Annual Operating Budget
Fiscal Year 2014

CITY OF COLLEYVILLE, TEXAS

This budget will raise more revenue from property taxes than last year's budget by an amount of $467,672, which is a 0.038 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 $329,782.

Record Vote of Council in regard to Adopting the Budget

	FOR	AGAINST
Mayor David Kelly	X	
Councilmember Mike Taylor	X	
Councilmember Carol Wollin	X	
Councilmember Chuck Mogged	X	
Councilmember Stan Hall	X	
Councilmember Jody Short	X	
Councilmember Tom Hart	X	

Tax Rate

The municipal property tax rates for the preceding fiscal year, and each municipal property tax rate that has been adopted or calculated for the current fiscal year, include:

	Fiscal Year 2014	Fiscal Year 2013
Adopted Property Tax Rate	$0.355900	$0.355900
Effective Tax Rate	$0.357392	$0.362876
Effective Maintenance and Operations Tax Rate	$0.315166	$0.314865
Rollback Tax Rate	$0.371857	$0.382107
Debt Tax Rate	$0.031480	$0.042050

Debt

The total amount of outstanding municipal debt obligations secured by property taxes is $5,965,000. The total amount of outstanding debt obligations considered self-supporting is $2,085,000 for the Utility Fund and $1,135,000 for the Drainage Fund.

Fiscal Year 2014 Principal and Interest Requirements for Debt Service are:

Property Tax Supported Debt:	$819,766
Self-Supporting Debt:	$1,074,705

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

Mission Statement:

The mission of the City of Colleyville is to provide unique customer service through our tradition of excellent stewardship, employee innovation and integrity.

Integrity Service Innovation

CITY OF
COLLEYVILLE
TEXAS

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colleyville

Texas

For the Fiscal Year Beginning

October 1, 2012

President | 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, 2012.

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.

CITY OF
COLLEYVILLE
TEXAS

Fiscal Year 2014 Annual Budget
Table of Contents

City Council 9
Budget Message 11
City Profile 53
Organization Chart 57
Budget Process 61
Fund Structure and All Funds Summary 69
Ad Valorem Tax Data 75
Financial Policies 85
Strategic Points 91
General Fund
- General Fund Summary and Forecast 93
- General Fund Revenues 97
- Guide to Business Plans 103
- City Council 109
- City Manager's Office 113
- City Secretary 117
- Colleyville Center 122
- Communications and Marketing 127
- Community Development 131
- Economic Development 136
- Finance 145
- Fire 151
- Human Resources 159
- Information Systems Management 164
- Legal 170
- Library 171
- Parks and Recreation 177
- Police 187
- Public Works 201
- Non-Departmental 213

Utility Fund
- Utility Fund Summary and Forecast 215
- Utility Fund Revenues 217
- Finance 219
- Public Works 223
- Non-Departmental 230
- Utility Fund Debt Service 233

Drainage Fund
- Drainage Fund Summary and Forecast 235
- Drainage Fund Revenues 237
- Public Works 239
- Non-Departmental 244
- Drainage Fund Debt Service 247

Debt Service Fund Summary 249
Special Revenue Funds 255
Capital Improvement Program (CIP) 263
Glossary 289

CITY OF
COLLEYVILLE
TEXAS

Fiscal Year 2014

City Council

David Kelly
Mayor

Mike Taylor
Mayor Pro Tem

Carol Wollin
Place 1

Chuck Mogged
Place 2

Stan Hall
Place 3

Jody Short
Place 4

Tom Hart
Place 5

Fiscal Year 2014

Budget Message

COLLEYVILLE

FY 2014 Budget Message

We are pleased to present the adopted FY 2014 Combined Annual Operating Budget for the City of Colleyville. This document represents the City's ongoing commitment to prudent fiscal management in delivering services that enhance the quality of life of Colleyville's citizens and meeting the expressed needs of our community. It also addresses the need to protect the long-term future of the community, primarily in the areas of public safety, preservation of public infrastructure, and in delivering sustainable government that aligns with the demands of today, while ensuring the ability to rapidly respond to growth. While this budget covers only fiscal year 2014, it continues to define a path that will move Colleyville into the future as a safe city with a solid infrastructure and an ongoing commitment to a unique quality of life.

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

- Providing solid, high-quality, core governmental services
- Efficiently allocating resources to meet citizen needs
- Emphasizing affordability and sustainability
- Capitalizing on technology to improve service delivery
- Valuing our employees

Furthering our commitment to fostering community involvement and governmental transparency, a summary presentation of the proposed budget was placed on the City's website on August 9, 2013. A public hearing on the budget was held on September 3, 2013, to allow citizens an opportunity to provide input on the proposed budget. The proposed budget was presented to the City Council for final approval on September 17, 2013. 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.

BUDGET DEVELOPMENT

By definition, preparation of any budget is the allocation of scarce resources. There will always be more needs than available funds. The challenge is to ensure that available resources are dedicated to the community and City Council's highest priorities. Delivery of citizen services is at the heart of city government. And recognition of the services desired and expected by the community is central to effective service delivery. Development of the fiscal year 2014 budget was aided immensely by the input provided by our citizens in the 2012 citizen survey, and each budget proposal was measured in large part by the priority placed on it by our citizens. Each item has been vetted for its alignment with the City's strategic plan, reviewed for resource optimization, and finally weighted against both current and future community needs.

The budget-building process included four key components:

- Determination of program and service priorities based on strategic plan alignment and the prioritization of citizens through the citizen survey.
- Determination of the value and cost of each service based on the level of service needed and/or desired by our citizens, including long-term forecasting.
- Determination of optimal service delivery methods to ensure the efficient, effective service delivery our citizens expect through utilization of performance measurement and benchmarking.
- Determination of the scope and value of government in relation to the availability of revenue for the City.

The fiscal year 2014 budget focuses on ensuring that services are provided at the high quality level expected by citizens, and that to the greatest extent possible current programs and services are considered fully funded and fully functioning at the desired level before the addition of any new services are considered. In line with this philosophy, additional funding requests submitted by departments in the budget process were categorized as either requests to fully fund the current service level, or as service enhancement requests. These efforts are meant to ensure that the City's resources and staff are aligned to meet the demands of today and that the service levels provided to meet those demands are sustainable for the foreseeable future.

The goal of the adopted budget is to align services delivered with the needs identified as priorities by the community. The reality of any budget is that it consists of a collection of purchasing decisions. The City Council, on behalf of the citizens, establishes the costs community members are willing to pay for local government services. Utilizing citizen input, the City Council determines various goals to meet the priorities of citizens. Staff's role is to guide the process by providing purchasing proposals pursuant to the City Council's priorities. It is important to note that, as the budget will serve as a policy document upon adoption for the next fiscal year, any service level enhancements beyond those included in the adopted budget must be vetted and determined by the City Council, and will

likely necessitate the loss or reduction of other programs or services in order to stay within the City's balanced budgetary parameters.

BUDGET OVERVIEW

Over the years, Colleyville's budget document has evolved from a simple financial report with proposals for expenditures and estimates of revenue, into the City's most comprehensive annual document establishing budgetary policies. The budget decisions outlined in this document influence the fiscal state of the city, the function of its government, and budget considerations for current and future needs. The City's budget, therefore, is the most important working policy and planning tool used by the City Council and staff to provide quality services to the citizens of Colleyville, as determined by the City Council and for which funds are available.

Financial Summary

The adopted budget is balanced in accordance with state law, the City Charter and ordinances. The combined expenditures and transfers of the City's major operating funds total $37,268,855 which is a $1,345,105 increase from the current year budget.

Fund Type	Adopted FY 2014	Adopted FY 2013	Change
General	$21,533,967	$20,444,340	$1,089,627
Drainage	$ 873,519	$ 867,192	$ 6,327
Utility	$13,176,572	$12,315,772	$ 860,800
Debt Service	$ 1,684,797	$ 2,296,446	($ 611,649)
Total:	$37,268,855	$35,923,750	$1,345,105

One measure of a city's financial strength is the level of its fund balance. In keeping with the City Council's conservative fiscal policy of a 90-day reserve requirement, the General Fund is projected to have 102 days over the 90-day minimum for a total of a 192 day reserve and the Utility Fund is projected to have 98 days over the 90-day minimum cash balance for a total of a 188 day reserve as of September 30, 2013.

Fund Type	Number of Days	Amount
General	192	$10,766,194
Utility	188	$6,358,420

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.

Issues and Challenges

Colleyville benefits from a strong residential base, which helps mitigate the negative effects of economic fluctuations. Property values have rebounded substantially from the declines experienced in fiscal years 2011 and 2012, and continued growth is anticipated in economy-driven revenues, such as sales tax. While other funding sources for fiscal year 2014 remain relatively flat in the majority of revenue categories, prudent management of the City's finances on previous and current capital improvement projects has reduced debt and, subsequently, debt service costs. The resulting debt service savings will be used to help fund current and long-term funding priorities as delineated in the fiscal year 2014 budget. Through June of fiscal year 2013, 265 new single-family lots were approved. As such, it is anticipated that the number of building permits issued will increase in fiscal year 2014. As Colleyville approaches build-out, which is estimated to be in 2025, development revenues will be difficult to predict due to the declining availability of land for new development. Each revenue source is discussed in more detail in subsequent sections of this budget message.

Like much of the country, the City of Colleyville endured the uncertainties and financial turmoil of the economic climate that engulfed the nation for the past few years. And, like city governments and American households across the country, the City adjusted to what has been termed—the "new normal"—cutting back where possible and delaying large expenditures until the financial picture stabilized. In that new normal, while the future remained a consideration, out of necessity, the primary emphasis was on delivering city services in an efficient and effective manner in the present—balancing limited and sometimes dwindling resources with citizen expectations—against an ever-changing and unpredictable economic environment. The City was able to easily adjust to the new normal and beginning in fiscal year 2013 was able to again plan not only for the present and near-term, but for the long-term future of the Colleyville community.

At the budget worksession in June, staff presented a six-year General Fund budget forecasted to fiscal year 2019. That forecast includes conservative estimates for revenues such as property tax and sales tax, as well as expenditures and any changes that can be reasonably anticipated. One of the challenges Colleyville experiences is limited growth in the property tax revenue category due to a freeze on assessed valuation for properties owned by individuals 65 years or older, even though property values are increasing. Sales tax revenue is anticipated to grow, particularly with the development surrounding the opening of Whole Foods Market, but projections remain conservative as this is one of the most volatile revenue sources, often impacted by fluctuations in the overall economy. The forecast for expenditures includes the commitment to hire an additional police officer in each of the next four fiscal years, the commitment to hire three new fire personnel in each of the next two fiscal years, general cost increases for materials and contractual services required each year, and modest growth in personnel costs. This forecast served as the framework and starting point for budget discussions, helping staff and the City Council focus on the long-term budgetary implications of current funding decisions. It also helped to put long-term goals into perspective relative to

the overall resources available in the General Fund. This information was weighted heavily in determining fiscal year 2014 budget priorities, particularly in ensuring that all current services are adequately funded, prior to considering any new or enhanced services. Additionally, careful consideration was given to ensure that new expenditures could be sustained into the future.

Priorities and Fiscal Year 2014 Focus

With this budget, staff recommended 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. The service delivery plan maintains or enhances the programs and services identified by our citizens as priorities. The overall focus of the fiscal year 2014 budget is to deliver "sustainable government," one of the five strategic points adopted by the City Council.

As part of the effort to deliver sustainable government, staff reviewed current staffing levels to determine the best allocation of resources for addressing citizen priorities. This analysis led to the reclassification of several positions in fiscal year 2013; and, those changes are reflected in the adopted budget. The fiscal year 2014 budget also includes the addition of seven full time and two part time positions (three firefighter/paramedics, police officer, construction inspector, plans examiner, property room clerk, part-time building inspector, and part-time assistant librarian), which have been identified as necessary to achieving the City's strategic goals. These personnel changes are categorized in the sections that follow, according to their relationship to the City's strategic points.

Furthermore, the service delivery plan invests in the City's most important resource—the employees who are ultimately responsible for service delivery. Local government is a service organization, and as with most service organizations, the skills, experience, education, and attitude of our employees are the essential ingredients of our success. We can only attract and retain quality employees if we provide compensation, facilities, equipment, and a work environment that allows each employee to reach his or her potential. The fiscal year 2014 budget includes funding for the transition to a new compensation and classification system that provides greater flexibility and responsiveness to market conditions. Implementation of the new system will involve moving from the current set of pay ranges and job classifications to broader decision bands and associated pay ranges. Market adjustments have been included for certain positions, as well as funding for performance-based merit increases.

One of the highest priorities in this and future budgets will be to improve the city's public infrastructure, including roads, sidewalks, bridges, public buildings, water and sewer lines, pipes, inlets, parks and playgrounds, trails, traffic signs and signals, and the hardware associated with technology (computers, servers, etc.) While components of some of these will receive funding in this budget and will continue to be funded in future budgets to the extent funds are available, the improvement of our city streets will be one of our highest long-term priorities.

The fiscal year 2014 budget does include a strategic draw down of the City's fund balance to provide additional funding for street maintenance, while still maintaining a healthy fund balance in excess of the adopted 90-day reserve requirement. This will be the second year of this strategic draw down, which is anticipated to continue through fiscal year 2018. At that point, other funding must be identified to continue the same level of street maintenance.

In keeping with our focus to sustain and plan for Colleyville's long-term needs, the fiscal year 2014 budget includes the City's first 5-Year comprehensive Capital Improvement Plan (CIP). This plan identifies needed projects during the next five years, available funding sources, and a schedule for completion. Capital projects are defined as those projects requiring an investment of $100,000 or more. Colleyville's CIP includes projects in a number of categories, as shown in the chart below. Similar to the six-year General Fund budget 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 operates on a multi-year basis and utilizes a variety of funding sources including the City's major operating funds, impact fees, special revenue funds, and other entities such as TxDOT. In the sections that follow, major fiscal year 2014 investments in the CIP from City resources has been described in more detail.

FY 2014 CIP Project Categories		
Facility - Rehabilitation	$	425,000
Parks	$	505,000
Streets - Intersection Improvements	$	2,953,433
Streets - Reconstruction	$	21,098,929
Streets - Rehabilitation	$	1,249,106
Utilities - Waterline Renewals (Including Upsizing)	$	886,979
TOTAL	**$**	**27,118,446**

The fiscal year 2014 budget continues delivery of current citizen services while placing greater emphasis on ensuring the long-term sustainability of the city's services and public infrastructure. As is typical in local government, funding requests exceed available revenues, requiring decisions regarding what to fund. As we begin to plan for the future in more detail, not all items can be funded. The fiscal year 2014 budget is a balanced budget based on community and City Council priorities 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 are described in a subsequent section of this budget message and may be considered in future budgets.

The adopted 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 accounts of the City are organized on the basis of funds or account groups, each of which is considered to be a separate accounting entity. All funds are budgeted and accounted for on a Generally Accepted Accounting Practice (GAAP) basis for purposes of financial statement presentation. The governmental fund types use a financial resources measurement focus and are accounted and budgeted for using the modified accrual basis of accounting. Under this modified accrual basis, revenues are recorded when susceptible to accrual, i.e., both measurable and available. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures represent a decrease in net financial resources and, other than interest on general long-term debt, are recorded when the fund liability is incurred, if measurable. Interest on general long-term debt is recorded when due.

Governmental fund types are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (except those accounted for in the proprietary and fiduciary fund types) are accounted for through governmental fund types.

Proprietary fund types are accounted and budgeted for on a cost-of-service or "capital maintenance" measurement focus, using the accrual basis of accounting. These fund types operate in a manner similar to private business. The City utilizes only the enterprise fund type. Under the accrual basis of accounting, revenues are recognized when earned; expenses are recognized when incurred. For purposes of this budget presentation, depreciation is not displayed, and capital expenditures and bond principal payments are shown as uses of funds.

The City provides a full range of municipal services supported by statute or the Colleyville City Charter. This budget contains all of the funds that account for these services. The identity and functions of these funds are:

- General Fund: Accounts for the resources and expenditures related to the generally recognized governmental services and/or functions provided by various City departments – a governmental fund type.
- Utility Fund: Accounts for all the activities required for the provision of water and sanitary sewer to residents of the city – a proprietary fund type.
- Capital Projects Fund: Accounts for financial resources to be used for the acquisition or construction of major capital projects – a governmental fund type.

- Capital Equipment Replacement Fund: An internal service fund to account for funding for, and acquisition of, the City's vehicles, maintenance equipment, and computer equipment – a governmental fund type.
- Drainage Utility Fund: Accounts for all the activities required for the management of storm water drainage – a proprietary fund type.
- Court Technology 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 – a governmental fund type.
- 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 – a governmental fund type.
- Strategic Initiatives Fund: Accounts for financial resources to be used with the City Council's authorization for programs and projects linked directly to the City's strategic plan – a governmental fund type.
- Colleyville Crime Control and Prevention District (CCCPD): Accounts for the City of Colleyville Crime Control and Prevention District formed to act on behalf of the City for financing the development of crime control throughout the City.
- Colleyville Economic Development Corporation (CEDC): Accounts for the use of bond proceeds and sales tax revenues for municipal park improvements, the purchase of land and equipment for additional neighborhood 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.
- Voluntary Library Fund: Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support library activities.
- Voluntary Park Fund: Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support park activities.
- Colleyville Tax Increment Financing (TIF) District: 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.

BUDGET STRATEGY

In preparing this budget, the primary goal was to achieve the identified objectives that maintain and improve services for citizens. The budget has been structured to steer a course toward fulfillment of the City's strategic vision by aligning municipal resources with the overall needs of the community. Staff used the City Council's strategic points as the primary guide:

- Make a long-term commitment to economic development and promote a more diversified tax base
- Foster excellence in core service delivery
- Protect and preserve Colleyville's neighborhoods
- Deliver sustainable government
- Brand Colleyville with a unique identity

By remaining focused on these initiatives, the community, City Council, and staff can weigh the divergent demands of the citizenry, pursuing only those elements that help achieve these initiatives, 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 business plan, including existing programs, is tied to one or more of these strategic points, as detailed in the sections below. The items listed under each strategic point include highlights of the investments slated to receive continued funding in fiscal year 2014 and a description of new items that will receive funding.

MAKE A LONG-TERM COMMITMENT TO ECONOMIC DEVELOPMENT & PROMOTE A MORE DIVERSIFIED TAX BASE

In the 2012 citizen survey, attracting and retaining quality businesses ranked as the most critical issue facing Colleyville. Economic development continues to be a top priority for the City Council. In fiscal year 2013, the City made considerable strides on the economic development and redevelopment front. Whole Foods Market will open its second Tarrant County location in Colleyville in mid-2014. It will be the anchor tenant at the former Village Park Shopping Center, now rebranded as Colleyville Downs Shopping Center. Extensive renovations are planned for the center, which will help attract new restaurants and retailers to the area. The property across Colleyville Boulevard from Colleyville Downs has been purchased by a development group, in anticipation of growth spurred by Whole Foods Market. Colleyville has also welcomed several new restaurants, including Tribeca America Bistro & Lounge and Citrus Bistro.

In fiscal year 2014, with the strategies implemented in the past few years showing results, our investment in those successful strategies will continue. Additional funds have been allocated either to invest in current strategies at a higher level or invest in new strategies. Efforts to build economic development advocates within the community, such as through the Colleyville Exchange, will continue to be funded. Staff will continue to capitalize on the incentive guidelines and criteria previously adopted by the City Council for matching grant and forgivable loan programs to attract and retain commercial development and enhance the aesthetic value of Colleyville's legacy properties.

In the fiscal year 2014 budget, the economic development program is supported through the following:

General Fund

- CoStar subscription - $2,415
  The City's CoStar subscription augments marketing tools available on commercial properties in Colleyville. This funding provides wireless service to access property information wireless through the CoStar Go app (a new service), allowing staff to show property information on a mobile device from anywhere.

Colleyville Economic Development Corporation (CEDC)

- Special events and promotions - $144,153
  Special events and festivals bring visibility and economic impact to the city. The adopted budget contains recommendations that support the planning, promotion, and production of Colleyville events. Funding through the CEDC has been included for the Old Tyme Barbeque ($15,000), Holly Colley Holiday ($36,000), and Red, White, & Sousa ($36,000) events, as well as $57,153 for other economic development promotions.

Strategic Initiatives Fund

- Current available balance - $495,446
  The Strategic Initiatives Fund was established to fund programs and projects linked directly to the City's strategic plan, with the City Council's authorization. In particular, economic development incentives were indicated as an appropriate use of these resources. The current available balance may be appropriated at the discretion of the City Council.

FOSTER EXCELLENCE IN CORE SERVICE DELIVERY

At its most basic level, the need for city government is defined by those things that although essential, if not provided by local government, would likely not be available in a community. In the parlance of city government, these are known as core services. With that in mind, the City Council added a new strategic point in 2012—foster excellence in core service delivery. In Colleyville, these include public safety, street and utility infrastructure, community development, parks and trails, and life-long learning and community engagement through the public library.

As a part of the effort to foster excellence in core service delivery, staffing levels in the Community Development and Public Works departments were evaluated to determine whether existing positions were conducive to delivering the work and service levels demanded today. Staffing levels in these areas were reduced during the recession as construction and development activity waned, but recent increases in activity warranted another look at how to handle the greater workloads, while maintaining an efficient and sustainable staffing level. Being mindful that solutions must ensure delivery of sustainable government to the citizens of Colleyville, the

most appropriate response was to repurpose some existing positions to provide services in the areas experiencing the greatest need for staff support. Several reclassifications were done during fiscal year 2013, including creating a development engineer position from the stormwater manager position, creating an administrative support technician from the senior engineering technician position, and a construction inspector position from an equipment operator position. An additional construction inspector position is included in the fiscal year 2014 budget and will be project-funded from the capital projects that the position will be responsible for inspecting. Additionally, funding for the hours worked by the building inspector hired on a contract-basis will be converted to funding for an actual part-time building inspector employee. This conversion of a contract employee to a true City employee will not result in any additional cost and will serve to comply with FLSA standards. Finally, a plans examiner position has been included in the fiscal year 2014 budget. These five position changes result in the addition of two FTEs (full-time equivalent positions) in the fiscal year 2014 budget. The additional construction inspector will not create an overall operating budget increase to the General Fund or Utility Fund because the position will be funded through capital projects budgets. As such, these changes result in additional costs for only one FTE (plans examiner) for fiscal year 2014. Again, every effort has been made to right-size staff to provide responsive, quality services, and avoid adding positions to current staffing levels without considering sustainability. The staffing changes made in fiscal year 2013 and 2014 will make significant strides toward ensuring timely, quality services to the development community and to citizens. Public infrastructure improvements will also benefit from the attention of a more robust construction inspection staff.

In the fiscal year 2014 budget, core service delivery is supported through the following:

General Fund

- Training for building inspection staff - $6,770
  The State of Texas requires rigorous training for building inspectors and building officials to ensure that those professionals are able to identify safety or construction problems. New training requirements relating to irrigation, medical gas, and fire protection are addressed with this additional funding, as well as training on the 2011 National Electrical Code and plan review.

- Reclassifications – no additional cost
  Several reclassifications were made during 2013, including reclassifying a stormwater manager to a development engineer, a senior engineering technician to administrative support technician, and an equipment operator to a construction inspector. These changes will improve service levels provided by Community Development and Public Works, as mentioned above.

- New construction inspector position – funded from Capital Project budgets
  With the increase in funding for capital projects comes a commensurate requirement for project inspection. With the State Highway 26 projects (utility relocations and reconstruction), numerous development projects, and a more

than threefold increase in funding for street and utility rehabilitation projects, an adequate inspection program is not only critical, but it pays for itself by ensuring quality construction that does not fail. Adequate inspection requires an inspector be on-site observing construction 25-30 percent of the time, on average. One construction inspection position was originally budgeted for fiscal year 2013, but based on anticipated projects, three construction inspectors are needed. The existing position (construction manager), the new project-funded construction inspector, and the construction inspector position created by reclassifying an equipment operator position will provide the three construction inspectors needed to operate an effective program.

- New plans examiner position - $63,225
  The plans examiner position is a much-needed addition to the current community development staff. The current workload far exceeds the capacity of the current staffing level, and an increase in development activity is anticipated for the foreseeable future. This position will perform a variety of tasks involved in reviewing plans for compliance with the City Code of Ordinances, Land Development Code, and Building Code; perform building inspections in a backup capacity; and respond to and direct calls from citizens, contractors, and tenants regarding code compliance and building permits. The performance target for plan reviews is for residential plan reviews to be completed in five days or less and for commercial plan reviews to be completed in ten days or less, 75% of the time. Actual achievement of this goal for fiscal year 2013 is projected to be 40% for residential plan review and 45% for commercial plan review. This type of delay has been consistent since development staffing was reduced.

- Three new firefighter/paramedic positions - $240,366
  This budget includes funding to hire three additional firefighter/paramedic positions. These positions fulfill previous commitments to implement the fire staffing plan, which provides for full operational staffing by October 2014 (fiscal year 2015). The plan calls for the addition of three firefighter/paramedic positions in both fiscal year 2014 and 2015 to achieve full operational staffing. These three positions will add one additional staff member to minimum operational staffing for each shift.

- Police Property Room Clerk - $46,478
  A new position has been included in the Police Department to provide oversight of thousands of pieces of evidence and property handled by the department. Many criminal cases, and prosecution of the offenders involved, rely heavily on the ability to properly control and maintain evidence. A dedicated property room clerk will provide day-to-day operation of the property room and will give the department an accountability system that is not currently in place.

- Collaborative Adaptive Sensing of the Atmosphere (CASA WX) Project - $3,000
  An additional $3,000 has been included in the fiscal year 2014 budget for the CASA WX project. Cities across the region are working together to install and operate technology to provide real-time, detailed mapping of weather events in

the lower atmosphere that fall below conventional radar coverage including storms, winds, rain, hail, and the flow of airborne hazards.

Utility Fund

- Replacement of hand-held water meter devices - $12,360
  Part of delivering core services to Colleyville residents and businesses includes providing water. The hand-held water meter devices currently in use are six years old and technology in this arena has changed dramatically over the past few years. The current units require frequent repairs that are no longer supported by the software company, making and replacement appropriate at this time.

Debt Service

Ambulance replacement - $44,621

Second-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.

Colleyville Crime Control and Prevention District (CCCPD)

The CCCPD will fund six officer positions in fiscal year 2014, police vehicle replacement, public safety software maintenance, regional recruiting and hiring, crime report/mapping and analysis software, wireless support for mobile digital computers, mobile video system replacements and software maintenance, as well as continued support of the Teen Court program and funding of Justice Center debt service. In addition, funding for a new radar trailer and continuation of the weapons replacement program for patrol rifles will be funded through the CCCPD in fiscal year 2014.

- One new police officer position- $36,975
  The addition of one new police officer position is included in the fiscal year 2014 budget, to be funded from the Colleyville Crime Control and Prevention District (CCCPD) Budget. This position is to be added mid-year and will support the City Council's commitment to adding one new police position over each of the next four fiscal years.

- Vehicle replacements- $230,600
  Funding for replacement of four marked police vehicles and one unmarked police vehicle is included in the fiscal year 2014 CCCPD budget. The Police Department conducted a comprehensive analysis of department vehicle needs and was able to reduce the overall size of the fleet by six vehicles through more efficient distribution of resources. The new fleet management plan for the police department calls for retaining patrol vehicles for a period of three years and replacement of five vehicles annually, which is consistent with the funding available in the CCCPD budget and provides for long-term sustainability of the police fleet.

PROTECT AND PRESERVE COLLEYVILLE'S NEIGHBORHOODS

A community is about people and one of the most valuable assets in a community is its neighborhoods. Through deliberate and judicious land use decisions by Colleyville's past and present elected officials and policymakers, Colleyville's premier neighborhoods are in fact the focal point of the city. The City Council has made protecting and preserving neighborhoods an important focus of local government.

Protecting and preserving neighborhoods takes many forms. Beyond providing public safety, investment in the reliability of Colleyville's public infrastructure now and in the long-term is critical to our neighborhoods and, therefore, a top priority in the fiscal year 2014 budget. And, while the list of infrastructure projects touches virtually every aspect of life in Colleyville, it was important to address the city's most critical need— maintaining and rebuilding city streets. Road quality has an impact on every Colleyville resident, business, and visitor—affecting property values; business, school, and residential accessibility; and the quality of life of our citizens. Furthermore, in the 2012 citizen survey, residents rated street conditions as a major concern. With a population that has increased by more than 50 percent since the early 1990s, it is imperative that the City maintain a street infrastructure to meet the demands of a growing residential and commercial population.

As mentioned previously, a 5-Year Capital Improvement Plan (CIP) has been prepared to serve as the roadmap for the City's continued focus on infrastructure improvement and renewal. While the plan itself covers five fiscal years, the first year of the five-year plan is what is included in the City's budget each year. Year One of the CIP, which is included in the fiscal year 2014 budget, includes $26.9 million for street reconstruction, street rehabilitation, construction of State Highway 26 Phase II, intersection improvements, waterline renewals, facility rehabilitation, trails, and concrete repairs. Funding sources for these projects are varied and come from both City sources and other sources. City funding sources primarily include the General Fund street maintenance budget, perimeter street fees, the utility fund, and the CEDC. Other funding sources include TxDOT funded projects and Tax Increment Financing (TIF) funded projects.

Investments in the protection and preservation of neighborhoods in the fiscal year 2014 budget include:

General Fund

- Street maintenance - $2,400,000
  A consistent focus by the City Council has been to continue effective funding levels for street maintenance. Given this, the adopted budget provides a base level of $1,400,000 for street maintenance/rehabilitation and an additional $1,000,000 through the draw-down of General Fund fund balance. Many of Colleyville's 158 miles of paved streets were county roads that the City

"inherited," but which were not constructed to current standards. As we move forward, those streets not built to current City standards will be brought up to standard either through a full-depth reclamation process or through complete reconstruction so that they will perform as they should in the long-term. The $2,400,000 for street maintenance in the General Fund will ultimately be used as a funding source in the comprehensive CIP, to be spread out amongst various projects based on relative priority.

- Street maintenance - $500,000 (one-time expenditure)
  Based on data collected in the 2011 pavement maintenance survey and the analysis done by staff, it has been determined that to maintain the city's street system at its current level of service, it would be necessary to spend approximately $2,700,000 annually on street maintenance. This amount does not include capital projects that result in reconstructed streets. At this time, there is currently $2,400,000 budgeted annually for street maintenance. An additional $300,000 is needed annually to fully fund the street maintenance program. The fiscal year 2014 budget includes a one-time commitment of $500,000 for street maintenance to make progress toward that goal.

- Pavement Condition Assessment – $35,000
  Unused funds identified in the fiscal year 2013 budget have been used to fund an updated pavement condition assessment, which was originally requested in the fiscal year 2014 budget.

- Sidewalk repair – $50,000
  The adopted budget maintains funding for the repair and maintenance of sidewalks, helps ensure pedestrian safety, and enhances Colleyville's "walkability" factor. Funding in the amount of $50,000 is recommended for ongoing maintenance. This is in addition to escrowed construction funds for neighborhood districts, as approved by the City Council in November 2008.

- Traffic Signal Maintenance Contract – $46,000
  Additional funding has been included in the fiscal year 2014 budget for maintenance of the two traffic signals owned and operated by the City, as well as maintenance of the 22 school zone flashers and 10 Opticom sensors attached to various signals. By providing an annual maintenance contract for these systems, preventive maintenance will be ensured and repairs will be completed more quickly. Properly maintaining the systems will improve overall operational readiness and reduce the cost of system maintenance in the long-term.

Utility Fund

- The cost of purchasing potable water from the Trinity River Authority (TRA) has increased during the past year due to additional operational costs, decreased usage through effective water conservation by area cities, and an overall percentage increase in Colleyville's percent of debt service due to usage during ongoing drought conditions. TRA faces higher raw water costs, chemical costs, ongoing infrastructure maintenance costs, labor-related costs, and compliance costs with more stringent state and federal water quality regulations, and it is

likely their rates will increase with TRA's new fiscal year beginning in December 2013. In the event TRA increases their cost for treated water and wastewater, consistent with City Council policy, that cost will be passed on proportionally to customers.

- Water and wastewater renewal program - $250,000
  As part of the City's focus on long-term infrastructure needs, the fiscal year 2014 budget provides funding 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 one of the funding sources of the CIP.

- VueWorks Conference - $1,380
  VueWorks work order and asset management system was implemented in fiscal year 2013 and most maintenance activities performed by the Public Works Department are now being tracked. There are several modules available in VueWorks that require additional training to allow the department to fully utilize the program.

Drainage Fund

- Drainage renewal program - $40,000
  The fiscal year 2014 budget also provides funds for proactive replacement of the city's drainage and stormwater infrastructure. The amount adopted represents an increase of $15,000 over the $25,000 that was budgeted in fiscal year 2013 for infrastructure renewal.

- 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. In future years, it is incumbent upon the City to measure the sustainability of these options based on overall usage and cost.

DELIVER SUSTAINABLE GOVERNMENT

An ongoing means of managing costs in the long-term is to aggressively seek ways to maximize economies of scale for cost savings. As in past years, part of the budget approach is to partner with other governmental units to reduce redundancy across city borders, using the guiding principal that such partnerships should meet the benefit, economic, and efficiency thresholds for Colleyville. With the success of current partner agreements, Colleyville has aggressively sought additional partnership opportunities to achieve successful, cost-efficient long-term service delivery.

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 operation, located at the Colleyville Justice Center, has been projected to save Colleyville $57,188 annually.

- *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. An additional $30,065 is included in the fiscal year 2014 budget for the interlocal agreement to provide for Colleyville's share of the capital cost of an expanded animal shelter facility in Keller.

- *Public Safety:* Continuation of funding for the regional communications and jail services is included in fiscal year 2014 through a multi-year interlocal contract with Keller and Southlake. This funding budgeted for fiscal year 2014 increased by $14,017, 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. Funding is provided to meet the contractual obligations for fire response in the Bedford Response Area, a contract that will expire in September 2015.

- *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 incident involving an explosive device. The cities each contribute financially to maintain and replace equipment or apparatus needed to respond to these situations. The funding budgeted for fiscal year 2014 increased by $11,377 for capital equipment replacement.

- *Public Safety:* Colleyville will continue participation as a member city in Tarrant County's NETCO radio consortium. In 2012, the NETCO consortium commenced 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). 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 street maintenance. For these projects, the City only provides funding for materials. The county has specialized street overlay capabilities and has shown a strong interest in providing assistance to our maintenance program.

- *Teen Court:* Colleyville partners with Grapevine, Keller, and Southlake to operate the Metroport Teen Court. The program is managed by the City of Southlake. The fiscal year 2014 CCCPD provides funds for our continued participation in this program in the amount of $33,750, one fourth of the total annual program cost.

- *Elections:* Staff recommends continuation of the contract with the Tarrant County Elections Administration Department 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, as well as use of recreational facilities to maximize our operating budget.

- *Economic Development:* The City will continue partnering with the North Central Texas Council of Governments (NCTCOG) to host a website offering property information in support of our economic development efforts. Infrastructure information, mapping capabilities, and property information is provided on the site. Contracting services for GIS-related mapping information for aerial photography with the NCTCOG for public works and economic development will also continue.

The adopted budget provides a staffing level of 195.5 full-time equivalents (FTEs), eight more FTEs than in fiscal year 2013. This reflects the addition of one police officer (funded through the CCCPD), three firefighter/paramedics, one plans examiner, one construction inspector (project funded), one property room clerk, one part-time building inspector (conversion from hours contracted), and one part-time assistant librarian (conversion from hours contracted). The 2014 staffing level also reflects the reclassification of other positions as outlined in this document.

- Implementation of a new classification and compensation system
  Paying fair and competitive wages for the level of work required allows the City to better attract well-qualified candidates. It also greatly contributes to the motivation and retention of current employees by showing they are valued for the work they do. A review of the City's classification and compensation system, last reviewed and updated in fiscal year 2006, was conducted to improve and update market competitiveness and internal equity. The new system is designed for sustainability, manageability, and flexibility. It also establishes a goal of paying successful employees at the 50th percentile of the market in which the City competes for employees. It has a flexible job

classification structure to support cross-training and accommodates alterations in job assignments within the structure. And it reinforces internal equity by defining and grouping jobs based on the complexity of work, leadership expectations, and decision-making required within a fair and competitive salary structure.

- Market adjustments - $237,722
  Employees currently earning below the new minimum salary of their position's pay range will receive a market adjustment, not to exceed 10 percent, in fiscal year 2014. If an employee is currently earning more than 10 percent below the new minimum salary, he/she will receive the adjustment over the next two to three fiscal years so that an individual's pay increase does not exceed 10 percent in any given year. The additional funding for market adjustments includes benefits and is the amount necessary for all funds. Year two and year three implementation costs for moving all employees to the minimum of the new range are currently projected to be $72,063 and $2,766, respectively. As these figures represent a snapshot in time, these figures are subject to change as the market changes in the future.

- Performance-based merit increases- $177,278
  Employees hired prior to October 1, 2013, will be eligible for a mid-year performance-based merit increase in fiscal year 2014 based on good and high performance. The increase will not exceed five percent. Employees receiving a market adjustment of five percent or more are not eligible for the performance-based merit increase. The additional funding for performance-based merit increases includes benefits and is the amount necessary for all funds.

- Comprehensive performance management program
  Performance management is a critical element of managing and rewarding the workforce to ensure goals are consistently met in an effective and efficient manner. A new performance management system will be implemented in fiscal year 2014 to better assess operational efficiency and create greater accountability. Performance-based merit increases in mid-fiscal year 2014 will be predicated on employee performance under the comprehensive performance management program. The new system will include more 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 standards today.

- 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 and health reimbursement arrangement administration. The City continues to exhibit a substantial commitment to employee benefits by funding employee medical insurance at a base of 80 percent and up to 100 percent with wellness participation. Dependent insurance is at a base of 56.075 percent and up to 76.075 with wellness 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. The wellness initiative is designed to improve employee health and is trending favorably in the long-term due to reduced utilization of the medical plan.

Despite a 4.5 percent increase in medical premiums this fiscal year, employees will not see an increase in the employee-paid portion of premiums as the City was able to absorb this increase as a result of overall cost savings in insurance benefits and the addition of a fourth subsidy tier for medical insurance.

The Patient Protection and Affordable Care Act (PPACA) is expected to further increase medical premiums by approximately 4 percent to reflect the effects of the Health Insurer Fees and Reinsurance Fees. Final regulations and guidance regarding these fees, which are expected to be assessed beginning January 1, 2014 by the federal government, have not been fully established. The cost of these fees will be paid by the employees who are covered under the medical plan.

- Texas Municipal Retirement System (TMRS)
  The City is committed to ensuring the retirement benefit offered to employees is both affordable and sustainable. The City's current plan design includes funding for participation in the TMRS program at a contribution rate of 7.00 percent (annualized 7.045 percent), down 2.56 percent from the current annualized rate of 7.23 percent. For the current actuarial period, the City has no unfunded liability.

- Personnel Policies and Procedures Manual
  In fiscal year 2014, with input from an appointed employee committee, staff will complete the comprehensive update of the Personnel Policies and Procedures Manual. This includes reviewing and updating current policies and developing new ones. Training will take place to inform all employees of the changes.

With limited personnel resources, the City of Colleyville is heavily reliant on technology to optimize time and available personnel in the efficient delivery of City services. Staff focuses efforts based on a five-year information services strategic plan adopted by the City Council in 2011. A recently implemented Information Services Management (ISM) Governance Committee has also established criteria for evaluating technology investments and ranked each new technology request according to those criteria. This ranking strongly influenced decisions regarding which items to include in the fiscal year 2014 budget. Funding to maintain or enhance the City's technology infrastructure in fiscal year 2014 includes:

- Phase II of audio-video equipment replacement in City Hall– $174,000 (one-time expenditure)
  This funding is for Phase II of AV replacement at City Hall. It includes replacing equipment such as digital controls, overhead camera, projection screens, sound

equipment, and additional monitors in the Council Chambers, the Executive Conference Room, and the Training Room.

- Laserfiche integration project - $29,000 (one-time expenditure)
  The Laserfiche Integration Project will provide for integration with both the CRW (development) and CRIMES Software. Integration will allow for documents generated from these software programs to be directly stored in Laserfiche, as well as additional workflow capabilities that will help to automate currently paper intensive processes.

- Digitizing documents to Laserfiche - $49,850 (one-time expenditure)
  In fiscal year 2014, staff would contract with two clerical personnel for approximately six months to begin digitizing documents currently located in storage. After the six-month time period, staff can develop an annual program determined by the amount of work accomplished in the initial six-month timeframe. This project begins working toward the goal of transitioning all City documents into a digital form.

- Replacement of GIS Licensing with Enterprise Licensing - $15,100
  By providing an enterprise license for GIS, each department and internal working group would realize benefits from accessing a common platform for operational data by leveraging maps to support work and analyses. Multiple users would be able to simultaneously edit GIS datasets, making it possible to integrate with other information systems in real time. An enterprise system also provides additional capability for external communication to customers and citizens.

- Replacement of desktop computers - $15,000
  Funding has been included for replacement of 42 desktop computers with "thin clients" for employees. This is a part of the City's regular computer replacement schedule, which calls for replacement of desktop computers every four years. All desktop computers are anticipated to be replaced with "thin clients" by fiscal year 2017.

- Replacement of laptop computers - $55,000 (one-time expenditure)
  Laptops are scheduled to be replaced every four years. Funding has been included in the fiscal year 2014 budget to replace those laptops that are due for replacement in the next 12 months.

- Replacement of ToughBook computers - $11,000 (one-time expenditure)
  Funding is included in fiscal year 2014 budget for replacement of ToughBooks with iPads. With iPads available for significantly less cost than a ToughBook, staff will be provided an iPad to conduct necessary City business and complete reports in the field.

- Off-site back-up system project– $44,000 (one-time expenditure)
  All back-up systems for the City will be replaced in fiscal year 2014. The current back-up systems were purchased prior to 2004 and are not consistent with

current technology. The new system will provide live, online back-ups at City Hall, the Justice Center, and off-site at the Keller City Hall as opposed to a tape library located only at City Hall and the Justice Center.

- Additional cameras at City buildings - $35,400 (one-time expenditure)
  To enhance current security levels, cameras will be installed at key locations in City Hall and the Senior Center, such as the breezeway between City Hall and the Library, parking areas, and ports of entry.

- Replacement of wireless system - $21,000 (one-time expenditure)
  The wireless system used in all City buildings is currently six years old and requires replacement. There are currently two main wireless networks available in city buildings, one for public access and one for staff access. The system hardware that supports these networks will be replaced with current technology.

- Additional software maintenance and support costs - $34,464
  The information services program contains funding for maintenance and support of software used in all City departments. As previously stated, staff relies heavily on technology to support a lean workforce, while maintaining a high level of service. The costs related to software, typically in the form of maintenance agreements or support contracts, increase annually. The more significant increases contributing to the $34,464 in total additional cost are $9,395 for support of the new Munis financial software, $3,840 for maintenance of the Fund Balance software, $3,499 for the VMWARE support contract, $3,139 for Nexus Viewer maintenance, and $8,950 for HP Blade support.

- Laserfiche Enterprise Rio License - $4,795
  Laserfiche was upgraded in fiscal year 2013. Going forward, there will be an annual maintenance support fee, which has been included in the fiscal year 2014 budget.

- Training for GIS personnel - $6,725
  Additional training has been included in the fiscal year 2014 budget to maintain the capability of the City's GIS program. As software platforms and technology platforms change, it is imperative that staff remains abreast of these issues.

- Networkfleet GPS monitoring service - $10,200
  While not directly a part of the information services program budget, this technology enhancement for City vehicles enhances management of the fleet. The web-based tracking and monitoring system was tested as a pilot program in fiscal year 2013 and has aided in reducing fuel expenses, maintenance costs, and emissions. The system provides GPS location data used for crew location information or even stolen vehicle recovery. The annual cost represents $25 per month, per vehicle, and is distributed as a $4,200 cost to the General Fund, $4,500 to the utility fund, and $1,500 to the Drainage Fund.

- Field Connectivity for Public Works Staff - $4,800
  Funding for three tablet devices and aircards has been included for use by both wastewater and utility support employees in the fiscal year 2014 Utility Fund budget. This will allow staff to access VueWorks, the web-based public works asset management software, from the field and increase overall staff efficiency.

- Venue Mapper software for Colleyville Center - $1,400
  Software used for designing event floor plans is outdated and does not allow for real-time design updates when clients call in with changes. The Social Tables Venue Mapper software will reduce staff time required to design the diagrams for events and improve customer service in terms of turnaround times for approval of room layout.

- Event booking software for Colleyville Center - $6,500
  The current event booking software used by the Colleyville Center is dated and does not allow for real-time calendar updates or the mobility that a web-based program would provide. New software will provide a simplified booking process, streamline paperwork, and allow for remote access from any device with internet access.

Technology Items Funded from Fiscal Year 2013 Available Funds:

- Camera Replacements- $40,400 (one-time expenditure)
  The security cameras at the library and the public works building have reached the end of their useful life and are in need of replacement. Unspent funds in the fiscal year 2013 budget have been identified to fund these replacements.

- AV replacement at the Justice Center and EOC - $65,000 (one-time expenditure)
  Unused funds in the Police Department fiscal year 2013 budget have been committed for replacement of audio-visual equipment in the Justice Center and Emergency Operations Center (EOC).

- Interview Room Camera and Equipment Replacement - $40,000 (one-time expenditure)
  Updated cameras and equipment will be installed in the police interview rooms to implement the best practices recommended by the Tarrant County District Attorney's Office. Utilizing the latest technology will enhance the City's partnership with the District Attorney's office.

Consistent funding of capital equipment replacement directly aligns with the sustainable government objective. Transferring a calculated amount annually into the Capital Equipment Replacement Fund allows the City to set aside money to replace vehicles and equipment at the end of their useful life, without concerns about variations in annual expenditures if a number of items need to be replaced in a particular year. Capital equipment includes vehicles, heavy equipment, servers, and other technology-related hardware.

- Replacement of vehicles and capital equipment (General Fund) - $242,000
  The fiscal year 2014 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 $211,000 is designated for the replacement of vehicles and equipment utilized by programs accounted for in the General Fund.

- Replacement of vehicles and capital equipment (Utility Fund) - $81,100
  This funding has been budgeted for replacement of vehicles and capital equipment that are utilized by programs accounted for in the Utility Fund.

Maintaining the City's investment in buildings and facilities is also an important component in delivering sustainable government. The fiscal year 2014 budget provides additional funding of $32,313 in the facility maintenance program for contractual services on a recurring basis. It also allocates funds set aside in the Building Capital Projects Fund by City Council from the fiscal year 2012 year-end budget amendment to several top priority maintenance and repair items, as well as utilizing balances from other identified capital maintenance funds.

- Contract for disposal of fluorescent light bulbs - $10,000
  This funding will be used to fund an annual contract to provide for pick up and proper disposal of fluorescent light bulbs, ballasts, and any other hazardous materials that are used in City facilities. The contractor would provide the required documentation certifying the type and quantity of the materials that were disposed of to satisfy new EPA regulations to prohibit disposal of these materials in landfills. As these EPA requirements are new, this funding is for a service not currently provided.

- Maintenance of parking lot gates at the Justice Center - $3,000
  The adopted budget includes additional funding for an annual maintenance contract for the parking lot gates at the Justice Center. The gates are activated many times per day, causing significant wear and tear. Utilizing a maintenance contract to service and maintain the gates is a cost-effective and efficient way to manage the maintenance of the gates, as opposed to calling a vendor each time repairs are needed.

- Increases to current contracts administered by Building Services - $19,313
  As is typical with prices for most goods and services, the cost increases from year to year to accommodate inflation and/or increased cost of materials or labor. The Building Services program currently administers a number of contracts that will experience a price increase in fiscal year 2014, including boiler inspections and maintenance, pest control, HVAC maintenance, floor and carpet cleaning, janitorial service, window cleaning, and fire inspections. The additional funding included in the fiscal year 2014 budget serves to maintain the current service level.

- Redundant HVAC unit for the Justice Center Data Center - $25,000 (one-time expenditure)

Purchasing a redundant HVAC unit for the Justice Center Data Center allows back-up cooling capabilities if the primary unit fails or is out of service. It is imperative that servers and other hardware in the data center function in a room with cool temperatures if the equipment is to operate properly and if the financial investment made in the equipment is to be protected.

- City Hall/library emergency lighting - $10,582 (one-time expenditure)
  The emergency lighting in City Hall and the library has reached its projected useful life of 10 years and the ballasts are beginning to fail. To provide a safe environment, the emergency lighting will be replaced.

- City Hall/library boiler pumps and motors - $13,560 (one-time expenditure)
  The pumps and motors for the boiler have reached the limit of their design life, which is 10 years, and need to be replaced before they fail and cause City Hall or the library to be without heat.

- Justice Center fire alarm system - $12,396 (one-time expenditure)
  A recent study was conducted to evaluate life, safety, and building deficiencies in the Justice Center. This request will bring the fire alarm system into Uniform Building Code and National Fire Protection Association compliance.

- Justice Center VAV boxes - $4,721 (one-time expenditure)
  The variable air volume (VAV) boxes at the Justice Center are failing and require replacement. These boxes are a component of the HVAC system.

- Seal exterior building openings at the Justice Center - $6,000 (one-time expenditure)
  Sealing the exterior building openings at the Justice Center will keep small animals out of the attic space. Normal wear and tear and settlement requires buildings to be sealed on an as-needed basis to prevent small animals from chewing electrical and data wiring and eating insulation, causing damage to a critical operational facility.

- Redundant HVAC unit for the City Hall data center - $7,580 (one-time expenditure)
  Purchasing a redundant HVAC unit for the City Hall data center allows for back-up cooling capabilities if the primary unit fails or is out of service. It is imperative that the servers and other hardware in the data center function in a room with cool temperatures if the equipment is to operate properly and if the financial investment made in the equipment is to be protected.

- City Hall and library fire alarm system - $33,488 (one-time expenditure)
  A recent study was conducted to evaluate life, safety, and building deficiencies in City Hall. This request will bring the fire alarm system into Uniform Building Code and National Fire Protection Association compliance.

- City Hall and library concrete steps and handrail - $33,832 (one-time expenditure)
  The concrete steps in front of City Hall and the Library are failing and need to be replaced as they constitute a tripping hazard. In addition, the handrails have been broken and repaired several times and require replacement.

- City Hall exhaust fan - $7,500 (one-time expenditure)
  The exhaust fan on the third floor in City Hall (near the kitchen) requires replacement. The current exhaust fan does not provide for an adequate amount of air changes and creates more noise than is acceptable.

- Dumpster enclosures - $8,000 (one-time expenditure)
  In order to be in compliance with the current code, funding has been included to improve the screening around the dumpsters behind City Hall.

BRAND COLLEYVILLE WITH A UNIQUE IDENTITY

Colleyville is an affluent community populated by an engaged, educated citizenry. Quality of life and the quality of service delivery provided in Colleyville are important aspects of life in our community. The public amenities and services provided by the City are part of what makes Colleyville unique, and an important element in the quality of life enjoyed by our citizens. These include: availability of materials and programs at the library, first-rate parks and trails, recreational and athletic programs, social activities and events, and opportunities for public engagement and input.

In order to meet the quality-of-life expectations of Colleyville citizens, the fiscal year 2014 budget provides additional funding for the following:

General Fund

- Additional funding for a technical services librarian - $14,815
  Additional funding has been added to convert the hours worked by one of the technical services librarians on a contractual basis to a true part-time City employee. This position had previously been funded on a contractual basis through the state-funded Loan Star Library Grant, but this funding has been reduced and ultimately eliminated over the last few years.

- Training for library staff - $4,598
  The adopted budget provides additional funding for attendance at several conferences and training opportunities for the library director and library staff. These training opportunities allow staff to keep current in the latest development in library services and to identify opportunities to either increase efficiencies or improve services to library patrons.

- Maintenance of railroad rights-of-way - $35,000
  In order to construct the Cottonbelt Trail in the right-of-way belonging to Dallas Area Rapid Transit (DART) and operated by the Fort Worth and Western Railroad (FWWRR), the City was required to execute a licensing agreement that required it to maintain the railroad right-of-way, including mowing, tree trimming, debris removal from the Big Bear Creek bridge, and other specified maintenance tasks. In order to work in the railroad right-of-way, it is necessary to hire a "flagger" at the rate of $800 per day. This funding allows staff to hire a vendor approved by the FWWRR to perform the required maintenance work.

- Grounds maintenance mowing contract - $3,360
  Additional funding for the grounds maintenance mowing contract provides for maintenance of grounds adjacent to City monument signs. There are seven locations with monument signs; this funding adds the remaining four locations to those maintained by the City's contractor and includes mowing, trimming, and edging of the property.

- Tree falling and removal at Nature Center - $10,000 (one-time expenditure)
  Funding is included in the fiscal year 2014 budget for removal of certain trees at the Nature Center that have been identified as either threats to citizen traffic areas or to private property.

- Ground maintenance horticulture maintenance contract cost increase - $5,392
  The current contract with the grounds maintenance mowing contractor includes an option to request additional funding not to exceed the standard Consumer Price Index (CPI) for the DFW Metropolitan area for the past 12 months. Additional funding addresses the anticipated request by the contractor to recover rising fuel and fertilizer costs.

- Street lighting cost increase - $18,720
  Part of Colleyville's unique identity includes adequate street lights. The cost of electricity for street lights has increased and the budgeted amount has not been adjusted in several years. The additional funding provides the amount necessary to continue providing street lighting at the current service level.

- Motion picture licensing for senior center - $305
  Funding for motion picture licensing has been included in the fiscal year 2014 budget in order to provide an enhanced level of service to include the ability to show movies to patrons of the Senior Center.

CEDC and Voluntary Park Fund

- Colleyville Center Site Master Plan - $25,000
  The Colleyville Center Site Master Plan will provide the development road map for the seven acres of land currently surrounding the Colleyville Center. The architectural renderings will establish both land and space utilization on Riverwalk Drive, incorporating plans for gardens, fountains and functional outdoor meeting and patio space. The overarching intent for a plan is to accommodate larger, revenue driving business and community events at the

Center with development scope and funding to be determined by the City Council.

- Design of renovations to the Senior Center - $125,000
  The design of renovations to the Senior Center is included in the CEDC adopted budget to implement recommendations from a study currently in progress. The study considers future use, programs, and renovations of the Senior Center, and is a fiscal year 2013 CEDC funded project.

- Trail system investments - $545,000
  The 2014 CEDC budget includes the carry forward of funding for incomplete projects- completion of Pleasant Run Trail right-of-way acquisition and construction (Bogart to Mission). Funding is also included for improvements at the Cotton Belt – LD Lockett Park Trailhead.

- City Park landscape and amenities - $175,000
  Funding has been included in the fiscal year 2014 CEDC budget for updates at City Park. The park opened in 1998 and is in need of improvements that provide for more efficient irrigation, lower water use landscaping, and updates of dugout and spectator areas.

- Laser grading of baseball and softball fields at City Park - $30,000
  Over time, ball field clay and conditioner is displaced from field skinned areas by players, daily maintenance, and weather to the adjacent turf areas. Additional funding has been included in the fiscal year 2014 budget from the Voluntary Park Fund to provide field leveling, or laser grading, on a three year rotation.

ITEMS NOT FUNDED IN FISCAL YEAR 2014

As is typical in local government, funding needs often exceed the revenues available. Decisions must be made in terms of what items to fund and include in the budget. The items described below were not included in the fiscal year 2014 budget, either due to a lack of available funding or because these items represented a lower overall priority when compared to other items. Every request for additional funding was evaluated and ranked by the staff Leadership Team, which played a large role in determining those items that were chosen for inclusion in the fiscal year 2014 budget. When ranking each funding request, the Leadership Team referred to a set of criteria, which included considering how and to what extent the request furthers the goals laid out by City Council in the Strategic Plan, any risks faced by not funding a request, whether the request addresses an area identified in the City's performance measures as needing improvement, staff's ability to execute and implement the request if funded, why the funding request is being considered (i.e. what prompted this request), and overall impact of funding the request compared to the financial investment required.

- Street Reconstruction - $2,400,000
  Colleyville has 43.5 miles of unimproved (no curbs and open ditches for drainage) asphalt streets. The majority of these streets are arterial or collector streets carrying the majority of the city's traffic. The cost to reconstruct these roads to current standards is approximately $75 million in 2013 dollars. Based on the previously proposed target of eliminating all unimproved roads in Colleyville during the next 25 years, an additional $3 million is need each year to fund reconstruction. Because some of these streets are eligible for TIF funding, an additional $2.4 million is needed annually from other funding sources, such as the General Fund.

- ESRI training for the building official - $3,775
  Funding has been requested for the building official to attend ESRI-GIS I & II Training. The training would enhance the building official's ability to research information, such as a property's zoning type, lot size, property ownership, utility locations, etc., that require the use of a GIS-type program.

- Graduate Intern - $11,040
  A graduate-level intern would provide professional support to all City departments, including providing analysis, completing studies, supporting departments to achieve citywide goals, and assisting with special projects. As current staff members manage already full workloads and lack the capacity to take on work related to new projects or initiatives, the addition of an intern would provide needed higher-level professional support at a lower cost than that of an additional full-time employee. A graduate internship program would also provide the ability to attract additional professionals to the city and identify individuals that could be excellent future employees.

- Agency agreement funding for Save Haven - $1,000
  Safe Haven, a non-profit organization providing shelter, case management, counseling, legal services, and support groups to victims of domestic violence, has requested an additional $1,000 from the City, for total funding of $2,000 annually. Colleyville currently supports Safe Haven at the $1,000 level. No additional justification regarding utilization of these services by Colleyville residents has been provided by the organization.

- Outgoing BCC member recognition/meeting items - $2,600
  Additional funding for recognition of members of City boards, commissions, or committees was requested for an annual reception or other recognition for the service provided by these individuals.

- Human resources coordinator - $75,000
  In order to provide adequate support regarding recruiting, hiring, organizational development, performance management, and training, the addition of a human resources coordinator is requested. This position would be responsible for providing advanced support of human resources functions, including targeted recruiting and hiring, training and development, special projects and research, various committee representation, volunteer and intern program implementation

and administration, and safety program/risk administration. Without this additional position, the HR Department will continue to be challenged to provide these necessary services.

- CRW website Upgrade - $5,000
  An upgraded website interface is available through CRW that would provide a more modern visual display and would also be accessible from iPad devices. The upgrade was not recommended for inclusion in the fiscal year 2014 budget as the enhancements are more cosmetic in nature and the primary beneficiaries of the more user-friendly interface would be staff as opposed to external customers. When compared to other funding requests, this request ranked lower in priority.

- CRW software upgrade - $45,000
  A new version of the current CRW software is available, which would transition the current software to a web-based program that would not require software to be installed on City computers. The program could be accessed from anywhere with internet capabilities, ultimately allowing access from the field.

- Colleyville Center technology upgrades - $187,907
  To provide the most up-to-date technology for customers renting space at the Colleyville Center, additional funding was requested to offer enhanced capabilities, with the intention of attracting more business customers. A number of existing technology components were replaced in 2010; items in this request were for a service level above and beyond that which is currently provided. Technology improvements would include an enhanced audio and visual system in the stage and large hall area, enhanced receiver, speakers and controls for the small meeting room, speakers in the outdoor patio areas, video conferencing capabilities, and a portable interactive smartboard.

- Installation of fiber for the City - $395,000
  The City currently leases fiber to provide connectivity between buildings. By installing City-owned fiber, the cost for the current lease could be eliminated. It is anticipated that, based on the current amount of fiber used by the City and the fact that the amount used increases substantially each year, costs for the leased fiber will also continue to increase. Installation of City-owned fiber could be broken into phases. Phase 1 would connect City Hall and the Justice Center, at a cost of $237,000. Implementation of Phase 1 would reduce leased fiber costs (approximately $55,000 per year) by $16,800. Additional phases would connect the central fire station and the public works building with the Justice Center, at a cost of approximately $79,000 for each.

- Citywide digital signage platform - $105,000
  The addition of a citywide digital signage platform would enhance communication to citizens at key buildings including the library, City Hall, Justice Center, the Colleyville Center, the Senior Center, fire stations, and the public works building. This will also enhance communications to employees by placing screens in employee areas of City buildings. A total of 25 digital signs are

included in the proposal. The digital signs could provide information such as the programs offered that day at the library or Senior Center, or other items that would be helpful to communicate.

GENERAL FUND

In developing the adopted budget, the objective was to achieve a balance between revenues and expenditures, and prioritized operational needs with long-term community investment strategies.

Revenues
Major revenue considerations in the adopted General Fund budget include:

- An increased operation and maintenance (General Fund) portion of the tax rate due to declining bonded indebtedness. There is no overall increase in the total tax rate.
- An increase in ad valorem revenue due to a 3.1% increase in property values
- Increased sales tax revenue
- An increase in inter-fund transfers, both from a higher transfer from the Utility Fund and from a transfer from capital project budgets for the new construction inspector

Property Tax
The main source of income for the City is property taxes, accounting for 55 percent of our total revenue. The biggest budgetary issue in preparing an 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 2013 at $3,909,272,694 ($3,847,268,162 in certified value and $62,004,532 in pending appeals and incomplete valuations), and includes $98,382,931 in new construction. This represents an increase of $117,565,834 (3.10%) over the current year's taxable valuation of $3,791,706,860, per the September 1, 2012 certified values. The value of existing property on the tax roll is $3,810,889,763, representing an increase of $19,182,903 (0.51%) over the current year's taxable valuation. The total taxable value includes TIF zone property, which has a combined taxable value of $254,552,139 (TIF Zone #1 adopted in 1998- $254,0360831 and TIF Zone #1A adopted in 2012- $515,308) and includes $5,721,554 in new construction. The final TIF value is subject to change, as $4,875,712 in valuation is still under appeal. This represents an increase of $3,343,649 (1.33%) over the current year TIF valuation of $251,208,490.

In 2003, the City Council increased the over-65 property tax exemption to $65,000 and approved the senior property tax freeze in 2004. The loss in property tax revenue from the over-65 property tax exemption for 2014 is projected to be

$400,645, combined with the loss of revenue for the senior tax freeze of $151,399. Currently, 18.62 percent of all residential property tax accounts are frozen.

The adopted budget maintains a property tax rate of $0.3559 per $100 value to support a property tax levy of $12,855,752, excluding the TIF property and frozen value. The tax rate is comprised of an operation and maintenance rate of $0.32442, and an interest and sinking rate of $0.03148. The latter component provides funding for retirement of the annual debt obligations. In a review of peer cities, Colleyville has the second lowest tax rate in northeast Tarrant County. That is not expected to change with adoption of the fiscal year 2014 budget.

The adopted property tax rate of $0.3559 is slightly less than the effective tax rate of $0.357392. The effective tax rate is the rate at which the City would raise the same amount of revenue raised in the last fiscal year. If the City of Colleyville were to adopt a 2014 tax rate equal to the effective tax rate of $0.357392 per $100 of value, total taxes on existing property would increase compared to 2013 taxes by $566,548.

As shown in the following table, the 2014 property tax rate will increase the typical homeowner's tax bill compared to this year's tax billing by $29.01.

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

Sales Tax

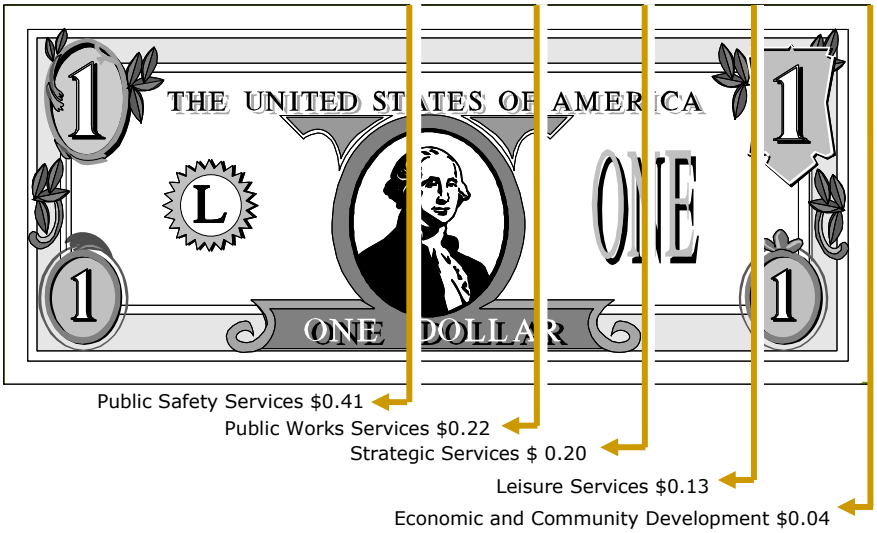
The second major financial consideration guiding development of the budget is the growth of sales tax revenues. The City collects a total two percent sales tax: one percent for General Fund and the remaining one percent allocated for two half-cent special purpose districts. As there has been a slight upturn in the local economy and the opening of Whole Foods Market is anticipated in mid-fiscal year 2014, a 5.8 percent increase in sales tax over the fiscal year 2013 adopted budget is projected.

Licenses and Permits

Building related revenue remains relatively consistent with the fiscal year 2013 budget. The fiscal year 2014 budget includes a 1.8 percent increase over the fiscal year 2013 adopted budget. Activity has returned to pre-recession levels beginning in fiscal year 2012. Based on current interest rates and the number of lots that have been approved or are under construction, staff anticipates that the current rate of construction of new single family residential homes will continue for the near future. There are also commercial developments and redevelopments anticipated for fiscal year 2014.

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 $217,967. Keller is paying 45.9% of the total municipal court cost based upon their percentage of total citations issued by both cities. There is also a small reimbursement of administrative fees and building costs included in the payment.

Expenditures
The following illustration shows how the City spends each tax dollar for the upcoming fiscal year. The total General Fund budget for fiscal year 2014 is $21,533,967.



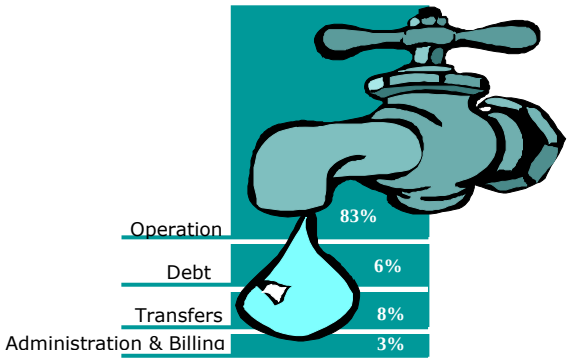
UTILITY FUND

The Utility Fund is a proprietary fund structured and operated as a stand-alone business or enterprise. 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. As a stand-alone Enterprise Fund, the Utility Fund pays its share of overhead costs as a reimbursement to the General Fund. The fund also makes a franchise fee payment to the General Fund.

Revenues
Under the current rate structure, water sales account for 75 percent of this amount and sewer revenues account for 23 percent. Interest, tap fees, and miscellaneous revenues make up the remainder. The current rates are based on the City paying TRA $2.53 per 1,000 gallons for water and $1.82 for wastewater, an increase of $0.11 for wastewater from 2012 rates. Meeting bond covenant requirements, the existing rate structure provides for a 1.2 times coverage factor.

Expenditures

Utility Fund expenditures total $13,176,572 for the adopted budget. The largest component, 64 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 budget includes funding in the amount of $250,000 for infrastructure renewal, which is funded through a draw-down of the available cash in the Utility Fund retained earnings. The expenditure increase in the budget from fiscal year 2013 is due primarily to the increase in the cost of treated water and wastewater by TRA, setting aside $81,100 for the future replacement of vehicles and equipment, and an increase in the amount transferred to the General Fund. 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 2014 debt obligation for tax supported debt is $1,684,797, a decrease from the fiscal year 2013 total of $2,296,446. There is a planned drawdown of debt service fund balance in the amount of $152,666 for the second year repayment of the lease purchase agreement for the towers, consoles, portable radios, and handhelds related to the upgrade of the 800MHz Trunked Radio System to Project 25 (P25) capability, which was entered into in fiscal year 2012. There is declining debt service in the remaining outstanding debt obligations and a refunding of outstanding callable debt occurred in fiscal year 2011. The projected ending fiscal year 2014 fund balance will be in excess of the 90-day reserve needed.

The Utility Fund's times coverage ratio of 1.20 is effectively met in the current tiered rate structure. The total utility-supported 2014 bonded debt obligation is $819,137. Also included is the repayment to the Colleyville Tomorrow Fund for the internal financing the acquisition of a vactor truck in the amount of $44,286. The acquisition was approved in fiscal year 2012 and the Utility Fund will be repaying the Colleyville Tomorrow Fund this amount annually for the next six years, which would be the term of the lease if financed externally.

Furthermore, the city's bond ratings are evidence of Colleyville's financial strength. 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 are the primary reasons for the bond rating.

In fiscal year 2012, the city's rating went through its biannual bond rating review with Fitch Ratings for outstanding general obligation, and water and sewer debt. The AAA rating was reaffirmed by Fitch Ratings. The key ratings drivers for the AAA rating for the general obligation debt were a healthy financial profile, solid tax base, manageable debt burden, and a diverse economy. For water and sewer debt, the key ratings drivers for the AAA rating were conservative financial management, rate flexibility, low debt, and limited capital needs.

The waterworks and sewer system revenue bonds and the drainage system revenue bonds also received a rating upgrade in 2009. Standard and Poor's upgraded the water and sewer utility revenue bonds from AA- to AA+ and drainage utility revenue bonds from AA to AAA. Fitch ICBA also upgraded the drainage system revenue bonds from A+ to AA. Reasons for the upgrades include 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. 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 addresses federally mandated requirements for stormwater systems.

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 $944,519 in fiscal year 2014, primarily from the collection of the monthly fee. Annual debt payments for the outstanding bonds comprise $255,568. In fiscal year 2014, $40,000 has been allocated for infrastructure renewal and the remaining funds of $558,919 fully support six staff positions, partially fund two other staff positions for which costs are split between multiple funds, and drainage projects throughout the city. The drainage bonds require a coverage ratio of 1.25 times annual debt service, approximately $319,460 annually. 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 during the next five years, which would be the term of the lease if financed externally.

SPECIAL REVENUE FUNDS

The City Council continues to be innovative in evaluating financing options for various City programs. Programs implemented to date 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. 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 level commitment 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 which is called TIF #1.

The incremental value for fiscal year 2014 (tax year 2013) is $254,036,831 for TIF #1 and $515,308 for TIF #1A. TIF #1 experienced an increase of $2,828,341 from the valuation for fiscal year 2013 (tax year 2012). In 1998, initial planning projections stated the anticipated incremental property valuation for the District would be $188,284,200 in fiscal year 2014. The actual fiscal year 2014 incremental value is a 35 percent increase over the original 1998 projection for fiscal year 2014. Colleyville's TIF District is one of the highest performing in the state.

The debt service payment for the coming year is $683,700 for bonds issued for district projects. Additionally, expenditures are anticipated for payments to the Village at Colleyville and Town Center at Colleyville for developer asset repurchase agreements as a result of TIF Board and City Council incentivized approved projects. The CIP budget uses TIF funds to pay for Glade Road improvements.

Colleyville Crime Control and Prevention District (CCCPD)

The primary goal of the district is to fund public safety facilities. 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 adopted budget is $1,461,712. The budget provides funding for the annual debt on the Colleyville Justice Center, compensation for six police officers, vehicle replacement, and various minor capital items, with total expenditures of $1,311,714 for fiscal year 2014.

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. Expected revenue from the special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the adopted budget is $2,247,560. The CEDC Board met 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, including park facilities, the Colleyville Public Library, and Colleyville Center. Consistent with state law, some funds will be allocated by the board of directors for promotional efforts for special events and marketing.

Court Technology Fund
The Court Technology Fund receives revenues from the collection of the Municipal Court technology fee imposed on convictions on cases adjudicated in the Court. Available funds are spent on technology repairs, replacements, and upgrades for the Court. In fiscal year 2014 the Court Technology Fund will pay for software utilized by the Court.

Court Security Fund
The Court Security Fund receives revenues from the collection of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court. Available funds are spent on security-related expenses for the Court. In fiscal year 2014, this 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 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 available balance in the Strategic Initiatives Fund is $495,446 and is intended to be used primarily on economic development incentives. Funds may be allocated at the discretion of the City Council.

Voluntary Library Fund
When voluntary contributions are made to the Library by citizens, those contributions are placed in the Voluntary Library Fund. Contributions are used primarily to support library activities. In fiscal year 2014 the Voluntary Library

Fund will pay for library materials, collection development, processing supplies, and library programs.

FUTURE OUTLOOK

As is apparent in the content of this adopted budget, the City's focus now and in the future is to provide adequate funding for the established services that provide value to our citizens and serve to enforce the City Council's strategic goals, particularly protecting neighborhoods, providing core services, and generating economic activity.

As the City's largest source of revenue to fund programs and services, revenue from property taxes fund the majority of the City's services. As a revenue source, property tax could be adversely affected in future years if state legislative efforts are successful in decreasing the current 10-percent cap on residential appraisal growth. Growth caps of 3 percent and 5 percent for local government property appraisals have been discussed in recent legislative sessions. Therefore, diversification of the tax base is essential and the most immediate means for remedy is through strong economic development efforts.

In 2013, economic development efforts resulted in attracting high-profile commercial development—particularly the announcement of a Whole Foods Market set to open in 2014. Historical data related to Whole Foods Markets in other areas shows that this store tends to attract other high-profile retailers—essentially serving as a "gateway" to more commercial development.

While the City will work to capitalize on this opportunity, this brings about some unique challenges. Colleyville is landlocked and is almost entirely developed. This means fewer opportunities for true growth and essentially obligates the City to maximize economic opportunities with the limited availability of commercial land and zoning. The city is primarily zoned and developed as residential, with only a small percentage of the land zoned for commercial activity. Prudent and judicious consideration must be made regarding its future use. It is incumbent upon us all to guardedly review all proposals for conversion of this limited commercial space for non-commercial uses or less productive commercial use.

Colleyville is maturing as a city, which also means an aging infrastructure. One of the highest priorities for the City in this and future years will be to ensure the city's public infrastructure remains sound so the investment our citizens have made in Colleyville is protected. With a population that has increased by more than 50 percent since the early 1990s, it is imperative that the City plan for infrastructure so that it meets the demands of our residential and commercial population now and in the decades ahead.

To effectively and efficiently meet the needs of our citizens, innovation and continual improvements by the organization are essential. The City's ability to

provide excellent public service for our citizens is due to the dedication, skills, and talents of our elected officials and volunteer board members, and our outstanding employees. Employee devotion and commitment to this community are demonstrated each day. The compensation components detailed in this budget make significant strides in protecting the City's investment in the resource that is our employees—setting a path that will move the City forward with employees that can adapt and thrive in a changing environment.

The economy in the Dallas/Fort Worth area has been relatively robust through the economic downturn of the past few years, especially as compared to much of the rest of the nation. During this period, the Colleyville City Council exhibited prudent fiscal foresight and overall restraint in the face of compelling, yet competing demands for limited resources. Because of the current tax structure and the components of costs for local governments, facing long-term fiscal challenges is a reality for most cities in Texas, including Colleyville.

In a continued effort to be proactive and anticipate future needs, the City routinely evaluates trends and identifies specific challenges expected during the next 10 years. Each segment of the organization routinely conducts a thorough examination of future needs as they relate to the City's strategic plan, citizen expectations, and the vision for Colleyville. And then develops strategies to change, revise, and evolve in ways that provide better services in a more effective, efficient manner—and often involves establishing strategic partnerships with other cities to reduce redundancy and improve services. The City of Colleyville helped begin this trend a few years ago and has become a leader in partnering with other municipalities for shared city services.

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. With a dedicated workforce and a steady and diverse revenue base, the City of Colleyville continues to be in a position to deliver municipal programs and services that bring value to our residents and make Colleyville a desirable location for residents, businesses, and visitors.

In an environment of limited resources, it is imperative that every budget expenditure be measured by the value it provides to citizens and the cost of that value in relationship to other services, and in consideration of whether the City can sustain provision of any expenditure in future years without jeopardizing necessary services. This budget dedicates resources to continue protection of our neighborhoods; continue work toward optimal staffing of our public safety operations; establish a fair, competitive compensation structure for the City's workforce; leverage technology to improve efficiency and service delivery; and continue the commitment to street and sidewalk repair work. These services will

pay dividends in protecting property values and enhancing the unique quality of life enjoyed by Colleyville residents.

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 adopted budget is presented with the commitment and confidence that it effectively funds the varying needs of the community. It provides a strong financial plan, while ensuring a superior level of municipal services to our citizens. We feel confident the projections and estimates are conservative, yet reasonable and accurately reflect anticipated revenues and municipal needs. We look forward to working with you to achieve all the goals set forth in this budget.

Preparing the fiscal year 2014 budget was a tremendous undertaking. It is important to acknowledge the efforts of the dedicated staff that worked resolutely to formulate fiscally responsible proposals. Together, the City will continue to plan prudently by following the strong financial management principles espoused by the City Council and to implement sound, long-term fiscal solutions that will carry the city into the future. While many of the changes included in this service plan were difficult decisions, they will help assure the long-term financial viability of the City and will help protect our core services and infrastructure.

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, including Terry Leake, assistant city manager/chief financial officer; Karen Hines, finance manager; Michelle Reyes, human resources director; and Adrienne Lothery, strategic services manager, for their efforts in building our service plan for 2014.

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

VISION

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

STRATEGIC POINTS

Make a long-term commitment to economic development and promote a more diversified tax base

- Protect and preserve commercial development along Colleyville Blvd. in order to maximize the highest and best use of the City's primary commercial corridor.
- Mitigate the economic impact of roadway reconstruction.
- Work with property owners and representatives to master plan the remaining large, undeveloped tracts of commercial property.
- Promote a destination / visitor's economy.
- Pursue opportunities to advance small business development and create business incubators in order to nurture the commercial tax base.
- Market Colleyville as a medical specialist, procedure and laboratory center.
- Encourage commercial development along Precinct Line Road.
- Promote the retention and support of local businesses.

Foster excellence in core service delivery

- Ensure adequate resources for the community's public safety priorities.
- Provide adequate reinvestment to ensure high quality infrastructure.
- Provide premier parks, open spaces and neighborhood connectivity.
- Promote life-long learning and community engagement through the Colleyville Public Library.
- Maintain a reputation for high quality and unique customer service.

Protect and preserve Colleyville's neighborhoods

- Preserve Colleyville's unique, rural neighborhoods and high property values.
- Mitigate the impact of aging infrastructure.
- Utilize partnerships to enhance safety and security and community amenities.
- Continue mobility enhancements that complement neighborhoods.

Deliver sustainable government

- Weigh and evaluate citizen expectations in relation to city build out and available revenues.
- Seek innovative technology solutions where appropriate.
- Identify alternatives to increasing costs of service delivery.
- Deliver fiscally responsible government.
- Attract and retain high quality employees.

Brand Colleyville with a unique identity

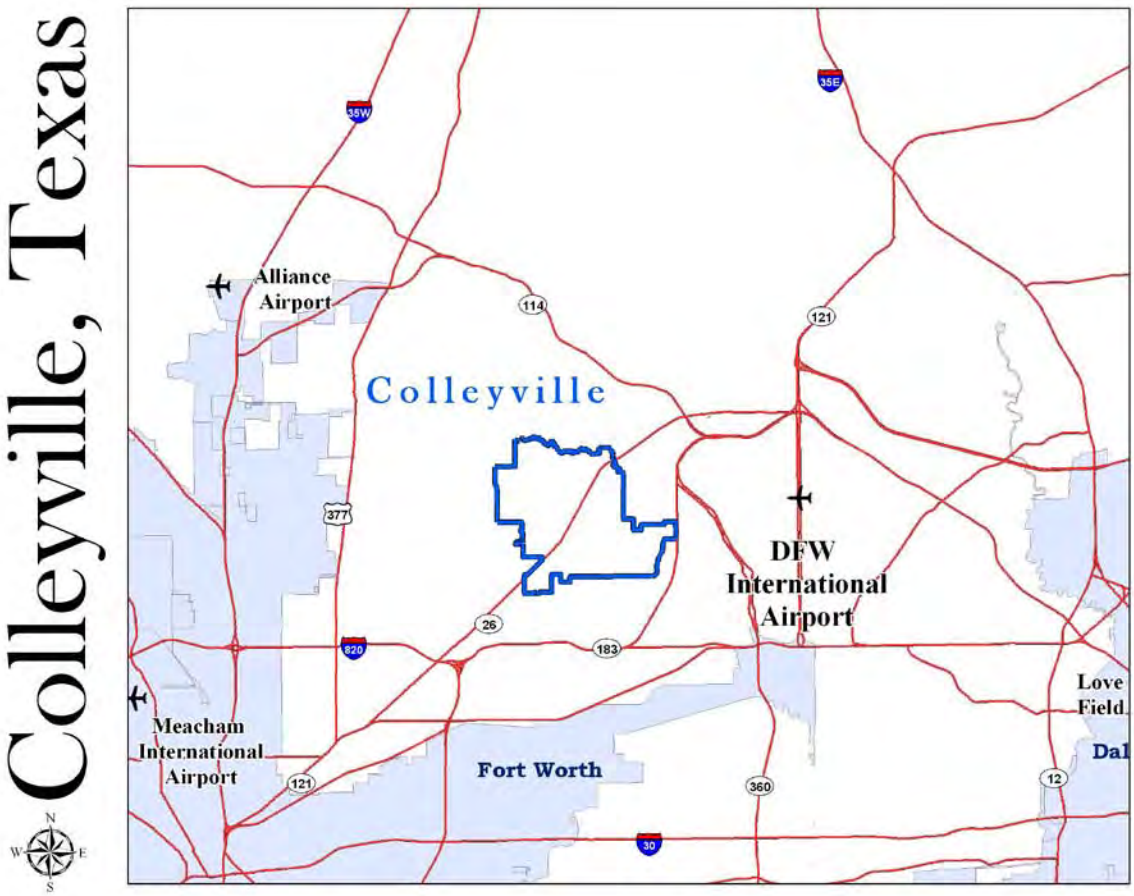
- Celebrate and promote Colleyville's willingness to be unique / set apart from other cities.
- Capitalize on Colleyville's small town feel in the middle of the metroplex.
- Continue to provide a unique public assembly facility that stimulates economic activity and promotes community interaction.
- Celebrate Colleyville's unique destinations.

Fiscal Year 2014

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 40th in US Money Magazine's 2005 "Best Places to Live in the US", and ranked 10th 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.



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

- 2013 Estimated Population: 23,270
- Size: 13.1 square miles
- Development:
  - 73% residential
  - 15% commercial
  - 12% undeveloped
- 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: 53.2%
- Population under 20: 28.8%
- Population over 25 that have attended college: 88.5%
- Owner occupied housing: 95.2%
- Average household size: 2.88
- Average household income: $198,839
- Average appraised value of residential property in 2013: $406,040

Government

- Founded January 10, 1956
- Home Rule Charter
- Council-Manager form of government
- Lane Miles of streets maintained: 292
- Miles of water mains maintained: 199
- Miles of sanitary sewer maintained: 162
- Police protection: 41
- Fire protection: 38
- Number of park acreage maintained: 221
- Number of playgrounds: 6 sites with 15 play structure units
- Public Trail System: 14.25 miles

Education

- Grapevine-Colleyville ISD - 5A
  - K-12 Enrollment: 13,388
  - 96% Graduation Rate
- Keller ISD – 5A
  - K-12 Enrollment: 33,367
  - 94.2% Graduation Rate
- Hurst-Euless-Bedford ISD – 5A
  - K-12 Enrollment: 21,814
  - 96.1% Graduation Rate
- 2 Montessori schools - elementary
- 2 faith-based schools - K-12
- 20 Universities within 40 miles

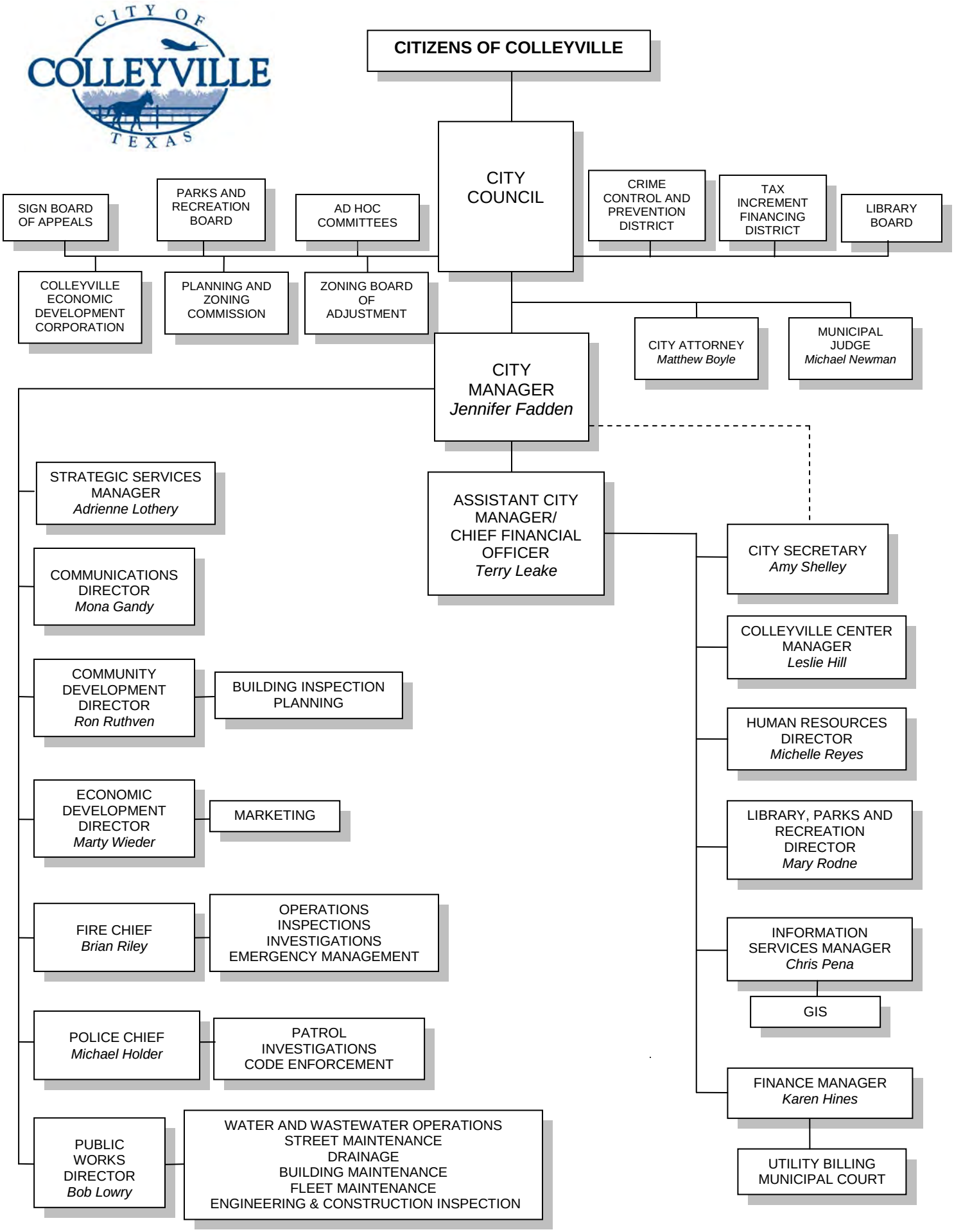
COLLEYVILLE HISTORY

The area know known as Colleyville was first settled in the mid 1800's 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 1880's. 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 1970's and early 1980's, 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.

Fiscal Year 2014

Organization Chart


CITIZENS OF COLLEYVILLE
CITY COUNCIL
SIGN BOARD OF APPEALS
PARKS AND RECREATION BOARD
AD HOC COMMITTEES
CRIME CONTROL AND PREVENTION DISTRICT
TAX INCREMENT FINANCING DISTRICT
LIBRARY BOARD
COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION
PLANNING AND ZONING COMMISSION
ZONING BOARD OF ADJUSTMENT
CITY ATTORNEY Matthew Boyle
MUNICIPAL JUDGE Michael Newman
CITY MANAGER Jennifer Fadden
STRATEGIC SERVICES MANAGER Adrienne Lothery
ASSISTANT CITY MANAGER/ CHIEF FINANCIAL OFFICER Terry Leake
CITY SECRETARY Amy Shelley
COMMUNICATIONS DIRECTOR Mona Gandy
COLLEYVILLE CENTER MANAGER Leslie Hill
COMMUNITY DEVELOPMENT DIRECTOR Ron Ruthven
BUILDING INSPECTION PLANNING
HUMAN RESOURCES DIRECTOR Michelle Reyes
ECONOMIC DEVELOPMENT DIRECTOR Marty Wieder
MARKETING
LIBRARY, PARKS AND RECREATION DIRECTOR Mary Rodne
FIRE CHIEF Brian Riley
OPERATIONS INSPECTIONS INVESTIGATIONS EMERGENCY MANAGEMENT
INFORMATION SERVICES MANAGER Chris Pena
GIS
POLICE CHIEF Michael Holder
PATROL INVESTIGATIONS CODE ENFORCEMENT
FINANCE MANAGER Karen Hines
PUBLIC WORKS DIRECTOR Bob Lowry
WATER AND WASTEWATER OPERATIONS STREET MAINTENANCE DRAINAGE BUILDING MAINTENANCE FLEET MAINTENANCE ENGINEERING & CONSTRUCTION INSPECTION
UTILITY BILLING MUNICIPAL COURT

DEPARTMENTAL STAFFING SUMMARY

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
General Fund	City Manager's Office	4.00	4.00	4.00
	City Secretary's Office	2.00	2.00	2.00
	Colleyville Center	4.50	3.50	3.50
	Communications	1.00	1.00	1.00
	Community Development	5.00	5.00	7.50
	Economic Development	2.00	2.50	1.50
	Finance	3.00	3.00	3.00
	Fire	36.00	36.00	39.00
	Human Resources	3.00	3.00	3.00
	Information Systems Management	3.00	4.00	4.00
	Library	9.50	10.00	10.50
	Finance- Municipal Court	3.00	4.00	4.00
	Parks and Recreation	15.75	14.75	14.75
	Police	41.00	40.00	41.00
	Public Works	15.08	16.28	16.63
	Total General Fund FTEs:	**147.83**	**149.03**	**155.38**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2013 BUDGETED
Utility Fund	Public Works	21.97	20.38	21.03
	Utility Billing	3.00	3.00	3.00
	Total Utility Fund FTEs:	**24.97**	**23.38**	**24.03**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
Drainage Fund	Public Works	5.45	6.10	6.10
	Total Drainage Fund FTEs:	**5.45**	**6.10**	**6.10**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
Crime Control & Prevention District (CCCPD)	Police	4.00	5.00	6.00
	Total CCCPD FTEs:	**4.00**	**5.00**	**6.00**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
Juvenile Case Manager Fund	Finance- Municipal Court	0.00	1.00	1.00
	Total Juvenile Case Manager FTEs:	**0.00**	**1.00**	**1.00**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
Economic Development Corporation (CEDC)	Library	2.00	2.00	2.00
	Parks and Recreation	1.00	1.00	1.00
	Total CEDC FTEs:	**3.00**	**3.00**	**3.00**

	DEPARTMENT	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGETED
All Funds Summary	General Fund	147.83	149.03	155.38
	Utility Fund	24.97	23.38	24.03
	Drainage Fund	5.45	6.10	6.10
	CCCPD	4.00	5.00	6.00
	Juvenile Case Manager Fund	0.00	1.00	1.00
	CEDC	3.00	3.00	3.00
	Total FTEs:	**185.25**	**187.50**	**195.50**

CITY OF
COLLEYVILLE
TEXAS

Fiscal Year 2014

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, Assistant City Manager/Chief Financial Officer, Finance Manager, Human Resources Manager and Strategic Services Manager (Budget Team) oversee the preparation of the proposed budget. A budget calendar is distributed to the Leadership Team, which is composed of department directors. 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. The entire Leadership Team then ranks each request for additional funding in overall priority order based on standard criteria, which are heavily based on the City's Strategic Plan, as the Strategic Plan contains the goals and priorities of the community and City Council. This prioritization is utilized by 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 directors are available for City Council questions at the worksession. Copies of the proposed budget are made available to the public and the press 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. The amendment must be approved by at least three votes in order to be enacted. 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 2014 Budget Preparation Calendar

Date	Activity
February	Prepare budget calendar
Tuesday, February 5	City Council reviews the proposed FY 2014 budget schedule
February	Human Resources notifies Departments of the deadline and requirements for requesting a new position or reclassification of an existing position.
March	Prepare Current Service Level Numbers
March	Update the Budget Preparation Manual if necessary
Tuesday, March 5	Review budget calendar with City Council candidates
Friday, March 8	Deadline for Departments to submit completed PDQs for new positions or reclassification of existing positions. A business case must be included with the PDQ.
Monday, April 8	**Budget Kickoff meeting for City staff (8:30 a.m.)**
Tuesday, April 9 - Thursday, April 11	MUNIS Budget Module Training (Five classes that are three hours each)
April/May	Departments prepare budget submittals
Tuesday, April 16	City Council- Pre Council mid-year budget presentation (5:30 p.m.)
Friday, May 10	**Revenue Estimates Due**
Early May	Meeting with Police Department to plan the Crime Control and Prevention District Budget (after the sales tax allocation for May has been received)
Wednesday, May 15	Tarrant Appraisal District releases preliminary appraisal information
Friday, May 17	**Current Service Level Budget due (in MUNIS Level 1); users will be locked out until Budget Level 2 is open**
Monday, May 20 - Friday, May 24	Departments enter Non-Discretionary Requests into MUNIS Budget Level 2
Friday, May 24	**All components of the Budget Submittal are due**
late May	Initial Budget Submittal Reviews by Strategic Services Manager
Thursday, May 30	Colleyville Crime Control and Prevention District FY 2014 planning and budget worksession (5:00 p.m.)
early June	Department Budget Submittal Meetings with the Budget Team
Tuesday, June 18	Colleyville Crime Control and Prevention District meeting – FY 2014 budget adoption (5:00 p.m.)
Tuesday, June 18	City Council meeting- First Reading of FY 2014 Colleyville Crime Control and Prevention District budget (7:30 p.m.)
Wednesday, June 26	City Council FY 2014 planning and budget worksession (6:00 p.m.)
Monday, July 1	1-Day Budget Retreat: Leadership Team prioritizes Service Enhancement Packages (which will include new position and reclassification requests)

FY 2014 Budget Preparation Calendar

Tuesday, July 2	City Council meeting – Second Reading and adoption of FY 2014 Colleyville Crime Control and Prevention District budget (7:30 p.m.)
Thursday, July 25	Tarrant Appraisal District releases certified tax roll
Friday, August 9	**City Manager's FY 2014 proposed budget distributed to City Council**
Tuesday, August 13	City Council budget worksession (6:00 p.m.)
	Presentation of the 2013 Certified Tax Roll
Thursday, August 15	Colleyville Economic Development Corporation FY 2014 planning and budget worksession (7:00 p.m.) Publish Notice of Effective Tax Rate
Tuesday, August 20	Approval of a proposal to set the ad valorem tax rate for FY 2014
Wednesday, August 21	Publish Notice of Budget Public Hearing
Tuesday, August 27	City Council Public Hearing FY 2014 Tax Rate (6:30 p.m.)- If needed
Tuesday, August 27	Colleyville Economic Development Corporation meeting – FY 2014 budget adoption (7:00 p.m.)
Tuesday, September 3	City Council meeting – FY 2014 budget and tax rate ordinance – first reading and public hearing (7:30 p.m.)
Tuesday, September 17	**City Council meeting – FY 2014 budget and tax rate ordinance – second reading and public hearing and adoption (7:30 p.m.)**
Tuesday, October 1	Fiscal year begins.
Monday, December 16	Adopted Budget to GFOA by this date; 90 days after adoption

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 are 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.

ORDINANCE O-13-1882

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, 2013 THROUGH SEPTEMBER 30, 2014, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE ON OCTOBER 1, 2013

WHEREAS, in compliance with Article 689a-14, Vernon's Texas Civil Statutes, the city manager did file with the city secretary, a copy of the budget of the proposed expenditures for the fiscal year beginning October 1, 2013, and ending September 30, 2014, such filing being more than thirty (30) days prior to the date on which the City Council makes its tax levy for said fiscal year; 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, 2013, and ending September 30, 2014, 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, 2013, and ending September 30, 2014.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2014 Budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	$21,533,967
Utility Fund (Water & Wastewater)	$13,176,572
Debt Service Fund	$ 1,685,797
Drainage Utility Fund	$ 873,519

Sec. 4. THAT the expenditure budget for the Fiscal Year 2014 Capital Improvement Program (CIP) of the City of Colleyville is hereby approved as follows:

Fiscal Year 2014 CIP	$27,118,446

Sec. 5. 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 3rd day of September 2013.

The second reading and public hearing being conducted on the 17th day of September 2013.

PASSED, APPROVED, and ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 17th DAY OF September 2013, BY THE FOLLOWING VOTE:

David Kelly	Aye	Carol Wollin	Aye
Chuck Mogged	Aye	Stan Hall	Aye
Jody Short	Aye	Tom Hart	Aye
Mike Taylor	Aye		

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C. G. Boyle
City Attorney

Fiscal Year 2014

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.

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

	Fund	Dept./Program Code
City Council	001	1010
City Manager's Office	001	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	001	1710
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
Animal Control	001	2320
CID	001	2360
Communications/Jail	001	2340
Community Services	001	2350
Patrol	001	2370
SRO	001	2380
Warrant	001	2390
Code Enforcement	001	2330
Parks and Recreation		
Athletics	001	3220
Parks Maintenance	001	3210
Recreation	001	3410
Senior Center	001	3420
Communications	001	3610
Colleyville Center	001	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
General Fund Non-Departmental	001	9999
Utility Fund Compensation Adjustments	002	6210
Utility Fund Transfers	002	6410
Utility Fund Debt Service	002	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, 2014

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2013*	$10,766,194	$6,544,023	$789,412	$1,029,989	$19,129,618
AD VALOREM TAXES	$11,736,451	$0	$1,029,974	$0	$12,766,425
FRANCHISE TAXES	1,988,300	0	0	0	1,988,300
SALES TAXES	2,900,277	0	0	0	2,900,277
LICENSES AND PERMITS	738,751	0	0	0	738,751
FINES	824,500	0	0	0	824,500
CHARGES FOR SERVICE	742,575	13,102,002	0	942,319	14,786,896
INTERGOVERNMENTAL	311,979	0	0	0	311,979
MISCELLANEOUS/INTEREST INCOME	164,040	33,300	1,975	2,200	201,515
USE OF FUND BALANCE	1,000,000	250,000	152,666	0	1,402,666
INTERFUND TRANSFERS (IN)	1,130,214	0	501,182	0	1,631,396
RESOURCES AVAILABLE	$32,303,281	$19,929,325	$2,475,209	$1,974,508	$56,682,323
LESS EXPENDITURES:					
GENERAL MANAGEMENT	$1,525,868	$0	$0	$0	$1,525,868
FINANCE/COURT/UTILITY BILLING	790,993	386,616	0	0	1,177,609
ECONOMIC DEVELOPMENT	296,799	0	0	0	296,799
ENGINEERING	510,915	0	0	0	510,915
INFORMATION SERVICES	1,065,205	0	0	0	1,065,205
COMMUNITY DEVELOPMENT	619,347	0	0	0	619,347
POLICE	4,172,062	0	0	0	4,172,062
FIRE	4,259,224	0	0	0	4,259,224
PARKS/RECREATION	1,642,900	0	0	0	1,642,900
COLLEYVILLE CENTER	312,513	0	0	0	312,513
LIBRARY	674,061	0	0	0	674,061
PUBLIC WORKS:STREETS/DRAINAGE	4,430,101	0	0	590,868	5,020,969
UTILITY OPERATIONS	0	10,576,041	0	0	10,576,041
COMPENSATION ADJSTMENT	132,911	20,411	0	4,023	157,345
NON-DEPARTMENTAL	859,068	292,868		4,028	1,155,964
DEBT SERVICE	0	819,137	1,685,797	255,568	2,760,502
INTERFUND TRANSFERS (OUT)	242,000	1,081,499	0	19,032	1,342,531
ESTIMATED EXPENDITURES	$21,533,967	$13,176,572	$1,685,797	$873,519	$37,269,855
NET INCREASE/DECREASE TO UNRESERVED FUND BALANCE	($996,880)	($41,270)	($152,666)	$71,000	($1,119,816)
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2014	$9,769,314	$6,502,753	$636,746	$1,100,989	$18,009,802
REQUIRED FUND BALANCE RESERVE	$5,309,745	$3,249,018	$415,676	$215,388	

NOTES:
* BALANCES ARE UNAUDITED

ALL FUNDS SUMMARY - SUMMARY OF EXPENDITURES BY TYPE
ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2014

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2013 *	$10,766,194	$6,544,023	$789,412	$1,029,989	$19,129,618
AD VALOREM TAXES	$11,736,451	$0	$1,029,974	$0	$12,766,425
FRANCHISE TAXES	1,988,300	0	0	0	1,988,300
SALES TAXES	2,900,277	0	0	0	2,900,277
LICENSES AND PERMITS	738,751	0	0	0	738,751
FINES	824,500	0	0	0	824,500
CHARGES FOR SERVICE	742,575	13,102,002	0	942,319	14,786,896
INTERGOVERNMENTAL	311,979	0	0	0	311,979
MISCELLANEOUS/INTEREST INCOME	164,040	33,300	1,975	2,200	201,515
USE OF FUND BALANCE	1,000,000	250,000	152,666	0	1,402,666
INTERFUND TRANSFERS (IN)	1,130,214	0	501,182	0	1,631,396
RESOURCES AVAILABLE	$32,303,281	$19,929,325	$2,475,209	$1,974,508	$56,682,323
LESS EXPENDITURES:					
PERSONNEL	$12,588,851	$1,699,574	$0	$369,497	$14,657,922
CONTRACTUAL	4,770,024	8,911,562	0	148,587	13,830,173
SUPPLIES	3,685,188	238,700	0	40,835	3,964,723
CAPITAL	247,904	426,100	0	40,000	714,004
DEBT SERVICE	0	819,137	1,685,797	255,568	2,760,502
INTERFUND TRANSFERS (OUT)	242,000	1,081,499	0	19,032	1,342,531
ESTIMATED EXPENDITURES	$21,533,967	$13,176,572	$1,685,797	$873,519	$37,269,855
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2014	$9,769,314	$6,502,753	$636,746	$1,100,989	$18,009,802

NOTES:
* BALANCES ARE UNAUDITED

Fiscal Year 2014

Ad Valorem Tax Data

ORDINANCE O-13-1883

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 2014; ESTABLISHING THE AD VALOREM TAX RATE OF THIRTY-FIVE AND FIFTY-NINE HUNDREDTHS CENTS ($.3559) PER ONE HUNDRED DOLLARS PROPERTY ASSESSMENT; 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, 2013

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, 2013 and ending September 30, 2014; 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 2014 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-five and fifty-nine hundredths cents ($.3559) 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 $.32442 is levied.

B. For the Interest and Sinking Fund, a tax rate of $.03148 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2013, and shall become delinquent on the first day of February 2014, 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 2014. 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 3rd day of September 2013.

The second reading and public hearing being conducted on the 17th day of September 2013.

PASSED, APPROVED, and ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 17th DAY OF September 2013, BY THE FOLLOWING VOTE:

David Kelly	Aye	Carol Wollin	Aye
Chuck Mogged	Aye	Stan Hall	Aye
Jody Short	Aye	Tom Hart	Aye
Mike Taylor	Aye		

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C. G. Boyle
City Attorney

AD VALOREM TAX DATA

TAXABLE VALUE INFORMATION

TAXABLE VALUE	FY 2014 CERTIFIED	FY 2013 ACTUAL
Assessed Valuation	$4,214,547,368	$4,081,141,348
Less:		
Absolute Exemptions	156,296,144	155,477,584
AG Exemptions	31,243,154	33,967,243
Over 65 Exemptions	108,932,405	99,490,959
Veteran Exemptions	5,162,971	3,647,110
Disability Exemptions	3,640,000	4,225,000
NET TAXABLE TOTAL VALUE	$3,909,272,694	$3,784,333,452
* New Construction Included	$98,382,931	$54,887,328
**TIF DISTRICT INCLUDED IN ABOVE VALUE	$254,552,139	$251,208,490
NET TAXABLE VALUE	$3,909,272,694	$3,784,333,452
LESS TIF DISTRICT VALUE	($254,552,139)	
LESS FROZEN VALUE	($42,539,460)	
O&M / I&S CALCULATED VALUE *	$3,612,181,095	
Proposed Tax Rate	X .3559/$100	

Tax Levy	$12,855,753	
Anticipated Collection Rate	X 99.0%	

NET COLLECTIONS	$12,727,195	

FY 2013 PROPERTY TAX RATE ALLOCATION

TOTAL TAX RATE	GENERAL FUND (O&M) LEVY	DEBT SERVICE (I&S) LEVY	TOTAL TAX LEVY
$0.3559 PER $100 DOLLARS OF VALUATION	$11,718,638	$1,137,115	$12,855,753
	@	@	@
ALLOCATION	$0.324420	$0.031480	$0.35590

TAX LEVY AND COLLECTIONS HISTORY

FISCAL YEAR	TOTAL LEVY	TOTAL COLLECTIONS	COLLECTION PERCENTAGE
FY 2013	$13,291,462	$13,204,235	99.3%
FY 2012	$13,163,735	$13,082,029	99.4%
FY 2011	$13,183,932	$13,063,575	99.1%
FY 2010	$13,351,922	$13,166,515	98.6%
FY 2009	$12,875,919	$12,734,871	98.9%
FY 2008	$12,005,245	$11,881,591	99.0%
FY 2007	$10,700,289	$10,616,827	99.2%
FY 2006	$9,946,713	$9,874,102	99.3%
FY 2005	$9,182,094	$9,102,069	99.1%
FY 2004	$8,685,292	$8,624,816	99.2%

NOTE: THE SOURCE OF THE 2014 DATA IS THE JULY 25TH CERTIFIED VALUE REPORT FROM TARRANT APPRAISAL DISTRICT

* THIS IS THE ASSESSED VALUATION AVAILABLE FOR GENERAL FUND AND DEBT SERVICE FUND AD VALOREM TAX LEVY

CHARTER TAX RATE LIMIT CALCULATION - FISCAL YEAR 2014

ANTICIPATED TOTAL PROPERTY TAX COLLECTIONS FOR FY 2013	$13,333,758
CHARTER LIMIT INCREASE OF 7% MORE THAN FY 2013 PROPERTY TAX COLLECTIONS	$14,267,121
FY 2013 VALUATION OF EXISTING PROPERTY	$3,810,889,763
CALCULATION OF MAXIMUM CHARTER TAX RATE -	
MAXIMUM CHARTER TAX RATE = ANTICIPATED TOTAL FY 2013 PROPERTY TAX COLLECTIONS X 1.07% / FY 2014 VALUATION OF EXISTING PROPERTY	$0.3744
ADOPTED FY 2014 TAX RATE	$0.3559
AMOUNT FY 2014 ADOPTED TAX RATE IS UNDER MAXIMUM CHARTER TAX RATE	$0.0185
FY 2014 PROPERTY TAX GENERATED BY FY 2014 TAX ADOPTED RATE FOR EXISTING PROPERTY (PROPERTY THAT WAS ON THE TAX ROLL IN FY 2013)	$13,562,957
% INCREASE IN FY 2014 PROPERTY TAX REVENUE FROM FY 2013 FOR EXISTING PROPERTY	1.72%
FY 2014 PROPERTY TAX REVENUE AMOUNT UNDER MAXIMUM CHARTER TAX RATE	$704,165
FY 2014 PROPERTY TAX REVENUE AMOUNT UNDER CHARTER LIMIT OF 7% INCREASE FOR FY 2014	5.28%
FY 2014 TAXABLE VALUATION	$3,784,333,452

TAXABLE ASSESSED VALUATIONS BY CATEGORY

CATEGORY	2014 VALUATION	2014 % TO TOTAL	2013 VALUATION	2013 % TO TOTAL	2012 VALUATION	2012 % TO TOTAL
REAL,RESIDENTIAL, SINGLE FAMILY	$3,522,302,317	86.86%	$3,368,333,727	86.07%	$3,317,065,479	85.83%
REAL,RESIDENTIAL, MULTI-FAMILY	5,912,465	0.15%	5,903,463	0.15%	365,672	0.01%
REAL, VACANT LOTS/TRACTS	63,396,151	1.56%	68,823,785	1.76%	67,193,127	1.74%
REAL, ACREAGE (LAND ONLY)	22,316,207	0.55%	21,726,557	0.56%	23,423,754	0.61%
REAL, FARM AND RANCH IMPROVEMENTS	0	0.00%	263,500	0.01%	263,500	0.01%
REAL, COMMERCIAL	320,437,444	7.90%	308,243,695	7.88%	302,667,472	7.83%
REAL, INDUSTRIAL	0	0.00%	0	0.00%	0	0.00%
REAL, TANGIBLE AND PERSONAL,UTILITIES	30,155,537	0.74%	30,380,757	0.78%	32,250,148	0.83%
TANGIBLE PERSONAL, COMMERCIAL	57,836,129	1.43%	56,825,107	1.45%	59,013,513	1.53%
TANGIBLE PERSONAL, INDUSTRIAL	133,277	0.00%	160,292	0.00%	50,891	0.00%
TANGIBLE PERSONAL, MOBILE HOMES	36,750	0.00%	39,450	0.00%	37,260	0.00%
REAL PROPERTY, INVENTORY	32,555,568	0.80%	52,989,381	1.35%	62,271,385	1.61%
TOTAL APPRAISED VALUE BEFORE EXEMPTIONS	$4,055,081,846	100.00%	$3,913,689,714	100.00%	$3,864,602,201	100.00%
LESS:TOTAL EXEMPTIONS/REDUCTIONS	145,809,152		138,495,015		134,155,261	
TAXABLE ASSESSED VALUE	$3,909,272,694		$3,775,194,699		$3,730,446,940	

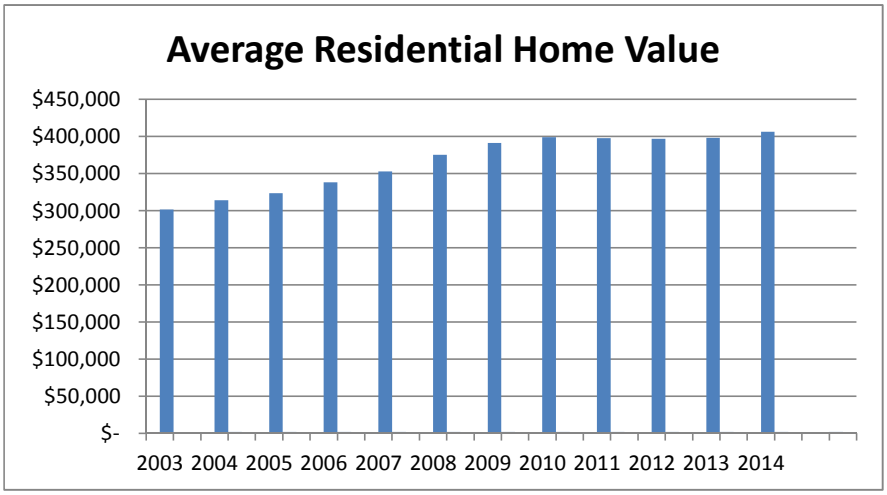
CATEGORY	2011 VALUATION	2011 % TO TOTAL	2010 VALUATION	2010 % TO TOTAL	2009 VALUATION	2009 % TO TOTAL
REAL,RESIDENTIAL, SINGLE FAMILY	$3,301,147,932	85.33%	$3,229,719,983	84.08%	$3,146,931,570	84.57%
REAL,RESIDENTIAL, MULTI-FAMILY	358,784	0.01%	361,095	0.01%	354,741	0.01%
REAL, VACANT LOTS/TRACTS	66,523,390	1.72%	68,821,846	1.79%	71,165,827	1.91%
REAL, ACREAGE (LAND ONLY)	27,249,394	0.70%	16,592,468	0.43%	14,968,367	0.40%
REAL, FARM AND RANCH IMPROVEMENTS	264,300	0.01%	10,542,536	0.27%	7,711,055	0.21%
REAL, COMMERCIAL	311,523,583	8.05%	335,257,181	8.73%	315,342,053	8.47%
REAL, INDUSTRIAL	0	0.00%	0	0.00%	0	0.00%
REAL, TANGIBLE AND PERSONAL,UTILITIES	31,154,030	0.81%	31,166,137	0.81%	31,012,077	0.83%
TANGIBLE PERSONAL, COMMERCIAL	55,183,911	1.43%	61,392,434	1.60%	61,180,789	1.64%
TANGIBLE PERSONAL, INDUSTRIAL	11,716	0.00%	63,188	0.00%	1,911,896	0.05%
TANGIBLE PERSONAL, MOBILE HOMES	51,600	0.00%	119,835	0.00%	59,453	0.00%
REAL PROPERTY, INVENTORY	75,353,864	1.95%	87,195,915	2.27%	70,324,764	1.89%
TOTAL APPRAISED VALUE BEFORE EXEMPTIONS	$3,868,822,504	100.00%	$3,841,232,619	100.00%	$3,720,962,592	100.00%
LESS:TOTAL EXEMPTIONS/REDUCTIONS	127,836,359		118,079,092		108,393,735	
TAXABLE ASSESSED VALUE	$3,740,986,145		$3,723,153,527		$3,612,568,857	

CITY OF COLLEYVILLE TOP TEN TAXPAYERS

	FISCAL YEAR 2014 ASSESSED VALUATION	% OF TOTAL ASSESSED VALUATION
MELVIN & MARTINDALE	$24,300,000	0.62%
TOLL DALLAS TX LLC	$16,368,368	0.42%
ONCOR ELECTRIC DELIVERY	$16,288,033	0.42%
LTF REAL ESTATE	$12,304,570	0.31%
AC VILLAGE PARK PARTNERS LLC	$10,430,264	0.27%
RCC VILLAGE PROPERTIES LTD	$8,831,175	0.23%
WAL-MART REAL ESTATE BUSINESS TRUST	$8,769,804	0.22%
COLLEYVILLE RIVERWALK LP	$6,054,975	0.15%
LEONARD HUDSON	$4,830,200	0.12%
DONALD AND GINA WILSON	$4,337,800	0.11%
TOTAL	$112,515,189	2.88%

10 YEAR VALUATION AND GENERAL OBLIGATION DEBT HISTORY

FISCAL YEAR	ESTIMATED POPULATION	TAXABLE ASSESSED VALUATION PER CAPITA	RATIO OF NET G.O. TAX DEBT TO TAXABLE ASSESSED VALUATION	NET G.O. TAX DEBT PER CAPITA	AVERAGE RESIDENTIAL HOME VALUE
2003	20,150	$117,471	0.58%	$686	$301,311
2004	20,500	$121,955	0.55%	$674	$313,959
2005	21,000	$125,630	0.49%	$615	$323,380
2006	21,500	$132,946	0.42%	$571	$338,001
2007	22,150	$138,255	0.35%	$481	$352,915
2008	22,500	$149,925	0.41%	$615	$375,211
2009	22,550	$160,203	0.34%	$549	$391,133
2010	22,650	$164,378	0.29%	$480	$398,957
2011	22,807	$163,308	0.25%	$414	$397,472
2012	22,950	$163,006	0.21%	$349	$396,818
2013	23,090	$163,499	0.18%	$297	$397,889
2014	23,270	$167,996	0.15%	$256	$406,040



Fiscal Year 2014

Financial Policies

FINANCIAL POLICIES

ANNUAL BUDGET: 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: 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: The proposed budgeted expenditures shall not exceed the total of estimated income which includes estimated revenues and appropriated available cash from fund balance. The FY 2014 budget meets the criteria of this requirement).

ANNUAL AUDIT: 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: 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.

UTILITY FUND: Net Income before depreciation and other non-operating expenses shall be equal to at least 1.2 times the average annual debt service requirement on all outstanding indebtedness secured by a pledge of utility fund revenues. All assumptions concerning utility fund revenues and expenses shall be reviewed on at least an annual basis to ensure the adequacy of existing water and sewer rates.

INVESTMENT POLICY: Investments made by the City will be made in compliance with the City of Colleyville Investment 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 statutes and City

ordinances. 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.

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.

DEBT ISSUANCE POLICY:

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.

GENERAL AND UTILITY FUND BALANCE POLICY

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 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 non-spendable. These are broken up into five categories:

1. Non-spendable 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's 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.

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.

Fiscal Year 2014

Strategic Points

VISION

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

STRATEGIC POINTS

Make a long-term commitment to economic development and promote a more diversified tax base

- Protect and preserve commercial development along Colleyville Blvd. in order to maximize the highest and best use of the City's primary commercial corridor.
- Mitigate the economic impact of roadway reconstruction.
- Work with property owners and representatives to master plan the remaining large, undeveloped tracts of commercial property.
- Promote a destination / visitor's economy.
- Pursue opportunities to advance small business development and create business incubators in order to nurture the commercial tax base.
- Market Colleyville as a medical specialist, procedure and laboratory center.
- Encourage commercial development along Precinct Line Road.
- Promote the retention and support of local businesses.

Foster excellence in core service delivery

- Ensure adequate resources for the community's public safety priorities.
- Provide adequate reinvestment to ensure high quality infrastructure.
- Provide premier parks, open spaces and neighborhood connectivity.
- Promote life-long learning and community engagement through the Colleyville Public Library.
- Maintain a reputation for high quality and unique customer service.

Protect and preserve Colleyville's neighborhoods

- Preserve Colleyville's unique, rural neighborhoods and high property values.
- Mitigate the impact of aging infrastructure.
- Utilize partnerships to enhance safety and security and community amenities.
- Continue mobility enhancements that complement neighborhoods.

Deliver sustainable government

- Weigh and evaluate citizen expectations in relation to city build out and available revenues.
- Seek innovative technology solutions where appropriate.
- Identify alternatives to increasing costs of service delivery.
- Deliver fiscally responsible government.
- Attract and retain high quality employees.

Brand Colleyville with a unique identity

- Celebrate and promote Colleyville's willingness to be unique / set apart from other cities.
- Capitalize on Colleyville's small town feel in the middle of the metroplex.
- Continue to provide a unique public assembly facility that stimulates economic activity and promotes community interaction.
- Celebrate Colleyville's unique destinations.

Fiscal Year 2014

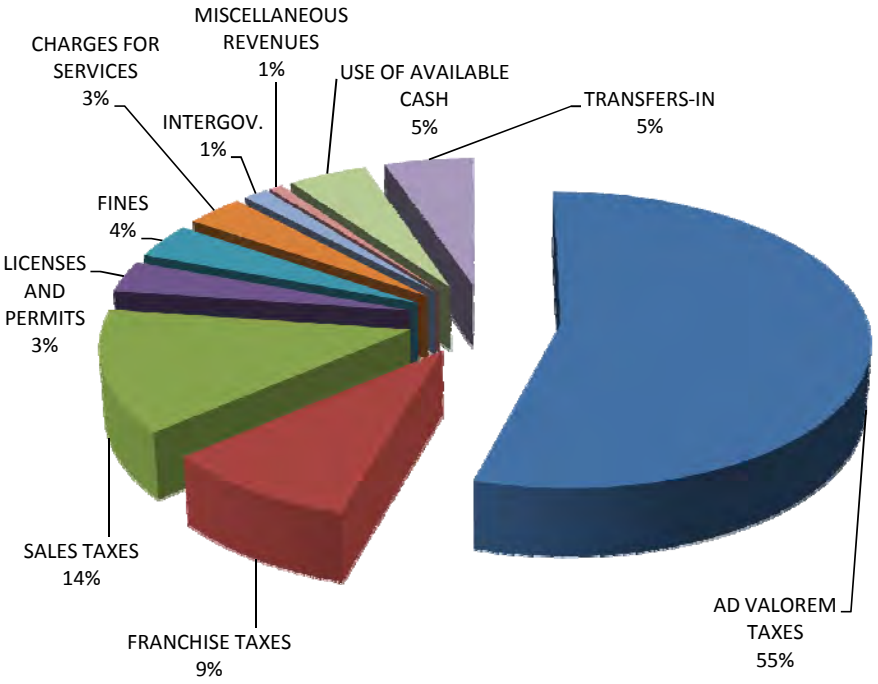
General Fund Summary

GENERAL FUND SUMMARY

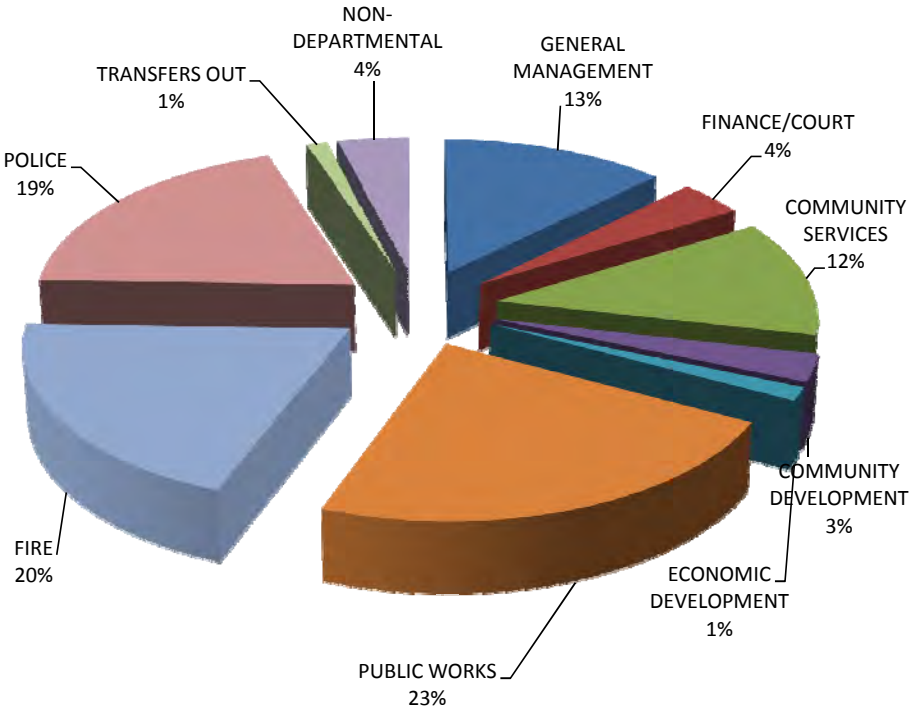
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGETED FY 2014
REVENUES:			
AD VALOREM TAXES	$ 10,811,267	$ 10,960,606	$ 11,736,451
FRANCHISE TAXES	2,207,463	2,007,244	1,988,300
SALES TAXES	2,923,873	2,794,092	2,900,277
LICENSES AND PERMITS	1,113,121	756,702	738,751
FINES	989,086	814,500	824,500
CHARGES FOR SERVICES	856,723	791,599	742,575
INTERGOVERNMENTAL	89,792	314,892	311,979
MISCELLANEOUS REVENUES	210,639	190,040	164,040
USE OF AVAILABLE CASH	0	1,000,000	1,000,000
TRANSFERS-IN	1,081,868	1,049,222	1,130,214
TOTAL GENERAL FUND REVENUES	$ 20,283,832	$ 20,678,897	$ 21,537,087

	ACTUAL FY 2012	BUDGETED FY 2013	BUDGETED FY 2014
EXPENDITURES:			
CITY COUNCIL	$ 200,205	$ 203,306	$ 204,006
CITY MANAGER'S OFFICE	599,532	600,531	569,764
CITY SECRETARY'S OFFICE	291,301	319,695	211,725
LEGAL	145,905	130,460	130,460
HUMAN RESOURCES	222,174	237,510	270,466
COMMUNICATIONS	141,125	142,677	139,447
FINANCE	430,109	434,896	401,583
MUNICIPAL COURT	249,786	411,805	389,410
BUILDING SERVICES	494,431	325,559	362,845
INFORMATION SYSTEMS MANAGEMENT	732,936	757,925	1,065,205
COMMUNITY DEVELOPMENT	410,097	238,064	337,675
BUILDING INSPECTIONS	269,348	307,617	281,672
ECONOMIC DEVELOPMENT	293,884	379,692	296,799
ENGINEERING	324,733	393,139	510,915
POLICE	4,658,200	4,197,318	4,172,062
FIRE	4,033,004	4,113,288	4,259,224
PARKS	1,399,006	1,388,219	1,285,084
RECREATION	272,078	360,502	357,816
LIBRARY	726,015	717,534	674,061
COLLEYVILLE CENTER	314,998	382,537	312,513
STREETS	2,651,399	3,340,995	3,840,966
FLEET MAINTENANCE	200,399	227,322	226,290
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	281,000	231,000	242,000
STRATEGIC INITIATIVES FUND	260,000	200,000	0
COMPENSATION ADJUSTMENT	57,200	402,751	132,911
NON-DEPARTMENTAL	0	0	859,068
TOTAL GENERAL FUND EXPENDITURES	$ 19,658,868	$ 20,444,340	$ 21,533,967
BEGINNING UNRESERVED FUND BALANCE - 10/1	$ 11,137,661	$ 11,762,625	$ 10,762,625
INCREASE / (DECREASE) TO FUND BALANCE	$ 624,964	$ 234,557	$ 3,120
TRANSFER EXCESS REVENUE TO CAPITAL PROJ.	0	(234,557)	0
LESS USE OF AVAILABLE CASH	0	1,000,000	1,000,000
ENDING UNRESERVED FUND BALANCE	$ 11,762,625	$ 10,762,625	$ 9,765,745

General Fund Revenue



General Fund Expenses



GENERAL FUND FORECAST

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017	PROJECTED FY 2018	PROJECTED FY 2019
BEGINNING FUND BALANCE	$10,766,194	$9,769,314	$9,126,078	$8,516,708	$7,598,902	$6,445,660
REVENUE:						
Ad Valorem Taxes	$11,736,451	$12,108,803	$12,216,679	$12,285,952	$12,360,550	$12,421,678
Sales Tax	$2,900,277	$3,129,280	$3,160,573	$3,192,178	$3,224,100	$3,256,341
Franchise Fees	$1,988,300	$2,023,095	$2,058,499	$2,094,523	$2,131,177	$2,168,473
Licenses & Permits	$738,751	$723,976	$709,496	$695,307	$681,400	$667,772
Fines	$824,500	$832,745	$841,072	$849,483	$857,978	$866,558
Charges for Service	$742,575	$750,001	$757,501	$765,076	$772,727	$780,454
Intergovernmental	$311,979	$315,099	$318,250	$321,432	$324,647	$327,893
Miscellaneous Income	$164,040	$167,321	$170,667	$174,081	$177,562	$181,113
Use of Fund Balance	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0
Transfers In	$1,130,214	$1,055,988	$1,076,854	$1,098,391	$1,120,359	$1,142,766
TOTAL REVENUES	**$21,537,087**	**$22,106,307**	**$22,309,592**	**$22,476,423**	**$22,650,500**	**$21,813,049**
Base Expenditures	$7,945,116	$7,385,827	$7,210,115	$7,336,115	$7,464,466	$7,576,433
Personnel	$12,588,851	$13,363,716	$13,708,847	$14,058,113	$14,339,276	$14,626,061
Fund Balance- Street Maintenance @ $2.4M	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0
TOTAL EXPENDITURES	**$21,533,967**	**$21,749,543**	**$21,918,961**	**$22,394,229**	**$22,803,742**	**$22,202,494**
NET REVENUE	**$3,120**	**$356,764**	**$390,630**	**$82,194**	**($153,242)**	**($389,446)**
ENDING FUND BALANCE	$9,769,314	$9,126,078	$8,516,708	$7,598,902	$6,445,660	$6,056,215
DAYS OF WORKING CAPITAL	166	153	142	124	103	100

As mentioned in the Budget Message, a six-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 0.5% increase in assessed valuation, declining tax-supported debt, a 1% increase in sales tax annually (plus an additional $100,000 in FY 2014 and $200,000 in FY 2015 due to the opening of Whole Foods Market), and the use of $1,000,000 of fund balance to fund street maintenance at $2.4 Million per year 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 commitment to hire an additional police officer in each of the next four fiscal years, the commitment to hire three new fire personnel in each of the next two fiscal years, a 1.5% increase in base expenditures for cost increases for materials or contractual services, and a 2% increase for personnel costs. 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 2014 budget preparation process, the six-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 a level of $2.4 Million per year 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 2014 REVENUE ESTIMATE

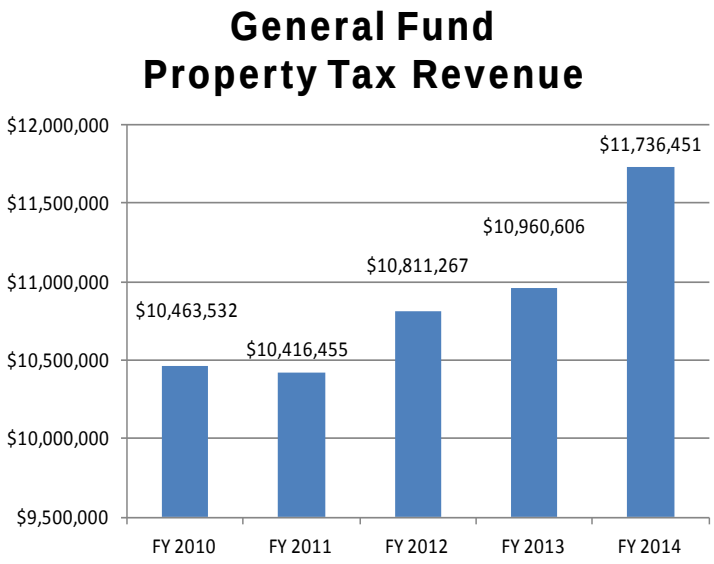
	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGET
GENERAL FUND					
AD VALOREM TAXES					
5101-CURRENT TAXES	10,292,035	10,182,430	10,622,072	10,825,606	11,601,451
5102-DELINQUENT TAXES	77,417	130,136	105,376	70,000	70,000
5103-PENALTY & INTEREST	94,080	103,889	83,819	65,000	65,000
TOTAL AD VALOREM TAXES	$10,463,532	$10,416,455	$10,811,267	$10,960,606	$11,736,451
FRANCHISE TAXES					
5201-ONCOR ELECTRIC	818,484	864,130	1,024,876	891,771	840,000
5202-TRI-COUNTY ELECTRIC	108,334	120,249	118,281	100,229	105,000
5203-ATMOS GAS	341,528	381,513	333,098	289,691	305,000
5204-AT&T	116,151	99,534	86,852	84,500	83,500
5205-VERIZON/OTHERS	43,822	74,519	82,212	83,000	84,000
5206-GARBAGE/RECYCLING	126,550	124,649	146,181	142,253	145,800
5207-CABLE TV	312,196	366,674	415,963	415,800	425,000
TOTAL FRANCHISE TAXES	$1,867,065	$2,031,268	$2,207,463	$2,007,244	$1,988,300
SALES TAX					
5301-1% SALES TAX	2,638,280	2,642,996	2,858,065	2,728,500	2,875,000
5302-MIXED BEVERAGE TAX	75,365	80,731	65,808	65,592	25,277
TOTAL SALES TAX	$2,713,645	$2,723,727	$2,923,873	$2,794,092	$2,900,277
LICENSES & PERMITS					
5411-BUILDING	348,471	536,534	706,421	465,000	485,768
5412-PLUMBING	42,271	60,124	78,328	48,680	48,680
5413-MECHANICAL	35,934	37,811	48,620	35,000	28,868
5414-ELECTRICAL	38,537	48,721	68,491	45,000	37,568
5416-CITY LICENSE	40,755	40,472	45,917	37,372	37,372
5417-BUILDING PLAN REVIEW FEE	66,555	90,790	118,622	92,000	68,000
5418-NEW BUSINESS	3,995	4,935	5,689	4,500	3,372
5419-ANIMAL	769	677	577	0	0
5420-SIGN PERMITS	5,140	7,486	6,884	6,200	5,463
5421-FENCE PERMITS	4,350	3,700	5,050	4,100	3,500
5423-FIRE PERMIT FEES	8,650	7,250	8,975	5,850	6,500
5424-IRRIGATION PERMIT FEES	11,705	15,090	19,547	13,000	13,660
5425-GAS AND OIL WELL PERMIT FEES	0	70,000	0	0	0
TOTAL LICENSES & PERMITS	$607,132	$923,590	$1,113,121	$756,702	$738,751
FINES					
5611-FINES	1,087,155	860,707	911,216	750,000	750,000
5612-FINES-ALARMS	59,200	60,425	52,948	42,000	52,000
5630-LIBRARY FINES	27,473	25,850	24,922	22,500	22,500
TOTAL FINES	$1,173,828	$946,982	$989,086	$814,500	$824,500

FY 2014 REVENUE ESTIMATE

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGET
GENERAL FUND					
CHARGES FOR SERVICES					
5511-PLANNING AND ZONING	13,200	7,892	11,635	7,500	7,500
5512-PLAT FEE	3,265	5,123	5,410	9,258	4,000
5514-BOARD OF ADJUSTMENT	3,250	2,000	3,125	1,875	1,250
5711-SALE OF MATERIAL	432	343	105	100	100
5712-WEED MOWING	13,353	7,900	7,900	6,500	6,500
5718-ANIMAL IMPOUNDMENT FEE	3,508	2,632	1,420	0	0
5721-AMBULANCE	236,067	306,959	319,796	280,000	275,000
5722-RECREATION PROGRAM	208,997	189,891	185,825	138,000	145,000
5811-ENGINEERING & INSPECTION	17,697	0	12,424	48,453	0
5812-CHGS & REIMBURSEMENTS	150	0	0	0	0
5845-LOT DRAINAGE INSP FEE	10,375	14,875	20,000	13,500	16,875
5855-FIELD USE CHARGE	21,485	23,860	22,110	20,575	20,500
5873-COLLEYVILLE CENTER FEES	189,030	245,749	230,329	230,000	230,000
5874-NON-RESIDENT FEE	21,440	31,470	36,644	35,838	35,850
TOTAL CHARGES FOR SERVICE	$742,249	$838,694	$856,723	$791,599	$742,575
INTERGOVERNMENTAL REVENUE					
5828-DARE OFFICER REIMB	89,793	89,792	89,792	94,282	94,282
5942-KELLER COURT	0	0	0	$220,610	217,697
TOTAL INTERGOVERNMENTAL REVENU	$96,118	$89,792	$89,792	$314,892	$311,979
MISCELLANEOUS REVENUE					
5714-SALE OF SURPLUS PROPERTY	65,306	7,098	12,969	5,000	5,000
5716-INTEREST INCOME	29,252	60,855	60,031	35,000	35,000
5719-MISCELLANEOUS	80,492	55,111	67,598	80,000	54,000
5832-ANTENNA LEASE	89,782	67,400	70,040	70,040	70,040
5867-LEASE PROCEEDS	981,238	0	0	0	0
5790-USE OF AVAILABLE CASH	0	0	0	1,000,000	1,000,000
TOTAL MISCELLANEOUS REVENUE	$1,246,070	$190,464	$210,639	$1,190,040	$1,164,040
TRANSFERS IN					
5872-TRANSFER FROM UTILITY FD	857,622	858,879	1,081,868	1,049,222	1,037,213
5888-TRANSFER IN CONSTR INSP					93,001
TOTAL TRANSFERS IN	$857,622	$858,879	$1,081,868	$1,049,222	$1,130,214
TOTAL GENERAL FUND REVENUES	$19,767,261	$19,019,851	$20,283,832	$20,678,897	$21,537,087

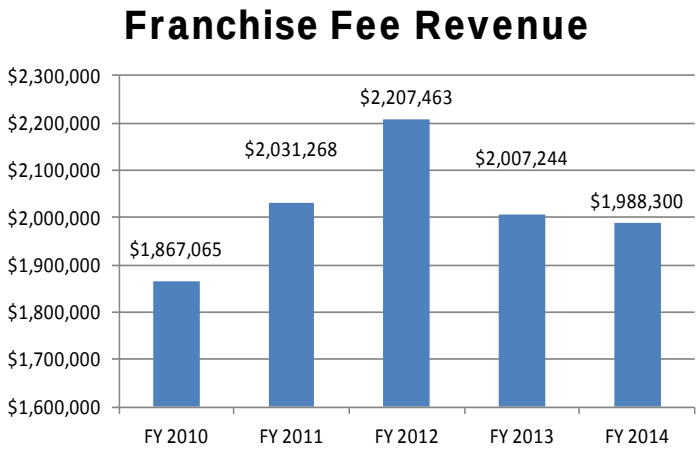
AD VALOREM TAXES

The 2013 certified value provided by Tarrant Appraisal District on July 25th is $3,909,272,694 (a 3.10% increase over 2012 current valuation of $3,791,706,860). The total taxable value includes TIF zone property value of $254,552,139, which is not included in the General Fund revenue estimate. The tax rate of $.3559 is allocated $.32442 to O&M (General Fund) and $.03148 to debt (Debt Service Fund).



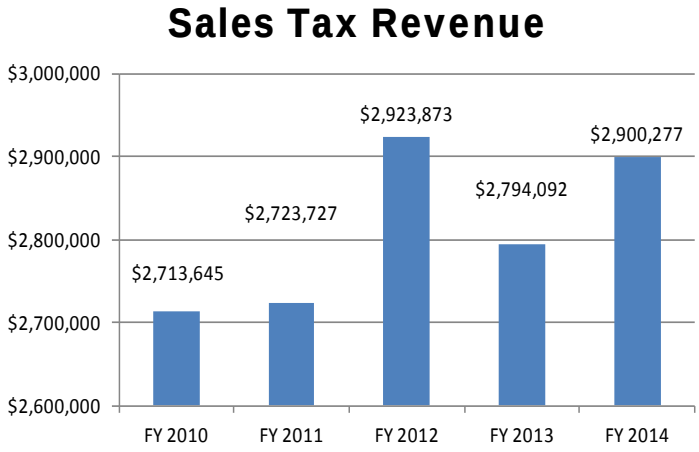
FRANCHISE FEES

The franchise fees were estimated based upon estimated revenue and discussion with franchise holders. Due to lack of growth in land phone lines and energy efficiency efforts, there is a decrease projected for AT&T phone and Oncor electric franchise fees. An increase in cable fees is projected due to growth in cable based internet use.



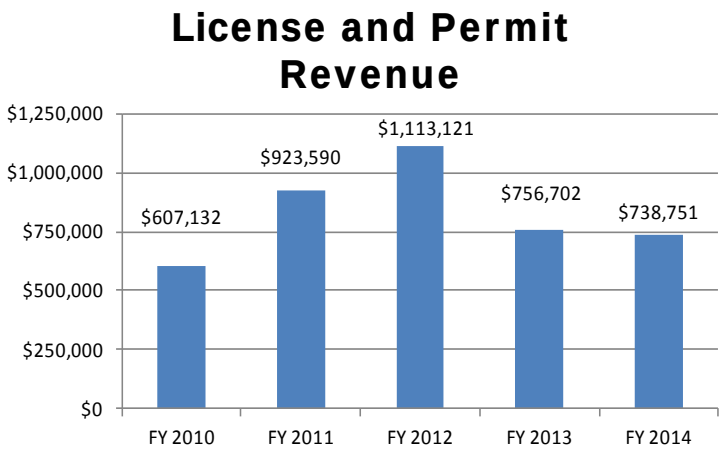
SALES TAX

Total FY 2014 sales tax revenue, including mixed beverage tax, is projected a conservative 5.8% increase over the original FY 2013 budget. The expected increase is due to the planned opening of Whole Foods Market in late FY 2014.



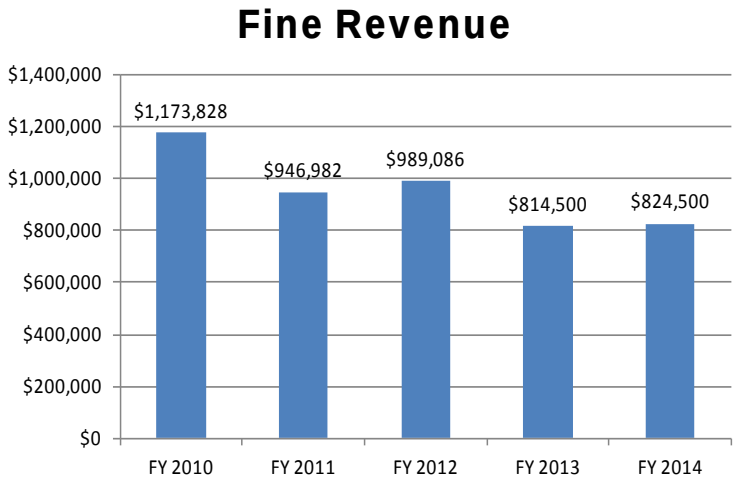
LICENSES AND PERMITS

The revenues for licenses and permits are based upon growth in both residential and commercial development. Residential permits may continue to increase slightly but may represent a slightly smaller building size than years past. Commercial development continues to fluctuate with the economy.



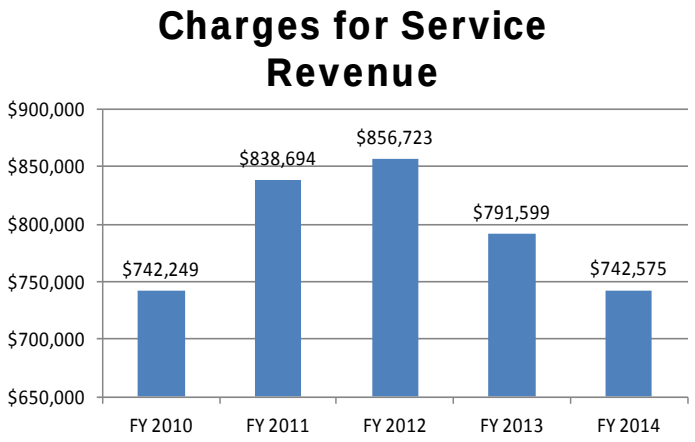
FINES

Revenue from citations is projected to be $824,500 for FY 2014. Citation revenue has decreased as construction along major thoroughfares has slowed traffic and reduced speeding. This includes $750,000 in fines, $22,500 in library fines and annual alarm registration fees of $52,000.



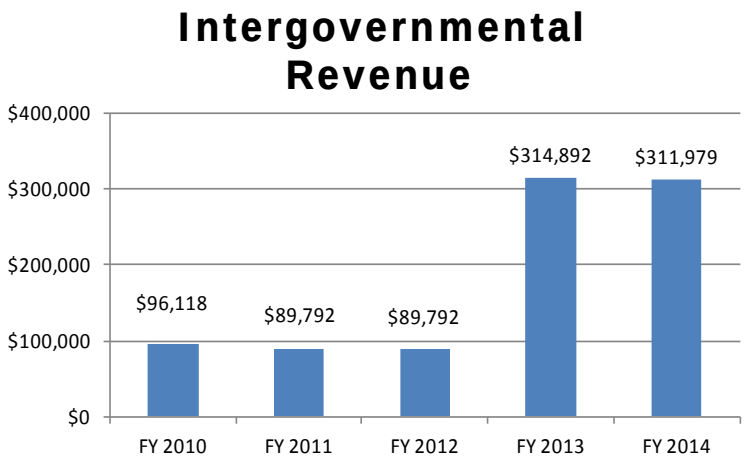
CHARGES FOR SERVICE

Charges for service tend to fluctuate based on varying conditions. FY 2014 budgeted revenues for ambulance charges and plat fees are expected to decrease, while Colleyville Center revenues and other revenues are projected to remain level in FY 2014.



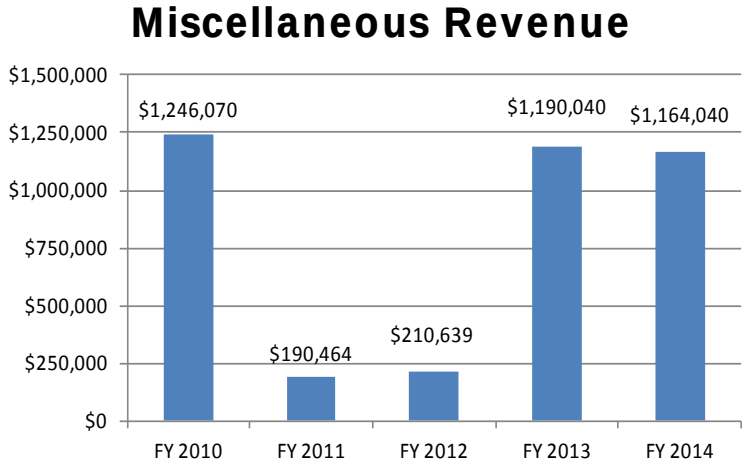
INTERGOVERNMENTAL

The amount budgeted includes $94,282 in funding from the Grapevine-Colleyville Independent School District for an officer at each of the two middle schools, and $217,697 for Keller's share of the combined Municipal Court operation that began in FY 2013.



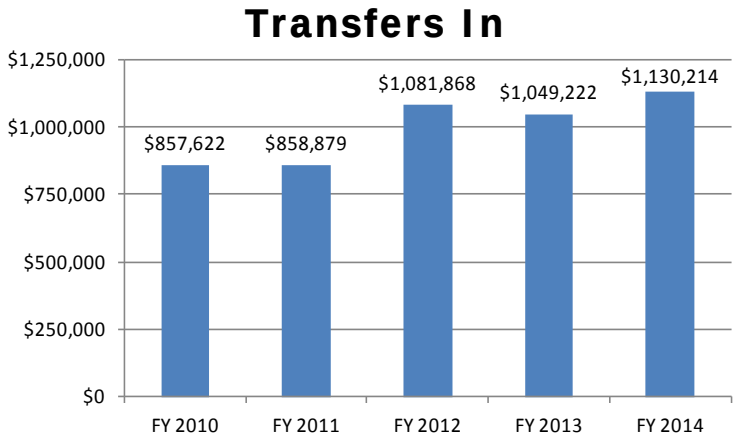
MISCELLANEOUS

Interest income for the fund is estimated to be $35,000. This is based upon the average projected cash balance for the General Fund of approximately $10,000,000 and an anticipated investment rate of 0.35%. The increases in FY 2013 and FY 2014 represent the use of $1,000,000 of available cash for street maintenance purposes.



TRANSFERS IN

The transfer from the Utility Fund is projected to be $1,037,213, which is comprised of a Franchise Fee of 4% and Operating Transfer of 4% of the prior year's Utility Fund gross revenues. In FY 2014, $93,001 is budgeted as a transfer from the Capital Projects Fund for a project-funded Construction Inspector position.



Fiscal Year 2014

Guide to Business Plans

GUIDE TO BUSINESS PLANS

City Council
Fiscal Year 2014 Business Plan

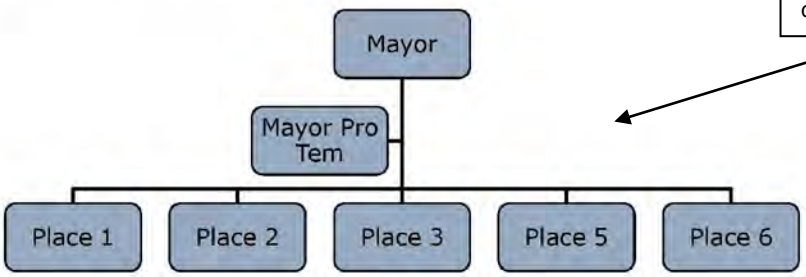
Department Description

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.

Description

A description of the department, including significant information about customers and services. Major programs are mentioned here, while the detail of each program is covered under program descriptions.

Org Chart



Org Chart

Organizational chart for the department.

GUIDE TO BUSINESS PLANS

Budget Summary

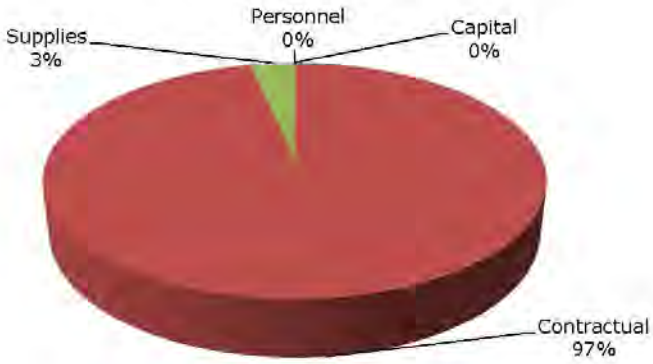
A department-wide overview of expenditures.

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$0	$0	$0
Contractual	$194,630	$196,358	$197,058
Supplies	$5,575	$6,948	$6,948
Capital	$0	$0	$0
Total	$200,205	$203,306	$204,006

FY 2014 Budget



Capital Expenditures

A list of any capital expenditure items budgeted for FY 2014.

Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

Personnel Summary

Number of full time equivalent department personnel budgeted for the last 3 years.

GUIDE TO BUSINESS PLANS

Program

Each department may have one or more programs. Each program has its own set of goals and performance measures.

Major Accomplishments

A list of several major program accomplishments during the previous fiscal year.

Program: City Council

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.

Major Accomplishments – FY 2013

- Maintained property tax rate of $0.3559 per $100 of valuation
- Maintained AAA bond rating
- Attracted new businesses, relocations and expansions through a continued focus on economic development
- Continued to provide a safe and secure neighborhood-oriented community
- Enhanced or maintained all programs and services identified by the citizens as priorities

Major Initiatives – FY 2014

- Make a long-term commitment to economic development and foster a more diversified tax base
- Foster a commitment to service excellence
- Protect and preserve Colleyville's neighborhoods
- Deliver sustainable government
- Brand Colleyville with a unique identity
- Enhance the maintenance and reconstruction of City infrastructure
- Continue Colleyville being an engaged, safe and secure community
- Effectively utilize and promote Colleyville's paid and volunteer human resources
- Ensure fiscal integrity and stewardship of the City's financial planning
- Enhance the promotion and preservation of natural resources

Ten 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.

Major Initiatives

A list of major program initiatives for the upcoming fiscal year. This section may also include multi-year initiatives.

Ten Year Outlook

A look at potential changes in demographics, development, workload, technology, equipment, etc. that will affect the program in the next ten years. Answers the question, "Where are we going?" Serves as the basis for developing the major initiatives to be undertaken and budget requests.

GUIDE TO BUSINESS PLANS

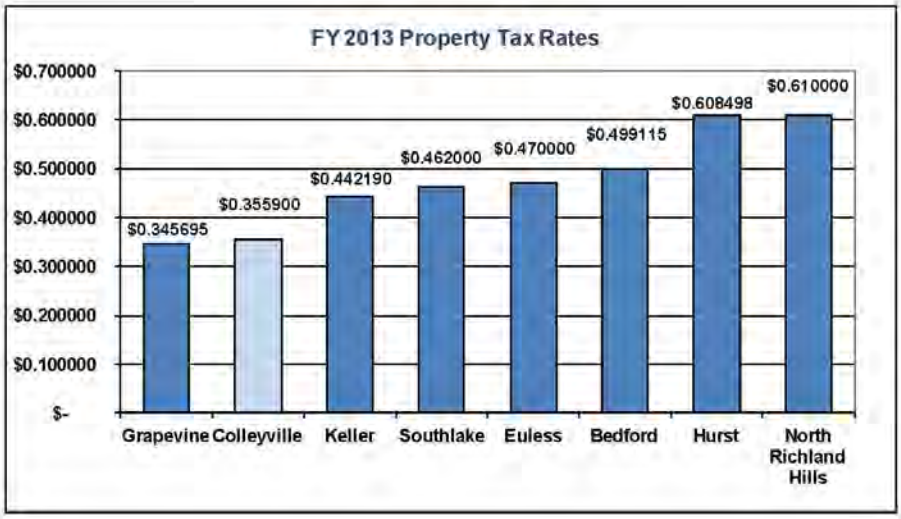
Performance Measures

List of program performance measures with the last two fiscal year actual or projection numbers and FY 2014 targets.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Tax rate per hundred dollars of valuation	$0.3559	$0.3559	$0.3559
2	Percent of citizens satisfied with quality of life in Colleyville	97%	Biennial Measure	≥ 97%
3	Percent of citizens satisfied with value of services for taxes paid	84%	Biennial Measure	≥ 84%

Performance Comparison:



Performance Comparison

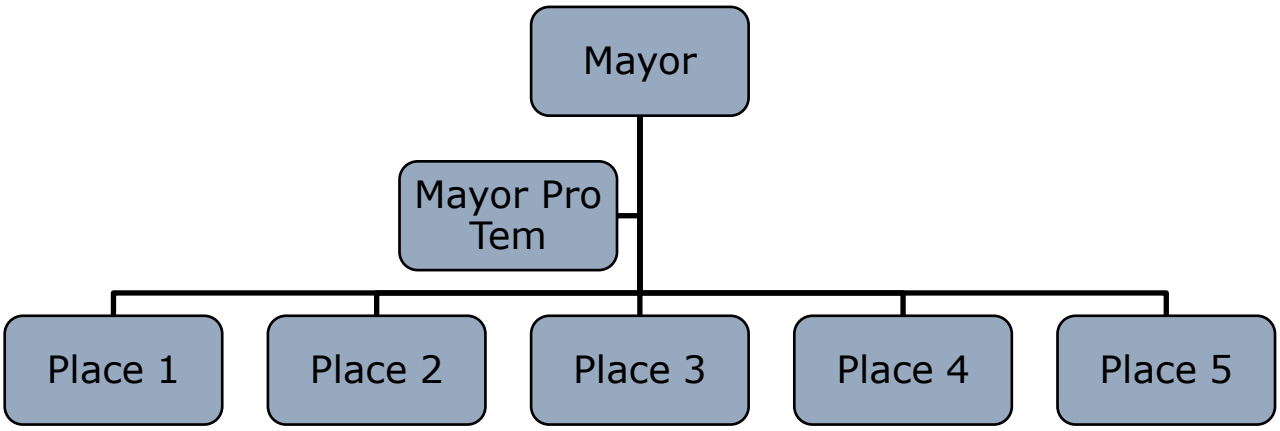
Select programs include a graph highlighting one aspect of performance as it compares to surrounding communities.

City Council
Fiscal Year 2014 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.

Org Chart

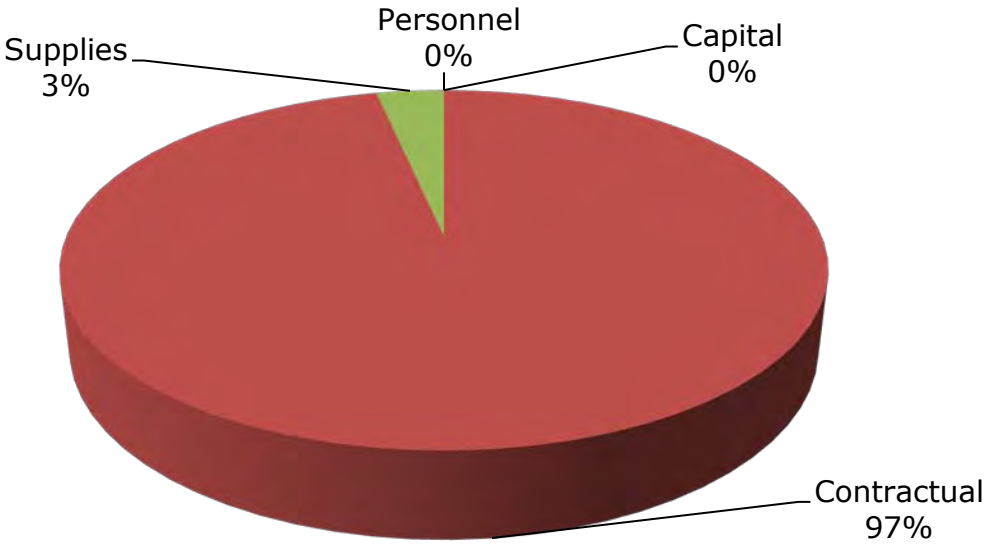


FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$0	$0	$0
Contractual	$194,630	$196,358	$197,058
Supplies	$5,575	$6,948	$6,948
Capital	$0	$0	$0
Total	$200,205	$203,306	$204,006

FY 2014 Budget



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

Program: City Council

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.

Major Accomplishments – FY 2013

- Maintained property tax rate of $0.3559 per $100 of valuation
- Maintained AAA bond rating
- Attracted new businesses, relocations and expansions through a continued focus on economic development
- Continued to provide a safe and secure neighborhood-oriented community
- Enhanced or maintained all programs and services identified by the citizens as priorities

Major Initiatives – FY 2014

- Make a long-term commitment to economic development and foster a more diversified tax base
- Foster a commitment to service excellence
- Protect and preserve Colleyville's neighborhoods
- Deliver sustainable government
- Brand Colleyville with a unique identity
- Enhance the maintenance and reconstruction of City infrastructure
- Continue Colleyville being an engaged, safe and secure community
- Effectively utilize and promote Colleyville's paid and volunteer human resources
- Ensure fiscal integrity and stewardship of the City's financial planning
- Enhance the promotion and preservation of natural resources

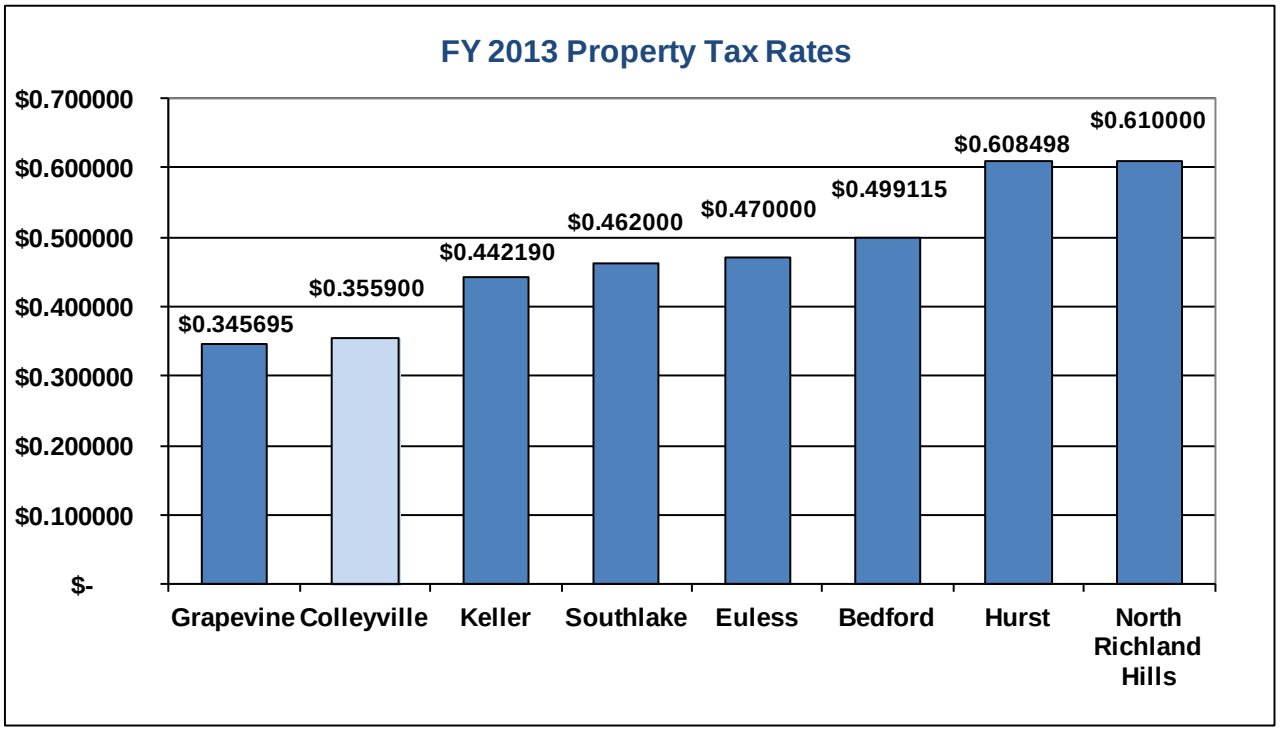
Ten Year Outlook

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.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Tax rate per hundred dollars of valuation	$0.3559	$0.3559	$0.3559
2	Percent of citizens satisfied with quality of life in Colleyville	97%	Biennial Measure	≥ 97%
3	Percent of citizens satisfied with value of services for taxes paid	84%	Biennial Measure	≥ 84%

Performance Comparison:

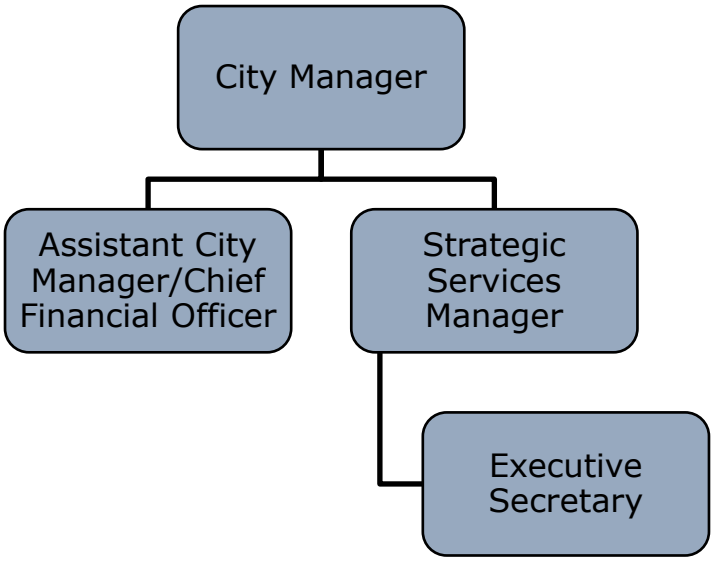


City Manager's Office
Fiscal Year 2014 Business Plan

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 legislation and policies. 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 and the City's customer service programs, coordinating and implementing administrative procedures, maintaining effective intergovernmental relationships, responding to citizen requests, and coordinating and maintaining franchise agreements.

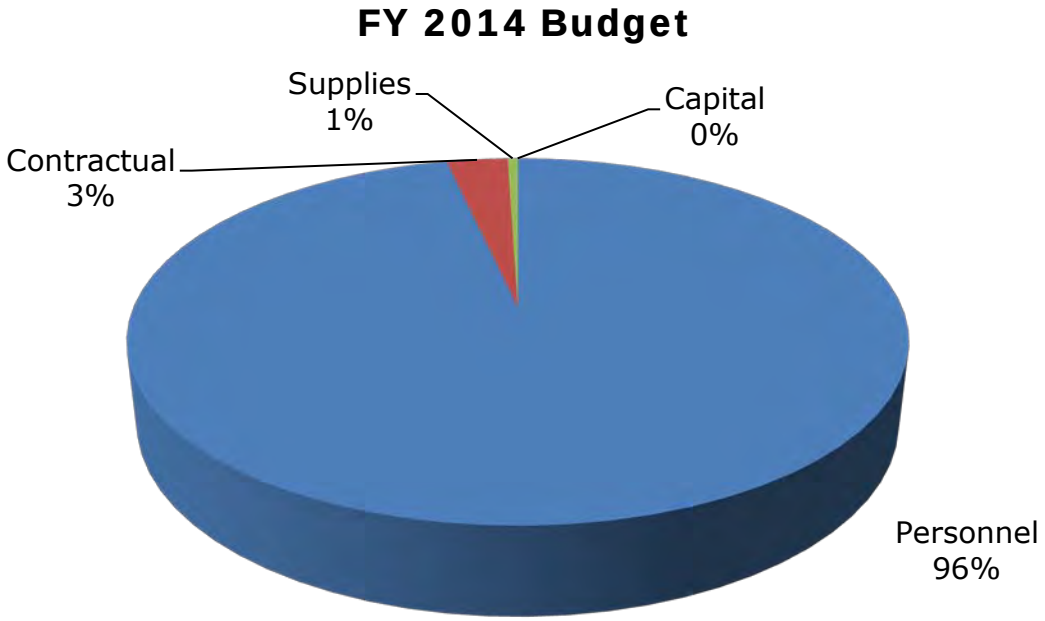
Org Chart



Budget Summary

City Manager's Office

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$563,066	$554,655	$549,737
Contractual	$34,682	$42,005	$17,162
Supplies	$1,784	$3,871	$2,865
Capital	$0	$0	$0
Total	$599,532	$600,531	$569,764



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2011	FY 2012	FY 2013
FTEs	4	4	4

Program: City Manager's Office

The City Manager's Office is responsible for all services and programs delivered to the community, it citizens and visitors.

Major Accomplishments – FY 2013

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Implemented a new budget preparation process, incorporating the City's new financial software Munis
- Continued to work on citizens' behalf with the Oncor and Atmos City Steering Committees regarding utility franchise and rate issues
- Developed a long range financial forecast of both revenues and expenditures to determine needs and sustainability implications of capital, operating, and personnel expenditures
- Conducted another successful Clean Sweep event for the collection of household hazardous waste

Major Initiatives – FY 2014

- Update and improve the City's intranet website for employees
- Promote sustainable government
- Enhance strategic management program, performance measures and business plans to ensure programs are meeting City Council strategies and are sustainable over time
- Encourage creative strategies to improve economic development
- Facilitate opportunities to diversify the tax base through economic development and alternative revenue sources
- Maintain safe and secure neighborhoods through crime prevention and effective code enforcement
- Promote Colleyville's unique identity through effective branding and advertising of community assets
- Facilitate improvements to the workplace that make the City of Colleyville a sought after place to work

Ten 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 unique identity and safe neighborhoods for the community's future.

Performance Measures

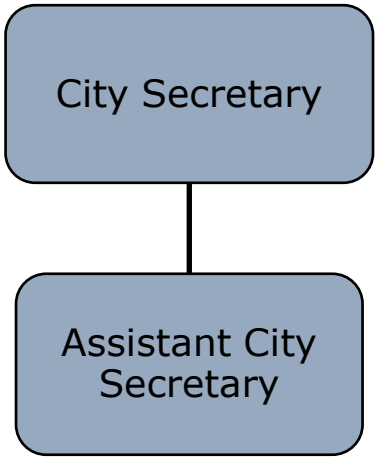
Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of citizens surveyed satisfied with the quality of government	89%	Biennial Measure	≥ 89%
2	Percentage of citizens surveyed satisfied with the value of services per taxes paid	84%	Biennial Measure	≥ 84%
3	Percentage of citizens surveyed satisfied with local government customer service	78%	Biennial Measure	≥ 78%
4	Percentage of citizens surveyed satisfied with how funds are managed	68%	Biennial Measure	≥ 68%
5	Percentage of citizens surveyed satisfied with developing a future vision of the city	50%	Biennial Measure	≥ 50%
6	Percentage of employees surveyed proud to be an employee	Biennial Measure	93%	Biennial Measure
7	Percentage of employees surveyed that would recommend Colleyville as a good place to work to their friends	Biennial Measure	78%	Biennial Measure
8	Number of complaints regarding trash or recycling services	149	140	≤ 150
9	Number of household hazardous waste collections (at Fort Worth ECC and Clean Sweep event)	524	550	≥ 550
10	Percentage of citizens surveyed who are satisfied with trash and recycling services	92%	Biennial Measure	≥ 92%
11	Average pounds recycling per home/per collection	12.2	12	≥ 13

City Secretary's Office
Fiscal Year 2014 Business Plan

Department Description

The Office of the City Secretary performs duties set forth by the City Charter, Ordinances, federal and state laws and administrative direction. The City Secretary serves as the Records Management Officer and administers and maintains the official records of the City to ensure accessibility to the City Council, public and staff in accordance with the Public Information Act. The City Secretary serves as Elections Administrator to provide fair and legal City elections. The City Secretary also provides accurate meeting minutes and ensures the timely posting of all public meeting agendas, administers the agenda management software, and manages the City Council appointed boards, commissions, and committees processes. The Office pledges to provide exemplary customer service in a professional, courteous, impartial and transparent manner.

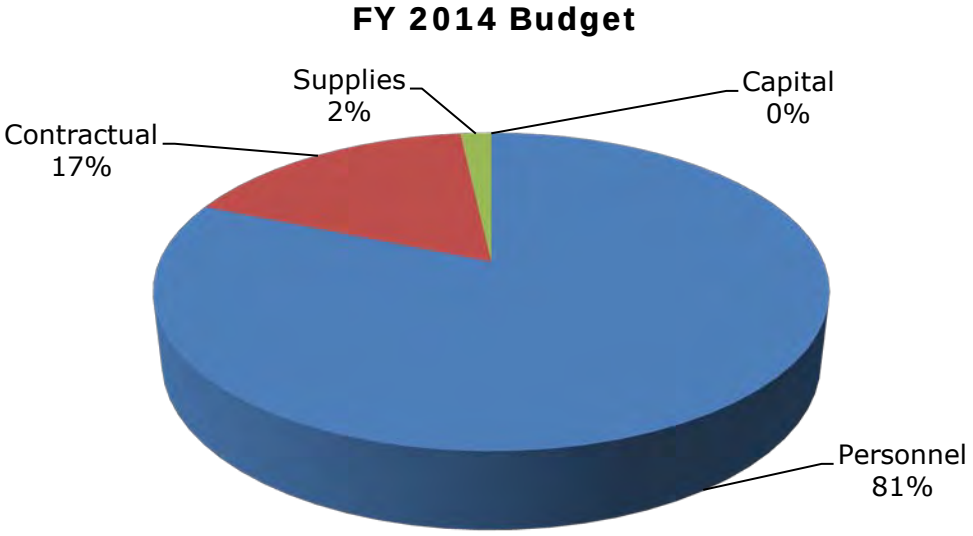
Org Chart



FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$190,655	$217,974	$172,073
Contractual	$96,280	$97,822	$35,910
Supplies	$4,366	$3,899	$3,742
Capital	$0	$0	$0
Total	$291,301	$319,695	$211,725



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	2	2	2

Program: City Secretary

The City Secretary's Office maximizes resources with the application of technology and high quality, responsive customer service.

The City Secretary's Office directly supports the City Council's strategic goal to "*Foster excellence in core service delivery*", which is further described, in part, as maintaining a reputation for high quality and unique customer service.

In order to maintain a reputation for high quality and unique customer service, the City Secretary's office has began by updating the current web page serving the citizens of Colleyville.

The internet provides for a broad audience and will become universally friendly with the capability of audible commands as opposed to click of the mouse. The internet will integrate into every electronic device; on this basis, the on-line access to information, applications, and forms will be available around the clock and from any location, even if municipalities change their hours of operation.

Currently, citizens can obtain information, complete forms, apply for services, and pay bills via the City's web site. The 2012 Citizen survey was an excellent example of just how many people use the City's website by a show of 74 percent of citizens retrieve information by visiting the City's web site.

The City Secretary's Office provides digitized forms on the web site for customer convenience. An electronic form enhances the level of customer service and satisfaction, reduces overhead cost and is earth friendly. The online forms provide the following advantages:

- Saves time and money
- Branching – allows the respondent to seamlessly skip past questions that do not apply to them, reduces entry error and saves printing, distribution, and postage costs
- Data is immediately available
- Provides positive image for municipality – modern and efficient
- Allows for quick editing of form

The City Secretary's Office will serve the citizens and staff in the most cost efficient, timely, and customer friendly manner as possible.

Major Accomplishments – FY 2013

- City Secretary will graduate with the Texas Registered Municipal Clerk (TRMC) certification.
- Produced an on-line electronic City Council Candidate packet.
- Utilized shredding services budgeted for Clean Sweep to destroy documents with met retention, saving an estimated $250.
- Provided additional training and service to departments for use of Laserfiche and SuiteOne agenda manager.
- Worked with staff members to complete the Texas Open Meetings Act (TOMA) and Public Information Act (PIA) training.

Major Initiatives – FY 2014

- Assistant City Secretary to begin the Texas Registered Municipal Clerk (TRMC) certification.
- Continue to reduce the number of stored documents in off-site storage
- Continue to build a paperless strategy for all documents with the better utilization of Laserfiche.
- Restructure all administrative files.
- Development of a records disaster recovery program.
- Continue to work with boards, commissions, and committee members to complete the Texas Open Meetings Act (TOMA) training.
- Build a relationship with homeowner associations.
- Manage official City records in compliance with statutory and regulatory requirements to preserve history of the City and respond to requests for public information in accordance with the Public Information Act

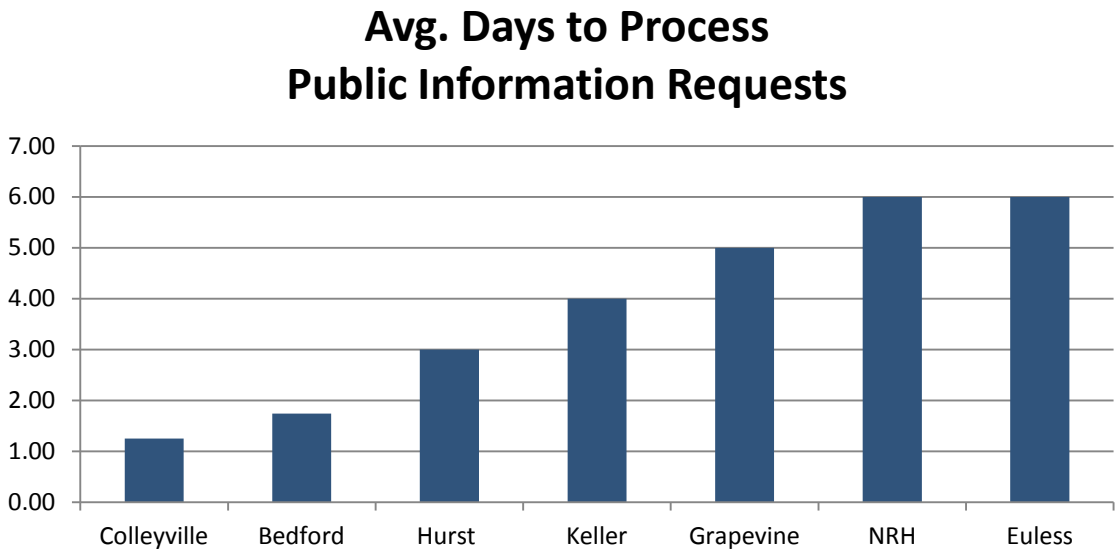
Ten Year Outlook

The City must be prepared to serve very different demographic groups in the future – the young and high tech savvy customer, as well as the growing population of aging baby boomers. Imagine the future in which the internet is intuitive, sensory, interactive, aware, adaptive, and develops a digital personality that can communicate with people all over the world. Public and private enterprises will be dominated by the speed, intelligence, communications and linkage of technology enabled services. The City Secretary's Office will maximize resources with the application of technology and high quality, responsive customer service. Staff will continue to strengthen the community's faith in local government by making public records accessible as quickly and broadly as possible. Citizens will be linked to City information through web sites, mobile applications, electronic devices, social media, and television.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of all meeting minutes presented for approval at next meeting	99%	100%	= 100%
2	Average number of days to process ordinances, resolutions, contracts	2	2	= 2
3	Average number of days to respond to public information requests	2	2	≤ 2
4	Percent of citizens surveyed satisfied with municipal elections	100%	Biennial Measure	100%
5	Percent of customers surveyed satisfied with customer service	100%	Biennial Measure	100%

Performance Comparison:

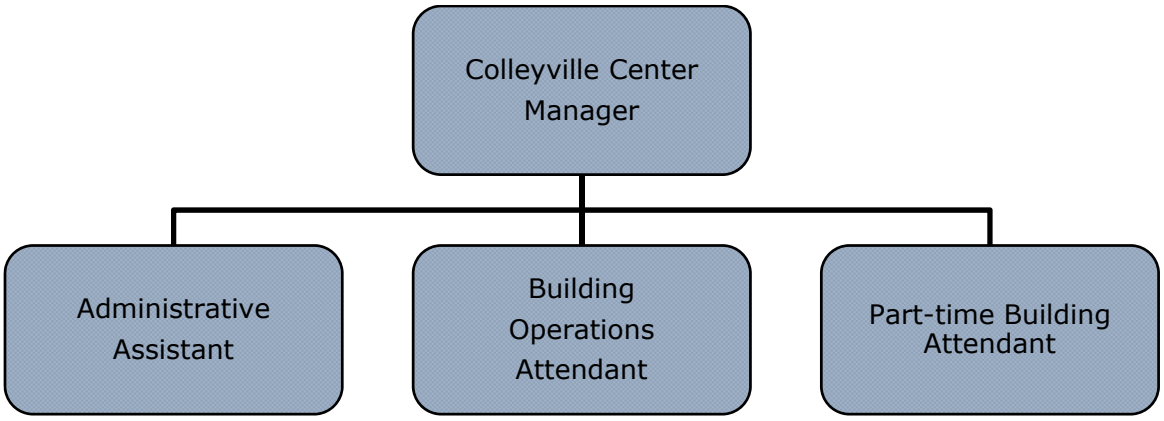


Colleyville Center
Fiscal Year 2014 Business Plan

Department Description

Colleyville Center employees serve as custodians of the Colleyville Center. Working on behalf of the citizens of Colleyville, the staff manages the Centers' physical integrity, resident and client room rentals, and the technology required to maintain a unique, resident owned assembly facility. In addition to city staff, the Colleyville Center is overseen by a City Council appointed advisory committee of 14 citizens. From HOA meetings, civic organizations, city-wide events, and business seminars, the Center serves as a town square, hosting meetings and serving as a gathering place for our citizens. The Colleyville Center serves to foster and enhance social interaction between Colleyville citizens by providing a unique public assembly facility that helps fuel economic growth within our community.

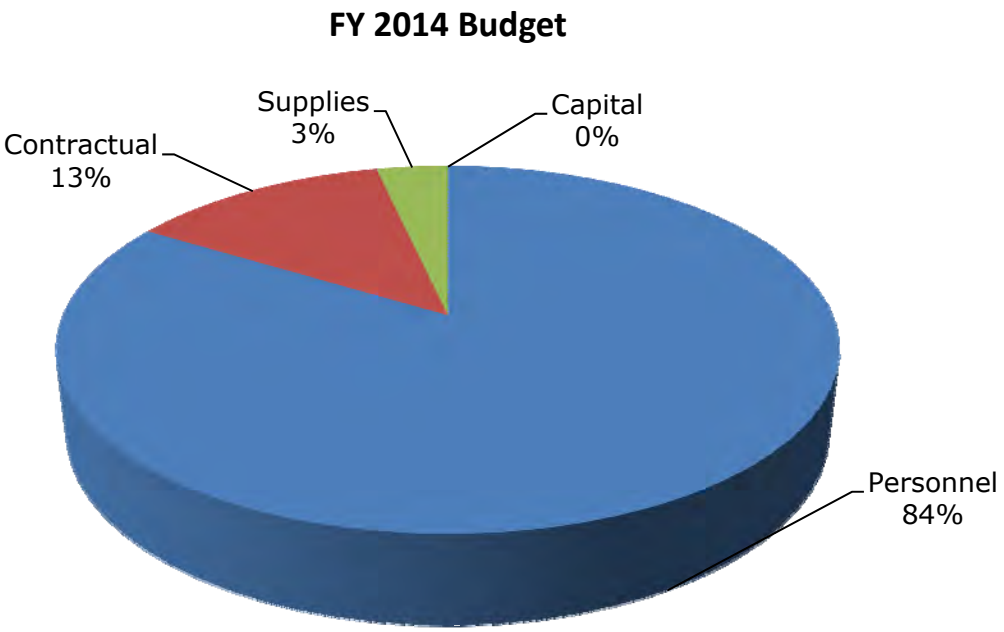
Org Chart



FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$235,596	$291,882	$261,485
Contractual	$70,005	$78,881	$40,010
Supplies	$9,397	$11,774	$11,018
Capital	$0	$0	$0
Total	$314,998	$382,537	$312,513



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTE	4.5	3.5	3.5

Program: Colleyville Center

Colleyville Center's current service levels meet and exceed in delivering our communities priorities. The provision of a quality assembly venue that supports interaction through public meetings, civic, social and entertainment events continues to be our primary mission. The Colleyville Center's value to our business community as an economic generator is a City Council priority. Currently 60% of all events held at the Colleyville Center utilize local services and/or spend dollars at our local businesses.

Major Accomplishments – FY 2013

- Customer service ratings – 95.5% - on target to FYE projection
- Total confirmed bookings 311/77% to targeted FYE projection
- Revenue generation – trending higher than FYE projection
- Marketing initiatives on target for 100% completion with multimedia, social media focus
- Cost recovery –on target to exceed projection of 70%
- Economic impact, exceeding FY 2013 goal of 50% – All events impact local business with usage of local goods and/or services adding to sales tax collection/business revenue and retention
- Facility security and fire alarm systems upgraded
- Two air conditioning units replaced; Two video cameras installed
- 500 new banquet chairs, 150 garden chairs, and 40 tables purchased
- Standard weekend rates were reviewed and updated
- Interior and exterior trim painted

Major Initiatives – FY 2014

- Capitalize on segment marketing opportunities utilizing web based social media, business networking and classic print advertising
- Increase rental revenue with multi-day business meetings Monday-Thursday
- Repair the Colleyville Center roof
- Replace the 18 year-old theater curtain and refinish stage floor
- Colleyville Center Master Grounds and Utilization Plan developed
- Continue to improve customer service
- Streamline rental policy aligning with other municipal centers
- Identify incremental revenue generators
- Increase weekend rental rates to non-residents
- Strengthen Colleyville Center Branding as unique venue in the Metroplex
- Cross market events with other city department events

- Improve and maintain aesthetics of the Colleyville Center to attract citizens and visitors
- Upgrade event booking software
- Upgrade event room design software

Ten 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 16th year 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.

- One HVAC original unit replaced at end of lifecycle- $6,500
- Pavement restriping- TBD
- Dumpster enclosure enlarged for recycling bin- TBD
- Service counter replacement- $18,000
- Technology upgrade

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 (53%) continue to be residents and non-profit groups utilizing the Center for meetings. Although they are the primary users of the facility, only 11% of current revenue is generated by these groups. Resident venue fees will remain deeply discounted at 20% providing an additional marketing incentive for citizen 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 this segment for both revenue growth and to fuel 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 targeted markets outside of Colleyville.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of customer satisfaction ratings of "Excellent"	98%	95.4%	≥ 98%

2	Number of events held	420	375	≥ 404
3	Percentage of marketing initiatives implemented from the Colleyville Center's strategic marketing plan	100%	100%	= 100%
4	Revenue generated from bookings	$240,000	$220,000	≥ $220,000
5	Percentage of cost recovery	70%	73%	≥ 70%
6	Percentage of events generating economic impact for local business	55%	56%	≥ 50%

Communications & Marketing
Fiscal Year 2014 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 relations and public education activities, as well as for marketing and promotion of city programs to the general public.

Communications staff provides information to the general public, media, and other city stakeholders to build awareness of city issues, policy decisions, and services in a sustainable manner to enhance the public's opinion of its local government, while helping to solidify the city's unique identity and promote economic development initiatives.

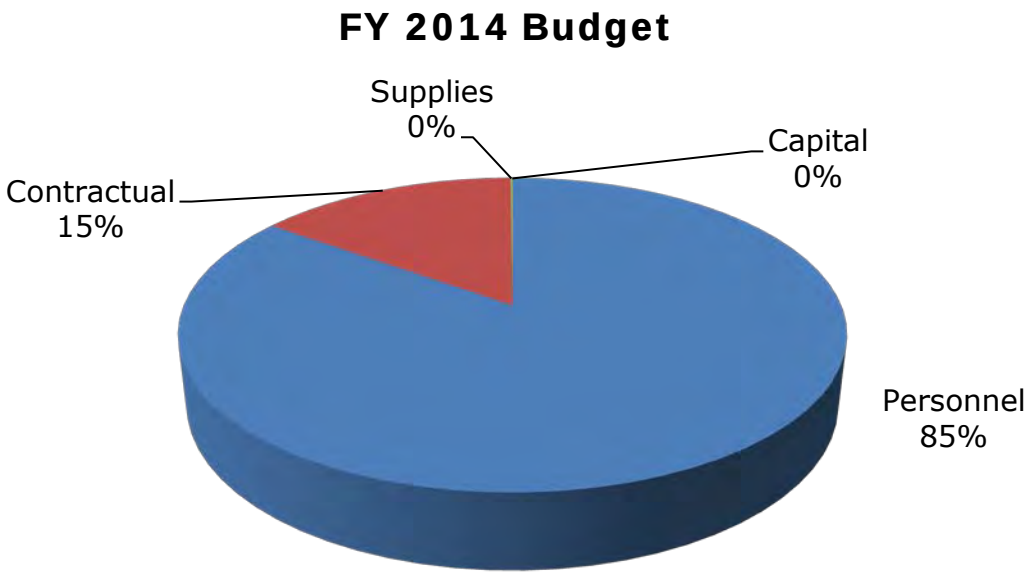
Org Chart

Communications & Marketing Director

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$119,697	$119,162	$118,392
Contractual	$21,207	$23,315	$20,905
Supplies	$221	$200	$150
Capital	$0	$0	$0
Total	$141,125	$142,677	$139,447



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	1	1	1

Program: Communications

The Communications Department manages the city's website, social media outlets Facebook and YouTube, the monthly *Communicator* newsletter inserted in utility bills, public education campaigns, editorial promotions, some advertising, public service announcements and other programming for the city's government access channel, publication of e-newsletter and e-news, State of the City presentation, media relations, media strategy, and speechwriting. The department also assists other departments in production of collateral materials.

In the last citizen survey, respondents ranked keeping citizens informed about city business as the second most important activity, second only to having a safe community, and gave the city's efforts an 84% satisfaction rating. The city's newsletter, inserted in the monthly utility bills, ranked highest (75%) as the way citizens obtain information about the city—

surpassing local newspapers as the number one source of city information—something not seen in the available data from other cities. Visiting the city's website ranked as the second most utilized city service, behind using a trail or park. The city's website ranked third as the most popular way to receive information about the city, with a 61% ranking. The city's electronic communications, while continuing to grow, lag behind the hard copy and online communication efforts.

Only 6% of respondents listed the city's cable PEG channel as a communication vehicle for the city, likely an indicator of changing viewer habits among the general population. Major networks, as well as cable outlets, have experienced a steep decline in viewership as viewers have more options and less dependence on programming in traditional formats.

Major Accomplishments – FY 2013

- Generated editorial coverage for the city through news releases, positioning and promoting Colleyville-related stories, work with reporters, and public information and education strategies
- Assumed creative control of the recreation and library brochures
- Developed and executed tactics to position the city on community issues
- Continued to evolve the city website to remain relevant as a single source of information about city issues, events, and activities
- Wrote and developed creative for a successful State of the City presentation
- Grew the city's database for electronic communications by 65%

Major Initiatives – FY 2014

- Generate editorial coverage of the city through development and distribution of news releases, positioning and promoting Colleyville-related stories, media events, media inquiry responses, public information activities, and providing media strategy
- Develop, produce, and disseminate city materials through a variety of media to educate and inform the public
- Provide 24-hour access to information about city activities, programs, and services
- Develop a mobile website to act in concert with the city's existing website

- Work with departments to enhance and upgrade departmental webpages
- Develop a citywide strategic approach to advertising and promotion of city initiatives, programs, and activities—including creative direction and placement

Ten Year Outlook

In the next 10 years, public relations and communications will continue to be a staple for the city to meet the need to 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. 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.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	City-initiated news leads	40	25	25
2	Responses to media inquires within 1 hour	95%	95%	95%
4	Public Information Campaigns	8	8	8
5	Visits to Colleyville.com	260,000	300,000	300,000
6	E-newsletter subscribers	1,300	2,000	2,200
7	Coverage in print, broadcast, online/associated media value	$130,000	$100,000	$90,000
8	Percentage of citizens surveyed satisfied with being kept informed about City business	84%	Biennial Measure	85%
9	Percentage of citizens surveyed satisfied with the City providing an adequate forum for public input	80%	Biennial Measure	80%

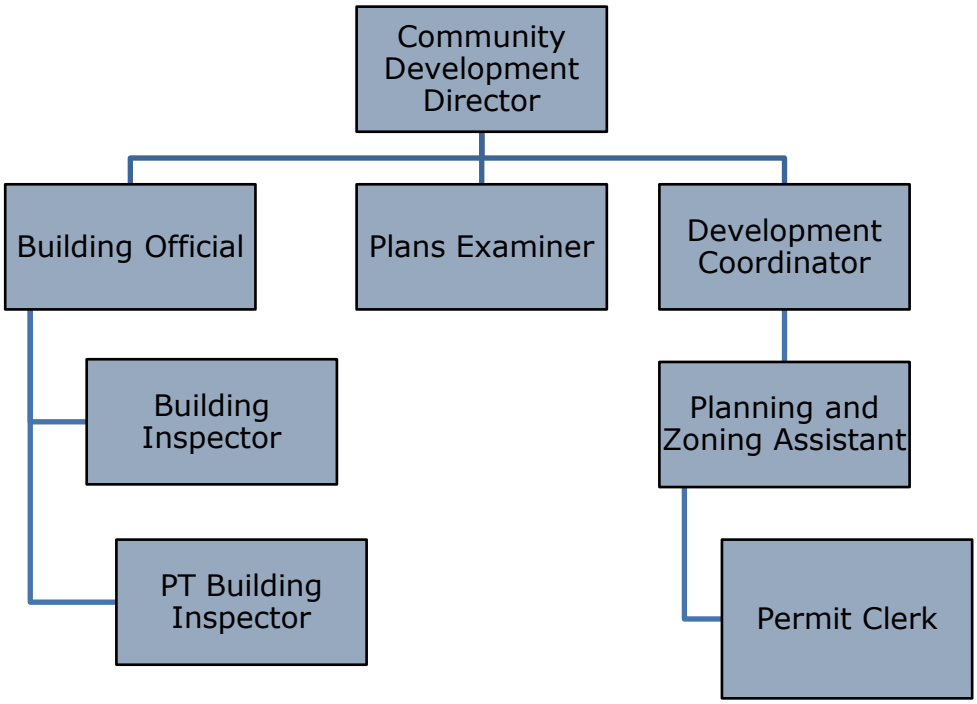
Community Development
Fiscal Year 2014 Business Plan

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 planning & zoning and building inspections. 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.

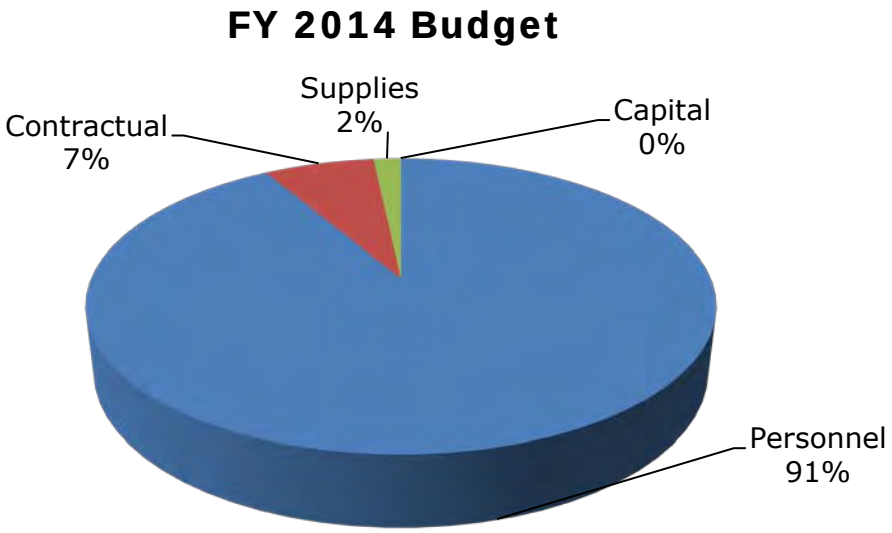
Org Chart



FY 2014 Budget Summary

Community Development

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$399,414	$454,727	$566,997
Contractual	$73,618	$80,580	$41,918
Supplies	$6,413	$10,374	$10,432
Capital	$200,000	$0	$0
Total	$679,445	$545,681	$619,347



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
Planning & Zoning FTEs	2	2	4
Building Inspections FTEs	3	3	3.5

*Development Coordinator position moved from Economic Development to Planning & Zoning budget in FY 2014.

Program: Planning & Zoning

The Planning & Zoning program strives to continue the exceptional and unique quality of the community's built environment and natural resources. Planning & Zoning responsibilities include administration of all zoning, platting and code variance cases; administration of the Land Development Code; long range and comprehensive planning; and maintenance of the City's Master Plan. The Planning and Zoning program's costs are 100% recovered through the collection of development fees for the Community Development Department.

Major Accomplishments – FY 2013

- Presented five zoning cases, which were approved, that will bring both commercial and residential development containing an approximate total value of 75 million dollars.
- Added new screening and fencing standards to the Land Development Code.
- Amended the sidewalk appeals process to allow Planning & Commission actions to be appealed to the City Council.
- Kicked-off Comprehensive Plan update

Major Initiatives – FY 2014

- Create a new Comprehensive Plan for the City
- Identify amendments to the Land Development Code as needed including new fence maintenance and construction standards and amendments to the City's subdivision regulations.
- Research other communities for best practices with regard to planning and codes
- Continually Identify process improvements based on internal and external feedback
- Reduce plan review time with new Plans Examiner position

Ten Year Outlook

- Complete Comprehensive Plan by 2015
- Perform updates to the Land Development Code as needed
- Prepare the City for buildout through consistent process and policy improvement in the department.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percent of online department survey respondents satisfied with overall service	New Measure	95%	= 100%
2	Percent of zoning case approvals consistent with Master Plan	New Measure	75%	= 100%
3	Percentage of citizens surveyed that feel it is necessary to make changes to the appearance of neighborhoods in order to improve citizen's satisfaction with Colleyville	71%	Biennial Measure	≤ 71%
4	Percentage of citizens surveyed satisfied with planning and zoning services	61%	Biennial Measure	≥ 61%
5	Percentage of citizens surveyed satisfied with government performance of effective zoning and land use regulations	68%	Biennial Measure	≥ 68%
6	Percentage of citizens surveyed satisfied with government performance of planning for the future needs of residents	60%	Biennial Measure	≥ 60%

Program: Building Inspections

Building Inspections staff ensures quality construction practices and techniques through the efficient enforcement of ordinances and codes that regulate building construction. Specific responsibilities include inspections of all structures, new and existing; review of all new building plans; formulating and amending building codes as necessary; ensuring compliance of city codes including zoning, environmental, health, sign, landscaping, tree preservation and building codes. Staff continually seeks to utilize technology in order to maximize service delivery and efficiency to the citizens of Colleyville and the development community. The Building Inspections program's costs are 100% recovered through the collection of development fees for the Community Development Department.

Major Accomplishments – FY 2013

- Continual process improvements in order to maximize efficiency

Major Initiatives – FY 2014

- Software upgrades to the permitting software allowing more departmental efficiency and effectiveness.
- Continue to review internal procedures and policies to ensure the maximum amount of efficiency is being utilized to ensure fiduciary responsibility to the citizens of Colleyville
- Continually update program standard operating procedures and review program processes to maximize service delivery
- Present the 2012 International Building Code to the City Council for adoption

Ten Year Outlook

- Continue to seek ways to improve departmental efficiency and effectiveness as the City reaches buildout through continual researching of potential outsourcing and regionalization of Building Inspections services.

Performance Measures

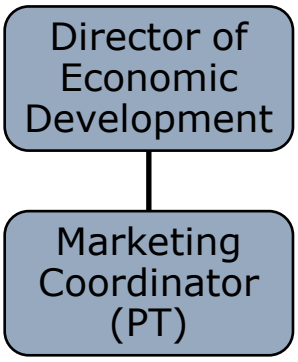
Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of residential plan reviews completed in five days or less	New Measure	40%	≥ 75%
2	Percentage of commercial plan reviews completed in ten days or less	New Measure	45%	≥ 75%
3	Percentage of inspections performed within 24 hours	93%	95%	≥ 95%
4	Percentage of citizens surveyed satisfied with building inspections services	91%	Biennial Measure	≥ 91%
5	Percentage of citizens concerned about houses in need of repair in their neighborhood	47%	Biennial Measure	≤ 47%

Economic Development
Fiscal Year 2014 Business Plan

Department Description

Economic Development serves the citizens, businesses and commercial property owners of Colleyville, as well as prospective new investors and developers. To best accomplish the City Council's objectives for Colleyville's economic future, Department functions encompass both economic development and marketing. The Economic Development Department serves to accomplish the strategic goal set by City Council- "Foster a more diversified tax base and attract wealth through the City's long-term commitment to Economic Development." More specifically, staff strives to boost the success of existing business for their retention and expansion, persuade and attract new enterprises and investment, and market Colleyville as a retail/restaurant, entertainment, and visitors' destination. Likewise, efforts include continuing to develop the City's daytime population and attracting corporate office employment that is consistent with Colleyville's political culture.

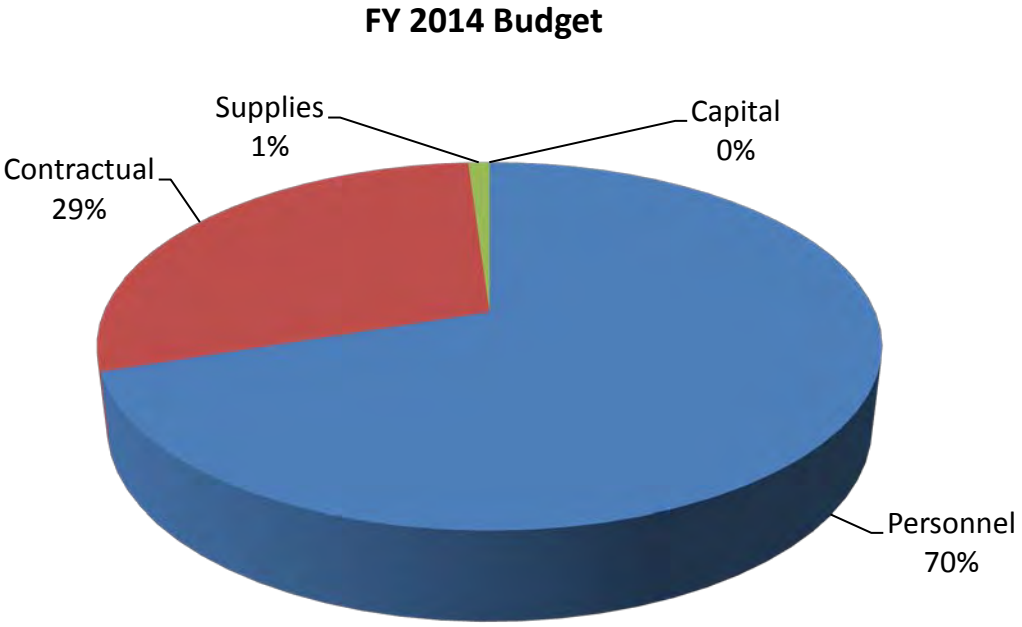
Org Chart



FY 2014 Budget Summary

Economic Development

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$211,939	$283,942	$207,346
Contractual	$80,955	$89,673	$86,353
Supplies	$990	$6,077	$3,100
Capital	$0	$0	$0
Total	$293,884	$379,692	$296,799



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	2.0	2.5	1.5*

*Development Coordinator moved to Community Development in FY 2014

Program: Economic Development

Economic Development works to retain existing Colleyville businesses, facilitate their profits and therefore stimulate their in-place growth and expansion—as well as help create and attract new businesses in targeted markets and along key commercial corridors. All of these efforts are pursued to stimulate related new investment in Colleyville's commercial tax base.

Major Accomplishments – FY 2013

- Opening of the Walmart Neighborhood Market at 4904 Colleyville Blvd—in the space formerly occupied by Kroger (in the Colleyville Plaza Shopping Center), backfilling 52,618 square feet of vacant space.

- Assemblage and purchase of Village Park by Centennial Real Estate of Dallas—and the coming improvements to the center to accommodate Whole Foods Market (scheduled to occupy the former Albertson's at 4909 Colleyville Blvd in mid-2014); associated negotiation and approval of $2.25 million in TIF Grants through a public/private partnership with Centennial.
- Completion and opening of the $12 million US Memory Care facility on the western edge of the City near Precinct Line and Lavaca Road.

- Completion and opening of Aviation Place, with the relocation of five aviation related businesses into Colleyville (including Jack Prewitt & Associates, Inc., a worldwide leader in corporate aircraft sales and acquisitions and Dallas Jet International).

- Completion of two other office buildings within the Village at Colleyville, leading to the relocations of Las Colinas-based insurance service provider Tailored Adjustment Services and VIP Mortgage/Chuck Weaver Mortgage.
- Opening of Tribeca Americana Bistro and Lounge, Citrus Bistro and The Londoner Pub & Grill to establish Colleyville as a true restaurant destination.

- Introduction and roll out of the Colleyville CloseBuy Ccard program to include 30+ member businesses, as well as the distribution of more than 3,500 Ccards.
- Design and implementation of the Colleyville CloseBuy Ccard mobile app for iPhone, Android, Windows and Blackberry.

Major Initiatives – FY 2014

- Work with site brokers representing Village Park and the properties across SH26/Colleyville Blvd to help Colleyville leverage the best and most attractive restaurant and retail tenants to cluster near Whole Foods Market.
- Grow and develop Colleyville Exchange (CVx) into the top meeting of its type (i.e. facilitating discussion between and among property owners, brokers, developers, bankers and investors) among Northeast Tarrant municipalities.
- Promote the success of the new Matching Grant and TIF Grant program through a publication which provides before and after pictures and specifies the Architectural Review Commission's criteria for consideration and selection, as applicable.
- Explore ways to fund Economic Development Department activities, including the possibility of selling apps through *Colleyville Close Buy*, creating a Municipal Development District (if found to be warranted through the Comprehensive Planning process), and planning for and eventually creating a Convention & Visitors Bureau (especially once the City realizes development of a hotel and the generation of hotel occupancy tax revenues).
- Explore establishment of a not-for-profit organization or development corporation to supplement Department activities, possibly helping fund new ventures and entrepreneur start-ups.
- Explore expansion of the City's new Architectural Review Commission into a pro bono Design/Redesign Studio, with regular design services provided for both existing and prospective new businesses and property owners.
- Continue to promote and distribute Colleyville's first Visitors Guide; compile data in preparation for a new Guide in mid-to-late FY 2014.
- Continue to promote and distribute the new Ccard associated with *Colleyville Close Buy*—and attract both new business participants and card holders/users. Further develop efforts to generate specials, sales and therefore sales tax revenues at five key dates or events during the year.
- Protect and preserve commercial development along Colleyville Boulevard in order to maximize the highest and best use of Colleyville's primary commercial corridor.

- Plan for and mitigate the economic impact of future Colleyville Boulevard reconstruction; seek opportunities to foster and expand commercial development in conjunction with the Colleyville Boulevard reconstruction.
- Work to attract and facilitate a hotel and begin collecting occupancy tax revenues.
- Continue to market Colleyville as a medical specialist, procedure and laboratory center—leveraging the coming new investments by Baylor/Emerus and First Choice.
- Encourage commercial development along Precinct Line Road.
- Mitigate retail leakage and capitalize on Colleyville's perceived market affluence to help attract retail and restaurants.
- Plan and convene a 5th Annual Business Appreciation event in order to recognize & celebrate Colleyville's business community.
- Establish a Colleyville Boulevard Corridor Core Design District (through efforts associated with the Comprehensive Plan) to help encourage an orderly assemblage and redevelopment of commercial properties, particularly between Hall-Johnson and Glade Roads and adopt and publish an associated set of design guidelines.
- Maintain, support and promote the SCORE Office in Colleyville (particularly by promotion and recruitment of new counselors).
- Continue fostering the cooperative C-STAR/R (Colleyville Services to Restaurants/Retailers) effort with SCORE, the Colleyville Area Chamber and Dallas Baptist University Hurst/Colleyville to jointly provide services to Colleyville retailers and restaurants.
- Expand participation in the Health Industry Council of DFW in order to establish new contacts with physicians, pharmaceutical companies and medical office space developers. Work to convince these representatives to locate in existing office space or build new medical office buildings in Colleyville.
- Continue engaging and working with Colleyville residents who are involved in commercial real estate brokerage, development, engineering and design in order to create a development insiders "Colleyville Exchange" for communication with individuals who wish to be economic development advocates and work on Colleyville's behalf.
- Work with property owners, their representatives and adjoining HOAs to master plan Colleyville's remaining large, undeveloped tracts of commercial property—especially along or near Colleyville Boulevard—and especially as a component or in association with the upcoming Comprehensive Planning exercise.

Ten Year Outlook

In spite of Colleyville's graying status (based on the 2010 Census, the City is now the 2nd oldest community in Tarrant County, with an average age of 42.3 years), the community is taking steps to foster a focused 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 visitor 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 began to stay here longer with the neighboring presence of The Londoner, Tribeca Americana Bistro & Lounge and similar restaurants. And 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.

Moreover, while the City was already approaching population numbers at the start of the decade that indicated Colleyville was moving 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.

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 parcels and Matching Grant or TIF Grant-stimulated improvements and redevelopment.

Likewise, Colleyville has successfully established a destination restaurant and specialized retail reputation which if maintained and nurtured will help continue to set the community apart—consistent with the preferences of its

residents, as reiterated in the 2012 Citizen Survey. Continued focus on what they desire, as well as promotion of the businesses that choose to locate and relocate here, can help generate longer-term development and redevelopment momentum.

And over time, Economic Development staff professionals have worked to foster and encourage 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* and the still relatively new Come to Colleyville effort), 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 boosted existing businesses—helping generate new and expanded City revenues, too.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Average percentage occupancy of retail and office spaces	88%/89%	90%/89%	≥ 88/89%
2	Number/value of commercial remodel/add-alter permits and fees	65/$11.7M	70/$9.5M	≥ 80/$10M
3	Citizen satisfaction rating for retaining existing businesses	45%	Biennial Measure	≥ 55%

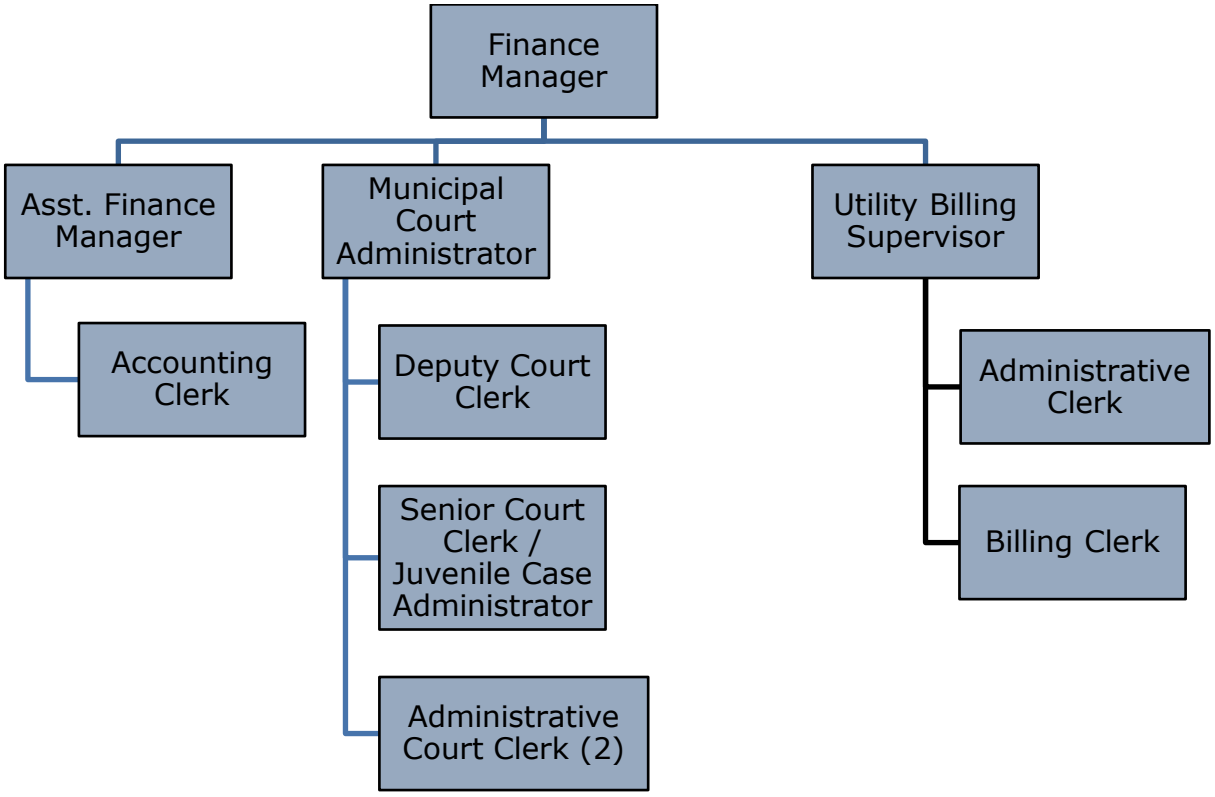
4	Citizen satisfaction rating for encouraging economic growth	41%	Biennial Measure	≥ 51%
5	Number/value new commercial building permit activity	8/$12.9M	7/$8M	≥ 10/$10M
6	Fees generated from commercial remodel/add-alter permits	$101,000	$100,000	≥ $150,000
7	Fees generated from new commercial building permits	$225,000	$165,000	≥ $250,000
8	Website (colleyvilleclosebuy.com) visitors per month	500	300	≥ 550
9	CloseBuy business exposures (includes internet search engine visits)	95,000	155,000	≥ 125,000
10	CloseBuy Business Directory queries	1,000	1,300	≥ 1,250

Finance
Fiscal Year 2014 Business Plan

Department Description

The Finance Department is responsible for two programs in the General Fund, Finance and Municipal Court. Finance staff collects, records, summarizes, and reports the results of all financial transactions of the City in a timely manner and in accordance with Generally Accepting Accounting Principles. Primary responsibilities include general ledger functions, payroll processing and payments, funding source maintenance, investment of city funds in accordance with the Public Funds Investment Act, ensuring timely payment of principal and interest on debt obligations, maintaining or improving the city's bond ratings, preparation and coordination of annual external financial audit, and preparation and issuance of the Comprehensive Annual Financial Report (CAFR). In addition, the Finance Department oversees the municipal court that serves the cities of Colleyville and Keller.

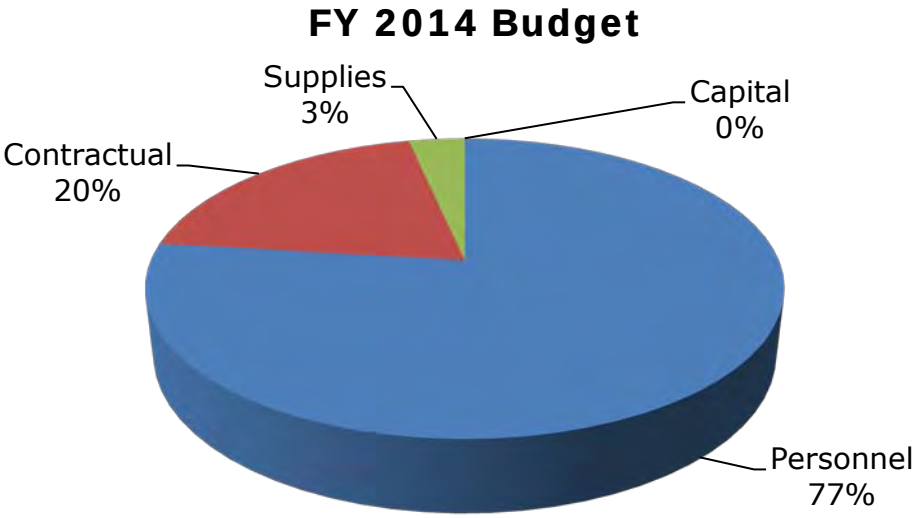
Org Chart



FY 2014 Budget Summary

Finance (General Fund)

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$496,344	$615,404	$608,196
Contractual	$169,640	$200,941	$155,927
Supplies	$13,911	$30,356	$26,870
Capital	$0	$0	$0
Total	$679,895	$846,701	$790,993



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
Finance (General Fund)	3	3	3
Utility Billing (Utility Fund)	3	3	3
Municipal Court (General Fund)	3	5*	5*
Total Finance FTEs	9	11	11

*Includes one FTE funded out of the Juvenile Case Manager Fund

Program: Finance

Finances provides accurate and reliable reporting of all financial transactions in conformity with generally accepted accounting principles and delivers sustainable government by capitalizing on technology to enhance financial reporting to internal and external customers. Finance provides prudent financial management of resources, revenues, and expenditures to the City of Colleyville and will provide all City departments and other users with accurate and timely information.

Major Accomplishments – FY 2013

- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- Received the Government Finance Officers Association's (GFOA) Distinguished Budget award
- Continued to maintain AAA bond ratings on General obligation bonds
- Received Leadership Circle Award from Texas Comptroller of Public Accounts for increased transparency in financial reporting
- Provided financial information to Mayor and City Council each month
- Issued employee W-2 statements by January 31 and filed federal mandated reports electronically
- Implemented general ledger, accounts payable and purchasing modules of new financial software
- Implemented Tyler Cashiering Cash Receipts module
- Built an import file to automate court cash receipts from Incode software into new financial software

Major Initiatives – FY 2014

- Continue to receive the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- Continue to receive the Government Finance Officers Association's (GFOA) Distinguished Budget award
- Continue to maintain AAA bond ratings on General obligation bonds
- Continue to receive Leadership Circle Award from Texas Comptroller of Public Accounts for increased transparency in financial reporting
- Prepare monthly financial reports to council within 7 days of accounting period close
- Complete implementation of (MUNIS) financial suite software including payroll and utility billing
- Process payroll checks on time with 100% accuracy

- Issue employee W-2 statements by January 31
- Develop an accounting policies and procedures manual
- Continue to evaluate internal controls for improvements in efficiency and procedures
- Receive an unqualified audit opinion
- To reduce processing costs and increase operational efficiencies by offering Electronic Funds Transfer (EFT) payments to accounts payable vendors

Ten Year Outlook

The recent purchase 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 recently purchased software includes the new financial suite with integrated modules including payroll, purchasing and utility billing.

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 lets taxpayers drill down for more information.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percent of ACH payments to total accounts payable	New Measure	New Measure	≥ 1%
2	Percent of requisitions converted to purchase orders in < 3 days	100%	99%	≥ 97%
3	Percent of payroll checks on time without error	99.9%	99.9%	= 100%
4	Number of audit adjustments in period 13 closing	.03%	.05%	≤ .01%
5	Monthly Bank Reconciliations completed by 25th of month	New Measure	New Measure	≥ 50%

Program: Municipal Court

The Municipal Court provides the Cities of Colleyville and Keller with enforcement of Class C misdemeanor criminal laws and ordinance violations. The Municipal Court maintains all citations and paperwork related to citations, assists the Municipal Court Judge, completes reports on convictions, revenues received, and informs defendants of their legal options under State law in order to enhance safe neighborhoods and deliver sustainable government to the citizens of Colleyville and Keller.

Major Accomplishments – FY 2013

- Transitioned and merged the City of Keller Municipal Court with Colleyville Municipal Court
- Implemented Incode, the cities new court software and conducted training for all staff
- Conducted all transactions with citizens in a professional manner with constant concern for quality customer service
- Enhanced the web payment process for the citizens of Colleyville and Keller to allow additional credit card options
- Implemented a new warrant payment action plan
- Enhanced security in the Justice Center lobby, front entrance and court room by installing 13 new security cameras
- Installed and implemented Omnibase program for Keller warrants

Major Initiatives – FY 2014

- Continue necessary work for a successful merge and transition of the Colleyville/Keller court systems to the Regional Court
- Conduct analysis for purchase of an automated phone call out system to advise citizens of outstanding warrants and court dates
- Implement a part time bailiff position to assist with security in and around the court room
- Begin utilizing Laserfiche document imaging software for paperless environment

Ten Year Outlook

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. Future studies could prove additional

cities may benefit by joining with the City of Colleyville as well. A priority of the Municipal Court is to utilize Laserfiche for document storage and allow a more paperless or paper-lite environment. Incode offers electronic reporting to comply with all State reporting and conviction reports. The more the court staff utilizes the automated processes in the new software, the more those efficiencies can be passed on to the citizens of Colleyville and Keller.

Performance Measures

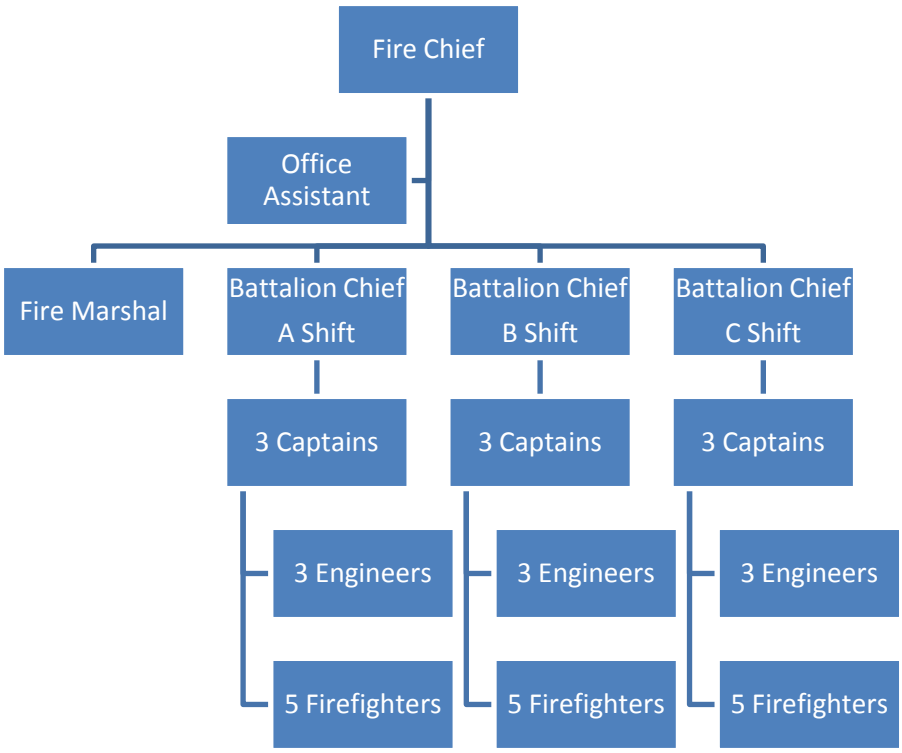
Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage warrants issued within 8 day period after due date or court date	New Measure	New Measure	≥ 97%
2	Teen Court referrals vs. work sight location	New Measure	New Measure	80%
3	Number of bench trials vs. jury trials set	New Measure	New Measure	60/40
4	Citizen satisfaction rating with Municipal Court Services	78%	Biennial Measure	≥ 95%
5	Number of citations filed per FTE	4,000	3,800	≤ 4,250

Fire
Fiscal Year 2014 Business Plan

Department Description

The Colleyville Fire Department (CFD) is a full service fire and EMS organization that constantly strives to provide the most effective and efficient customer service possible in the areas of fire suppression, fire prevention, emergency medical services, emergency management, and other related emergency response activities. The mission of the Colleyville Fire Department is to provide Colleyville citizens and visitors with the highest level of professional service through rapid response, protection, prevention, education, and compassion. It is the vision of the Colleyville Fire Department to be a well-trained, well-equipped, properly staffed emergency services organization that is seen as an example of outstanding customer service and fiscal responsibility across the region. Personnel will exhibit our internal values of family, professionalism, and sacrifice in all that they do for our citizens as they strive to meet the needs of all who seek our assistance.

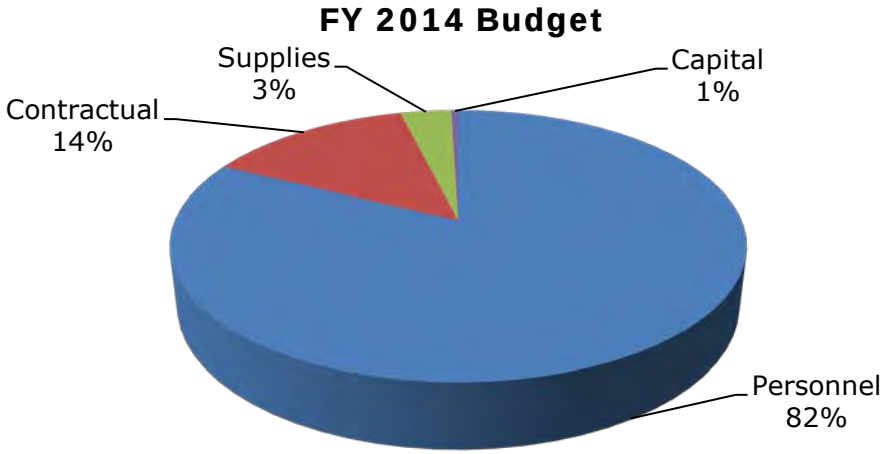
Org Chart



FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$3,083,072	$3,215,315	$3,506,227
Contractual	$680,654	$751,459	$587,262
Supplies	$109,407	$126,514	$145,731
Capital	$159,871	$20,000	$20,004
Total	$4,033,004	$4,113,288,	$4,259,224



Capital Expenditure Summary

SCBA Bottle Replacement	$ 4,809
SCBA Masks	12,600
Epic Communicator (voice amplifier for SCBA)	2,595
TOTAL	$20,004

Personnel Summary

	FY 2012	FY 2013	FY 2014
Fire Admin	2	2	2
Fire Operations	27	27	30
EMS Operations	6	6	6
Fire Prev./Invest.	1	1	1
TOTAL FTEs	36	36	39

Program: Fire Administration

Fire Administration is responsible for the overall planning, development, and implementation of all fire department services, as well as the day to day administrative duties necessary to handle items such as payroll, accounts payable, filing, open records requests, and providing service to walk in and phone customers. Fire Administration is also responsible for the maintenance of a comprehensive all-hazards emergency management program for the City, which includes: mitigation of hazards to reduce their impact; preparedness activities such as planning, training and exercises; response coordination, provisions and EOC operations and; recovery programs and assistance.

Major Accomplishments – FY 2013

- Designated Emergency Management Coordinator (EMC) – Captain Phillips
- Appointment of Fire Chief Brian Riley
- Implemented use of Munis budget and financial system

Major Initiatives – FY 2014

- Increase Fire Department staffing in October 2013 with the addition of three firefighters/paramedics
- Continue development of a Citizen Corps program recruiting members of the Colleyville Police and Fire citizen academies
- Develop a comprehensive Mitigation Action Plan for Colleyville in conjunction with the North Central Texas Council of Governments
- Continue to research and identify grant funding opportunities for public safety and emergency management
- Continue to analyze and evaluate all department programs for efficiency and effectiveness of service delivery against community needs
- Continue to deliver and enhance community outreach programs such as Citizen Fire Academy, Kid's Camp, school fire prevention programs, and fire prevention clowns
- Staff evaluation of appropriate technology and process enhancements for maintaining and/or increasing neighborhood safety
- Continue to identify methods for improved efficiency in fire department operations
- Continue to evaluate future service delivery needs measured against existing service capabilities
- Implement paperwork reduction strategies through electronic data storage that are in compliance with all state records retention policies

- Schedule all public relations events within daily firefighter schedule
- Continue public outreach related to severe weather awareness and emergency preparedness
- Continue to enhance and encourage citywide preparedness and awareness of all types of emergencies with emphasis on weather related circumstances

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of citizens surveyed satisfied with Fire Department services	97%	Biennial Measure	95%
2	Total number of volunteer hours from CFAAA and Rehab Team	N/A	900 hours	1,000

Program: Fire Operations

Fire Operations is responsible for fire suppression, rescue, emergency medical response, and hazard mitigation throughout the City of Colleyville.

Major Accomplishments – FY 2013

- Received delivery of command vehicle
- Completed Texas Commission on Fire Protection continuing education requirements
- Completed Texas Department of State Health Services Paramedic continuing education requirements
- Committed to NEFDA capital equipment replacement fund
- Entered into contract with Hoyt Breathing Air Products for maintenance of SCBA equipment
- Entered into contract with Farrwest Environmental Inc. for maintenance of Atmospheric Gas Detectors Equipment
- DFW Airport Chiefs meeting- attended keynote presentation by Denis Onieal, Ed. D. Superintendent National Fire Academy, U.S. Fire Administration
- Conducted open house for citizens of Colleyville, with approximately 400 in attendance, on May 4, 2013
- Completed Citizens Fire Academy class number 7 – February 21 thru May 2, 2013

- Completed 2 sessions of Kids Camp 2013 with a total of 60 youth in attendance
- Put in place a new radio communications system along with the other NETCO agencies.
- Totally replaced our fleet of radios converting from legacy model Motorola radios to an entirely new line of radios making us compliant with new, future, and proposed federal regulations

Major Initiatives – FY 2014

- Continue current employee training program which focuses on the areas of fire training, EMS training, map familiarity, EMS skills proficiency, and officer development
- Encourage continued participation in programs such as Colleyville College and North Texas Management Academy (NTMA) Supervisor training
- Continue fire inspection and hydrant maintenance programs
- Maintain mandatory physical fitness program and annual fitness testing of all operations firefighters
- Continuously improve fire suppression, life safety education, and emergency medical service through proper staffing, operational changes, and fire apparatus and equipment advancements

Ten Year Outlook

- Replace fire engine 242 in 2016
- Hire 3 additional personnel in October 2014 to meet authorized staffing of 42 in FY 2015
- Maintain compliance with
    - Texas Commission on Fire Protection
    - Texas Department of State Health Services
    - Texas Division of Emergency Management
- Request an ISO fire protection rating survey 2017

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number hours of training per employee	205	200	=200
2	Fire response times under six minutes (call dispatch to arrival)	83%	85%	≥ 85%
3	Percentage of structure fires contained to the room of origin	100%	100%	= 100%

Program: EMS Operations

EMS Operations is responsible for provision of emergency medical care to sick and/or injured persons in our community and their transport to the hospital by ambulance.

Major Accomplishments – FY 2013

- Delivery of new MICU
- Purchased new Physio-Control LifePak 15
- Purchased new Physio-Control Lucas 2 Chest Compression System (CPR aid)

Major Initiatives – FY 2014

- To continuously improve fire suppression, life safety education, and emergency medical service through proper staffing, operational changes, and fire apparatus and equipment advancements
- Continue current employee training program which focuses on the areas of fire training, EMS training, map familiarity, EMS skills proficiency, and officer development
- Encourage continued participation in programs such as Colleyville College and NTMA Supervisor training
- Maintain mandatory physical fitness program and annual fitness testing of all operations firefighters

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Ambulance billing revenue	$322,000	$325,000	≥ $325,000
2	Ambulance response in under six minutes (call dispatch to arrival)	83%	85%	≥ 85%
3	Average total call time for ambulance transports	70 min	65 min	≤ 65 min
4	Percentage of citizens surveyed satisfied with ambulance service	91%	Biennial Measure	95%
5	Percentage of billed services recovered	30%	30%	≥ 30%

Program: Fire Prevention/Investigation

Fire Prevention/Investigation is responsible for all fire alarm and fire sprinkler plan reviews and inspections, fire investigations, and coordination and delivery of fire safety education programs.

Major Accomplishments – FY 2013

- Obtained a grant to fund a fire department inflatable mascot
- Continue to expand the educational impact of the fire clown program
- Decreased fire loss for the second consecutive year
- Continued to investigate every fire with the expanded capability of shift based investigators

Major Initiatives – FY 2014

- Provide a fire prevention system designed to minimize loss of life and property damage through effective enforcement of adopted fire codes and delivery of cutting edge prevention programs
- Regularly evaluate fire cause trends in the community and balance prevention efforts to reduce identified trends
- Continue to evaluate and review plans for all new and existing buildings to ensure strict adherence to adopted fire and life safety codes
- Continue fire prevention public outreach through the Fire Safety Clown Program, Kid's Camp, fire extinguisher trainer, and Red the inflatable firefighter mascot
- Continue Citizen Fire Academy and encourage graduates to participate in the Alumni association and Rehab Team
- Continue to investigate all fires to determine cause and origin
- Work with Community Development staff to update all current codes to the 2012 version

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of plans reviewed within 48 hours	97%	98%	≥ 98%

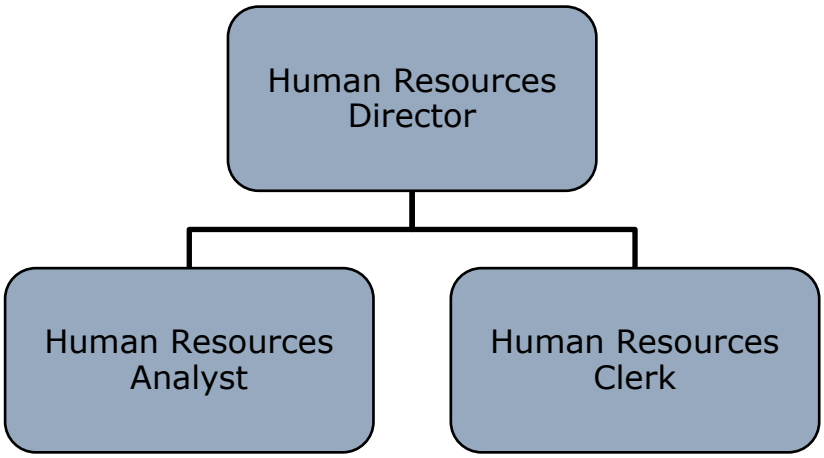
2	Percentage of fire investigations cleared within 30 days	100%	100%	= 100%
3	Percentage of inspections performed within 48 hours of request	97%	99%	≥ 99%

Human Resources
Fiscal Year 2014 Business Plan

Department Description

This program 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 program 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.

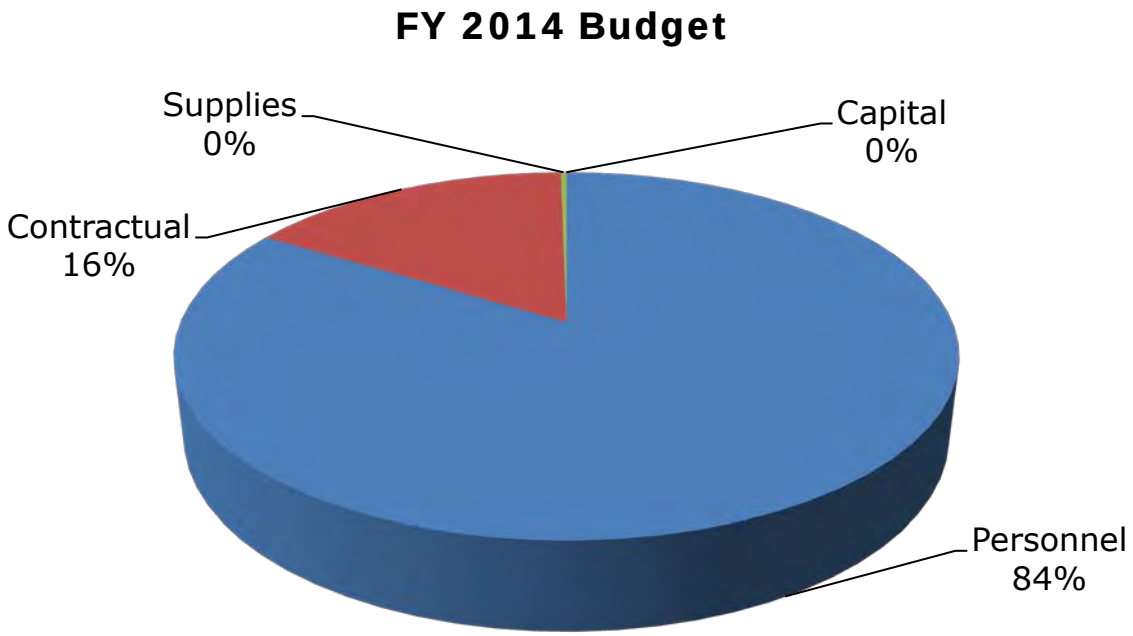
Org Chart



FY 2014 Budget Summary

Human Resources

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$210,469	$218,524	$226,388
Contractual	$11,181	$18,061	$43,315
Supplies	$524	$925	$763
Capital	$0	$0	$0
Total	$222,174	$237,510	$270,466



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	3	3	3

Program: Human Resources

Major Accomplishments – FY 2013

- Favorable health insurance renewal resulting in budgetary savings which supports delivering sustainable government.
- Comprehensive review and update of the City's Personnel Policies and Procedures Manual to align all policies with current organization standards and employment laws. This serves as a roadmap for employee conduct standards and emphasizes the expectation of employee integrity and service.
- Comprehensive review and update of job classification and compensation system to provide flexibility in cross-training and changing job assignments while effectively motivating and rewarding employee job performance which supports delivering sustainable government.
- Comprehensive review and update of performance management system to recognize and hold employees accountable for job performance to optimize service to the community which supports delivering sustainable government.

Major Initiatives – FY 2014

- Implement financial and human resources management technology which will link financial, human resources, payroll, and budgetary functions and increase the efficiency of both the Finance and Human Resources Departments.
- Develop documented standard operating procedures for human resource processes and procedures.
- Develop employees for current and future supervisory and executive-level positions.
- Train supervisors in effective performance management, compliance standards and supervisory skills.
- Train employees in new policies and procedures manual.

Ten Year Outlook

Over the next 10 years, the Human Resources Department will be affected by several changes and challenges that will affect how the city conducts business. 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 FY22. A strategic approach to transfer and retain employees' know-how and best practices is critical.

Federal health care reform will affect the city's health and prescription drug plans that it offers to its employees. The administration of and the cost of health care benefits with the introduction of the Patient Protection and Affordable Care Act (PPACA) will have a long-term impact on the organization. The changes due to the reform have a direct impact on the city's health benefit decisions as well as new benefit options emerging in the marketplace and how they fit into the city's business strategy.

With the implementation of financial and human resources management software, new technology will affect how Human Resources conducts business, and also how employees and job applicants access information. It will provide efficiencies to the department and will also allow supervisors, employees and applicants to be more self-sufficient through self-service components. In addition, the 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.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage turnover (per fiscal year)	12%	18%	≤ 10%
2	Percentage of annual performance evaluations completed on time	36%	25%	≥ 90%
3	Percentage of employees who are satisfied with the level of customer service provided by HR	Biennial Measure	94%	≥85%
4	Percent of employees who participate in wellness program	80%	78%	≥ 80%
5	Workers' compensation experience modification factor (actual losses compared to expected losses)	New measure	0.48	≤ 0.85
6	Medical and pharmacy loss ratio (paid claims divided by premiums)	New Measure	65%	≤ 85%

Performance Comparison

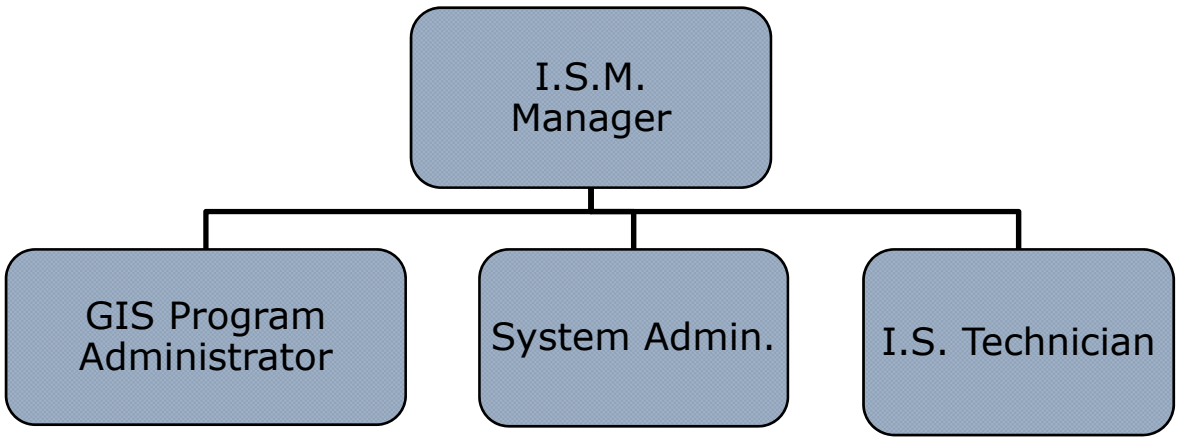
The city's wellness program created through the Employee Benefits/Wellness Committee has been overwhelmingly successful since its implementation in fiscal year 2010. Health insurance premiums have decreased in fiscal year 2012 and in fiscal year 2013 largely due to city employees and spouses becoming better consumers of healthcare. Health insurance premiums paid by employees are based on tiers earned through wellness activities and biometric screening measurements. Tier I provides the highest city subsidy and Tier IV provides the least city subsidy. Participation in the wellness program in FY 2013 included 78% of employees and 83% of spouses. When compared to the city's seven 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.

Information Systems Management
Fiscal Year 2014 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 effective strategic and tactical planning in the use of technology. Department staff works to enrich the quality of service to our residents by providing the highest quality technology-based applications, while helping the city departments to deploy effective technology strategies in order to enhance public safety and deliver sustainable government.

Org Chart

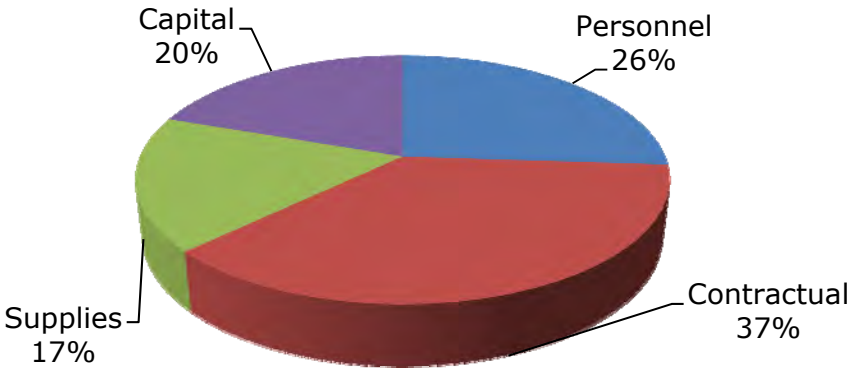


FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel*	$204,427	$312,124	$277,441
Contractual	$141,617	$169,795	$392,039
Supplies	$27,187	$41,406	$186,325
Capital	$359,705	$234,600	$209,400
Total	$732,936	$757,925	$1,065,205

FY 2014 Budget



Capital Expenditure Summary

City Hall A/V Upgrade Phase II	$174,000
Additional Security Cameras- Senior Center and City Hall	35,400
Total	$209,400

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	3	4	4

*A portion of the GIS Program Administrator personnel costs are charged to the Utility Fund and Drainage Fund.

Program: Information Systems Management

This program is responsible for providing a customer-focused environment that integrates people, processes, and technologies in order to create more efficient and effective city services and programs.

Major Accomplishments – FY 2013

- Laserfiche Upgrade for integration to the Munis Financial Suite
- Addition of two hosts for virtual network
- ADT integration at Justice Center
- Phase 1 of City Hall AV Upgrade
- Replacement of Police Department Camera system
- Add additional GPS units for survey
- Add Voice Gateway Routers Buildings
- Justice Emergency Operations Center/Police Department AV replacement
- Implementation of the ISM Governance Committee

Major Initiatives – FY 2014

- Replace city wireless infrastructure
- Laserfiche Integration Project (CRW/Police Department software)
- Digitize documents to Laserfiche
- Phase 2 of City Hall AV Upgrade
- Colleyville Center (AV Wireless Audio Enhancement)
- Phase 3 Server Virtualization PD
- Decommission FS2 (data center)
- Desktop virtualization
- Off-site data center build (Colleyville/Keller)
- City Hall data center redundant AC unit
- Police Department data center redundant AC unit
- Camera replacement and installation of additional cameras (Library/City Hall/Public Works/Senior Center)

Ten 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 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 technology department will increase considerably. The I.S.M. department expects to create one more infrastructure position in 2013 and possibly add an application specialist in the future.

The I.S.M. department will need to focus on the following over the next ten years:

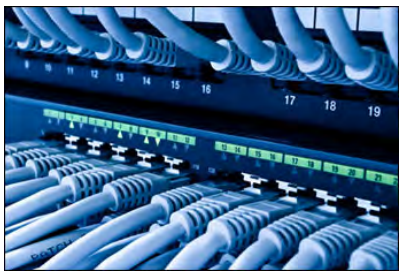
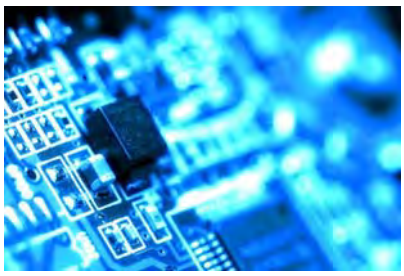
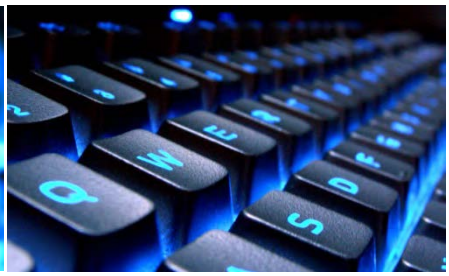
- Centralization of all data center equipment, network communications, and data backup services in order to lower electrical usage, eliminate the need for added equipment locations, and to centralize growing administrative oversight.

- 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 the employees. The mobile employee will 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.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	% of IT work plan projects completed on time	80%	100%	= 100%
2	% of Data Backup success	95%	91%	= 100%
3	% of network data and telecommunications uptime	99.99%	99.99%	≥ 99.99%
4	% of broadcast uptime	99.99%	99.99%	≥ 99.99%
5	% of work orders completed on time	80%	95%	≥ 95%
6	Total number of equipment maintained by department	430	417	417

Program: Graphical Information Systems (GIS)

This program combines technology and people to analyze, record, and produce information into a geospatial format that provides critical thinkers, utility operators, planners, emergency responders, financial managers, and administrators the ability to better identify trends associated with data prior to making crucial decisions for current projects or long-term planning initiatives.

Major Accomplishments – FY 2013

- Replace GIS Plotter
- Upgrade to an enterprise server
- Initiate web service platform for internal customers
- Introduced SDE and integrated MS SQL Server to the GIS platform
- Deployed ITNEXUS for the city departmental analysis

- Integrated Geodocs to the GIS Platform

Major Initiatives – FY 2014

- Replace GIS license with enterprise license
- Provide products, services, and tools that are relevant mobile use
- Provide tools, and data that will be an integral decision making instrument for City Council and management in all departments
- Improve and increase custom web services in order to help internal and external customers with their processes and business planning
- Increase end-user education and capability by implementing a continual training schedule

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	% of product requests completed on time	90%	85%	≥ 85%
2	% of addresses and/or plat issues responded to within 24 hours	96%	90%	≥ 90%

Legal
Fiscal Year 2014 Business Plan

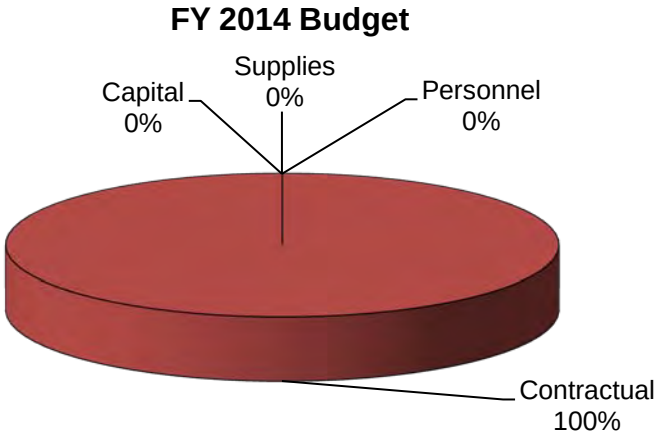
Department Description

City legal services are provided on a contract basis.

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$0	$0	$0
Contractual	$145,905	$130,460	$130,460
Supplies	$0	$0	$0
Capital	$0	$0	$0
Total	$145,905	$130,460	$130,460



Capital Expenditure Summary

No capital expenditures

Personnel Summary

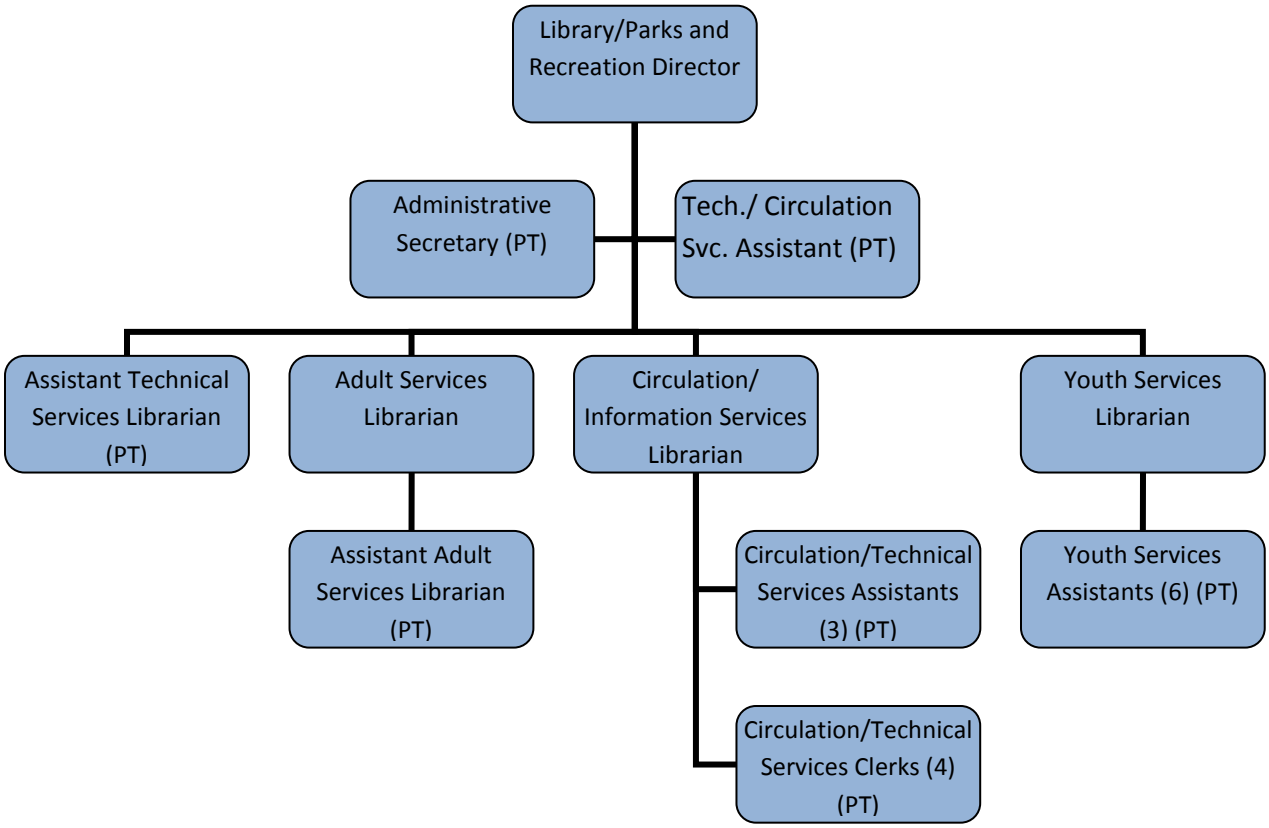
	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

Library
Fiscal Year 2014 Business Plan

Department Description

The Colleyville Public Library serves the cultural, educational, intellectual and recreational needs of Colleyville residents of all ages. The Library works to ensure that all residents in Colleyville will have access in a timely manner to current, high-demand, popular materials in a variety of formats, anytime, anywhere, to fulfill their desire for enjoyable recreational experiences. In addition, the Library provides Colleyville residents of all ages with a resource center that provides programs and materials that address desires for self-directed personal growth and development opportunities. Staff also provides access to general information on a broad range of topics to meet citizens' needs for various types of information. Finally, the Library provides Colleyville residents of all ages access to state-of-the-art technology resources and instruction to develop skills needed to effectively navigate the current information world.

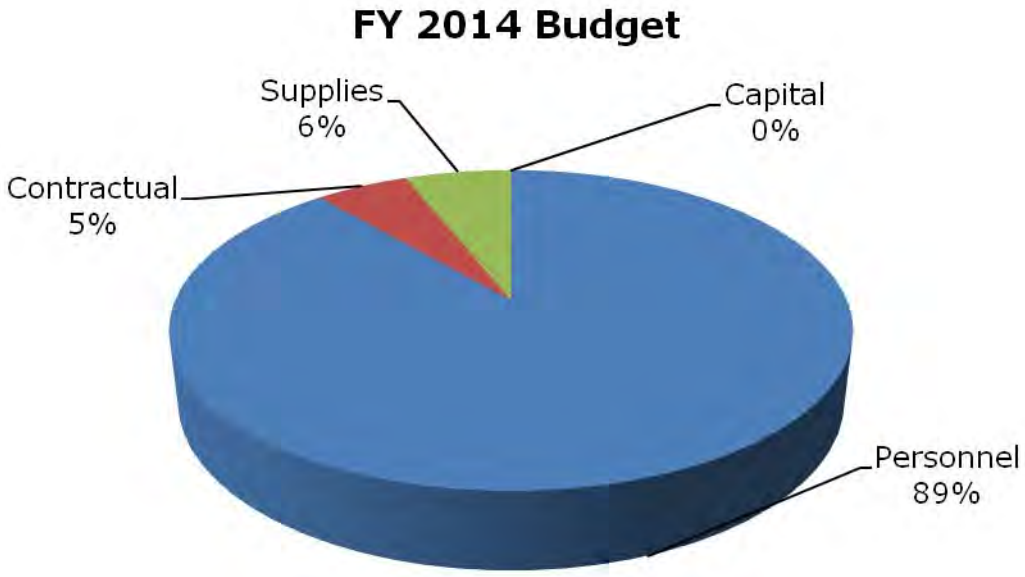
Org Chart



FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$516,947	$548,777	$598,051
Contractual	$108,080	$120,695	$35,455
Supplies	$33,905	$18,062	$40,555
Capital	$67,083	$30,000	$0
Total	$726,015	$717,534	$674,061



Capital Expenditures

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	11.5*	12*	12.5*

*includes 2.0 FTEs funded in the CEDC

Program: Library

The Colleyville Public Library serves the cultural, educational, intellectual and recreational needs of Colleyville residents of all ages. 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 from home. 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. In addition, the Library provides in-person, telephone, and e-mail reference service; Interlibrary Loan service; a variety of children's and adult programs; public internet computer stations; wireless internet throughout the library; children's early literacy computer stations with educational software; photocopier/fax services; and meeting rooms. The Library is open for service forty-eight (48) hours per week.

Major Accomplishments – FY 2013

- Completed final phase of the First Floor Reorganization Project – 4,000 sq ft of space, which included: redesigning an existing quiet reading area for adults; and reconfiguring and relocating patron online catalog stations to maximize utilization of existing space
- Launched a new digital magazine service for patrons – Zinio. The service provides Library cardholders access to more than 60 popular magazine titles, which can be downloaded for free to computers or mobile devices.
- Planned and produced two special events to commemorate the Library's tenth year of service to the community.

Major Initiatives – FY 2014

- Implement a timeline to review and revise the Library's existing policies and procedures to reflect changes in service operations due to technology upgrades, and the Second Floor Expansion and First Floor Reorganization project.
- Develop a new comprehensive three - five year strategic plan for the library that includes a community needs analysis, and defines current use and future demand for library services.
- Conduct an evaluation of the Library's current "customer experience", and target ways that the Library can transform that "customer experience" to become an even more customer-centered library; a destination library with an enjoyable, friendly, and fun environment.

- Develop and enhance programs for children and adults that will establish the Library as the community's cultural center while seeking community partnering programs with local and regional cultural groups.
- Develop, expand and promote leisure and educational opportunities that enhance the quality of life for the citizens.

Ten 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.
The key trends that are affecting the development of the next generation library include:

Trend #1 – Communication systems are continually changing the way people access information.

Trend #2 – All technology ends. All technologies commonly used today will be replaced by something new.

Trend #3 – We haven't yet reached the ultimate small particle for storage.

Trend #4 – Search technology will become increasingly more complicated.

Trend #5 – Time compression is changing the lifestyle of library patrons.

Trend #6 – Over time we will be transitioning to a verbal society.

Trend #7 – The demand for global information is growing exponentially.

Trend #8 – The stage is being set for a new era of Global Systems.

Trend #9 – We are transitioning from a product-based economy to an experience based economy.

Trend #10 – Libraries will transition from a center of information to a center of culture.

Over the next ten 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 key factors for strategic planning for our library include: funding for fast-changing technology; funding for highly trained staff to keep abreast of new technology; and ongoing vigilance of what matters most in our community and providing library services that meet those needs.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Library card registrations: percentage of Colleyville households with at least one active library card holder	55%	55%	≥ 55%
2	Document Delivery: percent of library materials requests filled within 30 days	83%	86%	≥ 80%
3	Title, Author, Subject and Browser's Fill Rate: percent of library patrons who come to the library looking for items find them	82%	79%	≥ 80%
4	Circulation of library materials collection	244,613	252,000	≥ 254,471
5	Library materials collection size	65,740	69,200	≥ 68,389
6	Children's program attendance	17,145	20,000	≥ 17,836
7	Adult and teen program attendance	809	840	≥ 842
8	Children's summer reading program participation	1,054	1,152	≥ 1,096
9	Adult and teen summer reading program participation	106	109	≥ 110

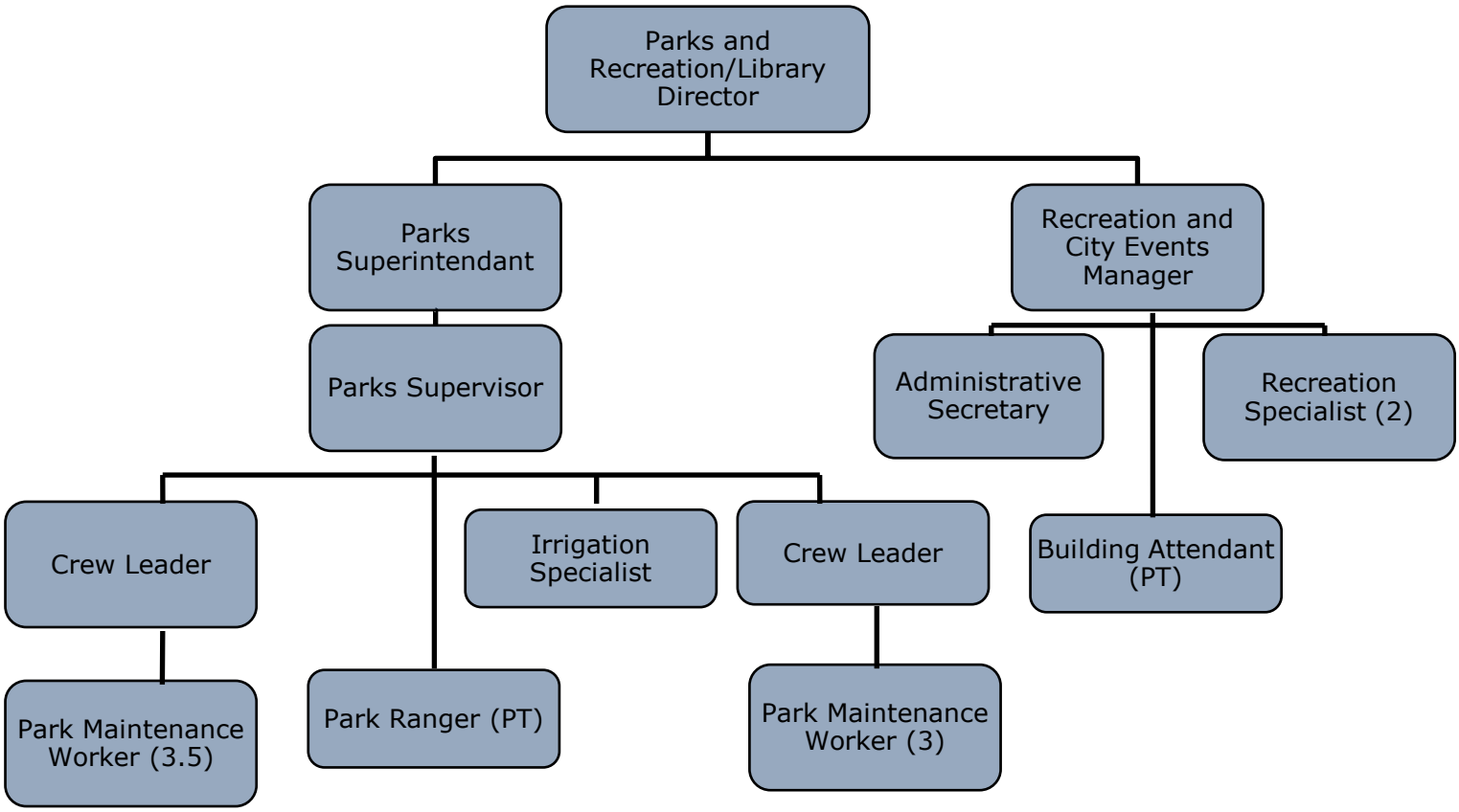
10	Library patron visits	104,268	117,500	≥ 108,470
11	Reference Completion Rate	39,799	38,000	≥ 40,000
12	Percentage of citizens satisfied with Library Services	98%	Biennial Measure	=100%

Parks and Recreation
Fiscal Year 2014 Business Plan

Department Description

Parks and Recreation manages and maintains over 292 acres of open space, including thirteen parks and six facilities. Parks and Recreation manages pavilion and facility rentals, plans special events and programs throughout the year promoting a sense of community and civic pride to residents. Parks and Recreation consists of Park Maintenance, Athletic Field Maintenance, Recreation, and Senior Center programs. The mission of Parks and Recreation is to create opportunities where people can escape and enjoy an enriching environment.

Org Chart

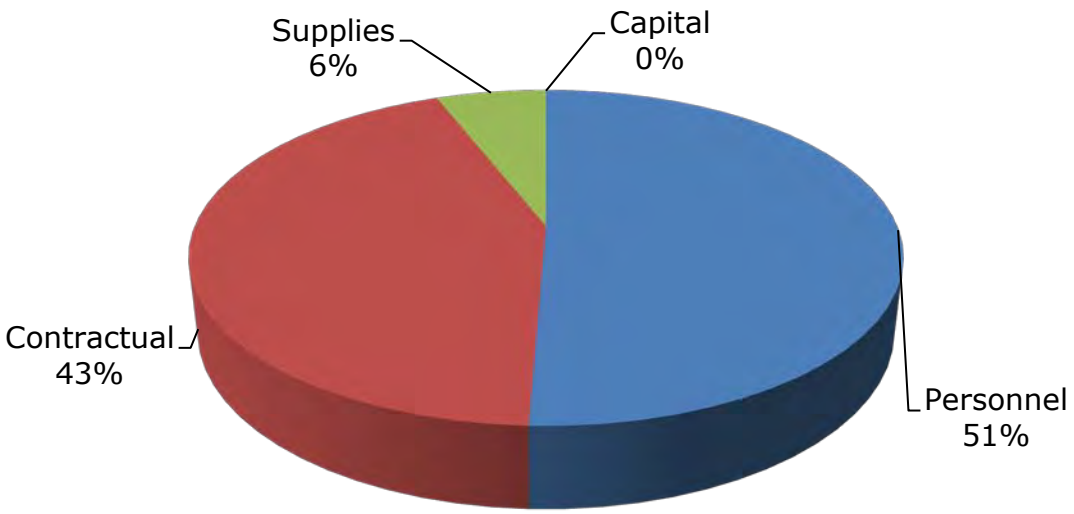


FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$838,007	$813,173	$831,986
Contractual	$740,245	$835,727	$713,107
Supplies	$88,211	$99,821	$97,807
Capital	$4,621	$0	$0
Total	$1,671,084	$1,748,721	$1,642,900

FY 2014 Budget



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
Recreation FTEs	4.75*	3.75*	3.75*
Parks FTEs	12	12	12

*One FTE funded by the CEDC

Program: Senior Center

The Senior Center encourages individuals and groups to connect with one another to create a diverse and fun environment by providing a wide variety of health, wellness, enrichment, technology, education, special events and travel opportunities. The Colleyville Senior Center continues to seek new and innovative ways to help serve the community.

Major Accomplishments – FY 2013

- The Senior Center's annual AARP Tax Help had their largest numbers with 177 patrons getting assistance with their taxes.
- The Rebranding of the Senior Center Study.
- The Senior Center implemented new programs and trips to enhance activities and programming for seniors.
- Created the new Library and Recreation brochure beginning summer 2013.

Major Initiatives – FY 2014

- Coordinate the development of Senior Center Open Space Master Plan Phase II
- Implementation of the results of the Rebranding of the Senior Center study
- Encourage healthy and active lifestyles
- Foster strong relationships with senior service agencies
- Provide volunteer opportunities
- Implement opportunities for healthy lifestyles through health and wellness, technology and enrichment classes, education and travel opportunities
- Facilitate opportunities with all other City programs that support the 50 plus population such as the Library, Fire and Police Departments
- Maintain the Senior Center web page in accordance with the Senior Experience newsletter
- Provide programs that support intergenerational recreation opportunities, Metroport Meals on Wheels, Colleyville Heritage High School and other key partners
- Maintain sponsorship and donations through area businesses, civic groups, and individuals

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of participants	1,500	1,500	≥ 1,500
2	Number of classes/programs offered	120	120	≥ 120
3	Percentage of seniors satisfied with the programs at the Senior Center	85%	Biennial Measure	≥ 90%
4	Percentage of resident membership visits	55%	60%	≥ 60%
5	Average membership visits per month	500	500	≥ 500
6	Number of Metroport Meals On Wheels participants	1,800	1,800	≥ 1,800
7	Percentage of Residents participating in Metroport Meals on Wheels	50%	50%	≥ 50%

Program: Recreation

The Recreation Department provides youth, adult and athletic programs along with special events for citizens, providing a sense of community in a safe and fun environment. The Recreation Department also assists the Youth Sports Associations in securing City and GCISD practice and game facilities for their programs. Staff coordinates and reserves park facility rentals for seven park pavilions and athletic field rentals for a minimal fee for community use and enjoyment.

Major Accomplishments – FY 2013

- Received sponsorships for all major special events.
- Combined Library and Parks and Recreation resources for special events and programming.
- Spring 2013 had the largest number of tennis league teams (15) to play out of Colleyville.
- Spring 2013 Volleyball League had the largest participation with 17 teams and 152 girls.

- Created the new Library and Recreation brochure beginning summer 2013.

Major Initiatives – FY 2014

- Provide timely and accurate permits for all rental requests
- Facilitate opportunities for new programs
- Promote special events, classes and programs
- Maintain sponsorships and donations
- Assist Youth Sports Associations in securing city and GCISD practice and game facilities
- Provide unique, innovative, sustainable and socially active opportunities for the entire family
- Provide businesses with sponsorship material allowing different levels of involvement for special event opportunities
- Provide fun and unique special events for the entire family

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of offered classes/programs held	60%	60%	≥ 60%
2	Percentage of resident class participants	60%	50%	≥ 60%
3	Percentage of citizens satisfied with recreation services	91%	Biennial Measure	≥ 90%

Program: Athletic Field Maintenance

Athletic Field Maintenance maintains high quality athletic facilities for numerous Colleyville Youth Sports Associations. Colleyville's athletic fields are comprised of high quality hybrid sports turfgrass. The city provides in-house fine-cut mowing, and assorted cultural maintenance equipment to maintain the health and quality of the turfgrass and associated ancillary facilities. Colleyville's athletic fields have received numerous state and national awards, which positively impacts Colleyville's reputation for excellence in leisure services.

Athletic Field Maintenance staff maintains an estimated 22 acres of hybrid turfgrass at four sports facilities. The primary facilities include game fields at City Park and Pleasant Run Soccer Complex as well as practice facilities at Pleasant Run Park and Reagan Park. The program is responsible for maintaining the high quality sports turfgrass and preparing fields for youth sports games at City Park and Pleasant Run Soccer Complex.

Major Accomplishments – FY 2013

- New batting cages and site enhancements at City Park donated by Colleyville Baseball Association.
- Installation of helmet and bat racks at City Park softball fields donated by the Girls Softball Association.
- Tennis courts 1 & 2 resurfaced to include USTA approved Quick Start Lines

Major Initiatives – FY 2014

- Continue maintenance management plan to resurface two (2) additional tennis courts at City Park.
- Deliver athletic programs that are efficient, effective, and safe for the participants
- Work closely with Youth Sports Association representatives to meet their needs and goals
- Work with Youth Sports Association representatives to identify highest priority field upgrades and/or facility enhancements
- Review sports turfgrass cultural practices to ensure best valve and cost effectiveness for maintaining high quality sports fields
- Investigate innovative technology and equipment that will increase the efficiency and effectiveness of turfgrass maintenance of athletic sports fields
- Ensure preventative equipment maintenance procedures are followed to prolong the life of grounds maintenance operating equipment
- Continue water conservation practices utilized for athletic sports fields
- Conduct sports facility / equipment inspections on a routine and consistent basis per established standards

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of youth sports participants	4,750	4,800	≥ 4,700
2	Percentage of revenue recovery and value of donations generated by athletic program	11%	15%	≥ 12%
3	Percentage of non-resident youth sports participants	51%	50%	≤ 50%
4	Percentage of participants satisfied with athletic field maintenance	91%	85%	≥ 85%
5	Staff hours dedicated to athletic field maintenance and game preparation	4,725	4,884	≥ 4,865

Program: Park Maintenance

Park maintenance maintains Colleyville parks as a major real estate asset. With this approach, consistent maintenance and a rational method to reinvestment in maintaining this asset portfolio is essential in meeting the strategic points for the City. The program's strategic focus will be a continuous process for implementing new business practices that create efficiencies and cost savings while maintaining a superior park system for citizens of Colleyville.

Park maintenance staff maintains an estimated 269.78 acres of parkland within Colleyville. This land is located around the city and includes parks like City Park, McPherson Park, and Pleasant Run Soccer Complex as well as neighborhood parks like Kimzey, Sparger, and Woodbriar Parks. The Park maintenance program maintains medians, rights-of-way, and other open space on City-owned property or land leased to the City (such as the Cotton Belt railroad right-of-way). Responsibilities also include maintenance of the grounds and landscaping around municipal buildings which include City Hall and the Colleyville Public Library, the Colleyville Center, Colleyville Justice Center and the Colleyville Senior Center, and turf maintenance for four Fire Stations. Park and open space mowing and horticulture maintenance is performed by an outside vendor for the aforementioned areas. In-house personnel are responsible for maintenance in parks and other areas to include irrigation systems, restroom cleaning, litter control, picnic pavilion cleaning, trails, playground repairs and inspections, building maintenance for

various buildings, special requests by citizens, and recreation program support.

Major Accomplishments – FY 2013

- Wind Sculptures at Bransford Park Wildlife Area donated by the Colleyville Garden Club.
- Implementation of reorganization to the Parks Division, enhancing departmental efficiency.
- Demolition and removal of pole barn at LD Lockett Park.
- Securing of the floor in the cabin at McPherson Park, eliminating access to vandals.
- Support *Keep Colleyville Beautiful* and the annual Spring Clean Sweep event.

Major Initiatives – FY 2014

- Reorganization of the Parks and Recreation Department to continuously improve departmental operations to better meet the needs of the citizens of Colleyville.
- Continue implementation of the 2011 Parks, Recreation, and Open Space Master Plan dependent upon available resources.
- Evaluation and prioritization of potential hazards in parks. Allowing for issues to be addressed based on severity of potential danger.
- Assist Public Works – Engineering Division with the construction of the Webb House trail.
- Manage parks maintenance contractors to ensure contract specifications are being met
- Continuous reviews of maintenance practices and methods to ensure cost effectiveness and timely completion of program activities
- Continue water conservation practices utilized for parks, building grounds and landscapes
- Develop and provide facility / equipment inspections on a routine and consistent basis per established standards

Ten Year Outlook

"Colleyville has a renowned system of parks, recreation, open space, and trails that creates a true sense of "home" within the City of Colleyville". This vision statement was recommended in the 2011 Parks, Recreation and Open Space Master Plan. However, this vision statement is not intended to replace the "escape, enrich, enjoy" mission of the Colleyville Parks and

Recreation Department, but is rather meant to augment this mission and provide a paradigm in which to rethink the future of the parks system to Colleyville's long-term sustainability as a whole.

The ten-year outlook for the Parks and Recreation Department continues to include the 2011 Master Plan goals which are as follows:

- Provide parks and trails within easy and convenient access to households in Colleyville.
- 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 parks and leisure programs while marketing to current users and residents.
- Reflect and support the City's objective to become the environmental leader in Tarrant County.

Recommended 2011 Master Plan ten-year priorities for parks, recreation, and open space in Colleyville will focus on two (2) areas: Outdoor Facilities and Indoor Facilities. Outdoor facility priorities include hike and bike trails, neighborhood park development, open space protection and additional multi-purpose practice fields and open play areas. The main indoor facility priority at this time is a rebranding of the Senior Center to reflect a more community-oriented operation without decreasing the programming opportunities for adults 50 and older.

Land acquisition will be necessary to meet the outdoor facilities category, both in floodplain areas as well as out of floodplain areas. The 2011 Master Plan recommends a policy be established that will "develop a floodplain management strategy that minimizes the impact of floodplain reclamation and creates partnerships with the private sector to protect open space for recreational use and aesthetics." A detailed strategy that addresses this recommendation is located in Chapter 5 of the 2011 Parks, Recreation and Open Space Master Plan. Obviously, implementation of this plan will be dependent up available funding. However, a floodplain management strategy should be developed to protect and preserve the City's creek corridors which will maximize development potential of these areas while enhancing quality of life for the citizens of Colleyville.

Performance Measures

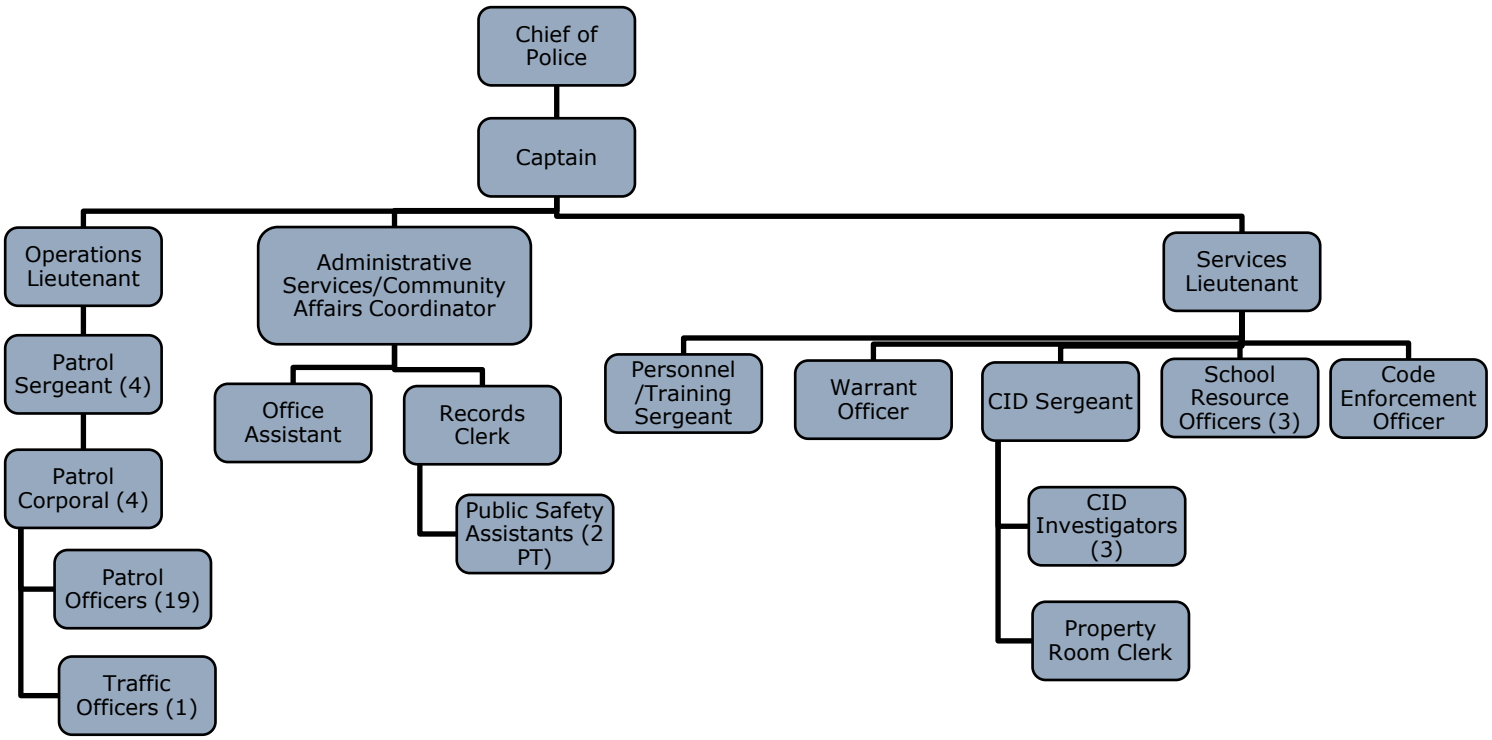
Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Value of donations to program	$2,000	$80,000	≥ $2,000
2	Percentage of citizens surveyed satisfied with park maintenance	91%	Biennial Measure	≥ 90%
3	Percentage of park inspections meeting standards	85%	85%	≥ 85%

Police Department
Fiscal Year 2014 Business Plan

Department Description

The Colleyville Police Department utilizes a community based policing philosophy dedicated to forming community partnerships in order to protect and preserve all areas of the city and enhance the feeling of safety and security for residents and visitors. The Police Department strives to maintain a high level of community involvement and low crime rate through uniformed officers' rapid and efficient response to citizen calls for service and proactive enforcement efforts. 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.

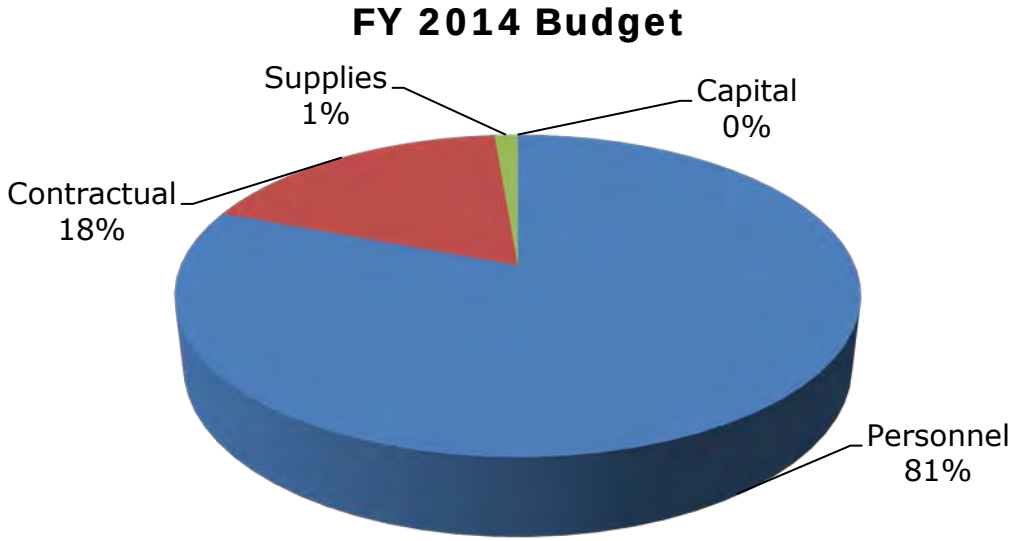
Org Chart



FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$2,900,078	$3,155,124	$3,371,208
Contractual	$660,148	$978,310	$745,898
Supplies	$28,757	$63,884	$54,956
Capital	$818,438	$0	$0
Total	$4,658,200	$4,197,318	$4,172,062



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	45*	45**	47***

* Includes four FTEs funded in the CCCPD
** Includes five FTEs funded in the CCCPD
*** Includes six FTEs funded in the CCCPD

Program: Police Administration

Police Administration serves and protects the citizens of the city through prevention, proactive partnerships, and professional service thus enhancing the overall unique quality of life.

Committed to being recognized as a model organization based on the values of integrity, service and innovation, the Police Chief provides overall leadership and direction that governs the operations and personnel activities of the department, and is the liaison to the community, establishing working relationships with other agencies and directly meeting with the public on a one on one basis.

Innovative strategies, technology for property and evidence, and enhanced partnerships are the cornerstones of the never-ending pursuit of excellence. Focused on the continued reduction in the rate of crime; updating policies and procedures to achieve Texas Best Practices recognition; providing officers with specialized training and career opportunities; fostering strong community relations by providing timely and appropriate information, and reaching out with programs that are effective, the department is able to identify and resolve issues before they affect the quality of life in our city.

Comprised of the Police Chief, Captain of Police, Services Lieutenant, Administrative Services/Community Affairs Coordinator, Personnel and Training Officer, Office Assistant and three Records personnel, Administration provides many varied services including policy development to ensure we meet or exceed current Texas Best Practices, records management for approximately 15,000 records, hiring and training of police personnel, information and assistance to the public and governmental agencies, property and evidence control, payroll and voucher processing, budget preparation, policy manual maintenance and oversight of the Services Division.

The Administrative Services/Community Affairs Coordinator is responsible for the overall program management of the Texas Best Practice Recognition Program, Records Unit, Solicitation permitting, complaints and issue resolution, functions as point for PMAM Alarm Management implementation and issue resolution, budget coordination and ordinance updates. The Coordinator is also responsible for managing the department's various community service initiatives such as the Drug Take Back and Lock Box programs and serves as the liaison to the Citizens Police Academy Alumni Association.

The Records Unit comprised of a full time Lead Records Coordinator and two part-time Records Clerks who together manage all police records including distribution, data entry, expunction processing as well as many other procedural requirements including strict adherence to the Texas State Library Standards for Records Retention. Records staff also processes all Open Records requests, Good Conduct letters and military checks received by the Police Department. On average 1,000 requests of this type are processed annually.

Property and Evidence receives, secures and maintains the integrity of property and evidence for the department, community and partnering agencies until disposition under the laws of the State of Texas. Receipt, proper storage, chain of custody of over 800 items per year, including items turned in for destruction, items in safekeeping and unclaimed found property, are critical for case prosecution. This year alone over 1,000 items have been destroyed or are pending destruction.

The Services Lieutenant, in addition to his supervisory responsibility over Personnel and Training, Warrant, Code Enforcement, and School Resource Officers, is also directly responsible for the recent Northeast Trunked Radio Consortium's Project 25 Radio system digital upgrade, which updated all radios from analog to digital.

Major Accomplishments – FY 2013

- Ongoing participation in the Texas Police Chiefs Association Foundation "Recognition Program". This program will ensure that the Colleyville Police Department meets or exceeds all established "Best Practices" for Texas Law Enforcement Agencies.
- Major advancement toward completion of the Northeast Trunked Radio Consortium's Project 25 Radio system digital upgrade which will ensure that we comply with State and Federal mandates and continue interoperability with our regional partners.
- Secured a P25 Digital Radio Interoperability Assistance grant from The Tarrant County 911 District that provided the City of Colleyville with $19,896 to be used as reimbursement for expenses incurred after October 1, 2012 to insure the City of Colleyville's P25 Digital Radio Interoperability with other agencies in the Tarrant County 911 Distract, and surrounding areas.
- Completed a complete review and evaluation of the department's short term and long term fleet needs. This resulted in the creation of a Long Term Fleet Management Program.
- Creation of a Police Explorer Post.

- Developed and implemented training of all officers in Mental Health and Mental Retardation issues.
- Purchased patrol rifles for all patrol officers
- Complete review and rewrite of all department General Orders and Standard Operating Procedure Manuals.
- Complete review and evaluation of recruiting efforts and hiring process was completed. The process was revamped to utilize the best practices in the hiring process.
- Began training of officers in proper and safe plain clothes deployment practices.
- All officers have received training on crime mapping software (Command Central). They can now easily map and analyze crime trends.

Major Initiatives – FY 2014

- Completion of digital upgrade of all police and fire radio equipment and systems is estimated to be January 1, 2014.
- Continue hiring to ensure that the department is fully staffed.
- Begin moving Criminal Investigations Division toward best practices in the growing crime area of Identity Theft.
- Complete an upgrade of video and audio technology in the Criminal Investigations Division interview rooms.
- Evaluate current use of police technology.
- Become a recognized, best practices police agency through the Texas Police Chiefs Association.
- Create a Professional Development Guide for each position in the Police Department.
- Provide policy direction to maintain a department committed to a high level of customer service contributing to a feeling of safety and security in the community
- Lead a staff of professional, well-trained employees committed to the values of integrity, service, and innovation
- Operate as efficient stewards of city resources

Ten Year Outlook

Attempting to predict what changes are in store for law enforcement agencies over the course of the next ten (10) 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 ten (10) 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. Younger employees should be more cost effective due to their comparatively lower salary and less expensive health care. However, a 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.

Regional efforts will continue to expand as our municipal and county governments explore areas where we can be more efficient. The Colleyville Police Department will maintain an openness to develop and implement partnerships that will enhance efficiency and maintain or improve our service levels.

The Colleyville community has set itself on a course for future success and I am confident that the Police Department will 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.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of UCR Part I crimes	199	176	≤ 180
2	Average percentage of citizens surveyed rating of police courtesy, professionalism, and customer service	80%	Biennial Measure	≥ 80%
3	Percentage of citizens surveyed satisfied with police services	95%	Biennial Measure	≥ 95%

Program: Police Patrol

The Patrol Division is dedicated to forming community partnerships by focusing on community-based proactive policing in order to protect and preserve all areas of the city and enhance the feeling of safety and security for residents and visitors. These partnerships foster a high level of community involvement and preventative policing designed to maintain the lowest crime rate in Tarrant County. This program is committed to protecting and preserving neighborhoods and attracting commercial development through strong collaboration between police and the community.

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 such as the automated License Plate Reader provides and gathers valuable real time information on stolen vehicles and outstanding warrants, in addition, a digital messaging board has been added to the patrol briefing room, which provides our officers with up to date intelligence bulletins that aid in proactive crime fighting.

The Bicycle Patrol Program consists of officers that have volunteered for the position, in addition to their regular patrol duties. This program revolves around its 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. This is accomplished by providing optimum mobility in areas that cannot be reached by traditional police cars and high visibility to aid in prevention of crime. In contrast, they are also covertly deployed to potential problem areas where their presence would not be easily detected. Bicycle

officers ride approximately 6% of their available patrol time and are able to provide rapid police response while making as many positive contacts with the citizens and business owners of the City as possible. Although the primary assignment of the bicycle officer is to proactively deter crime, the Bicycle Patrol Program also participates in community activities to promote bicycle safety and interact with the public.

Also included within the Patrol Division is the Traffic Unit. The Traffic officer 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, which additionally serves as an invaluable crime deterrent. Radar signs are also used to educate drivers of their speeds in various locations and encourage driver awareness; it also generates reports in identifying potential problem areas. The Traffic Unit also participates in child passenger safety seat education and installation programs.

The Patrol Division has one (1) highly trained officer assigned to the North Tarrant Regional Special Weapons and Tactics Team (NTR SWAT) which is comprised of four (4) participating Northeast Tarrant County police agencies and twenty (20) officers from those varying departments. A higher level of tactical competency and service through pooling officers from the participating departments enhances the level of manpower and resources to resolve a wide range of unique law enforcement incidents within the community.

In addition to their regular patrol duties and assignments, our officer trains once a month in tactical procedures, use of special weapons / equipment, and how to deal with dangerous and hazardous situations. NTR SWAT averages six (6) emergency call outs per year and is responsible for responding to, assessing, and resolving critical incidents such as hostage situations, barricaded subjects and high-risk warrant services. Our officer, who volunteered for this assignment, is committed to saving lives even under the most adverse and dangerous conditions.

Major Accomplishments – FY 2013

- Expanded the number of officers certified for bike patrol program.
- Complete review and evaluation resulted in the revamp of the Field Training Program to utilize best practices.

Major Initiatives – FY 2014

- Focus on community-based policing dedicated to forming interactive community partnerships in order to build trust and foster collaboration
- Use all available resources to be problem solvers, as well as first responders
- Protect and preserve neighborhoods and attract commercial development through the maintenance of low crime in the city
- Enhance crime prevention through proactive business, neighborhood, and park checks
- Maintain a rapid response to calls for police service
- Promote traffic safety and reduce accidents on roadways through proper levels of enforcement and traffic-related education programs
- Promptly respond to all citizen requests for police service

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of self-initiated calls for service (proactive, community policing)	40,324	40,000	≥ 40,000
2	Injury accidents per 1,000 population	2.2	2.0	≤ 2.0
3	Average Priority 1 Response Time (Call Dispatch to Arrival)	4:12	4:11	≤ 5:00
4	Percentage of citizens surveyed satisfied with traffic enforcement	79%	Biennial Measure	≥ 80%
5	Percentage of citizens surveyed satisfied with speed in responding to police calls	79%	Biennial Measure	≥ 80%

Program: Criminal Investigations

The Criminal Investigations Division of the Police Department is made up of one Sergeant and three investigators who work under the supervision of the Services Lieutenant. The duties of the Criminal Investigations Division are to review and investigate all reported criminal activity, identify possible suspects, process all crime scenes for evidence, retrieve that evidence and prepare all criminal cases for prosecution by the District Attorney's office. The Criminal Investigations Division is also responsible for providing assistance to victims of criminal offenses. This assistance may include

providing information regarding counseling for victim children through our child advocacy partner agencies, referrals to social service agencies for violent crime victims, or assisting victims with property recovery. The investigators 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.
In addition to investigating the original report of a crime the personnel assigned to CID follow up with each crime victim to insure that no evidence is lost or lead is overlooked that might assist in the crime being solved. This contact is started within 48 hours of the original report and continues throughout the investigation. In doing so the personnel assigned to CID can maintain effective criminal investigation results, apprehensions of suspects, and provide a deterrence to those that would conspire to commit crime in Colleyville.

Personnel assigned to the Criminal Investigations Division are members of several local workgroups who are called together in time of need to participate as force multipliers and assist area agencies in criminal investigations. Two of these workgroups are the Child Abduction Response Team (CART) and the Major Case Investigation Unit (MCIU). Our Northeast Tarrant County CART team was one of the first in the country to achieve national accreditation. The Criminal Investigations Division helps ensure our neighborhoods are safe and secure and that Colleyville is a desirable destination for individuals to live, work, and develop.

Major Initiatives – FY 2014

- Utilize effective and thorough criminal investigation techniques in order to timely identify and apprehend offenders
- Properly prepare cases for criminal prosecution and work toward clearance of most offenses
- Promptly contact crime victims and provide appropriate and thoughtful assistance
- Efficiently process and manage physical evidence and recovered property

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of cases successfully resolved	NA	NA	400
2	Percentage of UCR Part 1 Crimes cleared	28%	30%	≥ 30%
3	Percentage of crime victims contacted by investigators within 3 days	95%	99%	≥ 95%

Program: School Resource Officers

The School Resource Officers Program of the Colleyville Police Department works closely with the Grapevine-Colleyville Independent School District to ensure the safety and security of all students that attend schools within the City of Colleyville. The three (3) officers assigned to this program enforce all applicable statutes and maintain a respected presence in our schools while mentoring children through a Life Skills Training Program and daily formal and informal contacts.

The School Resource Officers utilize a program know as the Triad Concept, which allows them to act as teachers, counselors, and law enforcement officers. The officers strive to effectively create partnerships with employees, parents, and students to maintain security at school campuses. Our officers add value to the community as a whole by contributing to the award winning quality education provided by the Grapevine-Colleyville Independent School District.

Along with the partnerships listed above our school resource officers work closely with officers of the Grapevine Police Department who also work in the school campuses located in Grapevine. In doing so, the officers from both departments ensure safety at all GCISD campuses and the neighborhoods around them. The officers are building lasting relationships with the students they interact with that hopefully will result in the students becoming not only highly educated but also law-abiding individuals. This program assists with keeping our crime rate in Colleyville the lowest in Tarrant County, enhances the uniqueness of Colleyville and increases the safety of our children.

Major Initiatives – FY 2014

- Utilize the triad concept (school resource officer fulfilling the role of teacher, counselor, and law enforcement officer) to 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
- Provide positive youth mentoring through instruction, informal contacts, and summer camps with students

Program: Warrant Officer

The Warrant Officer program consists of two related but separate functions, the managing and service of outstanding City of Colleyville warrants, and the duties of Court Bailiff for the City of Colleyville Combined Municipal Court. Through the performance of his duties, the Warrant Officer enhances the safety of our neighborhoods through the apprehension of wanted subjects and promotes sustainable government through the fee collection of city fines. The Warrant Officer position is comprised of one sworn FTE. The officer is responsible for arresting and transporting individuals who have outstanding warrants to the Northeast Regional Detention Center at Keller during business hours. The officer also picks up and transports individuals who are in custody in other jurisdictions for outstanding City of Colleyville warrants. The Warrant Officer is also responsible for responding to incoming phone calls from individuals who are requesting a payment plan or other arrangements to dispose of their outstanding warrants. The warrant-processing portion of this position consists of approximately two-thirds of the assigned duties.

The Court Bailiff duties associated with this position require the Warrant Officer to be present at all court hearings and dockets and to provide on-site security for the court. The Court Bailiff duties make up the remaining one-third of the workload.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Total Number of outstanding warrants in system since 01/01/03	4,170	4,000	≤ 4,000
2	Number of warrants served	7,190	1,000	≥ 4,000

Program: Code Enforcement

The City of Colleyville's Code Enforcement Officer utilizes a community oriented philosophy to partner with residents, businesses and other city departments to effectively and efficiently accomplish the tasks of code compliance. This program 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. The safety and appearance of the Colleyville community are directly related to the adherence to our established codes and ordinances. The Code Enforcement Officer strives to develop relationships with our property owners and encourages voluntary compliance through education. The City's codes and ordinances are in place to ensure Colleyville maintains our unique quality of life and preserves our strong neighborhoods. The current and future economic develop of Colleyville is dependent on our community maintaining its vibrant appeal. The Code Enforcement Officer is responsible for proactively identifying non-compliance, issuing citations, acting as a liaison between the city and property owners, providing community education, representing the city in court proceedings and attending many board and committee meetings.

Major Initiatives – FY 2014

- Enhance and maintain neighborhood and commercial property integrity through proactively identifying and quickly responding to City code violations
- Provide service delivery based upon a community-oriented approach that emphasizes voluntary compliance and utilizes enforcement action as a last option
- Collaborate with other City departments and surrounding cities as a force multiplier to more effectively and efficiently address code violations

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of code violations located proactively	62%	85%	≥ 50%
2	Overall citizen satisfaction with code enforcement	66%	Biennial Measure	≥ 66%

Program: Animal Control

Colleyville currently partners with the cities of Keller and Southlake to provide regional Animal Control Services. The partnership provides enhanced service levels and coverage to our community.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of citizens surveyed satisfied with animal control	74%	Biennial Measure	≥ 74%

Program: Communications/Jail

Colleyville currently partners with the cities of Keller and Southlake to provide regional Communications/Jail Services. The partnership provides enhanced service levels and coverage to our community.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of officers surveyed satisfied with Communications/Jail	NA	Biennial Measure	74%

Public Works
Fiscal Year 2014 Business Plan

Department Description

The General Fund divisions of the Public Works Department are responsible for building and maintaining the following city infrastructure components:

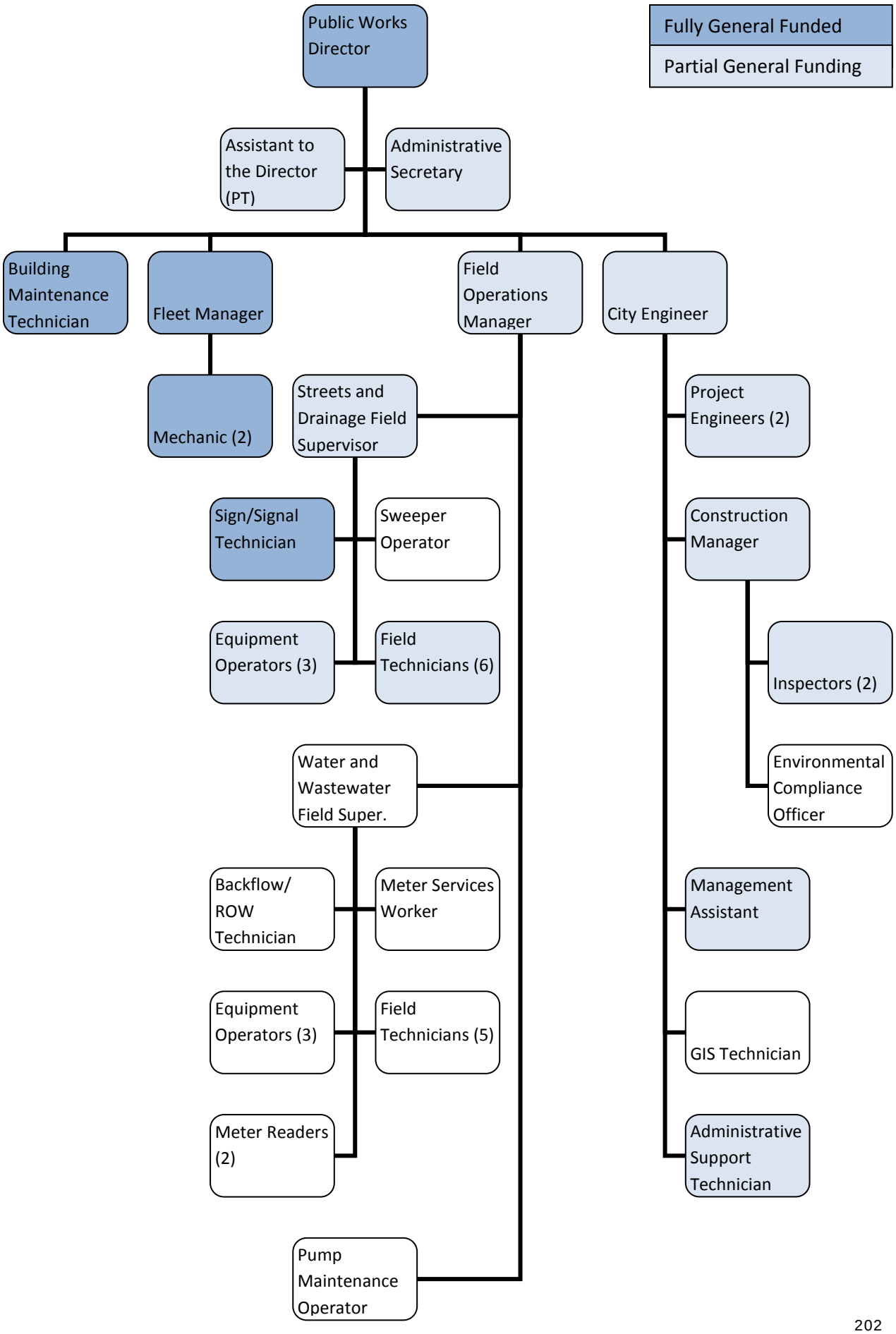
- Streets and sidewalks
- Traffic signs and pavement markings
- Traffic signals and school warning flashers
- Building maintenance (Library, City Hall, and Justice Center)
- Fleet maintenance (city-owned vehicles except large fire apparatus)

Our **mission** 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.

Org Chart

The General Fund divisions of the Public Works Department include Building Services, Engineering, Fleet Maintenance, and Street Maintenance.

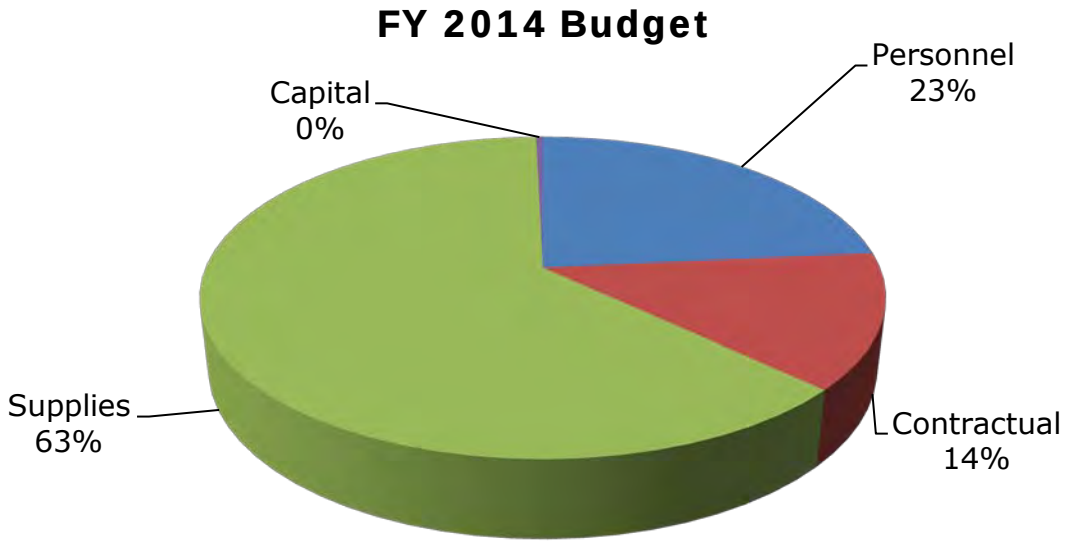

Public Works Director
Fully General Funded
Partial General Funding
Assistant to the Director (PT)
Administrative Secretary
Building Maintenance Technician
Fleet Manager
Field Operations Manager
City Engineer
Mechanic (2)
Streets and Drainage Field Supervisor
Project Engineers (2)
Sign/Signal Technician
Sweeper Operator
Construction Manager
Equipment Operators (3)
Field Technicians (6)
Inspectors (2)
Water and Wastewater Field Super.
Environmental Compliance Officer
Backflow/ ROW Technician
Meter Services Worker
Management Assistant
Equipment Operators (3)
Field Technicians (5)
GIS Technician
Meter Readers (2)
Administrative Support Technician
Pump Maintenance Operator

FY 2014 Budget Summary

Public Works - General Fund

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$971,236	$1,071,420	$1,160,413
Contractual	$604,742	$624,936	$668,177
Supplies	$294,069	$2,585,659	$3,093,926
Capital	$157,563	$5,000	$18,500
Transfers*	$1,643,352	$0	$0
Total	$3,670,962	$4,287,015	$4,941,016

*Unspent funds budgeted for street maintenance are transferred to the Capital Projects Fund at the end of the year.



Capital Expenditure Summary

Vehicle for new Construction Inspector	$18,500

Personnel Summary

	FY 2012	FY 2013	FY 2014
General Fund FTE's	15.08	16.275	16.625
Drainage Fund FTE's	5.45	6.1	6.1
Utility Fund FTE's	21.97	20.375	21.025
Public Works Total	42.50	42.75	43.75

Funding for some Public Works positions is split between the General, Drainage, and Utility Funds.

Program: Building Services

Building Services provides building maintenance services to City Hall, the Library and the Justice Center including:

- Janitorial contract management
- HVAC preventative maintenance
- Minor repairs to facilities (Library, City Hall, Justice Center)
- Contract management for service contracts and repairs beyond the capability or capacity of staff to perform

These public buildings represent the City of Colleyville and its unique identity. Well-maintained facilities also promote Colleyville's reputation as a quality community. Routine maintenance work, contract administration, including custodial, HVAC preventative maintenance, pest control and window washing are among the contracts managed to minimize costs while ensuring effectiveness.

Major Accomplishments – FY 2013

- Cleaned, repaired and sealed the exterior stone at the Justice Center
- Installed energy efficient LED lighting in the City Hall Council Chambers
- Oncor completed energy audits on several city buildings
- Repairs were made to the access gates at the secured parking area of the Justice Center
- A 20 ton air conditioning unit was replaced with a new energy efficient unit at the Colleyville center
- The fire alarm panel at the Colleyville Center was replaced
- A new flat roof was installed at the Colleyville Center
- Boiler flue modifications were completed at City Hall
- Slats were installed in the dumpster enclosure at the Justice Center to provide better screening
- Major repairs were completed on the roofs of the City Hall and Library

Major Initiatives – FY 2014

- Repairs to City Hall/Library and Justice System fire alarm systems
- Replacement of miscellaneous City Hall/Library and Justice Center emergency interior lighting ballasts
- Contract for fluorescent bulb and other hazardous materials pickup service
- Replace the deteriorating front steps and railing at City Hall
- Modify existing exterior 120 volt outlets in front of City Hall/Library
- Replace the City Hall boiler pumps/motors etc.
- Build dumpster enclosures to come into code
- Repair City Hall third floor exhaust fan
- Repairs to the HVAC system at the Justice Center (VAV boxes)
- Seal exterior building openings at the Justice Center
- Establish a full blanket maintenance contract for Justice Center gate access
- Repair the tile roof at the City Hall/Library

Ten Year Outlook

As the city's buildings age, they will require more and more maintenance. To do this most efficiently, additional staff should be added to the building maintenance division to assume responsibility for maintenance of the remaining city facilities (Fire Stations (3), Senior Center, Colleyville Center and Public Works Service Center). In order to reduce emergency repairs and catastrophic incidents, it is important to begin planning now to replace major system components on a life-cycle basis. These items include:

- Water heaters
- Air conditioning units
- Hot water boilers and pumps for heat
- Roofs

Additionally, energy savings measures should be considered, including installation of energy efficient LED's for interior and exterior building lighting.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of internal customers satisfied with facility environment	New Measure	98%	≥ 98%

2	Percentage of work orders responded to within one business day	99%	97%	= 90%
3	Ratio of unscheduled repairs to scheduled maintenance	77%	80%	≥ 80%

Performance Comparison

According to survey data from *Municipal Benchmarks, Assessing Local Performance and Establishing Community Standards-2012 Edition,* facility services response time in Colleyville matches or exceeds other surveyed cities. On average, the surveyed cities reported the percentage of work requests that are responded to within one business day as 97%. North Texas cities included in the survey compare as follows:

- Percentage of work requests responded to within 8 hours: 100% (Hurst, TX, 2008)
- Percentage of work orders responded to within 7 days: 97% (Dallas, TX, 2009)
- Percentage of work orders requests completed within 3 days: 95% (Garland, TX, 2008)

Program: Engineering

The Engineering Division provides guidance and direction of all planning, design, and construction of capital improvement and development projects in the city of Colleyville. Below is a brief summary of the primary functions of Engineering Division:

- **Development Review:** Review development plans to ensure that water, wastewater, street and drainage improvements meet Colleyville Development Standards.
- **Capital Improvements:** Design and manage capital improvement projects such as water and wastewater repair and rehabilitation, pavement reconstruction and drainage improvements. This division also manages the major maintenance contracts.
- **Construction Inspection:** Inspect the construction of public infrastructure to ensure it meets all required standards and specifications.
- **Floodplain Administration:** Oversee and regulate development within Colleyville's floodplains and floodways.
- **Infrastructure Master Plans:** Assist in developing infrastructure master plans for Colleyville. The purpose of these master plans is to

ensure that Colleyville's infrastructure is built to meet anticipated city growth and development and to reveal needed improvements for existing infrastructure.
- **Plan Retention:** Creation, maintenance and archiving of plans and maps of public infrastructure.

Engineering Services supports economic development, facilitates mobility enhancements, and ensures that construction of capital and development projects comply with the Land Development Code and Code of Ordinances.

Major Accomplishments – FY 2013

- Management of the Miscellaneous Concrete Repair Program; over $500,000 of concrete repairs were completed in 2013
- Reconstruction of asphalt streets in six neighborhoods for a total of 3.4 center line miles of reconstruction
- Construction of the roundabout at the intersection of John McCain Road and Pleasant Run Road
- Partnered with Tarrant County in the reconstruction of Heritage Avenue
- Developed a five year comprehensive Capital Improvement Program (CIP)

Major Initiatives – FY 2014

- Implement projects in the Capital Improvement Program
- Development of a standardized inspection and construction management program
- Initiate the design of the Glade Road corridor reconstruction
- Stabilize the workload to avoid fluctuations as a result of the increase and decrease of development projects

Ten Year Outlook

- Development is currently trending up. The condition of the infrastructure continues to decline and maintenance and reconstruction is not keeping up with the standard wear and tear on the infrastructure assets.
- Development of a sustainable CIP that allows for the perpetual maintenance of all components of the City-owned infrastructure. This will require a steady commitment of funding

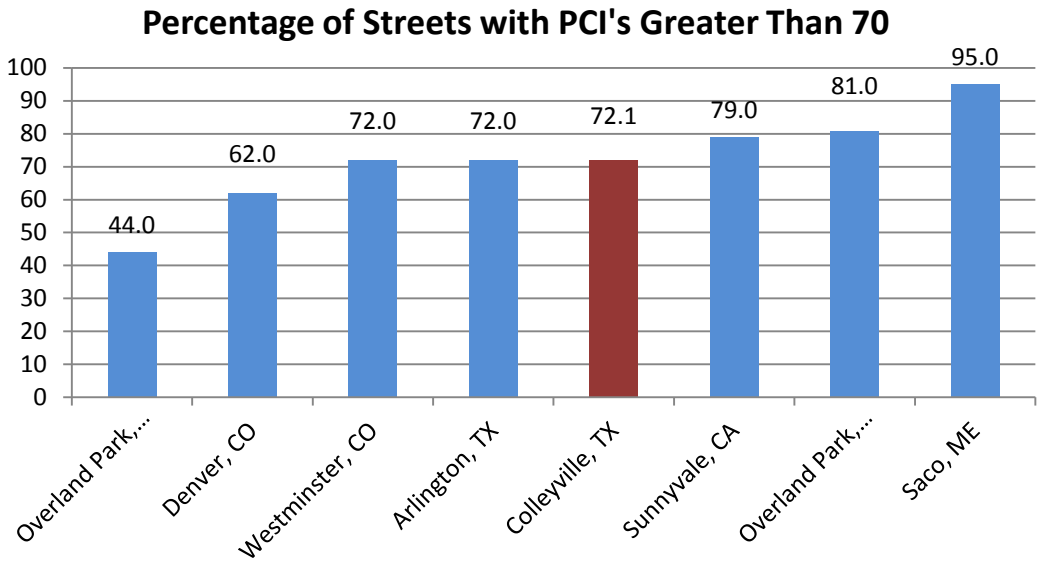
- Full implementation of an asset management system that closely tracks all components of the City owned infrastructure

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Number of inspections performed	688	3,500	≥ 3,000
2	Number of repairs performed within five years of construction	0	2	≤ 2
3	Percentage of unimproved streets in the overall street network	32.3%	32.0%	≤ 32.0%
4	Percentage of construction activity with onsite inspection	New Measure	New Measure	≥ 30%

Performance Comparison

The pavement condition index (PCI) is a measurement that rates the pavement condition of street segments. Cities utilize PCI's as one measure to provide a snapshot of their street system condition:



(Survey data from *Municipal Benchmarks, Assessing Local Performance and Establishing Community Standards-2012 Edition*)

Program: Fleet Maintenance

Fleet Maintenance is responsible for providing all vehicle and equipment maintenance services to the City's fleet (except for large fire apparatus and small routine repairs on turf maintenance equipment). This includes preventive and scheduled maintenance services such as oil and filter changes, tire rotations, brake inspections and other required services.

Fleet Maintenance provides support services to other departments to enable their missions. This includes provision of all vehicle and equipment maintenance services to the City's fleet except for large fire apparatus. This includes preventive and scheduled maintenance, safety inspections and overall vehicle condition checks. Fleet also repairs equipment that breaks down.

Major Accomplishments – FY 2013

- Developed 15-year fleet cost projections and city-wide replacement schedule for vehicles and equipment
- Right-sized Public Works fleet
- Implemented GPS tracking system on Public Works fleet

Major Initiatives – FY 2014

- Implement GPS tracking system on city wide fleet
- Research and evaluate replacement of fleet repair order tracking software
- FY 2014 budget includes funding in the Utility Fund for the eventual replacement of vehicles, per the replacement schedule. This is the first year funding has been set aside for this purpose in the Utility Fund.

Ten Year Outlook

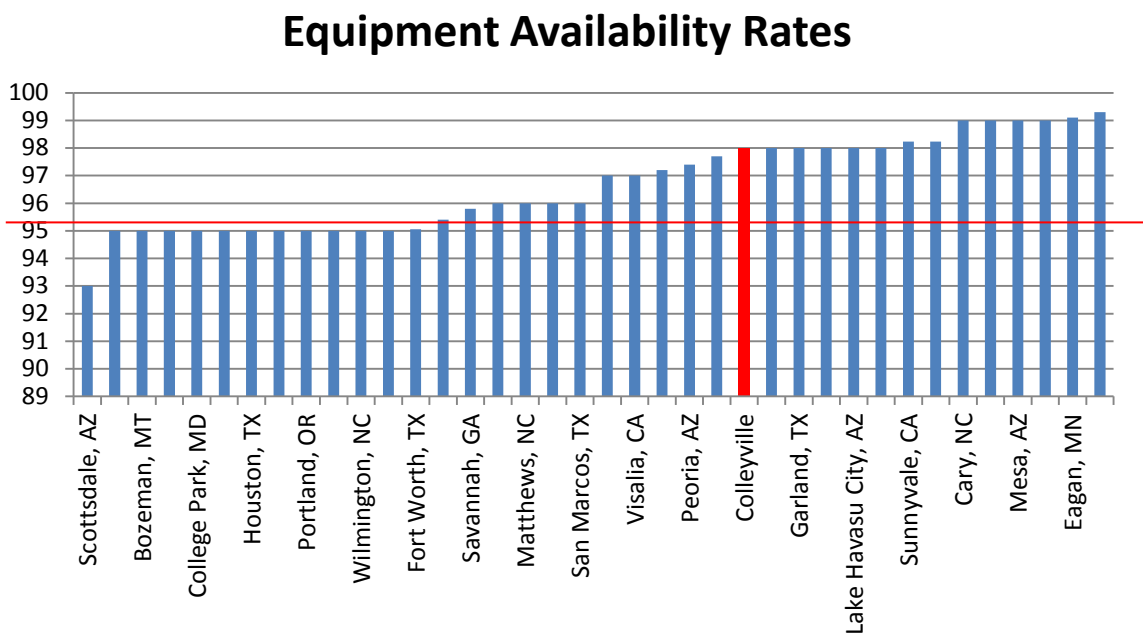
- Implement and maintain 15-year fleet replacement program that improves overall fleet health to reduce repair cost and increase fleet availability rates.
- Continue updating automotive repair/test equipment and technician training that follows advancements in the automotive industry.

Performance Measures

	Performance Measures	FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of work under book time	11%	12%	≥ 4%
2	Percentage of fleet time available	98%	97%	≥ 95%
3	Ratio of breakdown versus scheduled maintenance	80%	80%	≤ 80%

Performance Comparison

Equipment availability over 95% is considered an indicator of effective fleet management. The following chart indicates Fleet Maintenance is meeting that benchmark effectively:



(Survey data from *Municipal Benchmarks, Assessing Local Performance and Establishing Community Standards-2012 Edition*)

Program: Street Maintenance

The Street Maintenance Division is responsible for maintaining nearly 300 lane miles of public streets, 130 miles of sidewalks, 19 bridges, more than 2,500 signs and two traffic signals. The division provides "emergency maintenance" work, such as pothole repair, and preventative maintenance, such as crack-sealing. It is not equipped or designed to provide reconstruction services. It is also the lead division for ice and snow control during the winter.

Well-maintained streets provide for a safe and timely travel throughout the city. Using a proactive customer service approach and regularly-scheduled preventative maintenance, the useful life of the street system is extended and neighborhoods are protected and preserved.

Major Accomplishments – FY 2013

- 10% of all street marker and regulatory signs were replaced to maintain proper retro-reflectivity of signs
- Completed 34 regular annual traffic counts and 24 special traffic count requests
- Repaired more than 1,800 square yards of asphalt and completed 18.5 lane miles of crack seal preventative maintenance

Major Initiatives – FY 2014

- Initiate guardrail repair program to repair and replace failed or failing guardrails throughout the City
- Implement contracted pavement marking program
- Execute the streets projects included in year one of the five-year CIP
- Implement contract traffic signal and school flasher maintenance program

Ten Year Outlook

Demands for maintenance of both improved and unimproved streets will continue to increase.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of citizens surveyed satisfied with street maintenance	73%	Biennial Measure	≥ 85%
2	Percentage of citizens surveyed satisfied with sidewalk maintenance	69%	Biennial Measure	≥ 80%
3	Percentage of street and traffic signs replaced	8%	10%	= 10%
4	Percentage of pavement markings renewed	New Measure	New Measure	= 20%

Non-Departmental
Fiscal Year 2014 Business Plan

Department Description

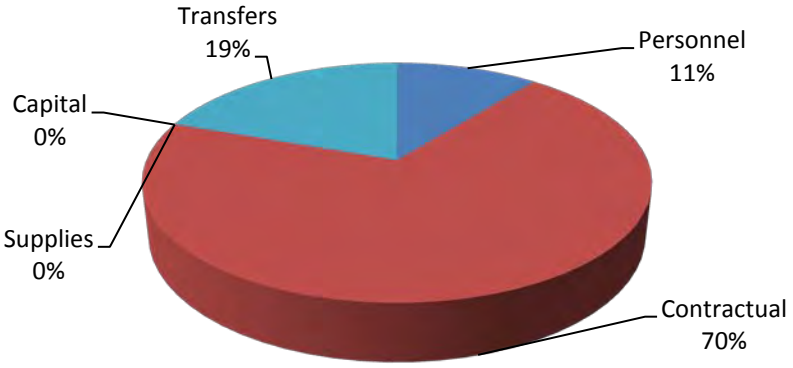
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department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

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$57,200	$402,751	$132,911
Contractual	$0	$0	$859,068
Supplies	$0	$0	$0
Capital	$0	$0	$0
Transfers	$541,000	$431,000	$242,000
Total	$598,200	$833,751	$1,233,979

FY 2014 Budget



Transfers Summary

Vehicle/Equipment Replacement	$211,000
Server Replacement	31,000
Total	$242,000

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

Fiscal Year 2014

Utility Fund Summary

UTILITY FUND SUMMARY

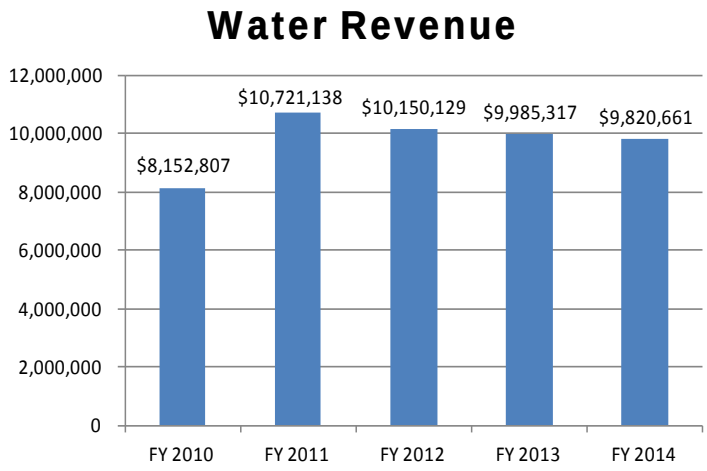
		ACTUAL FY 2012	BUDGET FY 2013	BUDGET FY 2014	PROJECTION FY 2015	PROJECTION FY 2016
TOTAL UNRESERVED BEG. RETAINED EARNINGS	$	5,253,967	6,358,420	6,544,023	6,752,753	7,253,494
OPERATING REVENUES						
Water Sales	$	10,150,129	9,361,814	9,820,661	10,185,683	10,309,483
Wastewater Sales		2,965,143	2,884,565	3,053,229	3,494,416	3,659,617
Water Installation		14,800	7,000	21,000	21,000	21,000
Wastewater Installation		30,550	21,000	7,000	7,000	7,000
Sewer Tie-On Charges		1,500	5,000	5,000	5,000	5,000
Engineering Charges		8,473	5,000	5,000	5,000	5,000
Penalties		208,849	183,696	190,112	201,910	205,740
Miscellaneous		14,340	13,000	13,000	13,000	13,000
TOTAL OPERATING REVENUES	**$**	**13,393,784**	**12,481,075**	**13,115,002**	**13,933,009**	**14,225,840**
OPERATING EXPENSES						
Utility Support	$	222,207	661,488	1,060,731	1,108,080	1,130,242
Utility Billing		337,871	382,502	386,616	398,748	406,723
Utility Operations - Water		1,271,493	499,262	543,149	560,966	572,186
TRA Water		6,636,694	6,402,667	6,420,058	6,471,000	6,519,508
Utility Operations - Wastewater		395,766	294,758	335,597	346,459	353,389
TRA Wastewater		1,512,145	1,968,046	1,966,506	2,428,216	2,585,740
Non-Departmental		0	0	292,868	298,725	304,700
Transfer to General Fund		1,081,868	956,469	1,037,213	1,055,988	1,076,854
Transfer to Colleyville Tomorrow Fund (Repymt)		0	44,286	44,286	44,286	44,286
Infrastructure Renewal		0	250,000	250,000	250,000	250,000
Compensation Adjustment		0	28,470	20,411	0	0
TOTAL OPERATING EXPENSES	**$**	**11,458,044**	**11,487,948**	**12,357,435**	**12,962,468**	**13,243,626**
NON-OPERATING REVENUES(EXPENSES)						
Interest Income	$	1,725	20,300	20,300	20,300	20,300
Use of Available Cash		0	0	250,000	0	0
Debt Service		(833,012)	(827,824)	(819,137)	(490,100)	(365,325)
TOTAL NON-OPERATING REVENUES(EXPENSE	**$**	**(831,287)**	**(807,524)**	**(548,837)**	**(469,800)**	**(345,025)**
NET INCOME	$	1,104,453	185,603	208,730	500,741	637,189
ENDING RETAINED EARNINGS - 9/30	$	6,358,420	6,544,023	6,752,753	7,253,494	7,890,682
NET INCOME FOR COVERAGE RATIO		1,937,465	1,013,427	1,027,867	990,841	1,002,514
AMOUNT NEEDED FOR COVERAGE RATIO		999,614	993,389	982,964	588,120	438,390
ADDITIONAL AVAILABLE FOR CIP/REHAB					402,721	564,124

FY 2014 REVENUE ESTIMATE

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGET
UTILITY FUND					
OPERATING REVENUE					
5817-WATER SALES	8,152,807	10,721,138	10,150,129	9,985,317	9,820,661
5818-SEWER SALES	2,583,177	2,802,217	2,965,143	2,979,842	3,053,229
5821-SEWER INSTALLATION	7,300	10,800	14,800	9,500	7,000
5822-WATER INSTALLATION	19,181	27,630	30,550	22,500	21,000
5827-ENGINEERING & DEV	7,350	8,418	8,473	24,565	5,000
5829-SEWER TIE-ON CHARGES	4,500	3,000	1,500	0	5,000
5833-PENALTIES	200,079	229,830	208,849	183,696	190,112
5839-MISCELLANEOUS REVENUE	30,194	17,101	14,340	15,000	13,000
TOTAL OPERATING REVENUE	$11,004,588	$13,820,134	$13,393,784	$13,220,420	$13,115,002
NON-OPERATING REVENUE					
5716-INTEREST INCOME	11,526	34,520	20,300	20,300	20,300
5790-USE OF AVAILABLE CASH	0	0	0	0	250,000
TOTAL NON-OPERATING REVENUE	$11,526	$34,520	$20,300	$20,300	$270,300
TOTAL INCOME	$11,016,114	$13,854,654	$13,414,084	$13,240,720	$13,385,302

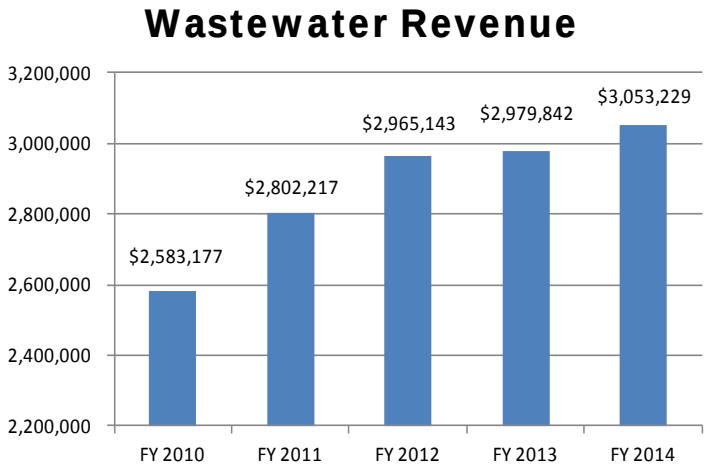
WATER SALES

Water sales are projected to increase due to a projected increase in new customers and a pass through rate increase from Trinity River Authority for treated water. Revenues are based on average monthly usage per customer of 21,168 gallons.



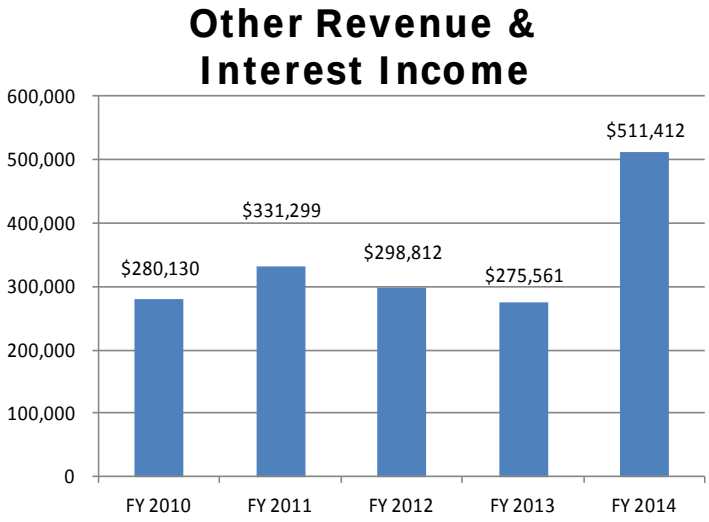
WASTEWATER SALES

Wastewater sales are projected to increase due to a projected increase in new customers and a pass through rate increase from Trinity River Authority for treated sewer. Revenues are based upon average monthly usage of 10,100 gallons per customer.



OTHER REVENUES

Building related revenues such as water and wastewater installation and engineering revenues are projected to remain stable. The increase in other revenue is due to the one-time use of available cash for infrastructure renewal.



INTEREST INCOME

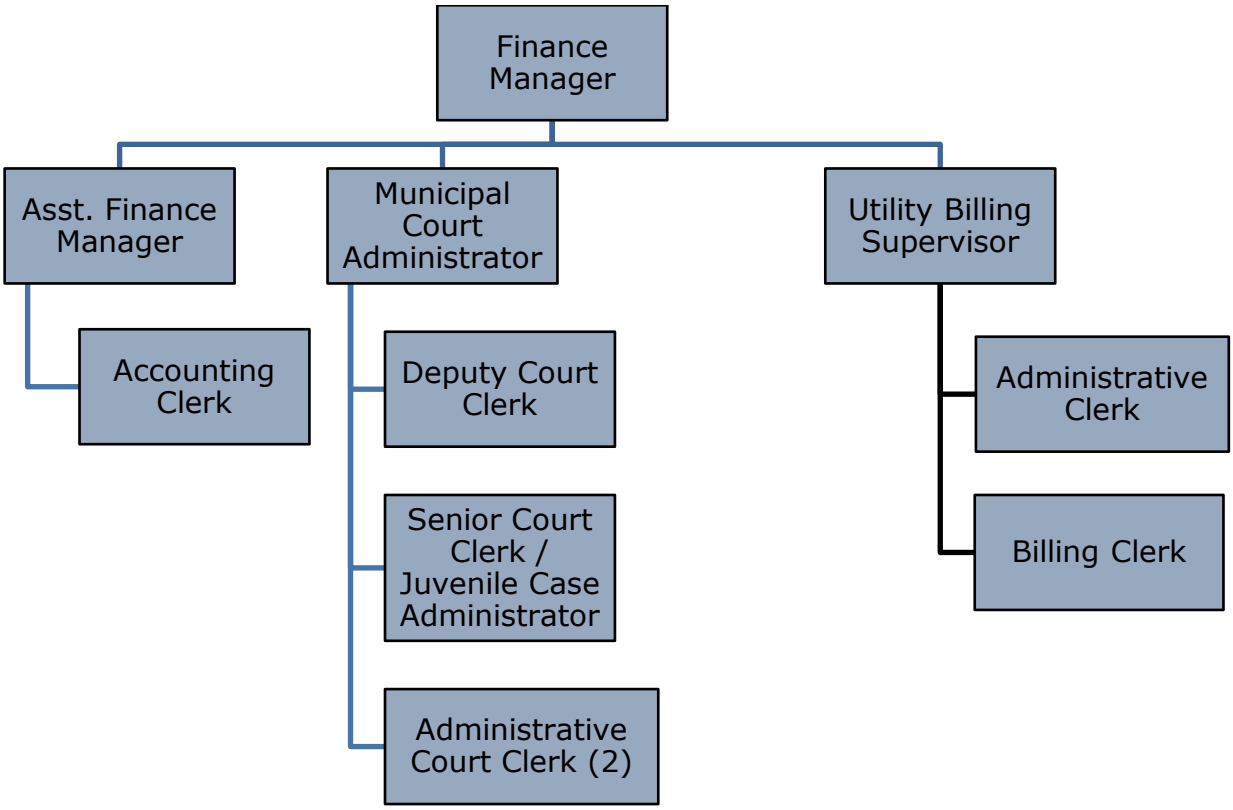
It is anticipated that the fund will have an average investable cash balance of $5,800,000 with an anticipated interest rate of 0.35%.

Finance
Fiscal Year 2014 Business Plan

Department Description

The Finance Department oversees one program in the Utility Fund, Utility Billing. Utility Billing staff maintains the utility billing system for water, wastewater, and drainage services.

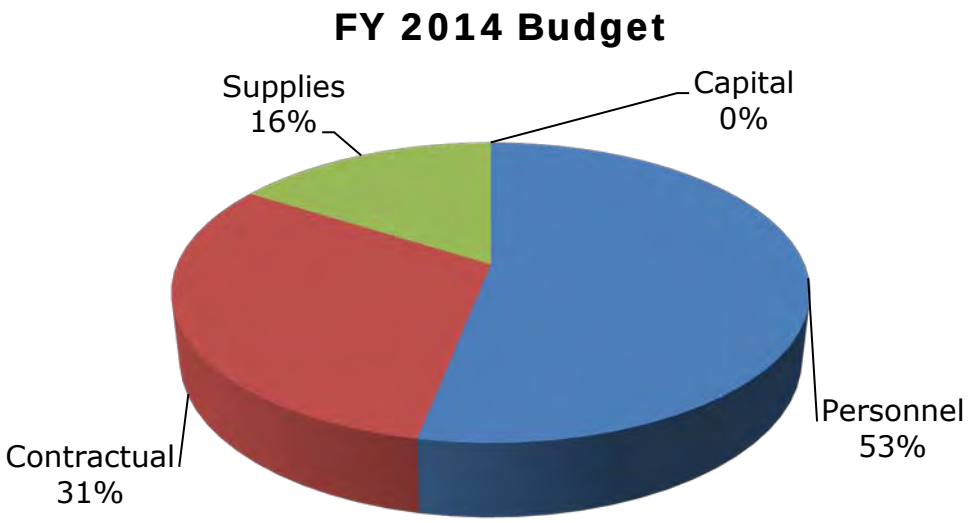
Org Chart



FY 2014 Budget Summary

Finance (Utility Fund)

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$200,763	$207,825	$205,171
Contractual	$94,986	$127,007	$119,660
Supplies	$42,852	$47,670	$61,785
Capital	$0	$0	$0
Total	$337,871	$382,502	$386,616



Capital Expenditure Summary

No capital expenditures

Personnel Summary

	FY 2012	FY 2013	FY 2014
Finance (General Fund)	3	3	3
Utility Billing (Utility Fund)	3	3	3
Municipal Court (General Fund)	3	5*	5*
Total Finance FTEs	9	11	11

*Includes one FTE funded out of the Juvenile Case Manager Fund

Program: Utility Billing

Utility Billing provides a vital service that delivers unique customer assistance in all situations and provides sustainable revenues by ensuring accuracy and efficiency in the billings and collections process through progressive and innovative systems. Responsibilities include setting up new accounts, processing bills and payments, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts. Currently, utility billing is responsible for maintaining approximately 9,300 accounts.

Major Accomplishments – FY 2013

- Implemented a Tiered Water Rate Structure for all residential and commercial water customers
- Helped to provide educational awareness for water conservation on website and in the utility bill newsletter
- Collaborated on Interactive Web Calculators for Customers to use to estimate increases in their bills and to help estimate their winter sewer calculation
- Converted to Tyler Cashiering for recording of daily cash receipts
- Increased customer awareness of winter average sewer calculation by providing information on the website, in the utility billing newsletter and also on the utility bill
- Maintained a billing accuracy rate of 99.00%
- Maintained a collection rate of 97%

Major Initiatives – FY 2014

- Conversion and Implementation of newly purchased utility billing software
- Integrate electronic payments (Ebox) into new software and interface web payments to post to customer accounts automatically
- To provide E-Billing to water customers
- Maintain a billing accuracy rate of 99.5%
- To increase collection rate to 98%
- Evaluate new ways to continue increased customer awareness of winter average sewer collection
- Research automated phone system to alert citizens of disconnect dates for non-payments and insufficient checks prior to termination of service

- Purchase hand held meter devices to replace current devices
- Minimize water losses by identifying slow and stopped water meters.
- Update standard operating procedures with new software
- Communicate and educate customers to promote water conservation.
- To evaluate using a collection agency to recover uncollectible utility bills
- Encourage citizens to participate in bank draft payment option

Ten Year Outlook

The recent purchase 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 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, as well as making online web payments and electronic billing.

Utility Billing along with Public Works will be conducting an analysis to purchase electronic meters to increase accuracy and efficiency in meter reads and minimize the risk of injury to our meter readers. The automated system could decrease the amount of unaccounted water, eliminate misreads caused by human error and increase revenues by providing more accurate readings.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percent of billing accuracy rate	98.3%	99.0%	≥ 99.5%
2	Percent of service orders closed out on time	100%	100%	= 100%
3	Percent of automatic draft customers/total customers	15%	14%	≥ 15%
4	Uncollectible Accounts Written off at year end (water & sewer)	$34,628	$30,500	<$25,000
5	Percent of customers paying before cutoff	97%	97%	≥ 98%
6	Percent of citizens surveyed satisfied with utility billing services	NA	NA	90%

Public Works
Fiscal Year 2014 Business Plan

Department Description

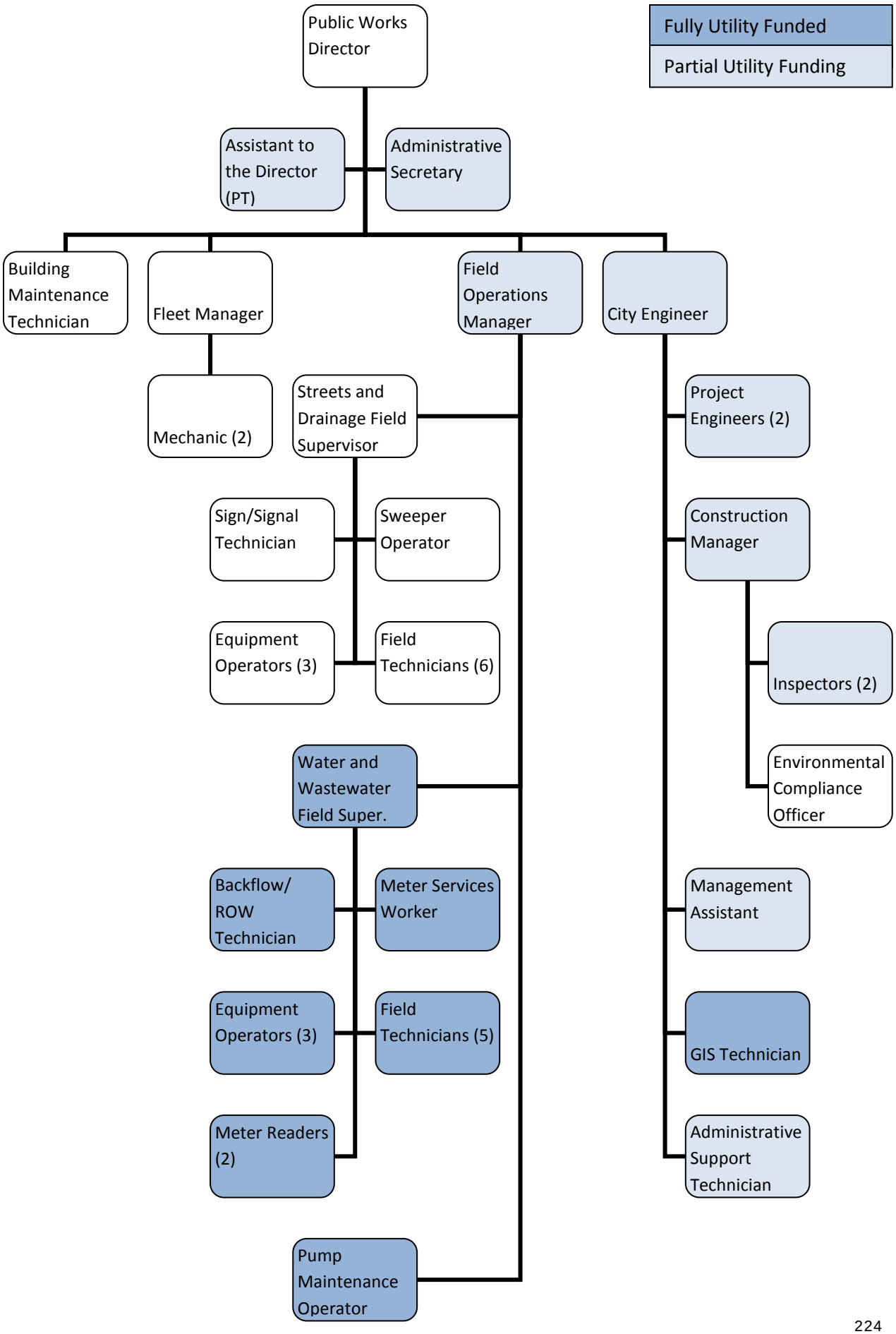
The Utility Fund divisions of the Public Works Department are responsible for building and maintaining the water distribution system and wastewater collection system. Programs in the Utility Fund are fully-funded by water and wastewater service fees.

Our **mission** 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.

Org Chart

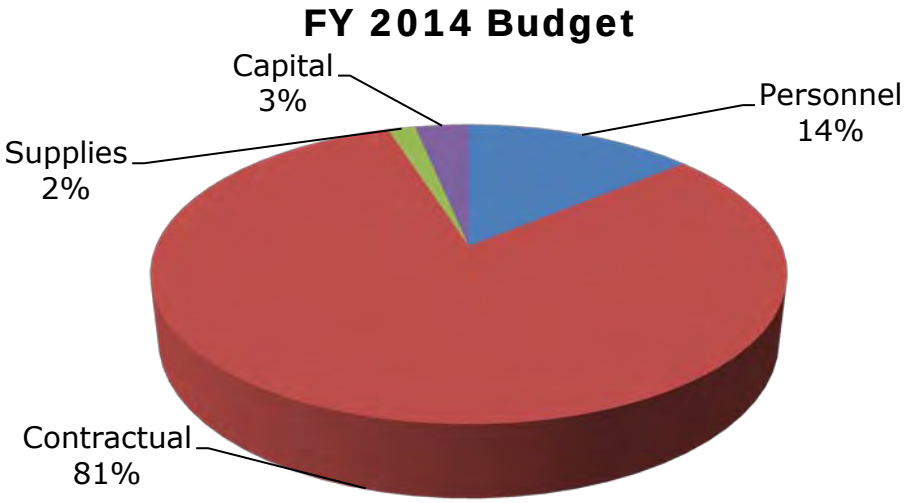
The Utility Fund divisions of the Public Works Department include Utility Support, Water Operations, and Wastewater Operations.


Public Works Director
Fully Utility Funded
Partial Utility Funding
Assistant to the Director (PT)
Administrative Secretary
Building Maintenance Technician
Fleet Manager
Field Operations Manager
City Engineer
Mechanic (2)
Streets and Drainage Field Supervisor
Project Engineers (2)
Sign/Signal Technician
Sweeper Operator
Construction Manager
Equipment Operators (3)
Field Technicians (6)
Inspectors (2)
Water and Wastewater Field Super.
Environmental Compliance Officer
Backflow/ ROW Technician
Meter Services Worker
Management Assistant
Equipment Operators (3)
Field Technicians (5)
GIS Technician
Meter Readers (2)
Administrative Support Technician
Pump Maintenance Operator

FY 2014 Budget Summary

Public Works - Utility Fund

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$1,377,155	$1,221,628	$1,473,992
Contractual	$8,511,586	$8,363,371	$8,580,134
Supplies	$149,564	$129,223	$176,915
Capital	$0	$362,000	$345,000
Total	$10,038,305	$10,076,222	$10,576,041



Capital Expenditure Summary

Infrastructure Renewal- Water	$200,000
Water Meter Replacement	$ 95,000
Infrastructure Renewal- Wastewater	$ 50,000
TOTAL	$345,000

Personnel Summary

	FY 2012	FY 2013	FY 2014
General Fund FTE's	15.08	16.275	16.625
Drainage Fund FTE's	5.45	6.1	6.1
Utility Fund FTE's	21.97	20.375	21.025
Public Works Total	42.50	42.75	43.75

Funding for some Public Works positions is split between the General, Drainage, and Utility Funds.

Program: Utility Operations- Water

Water Distribution ensures a safe and adequate water supply is provided to residents and visitors of Colleyville. The division maintains and repairs the distribution system, valves, hydrants and water meters while providing courteous and professional service to meet the customers' needs. This includes operation and maintenance of three (3) elevated storage towers, two (2) ground storage tanks, two (2) pump stations, approximately 200 miles of water mains, 9,200 water service meters, and 1,375 fire hydrants. Routine maintenance includes the cleaning and inspecting of water lines, flushing dead end water mains and replacing ten percent (10%) of water meters annually. Water conservation education is also provided.

Major Accomplishments – FY 2013

- Contributed to the development of the five year Capital Improvement Program by identifying projects to upsize water lines and replace clay tile sewer lines

Major Initiatives – FY 2014

- Update Water Master Plan
- Initiate water valve exercising program
- Update and correct GIS/GPS information for water and sewer infrastructure

Ten Year Outlook

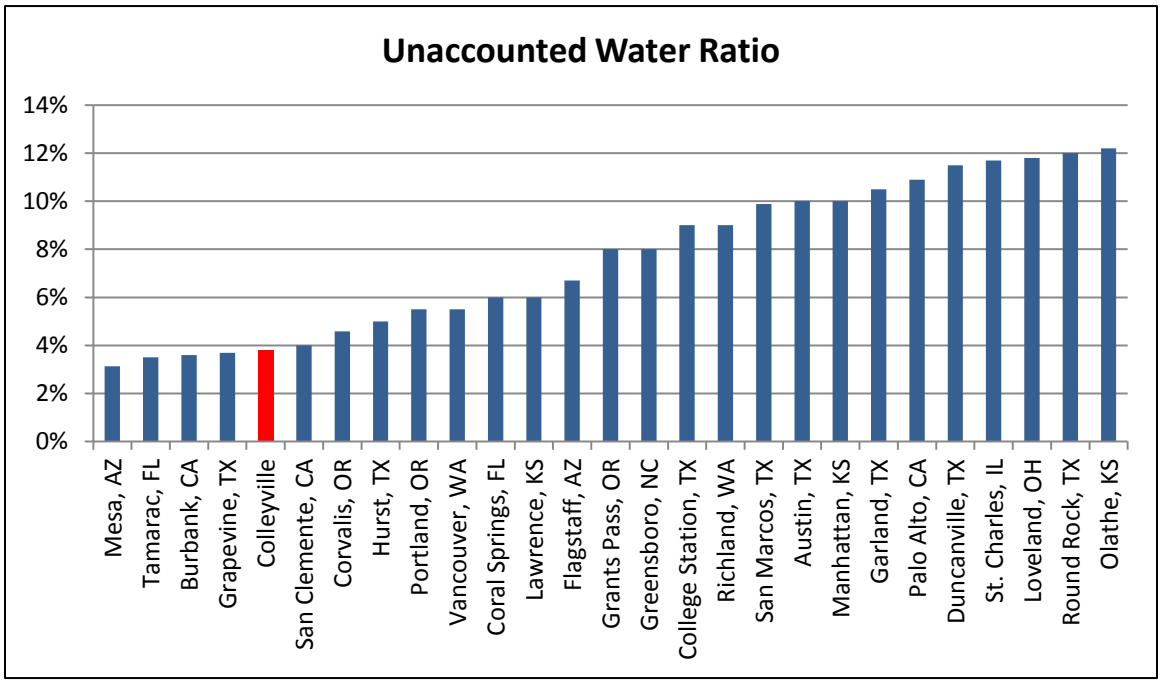
The increase in water demand will drive the need for more water conservation efforts. Aging infrastructure will continue to create additional renewal and maintenance demands. In addition, the aggressive capital replacement program of the Trinity River Authority will result in major cost increases for water services.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Water loss ratio	0.48%	0.50%	≤ 0.5%

2	Percentage of monthly water samples testing negative for coliform bacteria	100%	100%	= 100%
3	Percentage of water valves exercised	New Measure	New Measure	≥ 25%

Performance Comparison



(Colleyville ratio is based on ten-year average; other city survey data from *Municipal Benchmarks, Assessing Local Performance and Establishing Community Standards-2012 Edition*)

Program: Utility Operations- Wastewater

Wastewater Collection maintains the public health by ensuring that all wastewater is disposed of in a safe and efficient manner. This division maintains 162 miles of sewer mains, approximately 3,000 manholes, and two lift stations. Routine maintenance of these systems includes the cleaning and inspecting of sewer lines, inspection of access points (manholes, cleanouts), televising and inspection of lines and maintenance and repair of all mains and service lines located in the right of way.

Major Accomplishments – FY 2013

- Contributed to the development of the five year Capital Improvement Program by identifying projects to upsize water lines and replace clay tile sewer lines
- Cleaned 95% of the city's sewer lines
- No reportable sewer overflows to date due to aggressive cleaning program

Major Initiatives – FY 2014

- Update Wastewater Master Plan
- Continue successful sewer cleaning program

Ten Year Outlook

Because of an aggressive sewer cleaning program, sewer overflows are rare. Aging infrastructure will continue to create additional renewal and maintenance demands. In addition, the aggressive capital replacement program of the Trinity River Authority will result in major cost increases for wastewater services.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of total wastewater lines cleaned annually	88%	95%	= 95%

Program: Utility Support

Utility Support services include meter reading, meter services, backflow management, right-of-way permits, signs installation and maintenance is all provided by Utility Support.

Major Accomplishments – FY 2013

- Replaced 10% of residential water meters

Ten Year Outlook

More accurate water meters that capture lower flows will be necessary to reduce unaccounted for water. Also automated meter reading will become the standard.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Meter reading accuracy	98%	98%	≥ 98%

Non-Departmental
Fiscal Year 2014 Business Plan

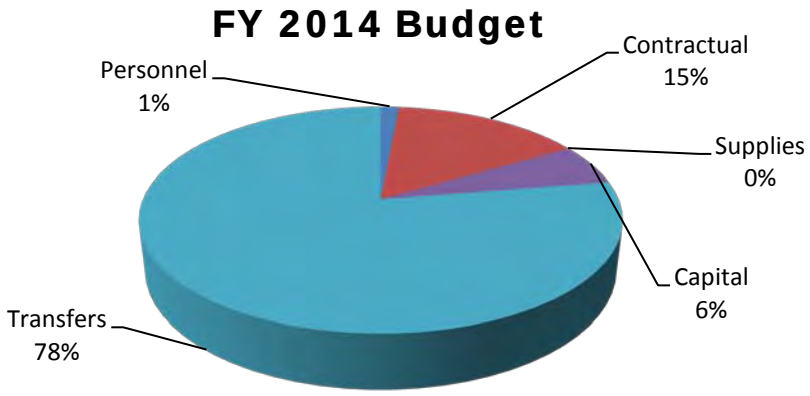
Department Description

The Non-Departmental department in the Utility Fund 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, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers. The capital funds, budgeted beginning in FY 2014, set aside funds that will be reserved for the replacement of vehicles and capital equipment used by the Utility Fund.

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$19,340	$28,470	$20,411
Contractual	$0	$0	$211,768
Supplies	$0	$0	$0
Capital	$0	$0	$81,100
Transfers	$1,081,868	$1,000,755	$1,081,499
Total	$1,101,208	$1,029,225	$1,394,778



Transfers Summary

Transfer to the General Fund	$1,037,213
Transfer to Colleyville Tomorrow Fund (Repayment)	44,286
Total	$1,081,499

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

CITY OF
COLLEYVILLE
TEXAS

Fiscal Year 2014

Utility Fund
Debt Service

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

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$775,000	$44,137	$819,137
2015	$460,000	$30,100	$490,100
2016	$345,000	$20,325	$365,325
2017	$350,000	$9,900	$359,900
2018	$155,000	$2,325	$157,325
TOTAL	$2,085,000	$106,787	$2,191,787

OUTSTANDING DEBT SERVICE REQUIREMENTS BY ISSUE
WATER AND SEWER REVENUE BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2004 REFUNDING BONDS			
2014	$195,000	$3,637	$198,637
TOTAL	$195,000	$3,637	$198,637
2010 REFUNDING BONDS			
2014	$580,000	$40,500	$620,500
2015	$460,000	$30,100	$490,100
2016	$345,000	$20,325	$365,325
2017	$350,000	$9,900	$359,900
2018	$155,000	$2,325	$157,325
TOTAL	$1,890,000	$103,150	$1,993,150

OUTSTANDING BONDS BY ISSUE
WATER AND SEWER REVENUE BONDS

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2004 REFUNDING BONDS	2014	3.73% TO 3.73%	$195,000
2010 REFUNDING BONDS	2018	2.00% TO 3.00%	$1,890,000
		TOTAL	$2,085,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2014	$775,000	$44,137	$819,137
MAXIMUM YEAR	2014	$775,000	$44,137	$819,137
AVERAGE ANNUAL DEBT SERVICE		$438,357		

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.

Fiscal Year 2014

Drainage Fund Summary

DRAINAGE UTILITY FUND SUMMARY

		ACTUAL FY 2012	BUDGET FY 2013	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016
TOTAL BEG. RETAINED EARNINGS	$	825,698	964,362	1,029,989	1,100,989	1,170,455
FUND REVENUES						
Drainage Fees	$	904,573	913,680	926,112	931,992	937,872
Penalties/Misc		13,754	15,989	16,207	16,310	16,413
Interest Income		2,354	3,150	2,200	2,244	2,289
TOTAL REVENUES	$	920,681	932,819	944,519	950,546	956,574
FUND EXPENSES						
Drainage Operations	$	526,789	504,918	491,943	509,633	519,825
Stormwater Management		0	56,974	58,925	60,459	61,669
Non-Departmental		0	0	4,028	4,109	4,191
Compensation Adjustment (Merit)		0	8,240	4,023	0	0
Debt Service		255,228	253,028	255,568	252,847	127,121
Interfund loan repayment		0	19,032	19,032	19,032	19,032
Infrastructure renewal		0	25,000	40,000	35,000	175,000
TOTAL EXPENSES	$	782,017	867,192	873,519	881,080	906,838
NET REVENUE		138,664	65,627	71,000	69,466	49,736
Required Coverage Ratio*		63,807	63,257	63,892	63,212	31,780
Balance Available		74,857	2,370	7,108	6,254	17,956
ENDING RETAINED EARNINGS	$	964,362	1,029,989	1,100,989	1,170,455	1,220,191

*25% of debt service

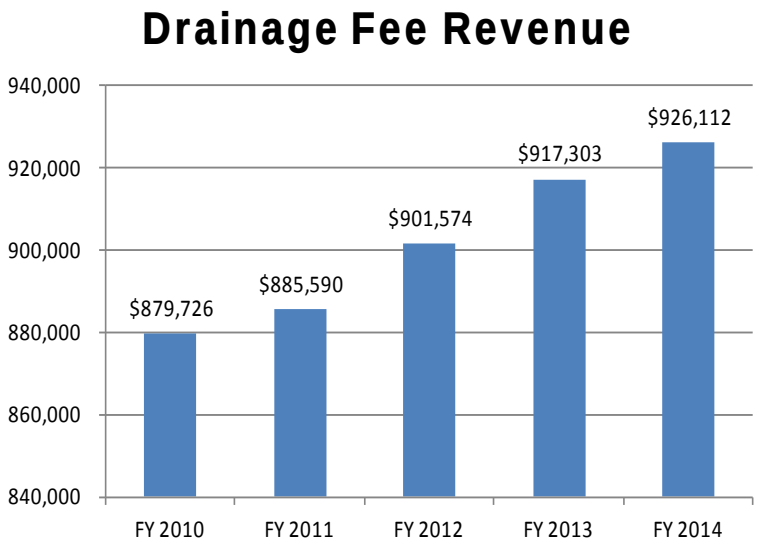
Note: Stormwater Management was included in Drainage Operations prior to FY 2013

FY 2014 REVENUE ESTIMATE

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 BUDGET
DRAINAGE UTILITY FUND					
OPERATING REVENUE					
5942-DRAINAGE FEES	879,726	885,590	901,574	917,303	926,112
5833-PENALTIES	15,526	14,500	13,749	16,053	16,207
TOTAL OPERATING REVENUE	$895,252	$900,090	$915,323	$933,356	$942,319
NON-OPERATING REVENUE					
5825-INTEREST INCOME	4,522	2,178	2,354	2,200	2,200
5714-SALE OF SURPLUS PROPERTY	15,864	0	0	0	0
5790-USE OF AVAILABLE CASH	0	0	0	0	0
TOTAL NON-OPERATING REVENUE	$20,386	$2,178	$2,354	$2,200	$2,200
TOTAL INCOME	$915,638	$902,268	$917,677	$935,556	$944,519

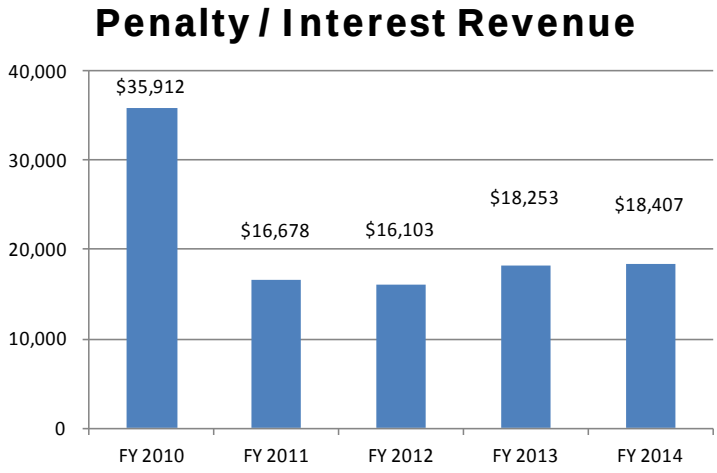
DRAINAGE UTILITY FEES

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 and schools 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.



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 $2,200 is projected on the estimated available cash balance of $900,000 (interest rate of 0.24%). The higher amount shown in FY 2010 is due to the sale of surplus property.



Public Works
Fiscal Year 2014 Business Plan

Department Description

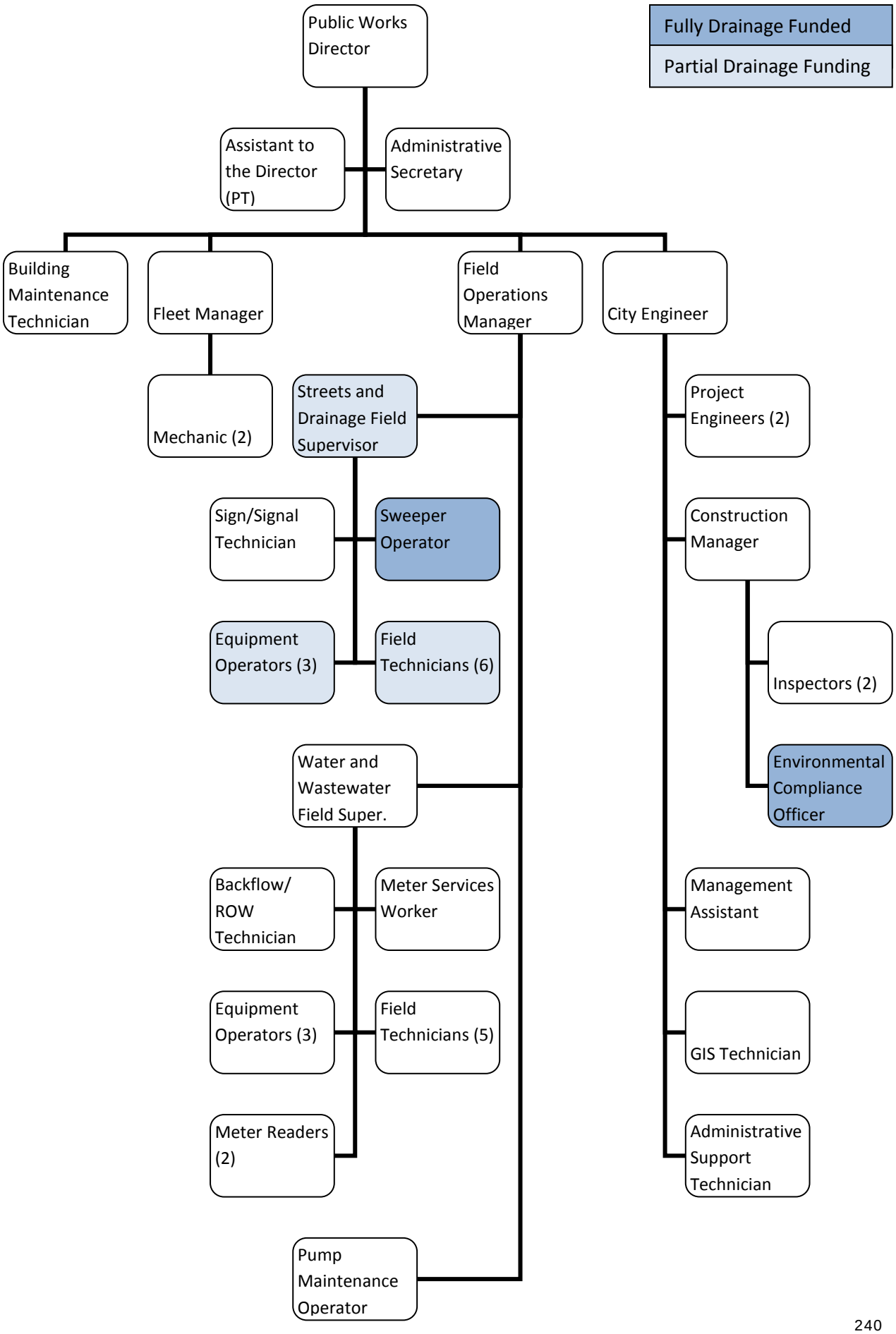
The Drainage Fund divisions of the of the Public Works Department, Drainage Maintenance and Stormwater Management, are responsible for maintaining stormwater and drainage facilities, and for ensuring compliance with federal and state stormwater laws and regulations. These activities are funded primarily by the stormwater utility fee on the monthly water bill received by all utility customers.

Our **mission** 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.

Org Chart

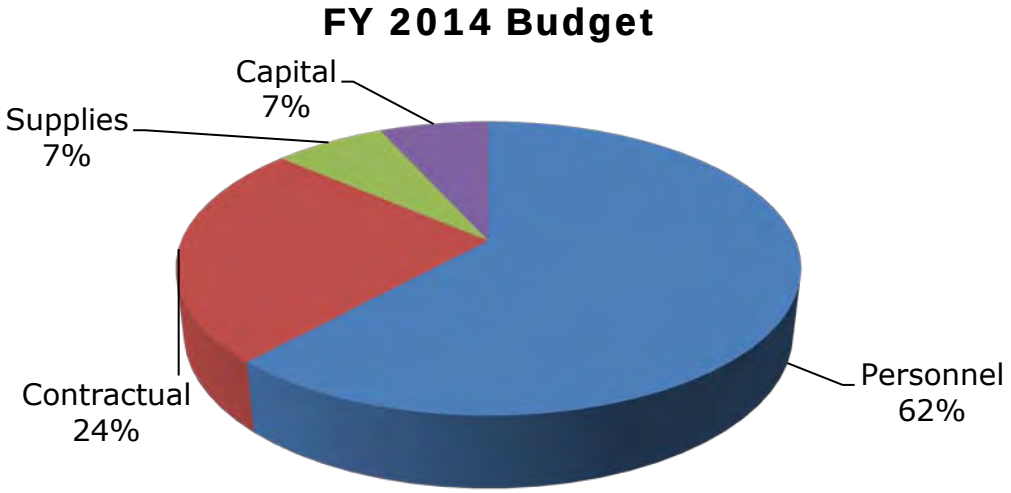
The Drainage Fund divisions of the Public Works Department include Drainage Maintenance and Stormwater Management.


Public Works Director
Fully Drainage Funded
Partial Drainage Funding
Assistant to the Director (PT)
Administrative Secretary
Building Maintenance Technician
Fleet Manager
Field Operations Manager
City Engineer
Mechanic (2)
Streets and Drainage Field Supervisor
Project Engineers (2)
Sign/Signal Technician
Sweeper Operator
Construction Manager
Equipment Operators (3)
Field Technicians (6)
Inspectors (2)
Water and Wastewater Field Super.
Environmental Compliance Officer
Backflow/ ROW Technician
Meter Services Worker
Management Assistant
Equipment Operators (3)
Field Technicians (5)
GIS Technician
Meter Readers (2)
Administrative Support Technician
Pump Maintenance Operator

FY 2014 Budget Summary

Public Works - Drainage Fund

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$386,187	$375,540	$365,474
Contractual	$112,164	$133,596	$144,559
Supplies	$33,355	$42,755	$40,835
Capital	$0	$35,000	$40,000
Total	$531,706	$586,891	$590,868



Capital Expenditure Summary

Infrastructure Renewal	$40,000

Personnel Summary

	FY 2012	FY 2013	FY 2014
General Fund FTE's	15.08	16.275	16.625
Drainage Fund FTE's	5.45	6.1	6.1
Utility Fund FTE's	21.97	20.375	21.025
Public Works Total	42.50	42.75	43.75

Funding for some Public Works positions is split between the General, Drainage, and Utility Funds.

Program: Stormwater Management

Stormwater Management ensures water quality in Colleyville by inspections, sampling and testing; administers the Municipal Separate Storm Sewer System (MS4) permit and ensures compliance with the federal and state laws and regulations governing clean water and stormwater runoff. Public education efforts are also led by this Division.

Major Accomplishments – FY 2013

- Completed the first five year MS4 Storm Water General Permit term
- Met 98% of all Best Management Practices in Stormwater Management Program

Major Initiatives – FY 2014

- Submit new Stormwater Management Plan and Notice Of Intent (NOI) to TCEQ for review and approval for the next five year MS4 Storm Water Permit term
- A review of the Stormwater Utility Fee structure will be started in 2014.

Ten Year Outlook

A CIP request will be submitted to upgrade manual flood warning gates to automated gates. As the city continues to build out, more drainage problems are being identified due to inadequate infrastructure being built in previous years. Additionally, aging infrastructure will require increased renewal and replacement dollars.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of scheduled inspections performed on stormwater facilities	40%	95%	≥ 80%
2	Percentage of scheduled lane miles of public streets swept	94%	100%	≥ 98%

Performance Comparison

Street sweeping standards vary from city to city and range anywhere from downtown streets being swept three times per week (Scottsdale, AZ), to four times annually (Lake Jackson, Texas). The neighboring City Hurst, TX has a goal to maintain a 45-day street cleaning cycle, and meets that 97% of the time (2008). Colleyville's standards are in line with these other cities, and lack of complaints from citizens verifies the effectiveness of the street sweeping program in protecting and preserving the City's neighborhoods.

Program: Drainage Maintenance

Drainage Maintenance Division maintains 72 miles of drainage channels throughout Colleyville. It is also responsible for street sweeping. The drainage crew performs maintenance on 1,274 drainage curb inlets and 39 outfall facilities. These activities help protect Colleyville's neighborhoods and businesses by reducing the risk of localized stormwater flooding and erosion. Erosion control is improved by removal of obstructions and vegetation that hinder the free-flowing condition of the stormwater system.

Major Accomplishments – FY 2013

- Purchased of new camera system and implementation of program to systematically inspect underground drainage structures
- Developed and implemented city's Mosquito Control Program

Major Initiatives – FY 2014

- Inspect and field verify location and condition of storm sewer lines throughout the city.

Ten Year Outlook

As the systematic program to inspect underground drainage system infrastructure continues and deficiencies are identified, long-term plans for major renewal and replacement will be developed.

Performance Measures

Performance Measures		FY 2012 Actual	FY 2013 Projection	FY 2014 Target
1	Percentage of storm sewer lines inspected	New Measure	New Measure	≥ 20%

Non-Departmental
Fiscal Year 2014 Business Plan

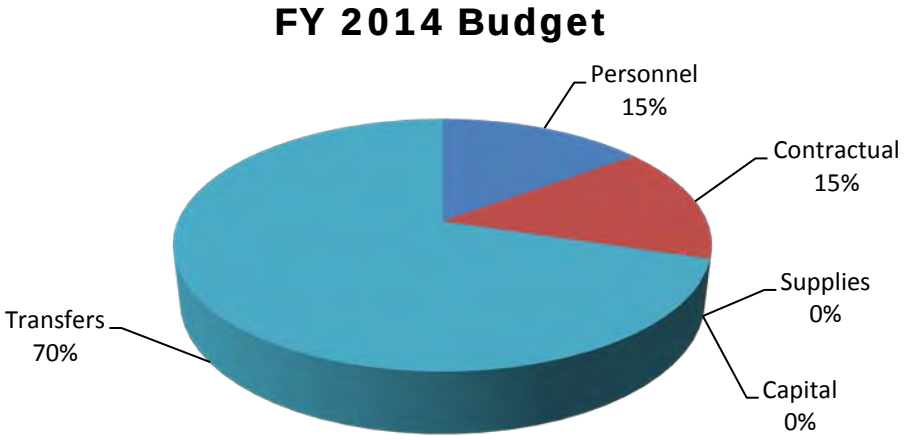
Department Description

The Non-Departmental department in the Drainage Utility Fund 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, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

FY 2014 Budget Summary

Budget Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel	$0	$8,240	$4,023
Contractual	$0	$0	$4,028
Supplies	$0	$0	$0
Capital	$0	$0	$0
Transfers	$0	$19,032	$19,032
Total	$0	$27,272	$ 27,083



Transfers Summary

Interfund Loan Repayment	$19,032
Total	$19,032

Personnel Summary

	FY 2012	FY 2013	FY 2014
FTEs	0	0	0

CITY OF
COLLEYVILLE
TEXAS

Fiscal Year 2014

Drainage Fund
Debt Service

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

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$220,000	$35,568	$255,568
2015	$225,000	$27,847	$252,847
2016	$105,000	$22,121	$127,121
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
TOTAL	$1,135,000	$137,846	$1,272,846

OUTSTANDING BONDS BY ISSUE
DRAINAGE UTILITY SYSTEM REVENUE BONDS

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATE	PRINCIPAL AMOUNT OUTSTANDING
2011 REFUNDING BONDS	2021	3.47% TO 3.47%	$1,135,000
		TOTAL	$1,135,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2014	$220,000	$35,568	$255,568
MAXIMUM YEAR	2014	$220,000	$35,568	$255,568
AVERAGE ANNUAL DEBT SERVICE		$159,106		

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.

Fiscal Year 2014

Debt Service Fund Summary

DEBT SERVICE FUND SUMMARY

	ACTUAL FY 2012	BUDGETED FY 2013	BUDGETED FY 2014
BEGINNING FUND BALANCE - 10/1	$ 1,188,907	$ 1,239,412	789,412
FUND REVENUES			
Current Property Taxes	$ 1,619,674	$ 1,310,147	1,001,974
Delinquent Property Taxes	20,789	16,000	16,000
Penalty & Interest	14,281	12,000	12,000
Transfer-in CCCPD Fund	505,211	505,924	501,182
Interest Income/Other	9,140	2,375	1,975
Use of Available Cash *	0	450,000	152,666
TOTAL REVENUES	$ 2,169,095	$ 2,296,446	1,685,797
FUND EXPENDITURES			
2001 G.O. Refunding Bonds	$ 0	$ 0	0
2002 Certificates of Obligation	117,415	0	0
2006 G.O. Refunding Bonds	706,136	655,934	538,098
2007 G.O. Bonds	226,000	224,000	222,000
2011 G.O. Refunding Bonds	863,300	758,200	560,850
2006 Fire Truck Lease	49,723	49,723	49,723
Ambulance Lease	38,177	0	0
Ambulance Lease	0	40,000	44,621
Motorola Radio Tower Lease	0	450,000	152,666
2010 Fire Truck Lease	116,839	116,839	116,839
2011 Bond Refunding Issuance Costs	0	0	0
Paying Agent	1,000	1,750	1,000
TOTAL EXPENDITURES	$ 2,118,590	$ 2,296,446	1,685,797
LESS USE OF AVAILABLE CASH *	$ 0	$ (450,000)	(152,666)
ENDING FUND BALANCE - 9/30	$ 1,239,412	$ 789,412	636,746

* Available cash fund balance draw down to be used in FY 2013 and FY 2014 for Motorola Tower lease

OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR
TAX SUPPORTED DEBT

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$605,000	$214,766	$819,766
2015	$315,000	$202,399	$517,399
2016	$330,000	$191,016	$521,016
2017	$335,000	$179,317	$514,317
2018	$335,000	$167,543	$502,543
2019	$350,000	$154,728	$504,728
2020	$320,000	$141,400	$461,400
2021	$415,000	$126,700	$541,700
2022	$435,000	$109,700	$544,700
2023	$455,000	$91,900	$546,900
2024	$480,000	$73,200	$553,200
2025	$505,000	$53,500	$558,500
2026	$530,000	$32,800	$562,800
2027	$555,000	$11,100	$566,100
TOTAL	$5,965,000	$1,750,069	$7,715,069

OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2006 GENERAL OBLIGATION RFD BONDS	2019	3.64% TO 3.64%	$205,000
2007 GENERAL OBLIGATION BONDS	2027	4.0% TO 5.0%	$4,325,000
2011 GENERAL OBLIGATION RFD BONDS	2020	2.0% TO 4.0%	$1,435,000
		TOTAL	$5,965,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2014	$605,000	$214,766	$819,766
MAXIMUM YEAR	2014	$605,000	$214,766	$819,766

AUTHORIZED GENERAL OBLIGATION DEBT

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

PURPOSE OF IMPROVEMENT	AMOUNT AUTHORIZED	AMOUNT ISSUED	UNISSUED BALANCE
PUBLIC SAFETY	$4,575,000	$4,575,000	$0
TOTAL	$4,575,000	$4,575,000	$0

OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT

2006 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$30,000	$6,916	$36,916
2015	$30,000	$5,824	$35,824
2016	$35,000	$4,641	$39,641
2017	$35,000	$3,367	$38,367
2018	$35,000	$2,093	$37,093
2019	$40,000	$728	$40,728
TOTAL	$205,000	$23,569	$228,569

2007 GENERAL OBLIGATION BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$50,000	$172,000	$222,000
2015	$150,000	$168,000	$318,000
2016	$150,000	$162,000	$312,000
2017	$150,000	$156,000	$306,000
2018	$150,000	$150,000	$300,000
2019	$150,000	$144,000	$294,000
2020	$150,000	$138,000	$288,000
2021	$415,000	$126,700	$541,700
2022	$435,000	$109,700	$544,700
2023	$455,000	$91,900	$546,900
2024	$480,000	$73,200	$553,200
2025	$505,000	$53,500	$558,500
2026	$530,000	$32,800	$562,800
2027	$555,000	$11,100	$566,100
TOTAL	$4,325,000	$1,588,900	$5,913,900

2011 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2014	$525,000	$35,850	$560,850
2015	$135,000	$28,575	$163,575
2016	$145,000	$24,375	$169,375
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
TOTAL	$1,435,000	$137,600	$1,572,600

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, 2014 is $.3559 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 2014 tax rate	$0.3559
Maximum allowable State tax rate	$2.50
Percentage of allowable tax rate used	14.26%

Calculation of Charter Legal Debt Limit

City of Colleyville FY 2014 tax rate	$0.3559
Maximum allowable Charter tax rate	$1.50
Percentage of allowable tax rate used	23.73%

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 2014 debt portion of the tax rate is $.03148, which is 2.1% of the permissible debt service allocation.

OVERLAPPING DEBT AND TAX RATES FOR THE CITY OF COLLEYVILLE

ENTITY	FY 2014 TAXABLE ASSESSED VALUATION	FY 2013 TAX RATE	TOTAL G.O. TAX DEBT	ESTIMATED % ATTRIBUTED TO CITY OF COLLEYVILLE	CITY'S OVERLAPPING G.O. TAX DEBT
CITY OF COLLEYVILLE	$3,909,272,694	$0.3559	$5,965,000	100.00%	$5,965,000
SCHOOL DISTRICTS:					
BIRDVILLE	$7,141,310,411	$1.4350	$203,760,361	0.08%	$163,008
CARROLL	$5,768,727,072	$1.4000	$235,203,792	0.49%	$1,152,499
GRAPEVINE-COLLEYVILLE	$10,685,812,496	$1.3201	$345,235,467	21.65%	$74,743,479
HURST-EULESS-BEDFORD	$8,537,817,639	$1.3875	$302,122,934	1.58%	$4,773,542
KELLER	$11,722,151,821	$1.5400	$681,493,167	2.89%	$19,695,153
COUNTY ENTITIES:					
TARRANT COUNTY	$124,439,299,271	$0.2640	$373,845,000	3.07%	$11,477,042
HOSPITAL DISTRICT	$124,580,848,850	$0.2279	$15,485,000	3.07%	$475,390
JUNIOR COLLEGE DISTRICT	$124,998,656,841	$0.1495	$25,375,000	3.07%	$779,013

TOTAL DIRECT AND OVERLAPPING G.O. DEBT	$119,224,124
RATIO OF DIRECT AND OVERLAPPING DEBT G.O. DEBT TO ASSESSED VALUATION	3.05%
PER CAPITA OVERLAPPING G.O. TAX DEBT	$5,195

NOTE: THE CITY OF COLLEVYILLE IS SERVED BY FIVE INDEPENDENT SCHOOL DISTRICTS
(BIRDVILLE, CARROLL, GRAPEVINE-COLLEYVILLE, HURST-EULESS-BEDFORD AND KELLER)

Fiscal Year 2014

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 2014 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 2014 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 2014 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 2014 budget for the following special revenue funds:

- Colleyville Crime Control & Prevention District Fund (CCCPD)

- Colleyville Economic Development Corporation Fund (CEDC)

RESOLUTION R-13-0063

A RESOLUTION ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2014 FOR THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT

WHEREAS, the laws of the State of Texas require an annual budget be adopted by the Board of Directors; and

WHEREAS, the laws require the budget includes 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.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT:

Sec. 1. THAT the Fiscal Year 2014 budget amounts for the Colleyville Crime Control and Prevention District with a sales and use tax rate of .5°/o are as follows:

Projected Revenue Received in Fiscal Year 2013	$1,424,940
Projected Cash on Hand as of October 1, 2013	$1,072,545
Revenues	$1,512,187
Expenditures	$1,311,714
Ending Fund Balance at September 30, 2014	$1,037,331

AND IT IS SO RESOLVED.

APPROVED BY A VOTE OF 7 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 18TH DAY OF JUNE 2013.

ATTEST:

Amy Shelley
City Secretary

COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT

Mike Taylor
President

COLLEYVILLE CRIME CONTROL DISTRICT
FY 2014 PROPOSED BUDGET

FISCAL YEAR	*ADOPTED FY 2013*	*PROJECTED FY 2013*	*PROPOSED FY 2014*
BEGINNING FUND BALANCE	$953,023	$1,072,545	$1,072,545
REVENUES:			
1/2 CENT SALES TAX REVENUE	$1,135,000	$1,225,000	$1,275,000
INTEREST INCOME	$2,000	$1,500	$1,500
USE OF AVAILABLE CASH	$287,940	$198,440	$235,687
TOTAL REVENUES	$1,424,940	$1,424,940	$1,512,187
EXPENDITURES:			
ADMINISTRATIVE BOARD/AUDIT EXPENSES:	$1,850	$1,850	$1,850
POLICE SOFTWARE ANNUAL MAINTENANCE CONTRACT	$45,000	$45,000	$45,000
REGIONAL RECRUITING AND HIRING PROCESS (PACT TEST)	$2,000	$2,000	$2,000
CRIME REPORTS CRIME MAPPING SOFTWARE	$1,200	$1,200	$1,200
CRIME REPORTS ANALYTICAL CRIME MAPPING SOFTWARE	$4,000	$4,000	$3,588
NETMOTION WIRELESS MAINTENANCE AGREEMENT	$3,219	$3,219	$3,219
L-3 IN-CAR VIDEO SYSTEM SERVER MAINTENANCE	$3,768	$3,768	$3,768
PERSONNEL:			
POLICE OFFICERS:			
(FY 2013 - FIVE OFFICERS)	$404,641	$404,641	$420,082
(FY 2014 - ADD ONE ADDITIONAL OFFICER IN APRIL 2014)	$0	$0	$36,975
TEEN COURT	$33,750	$33,750	$33,750
CAPITAL -			
VEHICLES:			
REPLACEMENT - PATROL VEHICLE AND EQUIPMENT (FY 2014 - 4 VEHICLES INCLUDING IN-CAR VIDEO SYSTEM) (REPLACE UNITS 1114,1116,1120,1121)	$154,950	$154,950	$206,600
REPLACEMENT - CID VEHICLE (REPLACE UNIT 190)	$0	$0	$24,000
EQUIPMENT:			
CONDUCTED ENERGY DEVICE (TASER) EQUIPMENT	$36,668	$36,668	$0
WEAPONS REPLACEMENT	$9,600	$9,600	$8,500
RADAR TRAILER REPLACEMENT	$0	$0	$10,000
DEBT SERVICE:			
2006 SERIES REFUNDING DEBT	$505,924	$505,924	$501,182
TRANSFERS:			
CAPITAL EQUIPMENT REPLACEMENT FUND - IN-CAR MOBILE DIGITAL COMPUTER SYSTEM	$16,000	$16,000	$10,000
TOTAL EXPENDITURES	$1,222,570	$1,222,570	$1,311,714
EXCESS REVENUES OVER EXPENDITURES	$202,370 **	$202,370 **	$200,473 ^^
ENDING FUND BALANCE	$867,453	$1,076,475	$1,037,331

** MUST HAVE A 1.4 TIMES COVERAGE RATIO ($202,370) FOR DEBT SERVICE PAYMENT IN FY 2013

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO ($200,473) FOR DEBT SERVICE PAYMENT IN FY 2014

RESOLUTION R-13-125

A RESOLUTION ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2014 FOR THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION

WHEREAS, the bylaws of the Colleyville Economic Development Corporation require that an annual budget be adopted by the Board of Directors; and

WHEREAS, the bylaws require that the budget includes projected revenues and proposed expenditures.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION:

Sec. 1. THAT the Fiscal Year 2014 budget amounts for the Colleyville Economic Development Corporation are as follows:

Revenues	$2,324,561
Expenditures	$2,066,709

AND IT IS SO RESOLVED.

APPROVED BY A VOTE OF 5 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS 27TH DAY OF AUGUST 2013.

ATTEST:

Amy Shelley
Secretary

COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION

David Kelly
President

COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION
FY 2014 BUDGET SUMMARY

	FY 2013 ANTICIPATED	FY 2014 PROPOSED
BEGINNING FUND BALANCE	$ 1,974,664	$ 2,013,612
REVENUES:		
SALES TAX REVENUES	$ 1,335,000	$ 1,437,500
INTEREST INCOME	$ 3,895	$ 4,028
USE OF AVAILABLE CASH	$ 1,062,844	$ 883,033
TOTAL REVENUES	$ 2,401,739	$ 2,324,561
LESS EXPENSES:		
OPERATING:		
ADMINISTRATIVE EXPENSES	$ 2,000	$ 2,000
PROMOTIONAL:		
OLD TYME BBQ EVENT	$ 15,000	$ 15,000
HOLLY COLLEY HOLIDAY EVENT	$ 40,000	$ 36,000
RED, WHITE & SOUSA EVENT	$ 30,000	$ 36,000
ECONOMIC DEVELOPMENT PROMOTIONAL	$ 48,889	$ 57,153
PERSONNEL- SENIOR CENTER SUPERVISOR	$ 65,025	$ 64,975
PERSONNEL- LIBRARY	$ 71,095	$ 76,448
OPERATIONS - LIBRARY	$ 4,292	$ 4,421
WATER-MC PHERSON PARK	$ 1,615	$ 17,750
DEBT SERVICE - 2005 SALES TAX REFUNDING BONDS	$ 648,365	$ 644,630
INTERFUND LOAN REPAYMENT - COLLEYVILLE CENTER RENOVATION	$ 165,331	$ 165,332
CAPITAL PROJECTS:		
CITY PARK - LANDSCAPE AND AMENITIES	$ -	$ 175,000
COLLEYVILLE CENTER - REPLACEMENT TABLES	$ 9,580	$ -
COLLEYVILLE CENTER - REPLACEMENT CHAIRS	$ 38,400	$ -
COLLEYVILLE CENTER - REPLACEMENT MAIN AIR CONDITIONER UNIT	$ 30,000	$ -
COLLEYVILLE CENTER - REPLACEMENT FLAT ROOF	$ 49,732	$ -
COLLEYVILLE CENTER - ORIGINAL STAGE CURTAIN	$ -	$ 25,000
COLLEYVILLE CENTER - REFINISH STAGE	$ -	$ 4,000
COLLEYVILLE CENTER - REPAIRS TO ORIGINAL SLOPED METAL ROOF	$ -	$ 48,000
COLLEYVILLE CENTER - REFINISH STAGE	$ -	$ 25,000
TRAIL CONSTRUCTION - COTTON BELT II SPUR AT WEBB HOUSE	$ -	$ -
TRAIL CONSTRUCTION - PLEASANT RUN (BOGART TO MISSION) DESIGN	$ 41,340	$ -
TRAIL CONSTRUCTION - PLEASANT RUN (BOGART TO MISSION) ROW ACQUISITION	$ -	$ 168,000
TRAIL CONSTRUCTION - PLEASANT RUN (BOGART TO MISSION) CONSTRUCTION	$ -	$ 277,000
TRAIL IMPROVEMENTS AT COTTON BELT - L.D. LOCKETT PARK TRAILHEAD	$ -	$ 100,000
SENIOR CENTER - REBRANDING STUDY	$ 35,000	$ -
SENIOR CENTER - RENOVATIONS	$ -	$ -
SENIOR CENTER - RENOVATION DESIGN	$ -	$ 125,000
SENIOR CENTER - TABLE AND CHAIR REPLACEMENTS	$ 4,283	$ -
TOTAL EXPENSES	$ 1,299,947	$ 2,066,709
EXCESS REVENUES OVER EXPENSES	$ 1,101,792	$ 257,852
ENDING FUND BALANCE	$ 2,013,612	$ 1,388,431

NOTE: A COVERAGE RATIO OF 1.4 IS REQUIRED TO MEET THE SALES TAX BOND COVENANTS
FOR FY 2014, REVENUES MUST EXCEED EXPENDITURES BY AT LEAST $257,852.

Fiscal Year 2014

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 2014 budget includes the City's first 5-Year comprehensive Capital Improvement Plan (CIP). This plan identifies needed projects during the next five years, available funding sources, and a schedule for completion. Capital projects are defined as those projects requiring an investment of $100,000 or more. 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. When determining priority of projects, each potential project is evaluated in terms of alignment with the City's Strategic Plan and overall goals. The CIP operates on a multi-year basis and utilizes a variety of funding sources including the City's major operating funds, impact fees, special revenue funds, and other entities such as TxDOT.

FY 2014 CIP Project Categories		
Facility - Rehabilitation	$	425,000
Parks	$	505,000
Streets - Intersection Improvements	$	2,953,433
Streets - Reconstruction	$	21,098,929
Streets - Rehabilitation	$	1,249,106
Utilities - Waterline Renewals (Including Upsizing)	$	886,979
TOTAL	**$**	**27,118,446**

The FY 2014 budget ordinance O-13-1882 adopted and provided funding authorization for Year 1 (FY 2014) of the 5-Year CIP. The City Council also approved resolution R-13-3666 adopting the comprehensive five year capital improvement program for FY 2014-2018, 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. Each year, the new Year 1 of the CIP will receive funding authorization with the budget adoption ordinance.

The pages that follow provide a summary of the FY 2014 CIP projects and associated funding sources, as well as a description and map indicating the location.

RESOLUTION R-13-3666

A RESOLUTION ADOPTING A COMPREHENSIVE FIVE YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2014-2018 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 2014-2018 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.

AND IT IS SO RESOLVED.

APPROVED BY A VOTE OF 7 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 17TH DAY OF SEPTEMBER 2013.

ATTEST:

Amy Shelley, TRMC
City Secretary

COLLEYVILLE CITY COUNCIL

David Kelly
Mayor

City of Colleyville

Capital Improvement Program
FY 2014 to FY 2018

		Project Title	Project Category	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
				Project Costs					
1	ST14-001	Reconstruct Kingston Estates	Streets - Reconstruction	$ 1,879,814	$ -	$ -	$ -	$ -	
2	ST14-002	Rehabilitate Lavaca Trail - 2014 County Project	Streets - Rehabilitation	$ 151,000	$ -	$ -	$ -	$ -	
3	ST14-003	Rehabilitate Streets in Jewel Estates Subdivision	Streets - Rehabilitation	$ 575,806	$ -	$ -	$ -	$ -	
4	ST14-004	Construct Jackson Cheek-Sparger Roundabout	Streets - Intersection Improvements	$ 2,153,433	$ -	$ -	$ -	$ -	
5	ST14-005	Design of Frontier Court Reconstruction	Streets - Reconstruction	$ 130,000	$ -	$ -	$ -	$ -	
6	ST14-006	Reconstruct Pleasant Run: Veranda to Bogart	Streets - Reconstruction	$ 1,054,865	$ -	$ -	$ -	$ -	
7	ST14-007	Construction SH26 Phase I Enhancements	Streets - Reconstruction	$ 333,250	$ -	$ -	$ -	$ -	
8	ST14-008	Construct SH26, Phase II	Streets - Reconstruction	$ 14,000,000	$ -	$ -	$ -	$ -	
9	ST14-009	2014 Miscellaneous Concrete Repairs	Other	$ 422,300	$ -	$ -	$ -	$ -	
10	ST14-010	Final Design of Glade Road	Streets - Reconstruction	$ 701,000	$ -	$ -	$ -	$ -	
11	UT14-001	Upsize Utility Lines - Western Trails	Utilities - Waterline Renewals/Upsizing	$ 886,979	$ -	$ -	$ -	$ -	
12	RC14-001	Design of Senior Center Renovation	Facility-Rehabilitation	$ 125,000	$ -	$ -	$ -	$ -	
13	PK14-001	Construct Cottonbelt Trail - Phase 3	Parks	$ 230,000	$ -	$ -	$ -	$ -	
14	FA14-001	Clean and Seal Exterior Stone City Hall/Library	Facility-Rehabilitation	$ 300,000	$ -	$ -	$ -	$ -	
15	ST14-011	Pavement Markings	Streets - Rehabilitation	$ 100,000	$ -	$ -	$ -	$ -	
16	PK14-002	Improvements @ Trailhead	Parks	$ 100,000	$ -	$ -	$ -	$ -	
17	ST14-012	Glade Road ROW Acquisition	Streets - Reconstruction	$ 3,000,000	$ -	$ -	$ -	$ -	
18	ST14-013	Construct Roundabout at Bedford and Cheek-Sparger	Streets - Intersection Improvements	$ 800,000	$ -	$ -	$ -	$ -	
19	PK14-003	Landscape & Amenity Upgrades	Parks	$ 175,000	$ -	$ -	$ -	$ -	
				$ 27,118,446	**$ -**	**$ -**	**$ -**	**$ -**	
1	UT15-001	Upsize Utility Lines - Reagan Estates	Utilities - Waterline Renewals/Upsizing	$ -	$ 650,209	$ -	$ -	$ -	
2	OT15-001	Install Quiet Zones at Three RR Crossings	Other	$ -	$ 1,600,921	$ -	$ -	$ -	
3	OT15-002	Reconstruct Whites Chapel Road Bridge	Other	$ -	$ 150,000	$ -	$ -	$ -	
4	ST15-001	2015 Miscellaneous Concrete Repairs	Other	$ -	$ 422,300	$ -	$ -	$ -	
5	ST16-002	Reconstruct Streets in Western Trails	Streets - Reconstruction	$ -	$ 1,377,058	$ -	$ -	$ -	
6	ST15-003	Rehabilitate Jackson Road - 2015 County Project	Streets - Rehabilitation	$ -	$ 151,000	$ -	$ -	$ -	
7	ST15-004	Design Pleasant Run: Shelton to Tinker	Streets - Reconstruction	$ -	$ 91,000	$ -	$ -	$ -	
8	OT15-003	Reconstruct Bedford Road Retaining Wall	Other	$ -	$ 300,050	$ -	$ -	$ -	
9	ST15-005	Pavement Markings	Streets - Rehabilitation	$ -	$ 100,000	$ -	$ -	$ -	
10	PK15-001	Construct New Trail	Parks	$ -	$ 150,000	$ -	$ -	$ -	
11	ST15-006	Construct Glade Road	Streets - Reconstruction	$ -	$ 3,507,875	$ -	$ -	$ -	
12	PK15-002	Construct Cottonbelt Trail Spur	Parks	$ -	$ 165,000	$ -	$ -	$ -	
				$ -	**$ 8,665,413**	**$ -**	**$ -**	**$ -**	
1	ST16-001	Reconstruct Pleasant Run: Shelton to Tinker	Streets - Reconstruction	$ -	$ -	$ 856,167	$ -	$ -	
2	ST16-002	Rehabilitate Streets in Western Trails Subdivision	Streets - Rehabilitation	$ -	$ -	$ 737,770	$ -	$ -	
3	ST16-003	Design Pleasant Run: Tinker to John McCain	Streets - Rehabilitation	$ -	$ -	$ 201,000	$ -	$ -	
4	ST16-004	2016 Miscellaneous Concrete Repair	Other	$ -	$ -	$ 422,300	$ -	$ -	
5	ST16-005	Rehabilitate Bandit Trail - 2016 County Project	Streets - Rehabilitation	$ -	$ -	$ 151,000	$ -	$ -	
6	UT16-001	Upsize Utility Lines, Sunrise Terrace/Brighton Oaks	Utilities - Waterline Renewals/Upsizing	$ -	$ -	$ 1,833,320	$ -	$ -	
7	ST16-006	Design Pleasant Run: John McCain to North City Limits	Streets - Reconstruction	$ -	$ -	$ 131,000	$ -	$ -	
8	PK16-001	Construct New Trail	Parks	$ -	$ -	$ 150,000	$ -	$ -	
9	ST16-007	Pavement Markings	Streets - Rehabilitation	$ -	$ -	$ 100,000	$ -	$ -	
10	ST16-008	Construct Glade Road	Streets - Reconstruction	$ -	$ -	$ 2,479,250	$ -	$ -	
						$ 7,061,807			
1	UT17-001	Upsize Utility Lines - Woodbriar/Quailcrest Estates	Utilities - Waterline Renewals/Upsizing	$ -	$ -	$ -	$ 1,697,035	$ -	
2	ST17-001	2017 Miscellaneous Concrete Repair	Other	$ -	$ -	$ -	$ 414,050	$ -	
3	ST17-002	Rehabilitate Street TBD - 2017 County Project	Streets - Reconstruction	$ -	$ -	$ -	$ 151,000	$ -	
4	ST17-003	Rehabilitate Streets Pecan Park and Sand Oaks	Streets - Rehabilitation	$ -	$ -	$ -	$ 1,516,064	$ -	
5	ST17-004	Construct Glade Road	Streets - Reconstruction	$ -	$ -	$ -	$ 1,503,375	$ -	
6	ST17-005	Design Reconstruction of Roberts Road	Streets - Reconstruction	$ -	$ -	$ -	$ 100,000	$ -	
7	PK17-001	Construct New Trail	Parks	$ -	$ -	$ -	$ 150,000	$ -	
				$ -	**$ -**	**$ -**	**$ 5,531,524**	**$ -**	
1	ST18-001	Rehabilitate Streets in Woodbriar, Quail Crest Estates	Streets - Rehabilitation	$ -	$ -	$ -	$ -	$ 1,443,269	
2	ST18-002	2018 Miscellaneous Concrete Repair	Other	$ -	$ -	$ -	$ -	$ 264,050	
3	ST18-003	Rehabilitate Streets TBD - 2018 County Road Project	Streets - Reconstruction	$ -	$ -	$ -	$ -	$ 151,000	
4	ST18-005	Reconstruct Pleasant Run: Tinker to John McCain	Streets - Reconstruction	$ -	$ -	$ -	$ -	$ 2,099,959	
5	PK18-001	Construct Pleasant Run Trail	Parks	$ -	$ -	$ -	$ -	$ 300,000	
6	ST18-006	Construct Glade Road	Streets - Reconstruction	$ -	$ -	$ -	$ -	$ 1,002,250	
								$ 5,260,528	
			Five Year Total:	**$ 27,118,446**	**$ 8,665,413**	**$ 7,061,807**	**$ 5,531,524**	**$ 5,260,528**	**$ 53,637,719**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
CITY FUNDING	**Proposed Funding**					
Capital Project Transfer for Street Rehab *(PROJECTED AVAILABLE: $1,667,000)*	$ 1,652,656	$ -	$ -	$ -	$ -	$ 1,652,656
CEDC (Parks, Trails & Libraries)	$ 904,000	$ 315,000	$ 150,000	$ 150,000	$ 300,000	$ 1,819,000
COG/TxDOT/County	$ 175,000	$ -	$ -	$ -	$ -	$ 175,000
County Bond Program	$ 535,415	$ -	$ -	$ -	$ -	$ 535,415
Crime Tax	$ -	$ -	$ -	$ -	$ -	$ -
Drainage Fund	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
Perimeter Street Fees	$ 676,587	$ -	$ 236,546	$ 9,394	$ -	$ 922,527
General Fund *(PROJECTED AVAILABLE: $2.4M/YEAR = $12M)*	$ 2,262,959	$ 2,491,408	$ 2,362,691	$ 2,171,720	$ 2,758,278	$ 12,047,056
Grants/Other	$ -	$ -	$ -	$ -	$ -	$ -
NCTCOG	$ 349,320	$ -	$ -	$ -	$ -	$ 349,320
Parkland Dedication Fund and Voluntary Park Fund	$ 230,000	$ -	$ -	$ -	$ -	$ 230,000
Roadway Impact - West District	$ -	$ -	$ -	$ -	$ -	$ -
Roadway Impact - East District	$ 222,964	$ -	$ -	$ -	$ -	$ 222,964
Tomorrow Fund	$ -	$ -	$ -	$ -	$ -	$ -
Utility Fund	$ 962,131	$ 597,593	$ 1,833,320	$ 1,697,035	$ -	$ 5,090,079
Wastewater Impact Fees	$ -	$ -	$ -	$ -	$ -	$ -
Water Impact Fees	$ 62,458	$ 52,616	$ -	$ -	$ -	$ 115,074
End of Year Transfer to GF	$ 958,250	$ 100,000	$ -	$ -	$ 1,200,000	$ 2,258,250
	$ 9,191,740	**$ 3,556,617**	**$ 4,582,557**	**$ 4,028,149**	**$ 4,258,278**	**$ 25,617,341**
NON-CITY FUNDING						
FWHA/TxDOT/Other	$ 14,800,000	$ 1,280,737	$ -	$ -	$ -	$ 16,080,737
Other: FWTA	$ -	$ 320,184	$ -	$ -	$ -	$ 320,184
TIF	$ 3,126,707	$ 3,507,875	$ 2,479,250	$ 1,503,375	$ 1,002,250	$ 11,619,457
	$ 17,926,707	**$ 5,108,796**	**$ 2,479,250**	**$ 1,503,375**	**$ 1,002,250**	**$ 28,020,378**
TOTAL FUNDING	**$ 27,118,447**	**$ 8,665,413**	**$ 7,061,807**	**$ 5,531,524**	**$ 5,260,528**	**$ 53,637,719**

City of Colleyville

Capital Improvement Program
FY 2014

		Project Title	Project Category		
1	ST14-001	Reconstruct Kingston Estates	Streets - Reconstruction	$	1,879,814
2	ST14-002	Rehabilitate Lavaca Trail - 2014 County Project	Streets - Rehabilitation	$	151,000
3	ST14-003	Rehabilitate Streets in Jewel Estates Subdivision	Streets - Rehabilitation	$	575,806
4	ST14-004	Construct Jackson Cheek-Sparger Roundabout	Streets - Intersection Improvements	$	2,153,433
5	ST14-005	Design of Frontier Court Reconstruction	Streets - Reconstruction	$	130,000
6	ST14-006	Reconstruct Pleasant Run, Veranda to Bogart	Streets - Reconstruction	$	1,054,865
7	ST14-007	Construction SH26 Phase I Enhancements	Streets - Reconstruction	$	333,250
8	ST14-008	Construct SH26, Phase II	Streets - Reconstruction	$	14,000,000
9	ST14-009	2014 Miscellaneous Concrete Repairs	Other	$	422,300
10	ST14-010	Final Design of Glade Road	Streets - Reconstruction	$	701,000
11	UT14-001	Upsize Utility Lines - Western Trails	Utilities - Waterline Renewals (Including Upsizing)	$	886,979
12	RC14-001	Design of Senior Center Renovation	Facility-Rehabilitation	$	125,000
13	PK14-001	Construct Cottonbelt Trail - Phase 3	Parks	$	230,000
14	FA14-001	Clean and Seal Exterior Stone City Hall/Library	Facility-Rehabilitation	$	300,000
15	ST14-011	Pavement Markings	Streets - Rehabilitation	$	100,000
16	PK14-002	Improvements @ Trailhead	Parks	$	100,000
17	ST14-012	Glade Road ROW Acquisition	Streets - Reconstruction	$	3,000,000
18	ST14-013	Construct Roundabout at Bedford and Cheek-Sparger	Streets - Intersection Improvements	$	800,000
19	PK14-003	Landscape & Amenity Upgrades	Parks	$	175,000
				$	**27,118,447**

CITY FUNDING

Capital Project Transfer for Street Rehab (PROJECTED AVAILABLE: $1,667,000)	$	1,652,656
CEDC (Parks, Trails & Libraries)	$	904,000
COG/TxDOT/County	$	175,000
County Bond Program	$	535,415
Drainage Fund	$	200,000
Perimeter Street Fees	$	676,587
General Fund (PROJECTED AVAILABLE: $2.4M/YEAR = $12M)	$	2,262,959
NCTCOG	$	349,320
Parkland Dedication Fund and Voluntary Park Fund	$	230,000
Roadway Impact - East District	$	222,964
Utility Fund	$	962,131
Water Impact Fees	$	62,458
End of Year Transfer to GF	$	958,250
	$	**9,191,740**

NON-CITY FUNDING

FWHA/TxDOT/Other	$	14,800,000
TIF	$	3,126,707
	$	**17,926,707**

TOTAL FUNDING

$ 27,118,447

City of Colleyville
2014 Capital Improvement Plan

Project:

Reconstruct Kingston Estates

Project Category: **Streets - Reconstruction**
Project Location: **Kingston Estates Subdivision**
Project Number: **ST14-001**

Description: This project , currently under design, will bring Ponderosa Lane, McCain Lane and Kingston Drive north of Tinker Road to City standards. The project includes new curb and gutter, pavement, street lights and drainage improvements. This project was originally approved in the 2008 Street CIP and was "reapproved" as part of the 2014 CIP.

Budget Estimate

Printing and Postage	$	1,000
Testing (2.5%)	$	44,515
Construction	$	1,780,582
Inspection (3%)	$	53,417
Other	$	300
Total Project Cost	**$**	**1,879,814** *

Anticipated Funding Source/s

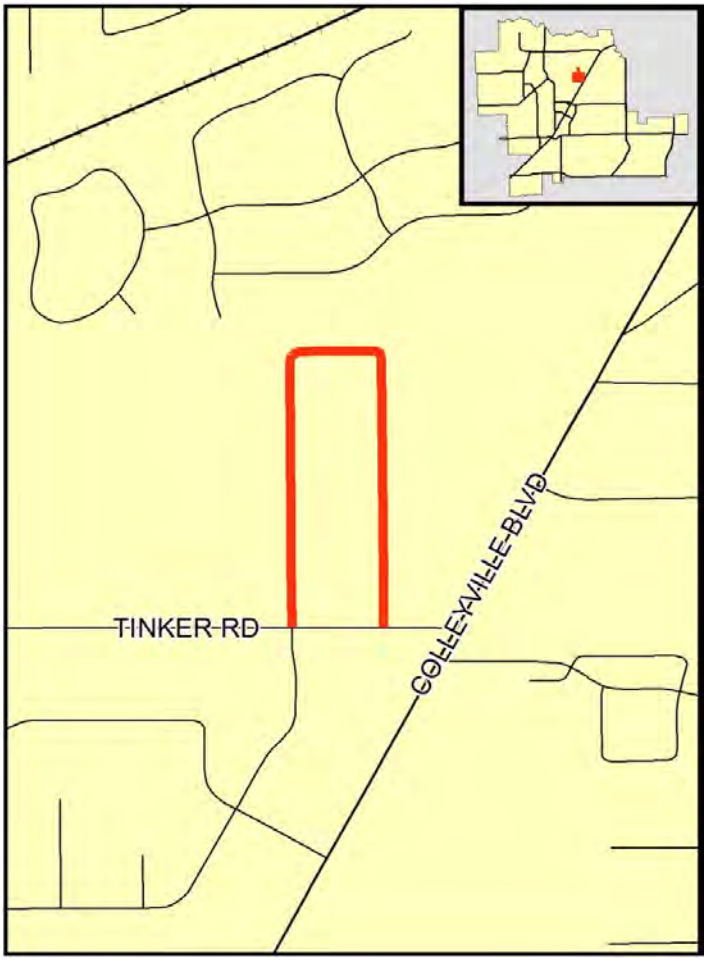
Project Trans for Rehab	$	50,000
Drainage Fund	$	200,000
Perimeter Street Fees	$	8,351
General Fund	$	983,853
Utility Fund	$	137,610
End of Year Transfer to GF	$	500,000
Total Project Funding	**$**	**1,879,814**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Spring 2014
Project End: Fall 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Rehabilitate Lavaca Trail - 2014 County Project

Project Category: **Streets - Rehabilitation**
Project Location: **Precinct Line Road to Mustang**
Project Number: **ST14-002**

Description: Rehabilitate Lavaca Trail with full depth reclamation provided by Tarrant County. Lavaca Trail is currently a two inch (2") thick asphalt collector street that has completely failed and needs to be reconstructed. Because of the low traffic volumes (less than 500 cars per day) it is recommended that this rehabilitation project be done by Tarrant County, giving the road another 10 to 15 years of life before it will need to be fully reconstructed to City standards.

Budget Estimate

Printing and Postage	$	1,000	
Construction	$	150,000	
Total Project Cost	**$**	**151,000**	*

Anticipated Funding Source/s

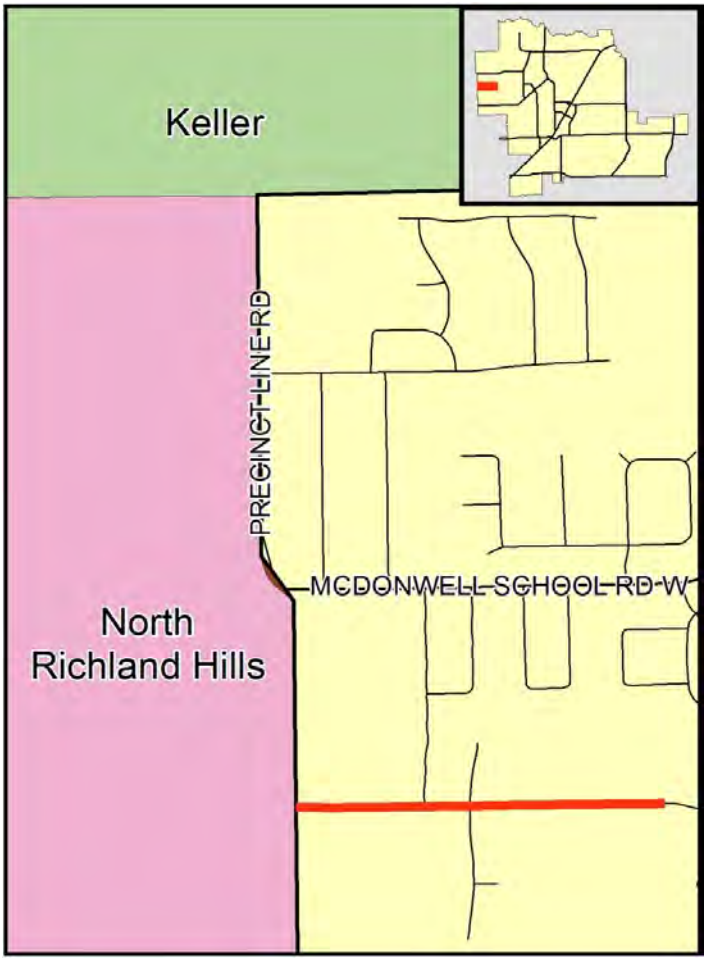
General Fund	$	151,000
Total Project Funding	**$**	**151,000**

** No significant operating budget impact*

Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Rehabilitate Streets in Jewel Estates Subdivision

Project Category: **Streets - Rehabilitation**
Project Location: **2014 Street Rehab Project: Jewel Estates**
Project Number: **ST14-003**

Description: This project includes full depth reclamation and spot repairs to curbs to renew the streets in this residential subdivision. Jewel Estates is a curb and gutter subdivision with asphalt streets that are failing. The full depth reclamation includes six inches (6") of new asphalt on top of a cement stabilized sub-grade, significantly extending the useful life of the street.

Budget Estimate

Printing and Postage	$	1,000	
Testing (2.5%)	$	13,621	
Construction	$	544,840	
Inspection (3%)	$	16,345	
Total Project Cost	**$**	**575,806**	*

Anticipated Funding Source/s

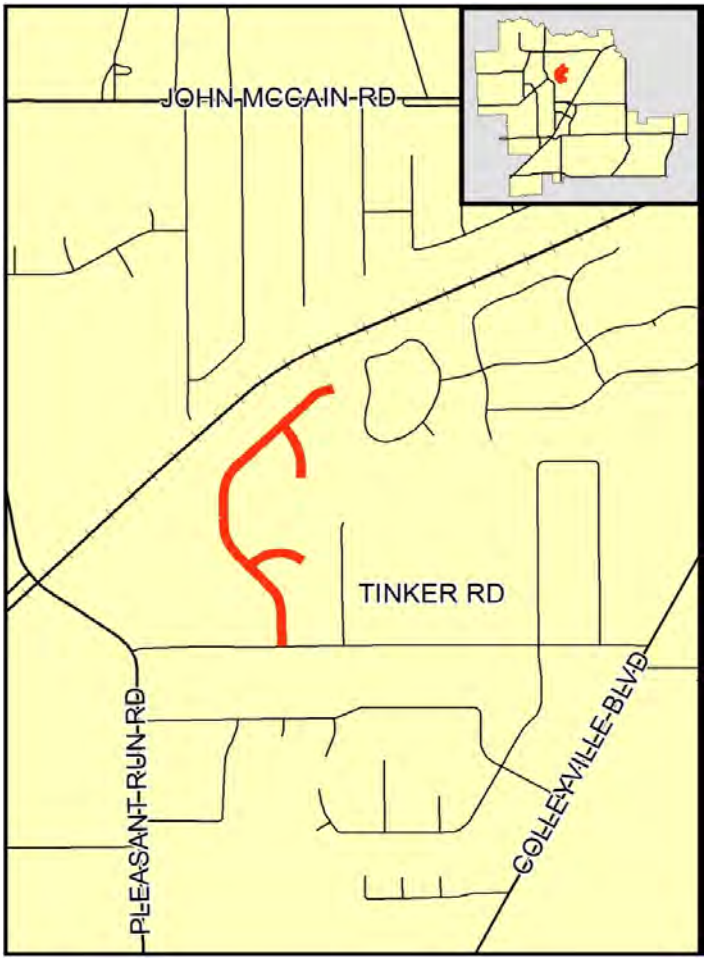
General Fund	$	575,806
Total Project Funding	**$**	**575,806**

** No significant operating budget impact*

Estimated Key Dates

Project Start: Summer 2014
Project End: Fall 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Construct Jackson Cheek-Sparger Roundabout

Project Category: **Streets - Intersection Improvements**
Project Location: **Jackson @ Cheek-Sparger**
Project Number: **ST14-004**

Description: This project provides a roundabout with a northbound right turn lane at Jackson and Cheek-Sparger Road. The four-way stop at this intersection creates excessive backups for traffic, especially in the east and west bound directions. A study has been done and a roundabout was determined to be the best solution to mitigate traffic at this location. Design is complete and the contract is scheduled to be let in October.

Budget Estimate

Fees and Permits	$	1,000	
Testing (2.5%)	$	50,288	
Construction	$	2,011,500	
Inspection (3%)	$	60,345	
Landscaping	$	30,000	
Total Project Cost	**$**	**2,153,133**	*

Anticipated Funding Source/s

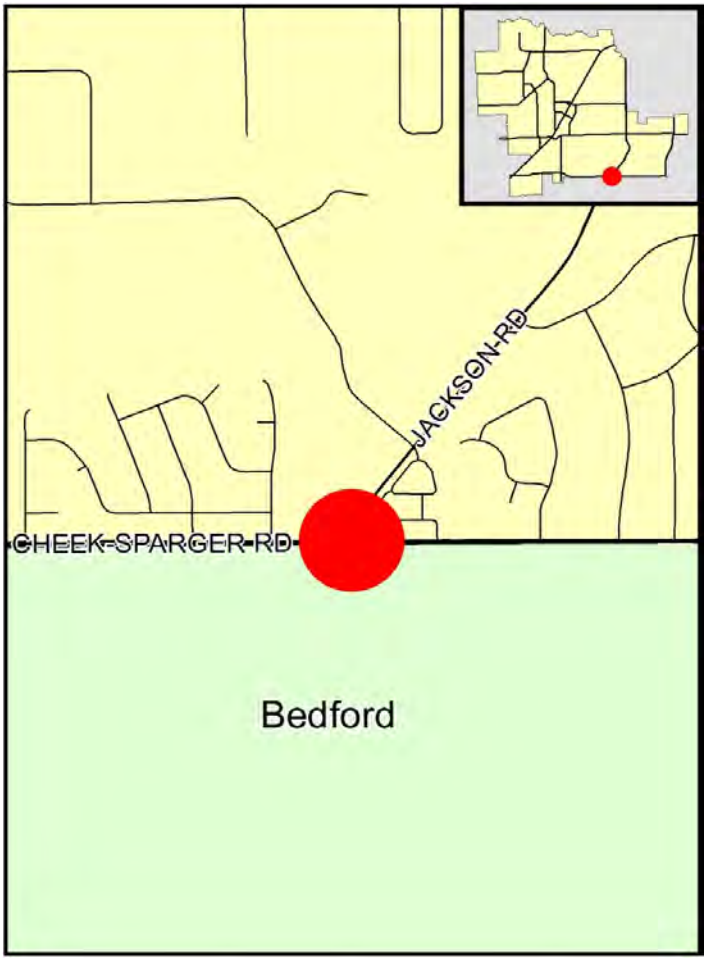
Project Trans for Rehab	$	951,791
County Bond Program	$	535,415
Perimeter Street Fees	$	93,943
NCTCOG	$	349,320
Roadway Impact - East	$	222,964
Total Project Funding	**$**	**2,153,433**

* *O & M: Perpetual landscape maintenance costs are ~$1,300 annually*

Estimated Key Dates

Project Start: Winter 2013
Project End: Spring 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Design of Frontier Court Reconstruction

Project Category: **Streets - Reconstruction**
Project Location: **Frontier Court**
Project Number: **ST14-005**

Description: This project is to design the reconstruction of Frontier Court and the unimproved portions of Windswept Drive and Sagebrush Street, all of which are in the Western Trails Subdivision that was constructed in 1972. Frontier Court is an improved street (part concrete/part asphalt) that has completely failed and has severe drainage problems as well. Complete reconstruction is the only viable option for maintaining this street. All three streets are included in the 2014 utility upsizing project, and the streets will be torn up as a part of the utility project. This is an opportune time to renew the neighborhood.

Budget Estimate

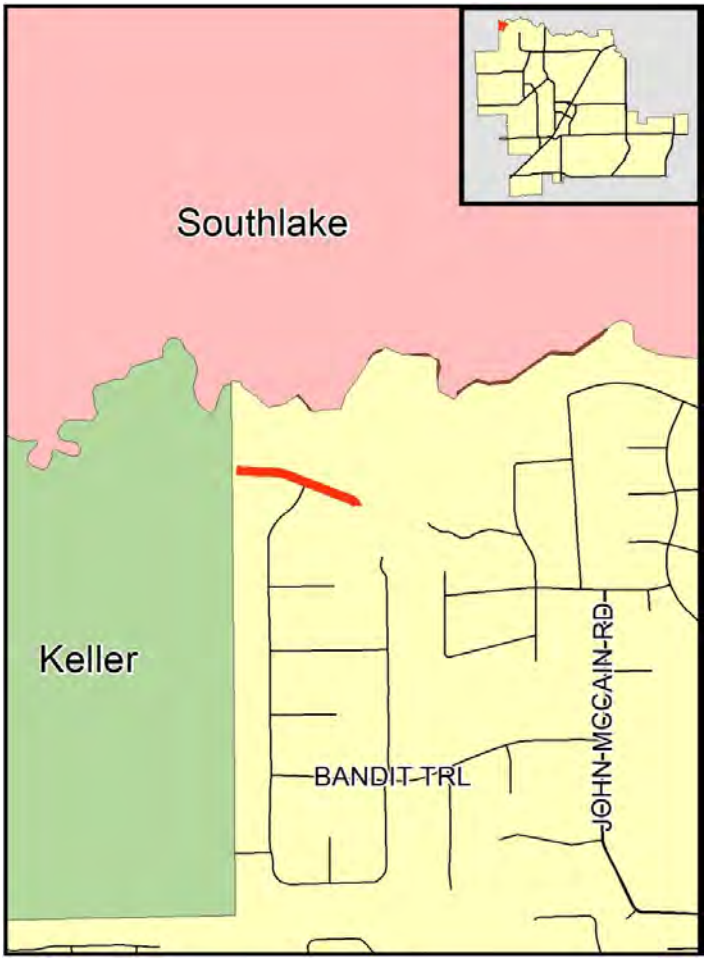
Planning Design	$	130,000	
Total Project Cost	**$**	**130,000**	*

Anticipated Funding Source/s

General Fund	$	130,000
Total Project Funding	**$**	**130,000**

* *No significant operating budget impact*

Project Location



Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

City of Colleyville
2014 Capital Improvement Plan

Project:

Reconstruct Pleasant Run, Veranda to Bogart

Project Category: **Streets - Reconstruction**
Project Location: **Pleasant Run Road Between Bogart Drive and the Village**
Project Number: **ST14-006**

Description: This project includes both road reconstruction and the construction of a ten foot (10') wide bike/hike trail along the east side of Pleasant Run Road from Veranda Lane/ Mission Lane in the Village to Bogart Drive. Also included is a five foot (5') sidewalk on the west side of the street and new street lighting. Design is currently underway. Other phases to reconstruct the remaining portions of Pleasant Run are included in the upcoming years in the Capital Improvement Program.

Budget Estimate

Printing and Postage	$	1,000
Testing (2.5%)	$	24,966
Construction	$	998,640
Inspection (3%)	$	29,959
Other	$	300
Total Project Cost	**$**	**1,054,865** *

Anticipated Funding Source/s

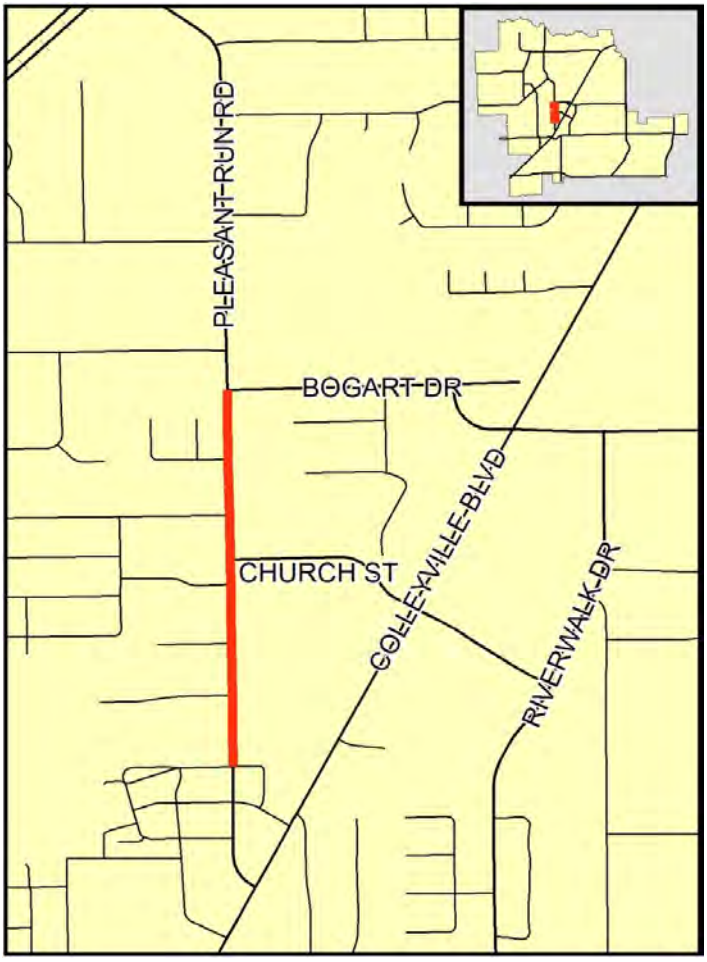
Project Trans for Rehab	$	550,865
CEDC	$	504,000
Total Project Funding	**$**	**1,054,865**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Winter 2013
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Construction SH26 Phase I Enhancements

Project Category: **Streets - Reconstruction**
Project Location: **Colleyville Blvd. Between North City Limits and John McCain**
Project Number: **ST14-007**

Description: Phase I of the Colleyville Boulevard reconstruction project is nearing completion. City Council has requested back-lit street name signs, paver brick or stamped concrete crosswalks and decorative street lighting to enhance the appearance of the project and maintain the City's unique identity.

Budget Estimate

Testing (2.5%)	$	3,750
Construction	$	150,000
Inspection (3%)	$	4,500
Landscaping	$	175,000
Total Project Cost	**$**	**333,250**

Anticipated Funding Source/s

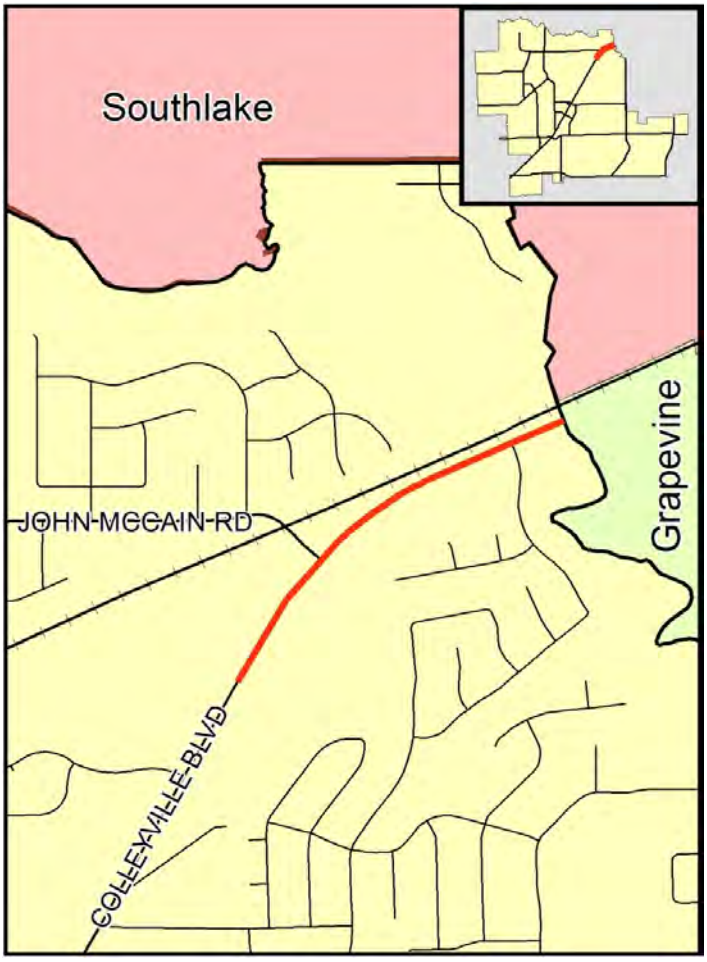
COG/TxDOT/County	$	175,000
End of Year Transfer to GF	$	158,250
Total Project Funding	**$**	**333,250**

* *O & M: Perpetual landscape maintenance costs are ~$36,000 annually*

Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Construct SH26, Phase II

Project Category: **Streets - Reconstruction**
Project Location: **Colleyville Boulevard**
Project Number: **ST14-008**

Description: The project is the next phase of the reconstruction of SH26. Project scope and limits will be determined at a later date. This is a TxDOT project and no city funds are needed as the City has already reached its funding cap. The project is needed to mitigate traffic congestion at intersections and improve the visual image into Colleyville.

Budget Estimate

Construction	$ 14,000,000	
Total Project Cost	**$ 14,000,000**	*

Project Location

TBD

Anticipated Funding Source/s

FWHA/TxDOT	$ 14,000,000
Total Project Funding	**$ 14,000,000**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: TBD
Project End: TBD

City of Colleyville
2014 Capital Improvement Plan

Project:

2014 Miscellaneous Concrete Repairs

Project Category: **Other**
Project Location: **City Wide**
Project Number: **ST14-009**

Description: Over time, concrete needs to be replaced. This includes street panels, curbs and gutters, trails, and sidewalks. In-house staff does not have the capacity to make concrete repairs except on a very limited basis. This indefinite delivery contract provides these repairs. These repairs preserve and protect Colleyville's neighborhoods.

Budget Estimate

Testing (2.5%)	$	10,000	
Construction	$	400,000	
Inspection (3%)	$	12,000	
Other	$	300	
Total Project Cost	**$**	**422,300**	*

Anticipated Funding Source/s

General Fund	$	422,300
Total Project Funding	**$**	**422,300**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Year-round
Project End: Year-round

Project Location = MISCELLANEOUS

City of Colleyville
2014 Capital Improvement Plan

Project:

Final Design of Glade Road

Project Category: **Streets - Reconstruction**
Project Location: **Glade Road Between Heritage Avenue and the West City**
Project Number: **ST14-010**

Description: This project will complete the design of Glade Road, resulting in construction plans for the entire length of the street from Heritage Avenue to the west City Limits. A contract will be awarded in FY2014 to prepare concept design (30%) plans for this project. This phase will complete the design and position the city to begin reconstruction. Phased construction of Glade road is scheduled for future years in the Capital Improvement Program.

Budget Estimate

Planning Design	$	700,000	
Printing and Postage	$	1,000	
Total Project Cost	**$**	**701,000**	*

Anticipated Funding Source/s

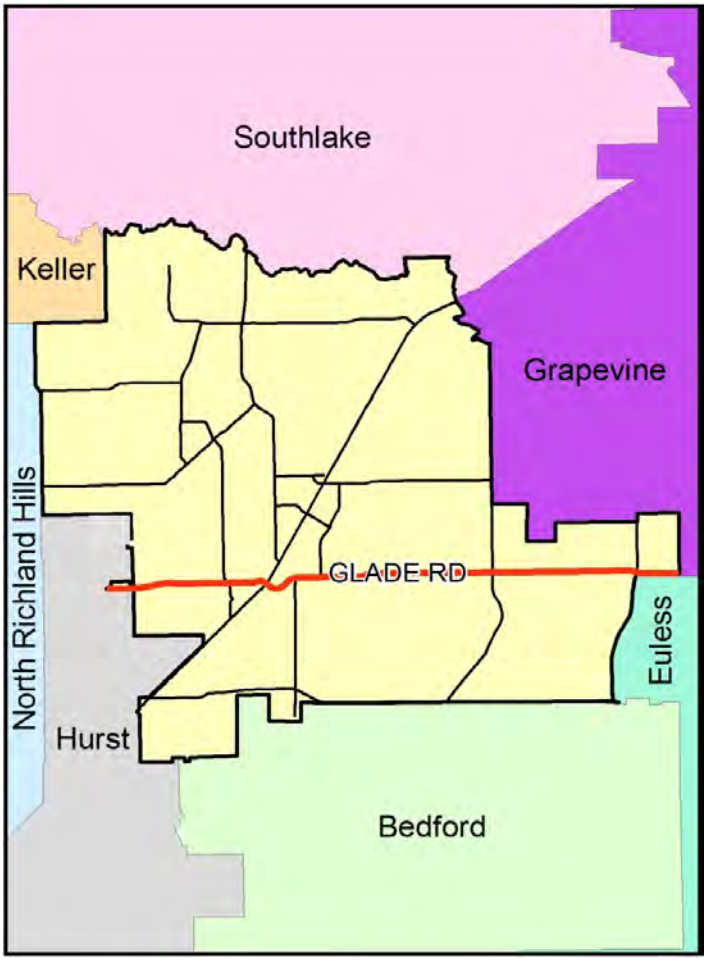
Perimeter Street Fees	$	574,293
TIF	$	126,707
Total Project Funding	**$**	**701,000**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Winter 2013
Project End: Fall 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Upsize Utility Lines - Western Trails

Project Category: **Utilities - Waterline Renewals (Including Upsizing)**
Project Location: **Area 1 - Western Trails Subdivision**
Project Number: **UT14-001**

Description: This is the first of a four-year project to replace old and undersized water lines. Waterlines in this subdivision have been in the ground for many years and do not meet the City's current standards. This project will replace all of the water lines in this area with new lines that are a minimum of eight inches (8") in diameter and should last for 50 years before having to be replaced again.

Budget Estimate

Printing and Postage	$	1,000	
Testing (2.5%)	$	20,988	
Construction	$	839,506	
Inspection (3%)	$	25,185	
Other	$	300	
Total Project Cost	**$**	**886,979**	*

Anticipated Funding Source/s

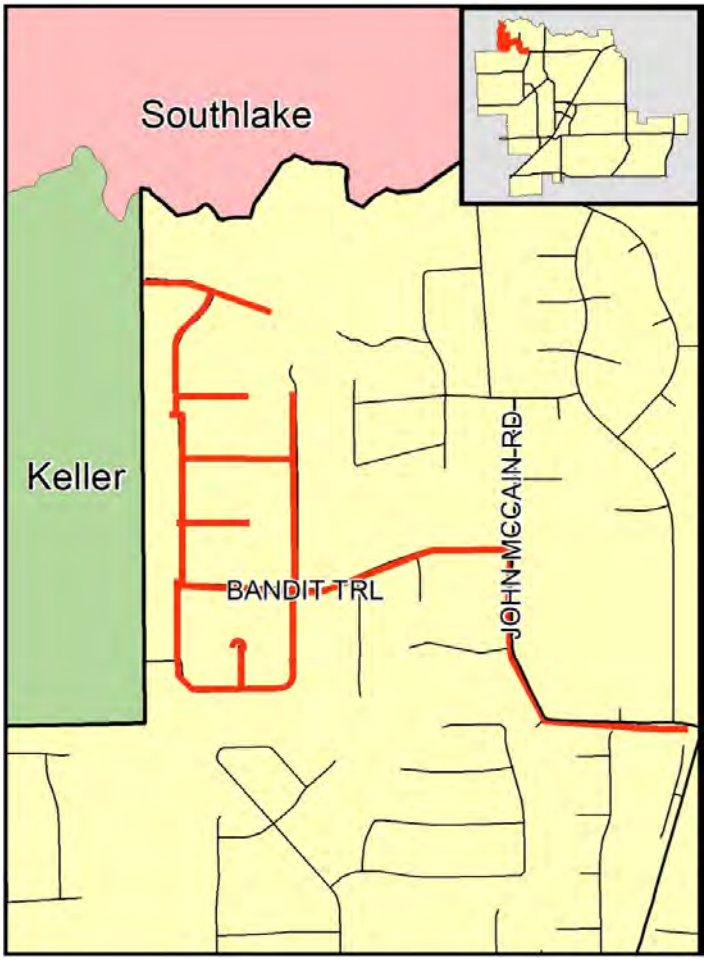
Utility Fund	$	824,521
Water Impact Fees	$	62,458
Total Project Funding	**$**	**886,979**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Design of Senior Center Renovation

Project Category: **Facility-Rehabilitation**
Project Location: **Senior Center**
Project Number: **RC14-001**

Description: A study is currently being done of the Senior Center to consider future use, program, and renovations. This project includes design to rehabilitate the Senior Center. It is included in the 2014 Colleyville Economic Development Corporation's capital plan.

Budget Estimate

Planning Design	$	125,000	
Total Project Cost	**$**	**125,000**	*

Anticipated Funding Source/s

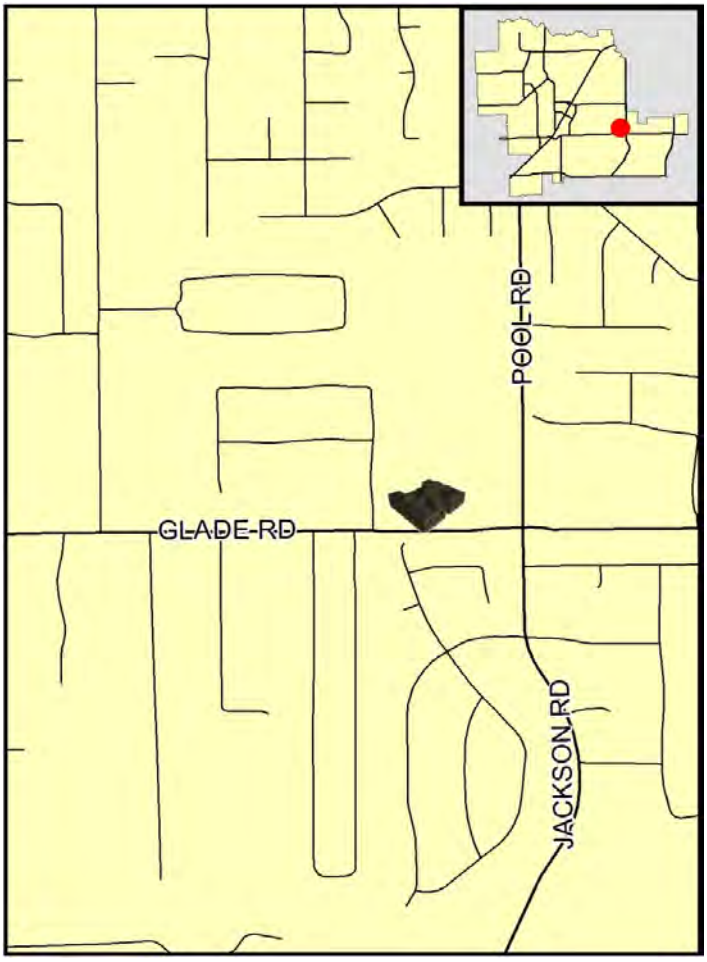
CEDC	$	125,000
Total Project Funding	**$**	**125,000**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Winter 2013
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Construct Cotton Belt Trail - Phase 3

Project Category: **Parks**
Project Location: **SB Side of SH26 Between Big Bear Creek and John McCain**
Project Number: **PK14-001**

Description: This will complete the construction of the Cotton Belt Trail between Grapevine and Hurst. It includes construction of a 10 foot wide trail along the southbound side of newly reconstructed SH26 to connect with the existing Cotton Belt Trail at John McCain, just west of the railroad tracks.

Budget Estimate

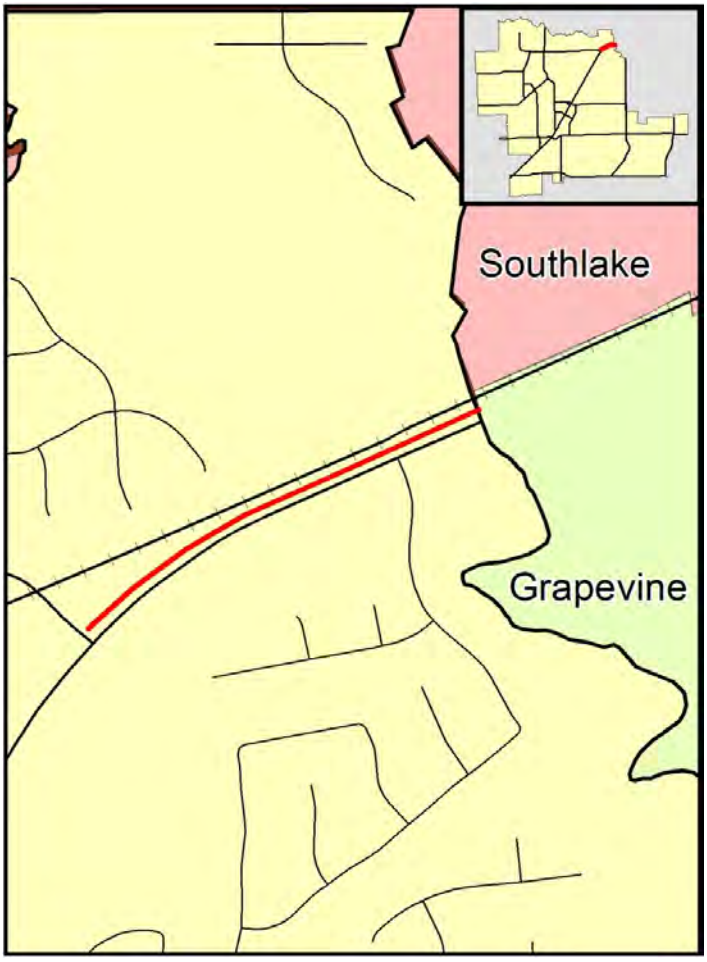
Construction	$	230,000	
Total Project Cost	**$**	**230,000**	*

Anticipated Funding Source/s

Parkland/Vol Park Fund	$	230,000
Total Project Funding	**$**	**230,000**

* *O & M: Perpetual landscape maintenance costs are ~$750 annually*

Project Location



Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

City of Colleyville
2014 Capital Improvement Plan

Project:

Clean and Seal Exterior Stone City Hall/Library

Project Category: **Facility-Rehabilitation**
Project Location: **City Hall/Library**
Project Number: **FA14-001**

Description: This project includes cleaning and sealing the exterior stone of the City Hall and Library building, and re-caulking the windows and doors. Because the stone is not sealed, it absorbs moisture and mildew is accumulating. During cold weather, the trapped moisture freezes and expands, and pieces of stone break off. This project will eliminate those conditions and extend the building's life.

Budget Estimate

Construction	$	300,000	
Total Project Cost	**$**	**300,000**	*

Anticipated Funding Source/s

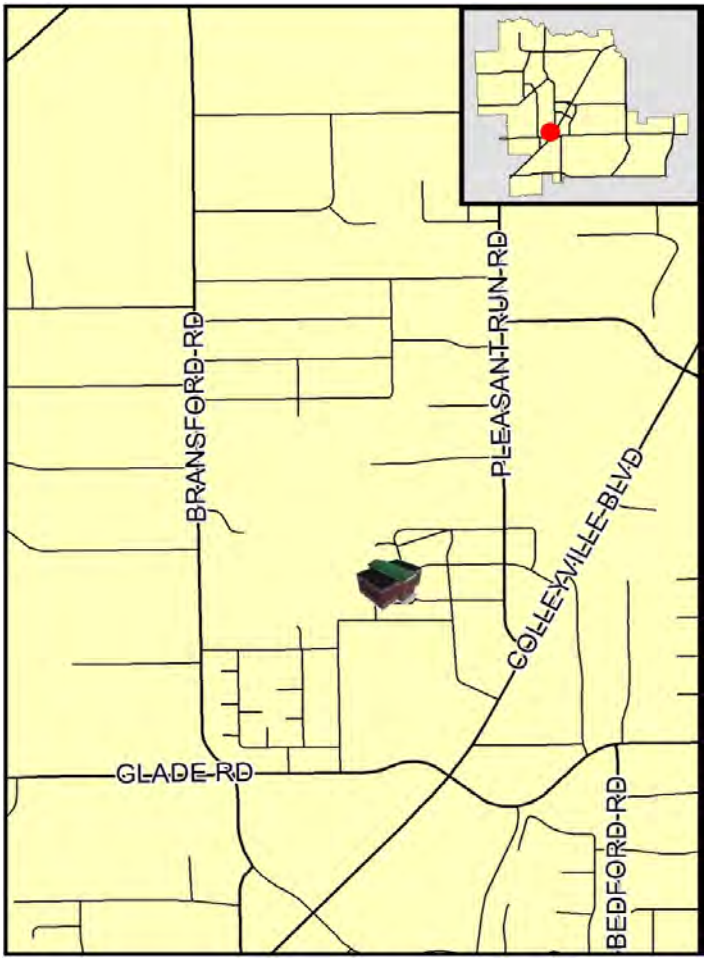
End of Year Transfer to GF	$	300,000
Total Project Funding	**$**	**300,000**

** No significant operating budget impact*

Estimated Key Dates

Project Start: Spring 2014
Project End: Summer 2014

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Pavement Markings

Project Category: **Streets - Rehabilitation**
Project Location: **Various**
Project Number: **ST14-011**

Description: This is the second year of an annual program to replace worn and faded pavement markings on improved streets on a five-year cycle. Thermoplastic pavement markings have a useful life of approximately five years, and regular replacement enhances the safety of the travelling public.

Budget Estimate

Construction	$	100,000	
Total Project Cost	**$**	**100,000**	*

Anticipated Funding Source/s

Project Trans for Rehab	$	100,000
Total Project Funding	**$**	**100,000**

** No significant operating budget impact*

Estimated Key Dates

Project Start: Year round
Project End: Year round

Project Location = MISCELLANEOUS

City of Colleyville
2014 Capital Improvement Plan

Project:

Improvements at Trailhead

Project Category: **Parks**
Project Location: **Cottonbelt - L.D. Lockett Park Trailhead**
Project Number: **PK14-002**

Description: As part of the Colleyville Economic Development Corporation, funding is included for improvements at the Cotton Belt – LD Lockett Park Trailhead.

Budget Estimate

Construction	$	100,000	
Total Project Cost	**$**	**100,000**	*

Anticipated Funding Source/s

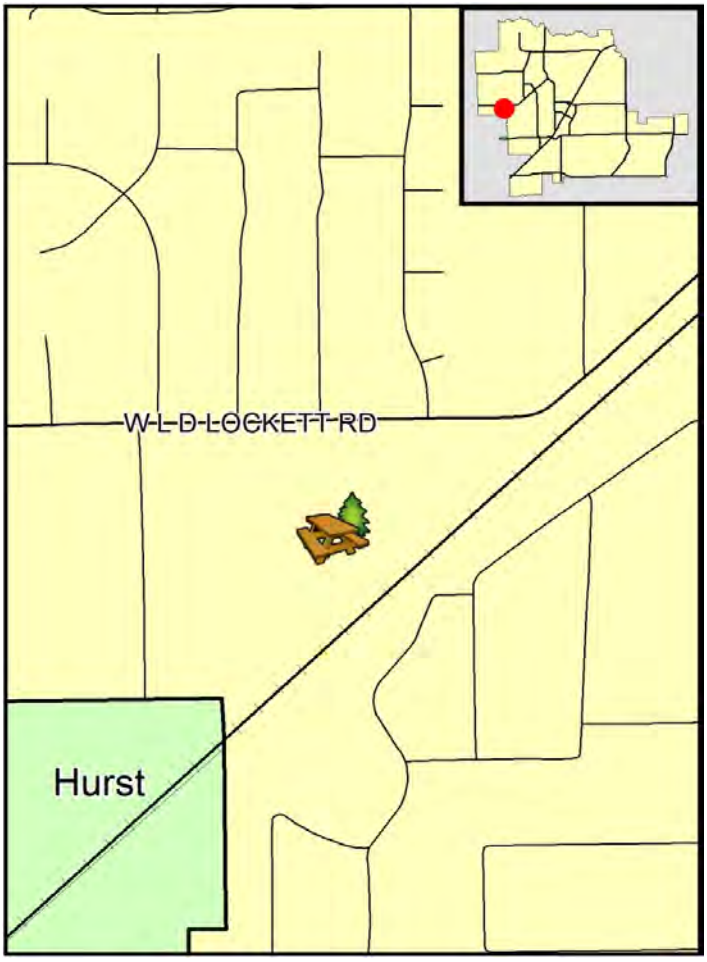
CEDC	$	100,000
Total Project Funding	**$**	**100,000**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: TBD
Project End: TBD

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Glade Road ROW Acquisition

Project Category: **Streets - Reconstruction**
Project Location: **Glade Road**
Project Number: **ST14-012**

Description: As the City completes the final design of the multi-phased Glade Road reconstruction project, the next step is to acquire the necessary right-of-way to proceed with construction.

Budget Estimate

Land/ROW Acquisition:	$ 3,000,000	
Total Project Cost	**$ 3,000,000**	*

Anticipated Funding Source/s

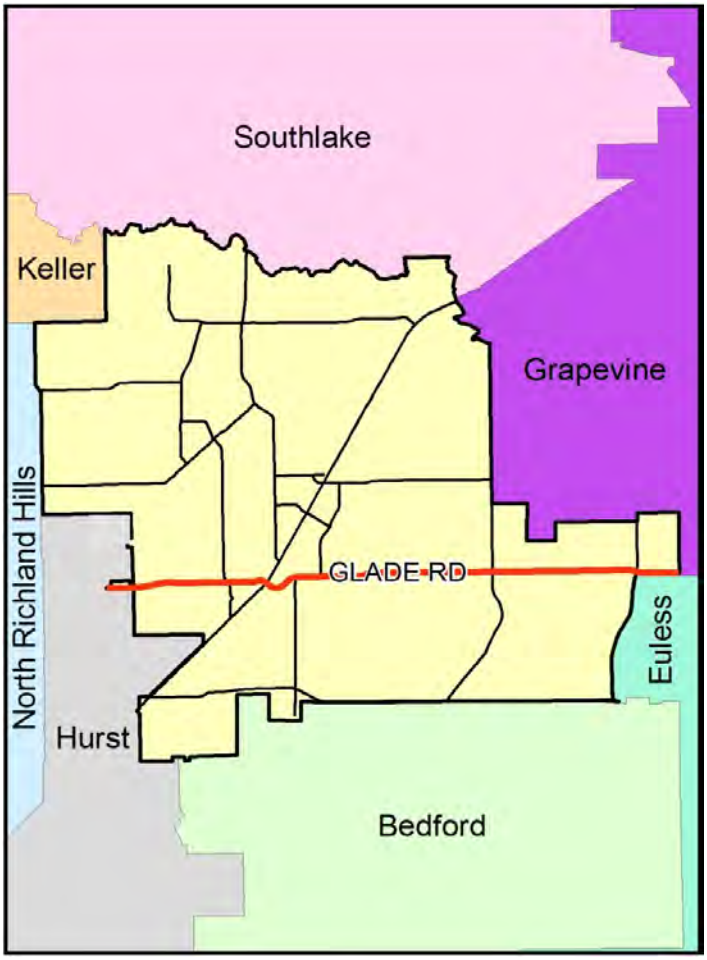
TIF	$ 3,000,000
Total Project Funding	**$ 3,000,000**

* *No significant operating budget impact*

Estimated Key Dates

Project Start: Year round
Project End: Year round

Project Location



City of Colleyville
2014 Capital Improvement Plan

Project:

Construct Roundabout at Bedford and Cheek-Sparger

Project Category: **Streets - Intersection Improvements**
Project Location: **Bedford and Cheek-Sparger**
Project Number: **ST14-013**

Description: Construction of a roundabout at Bedford Road and Cheek-Sparger Road will replace the four-way stop sign. The project is being designed, built and funded by the developer of Heritage Farms. The roundabout will provide relief from severe traffic congestion in this portion of the community and meet NCTCOG guidelines for enhancing air quality in the region.

Budget Estimate

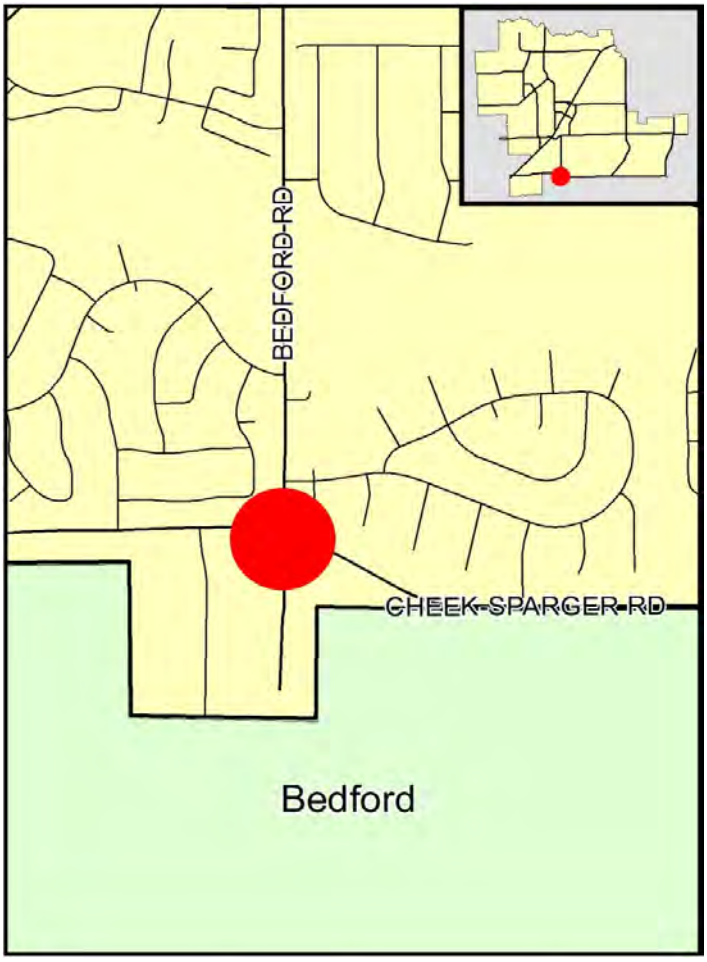
Other	$	800,000	
Total Project Cost	**$**	**800,000**	*

Anticipated Funding Source/s

Other	$	800,000
Total Project Funding	**$**	**800,000**

* *O & M: Perpetual landscape maintenance costs are ~$1,300 annually*

Project Location



Estimated Key Dates

Project Start: Spring 2014
Project End: Fall 2014

City of Colleyville
2014 Capital Improvement Plan

Project:

Landscape & Amenity Upgrades

Project Category: **Parks**
Project Location: **City Park**
Project Number: **PK14-003**

Description: Funding has been included in the fiscal year 2014 CEDC budget for updates at City Park. The park opened in 1998 and is in need of improvements that provide for more efficient irrigation, lower water use landscaping, and updates of dugout and spectator areas.

Budget Estimate

Planning Design	$	16,750	
Testing (2.5%)	$	3,750	
Construction	$	150,000	
Inspection (3%)	$	4,500	
Total Project Cost	**$**	**175,000**	*

Anticipated Funding Source/s

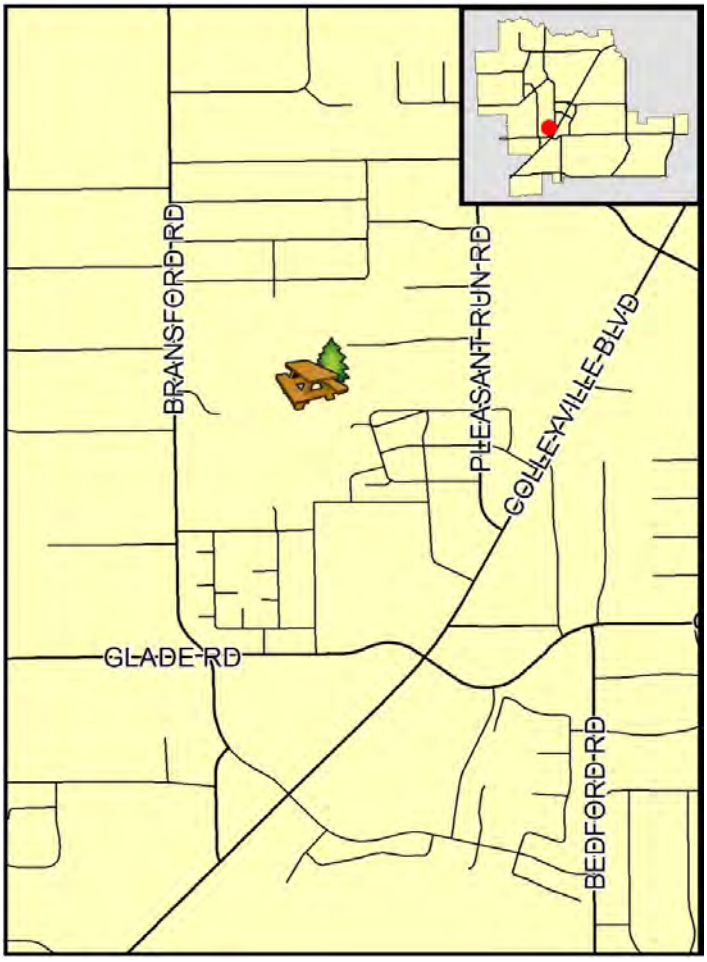
CEDC	$	175,000
Total Project Funding	**$**	**175,000**

** No significant operating budget impact*

Estimated Key Dates

Project Start: Winter 2013
Project End: Summer 2014

Project Location



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 that 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 1st is the date the unpaid taxed 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).

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.

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.

(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.

PER CAPITA EXPENDITURES: Total General Fund expenditures divided by population.

PERSONAL 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.

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.

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.

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.