and accurate information management.



The Texas Open Meetings Act applies to nearly every governmental body in Texas, yet there has not been a consistent way for public officials to receive training on how to comply with these laws. This is significant, because a failure to comply with the Open Meetings Act may result in civil and criminal penalties for public officials, and can also lead to a general breakdown of confidence in our governing bodies.



The Office of the Attorney General has found that in most cases where a governmental body violates the open government laws, it is the result of public officials simply not knowing what the law requires. Inconsistent and inaccurate legal advice regarding these laws has sometimes added to the confusion.

Attorney General Greg Abbott called on the 79th Texas Legislature to enact legislation to require public officials to obtain open government training in an effort to promote openness and increase compliance with our "Sunshine laws." The Legislature responded by passing Senate Bill 286, which requires public officials to receive training in the requirements of the Open Meetings Act beginning January 1, 2006.

The City Secretary's Office consistently manages all board, commission, and committee members, and employee positions slated for compliance with the Texas Open Meetings Act by holding frequent viewings of the training video, and properly files the certificate of completion for each member.

### 3. Enhance Governmental Transparency

#### *B1- Seek innovative technology solutions where appropriate*

The City Secretary's Office maintains custody, control, filing and storage of all legislation, books, papers, minutes, and other written and recorded documents and materials pertaining to the operation of the City government. These City documents will be made available through the City's website in an understandable manner for the public.

The Office is responsible for compliance with the Texas Open Meetings Act and the Public Information Act. As such, the office oversees the postings of every public meeting of the City Council and appointed boards, commissions, and committees. In addition to agendas, packets are made available to the public immediately through the recent addition of a web portal feature of the agenda management software, BoardSync. Minutes are also available

immediately upon receipt from the board, commission, or committee.



The City's proactive approach to enhance governmental excellence and transparency is a collaboration of all City departments. As such, all meeting agenda packets are created and sent electronically for all City Council, board, commission, and committee

meetings. The City further utilizes all resources, whether it be the website or social media, to keep the public abreast of City business, events, and projects.

### 4. Deliver Exceptional Administrative Support to the Governing Body

#### *B2- Proactively seek process improvements and sustainable solutions*

The City Secretary's Office supports the City Council in both an administrative and technical capacity to facilitate the legislative process and City business. This includes, but is not limited to:

- Organization of City Council agendas;
- Preparation of the City Council agenda packets;
- Preparation of City Council meeting minutes;
- Coordination and scheduling of City Council meetings and public hearings, and recording each for permanent record;
- Accepting petitions filed by citizens; overseeing, guiding, and tracking the entire legislation process, from



- induction of proposed legislation to final approval and publication; and
- Advertise and process applications, and schedule interviews for board, commission, or committee appointments twice each year (September and December)

5. Coordinate Convenient, Efficient, and Sound Municipal Elections

*B3- Utilize partnerships to implement cost-effective service solutions*



The City Secretary serves as Elections Administrator to provide fair and legal City of Colleyville elections efficiently. As such, the City Secretary ensures the annual municipal elections are held in compliance with local, state and federal election laws and regulations. This office does this by fostering an excellent partnership with the Tarrant County Election Administrators for election services and equipment. This provides a cost savings to the City. In addition to the municipal elections, the City Secretary facilitates and coordinates early voting for county, state and federal elections. In an effort to go green, the City Secretary's Office provides all forms, including the candidate packet on the City's website. As the local filing authority, the City Secretary receives and makes available

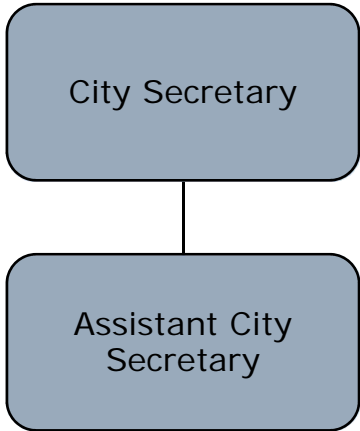
to the public all candidate applications and campaign finance reports. The Office actively promotes public education of the municipal elections. Citizens can locate information such as early voting locations, Election Day polling location, sample ballots, and instructions for voting by mail ballot on the City's website. The information is provided for both local and state elections.

**Performance Measures & Vital Statistics**

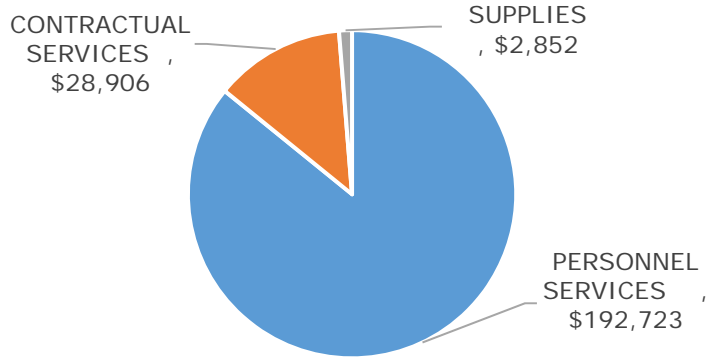
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of board, commission, and committee members that have completed Texas Open Meetings Act training	< 50%	< 50%	89%	94%	86%	≥95%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of public information requests	196	217	260	225	296	250

**Department Resources**



FY 2017 Budget: \$224,481



**5-Year + Outlook**

The City Secretary's Office is committed to maximizing resources with the application of technology and high quality, responsive customer service, while continuing to strengthen the community's faith in local government by ensuring public records are readily available.

The digitization of records allows the City Secretary's Office to better manage the creation and disposition of records in accordance with the Texas State Library and Archives Commission Records Retention Schedules, and will enhance governmental transparency to better serve the public, elected officials, and City departments. This decrease in paper documents also reduces the costs related to off-site storage, and space utilized for storage within individual departments.

The City Secretary's Office is also committed to establishing a citizen interest video for boards, commissions, and committee vacancies. These volunteers impact every corner of the community and help to greatly advance a shared vision of making Colleyville the best place to live. Their participation provides the link to the community, and helps aid City Council in making decisions to help balance competing interests, while ensuring the best quality of life for Colleyville citizens.

It is equally important to recognize the board, commission, and committee volunteers as meaningful and important members of Colleyville's decision making process. The City Secretary's Office is further committed to provide a training and recognition program for these volunteers. This project further enhances the core service of providing an open and transparent government while also delivering exceptional administrative support to the governing body.



# Colleyville Center

## FY 2017 Department Business Plan

### Department Description

The Colleyville Center Department provides a unique meeting venue for the citizens of Colleyville. Built to provide our community a central location for civic meetings and socialization, the Center is known for offering- "Your day. Your way. Our place."

This department provides customer service to clients that include individuals and businesses, whether local resident or non-resident. Additionally, internal support to all City Departments involves special events, training and safety seminars, health fairs, job fairs and public space for town hall communication and updates by Colleyville City Government.

### Core Services

COLLEYVILLE  
*Center*



The Colleyville Center is responsible for delivering the following core services:

1. Provision of First Class Customer Service

*C2-Deliver high quality and unique customer service*

*C5-Achieve the highest standards of safety and security*

*B3- Utilize partnerships to implement cost effective service solutions*

Customer service is paramount to every customer segment utilizing the Center. The provision of excellent customer service is a direct reflection on the City and its commitment to its citizens and outlying communities. The department's weekend part-time event staff and weekday operation staff have been hired to provide exceptional face to face, customer engaging service. An integral element to both training and retaining existing staff is feedback from satisfaction surveys provided by customers.



The Center is proactive in providing a safe environment for citizens and guests. Emergencies and catastrophes can happen and our citizens expect a plan to be in place for weather related events during a rental, as well as provision of security for patrons. Seven security cameras are monitored providing 24/7 motion surveillance. Four cameras inside, one outside. When extreme weather conditions develop during an event, employees are trained to direct guests to safety within the building. As an added security benefit, effective FY17 all social events, especially with school aged children or when alcohol is served, are required to hire an off duty Colleyville Police Officer.

Connection and partnerships within local Colleyville Businesses and civic organizations helps the Center capitalize in the provision of cost effective services as well as fuel the Colleyville local economy. These partnerships also allow staff to provide even better customer service to clients, as Center management is often able to develop relationships with local Colleyville businesses, securing discounts on catering services, hotel shuttle services, linen, food, alcohol, floral, and lighting packages for booked client events. In addition, partnerships with civic organizations like NCL, Lion's Club, Women's Club and Garden Club will be leveraged securing donations to update kitchen and bathroom appliances and aesthetically improve the grounds for citizen engagement and enjoyment at City events.



2. Provide a venue for public events, meetings, and city business

*C1-Provide attractive and unique spaces for enjoyment of personal interest and community interaction*

B4- Cultivate a culture of transparency and consistent communication

F2- Invest to provide and maintain high quality public asset

The Colleyville Center provides a forum for interaction and communication between citizens, City Council, and City Management. From town hall meetings, civic organization meetings, business seminars, city department meetings, and public events, the Center provides an informal, neutral place for fellowship, community work, public discourse, and dissemination of public information. Over 68% of meetings held at the Center are booked by Colleyville civic organizations and residents whom enjoy deeply discounted rental rates (20%-50% depending on day) when utilizing the facility.

Maintaining this community asset in good working condition is integral to ensuring that the venue is able to be enjoyed by generations to come. The Colleyville Center was completed in 1998 through citizen fundraising and special bond issue. In 2010 extensive renovations to update the Center technology and façade to a more neutral pallet were completed. The ongoing maintenance of both the facility and grounds for citizen social enjoyment or civic events, remains constant for the facility to remain relevant. To this end the Center has a full time maintenance technician monitoring equipment, scheduling maintenance and proactively servicing HVAC, kitchen catering appliances, tables, chairs, lighting, grounds and audio video equipment. The ongoing maintenance schedule also includes weekly monitoring of fire alarm panel functionality and review of weekend event footage should excessive cleanup be required. With over 20,000 guests per year the protection of the asset remains paramount.

3. Provide a venue for private events to generate revenue that serves to offset total costs

*F3- Forecast needs and plan for the future, balancing priorities with resources*

*B2- Proactively seek process improvements and sustainable solutions*

*L2- Ensure our people understand the strategy and how they contribute to it.*

*B5- Use the strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community*

In an effort to offset the cost of operating and maintaining the Center for its primary purpose as a venue for public and civic use, the facility is made available for private use at rates that are competitive in the venue rental market. Center marketing efforts concentrate on three targeted segments: Residents, Non-Residents, and Businesses. Incremental revenue sources include value-added services such as refreshments and linens. The Colleyville Center is a popular venue for weddings, both ceremonies and receptions. Staff has also been pursuing more business rentals for weekday utilization and has seen increased bookings in this segment. Efforts will continue to maximize Center utilization for revenue generation, while still being available for public and civic use.

Process improvements for sales and account management, as well as operational maintenance include annual reviews of software licensing with intent to reduce paper and rely upon electronic file management of client activity and inventory. The goal in 2017 is to mitigate current paper filled file folders and manage client and operation files utilizing web based technology.

In order to stay relevant in a competitive venue market, you must evaluate and adjust rental rates accordingly based on trends in the hospitality market. The utilization of monthly performance metrics to measure and analyze what we are doing correctly and see where we may have better internal and external opportunities will be a constant.

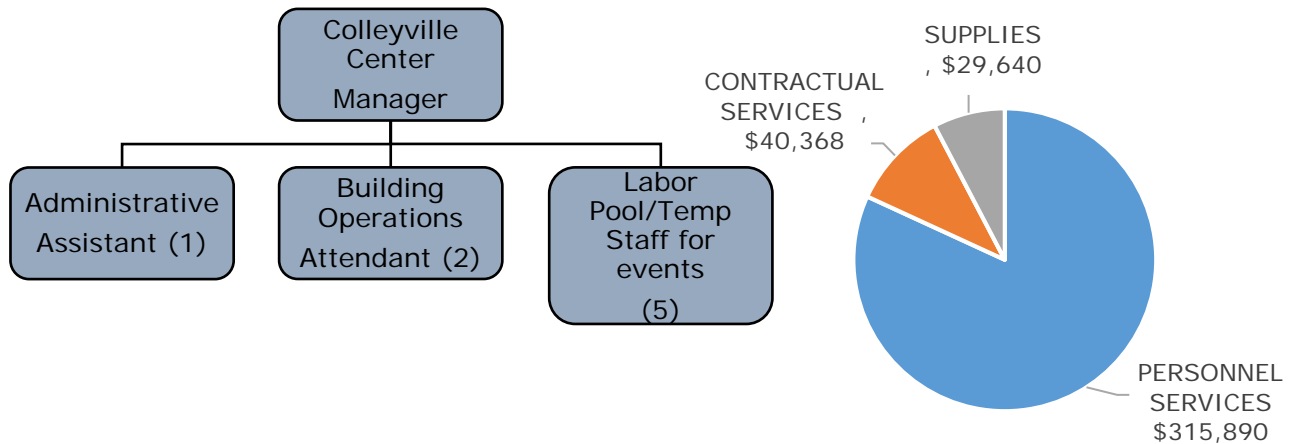
The Department conducts daily huddles to align weekly, monthly and quarterly venue goals. Included in the huddle is a white board with not only Department mapping but our alignment to overall City mapped objectives reflecting citizen and community needs. It is the Colleyville Center Department understanding of critical business outcomes that aligns its employees to the importance of their contribution as a piece of the puzzle.

## Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percent of customer satisfaction "Excellent" ratings	98%	96.3%	96.4%	97.3%	98%	≥97.5%
Number of events held	420	386	412	452	376	≥ 400
Cost Recovery	70%	66%	81%	75%	62%	≥ 70%
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Revenue	\$240,000	\$246,797	\$230,793	\$226,901	\$209,919	
Percentage of events generating economic impact for local business	55%	57%	59%	59%	60%	
Percent of total events held: Colleyville residents	N/A	9%	10%	13%	23%	
Percent of total events held: Non-residents	N/A	41%	36%	30%	25%	
Percent of total events held: Non-profits	N/A	44%	47%	50%	45%	
Percent of total events held: City departments	N/A	6%	7%	9%	7%	

## Department Resources

FY 2017 Budget: \$385,898



## 5-Year + Outlook

In order to maintain a state of the art venue that attracts business and social events, it is necessary to upgrade, and as needed, renovate our asset. The Colleyville Center is entering its 19<sup>th</sup> year of operation and the facility is beginning to show its age, requiring capital improvements. The following improvements will need to be addressed within the next 10 years to ensure the marketability and longevity of the Center as an upscale rental facility.

- Additional small conference room spaces to improve rental income
- Additional storage space for tables, chairs and audio video equipment
- Kitchen equipment upgrade to accommodate catering activities during events
- Outdoor restroom facilities for ongoing outdoor City events
- Window replacement
- Outdoor rental space for ceremonies and receptions

The Colleyville Center's unique value to the community as an amenity and to local businesses as an economic generator will continue to mature. The majority of the week day rentals (68%) continue to be residents and non-profit groups utilizing the Center for meetings. Although they are the primary users of the facility, only 16% of current revenue is generated by these groups. FY17 and FY18 a 25% increase to non-profit rates will go into effect. Resident venue fees will remain unchanged and continue to remain deeply discounted for the 19<sup>th</sup> year at 20% providing an additional marketing incentive for resident usage.

Targeted marketing efforts will continue to both non-resident and business segments. With 54% of current revenue generated by the non-local weekend rentals, the Center will concentrate on the non-resident segment for both revenue growth and to fuel use of services provided by local Colleyville businesses. Weekend weddings and multi-day business seminars continue to provide the largest opportunity. Additional marketing funding for social media will be necessary to reach out to these segments and expand the DFW community use of the Center in addition to our residents.



# Communications & Marketing

## FY 2017 Department Business Plan

### Department Description

Communications provides information to the general public, media, and other stakeholders to build awareness of city issues, policy decisions, and services. It also is responsible for the city's public education, public engagement, and public outreach activities to keep Colleyville residents informed and aware about activities in the city in a consistent, transparent, and clear manner.

Marketing activities for the department include all promotion and advertising activities related to city programs, activities, events, and services, as well as providing general promotional and marketing support to Colleyville businesses to enrich the city's unique identity and support economic development initiatives.

### Core Services

The Communications & Marketing Department is responsible for the following core services:

1. Communication programs to build awareness, inform, and educate the Colleyville public and other stakeholders about city plans, programs, and activities



*B4- Cultivate a culture of transparency and consistent communication*

*C2- Deliver high quality and unique customer service*

*B1- Seek innovative technology solutions where appropriate*

*C5- Achieve the highest standards of safety & security*

*CBO4- Keep citizens informed through their preferred methods*

The department is responsible for communicating city plans and programs to Colleyville citizens in a clear, concise, and consistent manner across multiple platforms so that citizens

have every opportunity to be aware, informed, and engaged in city activities that may have an impact on them. One of the most important aspects of citizen communications is to build communication channels to quickly reach out to citizens in the event of an emergency or public safety concern so that they can take any necessary safety precautions.

2. Media relations functions to boost public outreach and public information efforts

*C2- Deliver high quality and unique customer service*

*B4- Cultivate a culture of transparency and consistent communication*

While the role of media in communications may be changing, broadcast, print, and outside digital media continue to play an important role in keeping the public aware and informed. The department handles all media relations, including releases and advisories, responding to inquiries, and serving in the role of spokesperson, as well as being onsite in emergencies and events to work with local media outlets.

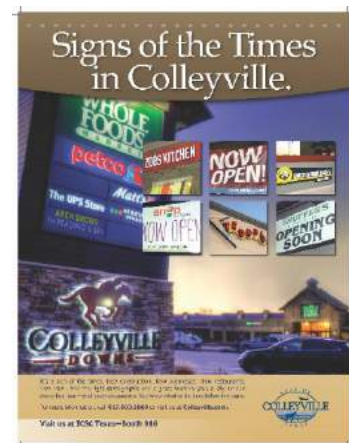
3. Marketing and promotional activities related to city programs and events, and for activities in support of Colleyville businesses and the city's economic development initiatives

*C3- Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors*

*B1- Seek innovative technology solutions where appropriate*

*B3- Utilize partnerships to implement cost-effective service solutions*

Attracting and retaining quality businesses adds to the quality of life for our citizens—providing them with options for services, dining, and entertainment. In addition, it is important to attract people to our recreation and library programs to ensure the success of those programs and to attract people to the city to frequent our businesses. The department manages all marketing efforts on behalf of the city, including advertising, marketing collateral, tradeshow displays and presentations, as well as creating partnerships with local businesses for marketing, advertising, and promotional efforts.



4. Manage the city's brand

*B4- Cultivate a culture of transparency and consistent communication*



The department manages the city's brand so that communications and marketing programs initiated by the city are clearly identified as the City of Colleyville and meet the consistently meet the city's standards for all advertising, marketing collateral, and digital platforms.

## Performance Measures & Vital Statistics

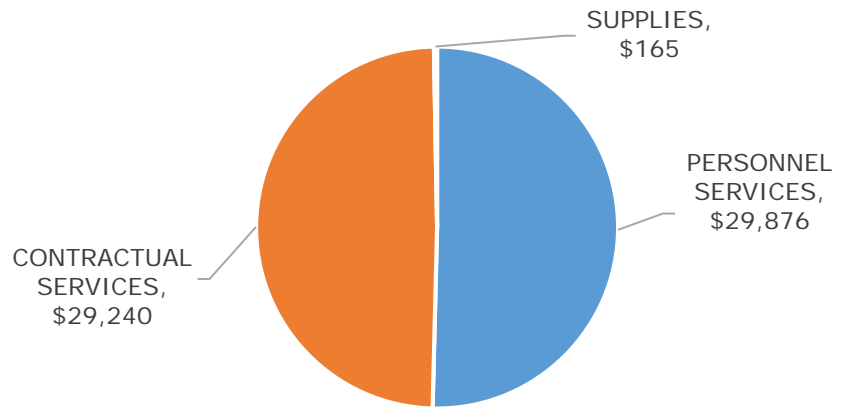
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
City-initiated News Leads	40	31	23	29	31	30
Public Information Campaigns	8	6	4	6	6	8
Coverage in print, broadcast, internet/associated media value	\$130,000	\$83,000	\$95,000	\$114,000	\$66,101	\$100,000
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Visits to Colleyville.com	260,000	300,605	318,759	317,793	321,567	
E-News Service Subscribers	1,300	1,679	2,621	2,839	3,225	
Colleyville Businesses Participating on Marketing Support Program(s)	New Measure	New Measure	New Measure	New Measure	N/A	
Social Media Followers On City of Colleyville Government	New Measure	New Measure	New Measure	1,000	1,836	
Advertising Campaigns	New Measure	New Measure	2	1	1	
Percentage of citizens surveyed satisfied with being kept informed about City business	New Measure	New Measure	85%	N/A	N/A	

## Department Resources

Executive Director  
of Economic  
Development and  
Communications

Communications &  
Marketing  
Coordinator

FY 2017 Budget: \$59,281  
(General Fund)



Note: The Executive Director of Economic Development and Communications is funded out of the Economic Development budget in the General Fund; the Communications & Marketing Coordinator position is partially funded by the Colleyville Economic Development Corporation Fund

## 5-Year + Outlook

In the next five years, public relations and communications will continue to be a staple for the city to meet the need to communicate effectively with citizens, maintain a positive public image, both internally and externally, as well as to meet the needs of an increasingly high-information age and the growth of social media. Changes in traditional media fields reflect the growing demands and challenges of executing the city's communications and marketing efforts across both digital and traditional platforms, increased demand for communications on major projects in the city—especially road construction projects, and a heightened need for more emphasis on marketing the city and its business community.

As reliance on traditional media subsides in both broadcast and print, the need to communicate directly to our public and stakeholders, through multiple platforms, will only increase. Conversely, opportunities for coverage through traditional media outlets will decrease.





# Community Development

## FY 2017 Department Business Plan

### Department Description

The Community Development Department's focus is protecting the unique beauty and quality of life of the community in addition to guiding quality, sustainable growth and redevelopment. This focus is performed with the goal of providing exceptional customer service to our citizens and to the development community.

Community Development includes the Planning and Building Inspections Divisions. The Department is responsible for reviewing new development proposals, planning for new growth, redevelopment and long term community sustainability, and ensuring compliance with building codes. The Department works closely with other City departments to ensure that the development process runs as efficiently and effectively as possible.

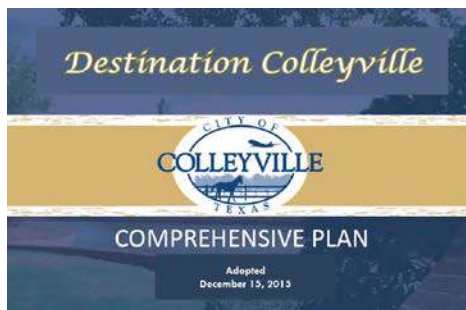
### Core Services

To successfully accomplish the duties of the office, Community Development is responsible for the following core services:

1. Provide guidance for the orderly and effective development of the city that is attractive, safe and consistent with the comprehensive plan and community expectations

*C5 – Achieve the highest standards of safety and security*

*Community Development Critical Business Outcome 01 – Implement the comprehensive plan*



Since Colleyville was incorporated, the City has completed five comprehensive Master Plans. In 2012, the City Council approved funding the update the 2004 Master Plan through the creation of a new comprehensive plan that, as its name implies, provides a holistic focus on future development and the related infrastructure requirements that it requires. The comprehensive plan provides a roadmap to effectively guide the City's growth and redevelopment with the ultimate goal of promoting the long term sustainability of the community. The

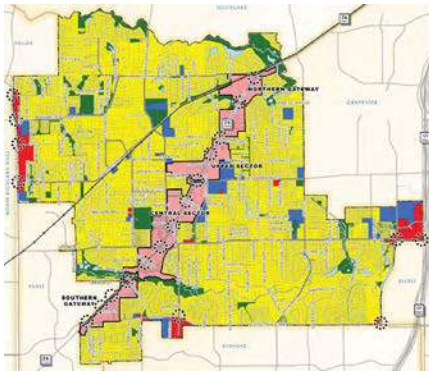
comprehensive plan update began in February 2014 and was completed in December 2015. Implementation of the plan includes Land Development Code calibration, linkage to the City's strategic plan, and strategies to foster additional redevelopment and sustainable land use

along the City's commercial corridors. Plan implementation will be tracked through the City strategic plan and through an independent implementation plan linked directly to the comprehensive plan.

## 2. Manage comprehensive planning to support the City's vision

*C1 – Provide Attractive and unique spaces for enjoyment of personal interests and community interaction*

*Community Development Critical Business Outcome 02 – Maximize the highest and best use of the City's business corridor*



Approximately 85 percent of the City's commercial properties are located along Colleyville Boulevard (SH26). SH26 divides the City into almost two equally sized portions. Given these conditions, the roadway serves as a true main street for Colleyville. In concert with the economic development department, planning for the future development and redevelopment of the corridor is vital and will serve to foster a more sustainable tax base, improved corridor aesthetics through enforcement of architectural and landscape standards.

As part of the implementation of the comprehensive plan, Community Development staff will begin work to create zoning tools along the corridor for future City Council consideration. These districts will provide the tools necessary to catalyze the redevelopment of older, non-compliant properties and to provide specific development guidelines tailored to a specific portion of the corridor providing context sensitive solutions for development that seeks to meet, in whole, the community's expectations.

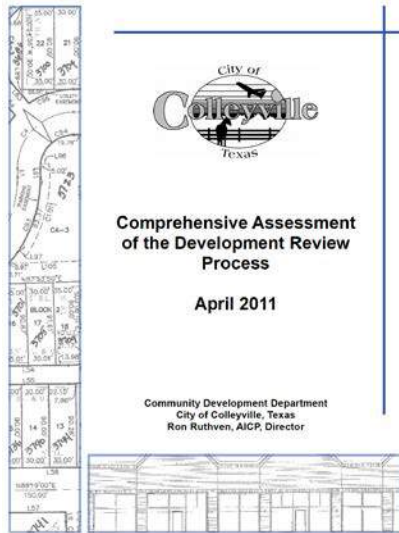
## 3. Promote communication and awareness in the planning and development process

*C2 – Deliver high quality and unique customer service*

Constant, consistent communication with the development community is extremely important. The department is responsible for the enforcement, maintenance and oversight of thousands of pages of codes and procedures. These codes and procedures are in a constant state of review for necessary amendments and changes in order to adapt, adjust and keep up with ever changing development trends, legal issues and community expectations.

Communication methods utilized in order to keep our customers in the loop include the extensive use of the department web page, periodic email updates, builder and developer roundtable meetings, posting bulletins at the front counter, community outreach (HOA meetings, speaking to various community groups) and utilization of other citywide communication vehicles such as newsletters.

#### 4. Manage and oversee the development process



##### *B2 – Proactively seek process improvements and sustainable solutions*

The development review process involves multiple departments that contribute to the review of various applications and types of development. With this mind, process execution is only as good as the process itself and, likewise, a process can only be effectively executed if the proper resources are in place to ensure consistent execution. With this in mind, the community development department plays an integral role in management of the development process and its execution.

In order to stay up to speed with community expectations, resources and development activity, two

development process reviews have been completed within the past four years. Both reports contain many recommendations for process improvement that have been, and are being implemented.



##### **Development Process Review**

Moving forward, processes and resources related to the development process must remain in a constant state of review in order remain consistent with community expectations regarding quality of development and overall resources dedicated to this service delivery function.

Submitted to  
Jennifer Fadden, City Manager  
February 26, 2014

#### 5. Urban Forestry

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C5- Achieve the highest standards of safety and security*

*F2- Invest to provide and maintain high quality public assets*

The Community Development Department understands that the presence of mature trees throughout the city are unique and important assets to our community. Urban forestry, the careful care and management of urban forests, such as tree populations in urban settings for the purpose of improving the urban environment, is an overarching goal of Community Development Department operations. Colleyville has been recognized as a “Tree City USA” by the Arbor Day Foundation consecutively for the past 18 years. Community Development proactively preserves and protects trees through construction and improvements.

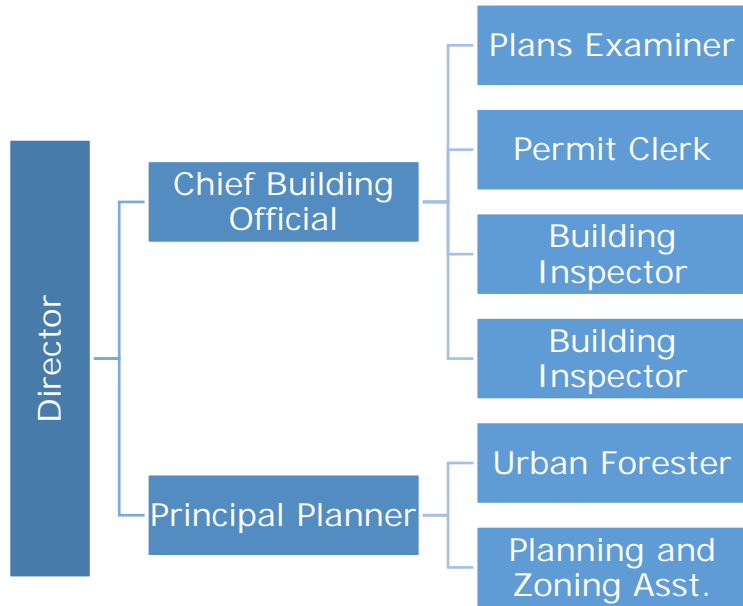
The Urban Forester performs tree evaluations, tree inventories, and identifies maintenance needs, in conjunction with the Parks Department, that increase the safety of park patrons and property.

## Performance Measures & Vital Statistics

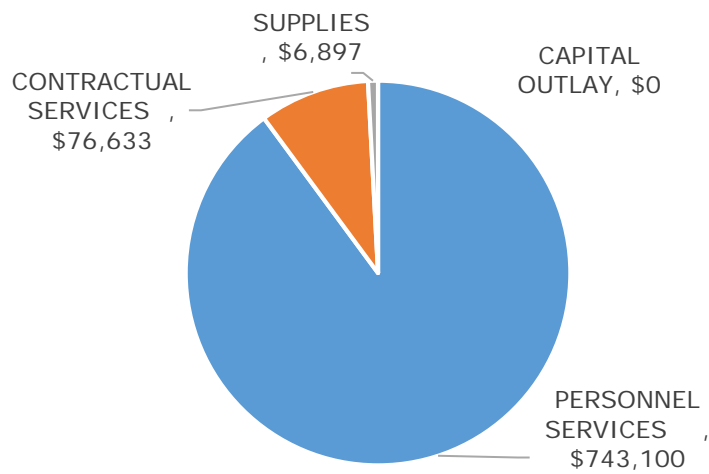
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of residential plan reviews completed in seven days or less (was 5 through FY16)	New Measure	21%	41%	77%	75%	≥ 75%
Percentage of commercial plan reviews completed in seven days or less (was 10 through FY16)	New Measure	44%	55%	77%	80%	≥ 75%
Percentage of inspections performed within 24 hours	93%	97%	98%	99%	98%	≥ 95%
Percent of online department survey respondents satisfied with overall service	New Measure	89%	98%	100%	70%	=100%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Number of Inspections Performed	8,780	6,832	4,621	7,194	9,977

**Department Resources**



FY 2017 Budget: \$826,630



## 5-Year + Outlook

Development activity is expected to remain robust. New commercial and residential construction has remained relatively consistent coming out of the last recession with an average of 7 new commercial permits per year from 2011 to 2014 and an average of 122 new residential permits per year. In fiscal year 2015, new commercial permits rose to a total of 12. In fiscal year 2016, new commercial permits totaled 9. With approximately 600 residential lots available, residential permitting activities are expected to remain constant. New commercial activity is expected to remain consistent as well.

As the City approaches build out, currently estimated to occur by 2035 according to the current Master Plan estimate, new residential activity will begin to decrease. Assuming current economic conditions remain static, land for new residential subdivisions will significantly decrease, leaving only infill and tear down and rebuild projects to build out. Commercial activity will be more difficult to predict. However, given that there remains limited undeveloped commercial land in the City, in addition to numerous redevelopment opportunities for existing legacy properties, commercial, as well as institutional, development opportunities should continue to avail themselves over the next five years and beyond.

Overall, the department will remain very busy over the next five years and is in need of staffing at a level commensurate with community and organizational expectations to be able to adequately fulfill its mission to protect, preserve and promote the exceptional and unique quality of the community's built environment and natural resources.



# Economic Development

## FY 2017 Department Business Plan

### Department Description

Economic Development serves the citizens, businesses and commercial property owners of Colleyville, as well as prospective new investors, developers and their representatives. In particular, the Economic Development Department seeks to serve its customers through accomplishment of the strategic goal - "Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors." To best accomplish this City Council objective for Colleyville's economic future, Department activities must be multifaceted. For instance, Department staff professionals work to boost the success of existing business for their retention and expansion, attract and persuade the most appropriate new enterprises and investment, and market Colleyville as a retail/restaurant, entertainment, and select visitors' destination. Associated efforts include continuing to develop the City's daytime population and attracting corporate office employment that is consistent with Colleyville's political culture.

### Core Services

To successfully accomplish the duties of the office, Economic Development is responsible for the following core services:

1. Retain existing Colleyville businesses, facilitate their profits and seek to stimulate their in-place growth and expansion.

*C3 – Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors.*

The Department maintains, supports and promotes the SCORE Office in Colleyville (particularly by promotion and recruitment of new counselors). It works with the Communications & Marketing Department to promote and distribute the Colleyville CloseBuy Ccard and market associated Cash Mob events to attract both new business participants and card holders/users. And the Department also initiated a cooperative C-STAR/R effort with SCORE, the Colleyville Area Chamber and Dallas Baptist University Hurst/Colleyville to serve the needs and interests of Colleyville retailers and restaurants (i.e. through coordinated training, promotions and ribbon-cutting events).

Moreover, Department staff professionals communicate with existing businesses and property owners; for instance, staff often briefs them on the City Council's Matching Grant Program as a way of facilitating renovation and expansion along Colleyville Boulevard. The Department has also routinely planned and convened an annual Business Appreciation event to recognize

& celebrate Colleyville's business community—as well as coordinates monthly Featured Businesses at City Council Meetings.



2. Help create and attract new businesses in targeted markets and along key commercial corridors.

*C3 – Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors.*

The Department markets Colleyville as a medical specialist, procedure and laboratory center—as well as a home for corporate clusters of aviation and aerospace related companies, finance/insurance/real estate (FIRE) firms and small corporate headquarters. And of course, the Department seeks to foster more retailers and restaurants in Colleyville. Staff professionals participate in Bisnow events, International Council of Shopping Center and International Economic Development Council activities and opportunities to speak one-on-one with brokers and developers through “Colleyville Road Shows”.

3. Protect and preserve commercial development along Colleyville Boulevard in order to maximize the highest and best use of Colleyville's primary commercial corridor; seek opportunities to foster and expand commercial development in conjunction with the Colleyville Boulevard reconstruction.

*C3 – Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors.*

Department professionals work with property owners, their representatives and adjoining HOAs to master plan and market Colleyville's remaining large, undeveloped tracts of commercial property—especially along or near Colleyville Boulevard. In addition to providing an opportunity to reiterate the importance of commercial development, such activity helps Colleyville realize eventual product more consistent with the desires of the citizenry—and their priorities for a more attractive Colleyville Boulevard corridor.

4. Link property development and redevelopment opportunities with commercial real estate brokers, developers, investors and their associated consultants to foster new investment.

*C3 – Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors.*

The Department engages and works with Colleyville residents and local business professionals who are involved in commercial real estate brokerage, development, banking, finance, engineering and architectural design through a development insiders “Colleyville ExChange”; this CVx is for communication with individuals who wish to be economic development advocates and work on Colleyville's behalf. In addition, Department professionals promote development opportunities through partnerships and associations such as the Metroport



Alliance, Colleyville Executive Organization, the Northeast Leadership Forum and the NLF's Economic Development Directors Roundtable.



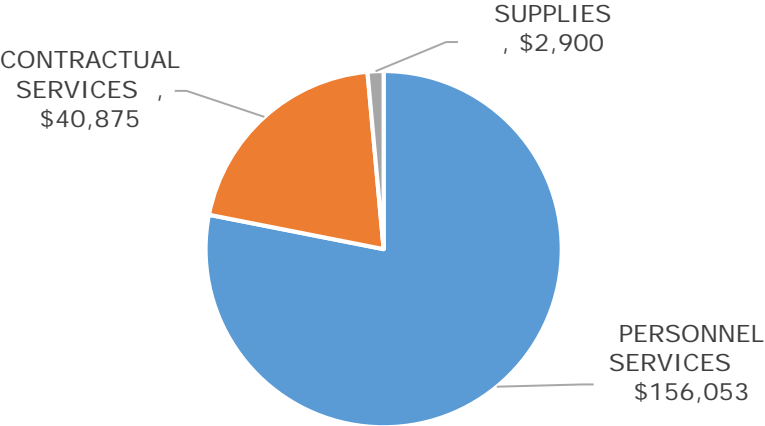
**Performance Measures & Vital Statistics**

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Colleyville retail occupancy rate	87%	88%	90%	90%	96%	≥ 90%
Colleyville office occupancy rate	87%	89%	89%	90%	92%	≥ 90%
Percentage growth in sales of sales tax revenue (General Fund)	8.1%	7.6%	9.0%	3.1%	8.0%	≥ 1.05%
Percentage of citizens very satisfied or satisfied with efforts to encourage economic growth	46%	Biennial measure	74%	Biennial measure	N/A	≥ 75%
Percentage of citizens very satisfied or satisfied with City services to retain existing businesses	47%	Biennial measure	60%	Biennial measure	N/A	≥ 65%
Percentage of citizens very satisfied or satisfied with City services to attract new businesses	44%	Biennial measure	56%	Biennial measure	N/A	≥ 60%

**Department Resources**

FY 2017 Budget: \$199,828

Executive Director  
of Economic  
Development and  
Communications



**5-Year + Outlook**

In spite of Colleyville’s graying status (based on the 2010 Census, the City is the 2<sup>nd</sup> oldest community in Tarrant County, with a median age of 43.2 years), the community continues taking steps to foster a growing daytime population—with an emphasis on specialty medicine/physician/diagnostic facilities, aviation/aerospace, finance, insurance and real estate (FIRE) and small corporate headquarters, as well as an associated, specialized (and often *business specific*) visitors economy.

As it relates to the visitors economy, the community’s growing wedding industry is of particular help in attracting and maintaining the presence of a younger populace, which has begun to stay around Colleyville longer with neighbors like The Londoner, Ruggeri’s and similar restaurants in and around the Village. JumpStreet, the new entertainment tenant which located in the former Borders in 2012, likewise helped retain and attract a younger group of citizens and visitors—some of whom also eventually purchased housing and chose to reside in Colleyville. And it helped set the stage for new tenants like Bahama Buck’s Original Shaved Ice Company and Einstein Brothers Bagels, which have also appealed to a younger demographic.

Moreover, while the City was approaching population numbers at the start of the decade that indicated Colleyville is closer to build-out, the community continues to realize retail backfill and infill, as well as both retail/restaurant and office/medical

absorption, redevelopment and even development at the few remaining undeveloped parcels. Likewise, the 2015 Comprehensive Plan provided Colleyville with new transitional housing zoning classifications which helped mitigate and shorten the processing of new subdivision applications, further boosting new rooftops (to the benefit of existing and new retail and restaurants)—as well as an attractive, conceptual package for marketing and fostering the start of an iconic development of the Northern Gateway or “Crown” properties just south of John McCain and Colleyville Boulevard (SH26).

As was shown with the attraction of Whole Foods to a renovated and renamed Colleyville Downs (previously Village Park), such a circumstance bodes well for continued absorption of existing spaces, as well as the assemblage and redevelopment of both vacant and developed parcels, sometimes with and through Matching Grant or TIF Grant (or Performance Loan)-stimulated improvements and redevelopment.

Likewise, Colleyville has successfully established a chef centered, destination restaurant and specialty retail reputation; as this unique identify has been maintained and nurtured, it has helped continue to brand and set the community apart—consistent with the preferences of its residents, as reiterated in the 2014 Citizen Survey. Continued focus on what they desire, as well as promotion of the businesses that choose to locate and relocate here, has helped generate longer-term development and redevelopment momentum. And concentrated Colleyville CloseBuy, Ccard app and CashMob programs have helped sustain and retain these retailers and restaurants, even throughout completion of the Colleyville Boulevard reconstruction.

And over time, Economic Development staff professionals have fostered and encouraged citizen advocates who understand, appreciate and support the need for economic development in Colleyville. The City’s Economic Development Department now offers a combination of Colleyville-tailored services to assist and retain existing businesses (particularly through *Colleyville CloseBuy*), in addition to attracting new investment through programs like the Colleyville ExChange. Efforts to attract a hotel and mold Colleyville into a destination has also helped fund Convention & Visitors Bureau-type activities that gave an additional boost to existing businesses—helping generate new and expanded City revenues and revenue sources, as well.



# Finance Department

## FY 2017 Department Business Plan

### General Fund

#### Department Description

The Finance Department includes programs in both the General and Utility Fund, providing financial support, utility billing services, and municipal court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, treasury management, general ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the City Council, policy and procedure development, and maintenance and preparation of the annual financial report. The municipal court provides the cities of Colleyville and Keller with enforcement of Class C misdemeanor criminal laws and ordinance violations. Court staff assists the Municipal Court Judge, maintains all paperwork related to citations, completes reports on convictions, and informs defendants of their legal options under State law. Utility billing services include setting up new accounts, processing bills and payments for approximately 9,800 accounts, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts. The Finance department aligns with the strategic point to deliver sustainable government by providing financial stewardship. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

#### Core Services

To successfully accomplish the duties of the office, Finance is responsible for the following core services:

1. Provide accurate, reliable reporting of financial data

*F1- Protect and preserve the City's top financial ratings*

Finance oversees the recording of all financial information into the city's accounting software. This is done in accordance with Generally Accepted Accounting Principles to increase reliability on financial reporting, as well as rules set by the Governmental Accounting Standards Board.



2. Ensure all expenditures made are in accordance with the city's purchasing policy and state law

*F4- Adhere to the City's financial and budgetary policies*

Purchases must follow the city's purchasing policy which was written according to state law. All purchases are approved electronically in the Munis financial software.

3. Process payroll

*C5- Achieve the highest standards of safety and security*

Paychecks are processed and sent out biweekly with little or no error and with attention to providing internal control over sensitive employee information.

4. Preparation of Comprehensive Annual Financial Report (CAFR)

*F1- Protect and preserve the City's top financial ratings*

Finance staff helps prepare the city's annual financial report that not only meets the Government Finance Officers Association's (GFOA) requirements, but also displays the information in an easily accessible and readable format for citizens.

5. Manage the City's investments and debt

*F1- Protect and preserve the City's top financial ratings*

*F2- Invest to provide and maintain high quality public assets*

Treasury functions, including cash management, investments, and debt management are handled by the Chief Financial Officer. These are critical functions that are essential to maintaining the city's AAA bond rating in all three areas of debt (general, utility, and drainage). Managing the cash flow available to the organization is also critical to planning for major projects.



6. Provide municipal court services

*B3-Utilize partnerships to implement cost-effective service solutions*

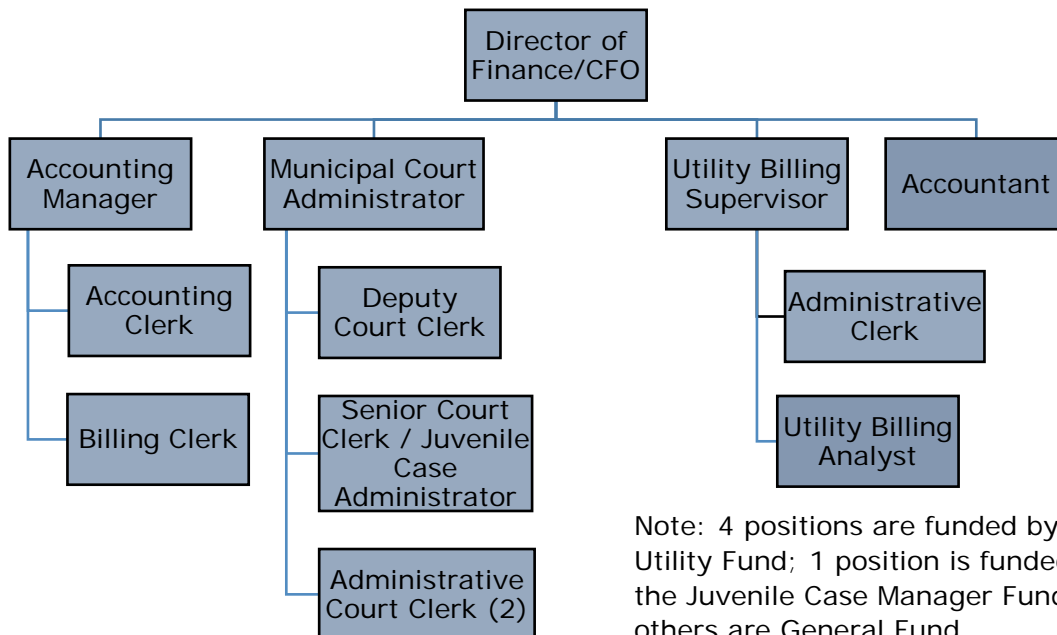
The municipal court staff is responsible for processing court citations for both the cities of Colleyville and Keller. They also collect and account for fines and state mandated fees and taxes for both cities. Docket schedules are set allowing citizens for both cities an opportunity to confer with the Municipal Court Judge.

## Performance Measures & Vital Statistics

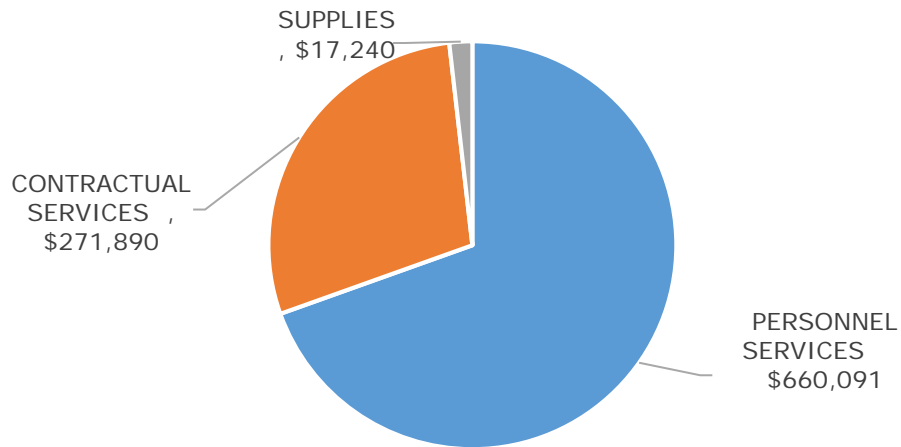
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Number of audit adjustments in period 13 closing	14	12	10	24	N/A	≤ 12
Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	N/A	Yes
Percentage of warrants issued after 10 business day period from due date or court date	New Measure	New Measure	97%	99%	99%	≥ 97%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Percent of ACH payments to total accounts payable	New Measure	New Measure	16%	26%	26%
Number of citations filed per FTE	4,000	4,268	4,610	4,609	4,220
Number of bench trials vs. jury trials set	New Measure	New Measure	67 / 44	51 / 16	34 / 20

## Department Resources



FY 2017 Budget: \$949,221  
(General Fund)



**5-Year + Outlook**

The ongoing implementation of an ERP (enterprise resource platform) financial and utility billing software will accommodate the department over the next decade for changes and updates in technology. The software includes the financial suite with integrated modules including payroll, purchasing and utility billing. The Utility Billing staff will utilize new automated processes to become more efficient. The department plans to implement a citizen self-service portal to allow customers to view their account information. This will allow the customer to access historical consumption usage, current and past due billing history. Citizens will also have the option to request electronic billing and have the capability to make online payments.

Finance will continue to strive for high standards of fiscal responsibility by applying for the Government Finance Officers awards in Financial Reporting and Budgeting. Finance will also continue to make information available on the website and increase financial transparency by sharing information in a user-friendly format that allows taxpayers to drill down for more information.

New legislation was passed and signed into law on May 19, 2011 which allowed the consolidation of Municipal Court operations. Over the next 10 years, regionalization of courts will become more common as cities with contiguous borders find ways to benefit from economies of scale, shared resources and increased efficiencies. A priority of the Municipal Court is to utilize document imaging and storage for a more paperless environment. Over the next few years, steps will be taken to eliminate the need to rely on paper.



# Fire Department

## FY 2017 Department Business Plan

### Department Description

The Fire Department is a full service all hazards Fire and EMS organization that consistently strives to provide the most effective and efficient life safety/customer services possible. This is achieved through prevention and safety focused messages, emergency medical services, fire suppression and rescue operations, emergency management operations and non-emergency community activities. The mission of the Colleyville Fire Department is to provide Colleyville citizens and visitors with the highest level of professional services through measured response times, positive intervention, accessibility and education. It is the vision of the Colleyville Fire Department to be a well-trained, well-equipped, properly staffed emergency services organization that is recognized for providing outstanding customer service and fiscal responsibility across the region. Our values are Integrity, Service and Innovation; providing caring, compassionate and competent assistance in all we do.



### Core Services

To successfully accomplish the duties of the office, the Fire Department is responsible for the following core services:

#### 1. Provide Fire Rescue Operations

*C5- Achieve the highest standards of safety and security*

*C2- Deliver high quality and unique customer service*

*B3- Utilize partnerships to implement cost-effective solutions*

*F3- Forecast needs and plan for the future, balancing priorities with resources*

*L1- Attract, develop and retain skilled employees who embrace our values*

The Fire Department operates with three fire stations strategically located to provide for uniform coverage of the city. The fire apparatus fleet consists of one front line and one reserve battalion command vehicle, one front line and one reserve ambulance, one front



line and one reserve aerial ladder truck, two front line engines and one Fire Marshal vehicle. Emergency calls are dispatched through our partnership with Keller Dispatch Services. In addition to firefighting capabilities, fire rescue operations include vehicle extrication, high angle rescue, trench rescue and water rescue. A mutual aid agreement through the Northeast Fire Department Association (NEFDA) is in place with 14 Northeast Tarrant County cities. The purpose of the agreement is to combine strength and resources of all member departments for enhancing service delivery and education for specialty operations. The specialty operations include hazardous materials, technical rescue, swift-water rescue, mass casualty response and explosives response. Each city sends personnel to train and perform on the aforementioned teams. Capital assets are purchased and replaced through the agreement by balancing priorities with resources.



## 2. Provide Fire Prevention/Investigation

*C5- Achieve the highest standards of safety and security*

*C2- Deliver high quality and unique customer service*

*B4- Cultivate a culture of transparency and consistent communication*

*B2- Proactively seek process improvements and sustainable solutions*

The Fire Marshal is responsible for carrying out all of the fire prevention functions, duties, and activities, as well as conducting all fire investigations. The Fire Marshal is a certified Fire Investigator as well as a certified Peace Officer with arrest and warrant powers. The fire prevention plans review function along with the certificate of occupancy inspections and fire code compliance activities are what comprise the majority of the duties of this office. Commercial as well as residential development plan reviews are submitted to the Building Official/Plans Examiner and to the Fire Marshal. The commercial plan review includes site/access plans, fire hydrant locations, emergency vehicle access, adequate water flows from fire hydrants, new construction plans, renovation plans, fire sprinkler system plans, fire alarm system plans, and underground systems inspections. The residential plan review includes site/access plans and subdivision layout: roadway length and widths, fire hydrant locations and adequate water flow, fire sprinkler plans if required based on square footage of the structure, residential gate information including dimensions and gate override functions to gain emergency vehicle access. New construction and



alterations of existing structures require permits and review, particularly when a fire sprinkler system is installed. Upgrading to the 2012 International Fire Codes (IFC) will benefit builders as most surrounding cities are currently operating under the 2012 IFC. Homeowners will also benefit from a safety aspect of the updated codes.

### 3. Provide Emergency Medical Services (EMS)

*C5- Achieve the highest standards of safety and security*

*C2- Deliver high quality and unique customer service*

*B3- Utilize partnerships to implement cost-effective solutions*

*F3- Forecast needs and plan for the future, balancing priorities with resources*

*L1- Attract, develop and retain skilled employees who embrace our values*



The Fire Department provides the transport Emergency Medical Services (EMS) for the City. Often referred to as fire-based EMS, all members of the department are certified firefighters as well as certified Emergency Medical Technicians (EMTs)/Paramedics. The department operates the EMS system under the license of the Medical Director, who is an Emergency Department Physician contracted by the city. The Medical Director establishes the protocols from which the system operates under and provides training. The department has been very fortunate to attract, develop and retain skilled employees who embrace our city values, as well as the department values of providing caring, compassionate and competent assistance in all we do. The department currently operates with one front line and one reserve ambulance, also known as Mobile Intensive Care Units (MICUs). On occasion multiple calls for service occur and the department relies on our mutual aid partnerships to assist us with the calls. As the population ages and the city reaches build out, the ambulance call volume is anticipated to be such that a second MICU will be necessary. Forecasting this need and planning for the future will assist us in the balancing of priorities with resources.

### 4. Provide Emergency Management Services and Support

*C5- Achieve the highest standards of safety and security*

*C2- Deliver high quality and unique customer service*

*B3- Utilize partnerships to implement cost-effective service solutions*

The Emergency Management Plan for the City of Colleyville provides general guidelines for emergency management activities. The plan describes our response organization and assigns responsibilities for various emergency tasks. The plan is intended to provide a framework for more specific functional annexes that describes what each city department is responsible for. The plan applies to all local officials, departments and agencies. The primary audience for the plan includes our chief elected official, the emergency management staff, department and agency heads and their senior staff members, leaders of local volunteer organizations such as designated ham radio operators and storm spotters that support emergency operations and others who may participate in our mitigation, preparedness, response, and recovery efforts. The City's designated Emergency Management Coordinator is responsible for maintaining and updating the Emergency Management Plan. The Coordinator is also responsible for the operations and upkeep of the Outside Warning Sirens as well as joint oversight with the Police Department for the radio system and tower. The Coordinator is



an integral position within the Emergency Operations Center (EOC), monitoring incident activities and progress. Cost recovery efforts for EOC disaster operations is also an important function. Day to day activities for the Coordinator often include monitoring storm warnings, potential public health issues and Code Red activations to warn residents of specific public safety issues.

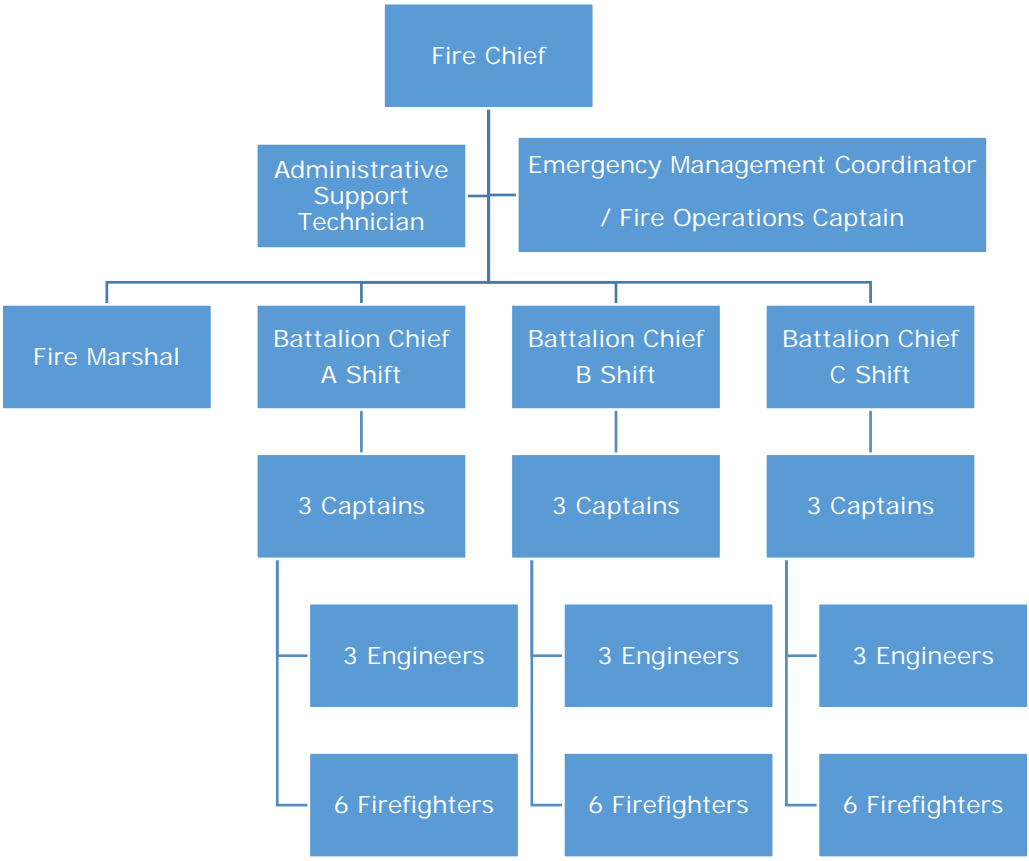
### Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Fire/Ambulance average response time	83%	85%	82%	82%	* 4:43 Minutes	≤ 6:00
Percentage of plans reviewed within 48 hours	97%	100%	100%	99%	99%	≥ 98%
Percentage of fire investigations cleared within 30 days	100%	100%	100%	100%	100%	≥ 95%
Percentage of inspections performed within 48 hours of request	97%	100%	100%	100%	100%	≥ 95%

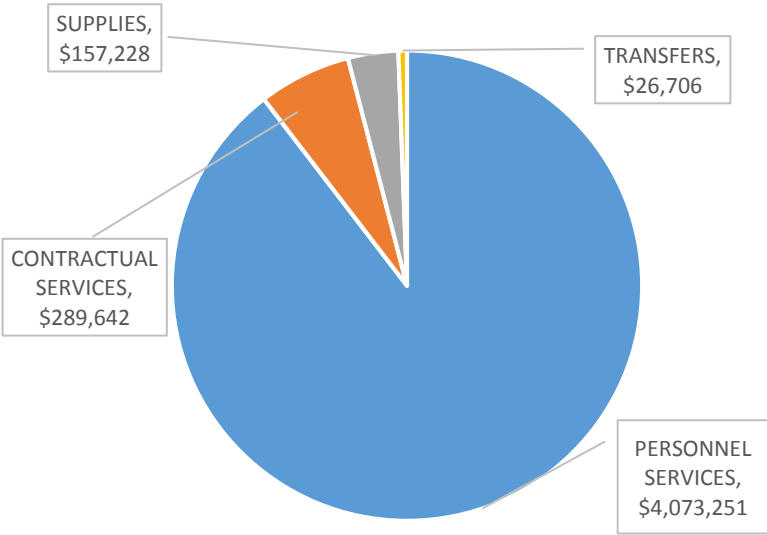
\* Previously reported as percentage of response times under six minutes

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Fire related responses	N/A	381	500	542	566
Service related responses	N/A	357	127	152	180
EMS related responses	N/A	829	950	959	1037
Ambulance billing revenue	\$322,000	\$323,627	\$399,312	\$354,239	\$388,803
Percentage of billed services recovered	30%	30%	32%	29%	31%
Total number of volunteer hours from CFAAA & Rehab Team	N/A	900	418.5	672.5	491.75
Community Fire Prevention Events	N/A	N/A	116	125	122
Average hours of training per employee	205	160.9	161	134.77	166.00

## Department Resources



FY 2017 Budget: \$4,546,827



## 5-Year + Outlook

The replacement of the front overhead apparatus bay doors at fire stations #1 and #3 with vertical bi-fold doors will greatly improve the speed and safety of responding out of these two stations. Station #2 was outfitted with the vertical bi-fold doors when the station was built. There are many advantages to these doors, such as high durability, low maintenance, less moving parts, quicker and safer opening operations, taking half the time of the overhead door opening operations. The bi-fold doors are more expensive than the overhead doors, but they pay for themselves overtime in maintenance costs savings.

The converting of the fire apparatus fleet to attain an optimum deployment of two front line Engines, one front-line Ladder Truck and one Reserve Ladder Truck was completed October 1, 2016. The enhanced response capabilities will also lower costs of the vehicle purchases over the years. Reserve Quint 243 (Unit 402) is to be removed from service and sold when the new Fire Engine is acquired, which is expected to be delivered late-Summer/early-Fall of 2016. Engine 243 (Unit 407) will remain in service with an extended service life along with the new Fire Engine coming on line. One Ladder Truck will remain in front line service at fire station #1 and the other will be placed in reserve status at fire station #3. The Ladder Trucks will swap out every five years to extend the service life of both.

Future plans may include converting the decommissioned Hall-Johnson fire facility to a fully functional ready-reserve and equipment storage facility. The renovations would require a complete demolition of the current interior of the structure to make way for the needed apparatus bays and anticipated add-on to accommodate for future needs. The facility currently houses three vehicles: the Rehab vehicle, a Ford 350 flatbed truck which tows the accompanying Hazardous Materials Decontamination Trailer. There is currently no space in any of the three existing stations to store equipment or house any more vehicles. The Fire Marshal's vehicle is parked outside all year round, as is the backup Battalion Chief vehicle.

Renovation work is needed to enlarge Fire Station #2. An additional sleeping room is needed along with an enlarged fitness room and day room. An additional apparatus bay is also needed to bring the facility up to the functionality it should have been when it was built in 2008.

In future years, the following should also be carefully considered:

Replace Fire Marshal's vehicle, a 2006 Ford Explorer, with a new and more economical vehicle.

The addition of a second Ambulance and six personnel (2 for each shift) will be necessary as calls for EMS services increase. Mutual aid EMS to our city is becoming increasingly necessary as the number of times additional calls come in while already on an EMS call.

Conduct a Best Practices Recognition Program through the Texas Fire Chiefs Association

Conduct a formal ISO review through the ISO's Public Protection (PPC) Classification Program

Addition of a Full Time Employee (FTE) – Fire Inspector

Addition of a Full Time Employee (FTE) – Deputy Fire Chief

Addition of a Full Time Employee (FTE) – Emergency Management Coordinator



# Human Resources

## FY 2017 Department Business Plan

### Department Description

This department provides service and support to all city departments in benefits administration, classification and compensation administration, communication and employee relations, compliance with federal and state employment laws, employee counseling, health and wellness programs, organizational development, performance management, policy and procedure development and maintenance, recognition and incentive programs, recruitment and hiring programs, safety and risk administration, special event coordination, testing and selection, training programs, and workers' compensation administration. The department also provides service and support to job applicants seeking employment with the City. The Human Resources function aligns with the strategic point to deliver sustainable government and supports the City's most important investment – its employees. The Human Resources Department is committed to optimizing organizational effectiveness through delivery of quality customer service and by attracting, developing, engaging, rewarding and retaining a talented and diverse workforce to support the city's vision, mission and values.

### Core Services

To successfully accomplish the duties of the office, Human Resources is responsible for the following core services:

1. Recruitment and Onboarding

*L1-Attract, develop, and retain skilled employees who embrace our values*

*L2-Foster positive employee engagement*

*L3-Ensure our people understand the strategy and how they contribute to it*



Human Resources is responsible for the management of the employee recruitment, selection and onboarding processes including vacancy advertising and marketing, applicant tracking, selection process oversight, management support, pre-employment screening and workforce planning. Human Resources staff conducts all new employee processing and new employee onboarding. The department is also responsible for ensuring the employment processes and procedures in place are in compliance with state and federal regulations.

## 2. Employee Relations

*C2-Deliver high quality and unique customer service*

*B1-Seek innovative technology solutions where appropriate*

*B2-Proactively seek process improvements and sustainable solutions*

*B4-Cultivate a culture of transparency and consistent communication*

*F3-Forecast needs and plan for the future, balancing priorities and resources*

*L2-Foster positive employee engagement*

*L3-Ensure our people understand the strategy and how they contribute to it*



The Human Resources Department is responsible for interacting with employees concerning all aspects of employment in order to develop and maintain a positive relationship between the City and its employees. This is accomplished through programs and policies that ensure fairness, respect and consistent treatment for all employees. Various types of communication tools are used in order to ensure employees receive timely and accurate information. Such tools include employee email, the City's intranet, quarterly all employee meetings, and a mobile Human Resources staff that office in various City locations each month.

In addition to communication, employee relations also involves employee support and support programs, special event coordination, employee recognition and incentive programs, and grievance and disciplinary matters. Human Resources also advises supervisors when considering employment action for misconduct or performance problems to ensure compliance with City standards and fair and consistent treatment.

## 3. Compensation and Benefits

*B2-Proactively seek process improvements and sustainable solutions*

*B3-Utilize partnerships to implement cost-effective service solutions*

*L1-Attract, develop, and retain skilled employees who embrace our values*

*F3-Forecast needs and plan for the future, balancing priorities and resources*

Human Resources is responsible for administration of the City's classification and compensation system including job evaluation, job description development, completion of salary surveys and administration and application of the compensation plan. In addition to compensation, the department is also responsible for administration of the employee benefits and retirement programs. This includes annual evaluation of benefit plan designs, contract administration, and compliance with federal and state regulations. The Human Resources Department also administers leave benefits provided to employees.

The City's wellness program, created in conjunction with the Employee Benefits/ Wellness Committee, has been tremendously successful since its re-implementation in fiscal year 2010. With the outcomes-based model, medical insurance premiums paid by employees are based on tiers earned through biometric screening measurements. Tier I provides the highest City subsidy and Tier III provides the least City subsidy. Participation in the wellness program remains steadily high - in 2016 participation was 92%.



When compared to the City's seven (7) benchmark cities, no other City has developed or implemented a long-term strategy of linking this type of wellness program to the health benefits plan.

Since the adoption of the Patient Protection and Affordable Care Act, or Affordable Care Act, businesses such as the City of Colleyville are having to adapt to new reporting and compliance processes each year. The changes due to the reform have had a direct impact on the City's health benefit decisions and will continue to affect the City's health plan offerings to employees. This trend will continue as new benefit options are emerging in the marketplace and will need to be evaluated on how they fit into the City's business strategy. The Human Resources Department is responsible for ensuring that the City is compliant with all facets of the Act, and will continue to stay abreast of the ongoing changes.

#### 4. Safety Awareness and Injury Prevention

*C5-Achieve the highest standards of safety and security*

*B2-Proactively seek process improvements and sustainable solutions*

The Human Resources Department is responsible for the development, implementation and maintenance of employee safety awareness and injury prevention programs. This includes providing safety training, injury analysis, and the oversight and administration of the City's workers' compensation program. In addition, the Human Resources Department works with the Safety Committee to assess current safety policies, evaluate current processes, and maintain a program designed to minimize the





impact and occurrence of incidents. The purpose is to heighten safety awareness, promote education and increase accountability to minimize incidents in the workplace.

5. Legal and Regulatory Compliance

*B1-Seek innovative technology solutions where appropriate*

*B4-Cultivate a culture of transparency and consistent communication*

*L3-Ensure our people understand the strategy and how they contribute to it*

There are numerous laws and regulations governing the employment relationship that Human Resources staff must understand and navigate in order to help avoid costly fines and other penalties. Common examples of the types of laws regulating the employer-employee relationship include: the Fair Labor Standards Act, which establishes the minimum wage and rights to overtime pay for certain workers; federal civil rights laws, which prohibit employers from considering race, gender, age, or other “protected” status when making hiring and firing decisions or otherwise setting the terms and conditions of employment; the Family and Medical Leave Act (FMLA), which grants certain employees the right to take up to twelve weeks of unpaid leave each year in specific circumstances, as well as the right to be restored to the same or equivalent position upon returning from such leave; and the Uniform Services Employment and Reemployment Rights Act (USERRA), which establishes certain rights and protections for employees who are called to active military duty. For the City of Colleyville, Human Resources also manages the various compensation and benefit programs, which are heavily regulated as well. The new Patient Protection and Affordable Care Act (PPACA) is only the most recent example; it established more than two dozen new rules relating to employer-sponsored health benefits.

To ensure compliance with the various employment laws, the Human Resources Department is responsible for the development and administration of personnel policies and procedures, providing policy direction recommendations on personnel issues, and providing personnel management support to City departments. The Personnel Policies Manual is a comprehensive and customized personnel policies handbook that is designed to be a clear and understandable document by supervisors and employees. The manual serves as a roadmap for employee conduct standards and emphasizes the expectation of employee integrity and service. Carefully written personnel policies contribute to enhancing staff morale by clearly communicating what the City expects of its employees and what, in turn, employees can expect from the City. Human Resources staff is responsible for development, oversight, policy application and training of the Personnel Policies Manual.

6. Training and Organizational Development

*C2-Deliver high quality and unique customer service*

*B2-Proactively seek process improvements and sustainable solutions*

*F3-Forecast needs and plan for the future, balancing priorities and resources*

*L1-Attract, develop, and retain skilled employees who embrace our values*

*L2-Foster positive employee engagement*

*L3-Ensure our people understand the strategy and how they contribute to it*

*L4-Enhance leadership capabilities to deliver results and develop bench strength*

*L5- Empower informed decision-making and appropriate risk taking at all levels in the organization*

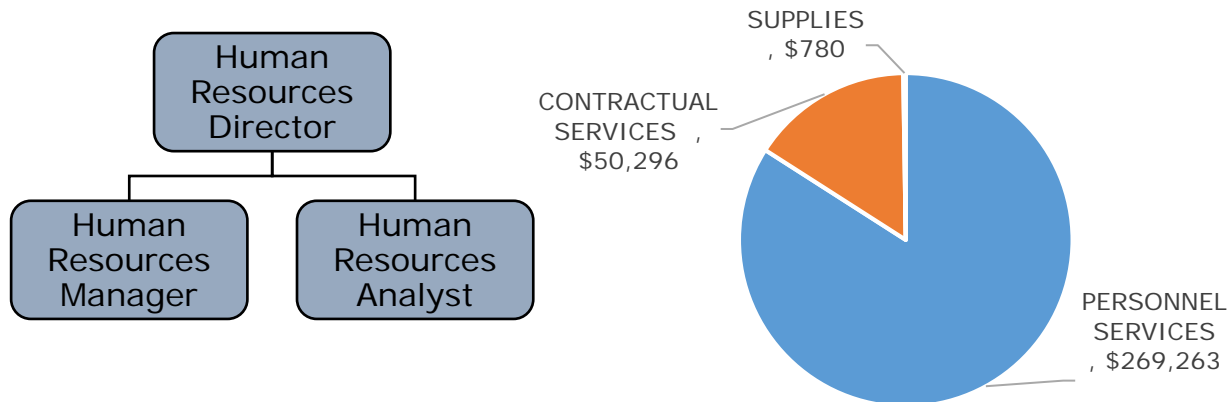
Providing workplace training for employees can give a competitive edge in the marketplace, help manage risk, raise morale among team members and increase employee productivity. The Human Resources Department is responsible for development and implementation of employee and supervisor training programs that will provide ongoing learning and training opportunities. In order to streamline employees' training and compliance activities, in September 2016 the City installed a new online training software. Once this software is implemented fully, it will be available 24/7 online to all employees. Online training reduces out-of-service man hours, fuel costs, wear-and-tear on vehicles, and overtime. The system delivers more than 1,000 online training courses, several of which meet federal, state and local training mandates. Supervisors and Human Resources staff will be able to assign employees training using this software. It will also enable all employees' training to be tracked in one central location. Once the system is rolled out to all employees, Human Resources will work to develop core training for leadership positions, or Leadership Training.

**Performance Measures & Vital Statistics**

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage turnover (per fiscal year)	12%	22%	15%	17%	14%	≤ 15%
Percentage of annual performance evaluations completed on time	36%	25%	98%	73%	99%	≥ 90%
Percentage of employees who participate in wellness program	80%	78%	86%	85%	92%	≥ 80%
Workers' compensation experience modification factor (actual losses compared to expected losses)	New Measure	0.48	0.45	0.83	.84	≤ 0.85
Medical and pharmacy loss ratio (paid claims divided by premiums as of Aug 2015)	New Measure	66%	75%	87.4%	76%	≤ 85%

## Department Resources

FY 2017 Budget: \$320,339



## 5-Year + Outlook

Over the next five to ten years, the Human Resources Department will be affected by several changes that will influence how the City conducts business. Federal executive and legislative policies and regulations, as well as Supreme Court rulings, will continue to affect processes and procedures within the department and the policies of the City as a whole. With the recent changes to the Supreme Court and constantly changing legislation, the Human Resources Department must continue to make an effort to stay abreast of legislative and regulatory developments in employment law. The recently adopted changes to the Fair Labor Standards Act (FLSA) is one such example. Effective December 1, 2016, the Department of Labor (DOL) issued changes that substantially increased the minimum salary requirement required for the executive, administrative, and professional "white collar" exemptions from \$455 a week (\$23,660 per year) to \$913 per week (\$47,476 per year). The Department of Labor will increase the salary threshold every three years. Based on current projections, the salary threshold is expected to rise to more than \$51,000 with its first update on January 1, 2020. These new regulations could cost the City of Colleyville additional money in payroll costs each year.

In addition to legislation affecting compensation and other employment-related matters, federal health care reform has had a large impact on how all employers manage their health plans. The administration and cost of health care benefits with the introduction of the Patient Protection and Affordable Care Act will have a long-term impact on the organization. The changes due to the reform have had a direct

impact on the City's health benefit decisions and will continue to affect the City's health and prescription drug plan offerings to employees. This trend will continue as new benefit options are emerging in the marketplace and will need to be evaluated on how they fit into the City's business strategy.

New technology will enable Human Resources to more efficiently deliver services to employees and job applicants. With the implementation of the integrated human resources and financial software in FY 2014, built-in software efficiencies will allow supervisors, employees and applicants to be more self-sufficient through self-service components. In addition, the implementation of new technology will require the Human Resources staff to migrate an extensive amount of information to the system and learn new processes and procedures while ensuring appropriate and applicable training and education to employees and applicants.

The City will be challenged with knowledge transfer due to turnover. Most specifically, almost a third of the workforce is currently eligible to retire with the known expectation that eligibility will increase through FY 2022. A strategic approach to transfer and retain employees' know-how and best practices is critical.



# Information Systems Management

## FY 2017 Department Business Plan

### Department Description

Information Systems Management provides effective technology support for audio/visual, computer, multimedia, voice, video, data center operations, telecommunications, and web based applications and services to all areas of the City. The department promotes and facilitates the effective integration of technology into the basic mission of the city through planning, programming, training, consulting, and other support activities. The Information Systems Management department develops, enhances, and manages the City's enterprise networks to provide high speed communications and highly functional connectivity among all information resources. The department employs new uses of information technology within the City through the support for exploratory and innovative applications and provides leadership for secure, effective, strategic, and tactical planning in the use of technology.

### Core Services

To successfully accomplish the duties of the office, Information Systems management is responsible for the following core services:

1. Network Operations

*B4- Cultivate a culture of transparency and consistent communication*

Management of Wired or Wireless infrastructure that allows communications between any known digital devices.

2. Application Systems Operations

*B2- Proactively seek process improvements and sustainable solutions*

Management of software platforms, operating systems, and the hardware those systems reside on.

3. Geographical Information Systems

*L5-Empower informed decision-making and appropriate risk taking at all levels of the organization*

Combines technology and people to analyze, record, and produce information into a geospatial format that provides critical thinkers the ability to better identify trends associated with data prior to making crucial decisions for current projects or long-term planning initiatives.

4. Audio/Video Broadcast Operations

*B1- Seek innovative technology solutions where appropriate*

Presentation technology that is present in all training rooms, conference rooms, EOC, and broadcast operations within the City Council Chamber

5. Data Center Operations

*F3- Forecast needs and plan for the future, balancing priorities with resources*

Managing the lifecycle of equipment that allows for battery backup and environmental monitoring

6. Desktop Operations

*C2- Deliver high quality and unique customer service*

Managing all hardware and software for client devices, ensuring that the organization is fully equipped and operational while providing help desk and field support

7. Technology advancement

*L1- Attract, develop, and retain skilled employees who embrace our values*

Proactively develop plans to enhance and further technology initiatives that will increase efficiencies and foster sustainable fiscal responsibility

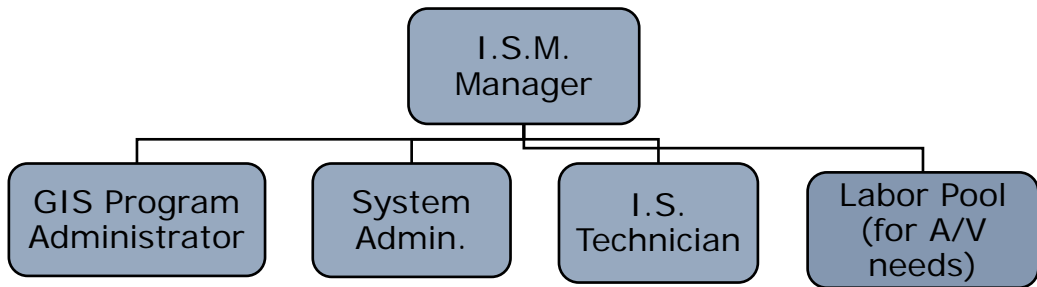
**Performance Measures & Vital Statistics**

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of product requests completed on time- GIS	90%	82%	87.88%	93%	93.4%	≥ 85%
Percentage of address and/or plat issues responded to within 30 days- GIS	96%	64%	89.13%	100%	100%	≥ 90%
Percentage of broadcast uptime	99.99%	99.82%	99.86%	99.88%	99.99%	≥ 99%
Percentage of work orders completed on time	80%	87%	78.00%	87%	92.9%	≥ 95%
Percentage of network data and telecommunications uptime	99.99%	99.83%	99.73%	99.80%	99.99%	≥ 99%

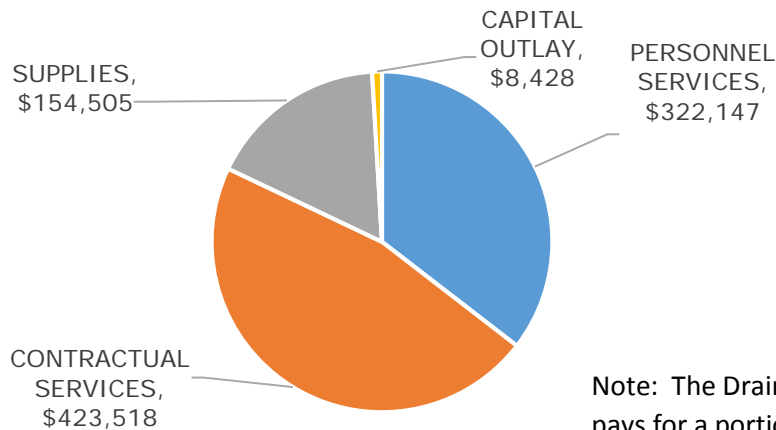
Percentage of IT work plan projects completed on time	80%	100%	96.88%	94%	95%	= 100%
Percentage of data backup success	95%	91%	90.91%	91.96%	94.2%	= 100%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Total number of equipment pieces maintained by department	430	419	569	589	609

**Department Resources**



FY 2017 Budget: \$908,598  
(General Fund)



Note: The Drainage Utility Fund pays for a portion of GIS costs

## 5-Year + Outlook

The Information Systems Management vision is to help the City of Colleyville be the city of choice for its current and future citizens by deploying technology that communicates outward more effectively, integrates applications that innovate the way we service our citizens, and creates an environment that drives innovation through the use of new technology, and allows the City's employees to develop better strategies for their unique brand of service.

Technology is rapidly changing and constantly creating new opportunities for improvement of efficiencies and heightened capabilities to the employee. This creates a change in outlook to the technology personnel in the city. The I.S.M. department will need to employ personnel that are able to rapidly visualize, adapt, learn, deploy and teach change. As the I.S.M. department is expected to create efficiencies in the departments through the use of improved technology, the workload within the ISM department will increase considerably. The I.S.M. department will need to focus on the following over the next ten years in order to keep up with change and continue to create efficiencies within the department:

- Centralization of all data center equipment, network communications, and data backup services in order to lower electrical usage, eliminate the need for added equipment locations, and to centralize growing administrative oversight.
- Emphasize business process flows through technology that lower the use of paper. Minimize the energy impact on the city by datacenter centralization, virtualizing the maximum amount of hardware, and placing smart technology that lowers equipment usage during city low usage hours.
- Building redundant datacenters that provide added recovery in case of city emergencies. Increase our offsite capability through shared resource planning with surrounding city IT departments.
- Implement more web technology driven applications in order to drive down the needs of end user hardware while increasing the capability of mobile usage. Integrate mapping technology into our applications in order to make them more consumer friendly. Move current static business flows into applications that will enhance city operations.
- Increase in the current infrastructures' capabilities to offer more mobile applications to employees. Mobile employees have fewer needs to type and have more form based operations that help guide high quality business operations while maximizing the sophistication of reporting to the management level.
- Increase the City owned fiber infrastructure and try to partner with the neighboring school district in order to offset cost of deployment, leased fiber line cost, and increase the service levels to our customers exponentially.





# Legal

## FY 2017 Department Business Plan

### Department Description

City legal services are provided on a contract basis.

### Core Services

The City Attorney is responsible for the following core services:

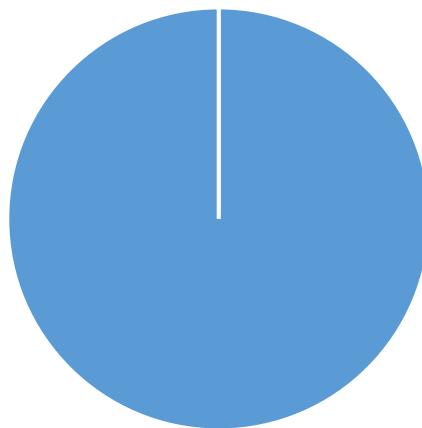
1. Provide legal services for all city business

*C2- Deliver high quality and unique customer service*

The City Attorney delivers contracted legal services for all city business, providing exceptional customer service to City Council and city staff.

### Department Resources

FY 2017 Budget: \$200,000



CONTRACTUAL  
SERVICES ,  
\$200,000



# Library and Recreation Department

## FY 2017 Department Business Plan

### Department Description

Library and Recreation serve the cultural, educational, intellectual and recreational needs of Colleyville residents of all ages.

First and foremost, the Library works to ensure that residents of all ages in Colleyville will have access in a timely manner to materials in a variety of formats, anytime, anywhere, to enhance their leisure time. Secondly, the Library offers an array of early literacy programs and services for children from birth to age five, designed to create young readers. In addition, the Library works to insure that Colleyville residents of all ages will have a resource center that provides materials and programs that address their need to explore topics of interest for self-directed personal growth and development opportunities throughout their lives.

The mission of the Library is:

*Colleyville residents of all ages will have state-of-the-art library services, accessible "Anytime. Anywhere."*

The Recreation Department consistently strives to improve the quality of life in the City of Colleyville. Recreation provides a variety of diverse programs for all ages, from preschoolers to seniors. The department manages park pavilion and athletic field rentals of park facilities throughout the City. In addition, the department promotes a sense of community and civic pride to residents through the coordination of special events throughout the year.

The mission of Recreation is:

*To create opportunities where people can escape and enjoy an enriching environment.*

### Core Services

To successfully accomplish the duties of the office, Library and Recreation is responsible for the following core services:

1. Provide reading, viewing and listening materials

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

*B1-Seek innovative technology solutions where appropriate*

The Library works to ensure that residents of all ages in Colleyville will have access in a timely manner to materials in a variety of formats, anytime, anywhere, to enhance their leisure time and will have the help they need to make choices from among the options. To support this service, the Library provides an array of adult and children's library materials in a variety of formats: fiction and non-fiction books; magazines; DVDs; music CDs; books on CD; magazines; digital media downloads, including audio books, eBooks, eMagazines, music and video; and access to online databases in the Library and remotely. Access to Library materials is provided seven days a week, twenty-four hours a day via the online catalog and the Library's downloadable digital collection. Users are allowed to place holds on materials online or in the Library and receive e-mail or telephone notification when the item becomes available. The Library's online catalog is designed to enhance the user experience and facilitates access to the Library's materials collections. It includes such features as seamless incorporation of eBooks and other digital content in the Library's catalog; refinements to narrow searches and structure searching; self-service options for users including sharing reading lists or saved searches with friends; and Novelist Select® and Goodreads® integration for readers' advisory including, "more like this" recommendations, complete series information and reader reviews, anywhere, anytime users search. Additionally, the Library offers a variety of programs to support this service including summer reading programs for adults, teens and children; fiction and non-fiction book clubs and film discussion book clubs. The Library has space to display new materials in a prominent location; display shelving to merchandize collections and media and has meeting space to provide programs. Also, the Library has knowledgeable staff who can provide reader/viewer/listener advisory services to users and plan and present programs.

## 2. Provide early literacy programs and services to create young readers

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

The Library offers an array of programs and services for children from birth to age five designed to ensure that they will enter school ready to learn to read, write, and listen. To support this service, the Library offers weekly story time programs divided by age of intended audience, pre-talkers, talkers and pre-readers. The story programs include interactive components such as stories, singing, puppets, action rhymes, finger plays and crafts. The Library supports the *Every Child Ready to Read @ your library* early literacy initiative and incorporates the six pre-reading skills that children must learn in order to learn to read in story time programs. The Library sponsors a *Books for Babies* program, which is a national literacy program that acquaints parents of newborns with the important role they play in the development of their children. Parents are presented with a *Books for Babies* kit containing a board book for baby, baby's first library card, a bib, and a variety of brochures with reading tips and early literacy information from nationally-recognized educational organizations. The Library includes a "Read to Me" component in the summer reading program, and other reading programs, with incentives for parents/caregivers and the children.



Additionally, the Library provides six *Early Literacy Station* educational computers which feature more than 70 educational software programs for preschool children. The Library's materials collection for youth includes print, media and electronic resources to support early literacy and includes board books, book/media kits, concept books, DVDs and CDs, picture books, I-Can-Read books and online e-books for preschool children. The Library has a dedicated area for children ages newborn to five that is comfortable, safe and appropriate for this age group and includes space to provide preschool programs. Also, the Library has staff, knowledgeable about early literacy, who can develop and deliver effective programs for preschool children.



### 3. Provide resources for lifelong learning

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

*B3- Utilize partnerships to implement cost-effective service solutions*

The Library works to insure that Colleyville residents of all ages will have a resource center that provides materials and programs that address their need to explore topics of interest for self-directed personal growth and development opportunities throughout their lives. To support this service, the Library provides an array of adult and children's non-fiction library materials in a variety of formats: books; magazines; DVDs; books on CD; magazines; digital media downloads, including audio books, eBooks, eMagazines, and video;



and access to online databases in the Library and remotely. To supplement the Library's materials collection, the Library provides Interlibrary Loan Service, which allows the Library to request materials for patrons throughout the nation and worldwide. To provide additional access to resources, the Library participates in the TexShare Card Program, which allows patrons to borrow materials from any other participating Texas library. Also, to support this service, the Library provides in-person, telephone, and e-mail reference service; public internet computer stations; wireless internet throughout the library; photocopier/fax services; and study rooms. Ongoing, the Library provides a variety of adult and children's programs to provide lifelong learning opportunities. The Library works with local organizations to cosponsor demonstrations of topics of interest, and displays exhibits of local organizations and local residents to promote learning opportunities. Also, the Library provides safe and welcoming physical spaces for users to meet and interact with others or

to sit quietly and read, and virtual spaces that support networking and learning. The Library has staff that is knowledgeable about print and electronic resources, and can plan and present programs on a variety of lifelong learning topics.

4. Provide unique and innovative recreation programming for all ages.

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

The City of Colleyville is committed to providing creative recreation programming to satisfy the interests and needs of the residents of Colleyville. The variety of programming include dance, art, sports, and engineering for preschool, youth and teens. In addition, to a multitude of camps such as, sports, Lego, and art, which are offered during school breaks. Adult classes that are offered throughout the year include tennis, dance, and fitness. Senior recreation programming targets a vast age group starting at the young age of 50. The activities and programs include health, wellness, enrichment, technology, education, special events and travel opportunities. The Recreation Department strives to provide diverse programming, so that everyone may find something they are compelled to participate in.



5. Provide special events that promote a sense of community in a safe and fun environment

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

*C5- Achieve the highest standards of safety and security*

*B3- Utilize partnerships to implement cost-effective service solutions*

Recreation provides special events throughout the year to all ages and interests of the community. Winter Ball is an event for the entire family, and is an opportunity for Mothers and Sons and/or Dads and Daughters to spend a special night together dancing, playing games, and bonding. The Senior Prom is an event for the seniors to enjoy a night of dancing, pictures, refreshments, and games. The Recreation Department partners with Colleyville Heritage High School's Leadership class to host this annual event for the seniors. The Bunny Brunch has transformed the traditional egg hunt to an event that includes brunch, a petting zoo, egg hunt, pictures with the bunny, and spring prizes. The Texas Junior Anglers event is an opportunity for youth to experience the sport of fishing and enjoy the outdoors. The Senior Health Fair is an event for citizens to receive a variety of information from health, education, senior services, and of course to get the annual flu shot. The Recreation Department actively seeks sponsorships and donations from area businesses, civic groups, and individuals. The sponsors and donations enhance the quality and variety of events that are offered to the City of Colleyville residents.



Additionally, Library and Recreation works with other city departments to plan and produce three larger city events throughout the year. The first event, **Red, White & Sousa** is an outdoor patriotic concert that is held annually the last Friday in June. The event is held at the Colleyville Center and includes reserved table and open lawn seating. Attendees can enjoy an inspirational concert under the stars, while dining on a variety of foods offered at a food truck park.

The second event, **Haunted Trail Fest** is an outdoor event that is held annually the third Saturday in October. The happening is held at the Colleyville Nature Center and includes Halloween games, crafts, and treats, a costume contest, a pumpkin patch and a haunted trail. Princesses, pirates, goblins and ghouls can enjoy a night of Halloween amusement under eerie skies and venture down a haunted trail.

The third event, the **City Tree Lighting Ceremony** is an outdoor event that is held annually the first Friday in December. The event is held at the Colleyville City Hall/Library in the Village at Colleyville and includes the lighting of the city tree, community decorated trees, photos with Santa, holiday themed children's games and crafts, cookie decorating, performances by local children's choirs, food vendors and carriage rides. Merrymakers can launch the holiday season with a magical evening filled with holiday sparkling lights and a variety of festive entertainment.

6. Coordinate and maintain the reservations of park and recreation facilities

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C2- Deliver high quality and unique customer service*

*B3- Utilize partnerships to implement cost-effective service solutions*

The Recreation Department manages the reservations of park pavilions and athletic field rentals. There are currently seven (7) pavilions that are available to reserve on an hourly basis. The City offers game and practice facilities that can be reserved for baseball, softball, soccer, and tennis. In addition, Recreation assists the Youth Sports Associations (Colleyville Lacrosse Association and Colleyville Baseball Association) in securing both City and GCISD practice and game facilities for their programs.



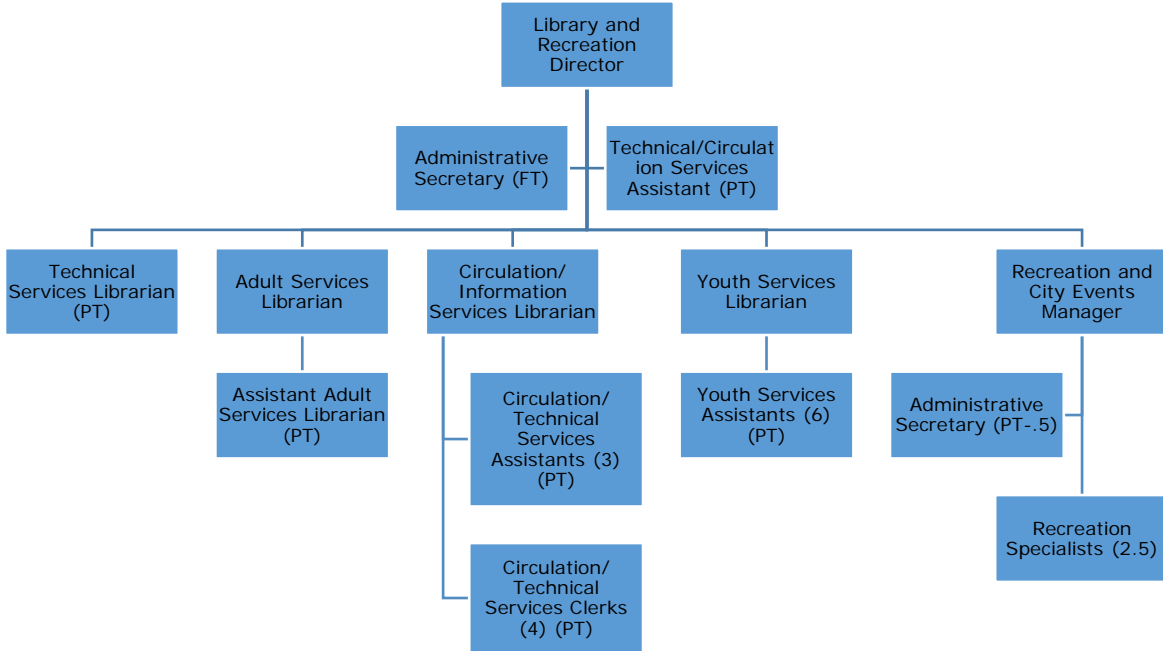
## Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of library materials requests filled within 30 days	83%	86%	96%	93%	94%	≥ 80%
Percentage of library patrons who come to the library looking for items find them	82%	79%	80%	81%	83%	≥80%
Library children's program attendance	17,145	21,995	18,363	17,173	18,888	≥18,000
Adult and teen program attendance	809	910	795	651	800	≥650
Children's summer reading program participation	1,051	1,182	1,188	987	1,278	≥ 1,000
Adult and teen summer reading program participation	106	118	114	84	148	≥ 100
Library patron visits	104,268	123,211	134,314	133,076	120,202	≥ 115,000
Reference questions answered	39,799	35,048	34,073	25,025	28,717	≥ 25,000
Circulation of the library materials collection	244,613	250,737	234,667	228,160	222,123	≥ 220,000
Percentage of Recreation offered classes/programs held	60%	65%	71%	73%	77%	≥60%
Number of Senior Center participants	1,500	1,751	3,734	3,767	4,574	≥1,500
Percentage of resident membership visits to the Senior Center	55%	58%	60%	59%	51%	≥60%

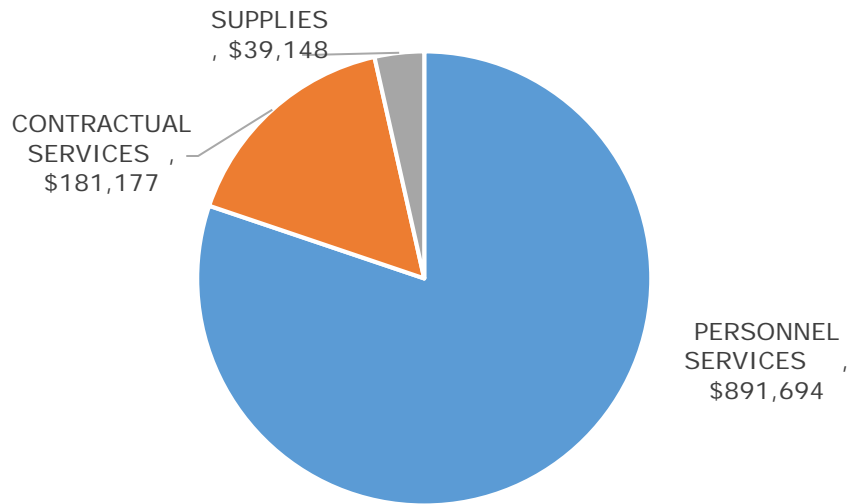
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Percentage of Colleyville households with at least one active library card holder	55%	50%	50%	50%	50%
Library materials collection size	65,740	69,736	74,525	77,664	80,452
Number of Senior Center classes/programs offered	120	151	212	191	172
Average membership visits per month to the Senior Center	500	534	544	827	1,019
Number of Meals on Wheels participants	New Measure	1,800	1,727	1,695	1,553
Percentage of Meals participants who are residents	New Measure	50%	52%	47%	43%
Percentage of resident class participants	60%	49%	42%	44%	43%



# Department Resources



FY 2017 Budget: \$1,112,019



## 5-Year + Outlook

When considering the future of public libraries, one key word permeates the literature: transformation. Public libraries today are facing unprecedented transformation. One of the major drivers of this transformation is the fast-changing world of technology, which is dramatically reshaping the field of information services. But, in the midst of this chaotic change, the overall mission of public libraries still prevails and remains a cornerstone of our free society: providing free and fair access to information anytime, anywhere.

Over the next five years libraries must be ready to evaluate the library experience, embrace new information technologies, preserve the memories of their communities and experiment with creative spaces so the future role of the library can define itself. Many predict that libraries in the future will be command centers for information; changing their focus from storehouses for books to connecting centers for people.

The Colleyville Public Library Long-Range Plan 2016-2021 articulates a vision and plan for the Colleyville Public Library for the next five years, and provides recommendations for user-centered service delivery, marketing, collections, technology, programs, and services. The Plan recommendations include:

- Reallocate collection development to meet patron use patterns
- Transition to a single service point on the first floor
- Revise public access to technology
- Update and increase the number of reader seats
- Improve access to popular materials
- Revise access to children's programs
- Engage the aging population

The five-year outlook for Recreation continues to include the 2011 Parks, Recreation and Open Space Master Plan goals which are as follows:

- Provide leisure opportunities for all ages specifically targeting young adults and baby boomers (who are historically under served in terms of recreation facilities and programming).
- Support the development of a healthy community by providing facilities and programs that lead to choices for healthy living.
- Aim to be comprehensive and financially sustainable while encouraging collaboration.
- Market Colleyville as destination known, in part, for its unique leisure programs while marketing to current users and residents.

In addition, striving to make the Colleyville Senior Center a recreation facility that is appealing to the community and provides recreation opportunities for all ages.



# Parks Department

## FY 2017 Department Business Plan

### Department Description

The Parks Department serves the community by managing and maintaining the City's parks and open spaces. Department staff take special care to provide unique and highly aesthetic places for Colleyville's park patrons to get connected and experience community in the outdoors. Department efforts are focused primarily in the areas of park and athletic field maintenance, but Parks staff also perform a myriad of other services throughout the City that serve to protect public assets, beautify public spaces, and meet the needs and desires of our citizens. The Parks Department consistently and strategically evaluates the services and amenities that it provides in an effort to stay relevant to the citizens of Colleyville.

### Core Services

To successfully accomplish the duties of the Department, Parks is responsible for the following core services:

1. Park and Facility Maintenance

*C1-Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C5-Achieve the highest standards of safety and security*

*B2-Proactively seek process improvements and sustainable solutions*

*F2-Invest to provide and maintain high quality public assets*



The Parks Department is responsible for the maintenance of approximately 270 acres of parkland and public property within Colleyville. These properties, located throughout the city, include community parks such as City Park, McPherson Park, and Pleasant Run Park as well as neighborhood parks such as Kimzey, Sparger, and Woodbriar Parks. Additionally, the Parks Department oversees

the maintenance of medians and other open space on City-owned property and land leased to the City (such as the Cotton Belt railroad right-of-way).

Park and open space mowing and horticulture maintenance is performed by an outside vendor for the aforementioned areas. Parks staff are responsible for the maintenance and operation of restroom facilities, pavilions, trails and other amenities such as tennis courts and sand volleyball courts at each park. Playground safety inspections, routine maintenance, and repairs are also a critical role performed within the scope of this service. The Parks Department also works to protect, care for, and maintain trees throughout the City, often times working closely with the City's Urban Forester.

## 2. Athletic Field Maintenance

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C5- Achieve the highest standards of safety and security*

*B2- Proactively seek process improvements and sustainable solutions*

*F2- Invest to provide and maintain high quality public assets*

Athletic Field Maintenance staff maintains approximately twenty two acres of hybrid turfgrass at four sports complexes. The primary facilities include game fields at City Park and the Pleasant Run Soccer Complex as well as practice facilities at Pleasant Run Park and Reagan Park.



The Parks Department provides fine-cut mowing, and assorted horticultural maintenance to maintain the health and quality of the turfgrass and associated ancillary facilities. These services ensure that the City's athletic fields are both safe and highly aesthetic. Colleyville's award winning athletic fields have become a staple of the community, which boost participation in the youth sports and provide an economic benefit to the City.

## 3. Youth Sports Association Management

*C2-Deliver high quality and unique customer service*

*B3-Utilize partnerships to implement cost-effective service solutions*

The Parks Department has the privilege of working with the Colleyville Baseball Association, the Colleyville Girls Softball Association, and the Colleyville Soccer Association to deliver wide reaching and high quality opportunities for residents and visitors to utilize the athletic complexes in the city. The Associations serve to promote and market the youth sports

programs and to coordinate participant registration, game schedules, team formation, concession operations, and fund raising for park enhancements.

Staff work year-round with the associations to coordinate special events, tournaments, park enhancement projects, practice locations, and special requests. The Parks Department also staffs weekend games and tournaments to provide players, coaches, and spectators a world class experience at our Parks.



#### 4. Trail System Management

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*C4- Provide mobility enhancements that complement neighborhoods*

*C5- Achieve the highest standards of safety and security*

*F3- Forecast needs and plan for the future, balancing priorities with resources*



Management of Colleyville's trail system consists of routine inspections and maintenance coupled with planning and prioritizing for future expansion of the system. The Parks Department currently maintains over fourteen miles of trail with the Cotton Belt Trail serving as the central core of the system. Staff serve to ensure that trails remain safe and clean by addressing items such as the encroachment of low hanging tree limbs and litter.



To meet the expressed desires of Colleyville citizens, Parks Department staff work closely with the Public Works and Community Development departments to develop trail system expansion plans that promote active recreation, good health, and access to schools, stores and workplaces.

## 5. Public Property Management

*C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction*

*B1-Seek innovative technology solutions where appropriate*

*B2- Proactively seek process improvements and sustainable solutions*

*F2- Invest to provide and maintain high quality public assets*

*F3- Forecast needs and plan for the future, balancing priorities with resources*

In addition to the park properties, Parks Department responsibilities also include maintenance of the grounds and landscaping on the premises of public buildings which include City Hall, the Public Library, the Colleyville Center, Justice Center and the Senior Center, and turf maintenance for four Fire Stations. The Parks Department also manages the maintenance of the landscaping in various rights-of-way such as the roundabouts and medians along Glade Road.

Water is a necessary component in maintaining highly attractive parks, athletic fields, and landscaped areas. The proper management of public irrigation systems is a critical component in the responsible use of water. Parks Department staff ensure the proper function of over forty irrigation systems located throughout the city. These systems are located in roadway medians and roundabouts as well as on athletic fields and on the premises of public buildings, such as the Justice Center and City Hall. The evaluation and upkeep of irrigation systems through routine inspections and maintenance constitute a large part of this core service.

Additionally, staff serve to review irrigation plans for various public improvement projects, prioritize the replacement of current systems, and increase water conservation by modernizing components within each system. Staff also custom tailor system programming and closely monitor system use through a centralized computer system.

The Parks Department is constantly evaluating innovative solutions in the areas of field maintenance techniques and irrigation technology that reduce the amount of water necessary to maintain safe and attractive parks and athletic fields.

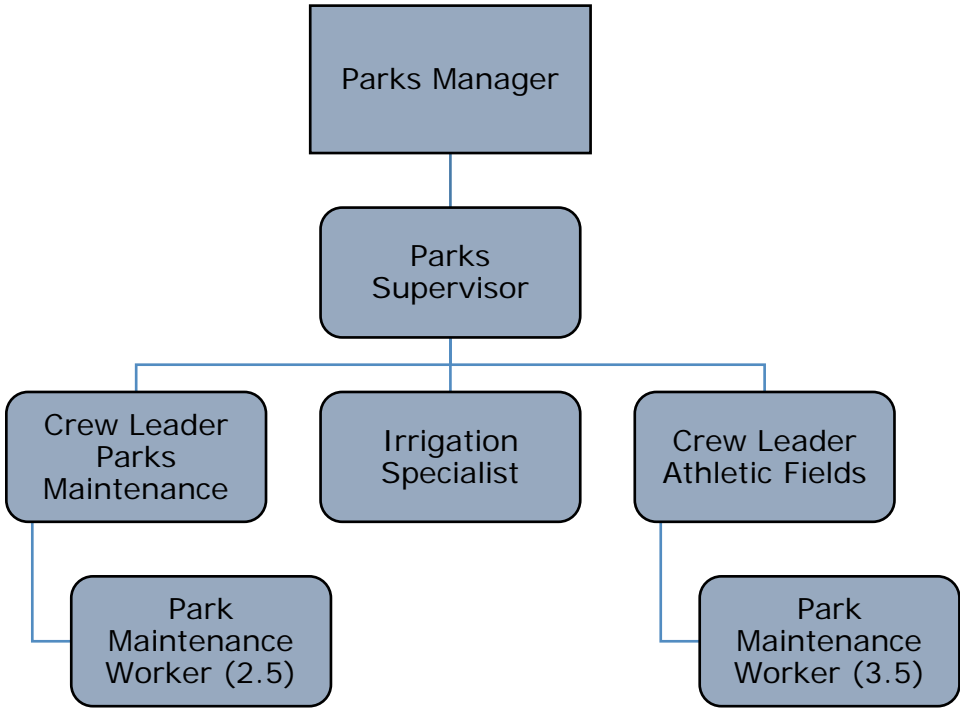


## Performance Measures & Vital Statistics

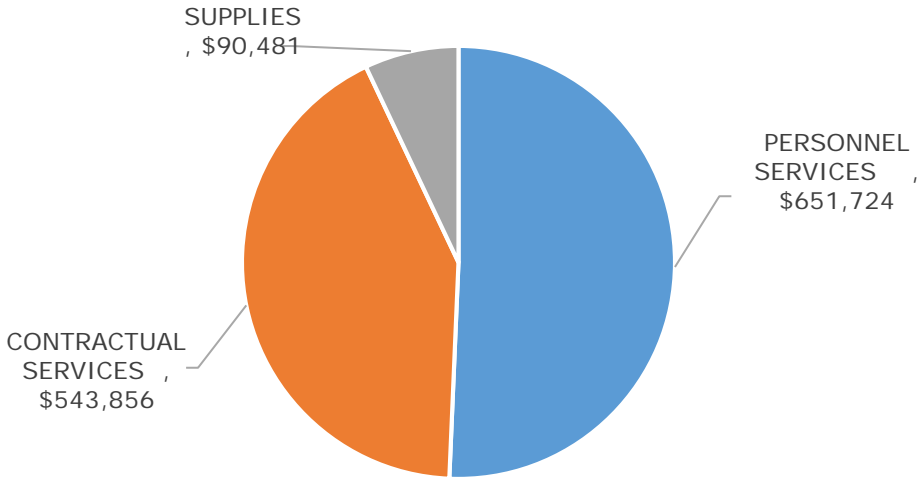
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of competitive athletic fields meeting departmental maintenance standards	New Measure	New Measure	80%	80%	85%	≥ 85%
Percentage of park inspections meeting standards	85%	87%	80%	95%	96%	≥ 85%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Number of staff hours dedicated to athletic field maintenance and game preparation	4,725	4,884	3,697	4,032	4,007
Percentage of revenue recovery	N/A	12%	12%	20%	18%
Number of youth sports participants	4,750	4,063	4,315	4,434	4,302
Percentage of participants that are non-residents for all youth sports	51%	49%	52%	52%	59%

**Department Resources**



FY 2017 Budget: \$1,286,061





## 5-Year + Outlook

The 2011 Parks, Recreation and Open Space Master Plan has served as the guiding document for park enhancements and planning since its adoption in December. In order to ensure relevance of the plan with the community, and its desires, an update is expected to commence in mid-2016. A facility condition assessment will be conducted as part of the update and will provide the data necessary to prioritize park projects and to develop sound reinvestment strategies. Additionally, the plan will include an update to the trails master plan focused on providing connectivity throughout the community.

People are at the center of the services that the Parks Department provides, but technology must be used to greater enable them to perform their jobs at a high level. The use of Geographic Information Systems (GIS) will be largely increased within the department. GIS will enable staff to more accurately account for assets throughout the parks and to make more decisions based on quantifiable data. Furthermore use of technology, such as a work order tracking system and electronic document storage is also being explored as part of the effort to proactively seek process improvements and sustainable solutions.

Trees are a unique staple of Colleyville and highly valued by our citizenry. The Parks Department aims to develop a comprehensive "Tree Planting Program" with a goal of planting new trees throughout the parks to maintain the beauty and quality of life that only nature can provide. The plan will be based on data gathered as part of the department's initiative to inventory and assess trees currently at each park.

A critical element of the department's ability to provide highly maintained and aesthetic parks and athletic fields is water. Great attention must be paid to water conservation efforts and projects that seek to reduce water use. As turfgrass fields are the most significant consumers of water use by the department, staff will work to formalize a "Turf Management Program" introducing new organic and mechanical processes to improve turf quality, while reducing water usage. Natural resource conservation and sustainability will be a key factor in all decisions we make.

Standardizing and documenting processes is necessary to improve accountability, training and information sharing. For that reason, the department will be working to define our roles, responsibilities and work processes through the development of standard operating guidelines throughout the next five years.



# Police Department

## FY 2017 Department Business Plan

### Department Description

The Colleyville Police Department models a community policing based philosophy that values problem solving. The Police Department is focused on forming lasting community partnerships that will foster and maintain our ability to protect and preserve our neighborhoods and enhance the safety and security of residents and visitors alike. The Police Department works with community members to analyze neighborhood issues and formulates specific plans and develops strategies to address and eliminate the problems. Employees and community members are empowered to take responsibility for tasks they can perform that further our efforts to protect our city. Collaboration is encouraged through training our employees and community members to recognize shared interests, trends and opportunities. The Police Department strives to communicate openly with both employees and the community through varied methods and technologies. This focus on information sharing through frequent communication leads to low crime and shared trust. The Police Department values all individuals and their rights as human beings and carries out our duties with the proper respect and empathy. The mission of the Colleyville Police Department is to provide exceptional police services, in partnership with the community, ensuring safe and secure neighborhoods that support Colleyville's unique quality of life.



### Core Services

To successfully accomplish the duties of the office, the Police Department is responsible for the following core services:

1. Protect and Preserve the Safety of Neighborhoods

*C5- Achieve the highest standards of safety and security*

Patrol officers will actively seek persons, places, and behaviors to ensure that the community is protected and that neighborhoods are safe. A high level of police service, unique to Colleyville, is provided through innovative programs and technology to maintain and promote a safe and secure environment. Technology is utilized to provide real time criminal intelligence information to our officers. The bicycle patrol program consists of officers that have volunteered for the position in addition to their regular patrol duties. The program revolves around a commitment to community policing by encouraging contact and interaction with the public, which facilitates problem solving and builds mutual trust and respect. These officers utilize bicycles to protect and preserve our residents and neighborhoods, visitors, parks, trails and retail establishments.

2. Timely Response to all citizen calls for Police Service

*C2-Deliver high quality and unique customer service*

*B3-Utilize partnerships to implement cost effective service solutions*

Patrol officers will maintain district responsibility allowing them to get to know the public they serve while ensuring rapid response times for calls for service. As the city of Colleyville experiences growth, our resources will continue to be stretched. More residences and businesses will mean additional workload for our employees. The department will need to maintain the current course set by our staffing plan to ensure that we continue to provide the service level our community expects and deserves. The Department will continue to participate in NETCOM with Keller and Southlake to provide 911 communication services to allow for a cost effective service delivery of timely responses to all citizen calls for service.

3. Promote Traffic Safety and Reduce Accidents on Roadways

*B2- Proactively seek process improvements and sustainable solutions*

Patrol officers will conduct traffic enforcement and awareness to change driving behaviors to help reduce accidents and make our roadways safer. The Traffic Unit is dedicated to reducing the number and severity of traffic collisions within the City by utilizing a community oriented-problem solving approach to traffic issues. The Traffic Unit proactively promotes traffic safety through proper



levels of enforcement and education along with high visibility of uniformed personnel. Radar signs are also used to educate drivers of their speeds in various locations and encourage driver awareness. The Traffic Unit also participates in regional child passenger safety seat education and installation programs.

4. Enhance Crime Prevention

*C5- Achieve the highest standards of safety and security*

Enhance crime prevention through proactive business, neighborhood, and park checks. Patrol officers will actively patrol our entire community to ensure high visibility to enhance crime prevention and safety for all. Patrol officers will work with other City Departments, residents, business owners, and the school district in the development of crime prevention initiatives, public education programs, and youth mentoring programs dedicated to crime prevention.

5. Focus on Community-based Policing

*C2- Deliver high quality and unique customer service*

The Colleyville Police Department has a continued focus on community-based policing dedicated to forming interactive community partnerships in order to build trust and foster collaboration. Patrol officers will provide exceptional police services, in partnership with the community, ensuring safe and secure neighborhoods that support Colleyville's unique quality of life.

6. Provide Investigations for all Criminal Offenses

*C2- Deliver high quality and unique customer service*

*C5- Achieve the highest standards of safety and security*

Utilize effective and thorough criminal investigation techniques in order to timely identify and apprehend offenders and work toward clearance of most offenses. Detectives are charged with the timely, thorough, and effective follow-up of all criminal offenses that occur in Colleyville by utilizing effective investigative techniques and available technology. The use of analysis, technology and networking with other agencies in the area contribute to maintaining a high level of police service and a low crime rate in our city.

Detectives investigate crimes and prepare cases in order to provide information to the District Attorney that will cause a successful prosecution of perpetrators of criminal offenses.

Detectives should follow up with each crime victim within (3) days of a reported crime. This insures that no evidence is lost or lead is overlooked that might assist in the crime being solved. The Victim Liaison provides information regarding counseling for victim children through our child advocacy partner agencies, referrals to social service agencies for victims of violent crime, or assisting victims with property recovery. Crime Victims' Compensation assistance is also provided.

7. Efficient Processing and Management of Physical Evidence and Recovered Property

*C2- Deliver high quality and unique customer service*

Colleyville Police Department Detectives conduct some crime scene investigations; package evidence and transport to the crime lab for analysis; ensure integrity of evidence is maintained. Outside agency partners typically handle major crime scene investigations. The Property Room Clerk will continue to utilize best practices for the handling and processing of both physical evidence and recovered property stored in the department's property room.

8. Provide School Safety and Security

*C5- Achieve the highest standards of safety and security*

School Resource Officers effectively partner with school district employees, parents, and students to maintain security at school campuses and contribute to the quality level of education in the Grapevine-Colleyville Independent School District. SROs provide positive youth mentoring through instruction and informal contacts.

9. Enhance and Maintain Neighborhoods and Commercial Property through Effective Code Enforcement

*C5- Achieve the highest standards of safety and security*

Code Enforcement proactively identifies and is responsible for facilitating community compliance with city codes including zoning, environmental, health and safety, nuisance, signage, landscaping, tree preservation, and building codes for both residential and commercial properties.

10. Process all Open Records Requests

*B4- Cultivate a culture of transparency and consistent communication*

Administrative Services processes all open records requests according to the legal guidelines set forth by the Texas Open Records Act and the Attorney General's rulings. Administrative Services personnel manage all police records including distribution, data entry, record sealing, expunctions, and other required reporting processes in strict adherence to the Department of Public Safety Uniform Crime Reporting guidelines and the Texas State Library Standards for Records Retention.

11. Provide Telephone and Walk-in Reception of all Citizen Requests for Service

*C2- Deliver high quality and unique customer service*

Administrative Services personnel conduct initial intake for police services requests. Staff provides general service information, routes non-emergency service calls to NETCOM dispatch and provides community services such as fingerprinting, medication disposal, solicitation permit processing, and animal permits.

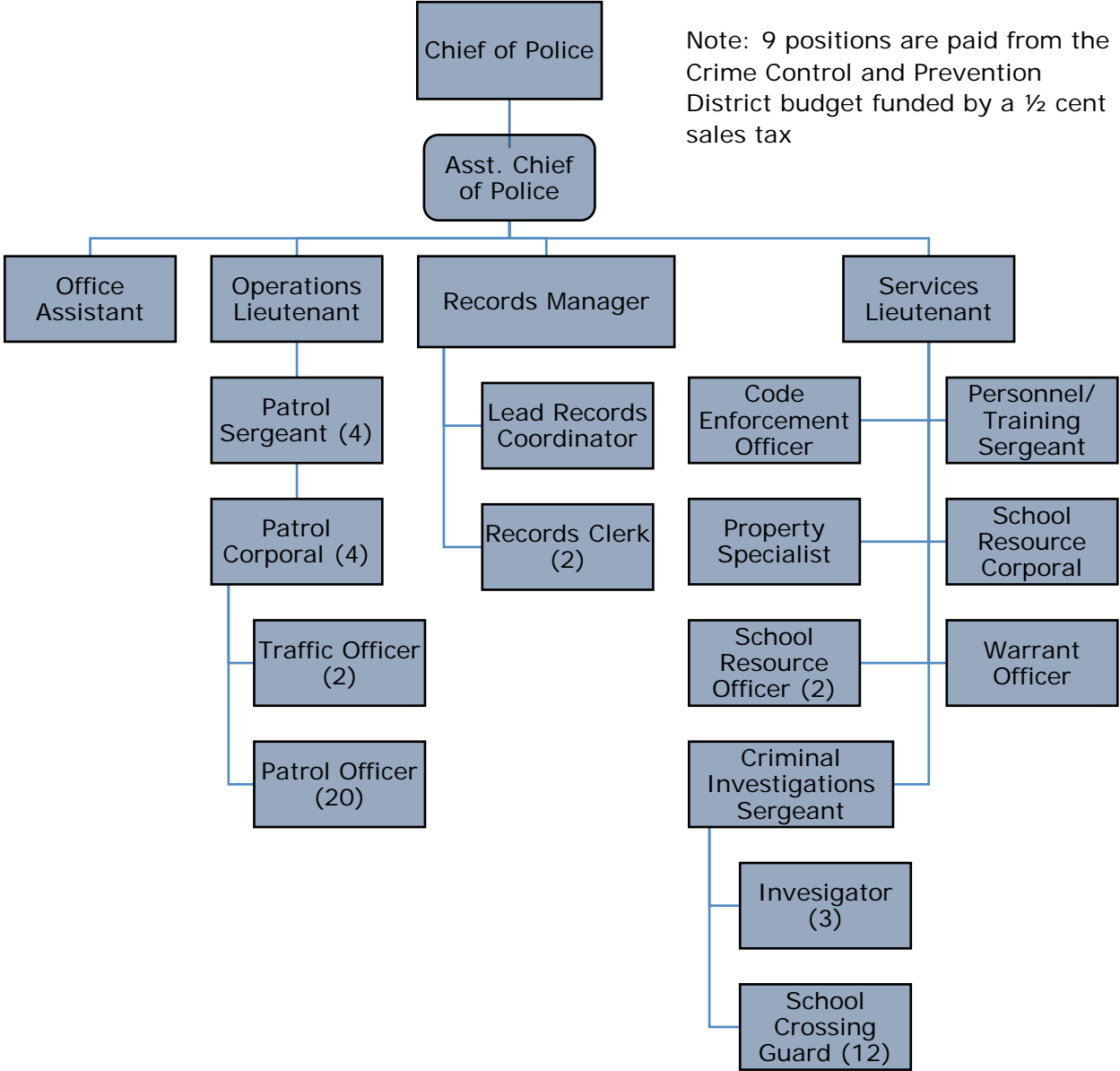


## Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Number of UCR Part 1 Crimes	199	175	160	141	158	≤180
Average Priority 1 response Time	4:12	4:11	4:03	3:12	3:25	<5:00
Percentage of Part 1 offenses cleared	28%	20%	30%	31%	28%	≥ 20%
Crime Victims Contacted by Detective within 3 days	95%	92%	98%	100%	100	> 95%
Number of Code Violations located proactively	62%	69%	80%	69%	70%	>50%

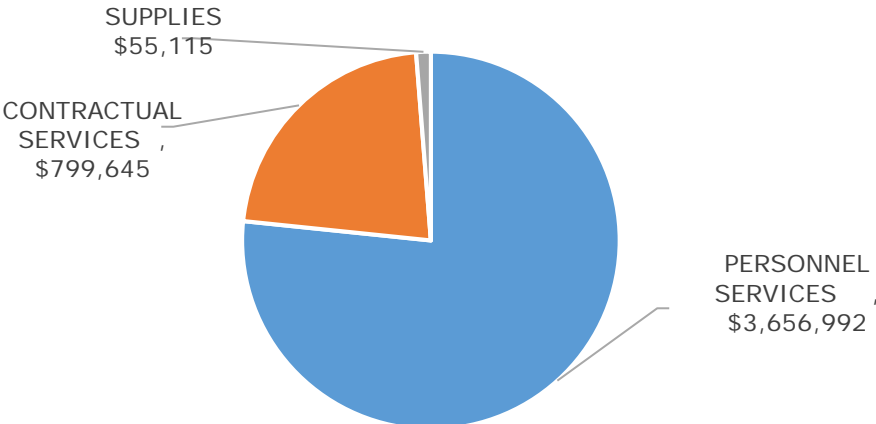
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Injury Accidents per 1000 population	2.2	.075	0.7	0.7	.72
Self-Initiated Calls for Service	40,324	54,231	50,897	43,781	35652
Total Number of outstanding warrants in system since 01/01/03	4,170	3,971	4,056	3,657	3006
Number of Warrants Served	7,190	1,452	2,767	2,610	2350

# Department Resources



Note: 9 positions are paid from the Crime Control and Prevention District budget funded by a ½ cent sales tax

FY 2017 Budget: \$4,702,861



## 5-Year + Outlook

Attempting to predict what changes are in store for law enforcement agencies over the course of the next five (5) years is a daunting feat. Policing is currently changing at a break-neck speed. The catalyst for the vast majority of the changes is technology. Modern policing is becoming more and more dependent on technology. The Intelligence led and predictive policing model that is becoming the norm is based on ensuring that the department has current, relevant and accurate information. Windows based and mobile applications are becoming the standard and web based programs are allowing more and more of our business practices to be converted to the electronic format. The Colleyville Police Department currently employs adequate technology however, the department must develop a strategy that will allow us to enhance our customer service both internally and externally, increase our community interaction and our intelligence gathering and disseminating capabilities. Future technologies will allow our officers instant access to a monumental amount of accurate and pertinent information gleaned from a multitude of verified sources.

The demographics of the Colleyville Police Department will significantly adjust over the next five (5) years as well. As the more tenured employees leave the department we will transition to a much younger work force. This will have both positive and negative effects. The younger workforce will also mean that we will be less experienced. Management will have to be strategic when developing policy and procedures, training and career development. Leadership and succession training will play a large role in determining the sustainability of our success as an organization.

As the City of Colleyville experiences growth our resources will continue to be stretched. More residences and businesses will mean additional workload for our employees. The department will need to maintain the current course set by our staffing plan to ensure that we continue to provide the service level our community expects and deserves. Our established neighborhoods will continue to age and we will be taxed with monitoring and enforcing our codes and regulations related to property standards to ensure that they do not degrade to a point that they foster criminal activity. The growth of our City combined with an aging street infrastructure will impact traffic safety in the area of traffic flow and motor vehicle accidents. The department will need to continue to evaluate traffic unit staffing to ensure it has adequate personnel to address traffic issues.

As the Police Department continues to grow to meet the service level of our community, the Colleyville Justice Center will not be able to meet the facility needs of the department in its current configuration. A building assessment will need to be conducted to allow for the planning toward reconfiguring the building to meet the department's needs moving forward.

The Colleyville community has set itself on a course for future success and the Police Department is determined to follow suit. We will continue to be strategic in planning for the future and equipping our employees with the knowledge, training and technology they need to do the important job they are tasked with. The Colleyville Police Department is committed to raising our self-expectations as we strive to become the model police department in our region and beyond.





# Public Works

## FY 2017 Department Business Plan General Fund

### Department Description

The Public Works Department positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. This department provides year-round maintenance and repair of existing municipal infrastructure, oversees the design and construction of new public infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Utility Fund, and Drainage Funds. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

To successfully accomplish the duties of the office, Public Works is responsible for the following core services:

1. Maintain and extend the useful life of the transportation system in order to protect and preserve neighborhoods and support economic prosperity.

*C3-Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors*

*C4-Provide mobility enhancements that complement neighborhoods*

*C5-Achieve the highest standards of safety and security*

The streets and pedestrian pathways throughout our community must be accessible, durable and aesthetically pleasing. Engineering is responsible for overseeing the construction of public streets and sidewalks. New development within the city is inspected by Construction Management to ensure compliance with plans and standards. Street Maintenance cares for these infrastructure assets as well as traffic lights and street signs. Ongoing maintenance of our streets and sidewalks includes pothole repair, temporary patches and crack sealing, as well as refreshing pavement markings on a cyclic basis and upkeep of over 3,000 street name and regulatory signs

to guide vehicular and pedestrian traffic throughout the city. Through these services, the transportation systems will continue to perform and citizens will be able to enjoy the community they have built.



2. Provide adaptable, clean, safe, accessible and energy efficient public facilities to uphold Colleyville's reputation as a quality community.

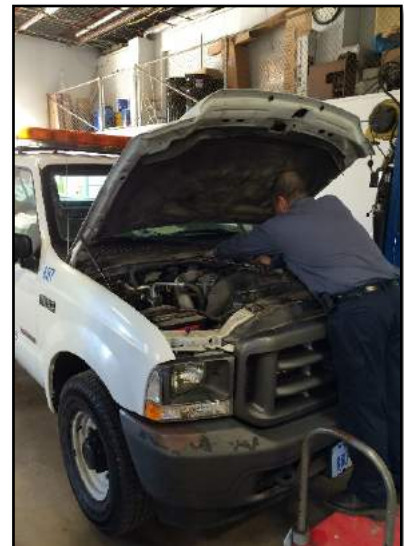
*B3-Utilize partnerships to implement cost-effective service solutions*  
*F2-Invest to provide and maintain high quality public assets*

Facility Services provides an essential service by maintaining some of our most valued public assets--our city buildings. The Library, Colleyville Center, and the Senior Center host educational, recreational, and social events that enhance the quality of life for the citizens of Colleyville. City Hall, the Justice Center, the Public Works Service Center, and our Fire Stations house the day-to-day operations that enable the community to function. Facility Services manages janitorial contracts, maintains heating and air conditioning systems, oversees various contracts for major maintenance and repair, and performs minor repairs.

3. Provide all maintenance, monitoring, and procurement services for the City's fleet.

*F2-Invest to provide and maintain high quality public assets*

Fleet Services enables other city departments to achieve their missions. The importance of Fleet Services is immeasurable. Forecasting vehicle and equipment life cycles along with an extensive fleet maintenance program improves overall fleet health, reduces repair costs and increases fleet availability rates. The Police Department relies



on this service to ensure safe and secure neighborhoods that support a unique quality of life in Colleyville. Fleet Services supports Public Works in delivering emergency and routine management of the infrastructure that our city uses to operate. By providing all vehicle and equipment services to the City's fleet, except for large fire apparatuses and small routine repairs on turf maintenance equipment, Fleet Services facilitates the mobility of the public servants dedicated to the City of Colleyville.

4. Manage the stormwater system to protect properties from flooding, ensure that stormwater entering our creeks and water ways is free of pollutants, and reduce health risks through our Mosquito Management Program.

*C5-Achieve the highest standards of safety and security*

*F2-Invest to provide and maintain high quality public assets*

Stormwater management monitors the water that lands in Colleyville during rain and snow storms to prevent an increased risk of flooding, prevent erosion, and protect water quality. Development within the City's floodplains and floodways is managed by Public Works in accordance with federal and state laws and regulations. Engineering administers the Municipal Separate Service Stormwater System (MS4) and ensures compliance with all regulations governing clean water and stormwater runoff. Environmental compliance efforts include the citywide Integrated Mosquito Management Program to mitigate public health risks. Regular inspections of inlets and outfalls reduce the likelihood of hazardous driving conditions. The maintenance and inspection of storm drainage facilities also reduces the negative impact of the quantity of rainwater on surrounding properties, roadway integrity, and stormwater infrastructure. Monitoring the quality of our runoff for pollutants protects local water sources in addition to animal and human life.

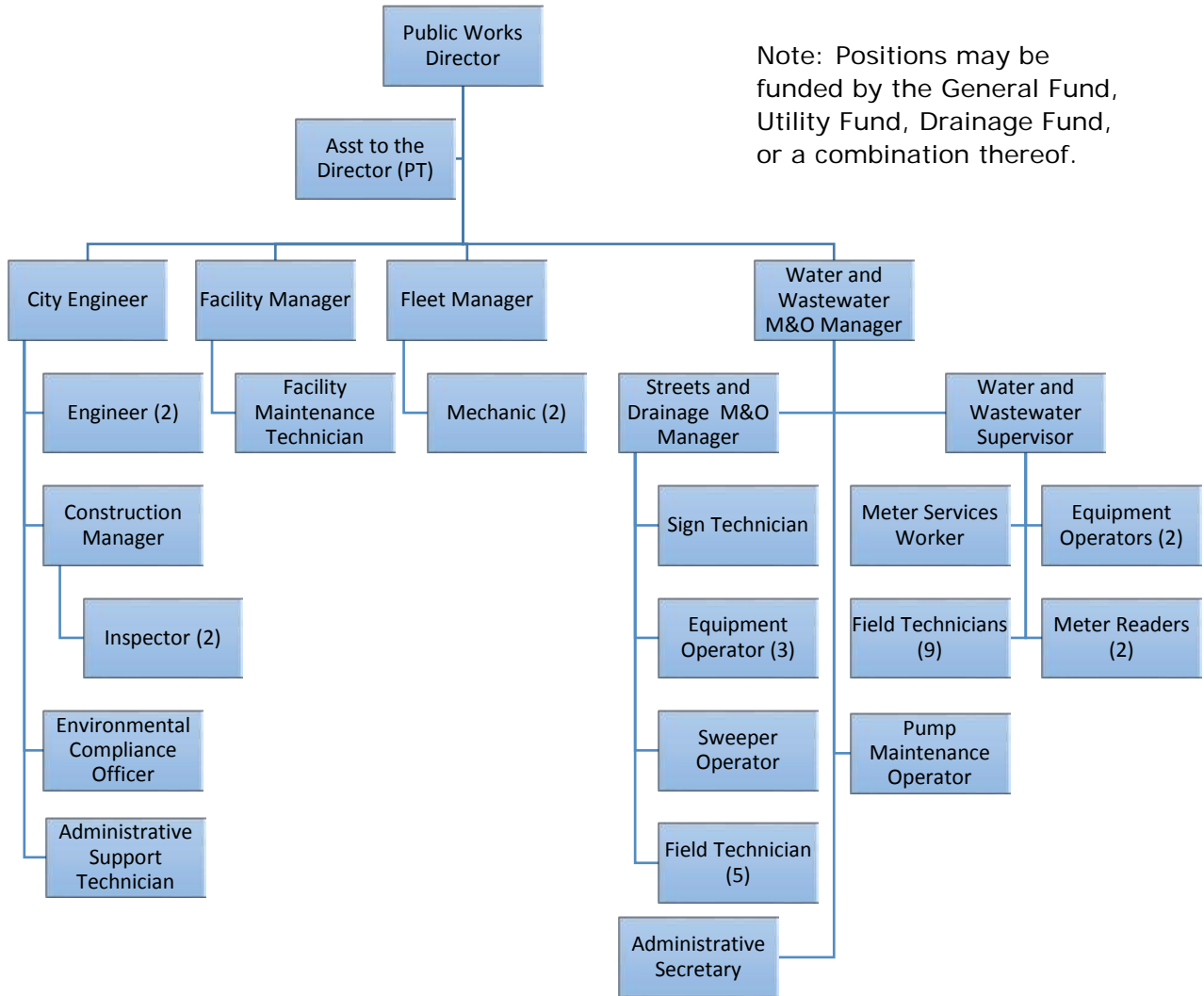


## Performance Measures & Vital Statistics

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of pavement markings renewed	New Measure	New Measure	20%	4%	15%	≥20%
Percentage of street and traffic signs replaced	8%	12%	15%	15%	7%	≥10%
Percentage of facility work orders responded to within one business day	99%	78%	51%	83%	89%	≥90%
Percent of internal customers satisfied with facility environment	98%	89%	84%	86%	96%	≥90%

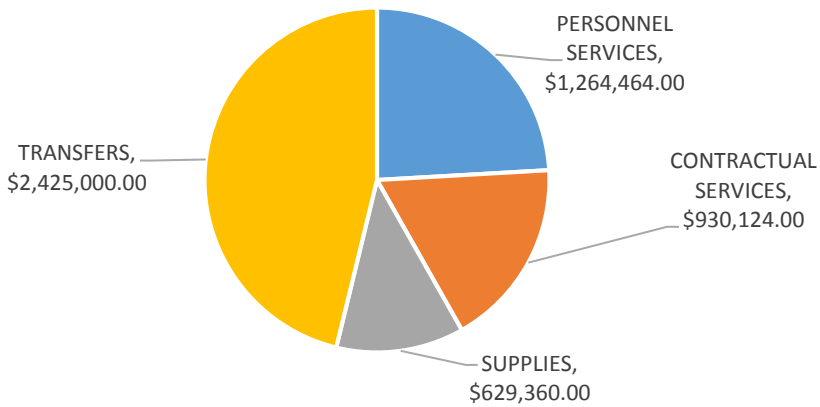
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Number of infrastructure repairs needed within two-year maintenance bond period	0	0	0	0	0
Value of newly-constructed public infrastructure in place	New Measure	New Measure	\$5.82M	\$17.3M	\$11.7M
Percentage of construction time with City staff present	New Measure	New Measure	18%	23%	30%
Ratio of scheduled facility maintenance to unscheduled repairs	77%	68%	41%	68%	50%
Percentage of fleet time available	98%	98%	98%	98%	99%
Percentage of preventive maintenance for fleet completed on schedule	New Measure	New Measure	95%	96%	96%

# Department Resources



Note: Positions may be funded by the General Fund, Utility Fund, Drainage Fund, or a combination thereof.

FY 2017 General Fund Budget:  
\$5,248,948



## 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

Managing multiple **CAPITAL IMPROVEMENT PROJECTS** while ensuring proper construction of both publicly and privately-built infrastructure is critical to confirm sound systems are in place for years to come. Effective communication with the citizenry and affected businesses is paramount before, during and after construction. The need for these communication efforts will be significant during the Glade Road and Highway 26/Colleyville Boulevard projects as a broad constituency will be affected.

As the condition of **TRANSPORTATION SYSTEM INFRASTRUCTURE** continues to decline due to normal wear and tear, demands for **STREET MAINTENANCE** of both improved and unimproved streets will continue to increase. The sign replacement program replaces regulatory and advisory signs in a systemic manner. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP) and facilitate and support reconstruction of State Highway 26. Continuation of a sustainable CIP that allows for the perpetual maintenance of all components of the City-owned infrastructure will require a steady commitment of funding.

As **PUBLIC BUILDINGS** age, they will require more and more maintenance. In order to minimize emergency repairs and major failures, it is important to plan now to replace major system components on a life-cycle basis. Emergency back-up power supplies need to be installed at critical facilities throughout the City. Improvements will be made to aging facilities which may include the Public Works Service Center, the Senior Center and the Fire Station Annex. In response to state-mandated energy reduction goals, energy conservation programs should be evaluated.

Continuation of the 15-year **FLEET REPLACEMENT PROGRAM** is critical to maintain overall fleet health, to reduce repair costs, and to increase fleet availability rates. Additionally, Fleet Services will continually evaluate needs to ensure appropriate and adequate equipment is in place. Interdepartmental equipment sharing will be encouraged with the goal of reducing fleet size. Evaluative measures will assess the costs and benefits of ownership versus short-term rental of equipment. As Fleet Services takes on servicing the new motorcycles being added to the Police Department's fleet, equipment and training increases will be necessary to meet this demand.

Public awareness and education about the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the next five years. Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future health of Colleyville's infrastructure systems and continuation of essential service delivery and completion of asset inventories and planning for condition assessments are key components in this process. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2017 Department Business Plan

### Department Description

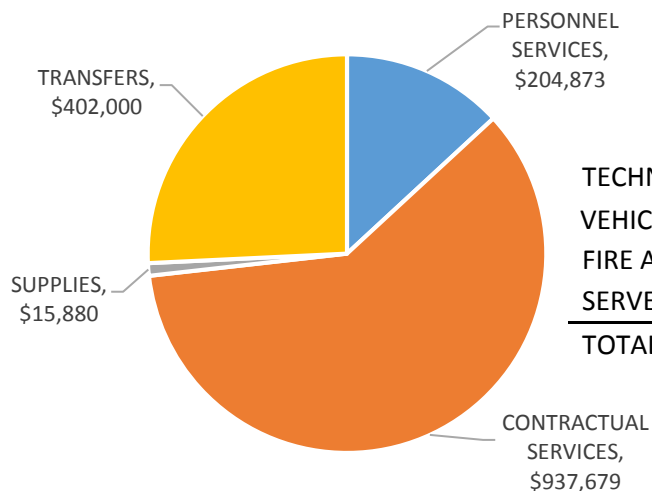
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

### Core Services

The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

### Department Resources

FY 2017 Budget: \$1,560,432



#### TRANSFERS SUMMARY

TECHNOLOGY REPLACEMENT	\$ 41,000
VEHICLE/EQUIPMENT REPLACEMENT	180,000
FIRE APPARATUS REPLACEMENT	150,000
SERVER REPLACEMENT	31,000
<b>TOTAL</b>	<b>\$ 402,000</b>





# Utility Fund



## UTILITY FUND SUMMARY

	ACTUAL FY 2015	PROJECTED FY 2016	BUDGET FY 2017
TOTAL UNRESERVED BEG. RETAINED EARNINGS	4,016,069	4,975,189	4,952,126
<b>OPERATING REVENUES</b>			
Water Sales	10,817,308	11,467,441	10,869,131
Wastewater Sales	3,414,576	4,050,786	3,650,000
Water Installation	46,471	21,000	42,000
Wastewater Installation	18,700	7,000	15,000
Sewer Tie-On Charges	0	5,000	0
Engineering Charges	118,113	50,000	5,000
Penalties	199,965	228,772	237,000
Miscellaneous	27,590	13,000	13,000
<b>TOTAL OPERATING REVENUES</b>	<b>14,642,723</b>	<b>15,842,999</b>	<b>14,831,131</b>
<b>OPERATING EXPENSES</b>			
Utility Support	1,056,856	1,176,062	1,237,273
Utility Billing	349,351	382,103	426,102
Utility Operations - Water	450,441	613,711	607,495
TRA Water (volumetric)*	7,727,104	7,711,373	6,184,886
TRA Water (debt)*			2,795,881
Utility Operations - Wastewater	189,035	283,116	295,953
TRA Wastewater	2,102,605	2,668,486	2,406,633
Non-Departmental	186,095	320,803	320,803
Transfer to General Fund	1,115,272	1,165,563	0
Transfer to Colleyville Tomorrow Fund (Repymt)	44,286	44,286	44,286
Compensation Adjustment	21,733	29,934	28,208
Infrastructure Renewal	0	1,062,600	804,500
<b>TOTAL OPERATING EXPENSES</b>	<b>13,242,778</b>	<b>15,521,037</b>	<b>15,152,020</b>
<b>NON-OPERATING REVENUES(EXPENSES)</b>			
Interest Income	49,276	20,300	25,000
Use of Available Cash	0	450,000	750,000
Debt Service	(490,100)	(365,325)	(359,900)
<b>TOTAL NON-OPERATING REVENUES(EXPENSES)</b>	<b>(440,824)</b>	<b>104,975</b>	<b>415,100</b>
NET INCOME	959,120	426,937	94,211
ENDING RETAINED EARNINGS - 9/30	4,975,189	4,952,126	4,296,337
NET INCOME FOR COVERAGE RATIO	1,449,220	792,262	454,111
AMOUNT NEEDED FOR COVERAGE RATIO	588,120	438,390	431,880
DEBT SERVICE	490,100	365,325	359,900
<b>TOTAL EXPENDITURES</b>	<b>13,732,878</b>	<b>15,886,362</b>	<b>15,511,920</b>

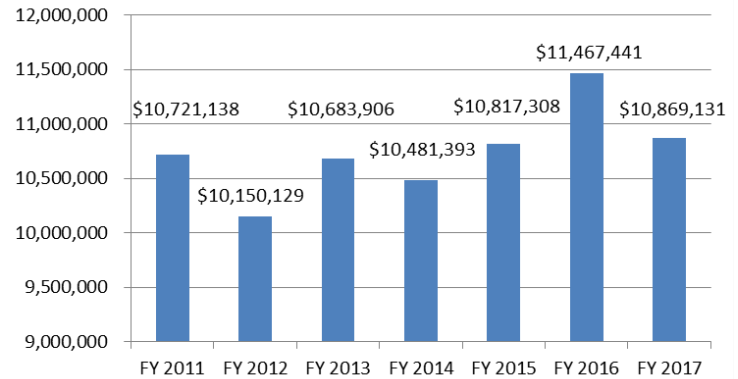
\*TRA expenses were not broken out between debt and volumetric for budget purposes until FY 2017

Note: A Water and Wastewater Committee is evaluating rate changes to be recommended to the City Council in October 2016. Next fiscal year, multi-year forecasting will be incorporated based on the rates adopted.

## WATER SALES

Revenue from water sales is projected to decrease due to the lowering of water rates and replacing the tiered rate structure with a flat rate structure. At the time of budget adoption, a rebalancing of the rate structure (between volumetric vs. base charge) was being discussed by the Water and Wastewater Committee. A pass through rate increase from Trinity River Authority for treated water has been included.

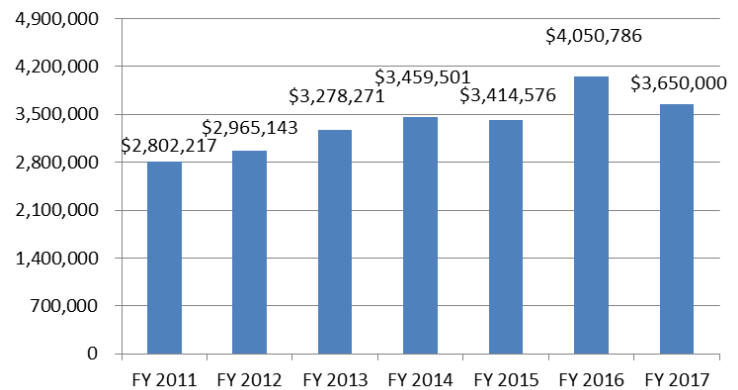
### **Water Revenue**



## WASTEWATER SALES

Wastewater sales are projected to decrease based on trends from recent years. At the time of budget adoption, a rebalancing of the rate structure (between volumetric vs. base charge) was being discussed by the Water and Wastewater Committee. A pass through rate increase from Trinity River Authority for treated sewer is included.

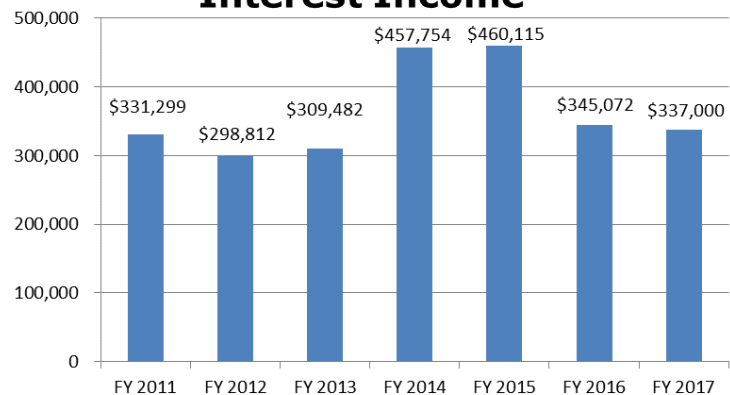
### **Wastewater Revenue**



## OTHER REVENUES

Building related revenues such as water and wastewater installation and engineering revenues are projected at conservative levels, as activity varies with development. Interest income projections continue to be limited, as interest rates have not increased significantly.

### **Other Revenue & Interest Income**





# Finance Department

## FY 2017 Department Business Plan

### Utility Fund

#### Department Description

The Finance Department includes programs in both the General and Utility Fund, providing financial support, utility billing services, and municipal court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, treasury management, general ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the City Council, policy and procedure development, and maintenance and preparation of the annual financial report. Utility billing services include setting up new accounts, processing bills and payments for approximately 9,800 accounts, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts. The Finance department aligns with the strategic point to deliver sustainable government by providing financial stewardship. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

#### Core Services

To successfully accomplish the duties of the office, Finance is responsible for the following core services:

1. Provide accurate, reliable reporting of financial data

*F1- Protect and preserve the City's top financial ratings*

Finance oversees the recording of all financial information into the city's accounting software. This is done in accordance with Generally Accepted Accounting Principles to increase reliability on financial reporting, as well as rules set by the Governmental Accounting Standards Board.



2. Ensure all expenditures made are in accordance with the city's purchasing policy and state law

*F4- Adhere to the City's financial and budgetary policies*

Purchases must follow the city's purchasing policy which was written according to state law. All purchases are approved electronically in the Munis financial software.

3. Process payroll

*C5- Achieve the highest standards of safety and security*

Paychecks are processed and sent out biweekly with little or no error and with attention to providing internal control over sensitive employee information.

4. Preparation of Comprehensive Annual Financial Report (CAFR)

*F1- Protect and preserve the City's top financial ratings*

Finance staff helps prepare the city's annual financial report that not only meets the Government Finance Officers Association's (GFOA) requirements, but also displays the information in an easily accessible and readable format for citizens.

5. Manage the City's investments and debt

*F1- Protect and preserve the City's top financial ratings*

*F2- Invest to provide and maintain high quality public assets*

Treasury functions, including cash management, investments, and debt management are handled by the Chief Financial Officer. These are critical functions that are essential to maintaining the city's AAA bond rating in all three areas of debt (general, utility, and drainage). Managing the cash flow available to the organization is also critical to planning for major projects.



6. Maintain billing and collection for the city's utility system

*C2-Deliver high quality and unique customer service*

Utility billing staff is responsible for billing and collecting utility payments for water, wastewater, drainage, garbage, and recycling. Staff delivers unique customer assistance in all situations and provides sustainable revenues by ensuring accuracy and efficiency in the billings and collections process.

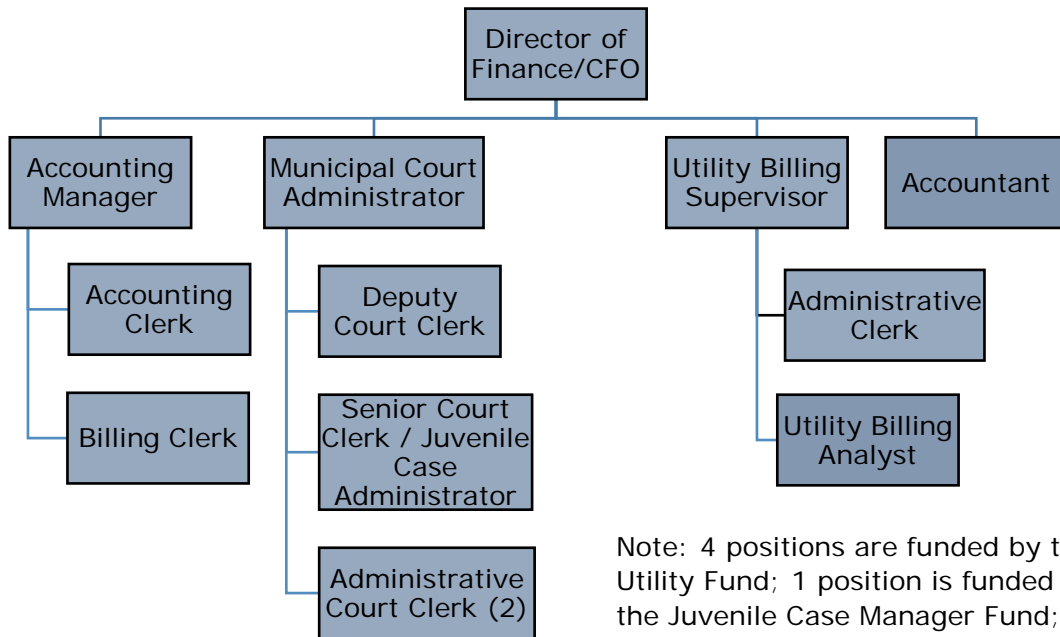
**Performance Measures & Vital Statistics**

Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Number of audit adjustments in period 13 closing	14	12	10	24	N/A	≤ 12

Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	N/A	Yes
Utility billing accuracy rate	98.3%	99.0%	98.6%	99.8%	99.9%	99.5%

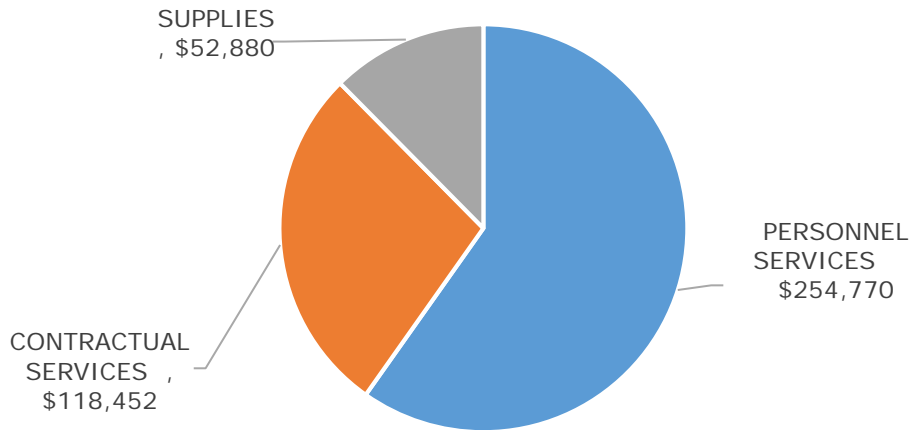
Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Percent of ACH payments to total accounts payable	New Measure	New Measure	16%	26%	26%
Percentage of automatic draft utility customers/total customers	15%	15%	19%	16%	17%
Percentage of utility customers paying before cutoff	97%	97%	97%	97%	97%
Uncollectible utility accounts written off at year end (water & sewer)	\$34,628	\$30,500	\$26,080	\$27,178	\$19,150

**Department Resources**



Note: 4 positions are funded by the Utility Fund; 1 position is funded by the Juvenile Case Manager Fund; all others are General Fund

FY 2017 Budget: \$426,102  
(Utility Fund)



**5-Year + Outlook**

The ongoing implementation of an ERP (enterprise resource platform) financial and utility billing software will accommodate the department over the next decade for changes and updates in technology. The software includes the financial suite with integrated modules including payroll, purchasing and utility billing. The Utility Billing staff will utilize new automated processes to become more efficient. The department plans to implement a citizen self-service portal to allow customers to view their account information. This will allow the customer to access historical consumption usage, current and past due billing history. Citizens will also have the option to request electronic billing and have the capability to make online payments.

Finance will continue to strive for high standards of fiscal responsibility by applying for the Government Finance Officers awards in Financial Reporting and Budgeting. Finance will also continue to make information available on the website and increase financial transparency by sharing information in a user-friendly format that allows taxpayers to drill down for more information.



# Public Works

## FY 2017 Department Business Plan Utility Fund

### Department Description

The Public Works Department positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. This department provides year-round maintenance and repair of existing municipal infrastructure, oversees the design and construction of new public infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Utility Fund, and Drainage Funds. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

To successfully accomplish the duties of the office, Public Works is responsible for the following core services:

1. Guarantee a safe, reliable and adequate water supply is provided to residents and visitors of Colleyville.

*C5- Achieve the highest standards of safety and security  
F2-Invest to provide and maintain high quality public assets*

The City of Colleyville purchases treated water from the Trinity River Authority. Water Distribution then manages this vital resource around the clock by maintaining three elevated storage towers, one above-ground storage tank, a pump station, and 209 miles of water mains. Routine maintenance of these assets includes flushing dead-end water mains, regularly replacing meters, and exercising valves throughout the network. Water is routinely





sampled from various sites throughout the city and tested for chlorine residual and bacteria. Samples are also tested for lead and copper. The Engineering Division oversees the water infrastructure delivery system to make certain that improvements meet Colleyville Development Standards. These standard practices combined ensure the delivery of clean, pure water to citizens.

2. Ensure wastewater is managed in a safe and efficient manner for the sake of maintaining the public health.

*C5-Achieve the highest standards of safety and security*

*F2-Invest to provide and maintain high quality public assets*

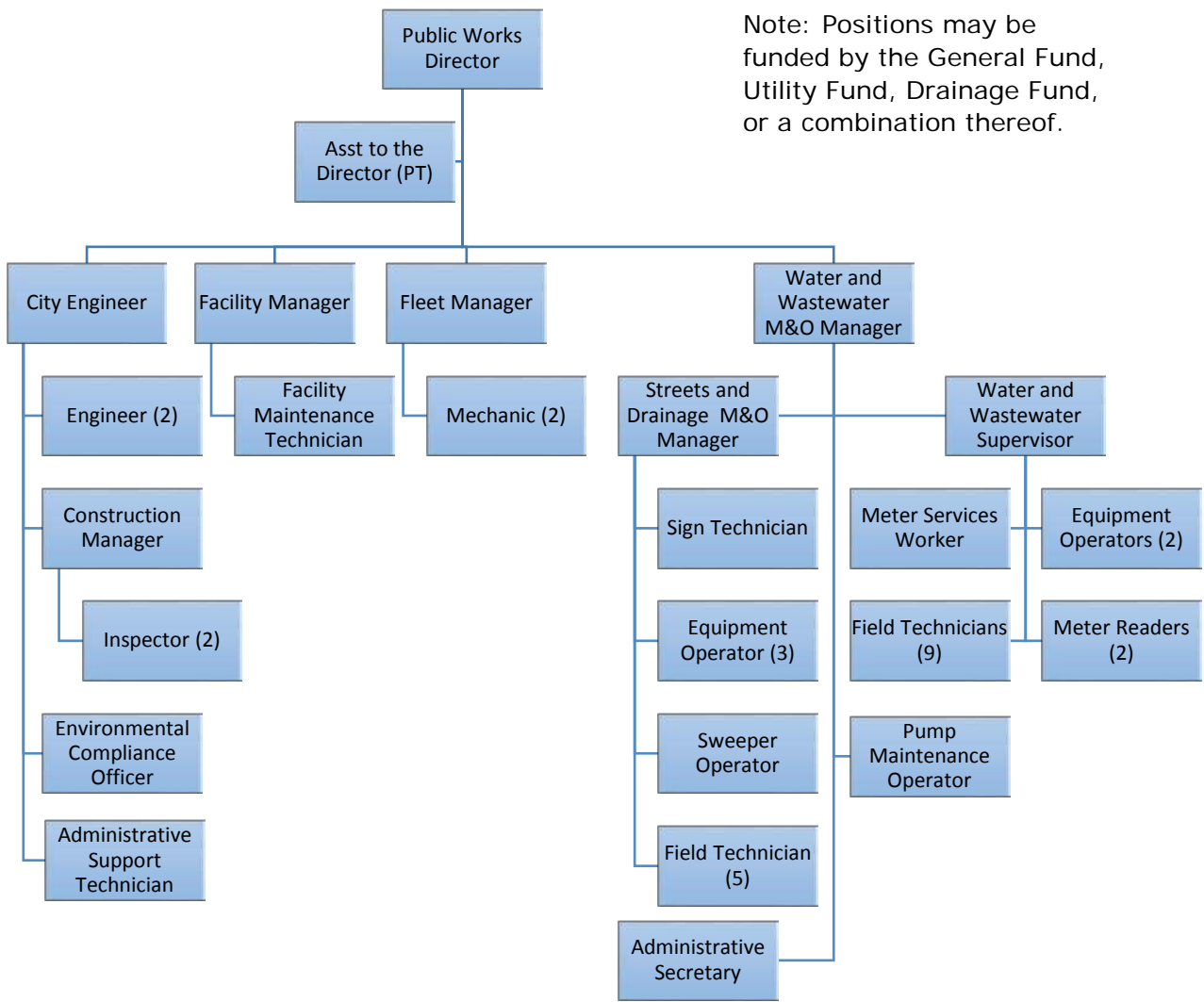
Wastewater collection provides environmentally-friendly conveyance of our wastewater to the wastewater treatment plant operated by the Trinity River Authority. Maintaining and operating existing infrastructure to reduce the effect of our waste material on health and the environment is crucial. The Wastewater division takes an aggressive approach to this responsibility through a proactive monitoring and preventive maintenance program. These operations include cleaning and inspecting each segment of 173 miles of sewer mains annually in addition to 2,690 manholes and three (3) lift stations. The construction of new public infrastructure is inspected by the Engineering Division to ensure that it meets all necessary specifications. This comprehensive program serves the public with the sole purpose of maintaining a safe and healthy environment.

### Performance Measures & Vital Statistics

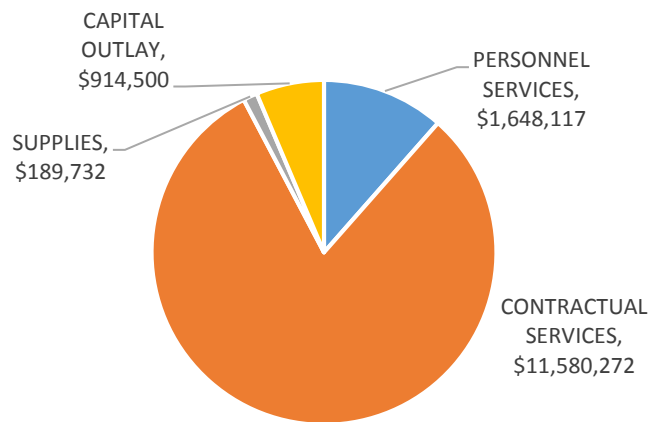
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percentage of monthly water samples testing negative for coliform bacteria	100.00%	99.36%	99%	98%	100%	100%
Percentage of water valves exercised	New Measure	New Measure	12%	1%	15%	≥20
Meter reading accuracy	98%	99%	99%	98%	99%	≥98%
Percentage of total wastewater lines cleaned	88%	93%	78%	91%	94%	≥95%
Percentage of storm drain inlets inspected	New Measure	New Measure	20%	51%	55%	≥50%
Percentage of storm sewer lines inspected	New Measure	New Measure	<1%	<1%	<1%	≥10%

Vital Statistics	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Water loss ratio	4.5%	4.3%	4.3%	2.5%	2.5%

## Department Resources



FY 2017 Utility Fund Budget:  
\$14,332,621



### 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

Aging **WATER** and **WASTEWATER INFRASTRUCTURE** will continue to create additional renewal and maintenance demands. Continual water cost increases dictate the city improve upon efficiencies in delivering water. As technology improves in the area of meter reading, an opportunity may present itself in more accurate systems that will better tract water usage. Development and implementation of a proactive water valve exercise program will ensure the ability to manage a major water shut-off emergency. Infrastructure assets must be inventoried and the development and implementation of a routine closed circuit television (CCTV) inspection program for wastewater lines will further help to identify any system deficiencies. Capital projects identified in the 2014 Water and Wastewater Master Plan will be initiated based on funding availability.

Public awareness and education about the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the next five years. Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future health of Colleyville's infrastructure systems and continuation of essential service delivery and completion of asset inventories and planning for condition assessments are key components in this process. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2017 Department Business Plan

### Utility Fund

#### Department Description

The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

#### Core Services

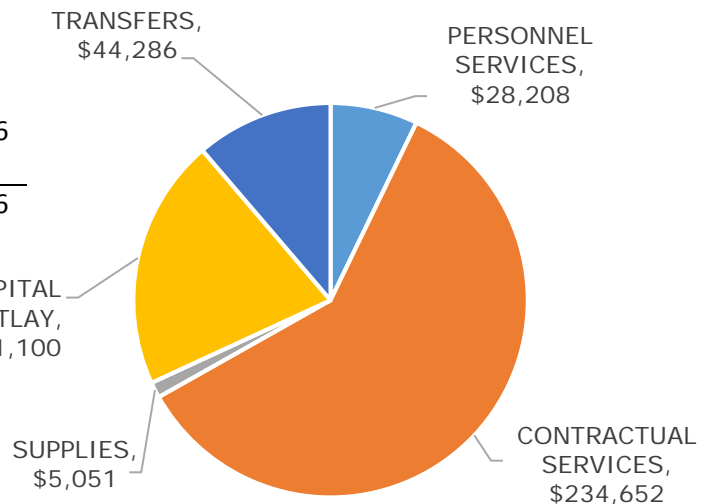
The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

#### Department Resources

FY 2017 Budget: \$393,297  
(Utility Fund)

#### TRANSFERS SUMMARY

COLLEYVILLE TOMORROW FUND (REPAYMENT)	\$ 44,286
<b>TOTAL</b>	<b>\$ 44,286</b>



# Utility Fund Debt Service



**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
WATER AND SEWER REVENUE BONDS**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	\$350,000	\$9,900	\$359,900
2018	\$155,000	\$2,325	\$157,325
TOTAL	<u>\$505,000</u>	<u>\$12,225</u>	<u>\$517,225</u>

**OUTSTANDING DEBT SERVICE REQUIREMENTS BY ISSUE  
WATER AND SEWER REVENUE BONDS**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
<i>2010 REFUNDING BONDS</i>			
2017	\$350,000	\$9,900	\$359,900
2018	\$155,000	\$2,325	\$157,325
TOTAL	<u>\$505,000</u>	<u>\$12,225</u>	<u>\$517,225</u>

**OUTSTANDING BONDS BY ISSUE  
WATER AND SEWER REVENUE BONDS**

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2010 REFUNDING BONDS	2018	2.00% TO 3.00%	<u>\$505,000</u>
TOTAL			\$505,000

**ANNUAL REQUIREMENTS**

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2017	\$350,000	\$9,900	\$359,900
MAXIMUM YEAR	2017	\$350,000	\$9,900	\$359,900
AVERAGE ANNUAL DEBT SERVICE		\$258,613		

**BOND REPAYMENT INFORMATION**

Revenue bonds issued by the City of Colleyville are payable from revenue received from water and sewer sales, installation fees, engineering charges, and interest income. The coverage ratio for the City's Revenue Bonds is 1.2 times average annual debt service.

# Drainage Fund



## DRAINAGE UTILITY FUND SUMMARY

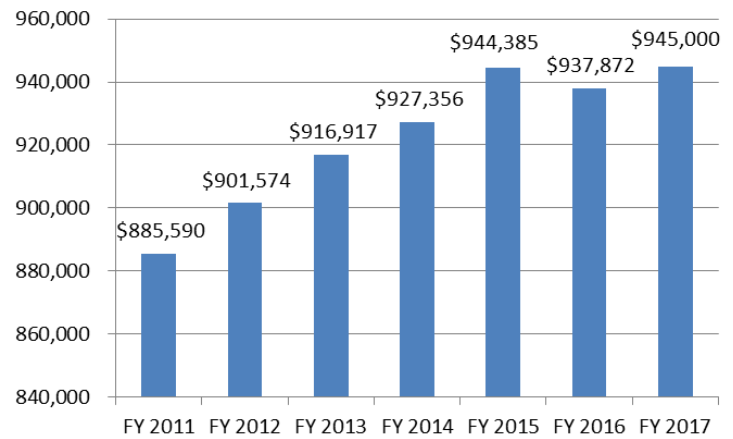
	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	PROJECTED FY 2018	PROJECTED FY 2019
TOTAL UNRESERVED BEG. RETAINED EARNINGS	1,238,219	1,228,235	1,266,812	1,479,910	1,461,602
FUND REVENUES					
Drainage Fees	944,385	937,872	945,000	950,880	956,760
Penalties/Misc	13,988	16,413	9,450	9,509	9,568
Use of Available Cash	75,000	0	0	50,000	320,000
Interest Income	1,463	2,289	2,100	2,142	2,185
<b>TOTAL REVENUES</b>	<b>1,034,835</b>	<b>956,574</b>	<b>956,550</b>	<b>1,012,531</b>	<b>1,288,512</b>
FUND EXPENSES					
Drainage Operations	371,005	510,277	480,376	489,984	499,783
Stormwater Management	32,255	34,004	107,860	110,017	112,218
Non-Departmental	4,351	6,141	6,141	6,264	6,389
Compensation Adjustment	0	5,505	1,652	0	0
Debt Service	252,847	127,121	128,391	124,574	125,670
Interfund loan repayment	19,032	19,032	19,032	0	0
Infrastructure renewal	0	170,000	0	0	0
Vehicle/Equipment Replacement	0	45,917	0	250,000	0
Update Floodplain Maps/Stormwater Master Plan	290,330	0	0	0	500,000
<b>TOTAL EXPENSES</b>	<b>969,820</b>	<b>917,997</b>	<b>743,452</b>	<b>980,839</b>	<b>1,244,060</b>
NET REVENUE	65,016	38,577	213,098	31,692	44,453
Required Coverage Ratio (25% of debt service)	63,212	31,780	32,098	31,144	31,418
Balance Available	1,804	6,797	181,000	549	13,035
Use of Available Cash	-75,000	0	0	-50,000	-320,000
<b>ENDING RETAINED EARNINGS</b>	<b>1,228,235</b>	<b>1,266,812</b>	<b>1,479,910</b>	<b>1,461,602</b>	<b>1,186,055</b>



## DRAINAGE UTILITY FEES

On a monthly basis, \$7.00 is charged to each residential customer for use in drainage projects. The fees for other customer classes are as follows: Commercial/industrial customers pay \$24.40 per acre of development, churches pay \$15.25 per acre of development, and park type customers pay \$10.68 per acre. Revenue growth in this fund comes from an estimated increase in residential and commercial customers.

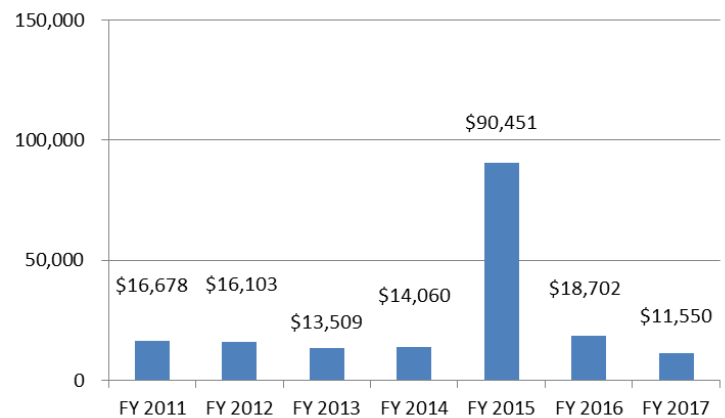
## **Drainage Fee Revenue**



## OTHER REVENUES

The drainage fees are included on a customer's monthly utility bill and are subject to penalty if not paid by the due date. Penalty income is projected for customers who do not pay by the due date. Additionally, interest income of \$2,100 is projected. The higher amount shown in FY 2015 is due to the use of available cash to update floodplain maps.

## **Other Revenue**





# Public Works

## FY 2017 Department Business Plan Drainage Fund

### Department Description

The Public Works Department positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. This department provides year-round maintenance and repair of existing municipal infrastructure, oversees the design and construction of new public infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Utility Fund, and Drainage Funds. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

To successfully accomplish the duties of the office, Public Works is responsible for the following core services:

1. Manage the stormwater system to protect properties from flooding, ensure that stormwater entering our creeks and water ways is free of pollutants, and reduce health risks through our Mosquito Management Program.

*C5-Achieve the highest standards of safety and security  
F2-Invest to provide and maintain high quality public assets*

Stormwater management monitors the water that lands in Colleyville during rain and snow storms to prevent an increased risk of flooding, prevent erosion, and protect water quality. Development within the City's floodplains and floodways is managed by Public Works in accordance with federal and state laws and regulations. Engineering administers the Municipal Separate Service Stormwater System (MS4) and ensures compliance with all regulations governing clean water and stormwater runoff. Environmental compliance efforts include the citywide Integrated Mosquito Management Program to mitigate public health risks. Regular inspections of inlets and outfalls reduce the likelihood of hazardous driving conditions. The maintenance and

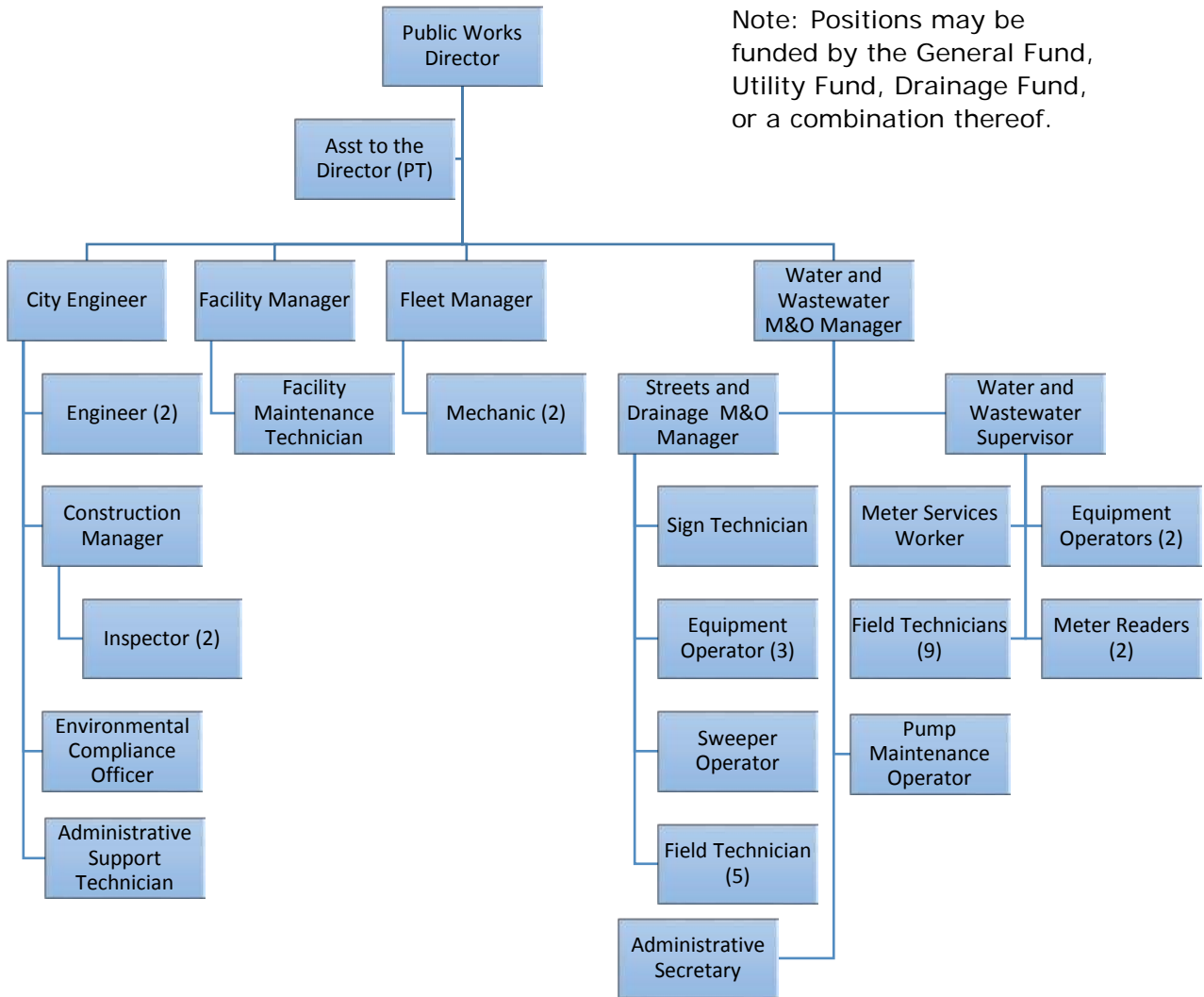
inspection of storm drainage facilities also reduces the negative impact of the quantity of rainwater on surrounding properties, roadway integrity, and stormwater infrastructure. Monitoring the quality of our runoff for pollutants protects local water sources in addition to animal and human life.



**Performance Measures & Vital Statistics**

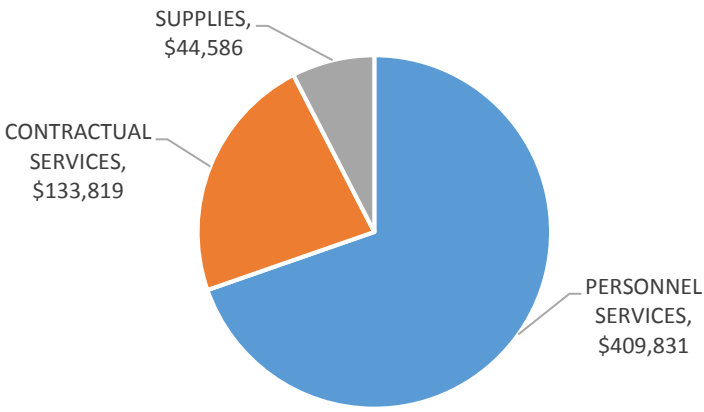
Performance Measures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Target
Percent of scheduled lane miles of public streets swept	94%	98%	99%	99.5%	94%	≥98%
Percentage of storm drain inlets inspected	New Measure	New Measure	20%	51%	55%	≥50%
Percentage of storm sewer lines inspected	New Measure	New Measure	<1%	<1%	<1%	≥10%

# Department Resources



Note: Positions may be funded by the General Fund, Utility Fund, Drainage Fund, or a combination thereof.

FY 2017 Drainage Fund Budget:  
\$588,236



## 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

A systematic program to inspect underground drainage system infrastructure will be implemented so that deficiencies can be identified and long-term plans for major renewal and replacement of our **STORMWATER INFRASTRUCTURE** can be developed. The Stormwater Master Plan will be updated and the storm drainage fee structure will be reviewed and possibly revised to provide funding for needed stormwater improvements. Utilizing the latest technology will ensure safe and reliable operation of automated flood gates and flood warning systems.

Public awareness and education about the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the next five years. Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future health of Colleyville's infrastructure systems and continuation of essential service delivery and completion of asset inventories and planning for condition assessments are key components in this process. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2017 Department Business Plan Drainage Fund

### Department Description

The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

### Core Services

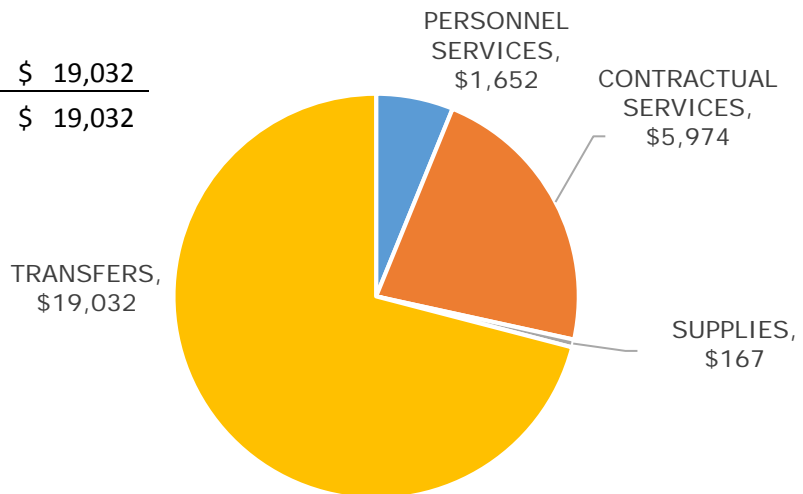
The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

### Department Resources

FY 2017 Budget: \$26,825  
(Drainage Fund)

#### TRANSFERS SUMMARY

INTERFUND LOAN REPAYMENT	\$ 19,032
<b>TOTAL</b>	<b>\$ 19,032</b>



# Drainage Fund Debt Service



**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
DRAINAGE UTILITY SYSTEM REVENUE BONDS**

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017	\$110,000	\$18,391	\$128,391
2018	\$110,000	\$14,574	\$124,574
2019	\$115,000	\$10,670	\$125,670
2020	\$125,000	\$6,506	\$131,506
2021	\$125,000	\$2,169	\$127,169
<b>TOTAL</b>	<b>\$585,000</b>	<b>\$52,310</b>	<b>\$637,310</b>

**OUTSTANDING BONDS BY ISSUE  
DRAINAGE UTILITY SYSTEM REVENUE BONDS**

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2011 REFUNDING BONDS	2021	3.47% TO 3.47%	\$585,000
		<b>TOTAL</b>	<b>\$585,000</b>

**ANNUAL REQUIREMENTS**

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2017	\$110,000	\$18,391	\$128,391
MAXIMUM YEAR	2020	\$125,000	\$6,506	\$131,506
AVERAGE ANNUAL DEBT SERVICE		\$127,462		

**BOND REPAYMENT INFORMATION**

Revenue bonds issued by the City of Colleyville are payable from revenue received from residential and commercial drainage utility fees and interest income. The coverage ratio for the City's Drainage Revenue Bonds is 1.25 times average annual debt service.



# Debt Service Fund Summary



## DEBT SERVICE FUND SUMMARY

	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017
BEGINNING FUND BALANCE - 10/1	\$ 902,490	829,510	551,844
<b>FUND REVENUES</b>			
Current Property Taxes	\$ 800,317	653,434	614,420
Delinquent Property Taxes	3,304	16,000	16,000
Penalty & Interest	5,140	12,000	12,000
Transfer-in CCCPD Fund**	500,985	500,242	503,862
Transfer-in TIF Fund**	0	0	655,781
Interest Income/Other	965	2,251	2,251
Use of Available Cash *	72,981	277,666	49,723
<b>TOTAL REVENUES</b>	<b>\$ <u>1,383,692</u></b>	<b><u>1,461,593</u></b>	<b><u>1,854,037</u></b>
<b>FUND EXPENDITURES</b>			
2006 G.O. Refunding Bonds	\$ 536,809	539,883	542,229
2007 G.O. Bonds	318,000	312,000	153,000
2011 G.O. Refunding Bonds	163,575	169,375	169,950
2016 G.O. Refunding Bonds	0	0	776,466
2006 Fire Truck Lease	49,723	0	0
2016 Engine Lease	0	0	49,723
2016 Engine Down Payment	0	125,000	0
Ambulance Lease	44,580	44,580	44,580
Motorola Radio Tower Lease	152,666	152,666	0
2010 Fire Truck Lease	116,839	116,839	116,839
Paying Agent	1,500	1,250	1,250
<b>TOTAL EXPENDITURES</b>	<b>\$ <u>1,383,692</u></b>	<b><u>1,461,593</u></b>	<b><u>1,854,037</u></b>
LESS USE OF AVAILABLE CASH *	\$ (72,981)	(277,666)	(49,723)
<b>ENDING FUND BALANCE - 9/30</b>	<b>\$ <u>829,510</u></b>	<b><u>551,844</u></b>	<b><u>502,121</u></b>

\* Available cash fund balance draw down to be used for Motorola Tower lease (FY 2015 and FY 2016) and 2016 Engine down payment (FY 2016) and lease (FY 2017)

\*\* The 2006 G.O. Refunding Bonds include a refinance of debt paid from sales tax collected by the Colleyville Crime Control and Prevention District (CCCPD) Fund. The 2016 G.O. Refunding Bonds include a refinance of debt from the Tax Increment Financing (TIF) Fund. The transfers in from the CCCPD and TIF Funds are shown as a revenues in the Debt Service Fund, which pay those funds' respective portion of the debt.

Note: The City of Colleyville has been focused on reducing and eliminating debt, working toward a pay as you go method. All recent debt issuances are refundings; new tax supported debt has not been issued since 2007.

**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
TAX SUPPORTED DEBT**

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2017	\$365,000	\$270,002	\$635,002
2018	\$375,000	\$106,793	\$481,793
2019	\$385,000	\$95,303	\$480,303
2020	\$400,000	\$81,750	\$481,750
2021	\$410,000	\$68,750	\$478,750
2022	\$425,000	\$56,225	\$481,225
2023	\$435,000	\$43,325	\$478,325
2024	\$445,000	\$32,350	\$477,350
2025	\$455,000	\$23,350	\$478,350
2026	\$465,000	\$14,150	\$479,150
2027	\$475,000	\$4,750	\$479,750
<b>TOTAL</b>	<u><b>\$4,635,000</b></u>	<u><b>\$796,748</b></u>	<u><b>\$5,431,748</b></u>

**OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT**

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATES</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2006 GENERAL OBLIGATION RFD BONDS	2019	3.64% TO 3.64%	\$110,000
2007 GENERAL OBLIGATION BONDS	2017	4.0% TO 4.0%	\$150,000
2011 GENERAL OBLIGATION RFD BONDS	2020	3.0% TO 4.0%	\$630,000
2016 GENERAL OBLIGATION RFD BONDS	2027	2.0% TO 3.0%	\$3,745,000
		<b>TOTAL</b>	<u><b>\$4,635,000</b></u>

**ANNUAL REQUIREMENTS**

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2017	\$365,000	\$270,002	\$635,002
MAXIMUM YEAR	2017	\$365,000	\$270,002	\$635,002

**AUTHORIZED GENERAL OBLIGATION DEBT**

The City currently has no authorized but unissued General Obligation debt.

<u>PURPOSE OF IMPROVEMENT</u>	<u>AMOUNT AUTHORIZED</u>	<u>AMOUNT ISSUED</u>	<u>UNISSUED BALANCE</u>
PUBLIC SAFETY	\$4,575,000	\$4,575,000	\$0
<b>TOTAL</b>	<u><b>\$4,575,000</b></u>	<u><b>\$4,575,000</b></u>	<u><b>\$0</b></u>

**OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT**

<b>2006 GENERAL OBLIGATION REFUNDING BONDS</b>			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	\$35,000	\$3,367	\$38,367
2018	\$35,000	\$2,093	\$37,093
2019	\$40,000	\$728	\$40,728
<b>TOTAL</b>	<b>\$110,000</b>	<b>\$6,188</b>	<b>\$116,188</b>

<b>2007 GENERAL OBLIGATION BONDS</b>			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	\$150,000	\$156,000	\$306,000
<b>TOTAL</b>	<b>\$150,000</b>	<b>\$156,000</b>	<b>\$306,000</b>

<b>2011 GENERAL OBLIGATION REFUNDING BONDS</b>			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	\$150,000	\$19,950	\$169,950
2018	\$150,000	\$15,450	\$165,450
2019	\$160,000	\$10,000	\$170,000
2020	\$170,000	\$3,400	\$173,400
<b>TOTAL</b>	<b>\$630,000</b>	<b>\$48,800</b>	<b>\$678,800</b>

<b>2016 GENERAL OBLIGATION REFUNDING BONDS</b>			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	\$30,000	\$90,685	\$120,685
2018	\$190,000	\$89,250	\$279,250
2019	\$185,000	\$84,575	\$269,575
2020	\$230,000	\$78,350	\$308,350
2021	\$410,000	\$68,750	\$478,750
2022	\$425,000	\$56,225	\$481,225
2023	\$435,000	\$43,325	\$478,325
2024	\$445,000	\$32,350	\$477,350
2025	\$455,000	\$23,350	\$478,350
2026	\$465,000	\$14,150	\$479,150
2027	\$475,000	\$4,750	\$479,750
<b>TOTAL</b>	<b>\$3,745,000</b>	<b>\$585,760</b>	<b>\$4,330,760</b>

## LEGAL DEBT MARGIN

Article XI, Section 5 of the State of Texas Constitution states in part:

".... but no tax for any purpose shall ever be lawful for any one year, which shall exceed two and one-half percent of the taxable property of such city."

Article X, Section 3 of the Charter of the City of Colleyville, Texas states:

The maximum tax rate shall not exceed \$1.50 on the one hundred dollars (\$100.00) valuation of the taxable property with the City.

The tax rate for Fiscal Year ended September 30, 2017 is \$.33913 per \$100 of assessed valuation at 100% of the market value. The City of Colleyville operates under a Home Rule Charter, which adopts the constitutional provision.

### Calculation of State of Texas Legal Debt Limit

City of Colleyville FY 2017 tax rate	\$0.33913
Maximum allowable State tax rate	\$2.50
Percentage of allowable tax rate used	13.57%

### Calculation of Charter Legal Debt Limit

City of Colleyville FY 2017 tax rate	\$0.33913
Maximum allowable Charter tax rate	\$1.50
Percentage of allowable tax rate used	22.61%

Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 allowable for the repayment of debt service. The FY 2017 debt portion of the tax rate is \$.01722, which is 1.1% of the permissible debt service allocation.



# Special Revenue Funds



## **SPECIAL REVENUE FUNDS**

While not appropriated as a part of the annual budget ordinance, and therefore not presented in the summary of all funds, special revenue funds play an important role in financing the services and programs offered by the City of Colleyville. Two of the more significant special revenue funds do have a budget for FY 2017 based on the requirements of the specific fund.

Other special revenue funds that do not have an annual budget only spend resources as they become available, in accordance with the restrictions of the fund, and financial summaries for each of those funds are not included in the budget document. The available balance of those funds, however, was considered when evaluating department budget requests and a number of requests were funded from the available resources in the applicable special revenue fund. Those instances are noted in the Budget Message found at the beginning of the FY 2017 Adopted Budget book. A list and description of the various special revenue funds is also included in the Budget Message. Several special revenue funds are also cited as revenue sources for the Capital Improvement Program (CIP).

As mentioned, two special revenue funds do have an annual budget and including that information in the FY 2017 Adopted Budget book provides a more detailed look at how certain items and services are funded. The pages that follow provide information on the FY 2017 budget and future year forecasts for the following special revenue funds:

- Colleyville Crime Control & Prevention District Fund (CCCPD)
- Colleyville Economic Development Corporation Fund (CEDC)



**ORDINANCE O-16-1980**

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2017 FOR THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE UPON PASSAGE BY THE CITY COUNCIL**

**WHEREAS,** the laws of the State of Texas require the Board of Directors of the Colleyville Crime Control and Prevention District to adopt a budget of projected revenues and proposed expenditures, cash on hand at the start of the year, the amount of money received during the prior year, the tax rate, and the projected ending fund balance; and

**WHEREAS,** on June 21, 2016, the Board of Directors of the Colleyville Crime Control and Prevention District approved the following budget; and

**WHEREAS,** all statutory and constitutional requirements for the passage of this Ordinance have been adhered to, including but not limited to the Open Meetings Act; and

**WHEREAS,** the City Council determines that the passage of this Ordinance is in the best interests of the health, safety, and welfare of the public.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT all matters stated hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

Sec. 2. THAT the budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017 for the Colleyville Crime Control and Prevention District, a copy of which is on file in the office of the City Secretary, is hereby made a part of this Ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017 and that the City Manager is authorized to execute all contracts and agreements approved as a part of the budget.

Sec. 3. THAT the budget of the fiscal year beginning October 1, 2016, and ending September 30, 2017, for the Colleyville Crime Control and Prevention District with a sales and use tax rate of .5%, is hereby fixed as follows:

Projected Revenue Received in Fiscal Year 2016	\$ 1,915,384
Projected Cash on Hand as of October 1, 2016	\$ 1,381,476
Revenues	\$ 1,958,470
Expenditures	\$ 1,756,925
Ending Fund Balance at September 30, 2017	\$ 1,239,671

**AND IT IS SO ORDERED.**

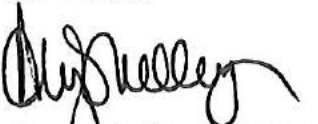
The first reading and public hearing being conducted on the 21<sup>st</sup> day of June 2016.

The second reading and public hearing being conducted on the 12<sup>th</sup> day of July 2016.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 12<sup>TH</sup> DAY OF JULY 2016.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Chris Putnam	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Absent</u>
Place 2, Bobby Lindamood	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, Jody Short	<u>Aye</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
City Secretary

**CITY OF COLLEYVILLE**

  
Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**

Handwritten signature in black ink, appearing to read "MA C.G. Boyle".

Matthew C.G. Boyle  
City Attorney

**COLLEYVILLE CRIME CONTROL DISTRICT  
FY 2017 THROUGH FY 2021 PROJECTION**

<b>FISCAL YEAR</b>	<b>ADOPTED FY 2016</b>	<b>PROJECTED FY 2016</b>	<b>PROJECTED FY 2017</b>	<b>PROJECTED FY 2018</b>	<b>PROJECTED FY 2019</b>	<b>PROJECTED FY 2020</b>	<b>PROJECTED FY 2021</b>
BEGINNING FUND BALANCE	\$1,492,472	\$1,481,643	\$1,381,476	\$1,239,671	\$1,006,234	\$722,700	\$720,862
<b>REVENUES:</b>							
1/2 CENT SALES TAX REVENUE*	\$1,529,802	\$1,613,620	\$1,613,620	\$1,613,620	\$1,629,756	\$1,646,054	\$1,662,514
INTEREST INCOME	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
USE OF AVAILABLE CASH	\$384,082	\$300,264	\$343,350	\$434,175	\$487,174	\$1,838	\$163,808
TOTAL REVENUES	\$1,915,384	\$1,915,384	\$1,958,470	\$2,049,295	\$2,118,430	\$1,649,392	\$1,827,822
<b>EXPENDITURES:</b>							
ADMINISTRATIVE BOARD/AUDIT EXPENSES:	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
POLICE SOFTWARE ANNUAL MAINTENANCE CONTRACT	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500
REGIONAL RECRUITING AND HIRING PROCESS	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
REGIONAL CRIME SCENE RESPONSE UNIT	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
CRIME REPORTS ANALYTICAL CRIME MAPPING SOFTWARE	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492
NETMOTION WIRELESS MAINTENANCE AGREEMENT	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219
L-3 IN-CAR VIDEO SYSTEM SERVER MAINTENANCE	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949
TICKET WRITER REPLACEMENT	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700
<b>PERSONNEL:</b>							
POLICE OFFICERS:							
7 OFFICERS	\$603,556	\$603,556	\$621,663	\$640,313	\$659,522	\$679,308	\$699,687
ADDITIONAL OFFICER IN FY 2016	\$72,058	\$72,058	\$74,220	\$76,446	\$78,739	\$81,102	\$83,535
MOVE OFFICER FROM GENERAL FUND FY 2017	\$0	\$0	\$74,220	\$76,447	\$78,740	\$81,102	\$83,535
ADDITIONAL OFFICER IN FY 2018	\$0	\$0	\$0	\$76,446	\$78,739	\$81,102	\$83,535
ADDITIONAL OFFICER IN FY 2019	\$0	\$0	\$0	\$0	\$78,739	\$81,101	\$83,534
ADDITIONAL SERGEANT IN FY 2021	\$0	\$0	\$0	\$0	\$0	\$98,917	\$101,885
TEEN COURT	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750
<b>CAPITAL -</b>							
FACILITY NEEDS ASSESSMENT	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
UPS BATTERY BACKUP REPLACEMENT	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0
JUSTICE CENTER DUMPSTER ENCLOSURES	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
HVAC REPLACEMENT - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$237,000
ROOF REPAIRS & MODIFIED BITUMEN REPLACEMENT - JUSTICE CEI	\$100,171	\$100,171	\$0	\$0	\$0	\$0	\$0
METAL ROOF COATING - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$167,200	\$0
CARPET & VCT TILE REPLACEMENT - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$88,052
<b>VEHICLES:</b>							
REPLACEMENT - PATROL VEHICLE AND EQUIPMENT	\$195,000	\$195,000	\$113,000	\$206,600	\$206,600	\$206,600	\$206,600
REPLACEMENT - MOTORCYCLE (TWO)	\$72,000	\$72,000	\$0	\$0	\$12,500	\$12,500	\$0
REPLACEMENT - ADMINISTRATIVE VEHICLES	\$27,000	\$27,000	\$121,500	\$27,000	\$27,000	\$27,000	\$27,000
NEW VEHICLE (FOR NEW OFFICERS)	\$0	\$0	\$0	\$0	\$51,650	\$0	\$0
<b>EQUIPMENT:</b>							
ANNUAL WEAPONS REPLACEMENT	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
STINGER FLASHLIGHTS	\$3,800	\$3,800	\$0	\$0	\$0	\$0	\$0
TWO HANDHELD LASER UNITS	\$7,000	\$7,000	\$0	\$0	\$0	\$0	\$0
TWO RADAR SIGNS- REPLACEMENT	\$11,000	\$11,000	\$0	\$0	\$0	\$0	\$0
IN CAR CAMERAS & SERVER	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
<b>DEBT SERVICE:</b>							
2006 SERIES REFUNDING DEBT	\$500,242	\$500,242	\$503,862	\$501,845	\$509,100	\$0	\$0
<b>TRANSFERS:</b>							
CAPITAL EQUIPMENT REPLACEMENT FUND - IN-CAR MOBILE DIGITAL COMPUTER SYSTEM	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL EXPENDITURES	<u>\$1,715,287</u>	<u>\$1,715,287</u>	<u>\$1,756,925</u>	<u>\$1,848,557</u>	<u>\$1,914,790</u>	<u>\$1,649,392</u>	<u>\$1,827,822</u>
EXCESS REVENUES OVER EXPENDITURES ^^	\$200,097	\$200,097	\$201,545	\$200,738	\$203,640	\$0	\$0
ENDING FUND BALANCE	<u>\$1,308,487</u>	<u>\$1,381,476</u>	<u>\$1,239,671</u>	<u>\$1,006,234</u>	<u>\$722,700</u>	<u>\$720,862</u>	<u>\$557,054</u>

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$200,097) FOR DEBT SERVICE PAYMENT IN FY 2016

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$201,545) FOR DEBT SERVICE PAYMENT IN FY 2017

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$200,738) FOR DEBT SERVICE PAYMENT IN FY 2018

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$203,640) FOR DEBT SERVICE PAYMENT IN FY 2019

\*NOTE: SALES TAX GROWTH PROJECTION OF 0% IN FY 2017 and FY 2018, 1% IN FY 2019 - FY 2021

**ORDINANCE O-16-1987**

**AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017; A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY**

**WHEREAS,** the Bylaws of the Colleyville Economic Development Corporation require the Board of Directors of the Corporation to adopt a budget of proposed revenues and expenditures and the budget must be formally approved by the City Council; and

**WHEREAS,** on August 23, 2016, the Board of Directors of the Colleyville Economic Development Corporation approved the following budget for expected revenues and expenditures; and

**WHEREAS,** the Colleyville Economic Development Corporation Board of Directors and the City Council have determined that the projects, included in the annual budget for the fiscal year beginning October 1, 2016 through September 30, 2017, further the objectives of the purpose of the Colleyville Economic Development Corporation, as established by the electorate of the City and the provisions of state statute.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT the budget of the proposed revenues and expenditures for the fiscal year beginning October 1, 2016, and ending September 30, 2017, for the Colleyville Economic Development Corporation, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2016, and ending September 30, 2017.

Sec. 2. THAT the revenue and expenditure amounts for the Fiscal Year 2017 budget for the Colleyville Economic Development Corporation are hereby fixed as follows:

Revenues	\$2,743,720
Expenditures	\$2,502,971

**AND IT IS SO ORDERED.**

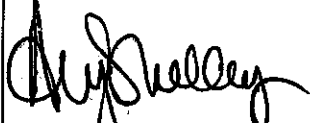
The first reading and public hearing being conducted on the 6<sup>th</sup> day of September 2016.

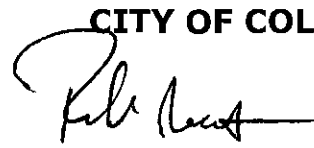
The second reading and public hearing being conducted on the 20<sup>th</sup> day of September 2016.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 20<sup>TH</sup> DAY OF SEPTEMBER 2016.

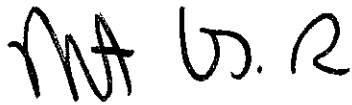
Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Chris Putnam	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 2, Bobby Lindamood	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, Jody Short	<u>ABSENT</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
City Secretary

**CITY OF COLLEYVILLE**  
  
Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**

  
Matthew C. G. Boyle  
City Attorney

**COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION**  
**ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT PROGRAM FY 2017 - FY 2021**

FISCAL YEAR	Budget 2016	Projection 2016	Projection 2017	Projection 2018	Projection 2019	Projection 2020	Projection 2021
BEGINNING FUND BALANCE	\$2,733,324	\$2,975,894	\$3,351,459	\$2,602,229	\$2,145,041	\$1,846,277	\$1,528,365
<b>REVENUES:</b>							
PROJECTED 1/2 CENT SALES TAX REVENUE	\$1,700,000	\$1,800,000	\$1,750,000	\$1,750,000	\$1,767,500	\$1,785,175	\$1,803,027
INTEREST INCOME	\$5,467	\$3,741	\$3,741	\$5,204	\$4,290	\$3,693	\$3,057
USE OF AVAILABLE CASH	\$1,104,240	\$1,005,965	\$989,979	\$695,069	\$539,635	\$559,569	\$522,946
TOTAL REVENUES	\$2,809,707	\$2,809,706	\$2,743,720	\$2,450,273	\$2,311,425	\$2,348,437	\$2,329,029
<b>EXPENDITURES:</b>							
<b>OPERATING:</b>							
<b>ADMINISTRATIVE:</b>							
2005 DEBT SERVICE & 1.4 TIMES COVERAGE	\$845,354	\$845,354	\$842,621	\$832,586	\$843,046	\$845,802	\$845,802
<b>PARKS:</b>							
WATER / WASTEWATER- MC PHERSON PARK	\$18,540	\$18,540	\$19,096	\$19,669	\$20,259	\$20,867	\$21,493
TECHNOLOGY - HARDWARE REPLACEMENT	\$0	\$0	\$0	\$0	\$6,800	\$0	\$0
<b>LIBRARY:</b>							
PERSONNEL	\$81,081	\$81,081	\$91,340	\$94,080	\$96,903	\$99,810	\$102,804
OPERATIONS	\$4,689	\$4,689	\$7,830	\$8,065	\$8,307	\$8,556	\$8,813
TECHNOLOGY - SOFTWARE & MAINTENANCE CONTRACTS	\$0	\$0	\$18,927	\$19,306	\$19,692	\$20,085	\$20,487
TECHNOLOGY - HARDWARE REPLACEMENT	\$0	\$0	\$10,400	\$11,800	\$5,450	\$27,600	\$0
<b>SENIOR CENTER:</b>							
PERSONNEL	\$70,536	\$70,536	\$72,652	\$74,832	\$77,077	\$79,389	\$81,771
OPERATIONS	\$0	\$0	\$500	\$500	\$500	\$500	\$500
TECHNOLOGY - HARDWARE REPLACEMENT	\$0	\$0	\$4,800	\$8,000	\$1,550	\$3,100	\$0
<b>COLLEYVILLE CENTER:</b>							
OPERATIONS	\$0	\$0	\$500	\$500	\$500	\$500	\$500
TECHNOLOGY- SOFTWARE & MAINTENANCE CONTRACTS	\$3,700	\$3,700	\$8,854	\$9,031	\$9,212	\$9,396	\$9,584
TECHNOLOGY - HARDWARE REPLACEMENT	\$0	\$0	\$1,500	\$8,800	\$1,200	\$3,850	\$0
<b>PROMOTIONAL:</b>							
SPECIAL EVENTS	\$87,000	\$87,000	\$87,000	\$87,000	\$87,000	\$87,000	\$87,000
ECONOMIC DEVELOPMENT PROMOTIONAL	\$35,000	\$35,000	\$39,000	\$39,780	\$40,576	\$41,387	\$42,215
PERSONNEL - COMMUNICATIONS	\$41,029	\$41,029	\$48,981	\$50,450	\$51,964	\$53,523	\$55,129
<b>CAPITAL:</b>							
<b>COLLEYVILLE CENTER -</b>							
SITE MASTER PLAN- CARRY FORWARD	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0
DYSON HAND DRYERS	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0
REPLACEMENT DISHWASHER	\$6,350	\$6,350	\$0	\$0	\$0	\$0	\$0
FRIDGE MERCHANDISER	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$0
INCREASED INTERNET BANDWIDTH	\$5,428	\$5,428	\$0	\$0	\$0	\$0	\$0
AV UPGRADE	\$170,000	\$200,000	\$0	\$0	\$0	\$0	\$0
FACILITY UPDATES AND REPLACEMENTS	\$0	\$30,000	\$9,200	\$0	\$0	\$0	\$0
REPLACEMENT OF PALLADIUM WINDOWS	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0
<b>CITYWIDE TRAIL SYSTEM -</b>							
IMPROVEMENTS AT COTTON BELT - LD LOCKETT PARK TRAILHEAD - CARRY FORWARD	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$0
FUTURE TRAIL CONSTRUCTION (COTTON BELT TRAIL CONNECTION)	\$150,000	\$50,000	\$0	\$0	\$0	\$0	\$0
PLEASANT RUN TRAIL CONSTRUCTION (COTTON BELT TO JOHN MCMCAIN)	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0
PARKS MASTER PLAN UPDATE	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
<b>SENIOR CENTER</b>							
REPAIRS- CARRY FORWARD	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0
FUTURE PROJECTS	\$1,000,000	\$0	\$1,078,519	\$1,033,875	\$1,039,391	\$1,045,072	\$1,050,924
TOTAL EXPENDITURES	\$2,809,707	\$1,669,707	\$2,743,720	\$2,450,273	\$2,311,425	\$2,348,436	\$2,329,029
EXCESS REVENUES OVER EXPENDITURES	\$0	\$1,140,000	\$0	\$0	\$0	\$0	\$0
ADD BACK .4 TIMES BOND COVERAGE RATIO	\$241,530	\$241,530	\$240,749	\$237,882	\$240,870	\$241,658	\$241,658
ENDING FUND BALANCE	\$1,870,614	\$3,351,459	\$2,602,229	\$2,145,041	\$1,846,277	\$1,528,365	\$1,247,077





# Capital Improvement Program





## CAPITAL IMPROVEMENT PROGRAM

In keeping with the City's focus to sustain and plan for Colleyville's long-term needs, the fiscal year 2017 budget includes the City's 5-Year comprehensive Capital Improvement Plan (CIP). This plan identifies planned projects for the next five years, based on funding availability, and a schedule for completion. Capital projects are defined as those projects requiring an investment of \$50,000 or more and that have a useful life of at least five years. Colleyville's CIP includes projects in a number of categories, as shown in the chart below. The CIP provides an opportunity to consider all of the city's capital needs in the coming years and determine the priority of each, as well as whether available funding resources are sufficient to support those expenditures. Projects listed as unfunded will be evaluated annually to determine if priority and available funding warrants inclusion in the next 5-Year CIP.

FY 2017 Project Category	FY 2017 Project Cost
Streets	\$6,497,522
Utility	1,875,200
Parks	300,000
Technology	85,000
Facilities	500,000
<b>TOTAL</b>	<b>\$9,257,722</b>

The City Council approved resolution R-16-4037 adopting the comprehensive five year capital improvement program for FY 2017-2021, which will require Council approval for any changes. Having the entire five year CIP approved by resolution serves to communicate the City's long-term plans and provides a basis on which staff can plan for anticipated projects.

The capital projects fund itself has no dedicated revenue source; any income received is from transfers from other funds, to set aside funding for capital projects that are often multi-year in nature and not appropriate for an annual operating budget. The CIP utilizes a variety of funding sources including the City's major operating funds, impact fees, special revenue funds, and other entities such as the County.

The pages that follow provide a summary of the FY 2017 CIP projects and associated funding sources, as well as a description and map indicating the location. Project descriptions also include information relating to any anticipated operating costs associated with the capital project, however, most capital projects do not require any new operating costs as they are primarily improvement to or replacement of already existing infrastructure.

**RESOLUTION R-16-4037**

**A RESOLUTION ADOPTING A COMPREHENSIVE FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2017-2021 FOR THE CITY OF COLLEYVILLE, TEXAS**

**WHEREAS**, planning for capital expenditures is an essential function of local government; and

**WHEREAS**, a multi-year capital improvement program is an important communication tool for residents and businesses; and

**WHEREAS**, a multi-year capital improvement program is a valuable tool in addressing infrastructure renewal and replacement needs, and an essential part of the City's financial planning.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

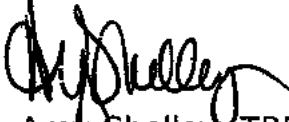
- Sec. 1. THAT the Fiscal Year 2017-2021 Capital Improvement Program attached as Exhibit "A", is hereby adopted.
- Sec. 2. THAT the Capital Improvement Program will be reviewed and updated on an annual basis, or as otherwise necessary.
- Sec. 3. THAT changes to the Capital Improvement Program will require approval of the City Council.
- Sec 4. THAT this Capital Improvement Program for Fiscal Years 2017-2021 replaces any previously approved Capital Improvement Programs for those years reflected in each.

**AND IT IS SO RESOLVED.**

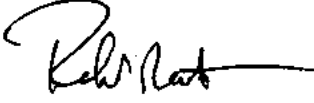
APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS 20<sup>TH</sup> DAY OF SEPTEMBER 2016.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Chris Putnam	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 2, Bobby Lindamood	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, Jody Short	<u>Absent</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
Secretary

**CITY OF COLLEYVILLE**

  
Richard Newton  
Mayor

	Total Project Cost	Capital Projects Fund	CEDC	
			(Parks, Trails & Libraries)	County Funding
<b>2017</b>				
Civil Improvements at Public Works Service Center Site - CONSTRUCTION	\$500,000	\$0	\$0	\$0
Glade Road (Phase 2 - Manning to Pool) - ROW	\$430,000	\$0	\$0	\$0
Glade Road (Phase 3 - Pool to Heritage) - ROW	\$190,000	\$0	\$0	\$0
Glade Road Maintenance Partial (Phase II) (Stafford to Jim Mitchell)	\$198,000	\$198,000	\$0	\$0
Glade Road Maintenance Partial (Phase IV) Asphalt Rehab (Western City Limits to Bransford Rd)	\$142,000	\$142,000	\$0	\$0
Hunter Lane - Rehabilitation	\$160,000	\$160,000	\$0	\$0
John McCain Rehabilitation (Westcoat to Pleasant Run and Shepherds Glen to Maranatha Court) - County Project	\$1,647,222	\$591,000	\$0	\$394,000
L. D. Lockett (Precinct Line Road to Westcoat Drive) - Rehabilitation	\$725,000	\$725,000	\$0	\$0
McDonwell School Road and Westcoat Drive Roundabout - DESIGN	\$100,000	\$0	\$0	\$0
Pleasant Run (Shelton to John McCain) - Rehabilitation (Companion to Water Project 11/Partial and WW Project 3/Partial)	\$4,300,000	\$2,743,300	\$300,000	\$0
Roberts Road (Glade to Grapevine City Limits) - DESIGN	\$162,000	\$162,000	\$0	\$0
UPS Battery Backup Replacement at Justice Center	\$85,000	\$0	\$0	\$0
Water Project 10: Apple Valley Subd./Rustic Oaks Subd./ Bills Lane Water Lines - DESIGN	\$70,000	\$0	\$0	\$0
Water Project 11: Partial (John McCain Water Line Upsizing)	\$446,000	\$0	\$0	\$0
Water Project 8: Pressure Relief and Flow Control Valves and Piping (John McCain/Bandit Trail Vicinity) - DESIGN	\$42,500	\$0	\$0	\$0
WW Project 3 (Partial): Replace 6" and 8" Pipelines (Manning Dr/Vicinity of Pleasant Run Rd and McDonwell School Rd) - DESIGN	\$27,000	\$0	\$0	\$0
WW Project 4: Remington Park and Clairemont Subdivisions Sewer Line Replacements to Improve Flow - DESIGN	\$33,000	\$0	\$0	\$0
	<b>\$9,257,722</b>	<b>\$4,721,300</b>	<b>\$300,000</b>	<b>\$394,000</b>
<b>2018</b>				
Black Drive - Rehabilitation (Companion Project to Water Project #10)	\$174,987	\$174,987	\$0	\$0
Cheek-Sparger Road (San Bar to Brown Trail) - DESIGN and ROW Acquisition	\$313,000	\$313,000	\$0	\$0
Glade Road (Phase 2 - Manning to Pool) - RECONSTRUCTION	\$5,484,000	\$0	\$0	\$0
L. D. Lockett (Westcoat Drive to Pleasant Run) - Rehabilitation	\$195,000	\$195,000	\$0	\$0
Manning Drive Rehabilitation (County Project) - Rehabilitation (Companion Project to Wastewater Project 3)	\$300,000	\$150,000	\$0	\$150,000
McDonwell School Road and Westcoat Drive Roundabout - Construction	\$1,200,000	\$1,200,000	\$0	\$0
Pleasant Run (John McCain to North City Limits) - Rehabilitation	\$450,000	\$450,000	\$0	\$0
Remington Parkway - Rehabilitation (Companion Project to Wastewater Project #4)	\$65,000	\$65,000	\$0	\$0
Replacement of Palladium Windows	\$150,000	\$0	\$150,000	\$0
Roberts Road - RECONSTRUCTION	\$1,200,950	\$1,200,950	\$0	\$0
Rustic Trail - Rehabilitation (Companion Project to Water Project #10)	\$55,000	\$55,000	\$0	\$0
Water Project 10: Apple Valley Subdivision/Rustic Oaks Subdivisions/ Bills Lane Water Lines - CONSTRUCTION	\$550,000	\$0	\$0	\$0
Water Project 8: Install Pressure Relief and Flow Control Valves and Associated Piping - CONSTRUCTION	\$348,000	\$75,000	\$0	\$0
WW Project 3 (Partial): Replace 6" and 8" Pipelines on Manning Drive/Vicinity of Pleasant Run and McDonwell - CONSTRUCTION	\$141,000	\$0	\$0	\$0
WW Project 4: Remington Park and Clairemont Subdivisions Sewer Line Replacements to Improve Flow - CONSTRUCTION	\$185,000	\$0	\$0	\$0
	<b>\$10,811,937</b>	<b>\$3,878,937</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>2019</b>				
Bransford (Glade to LD Lockett) (County Project) - Rehabilitation	\$706,000	\$423,600	\$0	\$282,400
Brighton Oaks - Rehabilitation (Companion Project to Water Project #5)	\$460,000	\$460,000	\$0	\$0
Cheek-Sparger Road (San Bar to Brown Trail) - CONSTRUCTION	\$2,085,395	\$0	\$0	\$0
Glade Road (Phase 3 - Pool to Heritage) - RECONSTRUCTION	\$3,530,250	\$0	\$0	\$0
Montclair (County Project) - Rehabilitation	\$560,000	\$280,000	\$0	\$280,000
Update Stormwater Master Plan	\$500,000	\$0	\$0	\$0
Water Project 11: Tinker Road Water Lines - DESIGN	\$123,000	\$0	\$0	\$0
Water Project 5: Upsize and Replace Water Lines in Brighton Oaks Subdivision - CONSTRUCTION	\$1,515,100	\$0	\$0	\$0
WW Project 5: Quails Path and Chestnut Bend Sewer Line Replacement - DESIGN	\$91,000	\$0	\$0	\$0
	<b>\$9,570,745</b>	<b>\$1,163,600</b>	<b>\$0</b>	<b>\$562,400</b>
<b>2020</b>				
County Project (TBD) - Rehabilitation	\$800,000	\$400,000	\$0	\$400,000
Justice Center - Metal Roof Coating	\$167,200	\$0	\$0	\$0
Quails Path - Rehabilitation (Companion Project to Wastewater Project #5)	\$35,000	\$35,000	\$0	\$0
Tinker (Pleasant Run to Highway 26) - Rehabilitation (Companion Project to Water Project 11)	\$450,000	\$450,000	\$0	\$0
Water Project 11 (Partial): Tinker Road Water Lines - CONSTRUCTION	\$630,000	\$0	\$0	\$0
Water Project 12/Partial Woodbriar Estate Water Lines Replacement - DESIGN	\$70,020	\$0	\$0	\$0
Water Project 3: New Elevated Water Storage Tank and Associated Distribution Lines - DESIGN	\$545,000	\$0	\$0	\$0
Water Project 6: Upsize and Replace Water Lines in Woodbriar Estates and Quail Crest Subdivisions - DESIGN	\$145,000	\$0	\$0	\$0
WW Project 1: Replace Sewer Lines in Woodbriar Estates and Quail Crest Subdivisions - DESIGN	\$361,700	\$0	\$0	\$0
WW Project 5: Quails Path and Chestnut Bend Sewer Line Replacement - CONSTRUCTION	\$719,000	\$0	\$0	\$0
	<b>\$3,922,920</b>	<b>\$885,000</b>	<b>\$0</b>	<b>\$400,000</b>
<b>2021</b>				
Justice Center - HVAC Replacement	\$237,000	\$0	\$0	\$0
Justice Center- Carpet & VCT Tile Replacement	\$88,052	\$0	\$0	\$0
County Project (TBD) - Rehabilitation	\$800,000	\$400,000	\$0	\$400,000
Water Project 12/Partial Woodbriar Estate Water Lines Replacement - CONSTRUCTION	\$433,000	\$0	\$0	\$0
Water Project 3: New Elevated Water Storage Tank and Associated Distribution Lines - CONSTRUCTION	\$4,500,000	\$0	\$0	\$0
Water Project 6: Upsize and Replace Water Lines in Woodbriar Estates and Quail Crest Subdivisions - CONSTRUCTION	\$745,000	\$0	\$0	\$0
Woodbriar, Quail Crest Estates - Rehabilitation (Companion Project to Water Projects #6 and 12/Portion and WW Project #1)	\$2,768,000	\$2,768,000	\$0	\$0
WW Project 1: Replace Sewer Lines in Woodbriar Estates and Quail Crest Subdivisions - CONSTRUCTION	\$1,900,000	\$0	\$0	\$0
	<b>\$11,471,052</b>	<b>\$3,168,000</b>	<b>\$0</b>	<b>\$400,000</b>
	<b>\$45,034,376</b>	<b>\$13,816,837</b>	<b>\$450,000</b>	<b>\$1,906,400</b>

Drainage Fund	Perimeter Street Fees	Impact Fees - Area II (West of 26)		TIF	Utility Fund	Wastewater Impact Fees	Water Impact Fees	Other: City Funding	Total Funding	Non Funded
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$0
\$0	\$0	\$0	\$430,000	\$0	\$0	\$0	\$0	\$0	\$430,000	\$0
\$0	\$0	\$0	\$190,000	\$0	\$0	\$0	\$0	\$0	\$190,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$198,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$142,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$662,222 *	\$1,647,222	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$725,000	\$0
\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
\$0	\$0	\$0	\$0	\$186,000	\$0	\$1,070,700	\$0	\$0	\$4,300,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$162,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,000	\$85,000	\$85,000	\$0
\$0	\$0	\$0	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000	\$0
\$0	\$0	\$0	\$0	\$446,000	\$0	\$0	\$0	\$0	\$446,000	\$0
\$0	\$0	\$0	\$0	\$42,500	\$0	\$0	\$0	\$0	\$42,500	\$0
\$0	\$0	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$27,000	\$0
\$0	\$0	\$0	\$0	\$33,000	\$0	\$0	\$0	\$0	\$33,000	\$0
<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$620,000</b>	<b>\$804,500</b>	<b>\$0</b>	<b>\$1,070,700</b>	<b>\$1,247,222</b>	<b>\$1,247,222</b>	<b>\$9,257,722</b>	<b>\$0</b>

\*Prior approved funding

\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$174,987	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$313,000	\$0
\$0	\$342,897	\$0	\$4,724,103	\$0	\$0	\$417,000	\$0	\$0	\$5,484,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$195,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,950	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000	\$0
\$0	\$0	\$0	\$0	\$550,000	\$0	\$0	\$0	\$0	\$550,000	\$0
\$0	\$0	\$0	\$0	\$273,000	\$0	\$0	\$0	\$0	\$348,000	\$0
\$0	\$0	\$0	\$0	\$141,000	\$0	\$0	\$0	\$0	\$141,000	\$0
\$0	\$0	\$0	\$0	\$185,000	\$0	\$0	\$0	\$0	\$185,000	\$0
<b>\$0</b>	<b>\$342,897</b>	<b>\$0</b>	<b>\$4,724,103</b>	<b>\$1,149,000</b>	<b>\$0</b>	<b>\$417,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,811,937</b>	<b>\$0</b>

\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$706,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$460,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,085,395	\$2,085,395	\$2,085,395	\$0
\$0	\$245,223	\$0	\$3,151,027	\$0	\$134,000	\$0	\$0	\$0	\$3,530,250	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$560,000	\$0
\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0
\$0	\$0	\$0	\$0	\$123,000	\$0	\$0	\$0	\$0	\$123,000	\$0
\$0	\$0	\$0	\$0	\$1,515,100	\$0	\$0	\$0	\$0	\$1,515,100	\$0
\$0	\$0	\$0	\$0	\$91,000	\$0	\$0	\$0	\$0	\$91,000	\$0
<b>\$500,000</b>	<b>\$245,223</b>	<b>\$0</b>	<b>\$3,151,027</b>	<b>\$1,729,100</b>	<b>\$134,000</b>	<b>\$0</b>	<b>\$2,085,395</b>	<b>\$2,085,395</b>	<b>\$9,570,745</b>	<b>\$0</b>

\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$167,200	\$167,200	\$167,200	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0
\$0	\$0	\$0	\$0	\$630,000	\$0	\$0	\$0	\$0	\$630,000	\$0
\$0	\$0	\$0	\$0	\$70,020	\$0	\$0	\$0	\$0	\$70,020	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$545,000	\$0	\$0	\$545,000	\$0
\$0	\$0	\$0	\$0	\$145,000	\$0	\$0	\$0	\$0	\$145,000	\$0
\$0	\$0	\$0	\$0	\$361,700	\$0	\$0	\$0	\$0	\$361,700	\$0
\$0	\$0	\$0	\$0	\$719,000	\$0	\$0	\$0	\$0	\$719,000	\$0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,925,720</b>	<b>\$0</b>	<b>\$545,000</b>	<b>\$167,200</b>	<b>\$167,200</b>	<b>\$3,922,920</b>	<b>\$0</b>

\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$237,000	\$237,000	\$237,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$88,052	\$88,052	\$88,052	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0
\$0	\$0	\$0	\$0	\$433,000	\$0	\$0	\$0	\$0	\$433,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$0	\$0	\$4,500,000	\$0
\$0	\$0	\$0	\$0	\$745,000	\$0	\$0	\$0	\$0	\$745,000	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,768,000	\$0
\$0	\$0	\$0	\$0	\$1,900,000	\$0	\$0	\$0	\$0	\$1,900,000	\$0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,078,000</b>	<b>\$0</b>	<b>\$4,500,000</b>	<b>\$325,052</b>	<b>\$325,052</b>	<b>\$11,471,052</b>	<b>\$0</b>
<b>\$500,000</b>	<b>\$588,120</b>	<b>\$100,000</b>	<b>\$8,495,130</b>	<b>\$8,686,320</b>	<b>\$134,000</b>	<b>\$6,532,700</b>	<b>\$3,824,869</b>	<b>\$45,034,376</b>	<b>\$45,034,376</b>	<b>\$0</b>

UNFUNDED	Total Project Cost	Capital Projects Fund	CEDC	
			(Parks, Trails & Libraries)	County Funding
Acuff Lane - Rehabilitation	\$115,360	\$0	\$0	\$0
Automated Meter Reading (AMR) Advanced Metering Infrastructure (AMI) System Implementation	\$5,000,000	\$0	\$0	\$0
Bedford Court - Rehabilitation	\$149,209	\$0	\$0	\$0
Bedford Road Bridge - Rehabilitation	\$60,000	\$0	\$0	\$0
Bedford Road Bridge at Little Bear	\$2,100,000	\$0	\$0	\$0
Behrens - Rehabilitation	\$392,196	\$0	\$0	\$0
Bettinger Drive- Rehabilitation	\$378,080	\$0	\$0	\$0
Beverly Drive- Rehabilitation	\$222,098	\$0	\$0	\$0
Bill Simmons Rd - Rehabilitation	\$269,867	\$0	\$0	\$0
Bluebonnet Drive - Rehabilitation	\$323,440	\$0	\$0	\$0
Bransford Creek Drainage	\$2,080,000	\$0	\$0	\$0
Brook Meadows Addition - Rehabilitation	\$404,444	\$0	\$0	\$0
Caldwell Hughes Road - Rehabilitation	\$115,360	\$0	\$0	\$0
Cedar Court - Rehabilitation	\$209,964	\$0	\$0	\$0
Cheek-Sparger Road (SH26 to Heritage - Less Brown to Bedford) - Rehabilitation	\$1,698,222	\$0	\$0	\$0
City Hall - Boiler Replacement	\$107,900	\$0	\$0	\$0
City Hall - Carpet and VCT Tile	\$102,443	\$0	\$0	\$0
City Hall Dumpster Enclosure	\$60,000	\$0	\$0	\$0
City Hall/Library - HVAC Replacement	\$300,300	\$0	\$0	\$0
Community Home Addition - Rehabilitation	\$262,222	\$0	\$0	\$0
Cooks Lane- Rehabilitation	\$61,653	\$0	\$0	\$0
Cutter Ridge Court - Rehabilitation	\$48,695	\$0	\$0	\$0
Fairway Addition - Rehabilitation	\$351,111	\$0	\$0	\$0
Fire Station 1 Repairs	\$102,954	\$0	\$0	\$0
Fire Station 2 Repairs	\$66,898	\$0	\$0	\$0
Flood Gates Upgrade	\$365,020	\$0	\$0	\$0
Folding Doors- Fire Station #3	\$44,000	\$0	\$0	\$0
Ford Drive - Rehabilitation	\$22,276	\$0	\$0	\$0
Four-Fold Door Installation at Fire Station #1	\$124,545	\$0	\$0	\$0
Glade Road (Phase 4 - West City Limits to Bransford Road) - ReCONSTRUCTION	\$4,737,000	\$0	\$0	\$0
Glade Road (Phase 4 - West City Limits to Bransford Road) - ROW Acquisition	\$300,000	\$0	\$0	\$0
Glade Road Bridge at Trib LB2	\$500,000	\$0	\$0	\$0
Glade Road Culverts at Bluebonnet Creek	\$536,000	\$0	\$0	\$0
Hall-Johnson Fire Facility Renovation - Phase 1	\$392,000	\$0	\$0	\$0
Hall-Johnson Fire Facility Renovation - Phase 2	\$650,720	\$0	\$0	\$0
Heritage Avenue at Little Bear - Drainage	\$2,800,000	\$0	\$0	\$0
Hidden Acres Subdivision - Rehabilitation	\$280,000	\$0	\$0	\$0
Highland Acres Subdivision - Rehabilitation	\$806,222	\$0	\$0	\$0
Jackson Creek Drainage Improvements	\$2,500,000	\$0	\$0	\$0
Jackson Road Bridge	\$3,400,000	\$0	\$0	\$0
Jackson Road Bridge - Rehabilitation	\$60,000	\$0	\$0	\$0
Jo Will Street- Rehabilitation	\$186,453	\$0	\$0	\$0
John McCain (Monticello Pkwy to Pleasant Run Rd) - Rehabilitation	\$151,111	\$0	\$0	\$0
John McCain (Williamsburg Court. to Monticello Pkwy) - Rehabilitation	\$302,222	\$0	\$0	\$0
John McCain Box Culvert at White Chapel Creek West	\$250,000	\$0	\$0	\$0
Leta Lane - Rehabilitation	\$179,840	\$0	\$0	\$0
Library - Carpet and VCT Tile	\$98,055	\$0	\$0	\$0
Library Fountain Repair	\$70,447	\$0	\$0	\$0
Lloyd Circle - Rehabilitation	\$105,964	\$0	\$0	\$0
Maranatha Court - Rehabilitation	\$4,191	\$0	\$0	\$0
McDonwell School Road - Rehabilitation	\$713,316	\$0	\$0	\$0
Oak Knoll Bridge	\$2,700,000	\$0	\$0	\$0
Oak Knoll Court - Rehabilitation	\$105,618	\$0	\$0	\$0
Oak Knoll Drive - Rehabilitation	\$871,236	\$0	\$0	\$0
Oak Timbers Court - Rehabilitation	\$148,836	\$0	\$0	\$0
Old Glade Road - Rehabilitation	\$70,667	\$0	\$0	\$0
Patterson Lane - Rehabilitation	\$203,218	\$0	\$0	\$0
Pecan Park Estates Subdivision - Rehabilitation	\$724,444	\$0	\$0	\$0
Pleasant Run Road Bridge at Big Bear	\$3,800,000	\$0	\$0	\$0
Plymouth Hills Addition - Rehabilitation	\$762,222	\$0	\$0	\$0
Queensbury Way Bridge - Rehabilitation	\$100,000	\$0	\$0	\$0
Ross Downs Estates - Rehabilitation	\$4,000,000	\$0	\$0	\$0
Saddlebrook Addition - Rehabilitation	\$667,333	\$0	\$0	\$0
Sand Oak Acres Addition - Rehabilitation	\$864,000	\$0	\$0	\$0
Service Center - Construction	\$4,500,000	\$0	\$0	\$0
Shelton - Rehabilitation	\$288,293	\$0	\$0	\$0
Stafford Road - Rehabilitation	\$250,000	\$0	\$0	\$0
Suellen Circle - Rehabilitation	\$44,373	\$0	\$0	\$0
Tara Plantation Addition - Rehabilitation	\$495,444	\$0	\$0	\$0
Thompson Terrace - Rehabilitation	\$167,378	\$0	\$0	\$0
Van Oaks Drive - Rehabilitation	\$126,720	\$0	\$0	\$0
Waller Lane - Rehabilitation	\$81,600	\$0	\$0	\$0
Water Project 12: Woodbriar Estates Water Lines - DESIGN	\$300,000	\$0	\$0	\$0
Water Project 12: Woodbriar Estates Water Lines - CONSTRUCTION	\$2,000,000	\$0	\$0	\$0
Water Project 13: Glade (Oak to Martin) and Gateway/121 Water Lines/Fire Flow Improvements - CONSTRUCTION	\$1,426,000	\$0	\$0	\$0

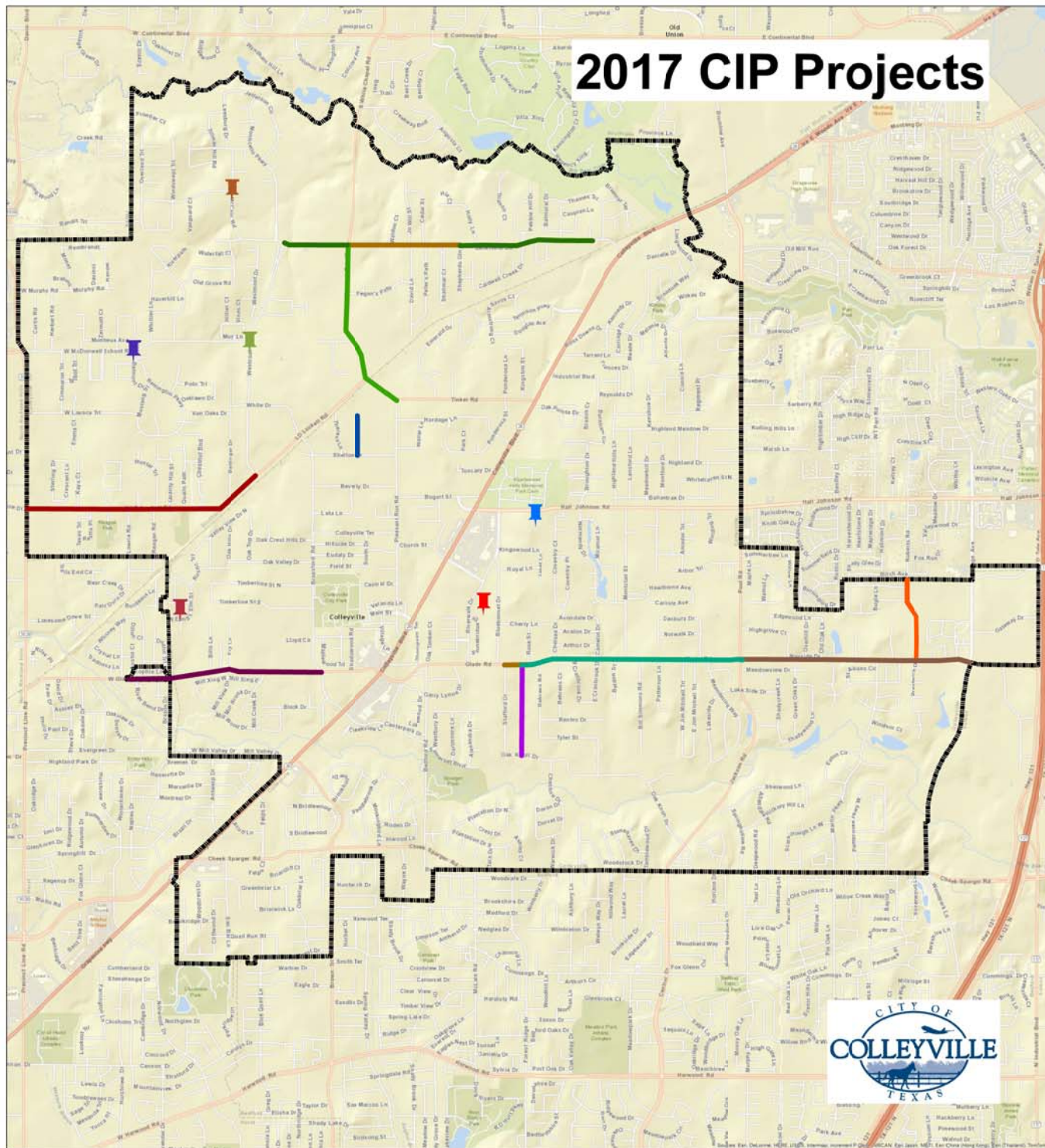


Drainage Fund	Perimeter Street Fees	Impact Fees - Area II (West of 26)		TIF	Utility Fund	Wastewater Impact Fees	Water Impact Fees	Other: City Funding	Total Funding	Non Funded
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,360
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$149,209
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$392,196
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$378,080
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$222,098
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$269,867
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$323,440
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,080,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$404,444
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,360
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$209,964
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,698,222
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$107,900
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$102,443
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,300
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$262,222
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,653
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48,695
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$351,111
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$102,954
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,898
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$365,020
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,276
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$124,545
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,737,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$536,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$392,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,720
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$806,222
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,400,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$186,453
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$151,111
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$302,222
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$179,840
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$98,055
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,447
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,964
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,191
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$713,316
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,618
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$871,236
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$148,836
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,667
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$203,218
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$724,444
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$762,222
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$667,333
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$864,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$288,293
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44,373
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$495,444
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$167,378
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$126,720
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$81,600
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,426,000

	Total Project Cost	Capital Projects Fund	CEDC (Parks, Trails & Libraries)	County Funding
Water Project 13: Glade (Oak to Martin) and Gateway/121 Water Lines/Fire Flow Improvements - DESIGN	\$214,000	\$0	\$0	\$0
Water Project 14: Northwest Area Flow Improvements in High Pressure Plane - CONSTRUCTION	\$1,470,000	\$0	\$0	\$0
Water Project 14: Northwest Area Flow Improvements in High Pressure Plane - DESIGN	\$220,000	\$0	\$0	\$0
Water Project 15: Rustic Oaks and Oak Crest Hills Subdivision Fire Flow Improvements - DESIGN/CONSTRUCTION	\$5,389,000	\$0	\$0	\$0
Water Project 16: Highland Acres Water Line and Fire Flow Improvements - DESIGN/CONSTRUCTION	\$2,264,000	\$0	\$0	\$0
Water Project 17: Northwest Low Plain Flow Improvements - DESIGN/CONSTRUCTION	\$1,404,000	\$0	\$0	\$0
Water Project 18: Northern Low Plain Flow Improvements - DESIGN/CONSTRUCTION	\$8,158,000	\$0	\$0	\$0
Water Project 19: Southern Low Plain Flow Improvements - DESIGN/CONSTRUCTION	\$4,094,000	\$0	\$0	\$0
Water Project 20: Cheek-Sparger (Buckingham to Martin) Water Line Replacement - DESIGN/CONSTRUCTION	\$1,477,000	\$0	\$0	\$0
Water Project 21: Pool Rd Water Line Velocity Adjust. (and Summertree and Hall-Johnson/Meadowhill Area) - DESIGN/CONSTRUCTION	\$646,000	\$0	\$0	\$0
Water Project 22: Cotton Belt Trail to Pleasant Run Road Water Line Implementation - DESIGN/CONSTRUCTION	\$1,225,000	\$0	\$0	\$0
Water Project 23: Low Plain Lines to Provide Looping - DESIGN/CONSTRUCTION	\$1,827,000	\$0	\$0	\$0
Water Project 24: Southwest Low Plain Flow Improvements - DESIGN/CONSTRUCTION	\$2,567,000	\$0	\$0	\$0
Water Project 25: Cheshire/Dorset Joint Replacements - DESIGN/CONSTRUCTION	\$1,211,000	\$0	\$0	\$0
Water Project 26: Bandit/John McCain Decommissioning of 6" and Connect 12" - DESIGN/CONSTRUCTION	\$176,000	\$0	\$0	\$0
Water Project 27: Colleyville Boulevard Water Line Upsizing - DESIGN/CONSTRUCTION	\$4,570,000	\$0	\$0	\$0
Wayne Drive - Rehabilitation	\$160,276	\$0	\$0	\$0
Woodland Hills Subdivision - Rehabilitation	\$1,295,667	\$0	\$0	\$0
WW Project 10: Rehab Category 2 Manholes (Phase 1) - DESIGN/CONSTRUCTION	\$710,000	\$0	\$0	\$0
WW Project 11: Remaining Manhole Assessment Program - DESIGN/CONSTRUCTION	\$277,000	\$0	\$0	\$0
WW Project 12: Rehab Priority 1 Manholes Identified in Assessment Program - DESIGN/CONSTRUCTION	\$415,000	\$0	\$0	\$0
WW Project 13: Highland/Pool/Summertree Sewer Line Replacement - DESIGN/CONSTRUCTION	\$1,407,000	\$0	\$0	\$0
WW Project 14: Sewer Line Renewal Program, Phase 3 - DESIGN/CONSTRUCTION	\$3,304,000	\$0	\$0	\$0
WW Project 15: Brook Meadows Sewer Line Improvements - DESIGN/CONSTRUCTION	\$758,000	\$0	\$0	\$0
WW Project 16: Rehab Priority 2 Manholes Identified in Assessment Program - DESIGN/CONSTRUCTION	\$1,416,000	\$0	\$0	\$0
WW Project 17: Sewer Line Renewal Program, Phase 4 - DESIGN/CONSTRUCTION	\$3,946,000	\$0	\$0	\$0
WW Project 6: Emerald Park Sewer Line Replacement - DESIGN/CONSTRUCTION	\$800,000	\$0	\$0	\$0
WW Project 7: Saddlebrook Addition Sewer Line Replacement - DESIGN/CONSTRUCTION	\$790,000	\$0	\$0	\$0
WW Project 8: Glade/Camelot Sewer Line and Manhole Replacement - DESIGN/CONSTRUCTION	\$412,000	\$0	\$0	\$0
WW Project 9: Sewer Line Renewal Program, Phase 2 - DESIGN/CONSTRUCTION	\$2,936,000	\$0	\$0	\$0
	<b>\$114,798,123</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Drainage Fund	Perimeter Street Fees	Impact Fees - Area II (West of 26)			Utility Fund	Wastewater Impact Fees	Water Impact Fees	Other: City Funding	Total Funding	Non Funded
		TIF								
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,470,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$220,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,389,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,264,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,404,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,158,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,094,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,477,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$646,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,225,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,827,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,567,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,211,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$176,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,570,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,276
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,295,667
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$710,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$277,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$415,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,407,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,304,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$758,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,416,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,946,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$790,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$412,000
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,936,000
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$114,798,123</b>

# 2017 CIP Projects



## Legend

- Glade Road Phase II - ROW
- Glade Road Phase III- ROW
- Glade Road Maintenance Phase II
- Glade Road Maintenance Phase IV
- Hunter Lane - Rehabilitation
- John McCain - Rehabilitation
- L. D. Lockett - Rehabilitation
- Pleasant Run -Rehabilitation
- Roberts Road Design
- WW Project 3 Design
- Water Project 11 Construction
- McDonwell School Road and Westcoat Drive Roundabout - Design
- WW Project 4 - Design
- Water Project 10 - Design
- Water Project 8 - Design
- UPS Battery Backup - Justice Center
- Civil Improvements - Public Works



**Civil Improvements at Public Works Service Center Site - CONSTRUCTION**

Project Year

**2017**

**Program Description**

Construction of a new roadway at 1601 Hall-Johnson Road for the purpose of the redevelopment of the Service Center site. This is consistent with the approved City Developer Agreement.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$500,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$500,000
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$500,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Make improvements to aging facilities.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**Glade Road (Phase II - Manning to Pool) - ROW ACQUISITION**

Project Year

**2017**

**Program Description**

This project includes the right-of-way acquisition for Phase II of Glade Road reconstruction (Bedford Road to Pool Road).

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$430,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$430,000
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$430,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**Glade Road (Phase III - Pool to Heritage) - ROW ACQUISITION**

Project Year

**2017**

**Program Description**

This project includes the right-of-way acquisition for Phase III of Glade Road reconstruction (Pool to Heritage).

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$190,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$190,000
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$190,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**Glade Road Maintenance Partial (Phase II) (Stafford to Jim Mitchell) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will provide 2" mill and overlay and petromat on Glade Road from Stafford to Jim Mitchell East. This maintenance will provide an operable roadway until such time as other reconstruction efforts occur.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$198,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$198,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$198,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods







**Glade Road Maintenance Partial (Phase IV) Asphalt Rehab (Western City Limits to Bransford Road) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will provide 2" mill and overlay and petromat on Glade Road from 405 Glade to 304 Glade, and 204 Glade to concrete at Bransford. This maintenance will provide an operable roadway until such time as other reconstruction efforts occur.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$142,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$142,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$142,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**Hunter Lane Rehabilitation - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will rehabilitate Hunter Lane with full-depth reclamation from Shelton to the culdesac. The Pavement Condition Index for this section of roadway averaged 35 when the Pavement Assessment Survey was done in 2014.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$160,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$160,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$160,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**John McCain Rehabilitation - County Project (Westcoat to Pleasant Run and Shepherds Glen to Maranatha Court) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will provide 8" full-depth reclamation on John McCain from Westcoat Drive to Pleasant Run and Sheperds Glen to Maranatha Court. (The \$662,222 in Other Funding is prior funding from 2016 and includes rehabilitation from Pleasant Run to Shepherds Glen.)

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$1,647,222	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$591,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$394,000	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$662,222
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$1,647,222</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**L. D. Lockett Rehabilitation (Precinct Line Road to Westcoat Drive) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project provides maintenance on L.D. Lockett Road. The section between Precinct Line Road to Lowrie Road will be 8" full-depth reclamation, Lowrie Road to Quails Path will be rehabilitated with 2" mill and overlay and petromat, and Quails Path to Westcoat Drive will also receive an 8" full-depth reclamation treatment.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$725,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$725,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$725,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**McDonwell School Road and Westcoat Drive Roundabout - DESIGN**

Project Year

**2017**

**Program Description**

This project is for the design of a roundabout at McDonwell School Road and Westcoat Drive, per the Comprehensive Plan.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$100,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$100,000	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$100,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets; C4 - Provide mobility enhancements that complement neighborhoods





**Pleasant Run Rehabilitation (Shelton to John McCain)  
(Companion to Water Project 11/Partial and Wastewater Project 3/Partial) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will rehabilitate Pleasant Run from Shelton to John McCain, including limited drainage improvements. It will also include a portion of the Wastewater #3 project that replaces the sewer line at McDonwell School Road to the soccer field. It will also add a portion of Water Project #11 to upsize the existing water line along Pleasant Run from John McCain to Tinker. As part of the Pleasant Run rehabilitation, a ribbon curb and sidewalk on the east side of the roadway will be constructed.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$4,300,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$2,743,300	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$300,000	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$186,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$1,070,700
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$4,300,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**Roberts Road (Glade to Grapevine City Limits) - DESIGN**

Project Year

**2017**

**Program Description**

This project provides for the design to reconstruct Roberts Road from Glade Road to the Grapevine city limits. This project will build the minor collector road in accordance with the Master Thoroughfare Plan to include curbs, gutters, sidewalks and drainage improvements.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$162,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$162,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$162,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**UPS Battery Backup Replacement at Justice Center**

Project Year

**2017**

**Program Description**

This project will provide UPS battery backup replacement to ensure continuity of operations of the data center.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$85,000	0	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$85,000
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$85,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

**Strategy Map Connection**







**Water Project 10: Apple Valley Subdivision/Rustic Oaks Subdivisions/ Bills Lane Water Lines - DESIGN**

Project Year

**2017**

**Program Description**

The project includes the addition of an 8” PVC line to connect Apple Valley Drive to Bills Lane, and replacement of a 2-inch pipeline along Black Drive with an 8-inch pipe. This project addresses looping issues of the pipeline in that area and bottleneck concerns of the existing 2-inch pipe. Individual dead-end pipelines exist on Apple Valley Drive and Bills Lane, and existing 2-inch bottleneck on Black Drive. These connector pipes will address those dead ends, provide increased fire flow to the residences in that area, and remove a known bottleneck.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$70,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$70,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$70,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.



**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets



**Water Project 11: Partial (John McCain 12" Water Line Replacement) - CONSTRUCTION**

Project Year

**2017**

**Program Description**

This project will provide a 12" water line along John McCain between Pleasant Run and Shepherd's Glen per the Water and Wastewater Master Plan. This project is being done in conjunction with the John McCain Rehabilitation project.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$446,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$446,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$446,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**Water Project 8: Pressure Relief and Flow Control Valves and Associated Piping to Regulate Flow Between High and Low Pressure Planes (John McCain/Bandit Trail Vicinity) - DESIGN**

Project Year

**2017**

**Program Description**

The project includes the addition of two pressure release and flow control valves to regulate flow from the northeast section of the high pressure plane into the northwest portion of the low pressure plane. The project also includes associated vaults and connecting 8" and 12" piping. During normal and low flow demands, no flow is expected to pass through the valves. However, during high demand or emergency situations, flow will be allowed through the valves to maintain acceptable pressures. Currently during periods of maximum demand, the City staff manually open valves to allow flow from the high plane to back feed the low plane. The addition of these valves allows the pressure and flow to regulate automatically, which provides pressure and fire flow support to this portion of the low plane.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$42,500	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$42,500
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$42,500</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**WW Project 3 (Partial): Replacement of 6" and 8" Pipelines on Manning Drive and in the Vicinity of Pleasant Run Road and McDonwell School Road - DESIGN**

Project Year

**2017**

**Program Description**

The City staff have identified several pipelines for replacement due to condition and operational issues associated with each line segment. This portion of the WW Project 3 is being done at this time in conjunction with the Pleasant Run construction project.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$27,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$27,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$27,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets





**WW Project 4: Remington Park and Clairemont Subdivisions  
Sewer Line Replacements to Improve Flow - DESIGN**

Project Year

**2017**

**Program Description**

This project includes replacement of 4 10-inch pipelines with 10-inch PVC at improved slope design to provide adequate capacity at existing and design flow. These pipes show to be severely surcharged during the design flow rate, due to the inadequate slope that they exhibit (ranging from 0.01 to - 0.00014).

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$33,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$33,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$33,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.



**Strategy Map Connection**

F2 - Invest to provide and maintain high quality public assets



# Appendix



## FINANCIAL POLICIES

The City of Colleyville's Financial Policies include several components:

- adopted Investment Policy (attached),
- adopted Fund Balance Policy (attached),
- City of Colleyville Charter requirements,
- Bond covenants (if any), and
- State of Texas law.

Key sections of the City's Charter requirements are highlighted below; the complete Charter document is available on the City's website ([www.colleyville.com](http://www.colleyville.com)).

ANNUAL BUDGET (Section 9.02): The budget shall provide a complete financial plan of all City funds and activities and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. A budget message explaining the budget both in fiscal terms and in terms of work programs shall be submitted with the budget. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, and indicate any major changes from the current year in financial policies, expenditures, and revenues, with reason for such change. It shall also summarize the City's debt position and include such other material as the City Manager deems advisable. The budget shall begin with a clear, general summary of its contents, shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures for the ensuing fiscal year.

AMENDMENT BY COUNCIL BEFORE ADOPTION (Section 9.02D): After public hearings, the Council may adopt the budget with or without amendment. It may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income plus funds available from prior years.

BALANCED BUDGET (Section 9.02): The proposed budgeted expenditures shall not exceed the total of estimated income.

ANNUAL AUDIT (Section 9.06C): At the close of each fiscal year and at such times as may be deemed necessary, the City Council shall cause an independent audit to be made of all accounts of the City by a certified public accountant.

FINANCIAL REPORTS (Section 9.06B): The City Manager shall submit to the Council at its second formal meeting each month the financial condition of the City by budget items, budget estimates versus accruals for the preceding month and for the fiscal year to date.



DEBT ISSUANCE POLICY (Section 9.07):

**GENERAL OBLIGATION BONDS:** The City shall have the power to borrow money on the credit of the City and to issue general obligation bonds for permanent public improvements or for any other public purpose not prohibited by the Constitution and laws of the State of Texas, and to issue refunding bonds to refund outstanding bonds of the City previously issued. All such bonds shall be issued in conformity with the laws of the State of Texas.

**REVENUE BONDS:** The City shall have the power to borrow money for the purpose of constructing, purchasing, improving, extending, or repairing of public utilities, recreational facilities or any other self-liquidating function not prohibited by the State of Texas, and to issue revenue bonds to evidence the obligation created thereby. Such bonds shall be a charge upon and payable from properties, or interest therein pledged, or the income there from, or both. The holders of the revenue bonds shall never have the right to demand payment thereof out of monies raised or to be raised by taxation. All such bonds shall be issued in conformity with the laws of the State of Texas.

**BONDS INCONTESTABLE:** All bonds of the City having been issued and sold and having been delivered to the purchaser thereof, shall thereafter be incontestable and all bonds issued to refund in exchange for outstanding bonds previously issued shall and after said exchange, be incontestable.

**USE OF BOND FUNDS:** Any and all bond funds approved by a vote of the citizens of Colleyville will be expended only for the purposes stated in the bond issue.

**CERTIFICATES OF OBLIGATION:** All certificates of obligation issued by the City shall be approved by ordinance and issued in accordance with the laws of the State of Texas.

## **CITY OF COLLEYVILLE INVESTMENT POLICY**

### **Policy**

It is the policy of the City of Colleyville (the City) to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all State of Texas laws and statutes including the Public Funds Investment Act, Chapter 2256 of the Government Code and City ordinances.

### **Scope**

This investment policy applies to all financial assets of the City. These funds are accounted for in the City's Comprehensive Annual Financial Report and include:

- General Fund
- Special Revenue Funds
- Capital Projects Funds
- Enterprise Funds
- Debt Service Funds, including reserves and sinking funds
- Trust and Agency Funds, to the extent not required by law or existing contract to be kept segregated and managed separately

and any new fund created by the City Council, unless specifically exempted by the City Council or by law. All funds may be combined as pooled funds unless specifically prohibited by State law or statute or City ordinance.

### **Objectives**

The primary objectives, in priority order, of the City's investment activities shall be:

**Safety:** Safety of principal is the foremost objective of the City in managing its portfolio. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective the City will diversify its investments by investing funds among

a variety of securities offering independent returns and financial institutions. The City will also take into account the marketability of the investment if the need arises to liquidate the investment before maturity.

**Liquidity:** The City will also maintain sufficient liquidity to provide adequate and timely working funds.

**Return on Investments:** The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs. The City investment strategy is passive and the portfolio shall be designed with the objective of regularly exceeding the weighted average return on thirteen-week Treasury bills. This is considered a benchmark for riskless investment transactions, and therefore, is a minimum standard for the portfolio's rate of return. For bond funds that fall under the arbitrage provisions of the Tax Reform Act of 1986, the City will attempt to earn allowable bond yield with market conditions permitting.

### **Delegation of Authority**

The City designates the Investment Officers to be the City Manager with overall responsibilities to see that investment objectives are accomplished and the Chief Financial Officer and Accounting Manager with the specific day-to-day performance of managing the funds of the City.

### **Ethics and Conflict of Interest**

All investment Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees shall disclose to the City of Colleyville and Texas Ethics Commission a statement under the following conditions:

- A. If they have a personal business relationship with a business organization offering to engage in an investment transaction with the entity. Under the Public Funds Investment Act, a personal business relationship is defined as:
  - 1. The investment officer owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or

more of the fair market value of the business organization:

2. Funds received by the investment officer from the business organization exceed 10 percent of the investment officer's gross income for the previous year; or
  3. The investment officer has acquired from the business organization during the previous year, investments with a book value of \$2,500 or more for the personal account of the investment officer.
- B. If they are related within the second degree by affinity or consanguinity, as determined by Chapter 573 V.A.T.C.S. to an individual seeking to sell an investment to the City of Colleyville.

## **Prudence**

Investments shall be made with judgement and care – under circumstances then prevailing – which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person", which means the officer may not be an expert but is obligated to act responsibly and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Investment officers shall notify the City Council in writing of any conflicts of interest, as defined by the Public Funds Investment Act, no later than the next regularly scheduled Council meeting.

It is the policy of the City that the Investment Officers perform their duties in accordance with the policies and procedures set forth in this policy. The Investment Officers of the City (City Manager, Chief Financial Officer and Accounting Manager) shall be personally indemnified in the event of investment loss provided the Investment Policy is followed.

## **Internal Controls**

The Chief Financial Officer and Accounting Manager shall establish a system of written internal controls which shall be reviewed annually by the independent auditor. The controls shall be designed to prevent the loss of public funds due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.

## **Permissible Instruments**

The following is a list of permissible instruments as authorized by the 70th Texas Legislature in the Public Funds Investment Act (TEX. REV. CIV. STAT. ANN. ACT 842A-2) and amended by the 71st Legislature:

1. Obligations of the United States or its agencies or instrumentalities;
2. Direct obligations of the State of Texas or its agencies;
3. Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the State of Texas or the United States or its agencies or instrumentalities;
4. Obligations of states, agencies, counties, cities, and other political subdivisions of any state having been rated as to investment quality by nationally recognized investment rating firm and having received a rating of not less than "A" or its equivalent;
5. Certificates of deposit issued by state and national depository institutions that have its main office or branch office in this state that are:
  - a. Guaranteed or insured by the Federal Deposit Insurance Corporation, FSLIC or its successors; or
  - b. Secured by obligations that are described by subdivisions (1) through (4) of this subsection, which are intended to include all direct federal agency or instrumentality issued mortgage backed securities, and which have a market value of not less than the principal amount of the certificates or in any other manner and amount provided by law for deposits of the investing entities;
6. Invest in a local government investment pool as authorized by the Interlocal Cooperation Act (TEX. REV. CIV. STAT. ANN. ACT. 4413

(32c), as amended, and the Public Funds Investment Act (TEX. REV. CIV. STAT. ACT. 842a-2), as amended. The investment pool must comply with the requirements of the Public Funds Investment Act, as amended, as follows:

- a. The investment pool maintains a stable asset value of one dollar as defined in the Public Funds Investment Act;
  - b. The investment pool maintains a AAA, or AAAM rating by one of the nationally recognized rating agencies;
  - c. The investment pool's maximum average dollar weighted maturity does not exceed 90 days; and
  - d. The investment pool's continued compliance with the remaining provisions of the Public Funds Investment Act.
  - e. The eligible investments of the pool are as follows: obligations of the United States or its agencies and instrumentalities, other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the United States, fully collateralized repurchase agreements with a defined termination date secured by obligations of the United States or its agencies and instrumentalities, other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the United States, and SEC registered money market funds authorized by the Public Funds Investment Act and rated in the highest category by at least one nationally recognized rating agency, reverse repurchase agreements with a term of no longer than 90 days.
  - f. Include in its investment policy and/or operating procedures the following information: a description of eligible investment securities and unacceptable investments, a written statement on investment policy and objectives, a description of interest calculations, distribution, and treatment of gains and losses, security safeguarding, valuation collateralization and auditing, and a fee schedule.
7. Direct repurchase agreements with primary security dealers or financial institutions doing business in the State of Texas having a defined termination date, and secured by U.S. Government or federal agency securities, provided that the ownership of collateral for the repurchase agreement is transferred to the City, and deposited with a safekeeping agent for the duration of the contract and a signed master repurchase agreement has been executed with the counterparty.
  8. SEC-registered no-load money market mutual funds with a dollar weighted average portfolio of 90 days or less whose assets consist

exclusively of United States Government Securities whose investment objectives include seeking to maintain a stable net asset value of \$1.00 per share. Investment in mutual funds shall be limited to a maximum of ten percent (10%) of the City's available funds.

9. Certificate of Deposit Account Registry Service (CDARS) deposited with a certificate of deposit issued by a depository institution that has its main office or branch office in this state that is selected by the investing entity pursuant to the requirements of Section 2256.010 of the Government Code.

The City is not required to liquidate an investment that was authorized at the time of its purchase.

### **Unacceptable Investment Instruments**

The following securities, although authorized by the Public Funds Investment Act, are not eligible investments for the City:

1. Collateralized mortgage obligations and/or obligations of the following structure
  - a) obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal;
  - b) obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
  - c) collateralized mortgage obligations that have a stated final maturity date of greater than 10 years; and
  - d) collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.
2. Commercial paper
3. Banker's acceptances
4. Reverse repurchase agreements (Local Government Investment Pools which the City participates in may engage in reverse repurchase agreements if the term is 90 days or less)
5. No-load mutual funds other than SEC-registered no-load money

market mutual funds with a dollar weighted average portfolio of 90 days or less whose assets consist exclusively of United States Government Securities whose investment objectives include seeking to maintain a stable net asset value of \$1.00 per share.

6. Guaranteed investment contracts
7. Share certificates of qualifying credit unions

### **Effect of Loss of Required Rating**

An investment that requires a minimum rating does not qualify as an authorized investment during the period the investment does not have a minimum rating. The Investment Officer shall take all prudent measures that are consistent with the City's investment policy to liquidate the investment(s) that does not have the minimum rating (2256.021). In accordance with Section (2256.005(b)), the Investment Officer shall monitor rating changes in current investments by keeping a monthly record of ratings issued by three nationally recognized rating agencies.

### **Investment Strategy**

The investment strategy by type of fund is as follows:

#### **(1) Operating Funds**

The investment strategy for operating fund(s) is to assure that anticipated cash flows are matched with adequate investment liquidity. A secondary objective is to create a portfolio, which will experience minimum volatility during economic cycles. These funds shall not have an investment with a stated maturity greater than two years and the weighted average maturity shall not exceed eighteen months.

#### **(2) Debt Service Funds**

The investment strategy for debt service fund(s) is the assurance of investment liquidity to cover the debt service obligations on the required payment date. Investments purchased shall not have a stated final maturity date which exceeds the corresponding debt service payment date. The weighted average maturity shall not exceed one year.

#### **(3) Reserve Funds**



The investment strategy for reserve fund(s) is the assurance of investment liquidity adequate to cover the debt service obligations not funded by debt service funds on the required payment date. Investment of reserve funds are controlled by their ordinance, resolution or indenture, and Federal and State law. Bond documents must be examined for each issue, for potential differences with this policy concerning investment instruments, maximum maturity or average life restrictions, call dates or sinking fund redemptions, and applicable arbitrage yields and rebate liability. Provisions contained in the bond documents will supersede provisions of this policy. Weighted average maturity shall be in compliance with bond requirements, as stated.

Reserve funds will be invested using a more conservative approach than the current standard investment strategy when arbitrage rebate rules require refunding excess earnings. All excess earnings received will be segregated to allow a proper determination of interest income to be used in the arbitrage calculation.

#### (4) Special Project or Special Purpose Funds

The investment strategy for special projects or special purpose fund portfolio(s) will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The city's final maturity dates of securities held shall not exceed the estimated project completion date. Funds in excess of defined construction payment schedules shall be limited to a maximum final maturity date of three years.

Maturity limitations for single issue reserve funds shall not exceed the sooner of five (5) years, the call provisions of the bond ordinance, or the final maturity of the bond issue.

Annually, the City Council shall formally review the Investment Policy and investment strategy contained with the Policy and record in writing that it has reviewed the Policy and record any changes to either the policy or strategy.

#### A. Diversification

The City will attempt to limit the risk of loss through diversification of its portfolio and to achieve the aforementioned investment strategies by diversification of instruments.

Diversification by Instrument of Portfolio	Maximum Percent
--	-----------------

U.S. Treasury Obligations (Bills, Notes and Bonds),	100%
U.S. Government Agency Securities, and Instrumentalities of Government Sponsored Corporations	75%
Certificates of Deposit (CD's) Commercial Bank's	75%
Local Government Investment Pool	75%
Certificate of Deposit Account Registry Service (CDARS)	75%
Tri-Party Repurchase Agreement	75%
SEC registered, no-load mutual fund	10%

**Investment Procedures**

The City shall enter the following agreements (if applicable): safekeeping, PSA repurchase agreements, wire transfer agreements, banking services contracts, and collateral/depository agreements. These contracts shall include the explicit delegation of authority to persons responsible for the transactions involving these agreements. No person except those designated in the contract may engage in any investment transactions.

On all funds invested in instruments as listed in "Permissible Investments" numbers one through five, oral bids shall be requested from at least two broker/dealers or national banks. The City will accept the bid that provides the highest rate of return within the maturity required and within the parameters of this policy. Records will be kept of the bids offered, bids accepted, and a brief explanation of the decision that was made regarding the investment.

**Qualified Institutions**

Annually, the City Council shall approve four financial institutions for investment purposes as recommended by the Chief Financial Officer. All firms shall answer the Broker/Dealer questionnaire (Appendix A) and submit their most recent audited financial statements to the City Council for evaluation of credit worthiness. All personnel in the firms who will be trading or quoting securities to the City Council must maintain a current NASD license and be

registered to deal securities in the State of Texas. An investment certification form (Appendix B) on the firm's letterhead signed by a principal of the firm must be on file with the City.

## **Safekeeping**

All marketable securities purchased by the City shall be held in third party safekeeping by an institution designated as primary agent. All securities will be delivered to the third party institution by seller. Personnel in the third party institution will verify the correct security was delivered by the seller ("delivery vs payment"). The third party institution shall issue a safekeeping receipt to the City listing the specific instrument, rate/yield, maturity, CUSIP, and other pertinent information. Collateral on deposit type securities which exceed the FDIC coverage shall be held in a third party safekeeping institution. In the event a third party safekeeping institution is used, a collateral agreement shall be executed between the City Council, depository which pledged the collateral, and the third party custodian of the collateral. The City will retain possession of all original safekeeping receipts and the receipts will state the security is pledged to the City. Either the City Manager, Chief Financial Officer or Accounting Manager must approve release of collateral in writing prior to its removal from the safekeeping account.

## **Selection of Financial Institutions**

Depositories shall be selected through the City's banking services procurement process, which shall include a formal request for application. In selecting depositories, the services available, service costs, and credit-worthiness of institutions shall be considered, and the Investment Officers, shall conduct a comprehensive review of prospective depositories' credit characteristics and financial history.

The City shall select financial institutions from which the City may purchase certificates of deposit in accordance with the Act and this Policy. The City will have a written depository agreement with any financial institution with whom the City has time or demand deposits. The Investment Officer shall monitor the financial condition of financial institutions where certificates of deposit are held. A qualified representative of the financial institution must sign the investment certification form (Appendix B) on the financial institutions letterhead and it must be kept on file with the City.

**Collateral Securities for Certificates of Deposit and Demand Accounts**

The City will accept as collateral for its Certificates of Deposit and demand accounts the following securities:

- A. FDIC coverage
- B. U.S. Treasury bills, notes and bonds
- C. United States Agency and instrumentalities bills or notes
- D. GNMA mortgage backed fully modified pass through securities
- E. Texas state, city, county or school bonds with a remaining maturity of seven years or less and a rating of "A" or better by Moody's, Fitch Ratings, and Standard and Poor's.
- F. Surety Bond

**G. Federal Home Loan Bank Letter of Credit issued to the City**

Collateral shall be "marked to market" monthly by the Finance Manager. The following percentages constitute the minimum market value for collateral instruments that are pledged for the City's Certificates of Deposit and demand deposits.

Form of Collateral Pledged	Collateral	Ratio
1. U.S. Treasury bills, notes, and bonds		
	a. maturing within 1 year	102%
	b. maturing in 1-5 years	105%
	c. maturing in more than 5 years	110%
2. Actively traded U.S. Government Agency securities		
	a. maturing in less than 1 year	103%
	b. maturing in 1-5 years	107%
	c. maturing in more than 5 years	115%
3. GNMA mortgage pass through securities		115%

4. Entities in the State of Texas bonds

General Obligation Bonds

a. maturing in less than 1 year	102%
b. maturing in 1-5 years	105%
c. maturing in more than 5 years	107%

#### Revenue Bonds

a. maturing in less than 1 year	105%
b. maturing in 1-5 years	110%
c. maturing in more than 5 years	115%

Collateral shall be audited annually by the City's independent auditor and may be audited by the City at anytime during normal business hours of the safekeeping bank.

### **Arbitrage**

The Tax Reform Act of 1986 places limitations on the City's yield from investing certain tax-exempt bond proceeds, debt service funds and reserve funds. The rebate provisions require that the City compute earnings on investments from certain issues of bonds on a periodic basis to determine if rebate is required.

To determine the City's arbitrage position, the City is required to calculate the actual yield earned on the investment of the funds and compare it to the yield that would have been earned if the funds had been invested at a rate equal to the yield on the applicable bonds sold by the City. The rebate provisions state that periodically (not less than once every five years and not later than sixty days after maturity of the bonds), the City is required to pay the United States Treasury a rebate of any excess earnings. These restrictions require extreme precision in the monitoring and record keeping of investments, particularly in computing yields to ensure compliance. Failure to comply can dictate that the bonds become taxable, retroactively from the date of issuance.

The investment strategy for bond funds which fall under the arbitrage provisions of the Tax Reform Act of 1986, is that the City will attempt to earn maximum allowable bond yield with market conditions permitting.

### **Reporting Requirements**

The Chief Financial Officer and Accounting Manager shall issue a written report quarterly to the Audit Committee and City Council concerning the City's investment transactions for the preceding quarter and describing in detail the

investment position of the City as of the end of the quarter indicating the market values of all investments held during the quarter. The report shall list for each investment held during the quarter: the purchase price of the investment, the par value of the investment, the market value of the investment at the beginning of the quarter, market value of the investment at the end of the quarter, and fully accrued interest for the period. The portfolio shall be marked to market monthly and market pricing information is to be obtained through the use of appropriate external third party software, third party safekeeping service, or a third party independent pricing service. This report shall be in compliance with provisions of the Public Funds Investment Act, as amended. The report shall be signed by the Chief Financial Officer and Accounting Manager, as the investment officers for the City, and state its compliance with the Public Funds Investment Act and adopted investment policy strategy. The quarterly investment reports must be reviewed annually by the City's external audit firm as a part of the City's annual audit and reported to the City Council.

### **Training Requirements**

In accordance with the Act (2256.005 and 2256.008), the Chief Financial Officer and Accounting Manager shall attend 10 hours of investment training within 12 months of assuming duties and 8 hours not less than once in a two-year period that begins on the first day of the City's fiscal year and consists of the two consecutive fiscal years after that date. Both the Chief Financial Officer and Accounting Manager shall complete ten hours of training every two years as required by the Public Funds Investment Act. This training may be obtained from the following sources: North Central Texas Council of Governments, Government Treasurer's Organization of Texas, Government Finance Officer's of Texas, Texas Municipal League or the University of North Texas Center for Professional Development. The training must include education in investment controls, security risks, strategy risks, market risks, and any other topics as required by the Public Funds Investment Act.

## GLOSSARY

**AGENCIES** - Federal agency securities and/or Government-sponsored entities.

**BENCHMARK** – A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

**BROKER** – A broker brings buyers and sellers together for a commission.

**CERTIFICATE OF DEPOSIT** – A time deposit with a specific maturity evidenced by a certificate. Large- denomination CD's are typically negotiable.

**COLLATERAL** – Securities, evidence of deposit, or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**DEALER** – A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**DELIVERY VERSUS PAYMENT** – Delivery versus payment is the delivery of a security and there is an exchange of money after the delivery of the security.

**DISCOUNT SECURITIES** – Non-interest bearing money market instruments that are being issued at a discount and redeemed at maturity for full face value, e.g. Treasury Bills.

**DIVERSIFICATION** – Dividing instruments among securities offering independent returns.

**FEDERAL CREDIT AGENCIES** – Agencies of the Federal government set up to supply credit to various classes of institutions and individuals e.g. savings and loans, small business firms, students, farmers, farm cooperatives, and exporters.

**FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC)** – A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

**FEDERAL HOME LOAN BANKS (FHLB)** – Government sponsored regional wholesale banks which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLB is to liquefy the housing related assets of its members who must purchase stock in their district bank.

**FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA)** – FNMA, like GNMA was

chartered under the Federal National Mortgage Association Act in 1938. It is a federal corporation and the largest single provider of residential mortgage funds in the United States. FNMA's securities are highly liquid and widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA) – Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations. Security holder is backed by the full faith and credit of the US Government.

LIQUIDITY – An asset that can be converted quickly and easily to cash.

LOCAL GOVERNMENT INVESTMENT POOL – An investment by local governments in which their money is pooled as a method for managing local funds.

MARKET VALUE – The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT – A written contract that establishes each party's rights in the transactions. A master agreement will specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY – The date upon which the principal or stated value of an investment becomes due and payable.

MUTUAL FUND – An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by Securities and Exchange disclosure guidelines.

PORTFOLIO – Collection of securities held by an investor.

PRIMARY DEALER – A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to informal oversight.

PRUDENT PERSON RULE – An investment standard outlining fiduciary responsibilities of public funds investors relating to investment practices.

RATE OF RETURN – The yield obtainable on a security based on its purchase price or its current market price.

REPURCHASE AGREEMENT – An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to



repurchase the securities at a specified price or at a specified later date.

**REVERSE REPURCHASE AGREEMENT** – An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

**SAFEKEEPING** – Holding of assets (e.g. securities) by a financial institution.

**TREASURY BILLS** – A non-interest bearing discount security issued by the US Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year. The yields on these bills are monitored closely for interest rate trends.

**TREASURY BONDS** – Long term US government debt securities with maturities of ten to thirty years.

**TREASURY NOTES** – Intermediate term US government debt securities with maturities of one to ten years.

**YIELD** – The current rate of return on an investment security generally expressed as a percentage of the securities current price.

**City of Colleyville  
General and Utility Fund Balance Policy  
(Adopted Resolution R-11-3400  
September Year 2011 revision)**

**General:**

The objective of this policy is to ensure adequate fund balances are maintained, to have funding available for expenses in the event of unforeseen emergencies and to preserve the credit worthiness of the City for borrowing monies at favorable interest rates. After designations of the available General and Utility Fund Balances are authorized, the remaining respective amount is defined as Unassigned Fund Balance. Operating revenues will sufficiently fund current year operating expenditures. (Operating deficits are normally contrary to City policy as well as reasonable financial prudence.) All Unassigned Fund Balance are eligible for use at the discretion of the City Council. Such determinations will be handled by the City Council on a case-by-case basis. Operating revenues are defined as both (a) current year revenues and (b) revenues generated in prior fiscal years.

**Purpose:**

Establishing a policy for the fund balance in the General and Utility Funds is to provide a guideline for budgeting decisions and to insure that an adequate unassigned balance is provided to fund operations, by providing sufficient protection against uncollected taxes and shortfalls from municipal revenue sources. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Colleyville desires to maintain its current debt rating of AAA. Rating agencies are concerned about a government's credit worthiness and the level of unassigned General and Utility Fund balances are a part of the rating agencies evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Colleyville obtains a substantial portion of its revenue from property taxes, sales taxes, franchise fees and utility fees.

While the most stable of revenue sources, property tax growth over the coming years will stabilize in growth as the city nears build-out. Sales tax collections are derived from local retail sales and are dependent upon both the local and national economies. The collection of franchise fees, particularly those based upon sales of electricity and natural gas, vary widely depending upon local weather conditions. Utility fees, similar to franchise fees, are subject to weather

City of Colleyville  
General and Utility Fund Balance Policy

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conditions. As a result, the desired level of unassigned General and Utility Fund balances are higher than the minimum level designated by the Government Finance Officers Association recommended practice on determining the appropriate level of unassigned fund balance for the General and Utility Funds.

### **Definitions**

**Fund Equity** - A fund's equity is generally the difference between its assets and its liabilities.

**Fund Balance** - An accounting distinction is made between the portions of fund equity that are spendable and nonspendable. These are broken up into five categories:

1. **Nonspendable fund balance** - includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.
2. **Restricted fund balance** - includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.
3. **Committed fund balance** - includes amounts that can be used only for the specific purposes determined by a formal action of the City Council. Commitments may be changed or lifted only by the City Council.
4. **Assigned fund balance** - comprises amounts intended to be used by the City of Colleyville for specific purposes. Intent can be expressed by the City Council. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
5. **Unassigned fund balance** - is the residual classification of the General Fund and Utility Fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

### **Policy**

#### **Committed Fund Balance**

The City Council is the City's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is an ordinance approved by the Council at the City

City of Colleyville  
General and Utility Fund Balance Policy

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Council meeting. The ordinance must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

**Assigned Fund Balance**

The City Council has authorized the City's Assistant City Manager / Chief Financial Officer as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy and City Council action.

**Minimum Unassigned Fund Balance**

It is the goal of the City to achieve, and maintain an unassigned fund balance in the General Fund equal to three months of that year's budgeted expenditures for both the General and Utility Funds. The City Council may declare a fiscal emergency and withdraw any amount of the unassigned General and Utility Fund Balances for purposes of addressing the fiscal emergency. Any such action must also provide for necessary appropriations to restore the designated fund balance to the balance within a three-year.

**Order of Expenditure of Funds**

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the City Council, and unassigned fund balance), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds, unless specified otherwise by the City Council.

**Procedures:**

In order to achieve the objectives of this policy, the following guidelines shall be adhered to:

1. As part of the annual budget process, the Assistant City Manager / Chief Financial Officer will estimate and prepare a projection of the year-end unassigned fund balances. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis. The Assistant City Manager / Chief Financial Officer shall present the findings to the City Council as a part of the budget review process for the ensuing fiscal year.

City of Colleyville  
General and Utility Fund Balance Policy

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2. Any anticipated balance in excess of the three months of Unassigned Fund Balance in the General and Utility Funds may be budgeted to reduce the ensuing year's property tax levy and/or utility rates or may be allocated by the City Council during the course of the fiscal year for special projects.
3. This policy will be reviewed by the Audit Committee every three years following adoption or sooner, at the direction of the City Council.

**ORDINANCE O-16-1989**

**AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017**

**WHEREAS,** a notice of public hearing on the annual budget for the City of Colleyville, Texas, for the fiscal year beginning October 1, 2016 through September 30, 2017, was heretofore published in a newspaper of general circulation; and

**WHEREAS,** said public hearing on said budget was duly held and all interested persons were given the opportunity to be heard for or against any item therein; and

**WHEREAS,** all statutory and constitutional requirements for the passage of this ordinance have been adhered to, including but not limited to the Open Meeting Act; and

**WHEREAS,** the City Council determines that the passage of this ordinance is in the best interests of the health, safety and welfare of the public.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT all matters stated hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

Sec. 2. THAT the budget of the proposed expenditures for the fiscal year beginning October 1, 2016, and ending September 30, 2017, which was prepared by the city manager, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2016, and ending September 30, 2017.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2017 budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	\$23,329,761
Utility Fund (Water & Wastewater)	\$15,511,920
Debt Service Fund	\$ 1,854,037
Drainage Utility Fund	\$ 743,452

Sec. 4. THAT the City Manager is hereby authorized to execute all contracts and documents for which funding is appropriated in the aforementioned budgets.

**AND IT IS SO ORDERED.**


The first reading and public hearing being conducted on the 6<sup>th</sup> day of September 2016.

The second reading and public hearing being conducted on the 20<sup>th</sup> day of September 2016.


APPROVED BY A VOTE OF 5 AYES, 1 NAYS, AND 0 ABSTENTIONS ON THIS THE 20<sup>TH</sup> DAY OF SEPTEMBER 2016.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Chris Putnam	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 2, Bobby Lindamood	<u>Aye</u>	Place 6, Mike Taylor	<u>Nay</u>
Place 4, Jody Short	<u>Absent</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
City Secretary

**CITY OF COLLEYVILLE**

  
Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**

  
~~Matthew C. G. Boyle~~ Ben L. Stool  
City Attorney

Asst

**ORDINANCE O-16-1990**

**AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, LEVYING TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR 2017; ESTABLISHING THE AD VALOREM TAX RATE OF THIRTY THREE THOUSAND AND NINE HUNDRED THIRTEEN HUNDRED-THOUSANDTHS CENTS (\$.33913) PER ONE HUNDRED DOLLARS VALUATION; PROVIDING FOR APPORTIONMENT OF TAXES FOR INTEREST AND SINKING FUND FOR CERTAIN BOND INDEBTEDNESS AND FOR GENERAL OPERATING NEEDS, PROVIDING PENALTIES AND INTEREST FOR THE DELINQUENT TAXES, AND TO BECOME EFFECTIVE ON OCTOBER 1, 2016**

**WHEREAS,** a budget has been adopted by the City Council of the City of Colleyville, Texas, covering the proposed expenditures of the municipal government of the City of Colleyville for the fiscal year beginning October 1, 2016 and ending September 30, 2017; and

**WHEREAS,** said budget reflects the needs for revenue to meet the expenses proposed therein; and

**WHEREAS,** the City is required to accumulate an Interest and Sinking Fund for certain outstanding bond indebtedness; and

**WHEREAS,** all statutory and constitutional requirements for the passage of this ordinance have been adhered to, including, but not limited to, the Open Meetings Act; and

**WHEREAS,** the City Council determines that the passage of this ordinance is in the best interests of the health, safety, and welfare of the public.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT there is hereby levied an ad valorem tax that shall be collected for the use and support of the municipal government of the City of Colleyville. It shall provide the legally required Interest and Sinking Fund for certain outstanding bond indebtedness during the 2017 fiscal year. Such tax shall be levied upon all property, real, personal, or mixed within the corporate limits of Colleyville, Texas, which is subject to



taxation. The rate of tax shall be thirty three thousand and nine hundred thirteen hundred-thousandths cents (\$.33913) on each one hundred dollars (\$100.00) property assessment. Said tax levied for and apportioned to the following specific purposes:

A. For the General Fund, a tax rate of \$.321908 is levied.

B. For the Interest and Sinking Fund, a tax rate of \$.017222 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2016, and shall become delinquent on the first day of February 2017, if unpaid. Upon taxes becoming delinquent, interest and penalty will be added as required in Section 33.01 of the Texas Property Tax Code, and shall commence on the first day of February 2017. The City of Colleyville is hereby authorized to adopt any and all legal remedies provided by the Texas Property Tax Code for the purpose of collecting delinquent taxes.

**AND IT IS SO ORDERED.**

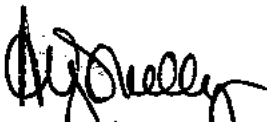
The first reading and public hearing being conducted on the 6<sup>th</sup> day of September 2016.

The second reading and public hearing being conducted on the 20<sup>th</sup> day of September 2016.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 20<sup>TH</sup> DAY OF SEPTEMBER 2016.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Chris Putnam	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 2, Bobby Lindamood	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, Jody Short	<u>Absent</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
City Secretary

**CITY OF COLLEYVILLE**

  
Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**



~~Matthew C. G. Boyle~~ Ben L. Stool  
City Attorney

Ass't

## **GLOSSARY KEY BUDGET TERMS**

**ACCRUAL BASIS:** A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of cash flows.

**AD VALOREM TAX:** A tax levied on taxable property (land, improvements and personal property) for the purpose of financing general operations of the City and debt service requirements.

**APPRAISED VALUE:** The market value of real and personal property located in the City as of January 1 each year, which is determined by the Tarrant Appraisal District.

**APPROPRIATION:** The maximum level of spending for each fund and for each department as authorized annually by the City Council.

**ASSESSED VALUATION:** A value that is established for real or personal property used as a basis for levying property taxes. (Note: Property values are established by Tarrant Appraisal District).

**BALANCED BUDGET:** A budget adopted by the City Council and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus fund balances.

**BOND:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, called the maturity date, together with periodic interest at a specified rate.

**BONDED DEBT:** Portion of indebtedness represented by outstanding bonds.

**BUDGET:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for various municipal services.

**BUDGET MESSAGE:** A general discussion of the submitted budget presented in writing by the City Manager as a part of the budget document.

**BUDGET SCHEDULE:** The schedule of key dates or milestones that a government follows in the preparation and adoption of a budget.

**CAPITAL OUTLAY:** An expenditure greater than \$5,000 which results in the acquisition of or addition to fixed assets, and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and, is not readily susceptible to loss.

**CAPITAL PROJECT:** A specific and identifiable improvement or purpose for which expenditures are proposed within the capital budget or capital improvement program.

**CCCPD:** Acronym for the Colleyville Crime Control and Prevention District, a special district funded by a ½ cent sales and use tax which is legally restricted to police department operations as approved by the Colleyville Crime Control and Prevention Board.

**CEDC:** Acronym for the Colleyville Economic Development Corporation, a nonprofit corporation, formed under the Development Corporation Act of 1979, which provides funding to the City for economic development, parks, library and cultural improvements. This corporation is funded by a ½ cent sales and use tax.

**CERTIFICATES OF OBLIGATION (C.O.):** Tax-supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval of the City Council.

**CITY CHARTER:** The document of a home rule City similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among the various branches of government.

**CITY COUNCIL:** The Mayor and six (6) Council members collectively acting as the legislative and policymaking body of the City.

**CONTRACTUAL SERVICES:** Services purchased by the City such as utility services, insurance, maintenance contracts, and outside consulting.

**CURRENT TAXES:** Taxes levied and due within one year.

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DELINQUENT TAXES:** Taxes remaining unpaid on or after the date on which a penalty for non-payment is attached. February 1<sup>st</sup> is the date the unpaid taxes become delinquent in the City.

**DEPARTMENT:** A major administrative division of the City, which indicates overall responsibility for an operation or a group of related operations within a functional area.

**DEPRECIATION:** That portion of the cost of a capital asset that is charged as an expense during a particular period. This is the process of estimating and recording the expired useful life of a fixed asset that cannot or will not be restored by repair and will be replaced.

**EFFECTIVE TAX RATE:** A rate, which generates the same amount of revenues from property, which is taxed in both years.

**ENCUMBRANCES:** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

**EXEMPT/EXEMPTION:** Amounts under state law that is deducted from the appraised value of property for tax purposes. Tax rates are applied to the non-exempt portion of the appraised value to calculate the annual tax levy.

**ENTERPRISE FUND:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises-- where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EXPENDITURE:** Decreases in (use of) financial resources other than through interfund transfers. This term applies to all governmental type funds.

**EXPENSE:** A use of financial resources denoted by its use in the enterprise funds, which is accounted for on a basis consistent with the private business accounting model (full accrual basis).

**FTE:** The acronym for Full Time Equivalent; used as a standard metric for comparing the number of positions within an organization, as opposed to a "head count" of employees

**FISCAL YEAR (FY):** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Colleyville has specified October 1 to September 30 as its fiscal year.

**FRANCHISE FEE:** A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

**FUND:** An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures.

**FUND BALANCE:** The assets of a governmental fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance".

**GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP):** Detailed accounting standards and practices as prescribed by the Governmental Accounting Standards Board.

**GENERAL FUND:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, public works, and general administration.

**GENERAL OBLIGATION (G.O.) BONDS:** Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and the full faith and credit of the issuing government back these bonds.

**GOALS:** Broad general statements of each department's desired outcomes.

**GOVERNMENTAL FUNDS:** The funds through which most governmental functions are typically funded.

**INTEREST INCOME:** The earnings from available funds invested during the year in U.S. Treasury bills and notes, Government agencies, and local government investment pools.

**INTERGOVERNMENTAL REVENUES:** revenues from other governments in the form of grants or shared revenues.

**LEVY:** To impose taxes for the support of City services.

**MAJOR FUND:** A fund that comprises at least 10 percent of revenues/expenditures of all funds

**MIXED BEVERAGE TAX:** A tax at the rate of 10% imposed on the gross receipts of a licensee from the sale, preparation, or serving of mixed beverages

**MODIFIED ACCRUAL BASIS:** Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurs, if measurable.

**NON-DEPARTMENTAL:** Includes debt service, operating transfers between funds, and compensation adjustment.

**NETCO:** The Northeast Tarrant County radio consortium that includes the cities of Bedford, Colleyville, Euless, Grapevine, Keller, and Southlake.

**(O)PERATIONS AND (M) AINTENANCE:** Represents the portion of taxes assessed for the operations and maintenance of General Fund Services.

**OPERATING BUDGET:** A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

**OPERATING EXPENSES:** Proprietary fund expenses directly related to the fund's primary service activities.

**OPERATING REVENUES:** Proprietary fund revenues directly related to the fund's primary service activities. They consist primarily of user charges for services.

**ORDINANCE:** A formal legislative enactment by the governing body of a municipality. It is not in conflict with any higher form of law, such as a state statute or constitutional provision; it has the full force and effect of law within the boundaries of the municipality to which it applies.

**PER CAPITA DEBT:** Total tax supported debt outstanding divided by population.

**PERSONNEL SERVICES:** Expenditures made for salaries and related benefit costs.

**POLICY:** A definite course of action adopted after a review of information and directed at the realization of goals.

**PROPERTY TAXES:** Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**PROPRIETARY FUND:** used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.

**PROPOSED BUDGET:** The budget prepared by the City Manager and submitted to the City Council for approval.

**RESERVE:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**RETAINED EARNINGS:** An account reflecting the accumulated earnings of an enterprise fund, as determined at the end of each fiscal year.

**REVENUE BONDS:** Long term debt (bonds) the repayment of which is based upon pledged revenues from a revenue generating facility.

**REVENUES:** All amounts of money earned or received by the City from external sources.

**SALES TAX:** A general "sales tax" is levied on persons and businesses selling merchandise and/or services in the city limits on a retail basis. State law defines the categories for taxation.

**STRATEGY MAP:** The strategic plan used by the City of Colleyville to outline the City's goals and objectives

**SUPPLIES:** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

**TAX BASE:** The total property valuations on which each taxing entity levies its tax rates.



**TAX LEVY:** The total revenues to be raised by ad valorem taxes for expenditure as authorized by the City Council.

**TAX RATE:** A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

**TAX ROLL:** The official list showing the amount of taxes levied against each taxpayer or property in the city. The list is provided to the city by the Tarrant Appraisal District.

**TAXABLE VALUE:** Estimated value of property on which ad valorem taxes are levied.

**TAXES:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**TIF:** Acronym for Tax Increment Financing District formed to make public improvements under the authority of the Tax Increment District Financing Act.

**TMRS:** Acronym for Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.

**TxDOT:** Acronym for the Texas Department of Transportation, the state agency responsible for transportation.

**TRANSFERS IN/OUT:** Transfers made from one City fund to another City fund for the purposed of reimbursement of expenditures, general and administrative services, or debt service.

**UNENCUMBERED FUND BALANCE:** The amount of fund balance which is not reserved for a future purpose.

**WORKING CAPITAL:** Equals current assets minus current liabilities; indicates whether an organization has enough short term assets to cover its short term debt.

