



CITY OF COLLEYVILLE, TEXAS
Annual Operating Budget
Fiscal Year 2011



Vision Statement:

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Colleyville
Texas**

For the Fiscal Year Beginning

October 1, 2009

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, Texas** for its annual budget for the fiscal year beginning **October 1, 2009**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Fiscal Year 2011

City Council



Fiscal Year 2011

City Council

David Kelly – Mayor

Jon Ayers – Mayor Pro Tem

Carol Wollin – Place 1

Michael Muhm – Place 2

Stan Hall – Place 3

Tom Hart – Place 5

Mike Taylor – Place 6



Fiscal Year 2011

Executive Summary



Colleyville

EXECUTIVE SUMMARY

Through efficient resource management and fiscal responsibility, the Colleyville City Council strives to provide a range of quality services to maintain and enhance the quality of life that Colleyville citizens enjoy. To this end, the fiscal year 2011 budget has been developed to balance the needs of the city in concert with the willingness of its taxpayers to pay for those services. This city's government continually endeavors to provide safe streets, dependable emergency responses, and safe and aesthetically pleasing parks and public facilities—all in a manner that is both effective and efficient. We look forward to reviewing the proposed fiscal year 2011 budget with the Council and our community.

The proposed budget is balanced and in accordance with state law, City Charter and ordinances. The combined proposed expenditures and transfers total \$35,337,006, which is a \$2,096,035 decrease from the current year budget.

<i>Fund Type</i>	<i>Proposed FY 2011</i>	<i>Adopted FY 2010</i>	<i>Change</i>
<i>General</i>	\$17,790,023	\$19,963,208	\$(2,173,185)
<i>Drainage</i>	\$841,884	\$ 803,149	\$38,735
<i>Utility</i>	\$11,370,230	\$10,510,469	\$859,761
<i>Debt Service</i>	\$2,486,612	\$ 2,480,396	\$6,216
<i>CLDC</i>	\$1,858,339	\$2,548,359	\$(690,020)
<i>CCCPD</i>	\$989,618	\$ 1,127,460	\$(137,842)
<i>Total</i>	\$35,336,706	\$37,433,041	\$(2,096,335)

One measure of a city's financial strength is the level of its fund balance. In keeping with the Council's conservative fiscal policy of a 90-day reserve requirement, the General Fund is projected to have 64 days over the 90-day minimum and the Utility Fund is projected to have 72 days over the 90-day minimum cash balance as of September 30, 2010.

<i>Fund Type</i>	<i>Number of Days</i>	<i>Amount</i>
<i>General</i>	154	\$7,505,420
<i>Utility</i>	162	\$5,034,645

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

BUDGET STRATEGY

Preparing the annual budget allows the City Council to steer a course toward a strategic vision that aligns municipal resources with community needs. Quality of life issues, such as public safety, street maintenance, leisure services, and economic development, are consistent themes in the strategic points adopted by the City Council. These include:

- Making a long-term commitment to economic development
- Fostering a more diversified tax base
- Protecting and preserving neighborhoods
- Delivering sustainable government
- Branding 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.

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 in providing quality services to the citizens of Colleyville, as determined by the City Council and for which funds are available.

The strategy employed to prepare this budget has been quite different from that of previous years. The reality of the "new normal," including the ongoing national recession, rising costs of service delivery, and the approaching build-out of the Colleyville community, has influenced resource allocation in ways rarely experienced during the previous decade, and now necessitates consideration of a permanent change in funding appropriation. Therefore, staff considered a number of factors to shape the service delivery plan for fiscal year 2011, including:

- Colleyville's life cycle as a community
- Resource prioritization based on community and City Council input
- Future sustainability of budget
- Implementation of program-based budgeting
- Implementation of funding for strategic plan

With this budget, staff is recommending 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 a AAA bond rating. The service delivery plan maintains the programs and services identified by our citizens as priorities, without an increase to the city's tax rate and with minimal impact to our citizens.

It also funds all debt requirements and provides adequate debt service fund balances. Furthermore, the service delivery plan considers the city's most important resource—the employees who are ultimately responsible for service delivery.

Finally, the service delivery plan does not include an increase in utility rates. However, staff is proposing that the City consider implementation of a tiered conservation rate structure for water and wastewater rates in the Utility Fund.

This year's proposed budget reflects an effort to balance expectations of citizens with available resources. It is important to note that, as this budget will serve as a policy document upon adoption for the next fiscal year, any service level enhancements 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 our budgetary parameters.

To keep our citizens informed, the proposed budget has been posted on the City's website so that citizens can review it. Any questions or requests for additional information should be directed to Terry Leake, assistant city manager and chief financial officer, at 817-503-1115 or by email to tleake@colleyville.com.

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), and Elise Welborn (Human Resources Manager), for their efforts in building our service plan for 2011.

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.

Fiscal Year 2011

Budget Message



Colleyville

FY 2011 BUDGET MESSAGE

We are pleased to present the proposed FY2011 Combined Annual Operating Budget for the City of Colleyville. This document represents a continued commitment to prudent fiscal management, while maintaining and enhancing services that improve the quality of life of Colleyville's citizens and meeting the expressed needs of our community.

While the proposed budget does not fund all existing service levels, it meets the City Council's priorities for service delivery and maintains the current tax rate. The proposed budget has been formulated by reflecting on a philosophy of:

- Providing solid, high-quality, core governmental services
- Effectively allocating resources to meet citizen needs
- Affordability and sustainability
- Pursuing opportunities to partner with other public providers
- Valuing our employees

Furthering our commitment to effective community involvement, a summary presentation of the proposed budget has been placed on the City's website and cable channel. A budget public hearing is scheduled for September 7, 2010, to allow citizens to provide comments regarding the proposed budget. The proposed budget will be presented to City Council for final approval on September 21, 2010.

BUDGET OUTLOOK

On the national level, economic trends during the past year indicate zero to negative growth in the economy with above average unemployment and low consumer confidence. The local economy has remained comparatively stable despite the national recession. Colleyville is fortunate to have a strong residential base that helps to mitigate the negative effects of economic fluctuations. However, property values have declined and no growth is expected in economy-driven revenues, such as sales tax and development fees. It is also expected that the current trend of limited new construction will continue, as no new subdivisions are expected to be platted next year.

These economic forces shape the "new normal" perspective from which this budget has been developed. Staff considered many factors in the budget preparation.

First, staff considered Colleyville's place in the life cycle of a community. The city has steadily evolved throughout most of the last century, growing from a largely agricultural and farming community to a sought-after suburb, boasting premiere neighborhoods, nationally ranked schools, and desirable amenities. Like much of the Dallas-Fort Worth area, Colleyville's future was radically changed by the opening of DFW International Airport in 1972. Since that time, the city has experienced significant growth, quadrupling its population since 1980. However, in the past two years, development has leveled off due to an ailing economy and the increasing scarcity of available land. Build-out is anticipated in the next 15-20 years.

As we reach maturity as a community, it is incumbent upon us to address the impact on our service requirements and delivery, as well as how our resources are appropriated for the associated costs of those services. During the past two years, we have witnessed a continuing trend in declining sales tax revenues, development fees, and interest earnings, and now property values have begun to decline. The new normal now means continuing to provide the quality programs and services our citizens expect, while structuring an affordable, sustainable method for delivering those services.

Next, the prioritization of programs and services, as indicated by citizen and City Council input, was considered. This meant balancing the city's needs with our citizens' willingness to pay for the services required to meet those needs. In a survey conducted in January 2010, citizens defined those needs as follows:

- 96 percent indicated satisfaction with the quality of life in Colleyville
- 99 percent indicated having a safe community as important in determining quality of life
- 92 percent indicated satisfaction with overall appearance of their neighborhood
- 82 percent indicated satisfaction with the value of services

Citizens also indicated that attracting and retaining quality businesses, and the development of State Highway 26/Colleyville Boulevard were the most critical issues facing Colleyville today. In addition, staff requested program prioritization input from the City Council in preparation for this year's budget. The City Council indicated that public safety operations are its highest priorities, followed by street maintenance and economic development. They also placed an emphasis on park and athletic field maintenance, as well as the Colleyville Public Library and Colleyville Center.

The third factor addressed in the budget development process was the sustainability of the budget. To this end, staff conducted a line item review of every program budget, reducing allocations where appropriate, based on historical performance and future cost factors. Staff then conducted position assessments on all city positions to determine if worker resources were being optimized and searching for opportunities to combine positions, outsource services, or streamline work processes.

In addition, the costs associated with employee insurance, a major driver in increased budget expenses, came under heavy scrutiny. These expenses have increased 38 percent since 2006. Through the diligent work of the Employee Benefits/Wellness Committee and the adoption of a

wellness initiative, healthcare costs for the employees have been reduced in the proposed fiscal year 2011 budget, despite high utilization and claims, and uncertainty about healthcare costs on a national scale.

Performance management was the fourth factor considered during this year's budget development process. This is a City Council and staff priority, and as the City of Colleyville transitions to the strategic management model that the City Council has adopted, it is a critical element of in our performance-based budgeting. The first step in transitioning to this type of budgeting is identifying program service levels and the associated costs, then linking specific performance indicators to those programs to determine the efficiency and effectiveness of service delivery. The fiscal year 2011 proposed budget is a program-based budget, a transitional format that will allow us to progress beyond a line-item budget to a performance-based budget.

Finally, staff considered funding for the city's strategic plan. To that end, staff has proposed establishing a strategic initiatives fund designed to further the City's strategic plan. Funding has been proposed to act as seed money to establish the fund, with a recommendation that at least a portion of any net revenue derived from the current year's budget be allocated to that fund. Funds will be recommended by staff and allocated by City Council for projects that are directly linked to the city's strategic plan.

ACCOUNTING FOR INTEGRITY

The proposed 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-services 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 funds that account for these services. The identity and functions of these funds are:

- General Fund - to account 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 - to account 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 - to account for financial resources to be used for the acquisition or construction of major capital projects – a governmental fund type.
- 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 proprietary fund type.
- Drainage Utility Fund – to account for all the activities required for the management of storm water drainage – a proprietary fund type.
- Court Technology Fund – to account 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 – to account 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.

BUDGET STRATEGY

In preparing this budget, the primary goal was to achieve the identified objectives that maintain and improve services for citizens. The proposed 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. The City Council’s adopted strategic points are as follows:

- Making a long-term commitment to economic development
- Fostering a more diversified tax base
- Protecting and preserving neighborhoods
- Delivering sustainable government
- Branding Colleyville with a unique identity

The goal is to best 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 cost community members are willing to pay for local government services. Utilizing citizen input, the Council determines various goals to attain the priorities of citizens. Staff plays a critical role in guiding the process by providing purchasing proposals pursuant to the City Council's priorities.

BUDGET DEVELOPMENT

Continuation of sound financial and operational philosophies has guided the development of this proposed budget. By definition, preparation of any budget is the allocation of scarce resources. There will always be more needs than available funds, but this was particularly challenging due to declining revenues coupled with changes in some service levels.

The budget building process includes four key components:

- Determination of program and service priorities based on the prioritization of the majority of citizens.
- Determination of the value and cost of each service based on the level of service needed and/or desired by our citizens.
- Determination of optimal service delivery methods, based on value, to ensure efficient, effective delivery of the services our citizens expect.
- Determination of the scope and value of government in relation to the availability of revenue for the City.

Accepting the charge for developing recommendations for the proposed budget, staff used the City Council's strategic points as the primary guide. At the onset of this year's budget development process, staff was challenged with identifying the cost of each service and the expected outcomes of established service levels. Each line item of every program budget was reviewed for efficiency and optimal use of resources. Departments also identified resource needs through the strategic plan initiative process but, due to declines in revenue, no new resource needs are recommended for funding in this proposed budget.

Make a Long-Term Commitment to Economic Development

- General Fund
Economic development funding in the amount of \$332,551 to establish an aggressive commercial promotion and development program is included in the proposed fiscal year 2011 budget. This includes funds for advertising, trade show promotion, and membership in target industry associations, such as the Health Industry Council of North Texas and DFW Area Tourism Council.

Staff continues work to create and support positive attitudes toward development, including development processes improvements, proactively addressing anticipated public safety issues related to development, and the creation of citizen advocates for economic development.

An effective, proactive communications and outreach plan helps the organization communicate to stakeholders on a variety of issues, including economic development initiatives. As a result, the discipline in our communications program is highly specialized, involving the need to convey specific messages to varying targeted audiences. To augment current staff efforts, the proposed budget provides \$17,000 for contract communications work.

- CEDC
Special events and festivals bring substantial visibility and economic impact to the city and this budget proposal contains several recommendations that support Colleyville events. Funding through the Colleyville Economic Development Corporation (CEDC) in the amount of \$69,000 includes four special events, as well as summer concert and movie series. Funding in the amount of \$51,000 is also recommended from the CEDC for the marketing and promotion of Colleyville, including the Keep it Colleyville campaign and the Come to Colleyville visitor promotion, designed to support our local businesses.

Foster a More Diversified Tax Base

- General Fund
Staff will continue efforts to attract and retain Colleyville's commercial development along major thoroughfares to increase commercial sources of revenue, therefore reducing the tax burden on residential properties. This includes working with existing property owners and representatives to site master plan the remaining large, undeveloped tracts of commercial property in Colleyville, as well as pursuing opportunities to advance small business development and create business incubators to nurture the commercial tax base.
- CEDC
The proposed budget includes a payback plan for completed enhancements at Colleyville Center which were undertaken to ensure the Center's role as a revenue generator for the City, and an economic catalyst for local businesses, restaurants, and service providers.

Protect and Preserve Colleyville's Neighborhoods

- General Fund
Public safety remains a top priority among Colleyville residents, and the City Council, likewise, has made clear its commitment to maintaining a strong public safety core. Continued funding for the Colleyville Citizen Police and Fire Academies is recommended. In addition, funding for Citizens on Patrol and Rehab Team is also included to support these fully functioning, volunteer-staffed and -equipped programs in support of various City functions and events, or during extended emergency incidents where citizens would be safely able to provide support.

This budget also includes the addition of \$23,928 to reclassify driver/engineer positions in the Fire Department, consistent with the adopted Fire Department staffing plan. Fire truck maintenance funds have been reduced by \$24,000 because of the replacement of the aged apparatus.

The emergency management coordinator position has been recommended for removal from the fiscal year 2011 budget. To maintain service delivery, qualified staff within the Fire and Police departments will execute the duties of the position, ensuring the city's preparedness for an emergency.

The estimated useful life of an asphalt overlay is eight to 12 years, depending on traffic volume and road base conditions. There are 158 miles of paved roadway in Colleyville. A consistent focus by the City Council has been to continue effective funding levels for street maintenance. Given this, the proposed budget again provides \$1,000,000 for pavement maintenance and micro-resurfacing to aggressively address our infrastructure maintenance needs. This funding allows the City to address several miles of roadway during the year.

The proposed budget also continues funding for installation and repair of sidewalks, and continues the focus of enhancing the safety of our children and the walkability of the city to activity centers. This funding continues at \$50,000 in escrowed funds for neighborhood districts as approved by the City Council in November 2008. Staff will also continue work in the development of a multi-year Capital Improvement Program (CIP) for trails and sidewalks, streets, utilities, and drainage projects.

In addition, in October 2008 the City Council adopted a staff proposal regarding the CIP and approved a resolution for the recommended 10-year pay-as-you-go program. This program provides a means to address street infrastructure improvements by using the General, Utility and other appropriate funding sources (as outlined in the CIP document). The fiscal year 2011 CIP includes reconstruction of Black Drive, Brentwood Drive, and Pembroke Parkway West; the intersection of John McCain and Pleasant Run roads; and engineering design of the intersection of Jackson and Cheek-Sparger roads, and Martin Parkway and Cheek-Sparger Road.

The proposed budget continues to include \$15,000 for the Library's material collection from the General Fund and \$135,000 from the Voluntary Library Fund for a total of \$150,000.

The open space mowing contract has been reduced for the second consecutive fiscal year. Irrigated areas will be mowed 24 times annually, down from the current 30; non-irrigated areas will be mowed 18 times annually, saving approximately \$21,000. The City's horticulture contract is also proposed to be reduced by \$17,000. The recreation budget has been reduced by \$6,000 due to changes in the print specifications for recreation brochures.

In addition, staff is recommending a non-resident fee increase of \$5 per season effective spring 2011 for all youth sports programs, as well as a non-resident fee for Meals on Wheels at the Senior Center of \$1 per meal.

A continued initiative of staff will be the development of a 10-year CIP for the City's park system upon completion of the Comprehensive Parks, Recreation and Open Space Master Plan.

Funding for agency agreements in the fiscal year 2011 budget has been reduced by \$14,590 and citywide memberships have been reduced by \$15,460, including \$13,000 for the City's portion of the Trinity Railway Express (TRE) operations.

- Utility Fund

The cost of purchasing potable water from the Trinity River Authority (TRA) has increased during the past year due to increased 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 TRA. This is because one of the member cities has reduced water use while completing maintenance on their water system. TRA's new fiscal year begins in December; their budget will be presented in the fall. As they will face higher chemical costs, ongoing infrastructure maintenance costs, labor-related costs, and compliance costs with more stringent state and federal water quality regulations, it is likely their rates will increase. In the fiscal year 2011 budget analysis, staff prepared two utility rate structure scenarios covering the next five fiscal years. These include a tiered conservation rate structure and a structure that eliminates the first 2,000 gallons of usage from the minimum bill.

- CEDC

Funding in the amount of \$72,227 has been added to the CEDC budget for staff and operational costs related to the expansion of the library to the second floor.

With the completion of the Parks, Recreation and Open Space Master Plan, staff is recommending funding in the amount of \$134,905 for future park projects. The CEDC also includes proposed funding for the L.D. Lockett House Trail (\$100,000) construction to connect to Cotton Belt Trail Phase II.

- CCCPD

The CCCPD will fund four officer positions in fiscal year 2011, vehicle replacement, public safety software maintenance, regional recruiting and hiring, crime report/mapping software, wireless support for mobile digital computers, mobile video system replacements and software maintenance, as well as continued support of the Teen Court program, handheld radio replacements and funding of Justice Center debt service.

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 with past years, part of the budget approach is to embrace the concept of partnering with other governmental units, with the guiding principal that it should meet the benefit, economic and efficiency thresholds for Colleyville.

The proposed budget will contract for services with other governments in the following areas:

- Public Safety

Implementation of regionalization for public safety communications and jail services will occur in fiscal year 2011 through a multi-year interlocal contract with the cities of Keller and Southlake. Contracting these services reduces Colleyville's costs by \$115,482 in the first year and increases the level of service to our citizens through additional dispatch and jail staffing. Tarrant County 9-1-1 is finalizing a lease proposal to utilize the Colleyville

Communications Center as their permanent backup site, which will create additional revenue and keep the facility up to date with the latest technology. Also included in the fiscal year 2011 budget is continued participation with the Metroport Teen Court, which is funded jointly with the cities of Colleyville, Grapevine, and Southlake. Funding is also provided for animal shelter services by the City of Hurst, as well as funding to meet the contractual obligations of the Bedford Response Area.

In addition, the original Tarrant County NETCO radio consortium has expanded into the North Texas Interoperability Communications Coalition (NTICC), which now includes police, fire, and public works agencies throughout North Texas. The Colleyville Police and Fire departments continue to be integral partners in this collaborative effort aimed at securing funding and equipment for Project 25 (P25). P25 involves the nationwide conversion of radio systems from analog to digital. This change to P25 standards for public safety radio systems has been adopted by the Federal Communications Commission (FCC) to replace aging radio systems to enhance interoperability through digital technology. The P25 conversion will include all radio equipment (i.e., towers, consoles, portable radios, handhelds) and the industry goal is to begin construction in 2013 and achieve compliance by 2015.

- **Street Overlay:**
To maximize street maintenance the City will continue partnering with Tarrant County, which provides County labor resources for street maintenance at no cost to the City. The County has phenomenal street overlay capabilities and has shown a strong interest in assisting our maintenance program.
- **Elections:**
The City will continue to contract with the Tarrant County Elections Administration Department to conduct local elections. The efficiency and expertise provided by the County enhance the quality of the electoral process available to our citizenry.
- **Building Maintenance:**
The City will continue to contract with Tarrant County for janitorial support services for the Colleyville Justice Center, Colleyville Public Library, Colleyville City Hall, and Colleyville Senior Center.
- **Grapevine-Colleyville Independent School District:**
The City will continue efforts with the District for tax collection services and 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. City 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 proposed budget provides a staffing level of 181.625 full-time equivalents (FTE), including 171 full-time positions, 12 less than in fiscal year 2010. This reflects the elimination of 12 full-time positions, including a dispatch supervisor, seven dispatchers, an emergency management coordinator, a project inspector, an engineering technician, and an administrative secretary.

Maintaining an investment in staff was an important component in the development of the proposed budget. However, no salary range or compensation adjustments are recommended in this year's budget due to the lack of available resources to fund such adjustments. It is important to note that in the 2010 compensation study and analysis, 26 percent of the City's surveyed salary ranges were more than five percent below market. Another 64 percent were within five percent, either below or above the market, and 10 percent were more than five percent above the market. Even without the current and projected economic conditions, it would be prudent to evaluate the City's overall compensation philosophy to assess its long-term practicality and sustainability.

The total cost for the insurance program is \$1,931,472 in the proposed fiscal year 2011 budget, a decrease of \$76,350 from fiscal year 2010 cost. This amount includes health, dental, life, long-term disability, COBRA, flexible spending account administration, and a health reimbursement arrangement. Of this amount, \$1,530,268 is funded through the General Fund. The annual health insurance premium employee-only coverage is \$5,409, with family insurance coverage costing \$16,382. The City exhibits a substantial commitment to employee benefits by funding employee health insurance at 100 percent and dependent insurance at 75 percent, allowing the City to maintain a competitive position among its peer cities. In future years, with implementation of a measured employee wellness initiative, the City will convert to a tiered premium structure. This is designed to improve employee health and to reduce the City's costs in the short term with lower premiums, and in the long term, through reduced utilization.

In addition, the City participates in the Texas Municipal Retirement System (TMRS). Under this system, the City matches the employee retirement contribution at a 2:1 ratio. Currently the City contributes at the maximum rate of seven percent, provides updated service credit adjustments annually, provides annuity increases for retirees, and a supplemental death benefit equal to an employee's annual salary. In 2007, TMRS changed its accounting method for funding normal costs, annually repeating updated service credits and annuity increases to comply with updated Generally Accepted Accounting Principles, and resulting in the amortization period for pension benefits shifting from a 25-year open period to a 30-year closed period. While unfunded liability is a reality among all TMRS cities, that liability changes on an annual basis due to actuarial calculations factored into each member city's rate. As of December 31, 2008 (the most recent valuation date), Colleyville's unfunded actuarial accrued liability was \$8,181,594, which will be funded over a 28-year period. This represents a funded ratio of 74.3 percent.

Staff is proposing a plan change to achieve a more sustainable pension benefit and to reduce the City's costs. Based on Colleyville's existing plan design, the 2011 rate could be calculated at 16.23 percent (annualized 16.11 percent), a three percent increase over the 2010 rate of 15.76 percent (annualized at 15.39 percent). The plan change removes the automatic annual annuity increase for retirees and, in future years, allows the City Council the option to authorize this as a

percentage of the Consumer Price Index (the plan currently dictates 70 percent) on an annual basis.

This year, almost every member city in Texas was assessed a rate increase of at least two percent; and, for some it was as high as seven percent. After meeting with TMRS representatives and evaluating the City's plan design, the proposed fiscal year 2011 budget includes funding for participation in the TMRS program with a plan design change at a contribution rate of 11.2 percent (annualized 12.34 percent), down 29 percent from the current rate of 15.76%. This reduces the City's total TMRS costs for fiscal year 2011 by \$382,989 and reduces the City's unfunded actuarial accrued liability to \$3,124,793, a 62 percent decrease in the City's unfunded liability. This change also increases the City's funded ratio to 88.72 percent, creating a plan that is both affordable and sustainable.

The City's cost for workers' compensation insurance is also decreasing fiscal year 2011 by \$36,565 in the General Fund.

Even without the current and projected economic conditions, it would be prudent to evaluate the City's overall compensation philosophy to assess its long-term practicality and sustainability. Staff continues to evaluate "best practices" to determine the best methods to establish a cafeteria-style benefits program for future consideration.

In fiscal year 2011, staff will also work toward completion of a comprehensive update of the Personnel Policies and Procedures Manual. This includes reviewing current policies, as well as developing new policies. An employee committee will provide input.

Staff continues implementation of a comprehensive performance management program for the City. Beginning in fiscal year 2011, staff will provide quarterly reports on program and service performance to best determine operational efficiency and create greater organizational accountability. Feedback from the performance management tools and performance indicators will serve to reinforce alignment of City services with citizen expectations.

As technology enhancements become available, staff is proactive in implementing new and improved resources to increase productivity, enhance customer service, and improve the efficiency of services. A major initiative this year will be to undertake a study to determine long-range computer hardware and software needs, and an implementation and funding plan. In addition, \$13,000 has been included for a circuit upgrade to provide more reliable connectivity and redundancy at the Justice Center and Colleyville Center.

In addition, the City's GIS function has been integrated with Information Services to strategically align current and future information technology needs and to create necessary redundancies.

Included in the fiscal year 2011 budget is continuation of the upgraded operating platform for the City's website, which allows for better security and search capabilities for the end user. In addition, a full redesign of the site is underway. The redesigned site will feature flash capabilities and a more user-friendly format. Additionally, the City's citizen response module (CRM), which

provides citizen access via the city website and is also utilized by staff as a work order management tool, will be replaced with an enhanced module to include mobile phone applications for easy access. Users will be able to download and enter their requests at any time from any location, track the status of their request, and communicate with City staff about their request. The new module also will have enhanced reporting capabilities to provide accurate reporting on performance efficiency. This service enhancement is being accomplished at a cost \$800 less than the existing CRM program.

To better utilize resources, required direct deposit of payroll will be implemented on October 1. This efficiency saves the City almost \$1,000 in hard costs by eliminating check stock and envelopes, as well as staff time printing and stuffing payroll envelopes.

The City will also be eliminating 36 City-issued cell phones in favor of providing a nominal monthly allowance for those employees who have a need for mobile communications during the course of their work. This not only reduces the City's costs for mobile communications by \$4,300, but saves time spent processing the monthly bill. Ordinance changes and changes in the City's code of ordinances will no longer be printed in favor of utilizing the online code feature on the City's website, which is codified regularly.

Brand Colleyville with a Unique Identity

- General Fund

A \$2,000 allocation is included in the General Fund for the rollout and implementation of the city's new brand campaign.

Assuming the mantle of environmental leadership in Tarrant County, staff is recommending implementation of a fee-for-service program for vegetation collection as a sustainable approach to storm-related debris collection. Property owners will work directly with the City's franchised solid waste provider, IESI, to arrange for special pickup of storm debris, at their own cost. An alternative approach is to implement a storm management fee of \$0.62 per month for all households. This approach was not recommended because it is a recurring cost to all citizens, regardless of usage.

Staff will continue evaluating community based planning by identifying "best practices" for consideration in adopting a "green" initiative program. Some items for consideration are reviewing building codes, reduction of yard waste education, enhanced community recycling program, and identifying replacement of gasoline-diesel vehicles with hybrid or bio-diesel fuels.

- Drainage Fund

Staff is recommending the continuation of the household hazardous waste collection program and the Clean Sweep annual collection through \$12,000 from the Drainage Fund and a conversion of solid waste franchise revenue in the amount of \$10,000. In future years, it is incumbent upon the City to address these issues, while measuring the sustainability of the options.

GENERAL FUND

In developing the proposed budget, the focus was to construct a balance between revenues and expenditures, and prioritized operational needs and long-term community investment strategies.

Revenues

Major revenue considerations in the proposed General Fund budget include:

- Reduced property values
- Reduced sales tax revenue
- A decrease in the investment earnings rate from 1.25 percent to 0.75 percent
- Anticipating 120 housing starts in 2011 compared to 99 budgeted for the current year, but resulting in a decrease of \$140,716 in development revenues

Property Tax

The major 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.

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 Senior Tax Freeze for the upcoming year is projected to be \$135,843. Currently, 14.37 percent of all residential property tax accounts are frozen.

The main source of income for the City is property taxes, accounting for 58 percent of our total revenue. The Tarrant Appraisal District has certified Colleyville's property valuations for 2010 at \$3,724,557,389, which includes the TIF District valuation of \$242,224,225 and \$51,848,636 in new construction. This represents a value decrease of 1.89% from the current year's taxable valuation of \$3,796,466,757. Commercial properties are the primary driver of the decrease in assessed valuations.

As submitted, the proposed budget maintains a property tax rate of \$0.3559 per \$100 value to support a property tax levy of \$12,393,624, excluding the TIF property. The tax rate is comprised of an operation and maintenance rate of \$0.29758, and an interest and sinking rate of \$0.05832. 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, and that is not anticipated to change with the adoption of the proposed budget.

The proposed property tax rate of \$0.3559 is almost two cents less than the effective tax rate of \$0.3729. 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 2010 tax rate equal to the effective tax rate of \$0.3729 per \$100 of value, taxes on existing property would decrease compared to 2009 taxes by \$674,500.

As shown in the following table, the proposed 2011 property tax rate will slightly reduce the typical homeowner’s tax bill compared to this year’s tax billing. The average homeowner will see a property tax payment reduction of \$5.29.

Budget Year	Average Residential Property Value	Property Tax Rate	Property Tax Payment
2010	\$398,957	\$0.3559	\$1,419.89
2011	\$397,472	\$0.3559	\$1,414.60

Sales Tax

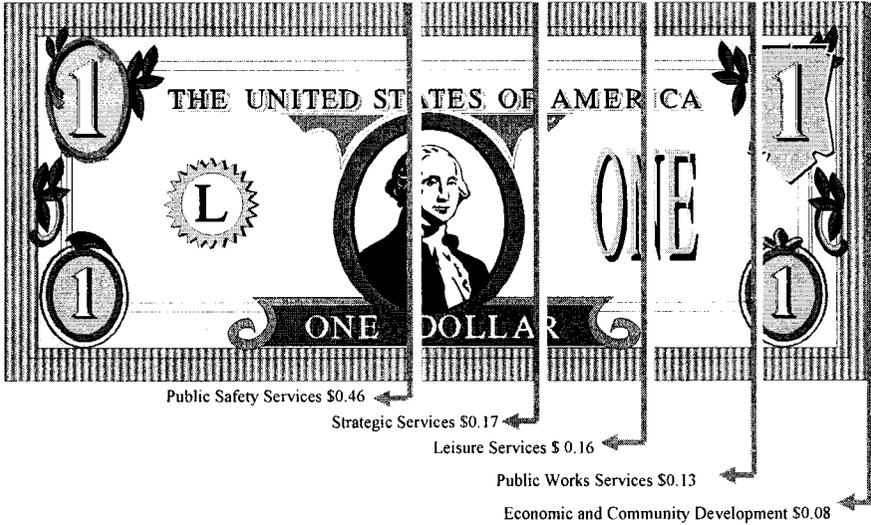
The second major financial consideration guiding development of the budget is the growth of sales tax revenues. The City collects a total 2 percent sales tax: 1 percent for General Fund and the remaining 1 percent allocated for two half-cent special purpose districts. In the current economic conditions, a one percent revenue growth is projected.

Interest Earnings

Interest income of 0.80 percent is projected, equating to \$75,000 for the General Fund. In order to increase this return, the City Council recently approved the addition of the Certificate of Deposit Account Registry Service (CDARS).

Expenditures

The following illustration shows how the City spends each tax dollar for the upcoming fiscal year.





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

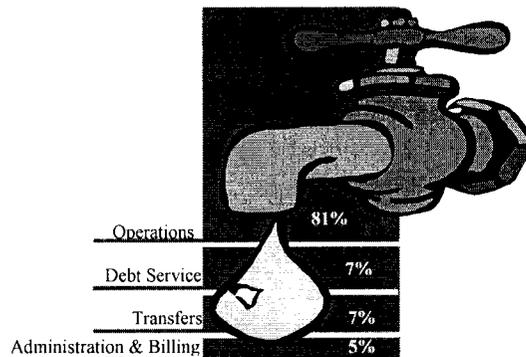
Under the current rate structure, water sales account for 73 percent of this amount and sewer revenues account for 22 percent. Interest, tap fees, and miscellaneous revenues make up the remainder. The current rates are based on the City paying TRA \$2.27 per 1,000 gallons for water and \$1.53 for wastewater.

As stated earlier, in the fiscal year 2011 budget analysis staff prepared two utility rate structure scenarios covering the next five fiscal years. These include a tiered conservation rate structure and a structure that eliminates the first 2,000 gallons of usage from the minimum bill.

Meeting bond covenant requirements, the existing rate structure provides for a 1.5 times coverage factor. An additional rate increase of \$0.20 (water) and \$0.10 (sewer) per 1,000 gallon usage has been scheduled since 2000 to be implemented for the remaining share of debt issuance for the utility relocation costs for State Highway 26/Colleyville Boulevard (estimated construction after 2015).

Expenditures

Utility Fund expenditures total \$11,370,230 for the proposed budget. The largest component, 64 percent of the fund, covers the contractual obligation for water and wastewater to the Trinity River Authority. As part of the program to repair and rehabilitate the utility system, the budget continues funding the annual meter replacement program at a cost of \$15,000. The expenditure increase in the budget from fiscal year 2010 is due to the increase in the cost of treatment of water and wastewater by Trinity River Authority. 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 Utility Fund's times coverage ratio of 1.20 is effectively met with a projected 1.50 ratio with the current rate structure. There is a planned drawdown of fund balance in the amount of \$116,839 for the repayment of the midmount fire apparatus acquired in FY 2010. The projected ending FY 2011 fund balance will be in excess of the 90 day reserve needed.

The total fiscal year 2011 debt obligation for tax supported debt is \$2,486,612. The total utility supported 2011 debt obligation is \$835,577.

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. A 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.

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 our 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, meaning lower interest payments. With a population of 22,950, Colleyville is the only city in Texas with a population under 25,000 to hold bond ratings of this quality.

A major initiative for the coming year will be the ongoing planning for the issuance of long-term debt related to improvements for State Highway 26/Colleyville Boulevard. The state currently projects bidding of construction for highway improvements for sometime in 2015, possibly later. Local funding will include \$4 million for utility relocation and \$5.1 million for construction assistance from the TIF Fund. It is anticipated there will be sufficient cash balance in the TIF fund and that a debt sale will not be needed or a tax anticipation note of short duration will be issued.

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 keeps pace with the increased operation and maintenance of the city's drainage system and addresses federally mandated requirements for stormwater systems.

This fund is designated to help the Public Works Department maintain streets, sewers and drainage ditches to manage runoff from commercial and residential development. A Drainage Division was previously established to account for related personnel and operating costs.

The Fund receives \$905,418 annually from the collection of the monthly fee. Annual debt payments for the outstanding bonds comprise \$260,608. The remaining funds of \$581,277 are allocated for six staff positions and drainage projects throughout the city. The drainage bonds require a coverage ratio of 1.25 times annual debt service, approximately \$325,760 annually.

SPECIAL DISTRICTS

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/Colleyville Boulevard, 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, Tarrant County College District, Tarrant County Hospital District, and the Grapevine-Colleyville Independent School District participate at varying levels in the district by assigning their ad valorem tax dollars.

The incremental value for fiscal year 2011 (tax year 2010) is \$242,224,225, a decrease of \$15,334,909 (5.95 percent) from the valuation for fiscal year 2010 (tax year 2009). In 1998, initial planning projections stated the anticipated incremental property valuation for the District would be \$159,092,400 in fiscal year 2011. The actual fiscal year 2011 incremental value is a 52 percent increase over the original 1998 projection for fiscal year 2011 and 219 percent over the base value of the district.

The debt service payment for the coming year is \$739,179 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.

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 proposed budget is \$1,191,199. The budget provides funding for the annual debt for the Colleyville Justice Center, compensation for four police officers, vehicle replacement and various minor capital, with total expenditures of \$989,618 for fiscal year 2011.

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 proposed budget is \$1,858,339. The CEDC Board met in August to approve the proposed budget. Funding provided by this special sales tax has been allocated to community development 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 likely be allocated by the board of directors for promotional efforts for special events and marketing.

FUTURE OUTLOOK

Our local economy was robust for the majority of the past decade. During this period, the 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.

Property tax as a revenue source 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. On a percent of growth basis, expenditures are simply rising faster than revenues, as the major budgetary component of personnel benefits has increased in recent years well beyond standard inflation rates. Therefore, diversification of the tax base is essential and the most immediate means for remedy is through strong economic development efforts.

A benefit of a city reaching complete build-out is the efficiency in realizing the maximization of revenues. For a city like Colleyville, this brings about some unique challenges. Colleyville is landlocked and is almost entirely developed. This means it has few opportunities for true growth. This obligates the city to maximize economic opportunities within its very limited available commercial land and zoning. The city is primarily zoned and developed as residential, with only a very small percentage of the land zoned for commercial activity. Prudent and judicious consideration must be made regarding its future use. It will be incumbent upon us all to guardedly review all proposals for conversion of this limited commercial space to non-commercial uses or less productive commercial use.

To effectively and efficiently meet the needs of our citizens, innovation and continual improvements by the organization are expected. Colleyville's ability to provide excellent public service for our citizens is due to the dedication, skills, and talents of not just our elected officials and volunteer board members, but also by our outstanding employees. Employee devotion and commitment to this community are demonstrated each and every day. Compensation study after study reveals that Colleyville frequently ranks lowest of area cities in actual salaries for its employees. Yet at the same time, we have a citizenry that exhibits high demands and expectations. It is critically important the City Council stay focused on investing in competitive compensation and benefits in order to attract and retain high quality employees. An additional potential pressure on the City's budget is the threat of federally mandated collective bargaining for public safety employees. Texas is a local-option state that allows local entities to determine if collective bargaining is appropriate for its public safety employees. This federal proposal is an unprecedented encroachment into state and local public safety operations and is actively being opposed by local officials and agencies around the country.

CONCLUSION

The development of the fiscal year 2011 budget was a challenge considering the economic conditions and the balance of meeting service needs that exceeded our available resources. 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 our residents can be proud of and that make Colleyville a desirable location for residents, businesses, and visitors.

In this budget, the City has resources to continue protection of our neighborhoods; enhance open space, recreation, and leisure opportunities; adequately equip our police force; provide state-of-the-art firefighting equipment; and commit \$1,000,000 to residential street and sidewalk repair work. These services will help maintain a high quality of life for our citizens that will pay dividends through cleaner and safer streets on which residents and businesses can thrive, as well as in future property and sales tax revenue to fund essential services.

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 the 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 proposed budget is presented for your consideration 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 proposed budget.

Underlying Colleyville's success is a unifying commitment across the organization to exercise fiscal discipline, deliver services with maximum efficiency, and provide improved results to the entire community. Undoubtedly, we will be continually challenged to maintain a structurally balanced budget once it is achieved.

Preparing the proposed 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.

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

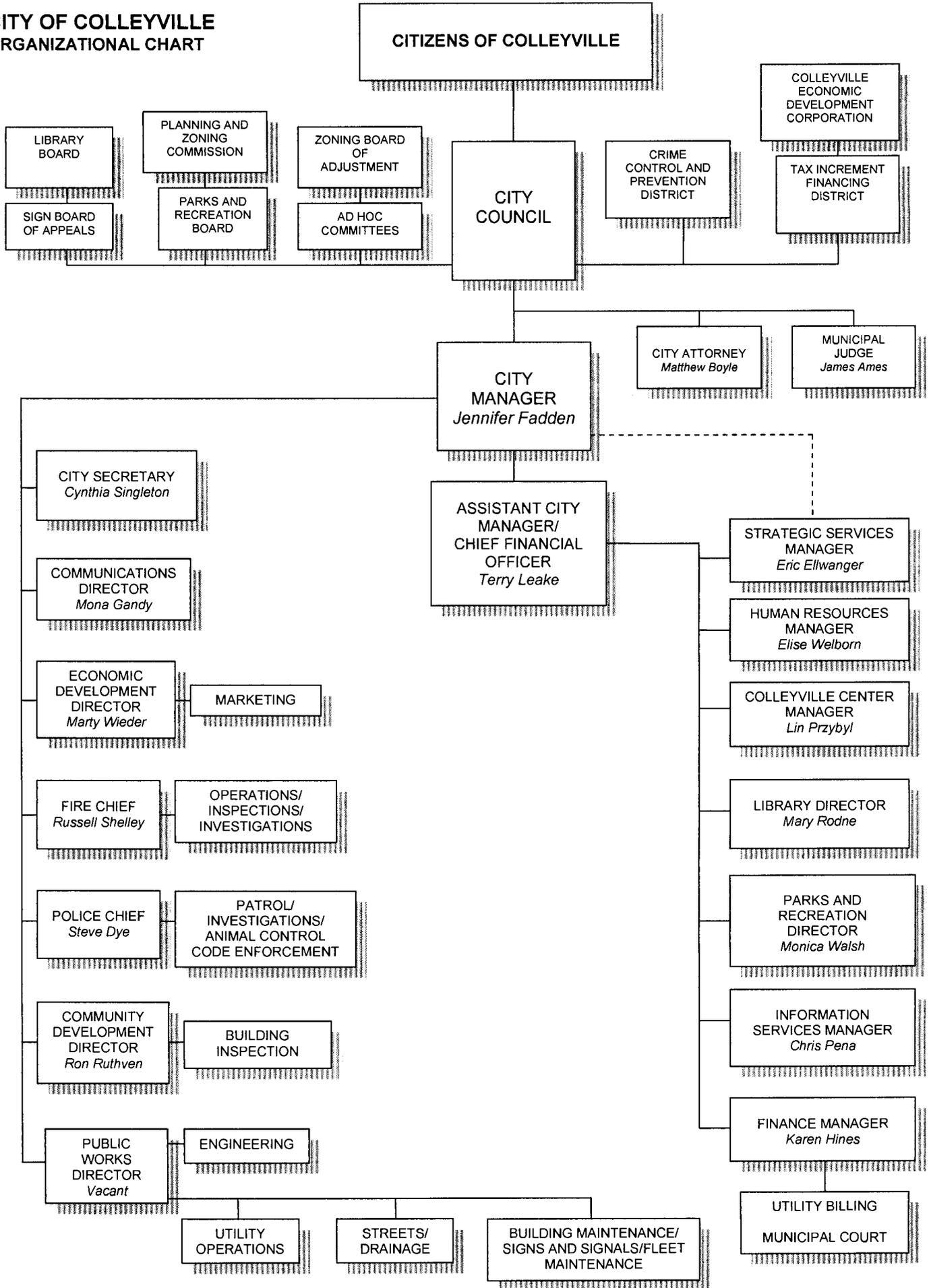
Jennifer Fadden
City Manager

Fiscal Year 2011

Organization Chart



**CITY OF COLLEYVILLE
ORGANIZATIONAL CHART**



DEPARTMENTAL STAFFING SUMMARY

DEPARTMENT	FY 2009 BUDGETED	FY 2010 BUDGETED	FY 2011 BUDGETED
City Manager's Office	4.0	4.0	4.0
Building Inspection	6.0	6.0	4.0
Economic Development	2.0	2.0	2.0
City Secretary	2.0	2.0	2.0
Finance	3.0	3.0	3.0
Library	16.0	16.0	16.0
Engineering	5.0	5.0	3.0
Community Development	3.0	3.0	3.0
Fire	34.0	35.0	34.0
Police	52.0	52.0	45.0
Parks	15.0	15.0	14.0
Streets	10.0	10.0	10.0
Recreation	3.0	3.0	3.0
Communication	1.0	1.0	1.0
Colleyville Center	6.0	6.0	6.0
Human Resources	3.0	3.0	3.0
Municipal Court	3.0	3.0	3.0
Fleet Maintenance	3.0	3.0	3.0
Building Services	0.0	0.0	0.0
Information Services	3.0	3.0	3.0
GENERAL FUND TOTAL	174.0	175.0	162.0
Utility Administration	3.0	3.0	3.0
Utility Billing	5.0	5.0	4.0
Utility Operations	22.0	21.0	20.0
UTILITY FUND TOTAL	30.0	29.0	27.0
Drainage	6.0	6.0	6.0
TOTAL - ALL FUNDS	210.0	210.0	195.0

Position counts include all full-time, part-time, and temporary positions

Fiscal Year 2011

Budget Process



City of Colleyville FY 2011 Budget Schedule

Wednesday, March 3	City Council reviews the proposed FY 2011 budget schedule
Tuesday, March 9	Review budget calendar with City Council candidates
Thursday, March 11	Budget kickoff meeting for City staff
Friday, April 9	Final current year program budgets submitted to Strategic Services Manager
Wednesday, April 14	City Council presentation and discussion of FY 2011 budget priorities (6:30 p.m.)
Tuesday, April 20	City Council Pre Council meeting - FY 2010 mid-year budget update
Friday, April 30	Final business plans due including: goals, objectives and service delivery measures
Friday, May 14	Departmental Revenue estimates due to Strategic Services Manager
Monday, May 17	Tarrant Appraisal District releases preliminary appraisal information
Tuesday, May 18	Strategic Service Manager completes preliminary revenue estimates
Thursday, May 20 -	Crime Control and Prevention District FY 2011 budget planning meeting (5:00 p.m.) City Council FY 2011 planning and budget worksession (6:00 p.m.)
Monday, June 7 - Friday, June 11	Base budgets and strategic point performance based budgets reviewed with City Manager and budget committee
Tuesday, June 15	Crime Control and Prevention District meeting - FY 2011 budget adoption (5:00 p.m.) City Council meeting – First Reading of FY 2011 Crime Control and Prevention District budget
Tuesday, July 6	City Council meeting – Second Reading and adoption of FY 2011 Crime Control and Prevention District budget
Monday, July 26	Tarrant Appraisal District releases certified tax roll
Friday, July 30	City Manager proposed budget distributed to City Council
Tuesday, August 3	City Council Meeting - Approval and Adoption of the 2010 Certified Tax Roll
Thursday August 5 -	City Council FY 2011 budget worksession (6:00 p.m.)
Tuesday, August 10	City Council Special Meeting – Discussion of FY 2011 Tax Rate (6:30 p.m.)
Tuesday, August 10	Colleyville Economic Development Corporation FY 2011 budget planning session (7:00 p.m.)
Tuesday, August 24	Colleyville Economic Development Corporation meeting – FY 2011 budget adoption (6:30 p.m.)
Tuesday, September 7	City Council meeting – FY 2011 Budget and tax rate ordinances – first reading and public hearing
Tuesday, September 21	City Council meeting - FY 2011 Budget and tax rate ordinances – second reading and public hearing and adoption

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 and Human Resources 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 and the Budget Team develop target line item expenditure estimates based upon the two prior years and current year spending levels. All departmental requests for capital items, new personnel, or programs are submitted for consideration to the Budget Team. These requests are reviewed in meetings where the departments describe their importance and relationship to the City's Strategic Points. Resources are allocated based upon community and City Council input and alignment with the City's Strategic Points. 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 at a budget worksession. The City Manager makes a budget presentation to the City Council and department directors are available for City Council questions. 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."

ORDINANCE O-10-1770

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, 2010 THROUGH SEPTEMBER 30, 2011, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE ON OCTOBER 1, 2010

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, 2010, and ending September 30, 2011, 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 Meetings Act; and

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

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

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

Sec. 2. THAT the budget of the proposed expenditures for the fiscal year beginning October 1, 2010, and ending September 30, 2011, 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, 2010, and ending September 30, 2011.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2011 budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	\$17,790,023
Utility Fund (Water & Wastewater)	\$11,370,230
Debt Service Fund	\$ 2,486,612
Drainage Utility Fund	\$ 841,884

Sec. 4. THAT the City Manager is hereby authorized to execute all contracts and documents for which funding is appropriated in the aforementioned budgets.

AND IT IS SO ORDERED.

The first reading and public hearing being conducted on September 7, 2010.

The second reading and public hearing being conducted on September 21, 2010.

PASSED, APPROVED and ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 21ST DAY OF September 2010, BY THE FOLLOWING VOTE:

David Kelly *aye*
Michael Muhm *aye*
Jon Ayers *aye*
Mike Taylor *aye*

Carol Wollin *aye*
Stan Hall *aye*
Tom Hart *aye*

ATTEST:



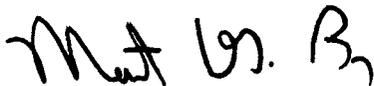
Cynthia Singleton, TRMC, CMC
City Secretary

CITY OF COLLEYVILLE



David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:



Matthew C. G. Boyle
City Attorney

ORDINANCE O-10-1771

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 2011; 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, 2010

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, 2010 and ending September 30, 2011; 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 2011 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 \$.29758 is levied.
- B. For the Interest and Sinking Fund, a tax rate of \$.05832 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2010, and shall become delinquent on the first day of February 2011, 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 2011. 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 September 7, 2010.

The second Reading and Public Hearing being conducted on September 21, 2010.

PASSED, APPROVED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 21ST DAY OF September 2010, BY THE FOLLOWING VOTE:

David Kelly *aye*
Michael Muhm *aye*
Jon Ayers *aye*
Mike Taylor *aye*

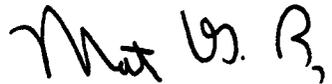
Carol Wollin *aye*
Stan Hall *aye*
Tom Hart *aye*

ATTEST:

Cynthia Singleton, TRMC, CMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C. G. Boyle
City Attorney

BUDGETARY BASIS OF ACCOUNTING

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

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

Differences between the Basis of Accounting and Basis of Budgeting:

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

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

Fiscal Year 2011

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.

ALL FUNDS SUMMARY - ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2011

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2010*	\$8,050,956	\$4,253,812	\$1,002,729	\$769,953	\$14,077,450
AD VALOREM TAXES	\$10,275,472	\$0	\$1,861,071	\$0	\$12,136,543
FRANCHISE TAXES	1,823,000	0	0	0	1,823,000
SALES TAXES	2,429,976	0	0	0	2,429,976
LICENSES AND PERMITS	588,611	0	0	0	588,611
FINES	895,124	0	0	0	895,124
CHARGES FOR SERVICE	690,273	11,495,216	0	903,418	13,088,907
INTERGOVERNMENTAL	89,792	0	0	0	89,792
MISCELLANEOUS/INTEREST INCOME	198,000	75,000	4,750	5,000	282,750
USE OF FUND BALANCE **	0	0	116,839	0	116,839
INTERFUND TRANSFERS (IN)	816,297	0	503,952	0	1,320,249
RESOURCES AVAILABLE	\$25,857,501	\$15,824,028	\$3,489,341	\$1,678,371	\$46,849,241
LESS EXPENDITURES:					
GENERAL MANAGEMENT	\$2,064,640	\$0	\$0	\$0	\$2,064,640
FINANCE/COURT/UTILITY BILLING	701,133	372,114	0	0	1,073,247
ECONOMIC DEVELOPMENT	332,551	0	0	0	332,551
ENGINEERING	332,845	0	0	0	332,845
COMMUNITY DEVELOPMENT	568,378	0	0	0	568,378
POLICE	4,369,822	0	0	0	4,369,822
FIRE	3,870,839	0	0	0	3,870,839
PARKS/RECREATION	1,794,366	0	0	0	1,794,366
COLLEYVILLE CENTER	379,648	0	0	0	379,648
LIBRARY	692,955	0	0	0	692,955
PUBLIC WORKS:STREETS/DRAINAGE	2,452,846	0	0	581,276	3,034,122
UTILITY OPERATIONS	0	9,346,241	0	0	9,346,241
DEBT SERVICE	0	835,577	2,486,612	260,608	3,582,797
INTERFUND TRANSFERS (OUT)	230,000	816,297	0	0	1,046,297
ESTIMATED EXPENDITURES	\$17,790,023	\$11,370,229	\$2,486,612	\$841,884	\$32,488,748
NET INCREASE/DECREASE TO UNRESERVED FUND BALANCE	\$16,522	\$199,987	(\$116,839)	\$66,534	\$166,204
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2011	<u>\$8,067,478</u>	<u>\$4,453,799</u>	<u>\$885,890</u>	<u>\$836,487</u>	<u>\$14,243,654</u>
REQUIRED FUND BALANCE RESERVE	\$4,386,581	\$2,803,618	\$613,137	\$207,588	

NOTES:

* BALANCES ARE UNAUDITED.

** ONE-TIME EXPENDITURE TO BE USED FOR FIRE TRUCK LOAN PAYMENT (DEBT SERVICE FUND)

ALL FUNDS SUMMARY - SUMMARY OF EXPENDITURES BY TYPE

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2010 *	\$8,050,956	\$4,253,812	\$1,002,729	\$769,953	\$14,077,450
AD VALOREM TAXES	\$10,275,472	\$0	\$1,861,071	\$0	\$12,136,543
FRANCHISE TAXES	1,823,000	0	0	0	1,823,000
SALES TAXES	2,429,976	0	0	0	2,429,976
LICENSES AND PERMITS	588,611	0	0	0	588,611
FINES	895,124	0	0	0	895,124
CHARGES FOR SERVICE	690,273	11,495,216	0	903,418	13,088,907
INTERGOVERNMENTAL	89,792	0	0	0	89,792
MISCELLANEOUS/INTEREST INCOME	198,000	75,000	4,750	5,000	282,750
USE OF FUND BALANCE **	0	0	116,839	0	116,839
INTERFUND TRANSFERS (IN)	816,297	0	503,952	0	1,320,249
RESOURCES AVAILABLE	\$25,857,501	\$15,824,028	\$3,489,341	\$1,678,371	\$46,849,241
LESS EXPENDITURES:					
PERSONNEL	\$12,019,420	\$1,726,116	\$0	\$405,225	\$14,150,761
CONTRACTUAL	3,981,424	7,777,200	0	133,851	11,892,475
SUPPLIES	1,538,779	183,040	0	42,201	1,764,020
CAPITAL	170,400	32,000	0	0	202,400
DEBT SERVICE	0	835,577	2,480,396	260,608	3,576,581
INTERFUND TRANSFERS (OUT)	80,000	816,297	0	0	896,297
ESTIMATED EXPENDITURES	\$17,790,023	\$11,370,230	\$2,480,396	\$841,885	\$32,482,534
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2011	\$8,067,478	\$4,453,798	\$892,106	\$836,486	\$14,249,868

NOTES:

* BALANCES ARE UNAUDITED.

** ONE-TIME EXPENDITURE TO BE USED FOR FIRE TRUCK LOAN PAYMENT (DEBT SERVICE FUND)

Fiscal Year 2011

Financial Policies



CITY OF COLLEYVILLE 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 2011 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 therefrom, 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 the undesignated 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 undesignated fund balances 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 designated balance is provided to fund operations, by providing sufficient protection against uncollected taxes, shortfalls from municipal revenue sources, and cutbacks in distributions from the state or federal government. 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 unreserved 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 unreserved 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 reserved balance for the General and Utility Funds.

Procedures:

In order to achieve the objectives of this policy, the following guidelines shall be adhered to:

1. A designated fund balance shall be maintained as of October 1 of each year equal to three months of that year's budgeted expenditures for both the General and Utility Funds.
2. As part of the annual budget process, the Director of Finance will estimate and prepare a projection of the year-end designated fund balances. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis. The Director of Finance shall present the findings to the City Council as a part of the budget review process for the ensuing fiscal year.
3. Any anticipated balance in excess of the designated General and Utility Fund Balances 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.
4. The City Council may declare a fiscal emergency and withdraw any amount of the designated 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 period.
5. This policy will be reviewed by the City Council Audit Committee every three years following adoption or sooner at the direction of the City Council.

Fiscal Year 2011

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 Point 1: Make a long-term commitment to economic development

- Develop and implement an economic development strategic plan.
- Explore ways of bringing people from other cities here; begin to establish a visitor's economy.
 - Research and produce a Dining/Attraction Guide; feature and promote Colleyville's unique magnets (i.e., Lifetime Fitness, IMAX Theatre, Market Street). Ensure its distribution and placement in hotels.
 - Consider affiliating with the DFW Area Tourism Council as a vehicle for promoting Colleyville attractions.
 - Encourage, support and promote cultural arts events and festivals.
- Quantify and mitigate retail leakage as well as Colleyville's perceived market affluence on retail and restaurant attraction.
- Plan for and mitigate the economic impact of future Colleyville Blvd. reconstruction.
- Encourage commercial development along Precinct Line Road.
- Market Colleyville as a medical specialist, procedure and laboratory center.
 - Join and participate in BioDFW and the DFW Hospital Council.
- Work with and capitalize on residents who are commercial real estate brokers and developers.
- Work to create and support positive attitudes toward development.
 - Development process improvements, including the creation of citizen advocates for economic development.

Strategic Point 2: Foster 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.
- Work with property owners and representatives to master plan the remaining large, undeveloped tracts of commercial property.
- Pursue opportunities to advance small business development and create business incubators in order to nurture the commercial tax base.
- Work to attract and facilitate a hotel—and begin collecting occupancy tax revenues.
- Seek opportunities to foster and expand commercial development in conjunction with Colleyville Blvd. reconstruction.
- Review the City's fee structure in comparison to others and determine what, if any, voids there are in existing fee structure.

Strategic Point 3: Protect and preserve the City's Neighborhoods

- Preserve Colleyville's unique, rural neighborhoods and high property values.
- Create and implement a Colleyville Citizen/Neighborhood Academy to improve and enhance citizen and neighborhood involvement in local government.
- Quantify and communicate impact of aging infrastructure—both City and HOA owned.
- Utilize partnerships to enhance safety and security and community amenities.
- Continue mobility enhancements that complement neighborhoods.

Strategic Point 4: Deliver sustainable government

- Quantify and mitigate the lack of redundancy in City operations.
- Weigh and evaluate citizen expectations in relation to City build out and declining revenues.
- Capitalize on technology.
- Identify alternatives to increasing costs of service delivery.
- Quantify and communicate impact of aging infrastructure—both City and HOA owned.

Strategic Point 5: 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.
- Assume the mantle of environmental leadership in Tarrant County.
- Celebrate Colleyville's unique destinations.

Fiscal Year 2011

General Fund Summary



GENERAL FUND SUMMARY

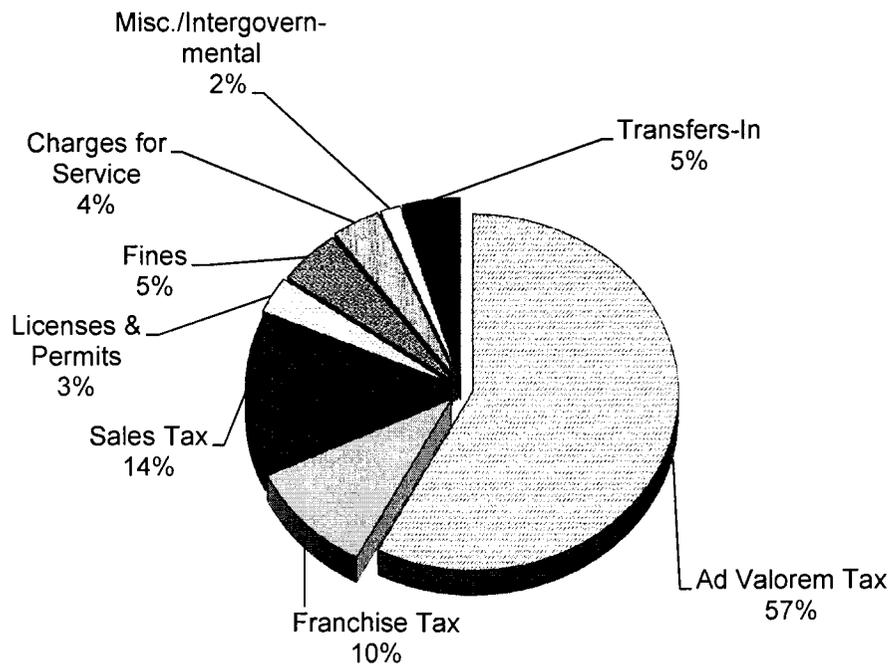
	ACTUAL FY 2009	PROJECTED FY 2010	BUDGETED FY 2011
<i>REVENUES:</i>			
AD VALOREM TAXES	\$ 9,792,760	\$ 10,433,039	\$ 10,275,472
FRANCHISE TAXES	2,017,438	1,875,447	1,823,000
SALES TAXES	2,556,792	2,579,004	2,429,976
LICENSES AND PERMITS	646,301	596,000	588,611
FINES	970,527	1,125,000	895,124
CHARGES FOR SERVICES	822,477	702,671	690,273
INTERGOVERNMENTAL	89,792	89,792	89,792
MISCELLANEOUS REVENUES	418,886	243,000	198,000
USE OF AVAILABLE CASH	0	702,000	0
OTHER FINANCING SOURCES	0	981,238	0
TRANSFERS-IN	816,297	857,541	\$ 816,297
TOTAL GENERAL FUND REVENUES	\$ 18,131,270	\$ 20,184,732	\$ 17,806,545
	ACTUAL FY 2009	BUDGETED FY 2010	BUDGETED FY 2011
<i>EXPENDITURES:</i>			
CITY COUNCIL*	\$ 259,683	\$ 258,412	\$ 220,002
CITY MANAGER'S OFFICE	667,875	620,707	614,427
CITY SECRETARY'S OFFICE	233,832	284,775	312,356
LEGAL	198,495	118,960	125,460
HUMAN RESOURCES	228,932	242,339	237,627
COMMUNICATIONS	213,898	164,722	152,299
FINANCE	505,719	494,123	439,646
MUNICIPAL COURT	261,678	276,394	261,487
BUILDING SERVICES	237,626	231,031	216,089
INFORMATION SERVICES	409,328	339,202	402,471
COMMUNITY DEVELOPMENT	230,239	215,077	228,845
BUILDING INSPECTIONS	429,922	423,460	339,533
ECONOMIC DEVELOPMENT	81,078	300,327	332,551
ENGINEERING	486,249	440,482	332,845
POLICE	4,159,647	4,404,179	4,369,822
FIRE	3,852,148	5,037,762	3,870,839
PARKS	1,555,742	1,569,219	1,467,570
RECREATION	393,891	334,811	326,796
LIBRARY	653,086	705,817	692,955
COLLEYVILLE CENTER	363,688	387,890	379,648
STREETS	2,851,318	2,744,486	2,022,171
FLEET MAINTENANCE	212,178	219,034	214,586
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	135,000	150,000	150,000
CAPITAL PROJECT FUND - LIBRARY STUDY	20,000	0	0
STRATEGIC INITIATIVES FUND	0	0	80,000
TOTAL GENERAL FUND EXPENDITURES	18,641,252	19,963,208	17,790,024
BEGINNING UNRESERVED FUND BALANCE - 10/1	\$ 8,717,398	\$ 8,207,416	\$ 8,050,956
INCREASE / (DECREASE) TO FUND BALANCE	(509,982)	221,524	16,521
PLUS AMOUNT FROZEN IN FY 2010 BUDGET	0	324,016	0
LESS USE OF AVAILABLE CASH	0	702,000 **	0
ENDING UNRESERVED FUND BALANCE	8,207,416	8,050,956	8,067,477

NOTES:

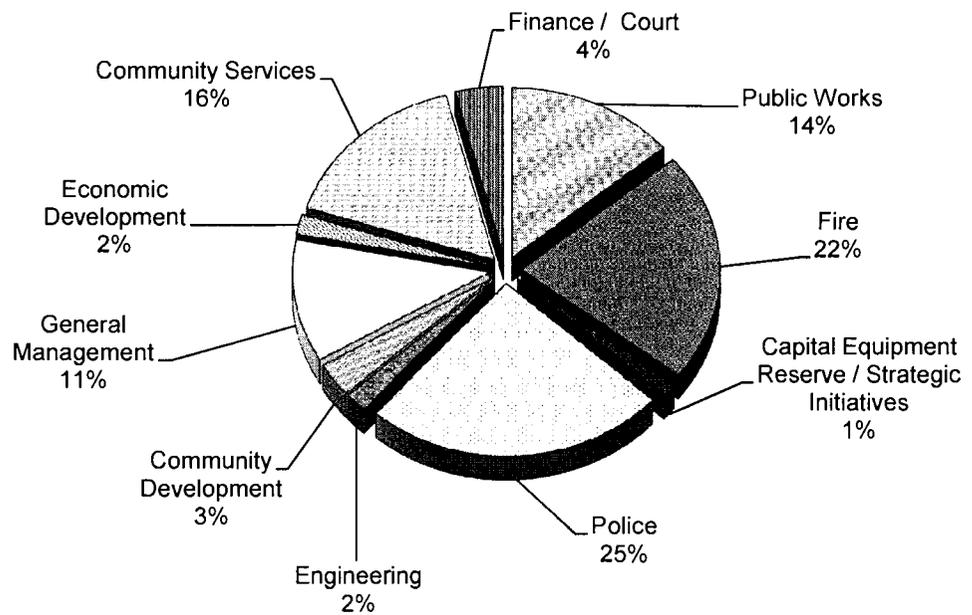
** FY 2009 ONE TIME USE OF FUND BALANCE FOR TARA SUBDIVISION STREET RECONSTRUCTION

*** FY 2010 ONE TIME USE OF FUND BALANCE FOR SADDLEBROOK NEIGHBORHOOD STREET RECONSTRUCTION.

General Fund Revenues

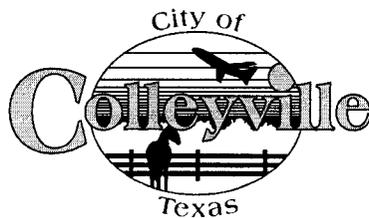


General Fund Expenses



Fiscal Year 2011

General Fund Revenue Projections

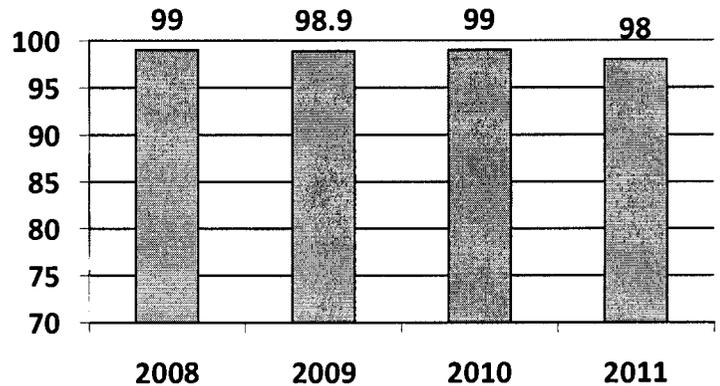


**GENERAL FUND
REVENUE ESTIMATES**

AD VALOREM TAXES

The projected assessed value for the year is \$3,724,557,389 and current year taxes are budgeted to be collected at a 98% collection rate. This estimate was derived using the July 25th certified valuation from Tarrant Appraisal District (0.04% increase from FY 2010 current valuation of \$3,723,153,527) and the TIF value exclusion of \$242,224,225. The tax rate of \$.3559 is allocated \$.29758 to O&M (General Fund) and \$.05832 to debt (Debt Service Fund). Due to current economic conditions, a 98% collection rate is estimated rather than the historical 99% collection rate.

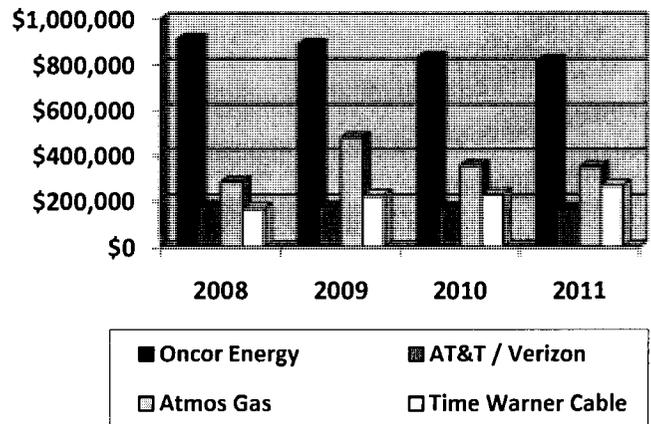
**TAX ROLL COLLECTION %
FY 2008 - FY 2011**



FRANCHISE TAXES

The franchise fees were estimated based upon estimated revenue increases and discussion with franchise holders. Oncor Energy is estimating their electric franchise payment to the City to be \$815,000, a decrease from the prior year due to weather conditions. Atmos Gas projects their gas franchise payment to be \$345,000. Due to lack of growth in land phone lines, there is a slight decrease projected for AT&T and Verizon phone franchise fees. An increase in cable fees is projected due to growth in cable based internet use.

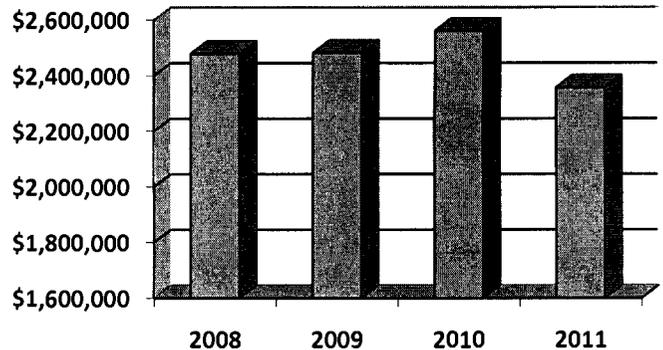
**MAJOR FRANCHISE TAX
REVENUES
FY 2008-2011**



SALES TAX

Total sales tax revenue is estimated to decrease as compared to the amount budgeted for FY 2010. This projection is based upon the current economic climate and limited residential population growth in FY 2011.

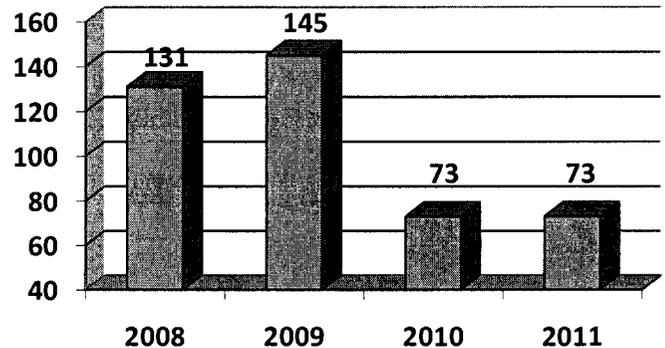
**SALES TAX REVENUE
FY 2008 - FY 2011**



LICENSES AND PERMITS

The revenues for licenses and permits are based upon 73 residential permits being issued and those dwellings averaging 4,000 square feet in size and additional commercial development. This is the same number of residential permits but a slightly smaller building size. Other building activity is projected to decrease due to economic conditions.

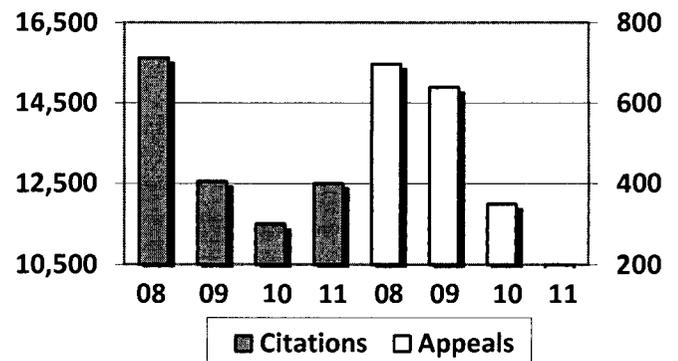
**RESIDENTIAL BUILDING PERMITS
FY 2008 - FY 2011**



FINES

Revenue from citations is projected to be \$825,000 for FY 2011 due to the first full year of conversion of the Municipal Court to a court of record, which will minimize the loss of fine revenue due to appeals to Tarrant County. Also, the annual alarm registration fee is projected to generate \$47,000 in revenue.

**NUMBER OF CITATIONS/APPEALS
FY 2008 - FY 2011**



CHARGES FOR SERVICE

There is a slight decrease in ambulance revenue due to the current economic conditions. Engineering and inspection revenues for new subdivisions are projected to decrease given the current building market. Colleyville Center revenues are anticipated to decrease due to economic conditions. Most other revenues are projected to remain level in FY 2011.

INTERGOVERNMENTAL

The amount budgeted is \$89,792 in funding from the Grapevine-Colleyville Independent School District for a DARE program Officer at the two middle schools.

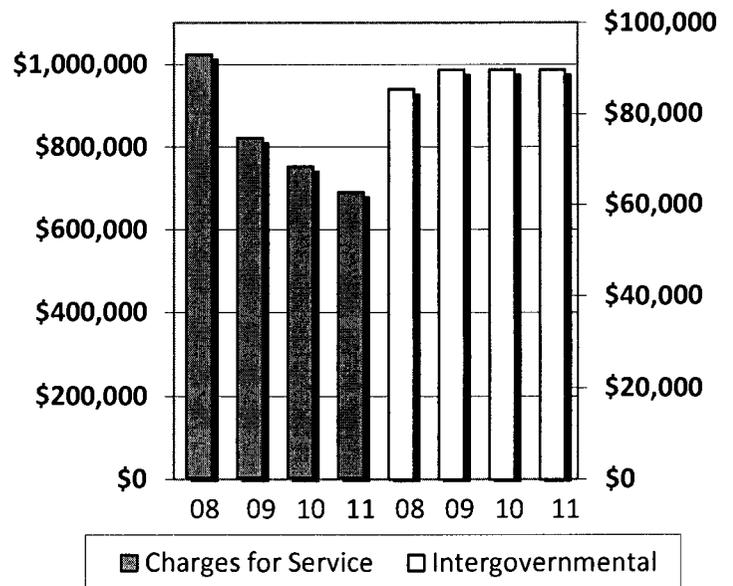
MISCELLANEOUS

Interest income for the fund is estimated to be \$75,000. This is based upon the average projected cash balance for the General Fund of approximately \$9,375,000 and an anticipated investment rate of 0.80%.

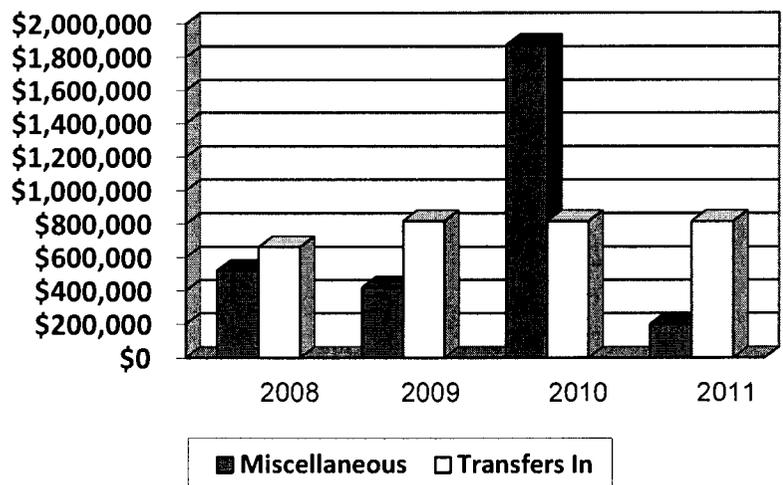
TRANSFERS IN

The transfer from the Utility Fund is projected to be \$816,297, which is comprised of a Franchise Fee of 4% and Operating Transfer of 4% of the prior year's Utility Fund gross revenues.

**Charges for Service/Intergovernmental
FY 2008 - FY 2010**



**MISCELLANEOUS / TRANSFERS IN
FY 2008 - 2011**



FY 2011 REVENUE ESTIMATE

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 BUDGET	FY 10 PROJECTED	FY 11 BUDGET
GENERAL FUND					
<i>AD VALOREM TAXES</i>					
5101-CURRENT TAXES	8,875,764	9,634,051	10,226,024	10,270,735	10,155,472
5102-DELINQUENT TAXES	62,479	77,127	72,000	75,000	63,000
5103-PENALTY & INTEREST	74,075	81,582	55,000	87,304	57,000
TOTAL AD VALOREM TAXES	\$9,012,318	\$9,792,760	\$10,353,024	\$10,433,039	\$10,275,472
<i>FRANCHISE TAXES</i>					
5201-ONCOR ELECTRIC	869,180	885,325	828,667	818,484	815,000
5202-TRI-COUNTY ELECTRIC	110,560	124,580	125,000	108,334	110,000
5203-ATMOS GAS	338,969	476,945	352,000	341,528	345,000
5204-AT&T	126,011	123,363	122,000	116,151	118,000
5205-VERIZON/OTHERS	51,172	46,378	45,000	44,000	44,000
5206-GARBAGE/RECYCLING	125,363	124,741	126,000	126,000	126,000
5207-CABLE TV	196,806	236,106	225,000	320,950	265,000
TOTAL FRANCHISE TAXES	\$1,818,061	\$2,017,438	\$1,823,667	\$1,875,447	\$1,823,000
<i>SALES TAX</i>					
5301-1% SALES TAX	2,478,981	2,482,595	2,561,375	2,503,639	2,356,976
5302-MIXED BEVERAGE TAX	82,532	74,197	72,000	75,365	73,000
TOTAL SALES TAX	\$2,561,513	\$2,556,792	\$2,633,375	\$2,579,004	\$2,429,976
<i>LICENSES & PERMITS</i>					
5411-BUILDING	679,452	391,956	452,487	342,000	348,924
5412-PLUMBING	77,248	43,657	54,151	42,200	43,257
5413-MECHANICAL	57,230	34,120	34,180	34,000	28,868
5414-ELECTRICAL	68,921	36,515	44,940	37,000	37,568
5416-CITY LICENSE	68,027	48,180	58,265	40,000	37,372
5417-BUILDING PLAN REVIEW FEE	133,171	60,736	51,146	66,000	59,753
5418-NEW BUSINESS	2,216	2,641	2,190	3,900	3,372
5419-ANIMAL	940	876	1,400	900	900
5420-SIGN PERMITS	8,035	6,010	8,093	5,500	5,463
5421-FENCE PERMITS	5,805	3,650	3,675	4,300	4,920
5423-FIRE PERMIT FEES	12,550	10,963	12,000	8,500	8,000
5424-IRRIGATION PERMIT FEES	0	6,997	6,800	11,700	10,214
TOTAL LICENSES & PERMITS	\$1,113,595	\$646,301	\$729,327	\$596,000	\$588,611
<i>FINES</i>					
5611-FINES	1,050,522	892,725	825,000	1,045,000	825,000
5612-FINES-ALARMS	51,525	51,930	45,000	55,000	47,000
5630-LIBRARY FINES	28,494	25,872	23,124	25,000	23,124
TOTAL FINES	\$1,130,541	\$970,527	\$893,124	\$1,125,000	\$895,124

FY 2011 REVENUE ESTIMATE

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 BUDGET	FY 10 PROJECTED	FY 11 BUDGET
GENERAL FUND					
<i>CHARGES FOR SERVICES</i>					
5511-PLANNING AND ZONING	8,669	5,448	4,645	11,160	6,765
5512-PLAT FEE	20,918	16,485	4,450	3,000	4,988
5514-BOARD OF ADJUSTMENT	1,375	625	1,313	1,313	1,250
5711-SALE OF MATERIAL	2,204	795	1,409	450	400
5712-WEED MOWING	6,948	7,218	7,500	10,000	14,770
5718-ANIMAL IMPOUNDMENT FEE	4,454	2,332	2,500	3,100	2,825
5721-AMBULANCE	253,018	236,389	245,000	240,000	240,000
5722-RECREATION PROGRAM	230,487	259,624	184,900	201,664	157,525
5811-ENGINEERING & INSPECTION	169,313	1,172	10,000	7,059	5,000
5812-CHGS & REIMBURSEMENTS	5,775	0	200	0	0
5845-LOT DRAINAGE INSP FEE	19,350	8,500	7,000	9,500	10,250
5855-FIELD USE CHARGE	18,720	23,085	18,100	21,485	20,500
5873-COLLEYVILLE CENTER FEES	259,152	237,964	244,400	172,500	200,000
5874-NON-RESIDENT FEE	24,170	22,840	21,900	21,440	26,000
TOTAL CHARGES FOR SERVICE	\$1,024,553	\$822,477	\$753,317	\$702,671	\$690,273
<i>INTERGOVERNMENTAL REVENUE</i>					
5828-DARE OFFICER REIMB	85,517	89,792	89,792	89,792	89,792
TOTAL INTERGOVERNMENTAL REVENUE	\$85,517	\$89,792	\$89,792	\$89,792	\$89,792
<i>MISCELLANEOUS REVENUE</i>					
5714-SALE OF SURPLUS PROPERTY	0	30,639	3,000	18,000	3,000
5716-INTEREST INCOME	352,069	266,691	100,000	65,000	75,000
5719-MISCELLANEOUS	94,144	73,305	55,000	82,000	55,000
5832-ANTENNA LEASE	74,305	48,251	30,208	78,000	65,000
5867-LEASE PROCEEDS	0	0	981,238	981,238	0
5790-USE OF AVAILABLE CASH	0	0	702,000	0	0
TOTAL MISCELLANEOUS REVENUE	\$520,518	\$418,886	\$1,871,446	\$1,224,238	\$198,000
<i>TRANSFERS IN</i>					
5872-TRANSFER FROM UTILITY FD	661,936	816,297	816,297	857,541	816,297
TOTAL TRANSFERS IN	\$661,936	\$816,297	\$816,297	\$857,541	\$816,297
TOTAL GENERAL FUND REVENUES	\$17,928,552	\$18,131,270	\$19,963,369	\$19,482,732	\$17,806,545

Fiscal Year 2011

Ad Valorem Tax Data



AD VALOREM TAX DATA

TAXABLE VALUE INFORMATION

TAXABLE VALUE	2011 CERTIFIED	2010 ACTUAL
Total Appraised Value	\$3,976,714,300	\$3,955,114,828
Absolute Exemption	125,647,225	121,802,500
AG Exemption	33,103,605	28,185,753
Over 65 Exemption	85,236,818	76,623,965
Veteran Exemption	3,023,430	1,080,750
Disability Exemption	5,145,833	4,268,333
NET TAXABLE TOTAL VALUE	\$3,724,557,389	\$3,723,153,527
* New Construction Included	\$51,848,636	\$113,473,202
**TIF DISTRICT INCLUDED IN ABOVE VALUE	\$242,224,225	\$264,344,969
NET TAXABLE VALUE	\$3,724,557,389	\$3,723,153,527
LESS TIF DISTRICT VALUE	(\$242,224,225)	(\$264,344,969)
O&M / I&S CALCULATED VALUE *	\$3,482,333,164	
Proposed Tax Rate	X .3559/\$100	

Tax Levy	\$12,393,624	
Anticipated Collection Rate	X 98.00%	

NET COLLECTIONS	\$12,269,687	

FY 2011 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	\$10,362,727	\$2,030,897	\$12,393,624
	@	@	@
ALLOCATION	\$0.297580	\$0.058320	\$0.355900

TAX LEVY AND COLLECTIONS HISTORY

FISCAL YEAR	TOTAL LEVY	TOTAL COLLECTIONS	COLLECTION PERCENTAGE
FY 10	\$13,351,922	\$13,166,515	98.6%
FY 09	\$13,250,703	\$13,102,296	98.9%
FY 08	\$12,005,245	\$11,881,591	99.0%
FY 07	\$10,700,289	\$10,616,827	99.2%
FY 06	\$9,946,713	\$9,874,102	99.3%
FY 05	\$9,182,094	\$9,102,069	99.1%
FY 04	\$8,685,292	\$8,624,816	99.2%
FY 03	\$8,301,422	\$8,200,616	98.8%
FY 02	\$7,418,644	\$7,295,358	98.3%
FY 01	\$6,659,354	\$6,581,439	98.8%

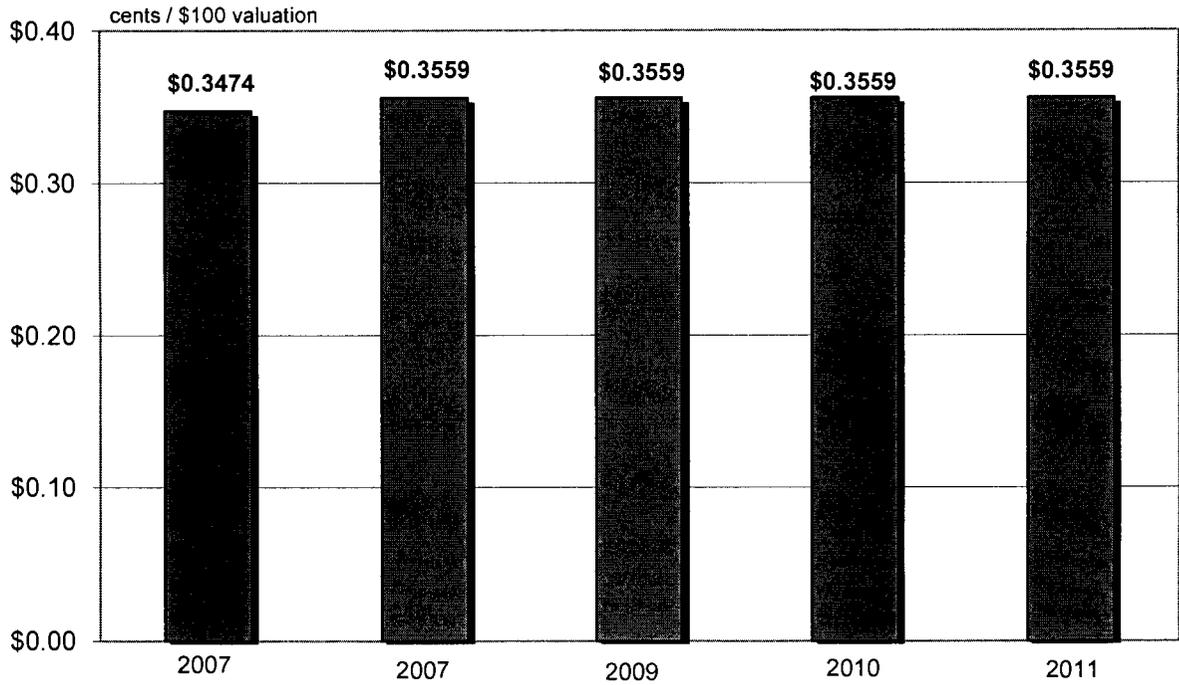
NOTE: THE SOURCE OF THE 2011 DATA IS THE JULY 25TH CERTIFIED VALUE REPORT FROM TARRANT APPRAISAL DISTRICT

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

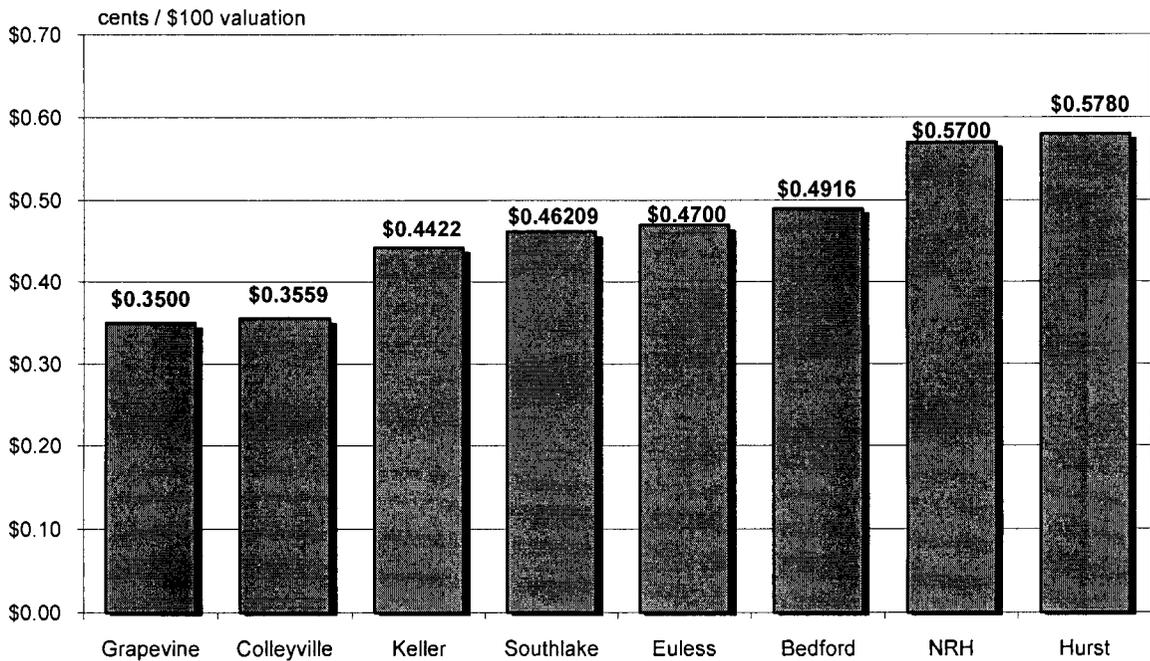
CHARTER LIMIT CALCULATION WORKSHEET - FISCAL YEAR 2011

FY 2010 TAXABLE VALUATION	3,724,557,389
ANTICIPATED PROPERTY TAX COLLECTIONS @ 9-30-10	\$13,154,598
CHARTER LIMIT INCREASE AT 107%	\$14,075,420
FY 2011 VALUATION OF EXISITING PROPERTY	\$3,672,708,756
MAXIMUM CHARTER TAX RATE	\$0.3832
ADOPTED TAX RATE	\$0.3559
DIFFERENCE IN RATES	\$0.0273
TAX GENERATED BY ADOPTED RATE FOR EXISTING PROPERTY	\$13,071,170
% INCREASE IN REVENUE FROM FY 10	-0.63%
AMOUNT UNDER CHARTER LIMIT OF 7%	7.63%
DIFFERENCE CHARTER RATE VS ADOPTED RATE	\$1,004,250

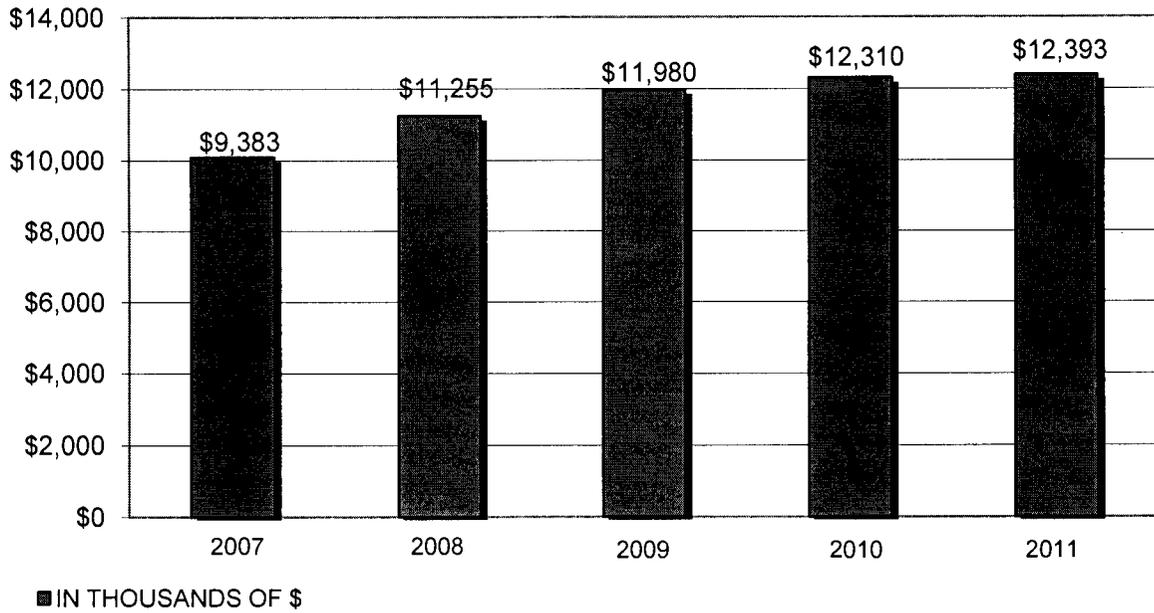
Tax Rate per \$100 of Assessed Valuation



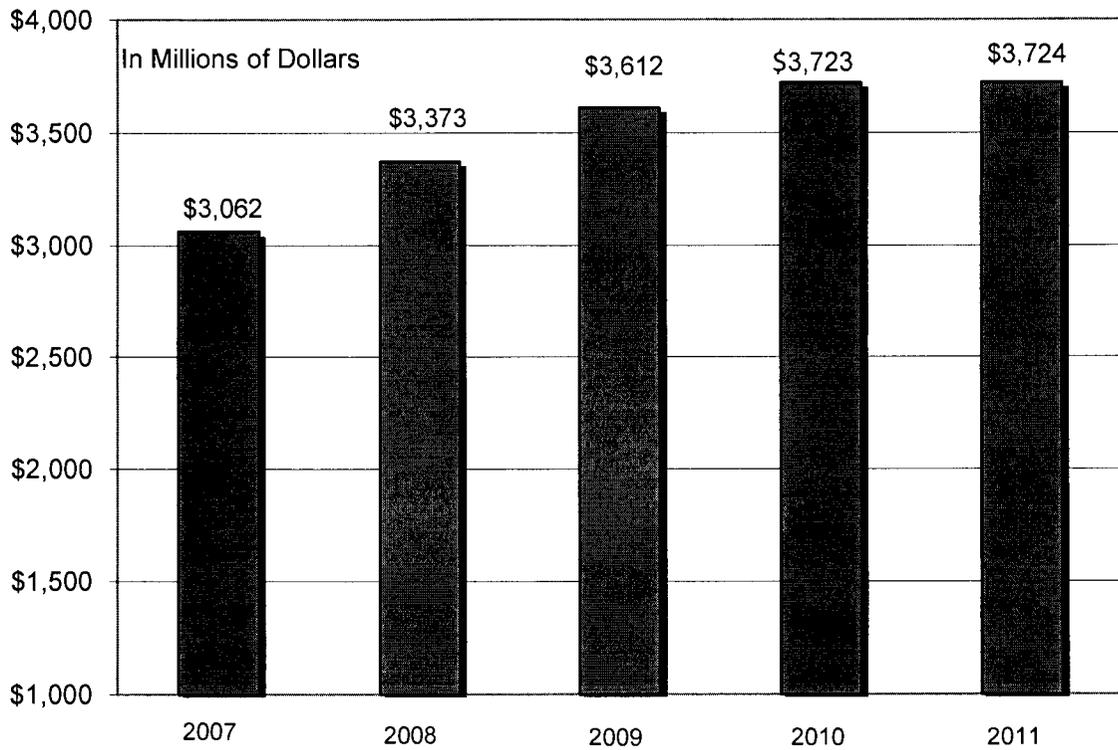
FY 2011 Area City Tax Rate Comparison



TAX LEVY



APPRAISED VALUES



Fiscal Year 2011

City Council





Fiscal Year 2011 Business Plan City Council

Link to Strategic Points:

• <i>Economic Development</i>	5
• <i>Tax Base</i>	5
• <i>Neighborhoods</i>	5
• <i>Sustainable</i>	5
• <i>Unique Identity</i>	5

Description of Department

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.

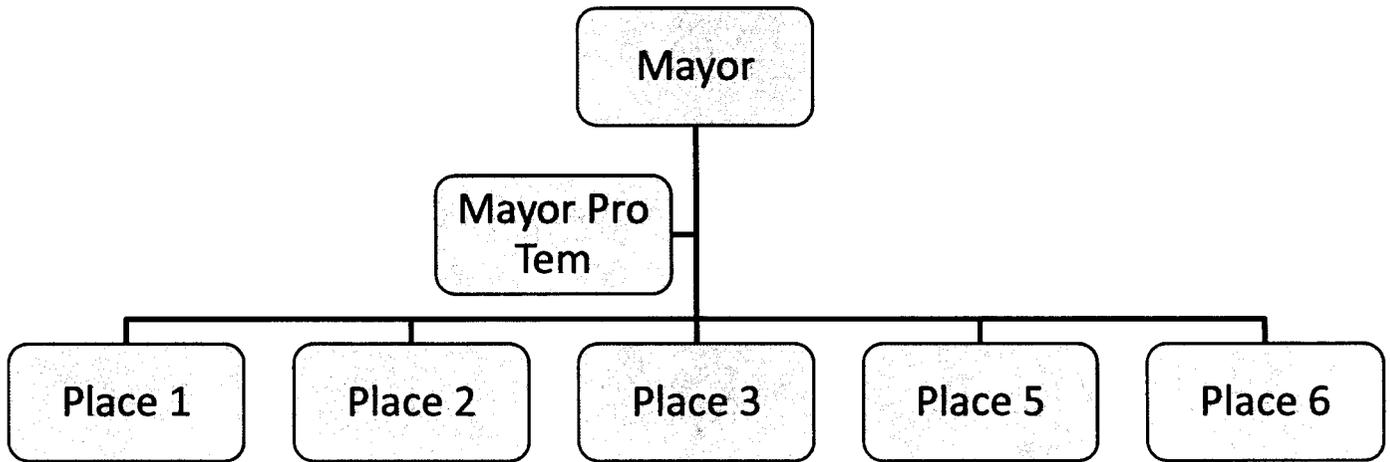
Mission Statement

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.

Five Year Vision

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.

Org Chart



Budget Summary

Funding for City Council is available in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	0	0	0
Operating Budget	\$258,683	\$258,412	\$220,002

Major Initiatives

- Make a long-term commitment to economic development
- Foster a more diversified tax base
- Protect and preserve the City's neighborhoods
- Deliver sustainable government
- Brand Colleyville with a unique identity

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.

Goals:

- Make Colleyville more prosperous through economic development efforts
- Enhance the maintenance and reconstruction of City infrastructure
- Develop, expand and promote leisure activity opportunities for its citizens
- 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

Program’s Relationship to City Council’s Strategic Goals

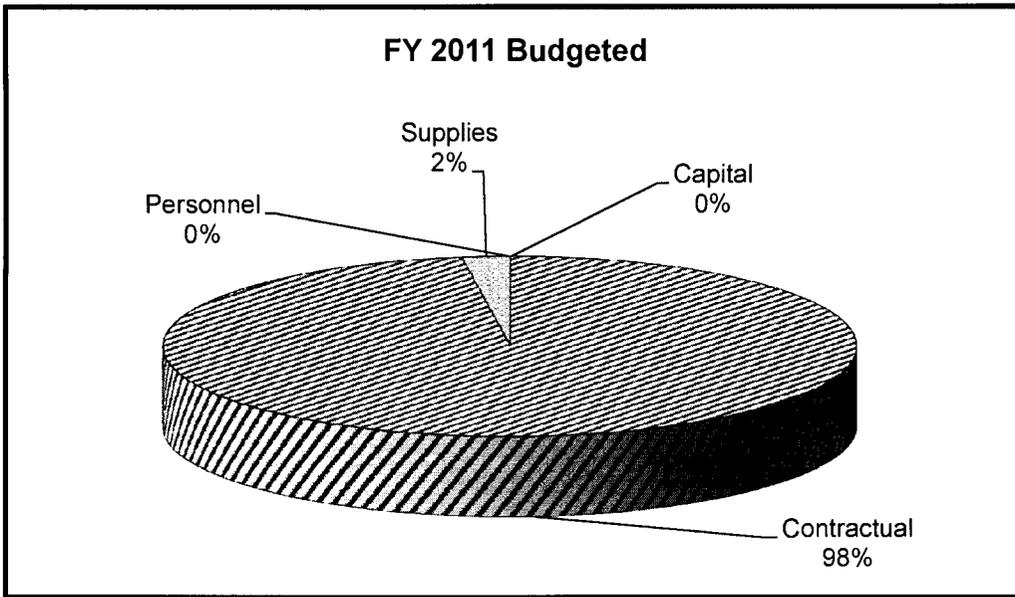
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
5	5	5	5	5

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Number of elections	City Manager	1	1						
2	Number of Ordinances	City Manager	45	45						
3	Number of Resolutions	City Manager	85	85						
4	Number of citizens represented	City Manager	22,650	22,950						
5	Tax rate per hundred dollars of valuation	City Manager	\$.3559	\$.3559						
6	Average residential home value	City Manager	\$398,957	\$397,472						
7	Percent of citizens satisfied with quality of life in Colleyville	City Manager	96%	98%						
8	Percent of citizens satisfied with value of services for taxes paid	City Manager	82%	85%						

FY 2011 GENERAL FUND BUDGET
City Council
Account 001-10

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$254,303	\$252,164	\$215,004
Supplies	\$4,380	\$6,248	\$4,998
Capital	\$0	\$0	\$0
Total	\$258,683	\$258,412	\$220,002

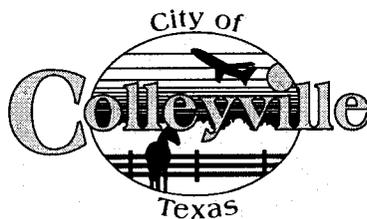


Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

City Manager's Office





Fiscal Year 2011 Business Plan City Manager’s Office

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 5 |
| • <i>Tax Base</i> | 5 |
| • <i>Neighborhoods</i> | 5 |
| • <i>Sustainable</i> | 5 |
| • <i>Unique Identity</i> | 5 |

Description of Department

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, 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, coordinating and maintaining franchise agreements, and maintaining various non-profit agency contracts.

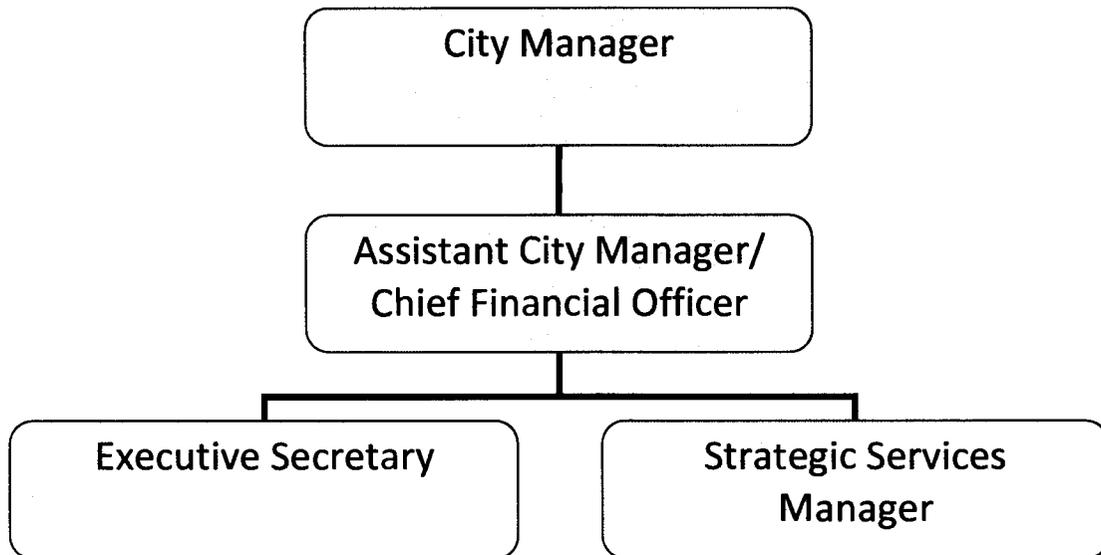
Mission Statement

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 accountable for all services and programs delivered to the community, its citizens and visitors.

Five Year Vision

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.

Org Chart



Budget Summary

Funding for the City Manager's Office is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	4	5	4
Operating Budget	\$667,875	\$620,707	\$614,427

Major Initiatives

- Analyze the Tax Increment Financing district by reviewing existing structure and plan for expiration and future use of funds
- Develop a long range financial forecast of resources plan needed for sustainability to include capital, operating, salaries, benefits, and other required expenditures. This plan should include sustainable funding options
- Complete the Oncor franchise agreement
- Implement the first full year of the strategic management system
- Develop a comprehensive needs assessment of all capital improvements
- Continue research of opportunities for reconstruction of Colleyville Boulevard
- Develop administrative regulations defining Standard Operating Procedures Citywide
- Implement an organizational recycling program
- Pursue grant opportunities
- Develop and implement a Citywide volunteer/intern program that will supplement existing staff resources and create opportunities for community service

- Identify additional opportunities, such as employee focus groups and suggestion forums, to increase communication, interaction with employees and workplace satisfaction
- Continue Colleyville College in an effort to develop leadership and management skills among employees

Program: City Manager’s Office

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

Goals:

- Sustainable government
- Economic development
- Diversified tax base
- Safe and secure neighborhoods
- Maintaining Colleyville’s unique identity
- Implement strategic management program with 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

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
5	5	5	5	5

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percentage of citizens surveyed satisfied with the quality of government	City Manager	88%	88%						

2	Percentage of City Council strategic initiatives completed within the fiscal year	City Manager	New Measure	95%						
3	Percentage of citizens surveyed satisfied with the value of services per taxes paid	City Manager		82%	82%					
4	Percentage of citizens surveyed satisfied with local government customer service	City Manager		81%	81%					
5	Percentage of citizens surveyed satisfied with how funds are managed	City Manager		61%	61%					
6	Percentage of citizens surveyed satisfied with developing a future vision of the city	City Manager		43%	43%					
7	Sales tax revenue received as a percentage of the overall budget	ACM/CFO		13%	15%					
8	Total general fund budget per capita	ACM/CFO		\$881	\$775					
9	Percentage of employees surveyed proud to be an employee	City Manager		94%	95%					
10	Percentage of employees surveyed that would recommend Colleyville as a good place to work	City Manager		82%	85%					
11	Percentage of employees surveyed that agree the job they do is important	City Manager		99%	99%					

Program: Solid Waste and Recycling

This program oversees solid waste and recycling programs for Colleyville.

Goals:

- Keep neighborhoods clean and clear of trash and debris
- Reduce landfill utilization
- Maintain an effective solid waste and recycling program within allocated budget
- Promote recycling and utilization of environmentally responsible disposal methods

Program's Relationship to City Council's Strategic Goals

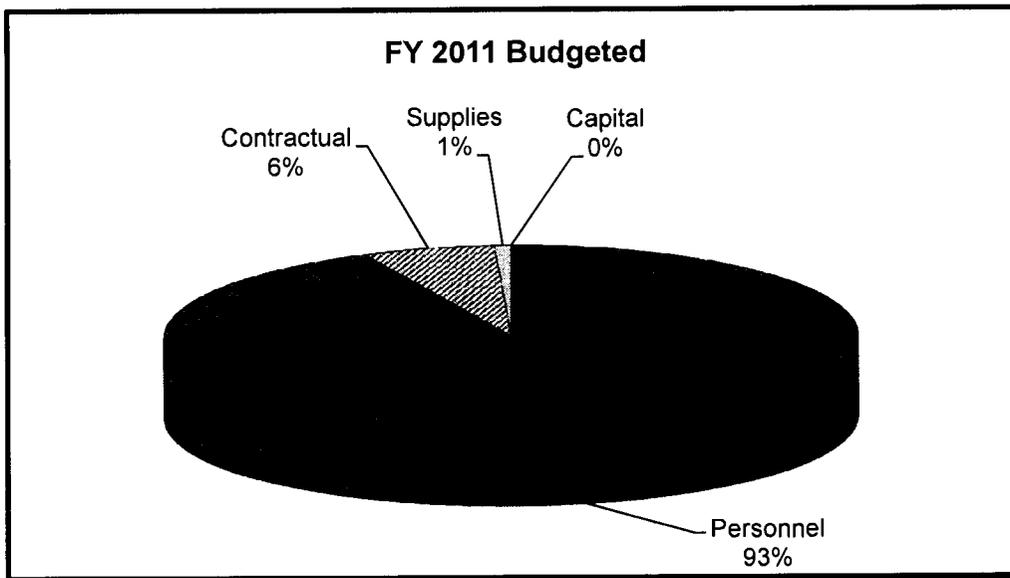
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	2	5	5	1

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of complaints regarding trash or recycling services	Strategic Services Manager	New Measure	>150						
2	Percentage of complaints responded to in less than 24 hours	Strategic Services Manager	New Measure	95%						
3	Number of household hazardous waste collections at Fort Worth ECC	Strategic Services Manager	New Measure	500						
4	Percentage of citizens surveyed who are satisfied with trash and recycling services	Strategic Services Manager	New Measure	95%						
5	Average pounds recycling per home/per collection	Strategic Services Manager	New Measure	15						
6	Annual litter index	Strategic Services Manager	New Measure	1						

FY 2011 GENERAL FUND BUDGET
City Manager's Office
Account 001-11

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$604,207	\$563,801	\$571,697
Contractual	\$50,587	\$50,039	\$37,934
Supplies	\$13,082	\$6,867	\$4,796
Capital	\$0	\$0	\$0
Total	\$667,875	\$620,707	\$614,427



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Economic Development





Fiscal Year 2011 Business Plan Economic Development

Link to Strategic Points:	
• <i>Economic Development</i>	5
• <i>Tax Base</i>	4
• <i>Neighborhoods</i>	1
• <i>Sustainable</i>	1
• <i>Unique Identity</i>	4

Description of Department

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, functions are divided into two programs: economic development and marketing.

Mission Statement

Economic Development works to foster and attract wealth. That objective is accomplished through efforts to boost the success of existing business for retention and expansion, to persuade and attract existing and new enterprises—and to market Colleyville as a retail/restaurant, entertainment and visitors destination.

Five Year Vision

Economic Development staff will work to create citizen advocates who understand, appreciate and support the need for economic development in Colleyville. Economic Development will offer a combination of Colleyville-tailored services to attract new investment and to continue facilitating the profit of both existing and new employers. Efforts to attract a hotel and mold Colleyville into a destination will help fund Convention & Visitors Bureau-type activities that generate new and additional City revenues.

Org Chart



Budget Summary

Funding for Economic Development is in the General Fund as well as an additional \$216,400 in Colleyville Economic Development Corporation budgeted items (ranging from special event sponsorships, fine arts performances and marketing promotion).

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	1	2	2
Operating Budget	\$81,078	\$300,327	\$332,551

Major Initiatives

- Establish a visitors' economy, including design and publication of a Dining/Attraction Guide to be placed in hotels throughout Texas and Oklahoma
- Implement recommendations in the Merchandising Plan to backfill existing, vacant retail
- Plan and kick off an initiative to foster citizen advocates for economic development (somewhat like the Citizens' Academy)
- Build and maintain momentum for the City's new "buy local" campaign

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.

Goals:

- 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
- Market Colleyville as a medical specialist, procedure and laboratory center
- Encourage commercial development along Precinct Line Road
- Mitigate retail leakage and capitalize on Colleyville's perceived market affluence to help attract retail and restaurants
- Promote Keep it Colleyville to residents and businesses to generate new stakeholders, in-kind contributors and sponsors in order to help fund advertising & promotion. Report on the growth and success of the Keep it Colleyville campaign
- Plan and convene a 2nd Annual Business Retention Banquet in order to recognize & celebrate Colleyville's business community
- Establish a Colleyville Boulevard Corridor Core Overlay in order 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 and support the SCORE Office at City Hall (particularly by promotion and recruitment of new counselors)
- Continue fostering a cooperative effort with SCORE and the Colleyville Area Chamber to jointly provide services to Colleyville retailers and restaurants
- Join and participate in BioDFW and 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
- Engage and work with Colleyville residents who are involved in commercial real estate brokerage, development, engineering and design in order to create a Development Insiders Exchange for communication with individuals who wish to be economic development advocates and work on Colleyville's behalf
- Formalize an initiative to educate and keep Home Owners Associations (HOAs) and citizens informed of economic development efforts and developments in order to create a greater understanding of its importance and to create citizen advocates for Colleyville's economic development
- 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
- Create a business incubator in order to nurture new ventures and therefore strengthen the commercial tax base

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
5	5	1	1	1

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1 Average percentage occupancy of retail and office spaces	Director of Economic Development	86%/87%	88%/89%						
2 Number, value of commercial remodel/add-alter permits and fees	Director of Economic Development	36/ \$3.3M/ \$77,350	40/ \$3.9M/ \$92,820						
3 Citizen satisfaction rating for retaining existing businesses	Director of Economic Development	34%	41%						
4 Citizen satisfaction rating for encouraging economic growth	Director of Economic Development	36%	43%						
5 FTEs/capita	Director of Economic Development	1/11,275	1/11,475						
6 ED expenses/capita	Director of Economic Development	\$13.32	\$14.49						
7 Increases in new commercial building permit activity, permit revenues and permitted values	Director of Economic Development	7/ \$3.69M/ \$72,165	10/ \$4.43M/ \$86,598						

Program: Marketing

Marketing promotes Colleyville's shopping, dining and entertainment venues and attractions; encouraging residents to live local and visitors to come to Colleyville.

Goals:

- Develop a unique identity for Colleyville
- Market the City to brokers, developers, prospective businesses, existing businesses, residents and visitors
- Nurture a destination driven economy
- Create a new City logo, tagline, brand standards manual, visioning statement and key brand messages

- Create and publish both print and electronic brochures, newsletters, flyers, advertisements, editorials, press releases, email blasts, etc
- Keep demographics, traffic counts, real estate inventory and “How to do Business in Colleyville” guide up to date
- Facilitate events, festivals and cultural opportunities within key business neighborhood districts
- Affiliate with the DFW Tourism Council

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
4	3	1	1	5

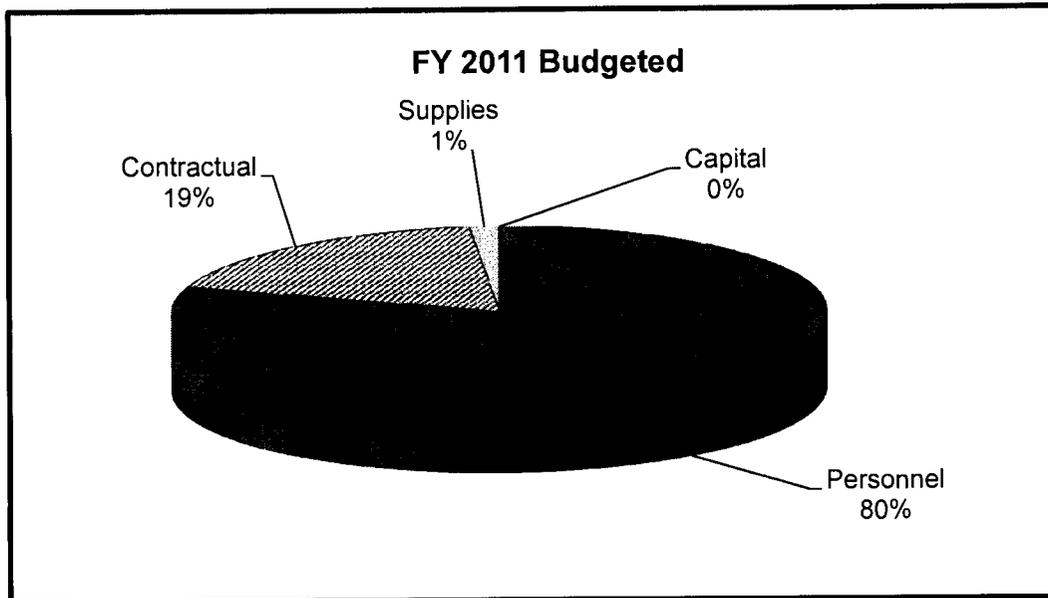
Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1 Percent of communications/City media utilizing Colleyville’s brand	Marketing Coordinator	New Measure	50%						
2 Percent of funds spent producing ads and promotional materials per audience reached	Marketing Coordinator	6% of budget 108,000 People	19% of budget spent to reach 1,828,000 people						
3 Increase in website visitors, visits, hits and pages	Marketing Coordinator	430 visitors/month 552 visits/month 20 hits/visit 2.67 pages/visit	2,000 visitors/month, 2,500 visits/month, 25 hits/visit, 4 pages/visit						
4 Percent of funds spent holding events and festivals per audience reached	Marketing Coordinator	Funds expended in multiple departments for two events	23% of budget spent to reach 20,000 people in 3 events						

5	Citizen satisfaction rating on need to increase fine arts opportunities and with special events organized by City	Marketing Coordinator	46%/58%	50%/60%						
6	Level of brand elements recognition	Marketing Coordinator	New Measure	25%						

FY 2011 GENERAL FUND BUDGET
Economic Development
Account 001-13

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$51,226	\$256,973	\$266,167
Contractual	\$23,393	\$37,854	\$61,552
Supplies	\$6,459	\$5,500	\$4,832
Capital	\$0	\$0	\$0
Total	\$81,078	\$300,327	\$332,551



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

City Secretary





Fiscal Year 2011 Business Plan City Secretary's Office

Link to Strategic Points:

• <i>Economic Development</i>	0
• <i>Tax Base</i>	0
• <i>Neighborhoods</i>	2
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	0

Description of Department

The Office of the City Secretary will conduct cost efficient City elections pursuant to the laws that govern; promote positive and equitable public relations while complying with all city, state and federal election laws and policies; preserve and maintain the City's records through an effective records management program; provide for the efficient access and retrieval of public documents through an electronic imaging program; facilitate the distribution of public information; coordinate and manage the agenda packet process; provide accurate meeting minutes and ensure the timely posting of City Council, Tax Increment Financing District Board, Colleyville Economic Development Corporation, and Colleyville Crime Control and Prevention District Board meeting agendas; administer the agenda management software; provide the City Council with board, commission and committee vacancies and applications for appointment; and manage the appointment process and database.

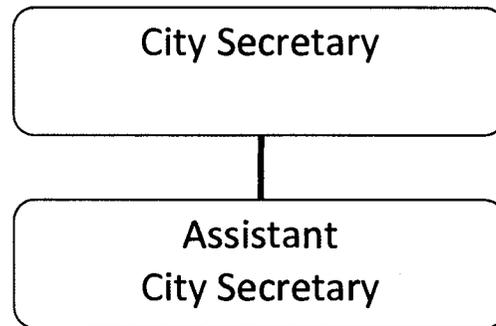
Mission Statement

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 Office pledges to provide exemplary customer service in a professional, courteous, impartial and transparent manner.

Five Year Vision

The City Secretary's Office will maximize resources with the application of technology and high quality and responsive customer service. Staff will work to strengthen the community's faith in local government by making public records accessible as quickly and broadly as possible. Continue to evolve into a progressive and state-of-the-art records center for the expedient retrieval and storage of records.

Org Chart



Budget Summary

Funding for the City Secretary's Office is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	1.5	1.5	2
Operating Budget	\$493,515	\$284,775	\$312,356

Major Initiatives

- Develop and implement a citizens' academy that will work to educate, inform and involve citizens in all aspects of city government; study opportunities for engaging Colleyville's youth
- Continue implementation of Laserfiche electronic imaging software/scanning in support of the city-wide paperless initiative

Program: City Secretary

- 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
- Serve as City election official and coordinate City elections in partnership with Tarrant County Elections Administration in accordance with the Texas Election Code and Ethics Commission
- Coordinate and produce the City Council agenda packet
- Prepare City Council, TIF, CEDC and CCCPD meeting agendas and minutes and post agendas in accordance with the Open Meetings Act
- Process ordinances and resolutions and publish ordinances in accordance with statutory requirements
- Manage board, commission and committee database and appointment process
- Serve as filing authority for City Council candidate applications, campaign finance reports, petitions and court documents

Program's Relationship to City Council's Strategic Goals

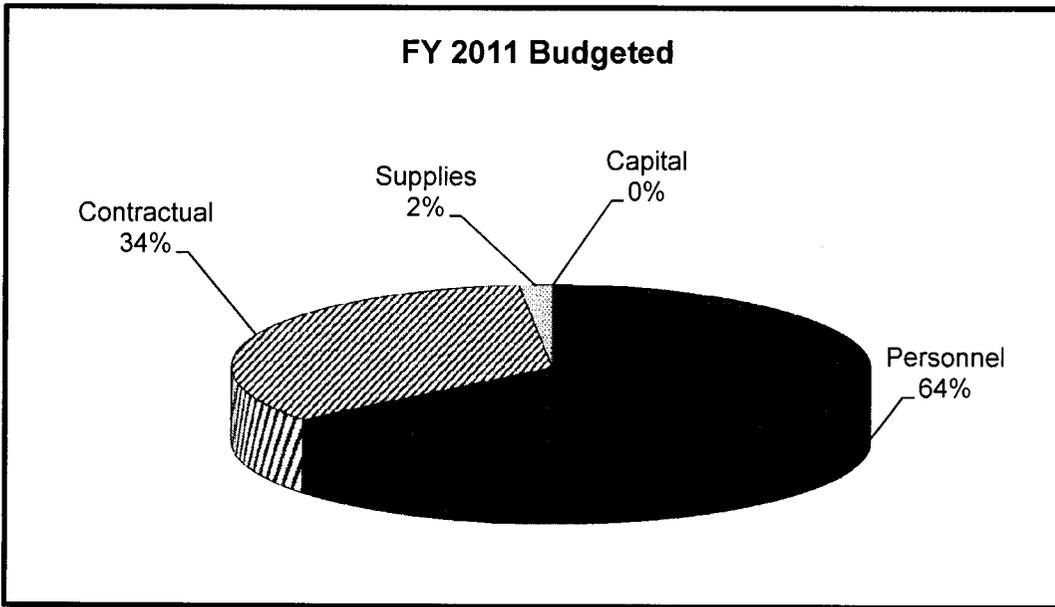
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
0	0	2	4	0

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of meeting minutes presented for approval by the next meeting (City Council, TIF, CEDC, CCCPD)	City Secretary	100%	100%						
2	Average number of days to process ordinances and resolutions	City Secretary	2	2						
3	Average number of days to respond to public information requests	City Secretary	4	4						
4	Number of documents scanned per FTE to Laserfiche electronic imaging system	Assistant City Secretary	3,243	800						
5	Number of public information requests processed per FTE	City Secretary	163	175						
6	Percent of citizens surveyed satisfied with municipal elections	City Secretary	92%	100%						
7	Percent of customers surveyed satisfied with customer service	City Secretary	100%	100%						

FY 2011 GENERAL FUND BUDGET
City Secretary's Office
Account 001-14

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$159,500	\$154,775	\$200,225
Contractual	\$65,419	\$122,089	\$106,847
Supplies	\$9,913	\$7,911	\$5,284
Capital	\$0	\$0	\$0
Total	\$234,832	\$284,775	\$312,356

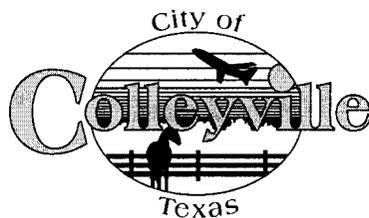


Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Finance





Fiscal Year 2011 Business Plan Finance

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 1 |
| • <i>Tax Base</i> | 2 |
| • <i>Neighborhoods</i> | 1 |
| • <i>Sustainable</i> | 4 |
| • <i>Unique Identity</i> | 1 |

Description of Department

Finance is responsible for collecting, recording, summarizing, and reporting 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).

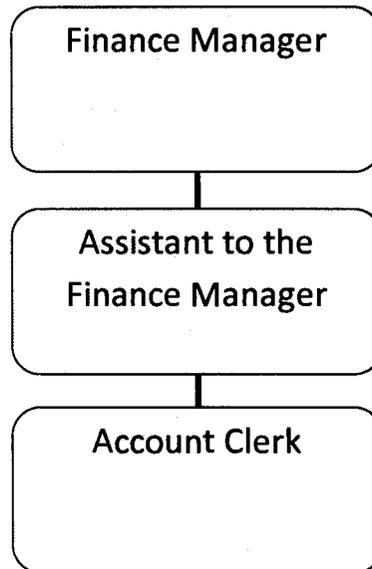
Mission Statement

The mission of Finance is to provide accurate and reliable reporting of all financial transactions to the City of Colleyville.

Five Year Vision

The five year vision for Finance is to increase efficiency in financial reporting. Currently staff is researching new software packages to upgrade the existing reporting capabilities. The implementation of the new software will tie financial reporting, utility billing, human resources, payroll and budgetary functions allowing for increased efficiencies of both the Finance and Human Resources departments.

Org Chart



Budget Summary

Funding for Finance is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	3	3	3
Operating Budget	\$505,719	\$494,123	\$439,646

Major Initiatives

- Continue to maintain AAA bond ratings on General obligation bonds
- Continue to receive the Government Finance Officers Association Distinguished Budget award
- Continue to receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting
- Continue to maintain ratings of AA from Standard and Poor's and AA+ from Fitch ICBA on Utility Revenue debt
- Earn investment yield equivalent to the Logic annualized rate
- Continue to receive an unqualified audit opinion on the annual CAFR under the institution of Statement on Auditing Standards 103 through 112
- Issue employee W-2 statements by January 31
- Continue to tag and monitor all fixed assets and minor capital outlay acquisitions

Program: Finance Department

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.

Goals:

- Provide all departments and other users with accurate and timely financial information
- Continue to evaluate internal controls for improvements in efficiency and procedures
- Provide courteous, friendly, professional service to all external and internal customers

Program's Relationship to City Council's Strategic Goals

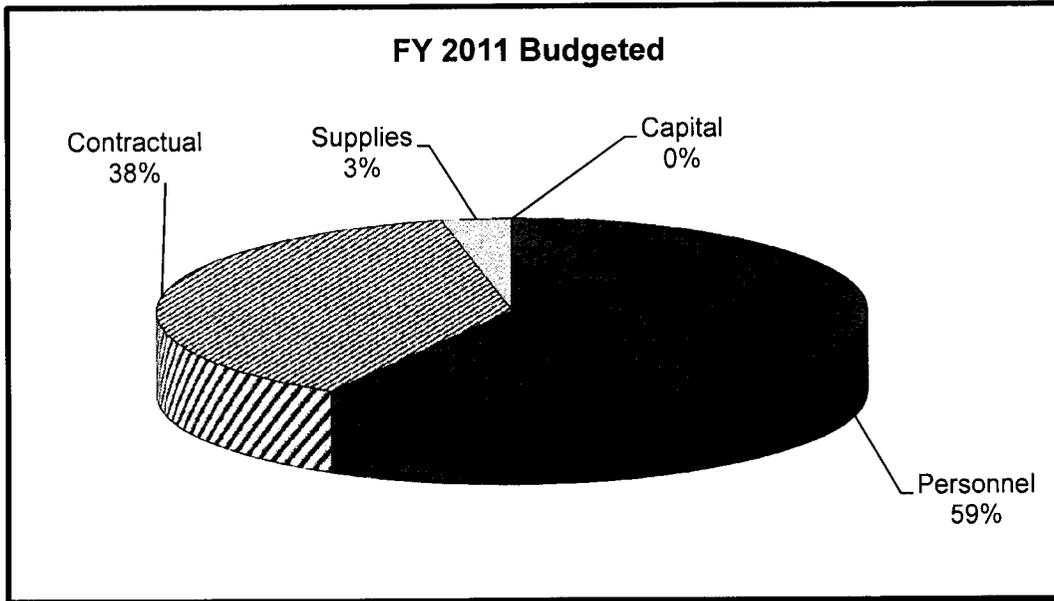
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	2	1	4	1

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of accounts payable checks voided	Finance Manager	.005%	.005%						
2	Percent of purchase orders processed within 3 days of request	Finance Manager	100%	100%						
3	Percent of payroll checks on time without error	Finance Manager	100%	100%						
4	Percent of audit adjustments in period 13 closing	Finance Manager	.0201%	.012%						
5	Percent of W-2 Statements issued prior to January 31	Finance Manager	100%	100%						
6	Percent of budgeted reports distributed <10 days after month-end procedures completed	Finance Manager	100%	100%						

FY 2011 GENERAL FUND BUDGET
Finance
Account 001-15

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$331,285	\$319,644	\$257,122
Contractual	\$162,144	\$158,553	\$168,457
Supplies	\$12,290	\$15,926	\$14,067
Capital	\$0	\$0	\$0
Total	\$505,719	\$494,123	\$439,646



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

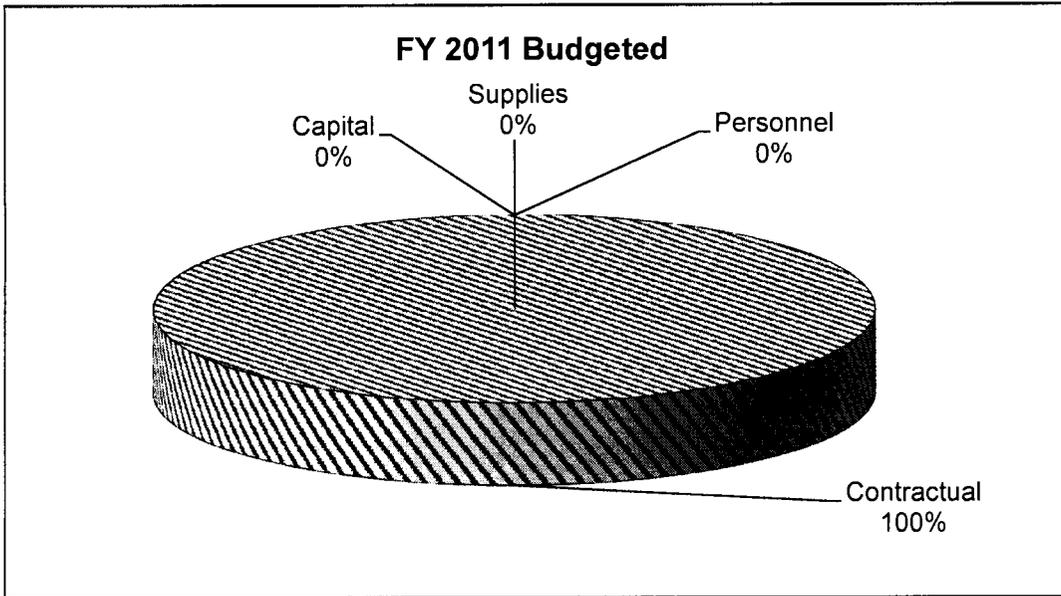
Legal



FY 2011 GENERAL FUND BUDGET
Legal
Account 001-16

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$198,495	\$118,960	\$125,460
Supplies	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Total	\$198,495	\$118,960	\$125,460



Capital Expenditures

No capital expenditures

Fiscal Year 2011

Library





Fiscal Year 2011 Business Plan Library

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	1
• <i>Neighborhoods</i>	2
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	1

Description of Department

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, 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.

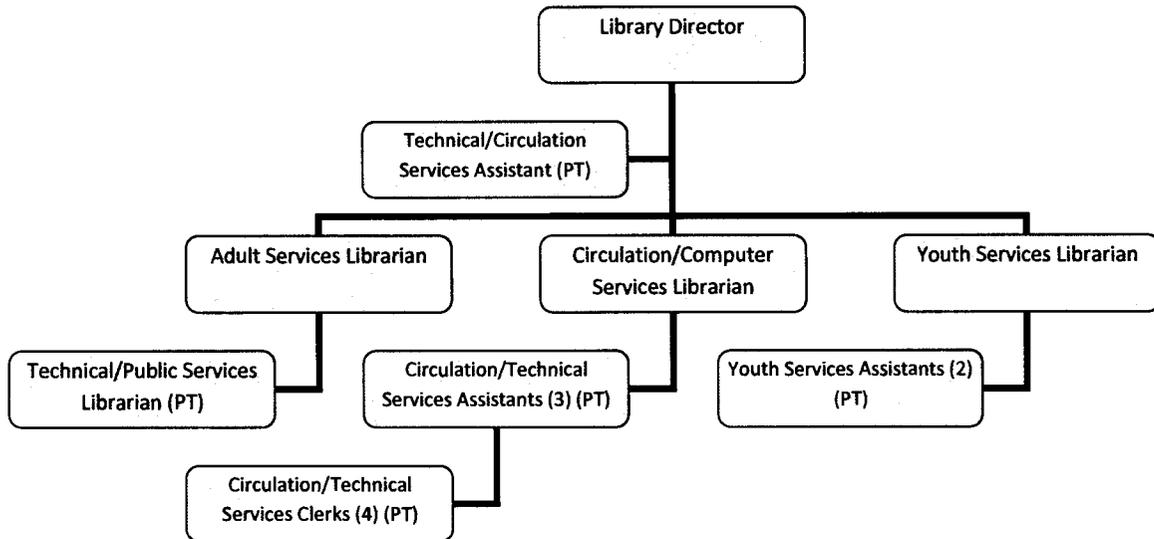
Mission Statement

Colleyville residents of all ages will have state-of-the-art library services, accessible “Anytime. Anywhere.” that will: meet their needs for current high-demand topics and titles; assist them in their self-directed personal growth and development opportunities; provide the information services needed to answer their questions; and develop their skills in finding and using information effectively.

Five Year Vision

The Colleyville Public Library will be the community’s library, “Anytime. Anywhere.”

Org Chart



Budget Summary

Funding for the library is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	9.5	10*	11*
Operating Budget	\$653,086	\$705,817	\$692,955

* One position frozen

Major Initiatives

- Develop, expand and promote leisure activity opportunities for the citizens
- Complete design and begin construction of the second floor and reorganize the first floor of the Library to enhance programming for children and adults
- Implementation of automated sorter system in the Library

Program: Library Services

Goals:

- 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
- Colleyville residents of all ages will have a resource center that provides programs and materials that address their need for self-directed personal growth and development opportunities
- All Colleyville residents will have access to general information on a broad range of topics to meet their needs for information and answers to questions related to personal life, work and school
- Colleyville residents of all ages will have access to state-of-the-art technology resources and instruction to develop skills needed to effectively navigate the current information world

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	1	4	1	3

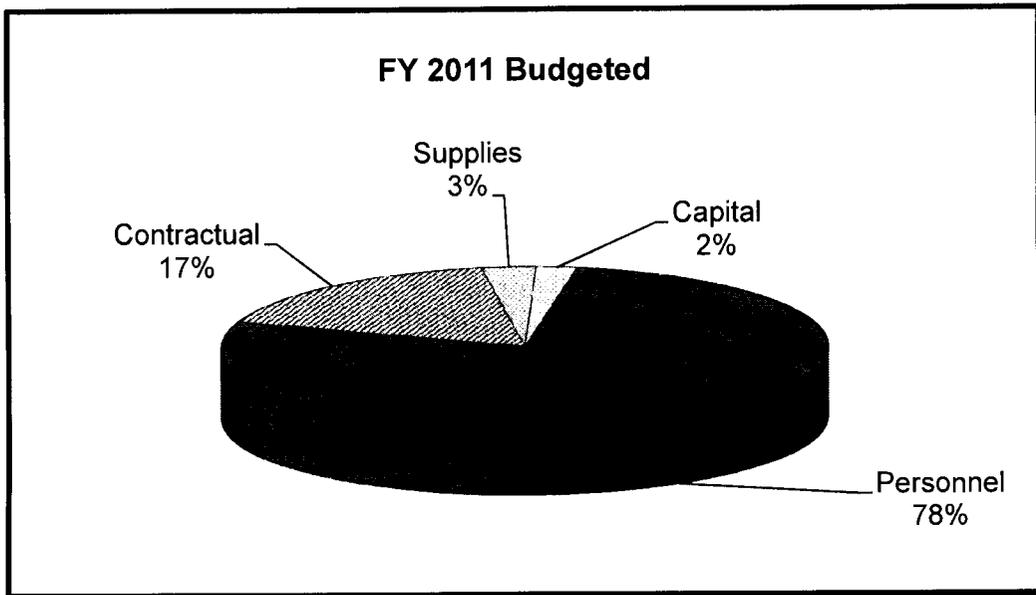
Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1 Library card registrations: percentage of Colleyville households with at least one active library card holder	Library Director	50%	60%						
2 Document Delivery: percent of library materials requests filled within 30 days	Adult Services Librarian	84%	85%						
3 Title, Author, Subject and Browser's Fill Rate: percent of library patrons who come to the library looking for items find something	Circulation/Computer Services Librarian	75%	70%						
4 Circulation of the library materials collection: percent increase of library's circulation of items	Library Director	244,458	7%						

5	Library materials collection size: increase in collection size approximately 10,000 items	Library Director	59,892	66,486						
6	Children's program attendance: percent increase in program participation	Youth Services Librarian	17,110	5%						
7	Adult and teen program attendance: percent increase in program participation	Adult Services Librarian	661	3%						
8	Children's summer reading program participation: percent increase in program participation	Youth Services Librarian	1,259	5%						
9	Adult and teen summer reading program participation: percent increase in program participation	Adult Services Librarian	101	3%						
10	Percent of program participants satisfied with programs	Youth Services Librarian	99.3 %	100%						
11	Library patron visits: percent increase in patron visits to the library	Library Director	109,551	5%						
12	Reference Completion Rate: percent increase of patron questions answered by library staff	Adult Services Librarian	51,688	5%						
13	Percent of citizens satisfied with Library Services (Q 20.0)	Library Director	94%	95%						

FY 2011 GENERAL FUND BUDGET
Library
Account 001-17

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$508,472	\$546,063	\$537,807
Contractual	\$120,042	\$124,878	\$120,107
Supplies	\$24,572	\$19,876	\$20,041
Capital	\$0	\$15,000	\$15,000
Total	\$653,086	\$705,817	\$692,955



Capital Expenditures

Collection Materials \$15,000

Fiscal Year 2011

Engineering





Fiscal Year 2011 Business Plan Engineering Services

Link to Strategic Points:	
• <i>Economic Development</i>	3
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	2

Description of Department

Engineering Services was established to provide in house professional engineering services to the City of Colleyville as well as provide for construction oversight of public infrastructure that will be maintained by the City of Colleyville in perpetuity.

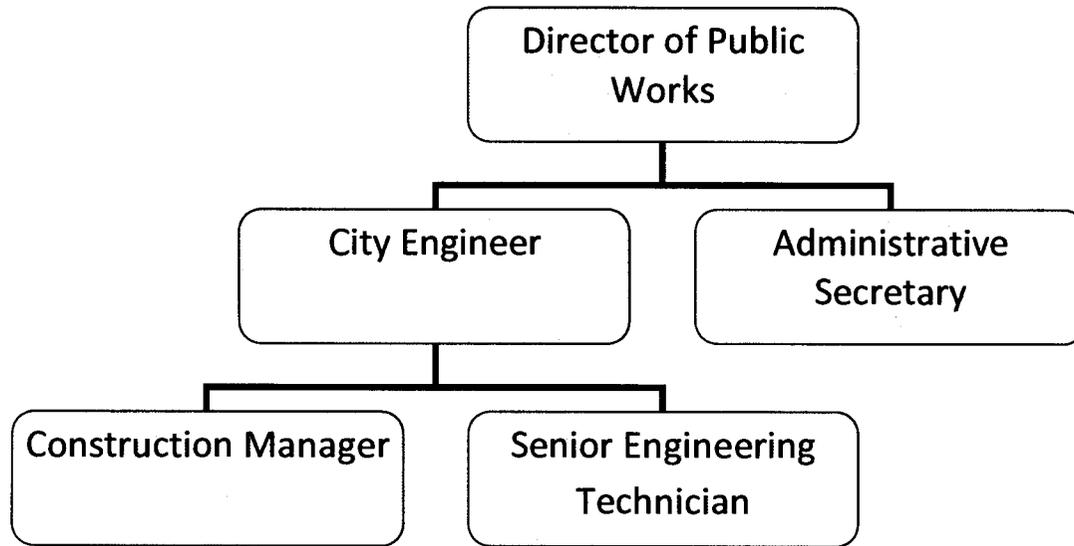
Mission Statement

Engineering provides excellence in the guidance and direction of all planning, design and construction of capital and development projects in the City of Colleyville, while maintaining a commitment to professionalism and cost effective customer service.

Five Year Vision

Engineering will ensure that all projects are managed and delivered to the citizens in a timely manner, review and oversee all development proposals, implement all ordinances and resolutions related to construction and development and ensure that Colleyville has delivered sound and complete projects.

Org Chart



Budget Summary

Funding for Engineering is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	5	5	3
Operating Budget	\$486,249	\$440,482	\$332,845

Major Initiatives

- Continue design of street CIP program projects
- Continue to assist local businesses along Colleyville Boulevard in the right-of-way acquisition process
- Continue to effectively review and oversee all commercial and residential development projects
- Continue to effectively respond to citizen complaints regarding drainage and transportation issues
- Continue in-house design of small projects
- Investigate the potential for grants/alternate funding sources for public infrastructure improvements
- Design and construct additional trails and sidewalks
- Design of the Quad Gate/Quiet Zone project at three railroad crossings
- Design of the Pleasant Run Road and John McCain intersection improvements
- Complete construction of the Ponderosa Lane drainage/paving improvements
- Complete construction of the Glade-Pool intersection improvements

Program: Professional Engineering Services

This program provides the City of Colleyville with in-house professional engineering services and is responsible for the overall planning, development, and implementation of all professional engineering services that take place within the City.

Goals:

- Provide the City with cost effective Professional Engineering Services
- Design projects utilizing in-house staff
- Manage all City construction projects
- Serve as the floodplain administrator
- Design and manage Capital Improvement Projects within the current Capital Improvements Plan
- Continue to design engineering projects utilizing in-house staff
- Provide oversight to the various Infrastructure Projects for City operations to ensure they are completed on schedule and within budget
- Ensure payroll, open records requests, and accounts payable are completed as accurately as possible
- Continue to identify methods for improved efficiency within the Engineering Services Program

Program Resource Commitment

FTE	FY 2009 Actual Program Budget	FY 2010 Actual Program Budget	FY 2011 Budget
Operating Budget	Not Available	Not Available	2 \$280,570

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	2	4	5	2

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1 Number of CRM Requests Resolved	City Engineer	132	150						

2	Percentage of projects that are completed on time and within the allotted budget	City Engineer	100%	90%						
3	Percentage of projects designed in-house verses third party consultants	City Engineer	83%	70%						
4	Number of floodplain issues resolved	City Engineer	New Measure	50						

Program: Construction Inspection Services

This program provides the oversight of construction that occurs within the city that the City will eventually maintain.

Goals:

- To provide construction expertise that will ensure that projects are completed utilizing sound construction practices and methodologies
- Ensure that projects being constructed within the City of Colleyville are in compliance with the specifications that have been established by the City of Colleyville
- Provide construction inspection services for capital infrastructure projects to ensure compliance with contract documents
- Continue to provide management of the construction activities within the City
- Work closely with the Engineering Services program to ensure that construction projects are completed on schedule and within budget
- Provide construction oversight and inspections to the various developmental projects that include public infrastructure improvements
- Continue to identify methods for improved efficiency within the Construction Inspection Services Program

Program's Relationship to City Council's Strategic Goals

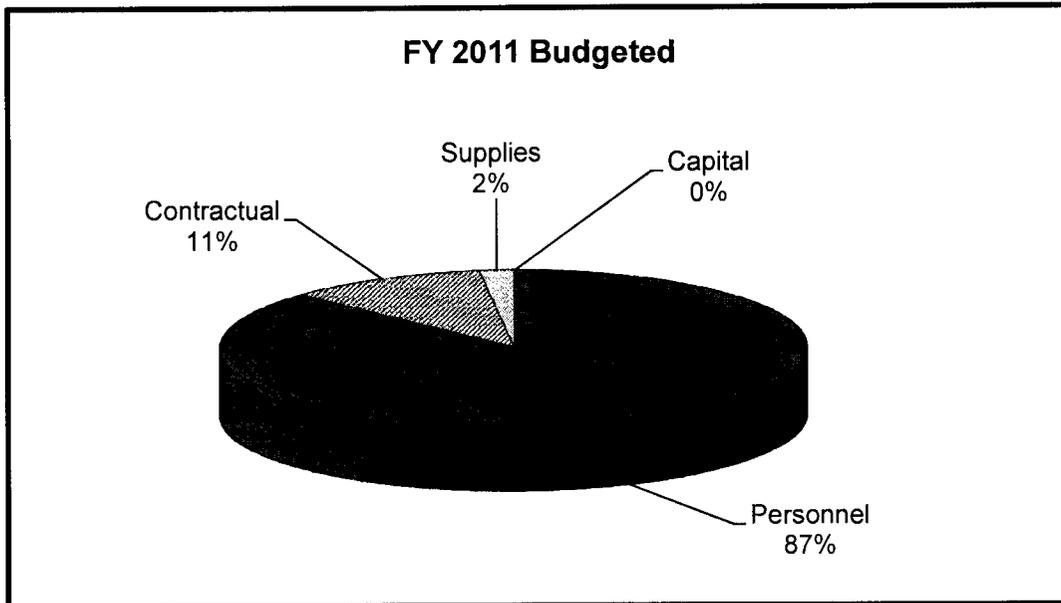
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	5	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Number of inspections performed	Construction Manager	New Measure	300						
2	Percentage of projects that surpass the two year maintenance period without major deficiencies.	Construction Manager	100%	90%						
3	Number of repairs performed within 5 years of construction	Construction Manager	0	2						
4	Number of Plans reviewed in respect to constructability	Construction Manager	7	12						

FY 2011 GENERAL FUND BUDGET
Engineering
Account 001-18

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$390,197	\$390,460	\$290,031
Contractual	\$36,859	\$38,545	\$36,525
Supplies	\$59,194	\$11,477	\$6,289
Capital	\$0	\$0	\$0
Total	\$486,249	\$440,482	\$332,845



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Community Development





Fiscal Year 2011 Business Plan Community Development

Link to Strategic Points:	
• <i>Economic Development</i>	3
• <i>Tax Base</i>	3
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	3
• <i>Unique Identity</i>	2

Description of Department

Community Development includes planning, zoning and building inspections. The department is responsible for processing new development proposals and ensuring compliance with building codes. Community Development is important in fostering economic development through a seamless development review and permitting process; in fostering a diversified tax base and sustainable government through cooperation with the Economic Development Department to ensure City codes and ordinances and new developments are economically viable and sustainable; in protecting and preserving neighborhoods through review and formulation of new codes when necessary; and fostering a unique identity through continued innovation.

Mission Statement

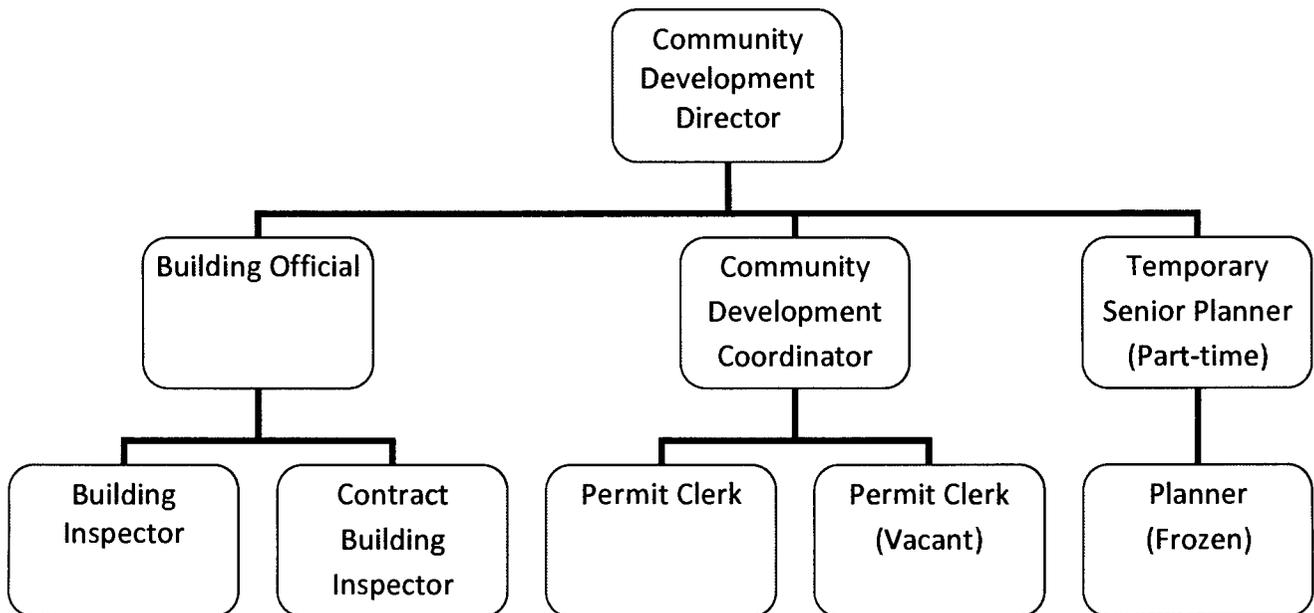
The mission of Community Development is to protect the unique beauty and quality of life of the community in addition to guiding quality growth and redevelopment as Colleyville approaches buildout through:

- Exploration and implementation of best practices to ensure continued quality development
- The utilization of technology in order to maximize service delivery and efficiency to the citizens of Colleyville and the development community
- The continued review of internal procedures and policies that ensure the maximum amount of efficiency is being utilized to ensure fiduciary responsibility to the citizens of Colleyville
- Continuing to ensure quality construction practices and techniques through the efficient enforcement of ordinances and codes that regulate building construction

Five Year Vision

The five year vision for Community Development involves transforming the operation into a highly efficient, modern, technologically advanced, service focused department able to fully implement the best practices demanded of a nationally recognized, high quality community like Colleyville. In order to meet the challenges of the next 30 years as Colleyville achieves buildout, the operation will need to shift from a department strictly geared for new development to a highly adaptable, service focused operation able to quickly respond to shifting community needs. Technological prowess will also be required given recent investments for new permitting software and other technological equipment designed to make operations more efficient. The technology must be utilized to its fullest extent in order for the increased expectations in highly efficient and effective service delivery to be realized.

Org Chart



Budget Summary

There are currently six full-time employees budgeted for FY 2011 in addition to one contract position. The part-time temporary senior planner position is being paid from the Engineering Services Budget while the public works director position is vacant and the planner position is currently frozen. The department budget is split between a planning and zoning budget (\$228,845.00) and a building inspections budget (\$339,533.00) with a total department budget of \$568,378.00. For FY 2010, total revenues generated by building and development fees from department activities totaled \$630,934.00.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	8.5	7	6
Operating Budget	\$737,302.00	\$638,537	\$568,378

Major Initiatives

- Continue efforts to create a viable land use and redevelopment plan for Colleyville Boulevard while pursuing reconstruction opportunities for the roadway
- Continue to pursue best practices with regard to environmental sustainability through the adoption of building and development codes that reward and/or require environmental sustainability in conjunction with new construction and redevelopment.
- Develop a schedule for updating *The Colleyville Plan* with an emphasis on community sustainability as Colleyville approaches buildout.
- Continue to pursue best practices by amending and adopting codes and guidelines that seek to preserve, protect and enhance the quality of life in the community

Program: Planning and Zoning

Planning and zoning includes 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.

Goals:

- Exploration and implementation of best practices to ensure continued quality development
- Maximization of efficiency and effectiveness in service delivery
- Continue the exceptional and unique quality of the community’s built environment and natural resources
- Identify amendments to the Land Development Code as needed
- Research other communities for best practices with regard to planning and codes
- Continually Identify process improvements based on internal and external feedback
- Ensure the planning and land use policies stated in the Master Plan are consistent with Strategic Plan goals and objectives and current community needs and direction
- Work with the City Manager’s Office on creation of comprehensive sustainability plan
- Work with economic development on the creation of a State Highway 26 overlay district and on other redevelopment initiatives

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	4	4	4	0

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of completed project planning tasks that lead to actual code/policy approvals by Council	Director of Community Development	46%	50%						
2	Percent project planning tasks completed vs. project planning tasks scheduled	Director of Community Development	57%	60%						
3	Average number of days for zoning case to be scheduled for a public hearing	Director of Community Development	45	45						
4	Average number of days for plat to be scheduled for a public hearing	Director of Community Development	30	30						
5	Percent of staff recommendations consistent with Council action	Director of Community Development	97%	97%						
6	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	Director of Community Development	75%	70%						
7	Percentage of citizen satisfaction with planning and zoning services	Director of Community Development	59%	64%						
8	Percentage of citizen satisfaction with government performance of effective zoning and land use regulations	Director of Community Development	61%	66%						
9	Percentage of citizen satisfaction with government performance of planning for the future needs of residents	Director of Community Development	54%	59%						
10	Percentage of citizen satisfaction with government performance of developing a future vision for the City	Director of Community Development	43%	48%						

Program: Building Inspection

Building inspections and plan review provides 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.

Goals:

- Utilize technology in order to maximize service delivery and efficiency to the citizens of Colleyville and the development community
- 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
- Continue to ensure quality construction practices and techniques through the efficient enforcement of ordinances and codes that regulate building construction
- Cross-training of all support staff
- Continually update program standard operating procedures and review program processes to maximize service delivery
- Re-gear the customer service focus of the department to an even more business friendly environment in order to help keep existing businesses in Colleyville and prepare for redevelopment opportunities Continue to improve building, codes, practices and techniques by keeping building regulations relevant
- Formulate a green building policy based on best practices and LEED standards

Program's Relationship to City Council's Strategic Goals

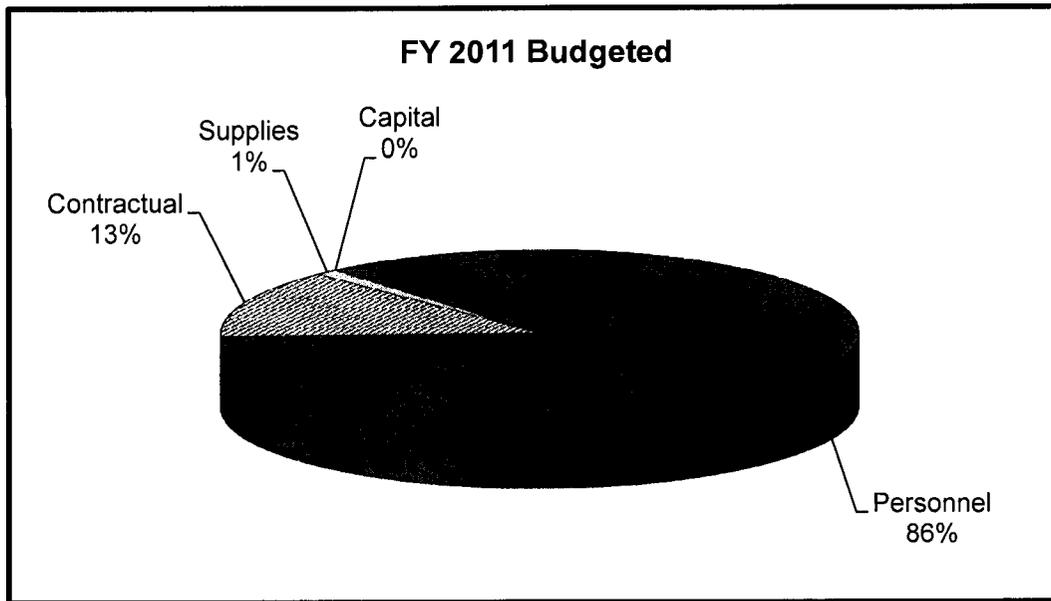
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	3	4	2	2

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of plan reviews completed in five days or less	Building Official	66%	70%						
2	Percent of inspections performed within -24-hours	Building Official	95%	98%						
3	Percent of inspections passed on initial inspection	Building Official	86%	85%						
4	Percentage of citizens concerned about houses in need of repair in their neighborhood	Building Official	49%	54%						
5	Percentage of citizen satisfaction with building inspections services	Building Official	49%	54%						

FY 2011 GENERAL FUND BUDGET
Building Inspection
Account 001-12

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$358,257	\$361,147	\$290,727
Contractual	\$34,208	\$55,866	\$45,002
Supplies	\$37,457	\$6,447	\$3,804
Capital	\$0	\$0	\$0
Total	\$429,922	\$423,460	\$339,533



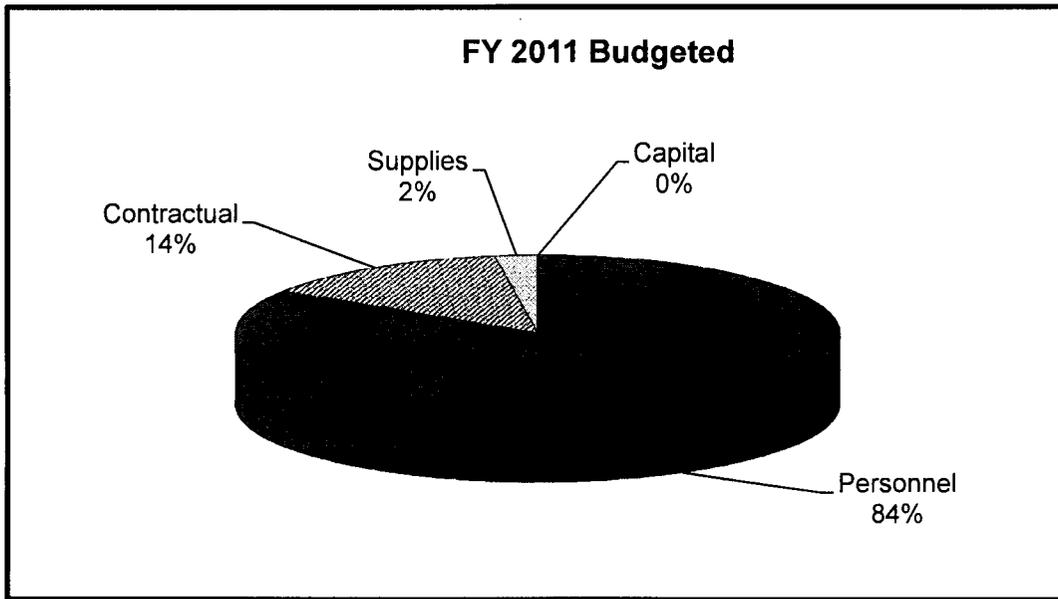
Capital Expenditure Summary

No capital expenditures

FY 2011 GENERAL FUND BUDGET
Community Development
Account 001-19

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$192,523	\$176,270	\$192,437
Contractual	\$33,191	\$32,267	\$31,135
Supplies	\$4,525	\$6,540	\$5,273
Capital	\$0	\$0	\$0
Total	\$230,239	\$215,077	\$228,845



Capital Expenditures Summary

No capital expenditures

Fiscal Year 2011

Fire





Fiscal Year 2011 Business Plan Fire Department

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	1
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	3
• <i>Unique Identity</i>	2

Description of Department

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.

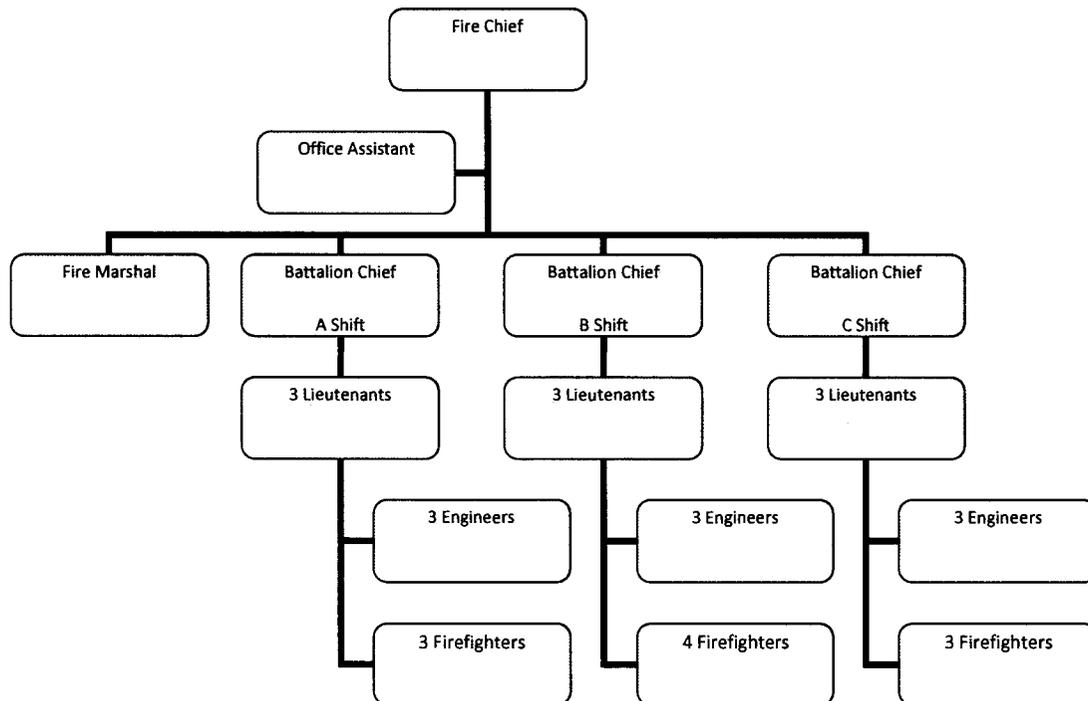
Mission Statement

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.

Five Year Vision

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 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



Budget Summary

Funding for the Fire Department is in the General Fund.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	35	35	34
Operating Budget	\$3,852,148	\$5,037,762	\$3,870,839

Major Initiatives

- Continue development of a Citizen Corps program recruiting members of the Colleyville Police and Fire citizen academies
- Continue regional efforts to replace police and fire department's radio equipment based on grant funding opportunities
- Complete update of Emergency Management Plan in compliance with state guidelines
- Complete a comprehensive Disaster Mitigation Plan in compliance with state requirements
- 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
- Staff evaluation of appropriate technology and process enhancements for maintaining and/or increasing neighborhood safety
- Continue to deliver and enhance community outreach programs such as Citizen Fire Academy, Kid’s Camp, school fire prevention programs, and fire prevention clowns

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.

Goals:

- To provide exceptional support for all employees and visitors while striving for the best management practices and work systems for the department
- Continue to enhance and encourage citywide preparedness and awareness of all types of emergencies with emphasis on weather related circumstances
- 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
- Ensure payroll, open records requests, and accounts payable are completed as accurately as possible
- Schedule all public relations events within daily firefighter schedule
- Continue public outreach related to severe weather awareness and emergency preparedness

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	3	2

	Performance Measures	Leader	FY 2010	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of public relations events scheduled	Office Asst.	164	160						
2	Number of evaluations/status change forms processed	Office Asst.	New Measure	68						
3	Number of leave/OT requests processed	Office Asst.	New Measure	200						
4	Number of payment vouchers processed	Office Asst.	New Measure	400						
5	Percentage of evaluations processed by their due date	Fire Chief	New Measure	90%						
6	Percentage of citizens surveyed satisfied with Fire Department services	Fire Chief	93%	95%						
7	Number of employee injuries resulting in lost time	Fire Chief	1	1						
8	Percentage of lost work hours as compared to total hours worked in the department	Fire Chief	1.6%	1%						
9	Number of public outreach/education/awareness, citizen academy/corps events	Fire Chief	6	6						
10	Total number of volunteer hours from CFAAA and Rehab Team	Fire Chief	467	500						
11	Number of exercise/evaluation activities	Fire Chief	1	2						
12	Total activation time for EOP/EOC	Fire Chief	4hrs	6hrs						
13	Percentage of Citizen Fire Academy participants who join CFAAA/Rehab Team	Fire Chief	67%	75%						

Program: Fire Operations

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

Goals:

- To continuously improve fire suppression, life safety education, and emergency medical service through proper staffing, operational changes, and fire apparatus and equipment advancements

- To provide the utmost in both in house and outside training opportunities in order to provide staff with the knowledge and skills necessary to be a first rate emergency services organization
- To always consider the safety and protection of citizens, patients and staff as the primary objective of the organization through competent training, proper equipment, and operational procedures that follow ideal work practices
- Implement the engineer position into the rank structure to be responsible for driving and operation of all fire apparatus
- 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
- Continue fire inspection and hydrant maintenance programs
- Maintain mandatory physical fitness program and annual fitness testing of all operations firefighters

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
0	0	4	3	2

	Performance Measures	Leader	FY 2010	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number fire related incidents	Fire Chief	763	775						
2	Number hours of training per employee	Fire Chief	158	150						
3	Fire response times under five minutes	Fire Chief	81%	90%						
4	Fire incidents/ 1,000 population	Fire Chief	31.9	32.4						
5	Percentage of structure fires contained to the room of origin	Fire Chief	100%	100%						
6	Percentage of target hazards inspected	Fire Chief	100%	100%						
7	Percentage of citizens surveyed satisfied with Fire Department services	Fire Chief	93%	95%						
8	Percentage of firefighters passing annual fitness test	Fire Chief	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.

Goals:

- To continuously improve fire suppression, life safety education, and emergency medical service through proper staffing, operational changes, and fire apparatus and equipment advancements
- To provide the utmost in both in house and outside training opportunities in order to equip staff with the knowledge and skills necessary to be a first rate emergency services organization
- To always consider the safety and protection of citizens, patients and staff as the primary objective of the organization through competent training, proper equipment, and operational procedures that follow ideal work practices
- 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

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
0	0	4	3	2

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Number of EMS incidents	Fire Chief	750	780						
2	Number of ambulance transports	Fire Chief	453	450						
3	Ambulance billing revenue (in thousands)	Fire Chief	\$236	\$250						
4	Number of hours of training per employee	Training Officer	158	150						
5	Ambulance response in under five minutes	Fire Chief	83%	90%						

6	Average total call time for ambulance transports	Fire Chief	58 min	55 min						
7	Percentage of citizens surveyed satisfied with ambulance service	Fire Chief	95%	95%						
8	Percentage of ambulance transports vs. non-transports	Fire Chief	60%	60%						
9	Percentage of billed services recovered	Office Asst.	25%	30%						
10	Percentage EMS calls vs. overall FD call volume	Fire Chief	50%	50%						

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.

Goals:

- To 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 and Kid's Kamp
- 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

Program's Relationship to City Council's Strategic Goals

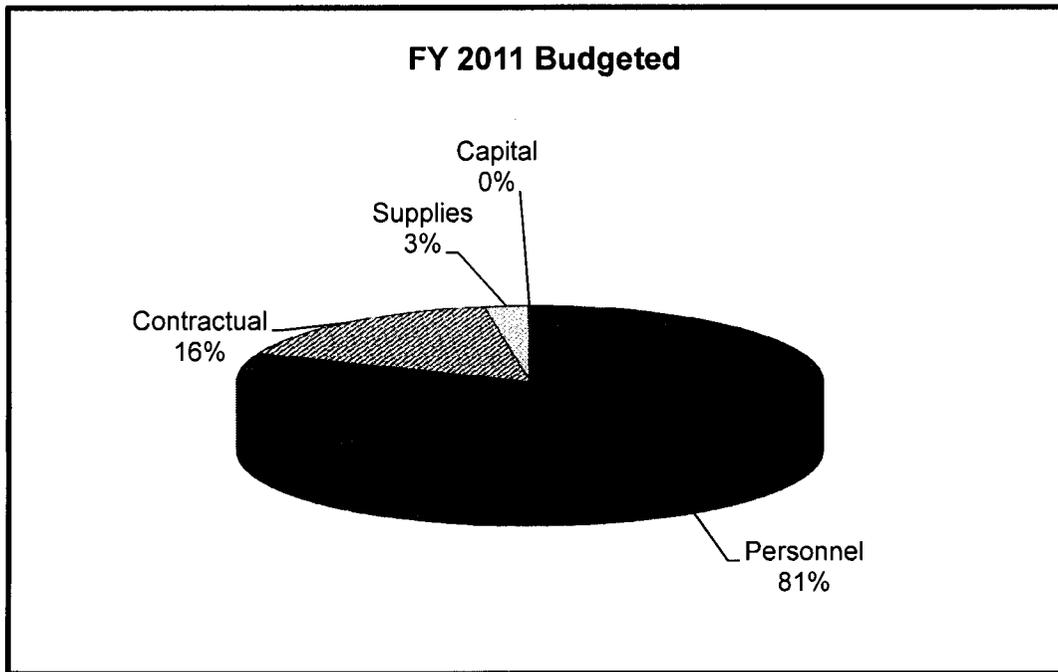
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	3	2

	Performance Measures	Leader	FY 2010	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of participants in all public relations/fire safety events	Fire Marshal	2,758	3,000						
2	Number of plans reviewed	Fire Marshal	48	50						
3	Number of permits issued	Fire Marshal	56	50						
4	Number of fire investigations	Fire Marshal	12	10						
6	Number of inspections performed	Fire Marshal	152	135						
7	Amount of permit fees collected (in thousands)	Fire Marshal	\$10	\$10						
8	Percentage of plans reviewed within 48 hours	Fire Marshal	90%	95%						
9	Percentage of fire investigations cleared within 30 days	Fire Marshal	100%	100%						
10	Percentage of inspections performed within 48 hours of request	Fire Marshal	95%	95%						
11	Total percentage of participants in fire safety programs vs. total elementary school enrollment	Fire Marshal	New Measure	60%						
12	Fire loss valuation as a percentage of tax base (in thousands)	Fire Marshal	\$85	\$1,000						

FY 2011 GENERAL FUND BUDGET
Fire Department
Account 001-22

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$3,036,937	\$3,233,322	\$3,141,375
Contractual	\$668,931	\$683,379	\$631,524
Supplies	\$120,546	\$98,223	\$92,540
Capital	\$25,734	\$1,022,838	\$5,400
Total	\$3,852,148	\$5,037,762	\$3,870,839



Capital Expenditure Summary

SCBA Replacement Program	\$5,400
Total	\$5,400

Fiscal Year 2011

Police





Fiscal Year 2011 Business Plan Police Department

Link to Strategic Points:	
• <i>Economic Development</i>	2
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	3

Description of Department

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. Patrol officers, the community services officer, and school resource officers work with residents, business owners, and the school district in the development of crime prevention initiatives, public education programs, and youth mentoring programs dedicated toward crime prevention. Patrol and traffic officers conduct appropriate traffic enforcement activities to facilitate the safe flow of traffic for motorists in the city. Criminal investigators and the warrant officer investigate and process reports of criminal offenses and assist victims of crime toward the timely identification, apprehension, and prosecution of offenders. Police administration directs police department policy, training, and operations toward the continuous goal of quality customer service and satisfaction for citizens and visitors to Colleyville. Animal control and code enforcement work toward maintaining neighborhood and commercial area integrity and safety through proper animal control and city code compliance.

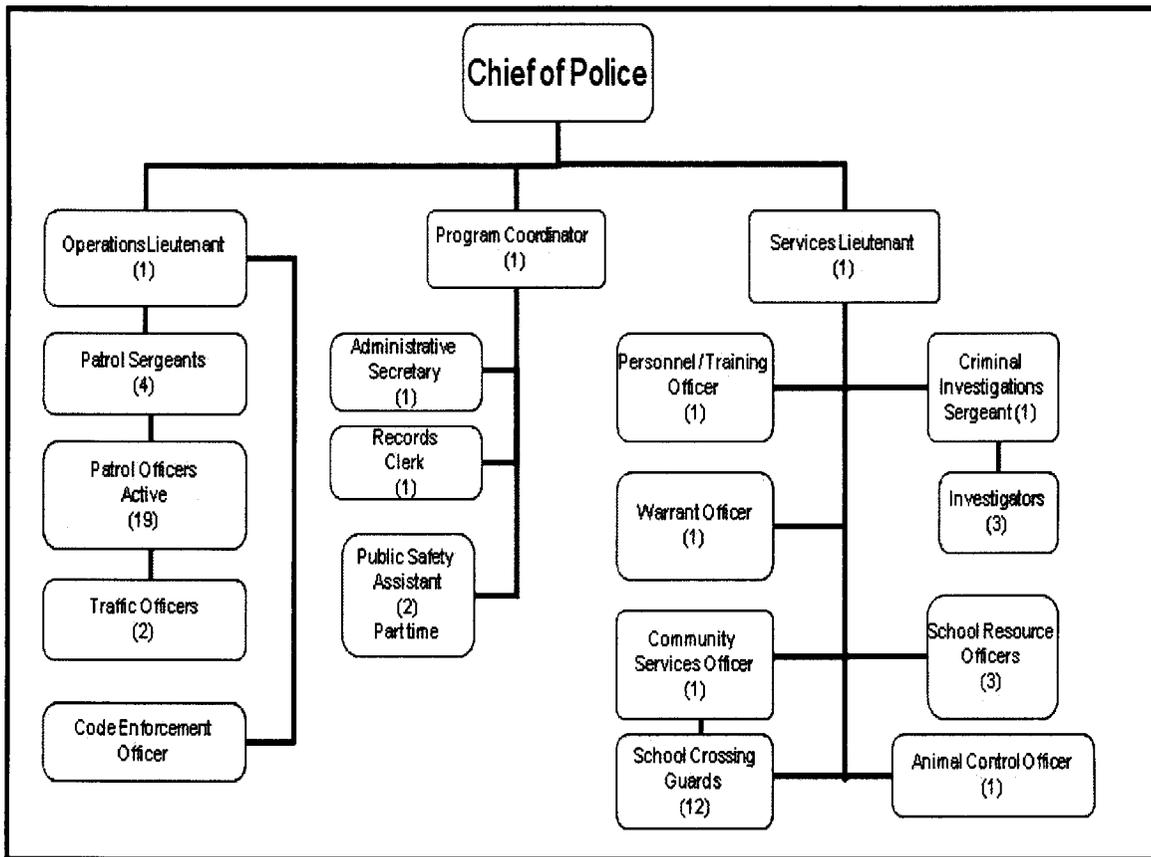
Mission Statement

The Colleyville Police Department is a values-based organization committed to partnering with the community to provide the highest level of police services to ensure Colleyville is the best place to live, visit, and conduct business.

Five Year Vision

The Colleyville Police Department is committed to embracing and personifying the City's values of Integrity, Service, and Innovation. The department will work to strengthen community policing efforts through enhanced community partnerships and collaborative efforts toward the maintenance of low crime and a high level of community involvement. The Police Department will strive to further professionalize operations through updating current policies and practices and becoming a Recognized Agency through the Texas Police Chiefs Association. The department will remain committed to being innovative in finding ways to better serve the public at a higher level unique to Colleyville and delivering this service through the most efficient deployment of staffing and use of appropriate technology. The Colleyville Police Department is committed to capitalizing on regionalization opportunities, such as the recent dispatch and jail cooperative, while enhancing the level of service afforded to the community. The department will continuously review all recruiting practices, the staff selection process, and training in order to attract and retain the best employees and be recognized as a premier police agency in the area.

Org Chart



Budget Summary

The Police Department currently has a total staff allocation of 43 full-time employees and two part-time employees. Of these 45 positions, 38 are sworn personnel and seven are civilian personnel. There are also 12 school crossing guard positions; however, they are classified as contractual services and funded as an operating expense. The approved FY2011 budget for the Police Department is \$4,369,822; \$3,401,241 in personnel costs and \$968,581 in operating costs. The Police Department is proactively seeking grant funding for several equipment needs; however, there are no known grant awards for FY2011 at this time.

	Resource Commitment		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	49	50	43
Operating Budget	\$4,159,647	\$4,404,179	\$4,369,822

Major Initiatives

- Continue development of a Citizen Corps Program
- Continue regional efforts to update police and fire radio equipment and systems
- Continue to research and identify regionalization opportunities
- Evaluate current use of police technology
- Evaluate recruiting efforts and the personnel selection process
- Complete a salary and staffing analysis and develop a long-term staffing plan for the police department
- Update departmental policies and police related City ordinances
- 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
- Improve compliance with city codes through interdepartmental teamwork and increased proactive notices designed to increase voluntary property owner compliance

Program: Police Administration

Police Administration is responsible for providing overall direction for the department, policy formation and implementation, personnel issues, training needs, processing of open records requests, providing assistance to the walk-in public, and most administrative duties. Police Administration must ensure the police department is maximizing efforts to enhance safety and security in the community and promoting a unique city environment that is conducive to future growth and development. Police Administration must be attentive to opportunities to increase efficiency and scrutinize technology for the most effective results in delivering police services. Police Administration is ultimately responsible for quality customer service and satisfaction for citizens and visitors to Colleyville.

Goals:

- 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
- Promptly respond to all citizen requests for police service

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	6
Operating Budget	Not Available	Not Available	\$916,000

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	3

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Percentage of Open Records Requests processed within statutory requirements	Program Coordinator	New Measure	100%						
2	Percentage of departmental state-licensed employees current with mandated State training requirements	Training Coordinator	New measure	100%						
3	UCR Part 1 Crime Rate per 1,000 persons	Chief of Police	12.84	Less than 12%						
4	Average citizen rating of police courtesy, professionalism, and customer service	Chief of Police	76%	78%						
5	Percentage of citizens surveyed satisfied with police services	Chief of Police	90%	93%						

Program: Police Patrol

Patrol focuses on community-based policing 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. These partnerships foster a high level of community involvement and proactive policing designed to result in low crime for the city. This program is dedicated to protecting and preserving neighborhoods and attracting commercial development

through collaboration between police and the community. A high level of police service, unique to Colleyville, will be provided through innovative programs and suitable technology in order to maintain and promote a safe environment.

Goals:

- 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

<u>Program Resource Commitment</u>			
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	26
Operating Budget	Not Available	Not Available	\$2,007,962

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	3

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of self-initiated calls for service (proactive, community policing)	Operations Lieutenant	New measure	12,000						
2	Percentage of citizens surveyed satisfied with speed in responding to police calls	Operations Lieutenant	67%	70%						
3	Injury accidents per 1,000 population	Operations Lieutenant	1.5	1.4						
4	Percentage of citizens surveyed satisfied with traffic enforcement	Operations Lieutenant	72%	75%						
5	Average Priority 1 Response Time (Call Dispatch to Arrival)	Operations Lieutenant	5:15	<5:00						

Program: Criminal Investigations

The Criminal Investigations Division of the Police Department reviews and investigates reports of criminal offenses, identifies possible suspects, and prepares cases for prosecution with the District Attorney's office. Criminal Investigations is also responsible for the management of physical evidence and providing assistance to victims of criminal offenses. Timely, thorough, and effective investigations of criminal offenses through expert analysis and proper use of technology contributes to maintaining a high level of police service and low crime rate. Effective criminal investigations result in apprehensions and deterrence of crime to help keep neighborhoods safe and ensure Colleyville is a desirable destination to live, work, and develop.

Goals:

- 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

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	4
Operating Budget	Not Available	Not Available	\$415,056

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	3

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1 Number of criminal offenses assigned and investigated	CID Sergeant	1,008	<1,000						
2 Number of criminal cases filed by investigators	CID Sergeant	326	350						
3 Percentage of UCR Part 1 Crimes cleared	CID Sergeant	30%	35%						
4 Percentage of crime victims contacted by investigators within 3 days	CID Sergeant	88%	95%						

Program: Communications

The communications program has been regionalized and is now part of the Northeast Tarrant Communications Center, which also includes the cities of Keller, Southlake, and Westlake. Communications provides technical communications support to police and fire operations through answering 911 and non-emergency calls from the public, dispatching officers to calls for service, entering pertinent information into records management systems, providing emergency medical dispatch to citizens, confirming arrest warrants, and relaying pertinent information from outside agencies. Communications supports sworn personnel in the team effort toward ensuring safety and security in our community. Capitalizing on evolving technology and identifying alternatives for cost savings are particularly relevant to communications operations.

Goals:

- Assist the public through promptly answering 911 and non-emergency phone calls
- Quickly and accurately dispatch police, fire, and EMS to emergency calls for service
- Provide emergency medical dispatch when needed to help save lives and mitigate injuries
- Assist public safety and community members through technical support to police and fire operations

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	0
Operating Budget	Not Available	Not Available	\$442,364

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year End Total/Annual	Variance
					Actual	Actual	Actual	Actual		
1	Percentage of incoming phone calls to dispatch answered within 10 seconds (National Emergency Number Association standards)	City of Keller	New Measure	95%						
2	Citizen satisfaction of speed in responding to police calls	City of Keller	67%	70%						

3	Average Priority 1 Response Time (Call Receipt to Dispatch)	City of Keller	2:54	<1:30						
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Program: Community Services

The community services officer is the department's liaison with the public and assists as the public information officer for media relations. The officer is responsible for crime prevention initiatives, public education programs, security inspections, and supervision of the school crossing guards. The community services officer performs Crime Prevention Through Environmental Design (CPTED) tasks to assist current and future developments with target hardening. The officer is a liaison with the community and the media in efforts to strengthen partnerships to promote a safer environment and highlight uniqueness of Colleyville in the form of higher levels of police service.

Goals:

- Act as a liaison with the community and the media in efforts to strengthen partnerships to promote a safer environment and highlight the uniqueness of Colleyville
- Help prevent and deter crime through crime prevention initiatives and public education programs provided through interpersonal contacts and the use of electronic media
- Increase awareness among residents with regard to available police services such as home and business security surveys, crime prevention presentations, and child safety seat inspections

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	1
Operating Budget	Not Available	Not Available	\$145,506

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	2	4	2	3

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percentage of Citizen Police Academy graduates who join police volunteer programs	Community Services Officer	80%	85%						

2	Number of crime prevention activities	Community Services Officer	New Measure	30						
3	Number of persons contacted by the Community Services Officer	Community Services Officer	New Measure	2,000						
4	Number of residential and commercial Security Surveys	Community Services Officer	New measure	50						
5	Number of police volunteer hours	Community Services Officer	1,794	2,000						

Program: School Resource Officers

The school resource officer program is a partnership with the Grapevine-Colleyville Independent School District (GCISD) to ensure the safety and security of all GCISD students within the City of Colleyville. School resource officers enforce all applicable statutes and maintain a presence at their assigned schools to deter conflict. These officers mentor children through Life Skills Training and through daily formal and informal contacts. The school resource officers contribute to the uniqueness of Colleyville and positive attitudes toward development by fulfilling their roles as a part of a highly rated public school system that is set apart from others. The SROs partner with students, community members, and patrol officers to ensure safe and secure neighborhoods.

Goals:

- 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 Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	3
Operating Budget	Not Available	Not Available	\$200,011

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	3

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of students taught and mentored	Services Lieutenant	New Measure	650						
2	Number of formal presentations and instruction	Services Lieutenant	New Measure	25						
3	Number of students and parents contacted outside of instruction/mentoring	Services Lieutenant	New Measure	300						
4	Decrease in number of student arrests and citations	Services Lieutenant	New Measure	200						

Program: Warrant Officer

The warrant officer utilizes innovative investigative methods and capitalizes on technology to locate and apprehend persons who have outstanding Colleyville Police Department arrest warrants. The warrant officer transports subjects, arrested by outside agencies on Colleyville warrants, during business hours and acts as the courtroom bailiff when Municipal Court is in session. The warrant officer enhances neighborhood safety through the apprehension of wanted subjects and increases collections through apprehensions and the deterrence of non-payment of city fines.

Goals:

- Utilize innovative investigative methods and capitalize on technology to expeditiously locate and apprehend persons who have outstanding Colleyville Police Department arrest warrants
- Provide proper courtroom security for the City of Colleyville Municipal Court
- Utilize innovation and technology to more efficiently increase warrant clearances and collections

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	1
Operating Budget	Not Available	Not Available	\$96,398

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	4	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Total number of outstanding warrants in system	Warrant Officer	4,350	4,000 or less						
2	Number of warrants served	Warrant Officer	3,639	4,000						
3	Percentage of established monthly collection goal achieved (\$30,000 per month)	Warrant Officer	117%	100%						
4	Total net amount collected for city	Warrant Officer	\$420,623	\$360,000						

Program: Animal Control

The animal control officer is responsible for completing reports and enforcing statutes regarding animal violations. The animal control officer also responds to calls for service regarding stray and vicious animals and the removal of dead animals. The animal control officer sets traps for wild animals, conducts public education sessions, issues pet licenses, and oversees animal euthanasia. Animal Control is a vital service in keeping our neighborhoods safe and maintaining neighborhood integrity for the City. The sheltering and euthanasia services for the City are provided by the City of Hurst through a contractual agreement.

Goals:

- Enhance neighborhood safety and integrity by quickly responding to stray or vicious animal calls
- Foster positive community relations by providing guidance and education to the community regarding animal issues that affect health and safety

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	1
Operating Budget	Not Available	Not Available	\$70,152

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	4	2	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of Animal Control calls for service	Animal Control Officer	1,751	<1,700						
2	Average after-hours response time	Animal Control Officer	N/M	<30:00						
3	Number of pet licenses issued	Animal Control Officer	187	200						
4	Number of stray animals impounded	Animal Control Officer	173	<150						
5	Percentage of citizens listing stray animals as a neighborhood concern	Animal Control Officer	44%	40%						
6	Percentage of citizens surveyed satisfied with animal control	Animal Control Officer	74%	77%						

Program: Code Enforcement

The code enforcement officer is responsible for facilitating community compliance with city codes including zoning, environmental, health and safety, nuisance, signage, landscaping, tree preservation, and building codes. The code enforcement officer utilizes a community-oriented philosophy and teams with other City departments to most effectively and efficiently accomplish the tasks of code compliance.

Goals:

- 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

Program Resource Commitment

FTE	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
Operating Budget	Program Budget	Program Budget	1
	Not Available	Not Available	\$76,372

Program's Relationship to City Council's Strategic Goals

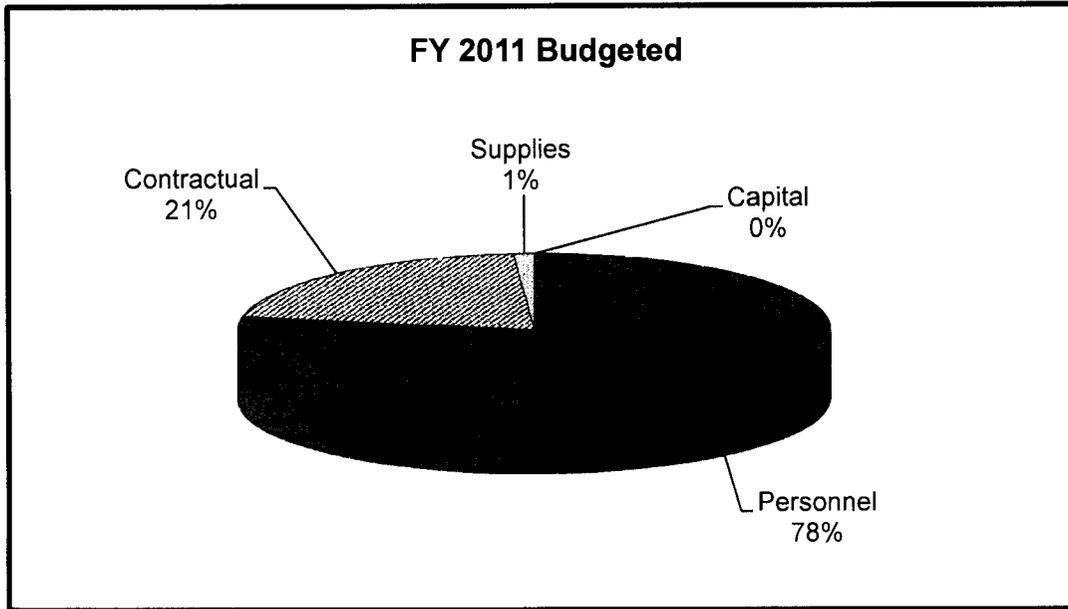
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	2	4	3	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Total number of all code violations processed	Code Enforcement Officer	1,338	1,400						
2	Percentage of code violations located proactively	Code Enforcement Officer	N/M	15%						
3	Total number of notices of violation sent out	Code Enforcement Officer	467	400						
4	Percentage of violation notices that we courtesy door hangers	Code Enforcement Officer	27%	50%						
5	Overall citizen satisfaction with Code Enforcement	Code Enforcement Officer	68%	70%						

FY 2011 GENERAL FUND BUDGET
Police Department
Account 001-23

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$3,636,113	\$3,871,686	\$3,401,241
Contractual	\$478,643	\$486,498	\$918,518
Supplies	\$44,891	\$45,995	\$50,063
Capital	\$0	\$0	\$0
Total	\$4,159,647	\$4,404,179	\$4,369,822



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Parks and Recreation





Fiscal Year 2011 Business Plan Parks and Recreation

Link to Strategic Points:

• <i>Economic Development</i>	2
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	1
• <i>Unique Identity</i>	4

Description of Department

Parks and Recreation manages and maintains over 292 acres of open space in Colleyville, including 13 parks and six facilities. Parks and Recreation manages pavilion and facility rentals, plans special events and programs throughout the year to provide a sense of community and civic pride to residents. Parks and Recreation includes the Park Maintenance, Athletic Field Maintenance, Recreation, and Senior Center programs.

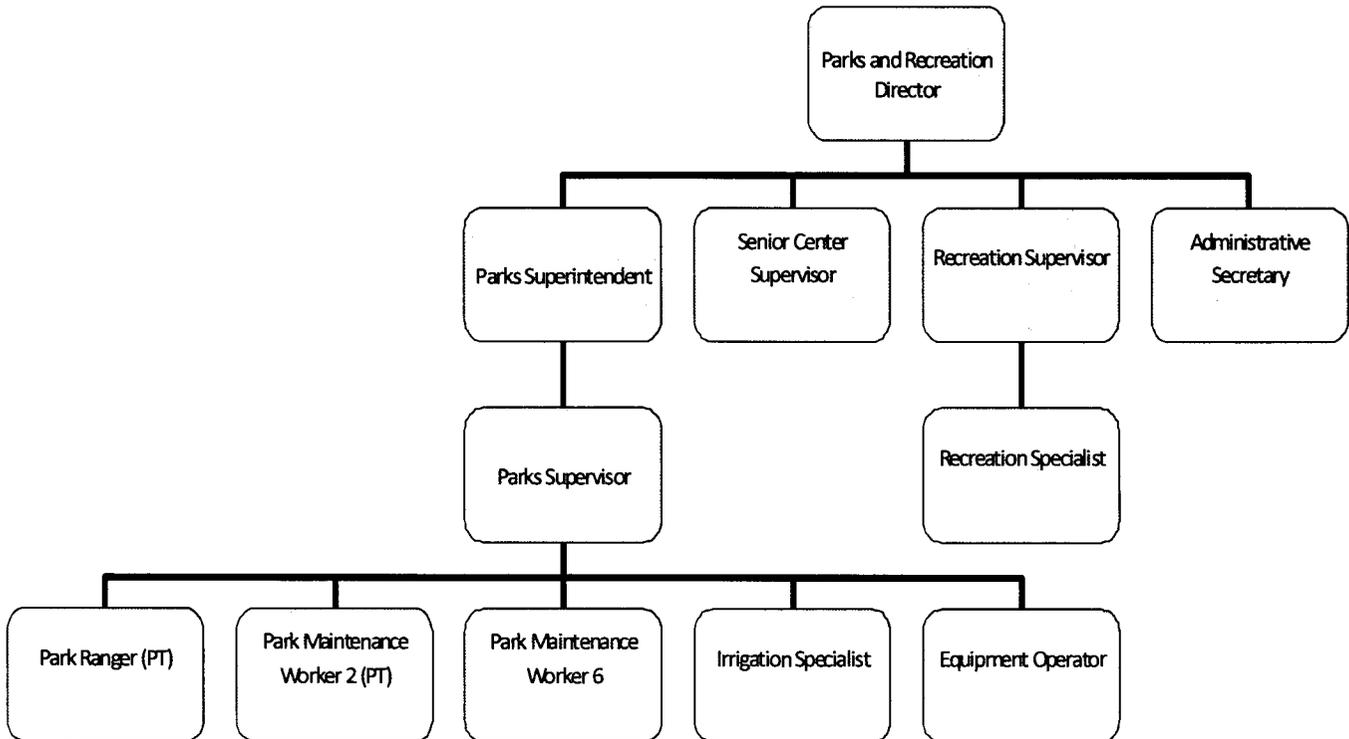
Mission Statement

The mission of Parks and Recreation is to create opportunities where people can escape and enjoy an enriching environment.

Five Year Vision

Colleyville parks, open space, and trails are essential infrastructure to the community and make Colleyville a sought after place to live, work and play.

Org Chart



Budget Summary

Parks and Recreation is funded through the General Fund, Voluntary Park Fund, Colleyville Economic Development Corporation and Parkland Dedication Funds.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	16.5	16.5	16
Operating Budget	\$1,932,449	\$1,904,031	\$1,794,366
CEDC Budget	\$196,883	\$187,259	\$244,095
Parkland Dedication Fund	\$1,043,517	\$1,195,705	\$1,204,342
Voluntary Park Fund	\$81,000	\$221,000	\$101,424

Major Initiatives

- To implement the 2011 Parks, Recreation, and Open Space Master Plan recommendations to provide a guide for the orderly continued development of Colleyville's Parks and Recreation system
- Coordinate the development of Senior Center Open Space Master Plan Phase II

- Coordinate the construction of Cotton Belt Trail Phase II, including the LD Lockett House trail connection
- Coordinate the construction of the Webb House Trail

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 range of health, wellness, enrichment, technology, education, travel opportunities and special events. The Colleyville Senior Center continues to seek new and innovative ways to help serve the public.

Goals:

- Encourage healthy and active lifestyles
- Community connections
- Maintain sponsorships and donations
- 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 volunteer program through volunteer orientations and trainings
- Maintain the senior center web page in accordance with the Senior Experience
- 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

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	1
Operating Budget	Not Available	Not Available	\$29,419
CEDC Budget	Not Available	Not Available	\$70,095

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	3	1	4

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of class participants	Senior Center Supervisor	1,180	1,200						
2	Number of classes/programs offered	Senior Center Supervisor	208	210						
3	Number of special events	Senior Center Supervisor	8	8						
4	Value of donations	Senior Center Supervisor	\$3,020	\$3,100						
5	Value of volunteer hours @ \$20.80 per hour	Senior Center Supervisor	\$26,886	\$26,800						
6	Percentage of seniors satisfied with the programs at the senior center	Senior Center Supervisor	New Measure	85%						
7	Percentage of Colleyville seniors participating	Senior Center Supervisor	New Measure	70%						
8	Average visits per month	Senior Center Supervisor	New Measure	300						

Program: Recreation

Recreation provides youth, adult and athletic programs along with special events for citizens creating a safe and fun environment and providing a sense of community. Recreation also assists 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.

Goals:

- Provide timely and accurate permits for all rental requests
- Facilitate opportunities for new programs
- Promote marketing program
- Maintain sponsorships and donations
- Work with youth sports association representatives and citizens to ensure facility reservation schedule is maintained and updated regularly

- To provide innovative, sustainable and socially active opportunities for the whole family
- To provide marketing material through department and City website, Our Great City, email blasts, utility bill inserts, posting posters, brochure distribution, and cross promotion with other city departments
- To provide businesses with sponsorship material allowing different levels of involvement for special event opportunities

Program Resource Commitment

FTE	FY 2009 Actual Program Budget	FY 2010 Budget Program Budget	FY 2011 Budget 2
Operating Budget	Not Available	Not Available	\$297,377

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	3	4	1	3

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of class participants	Recreation Supervisor	2,137	2,200						
2	Percentage of made classes/programs	Recreation Supervisor	22%	50%						
3	Number of facility reservations	Recreation Supervisor	262	250						
4	Number of special events	Recreation Supervisor	15	12						
5	Value of volunteer hours @ \$20.80 per hour	Recreation Supervisor	\$11,440	\$10,800						
6	Value of donations	Recreation Supervisor	\$3,118	\$3,000						
7	Percentage of customers satisfied with recreation services	Recreation Supervisor	93%	95%						
8	Recreation program cost per capita	Recreation Supervisor	\$15.48	\$13.52						

Program: Athletic Field Maintenance

Athletic Field Maintenance maintains high quality sports facilities for Colleyville Youth Sports Associations. Colleyville's athletic fields have a high quality hybrid sports turfgrass with state of the art irrigation systems, in-house fine-cut mowing 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 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.

Goals:

- Maintain quality, safe and functional athletic sports fields
- 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
- To maintain high quality sport fields to meet the needs and requirements of the Colleyville youth sports associations
- To manage use of fields to maintain quality and longevity of these athletic sports fields.
- Work with youth sports association representatives to identify highest priority field upgrades and/or facility enhancements
- To review sports turfgrass cultural practices to ensure best value and cost effectiveness for maintaining high quality sports fields
- To investigate innovative technology and equipment that will increase the efficiency and effectiveness of turfgrass maintenance of athletic sports fields
- To 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
- To conduct sports facility / equipment inspections on a routine and consistent basis per established standards
- To provide best value through financial and contract reviews for materials and services
- To maintain athletic complex components (fences, field lights, etc.) and associated facilities (bleachers, bleacher shade covers, etc.) in a cost effective and timely manner

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	Program Budget	Program Budget	5.08
Operating Budget	Not Available	Not Available	\$414,672

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	4	1	4

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of mowing cycles for athletic fields	Park Superintendent	New Measure	60					
2	Number of staff hours for mowing athletic fields	Park Superintendent	1,122	1,100					
3	Number of staff hours for athletic field maintenance	Park Superintendent	2,918	3,050					
4	Number of staff hours for preparing athletic fields for games	Park Superintendent	1,060	1,100					
5	Percentage of revenue recovery and value of donations generated by athletic program	Park Superintendent	New Measure	9%					
6	Number of Colleyville youth population participating in programs	Recreation Supervisor	New Measure	2,333					
7	Percentage of participants that are non-residents for all youth sports	Recreation Supervisor	New Measure	49%					
8	Percentage of participants satisfied with athletic field maintenance	Park Superintendent	New Measure	85%					

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 maintains an estimated 269.78 acres of parkland within Colleyville. This land is located around the city and includes the most visible city 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). This program also maintains the grounds and landscaping around public buildings which include City Hall and the Colleyville Public Library, the Colleyville Center, the 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.

Goals:

- Provide safe, well-maintained facilities and park amenities for our citizens
- Enhance the quality of parks, open space, and natural areas through economical use of available resources
- Promote high quality of life for citizens by providing a high standard of customer service
- To maintain attractive landscaped areas and floral displays for citizens, visitors and local businesses
- 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
- To develop and provide facility / equipment inspections on a routine and consistent basis per established standards
- To provide best value through financial and contract reviews for materials and services
- To maintain the quality, condition, and cleanliness of the trail network on leased and City property
- To maintain tree inventory to enhance the urban environment
- To maintain the quality and condition of playground equipment, park areas and amenities to a safe and aesthetically acceptable level
- To maintain recreation program buildings, Senior Center, administrative office building, and historical buildings in a cost effective and timely manner
- To utilize and manage volunteers in performing maintenance activities or projects that enhances park areas, facilities, and/or amenities within Colleyville parks

Program Resource Commitment

FTE	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
Operating Budget	Program Budget	Program Budget	7.92
	Not Available	Not Available	\$1,052,897

Program's Relationship to City Council's Strategic Goals

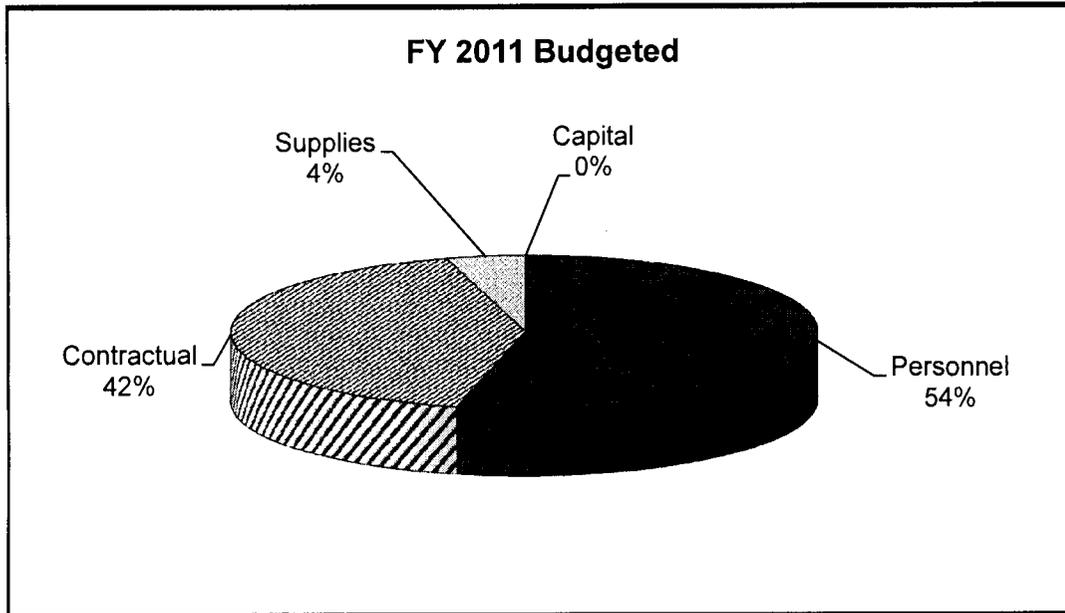
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
3	2	4	1	4

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Average annual maintenance cost per acre managed	Park Superintendent	\$4,284	\$3,900						
2	Number of public park acres per 1000 residents	Park Superintendent	12.72	12.72						
3	Percentage of inspections completed within established time frames	Park Superintendent	New Measure	90%						
4	Percentage of park inspections meeting standards	Park Superintendent	New Measure	85%						
5	Number of volunteer hours	Park Superintendent	New Measure	2,028						
6	Value of volunteer hours @ \$20.80 per hour	Park Superintendent	New measure	\$42,182						
7	Value of donations to program	Park Superintendent	New Measure	\$2,000						
8	Percentage of citizens satisfied with park maintenance	Park Superintendent	New Measure	85%						

FY 2011 GENERAL FUND BUDGET
Parks
Account 001-32

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$791,021	\$842,365	\$788,657
Contractual	\$696,063	\$668,583	\$615,741
Supplies	\$58,730	\$58,272	\$63,172
Capital	\$9,929	\$0	\$0
Total	\$1,555,743	\$1,569,219	\$1,467,570



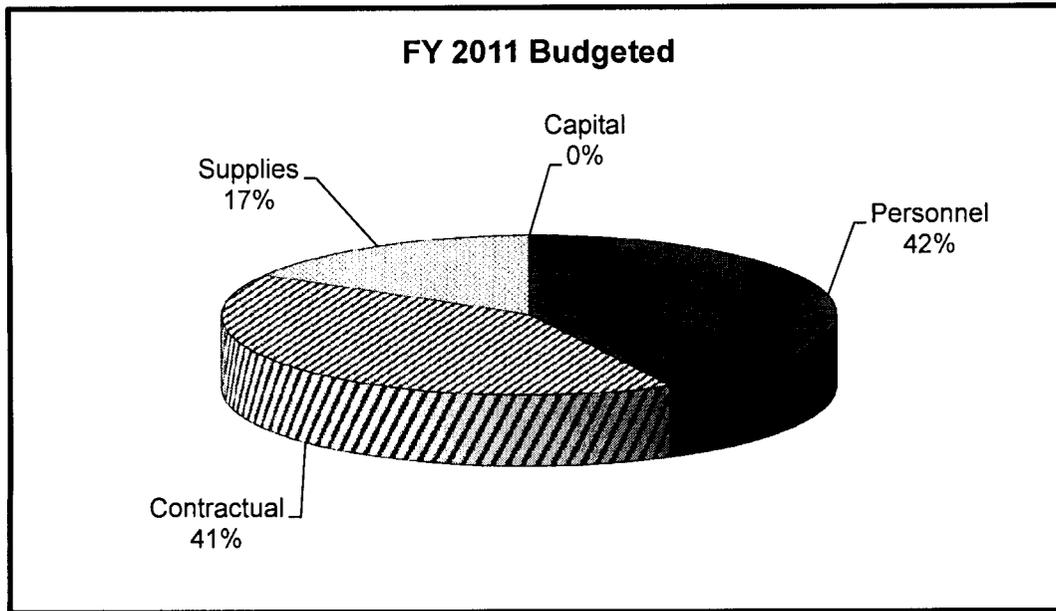
Capital Expenditure Summary

No capital expenditures

FY 2011 GENERAL FUND BUDGET
Recreation
Account 001-34

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$127,955	\$140,078	\$138,598
Contractual	\$202,602	\$137,021	\$134,435
Supplies	\$63,333	\$57,712	\$53,763
Capital	\$0	\$0	\$0
Total	\$393,891	\$334,811	\$326,796



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Streets





Fiscal Year 2011 Business Plan Streets

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 1 |
| • <i>Tax Base</i> | 1 |
| • <i>Neighborhoods</i> | 4 |
| • <i>Sustainable</i> | 4 |
| • <i>Unique Identity</i> | 1 |

Description of Department

The Street Department maintains 300 lane miles of public streets and is responsible for the maintenance of all sidewalks and the repair of and replacement of street appurtenances.

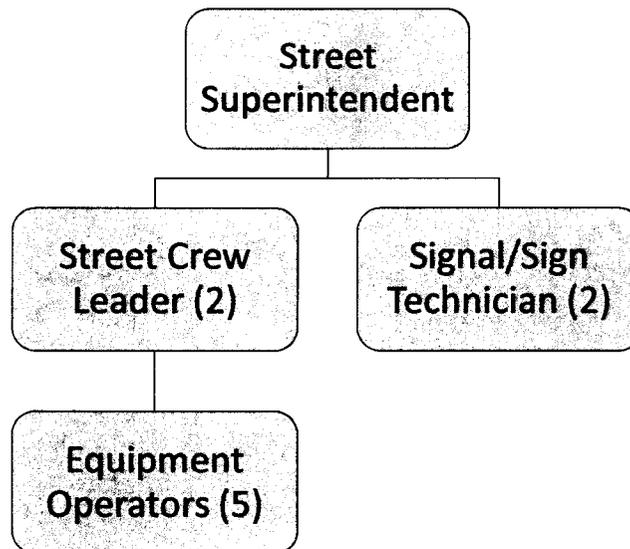
Mission Statement

The Street Department maintains and improves the quality of streets for the safety of Colleyville citizens and all those who pass through Colleyville.

Five Year Vision

The vision of the Street Department is to maintain the highest level of safety and quality of the City's public street system throughout the community.

Org Chart



Budget Summary

The total FY 2011 operating budget for the Street Department is \$2,022,171. Of that, personnel cost is \$669,069, including benefits, for 10 FTE.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	10	10	10
Operating Budget	\$1,907,973	\$2,744,486	\$2,022,171

Major Initiatives

- Street rehabilitation projects for FY 2011 include Black Drive, Brent Wood Drive, Brent Wood Court and Pembroke Parkway West
- Interlocal agreement with Tarrant County to rehabilitate Brown Trail
- Replace street signs for sign change out program to meet state compliance by FY 2012
- Signal bulb replacement project from standard to LED bulbs on the two traffic signals the city currently maintains at Brown Trail/Cheek-Sparger and Heritage Ave/Glade Road

Program: Street Maintenance

Street maintenance performs preventive maintenance to public streets and sidewalks and ensures the continued quality of public infrastructure.

Goals:

- Patch potholes each day when weather permits
- Continue crack seal maintenance program and complete five subdivisions
- Micro resurfacing program of asphalt streets. This operation consists of applying a quarter inch application of emulsified asphalt, sand and Portland cement to the existing surface to extend the pavement life
- Complete visual inspections of all public streets for street rating report by April 2011

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	4	1	1

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of lane miles of pavement repaired per FTE	Street Superintendent	100	60						
2	Number of lane miles of pavement resurfaced	Street Superintendent	50	50						
3	Number of square yards of sidewalk repaired or replaced	Street Superintendent	New Measure	1,000						
4	Number of square yards of concrete curb/ gutter and pavement repaired or replaced	Street Superintendent	New Measure	2,000						
5	Percent of calls returned within 48 hours	Street Superintendent	New Measure	100%						
6	Percent of citizens surveyed satisfied with street maintenance	Street Superintendent	75%	85%						

Program: Sign and Signal Maintenance

Performing preventive maintenance to public signs and signals ensures continued quality of public infrastructure.

Goals :

- Replace 300 street name and traffic signs to bring them into compliance with the MUTCD standards
- Provide traffic counts to the Economic Development Department and commercial realtors that are working on the sale of commercial property
- Complete work on street and traffic control sign inventory data base

Program's Relationship to City Council's Strategic Goals

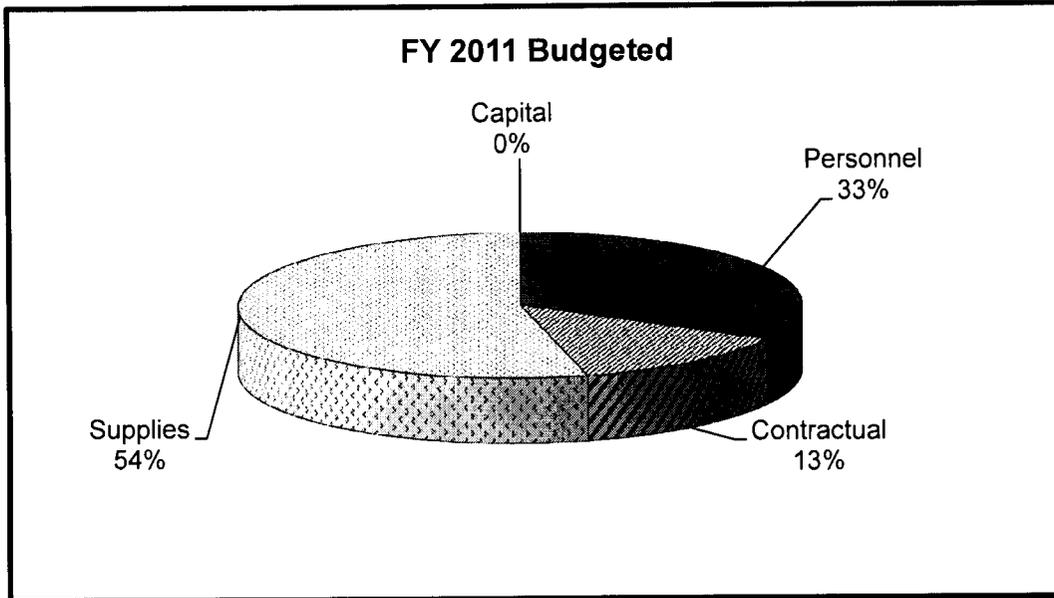
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	4	1	1

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of street signs replaced or repaired within 24hours	Street Superintendent	New Measure	200						
2	Number of repairs made to traffic signals within 24 hours	Street Superintendent	New Measure	5						
3	Number of repairs made to school zone and flood warning signals within 24 hours	Street Superintendent	New Measure	10						

FY 2011 GENERAL FUND BUDGET
Streets
Account 001-33

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$643,988	\$685,620	\$669,069
Contractual	\$293,122	\$267,444	\$265,007
Supplies	\$970,863	\$1,791,422	\$1,088,095
Capital	\$0	\$0	\$0
Total	\$1,907,973	\$2,744,486	\$2,022,171

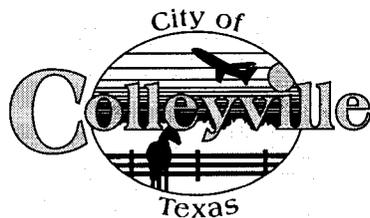


Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Communications





Fiscal Year 2011 Business Plan Communications

Link to Strategic Points:	
• <i>Economic Development</i>	4
• <i>Tax Base</i>	1
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	3
• <i>Unique Identity</i>	5

Description of Department

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.

Mission Statement

To facilitate open, transparent and accountable access to the city of Colleyville for its citizens and stakeholders in an open, accurate, and honest manner.

Five Year Vision

To be the first choice and most trusted source of information and education for Colleyville citizens and other stakeholders about city programs, policies, and services.

Org Chart



Budget Summary

Funding for communications is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	1	1	1
Operating Budget	\$213,898	\$164,722	\$152,299

Major Initiatives

- Redesign the City's website
- Enhance the City's efforts in social networking and other non-traditional media
- Study the City's cable channel and determine future efficacy of it as a tool for public information and education
- Develop a City style guide for staff to support the City's branding efforts
- Identify opportunities to increase and enhance communication with employees

Program: Communications

Dissemination of information and promotion of city activities, events, programs, and policies.

Goals:

- Generating 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
- Development, production, and dissemination of city materials through a variety of media to educate and inform the public
- Provide 24-hour access to the public about city activities, programs, and services
- Media – News release writing, distribution; media requests and assistance; developing/ coordinating multi-departmental responses, city spokesperson, emergency management communication
- Public Education – Production of collateral materials, photography, graphic design support, write/edit/publish city newsletter and e-newsletter; editorial assistance for all departments, speech writing
- Web/Cable/Social Media – Create/maintain city website; assist departments in establishing and updating departmental web pages, maintain website home page and special sections; maintain city cable calendar; direct and devise city social media policies and oversee execution of social media program

Program's Relationship to City Council's Strategic Goals

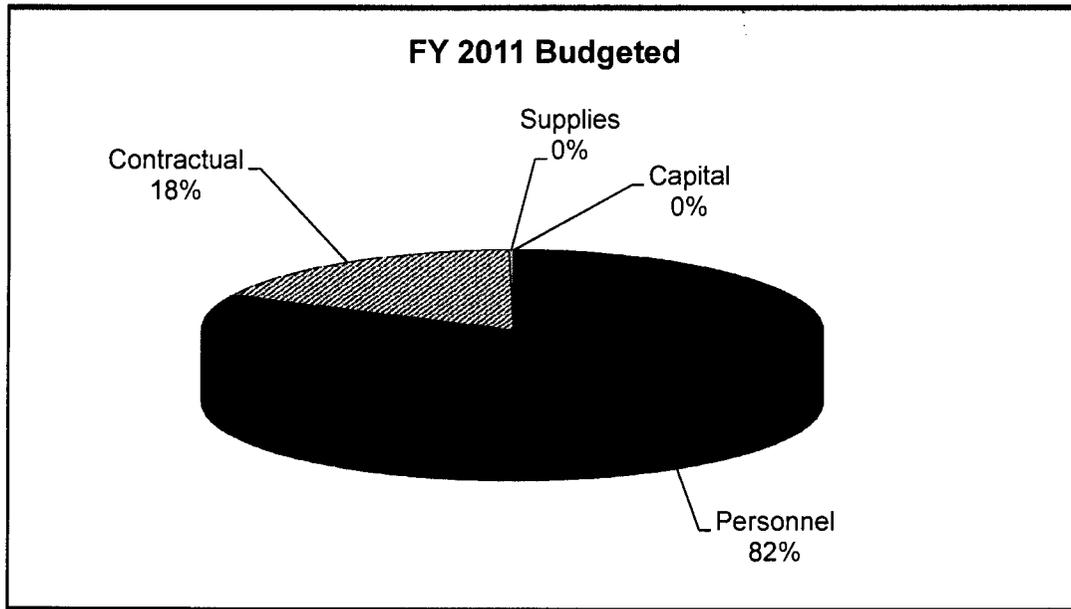
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
4	1	4	3	5

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	City-initiated news leads	Communications Director	15	20						
2	Responses to media inquires within 1 hour	Communications Director	93%	95%						
3	Coverage in print, broadcast, online/associated media value	Communications Director	\$94,120	\$100,000						
4	Public Information Campaigns/associated measurements	Communications Director	3	5						
5	Percentage of citizens who visited the City's website	Communications Director	78%	78%						
6	E-newsletter subscribers	Communications Director	950	1,100						
7	Percentage of citizens surveyed satisfied with being kept informed about City business	Communications Director	80%	80%						
8	Percentage of citizens surveyed satisfied with the City providing an adequate forum for public input	Communications Director	74%	74%						

FY 2011 GENERAL FUND BUDGET
Communications
Account 001-36

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$127,390	\$126,483	\$125,181
Contractual	\$20,114	\$33,264	\$26,798
Supplies	\$66,395	\$4,975	\$320
Capital	\$0	\$0	\$0
Total	\$213,898	\$164,722	\$152,299



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Colleyville Center





Fiscal Year 2011 Business Plan Colleyville Center

Link to Strategic Points:	
• <i>Economic Development</i>	4
• <i>Tax Base</i>	0
• <i>Neighborhoods</i>	2
• <i>Sustainable</i>	0
• <i>Unique Identity</i>	4

Description of Department

The Colleyville Center is a public assembly facility operated and managed administratively by the City. The center has a City Council Appointed Advisory Committee of 14 citizens with representation from local civic organizations and members at large.

Marketing efforts are concentrated to attract events that act as economic generators for local business. The center serves the community by providing a quality public facility supported by innovative service techniques, a trained staff and a customer service delivery system that offers a safe, well-maintained meeting environment.

The center attracts thousands of visitors to Colleyville each year and also promotes Colleyville’s unique identity. The center serves as a town square or gathering place for citizens, supporting public city-wide events, HOA meetings and civic organizations; all of which foster the unique neighborhood feel and community spirit of Colleyville.

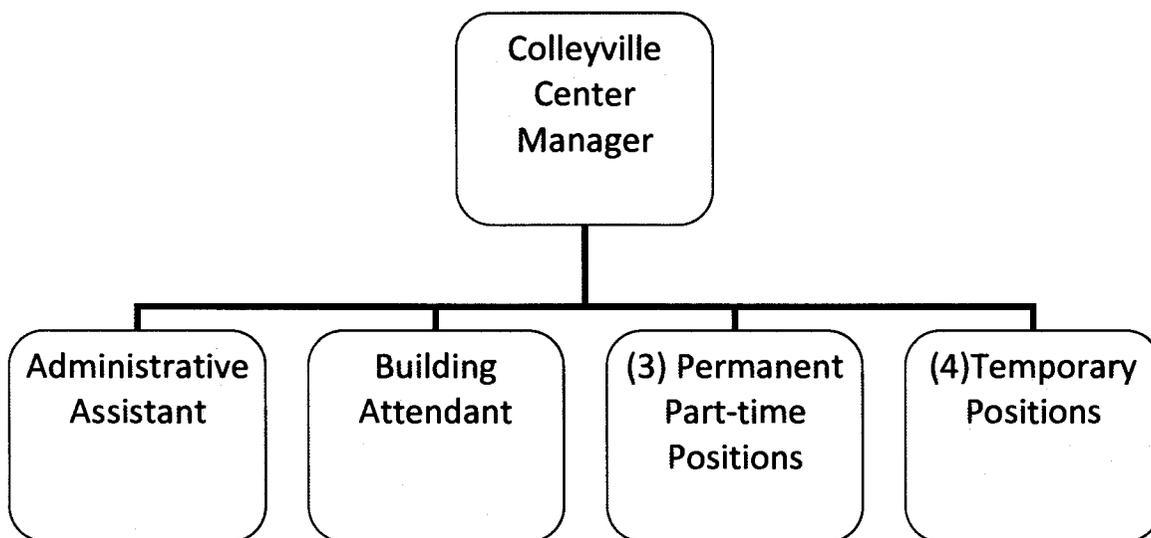
Mission Statement

To provide the community with a unique public assembly facility that supports interaction within the community by hosting public meetings, social events and business seminars while offering a venue that stimulates economic activity and promotional support for the City.

Five Year Vision

Continue to provide the community and citizens of Colleyville with a public assembly venue that is safe, adequately staffed, mechanically and structurally sound, technologically updated, professionally managed, aesthetically pleasing, and attracts visitors to the City providing economic stimulation for local business. To do so it is necessary to continually upgrade, maintain and renovate the facility and equipment to assure that the long-term value and marketability is preserved.

Org Chart



Budget Summary

The Colleyville Center Budget is funded from the General Fund with support for capital items available from CECD or private grants. The center also produces revenues which provide a minimum of 50 percent cost recovery.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	4.5	4.5	4.5
Operating Budget	\$363,688	\$387,890	\$379,648

Major Initiatives

- Develop, expand and promote leisure activity opportunities for the citizens
- Complete design and construction for the Colleyville Center renovation
- Facilitate ongoing interior updates and enhancements to lighting, acoustics and audio-visual technologies to sustain and grow center marketability

Program: Colleyville Center

This program provides the community with a unique public assembly facility that both fosters community interaction and offers a venue that encourages economic activity and promotional support for the City.

Goals:

- Ensure outstanding customer service
- Provide a quality public facility supported by innovative service techniques
- Employ a well trained and productive staff

- Provide a service delivery system which offers a safe, professional public assembly environment which responds to the needs of its citizens and attracts economic stimulus for local businesses
- Maintain a customer satisfaction rate that reflects excellence
- Actively seek to partner with local businesses to provide services and promote economic activity
- Review and implement an effective strategic marketing plan
- Utilize an activity database to continually update and chart usage, revenues and expenditures

Program's Relationship to City Council's Strategic Goals

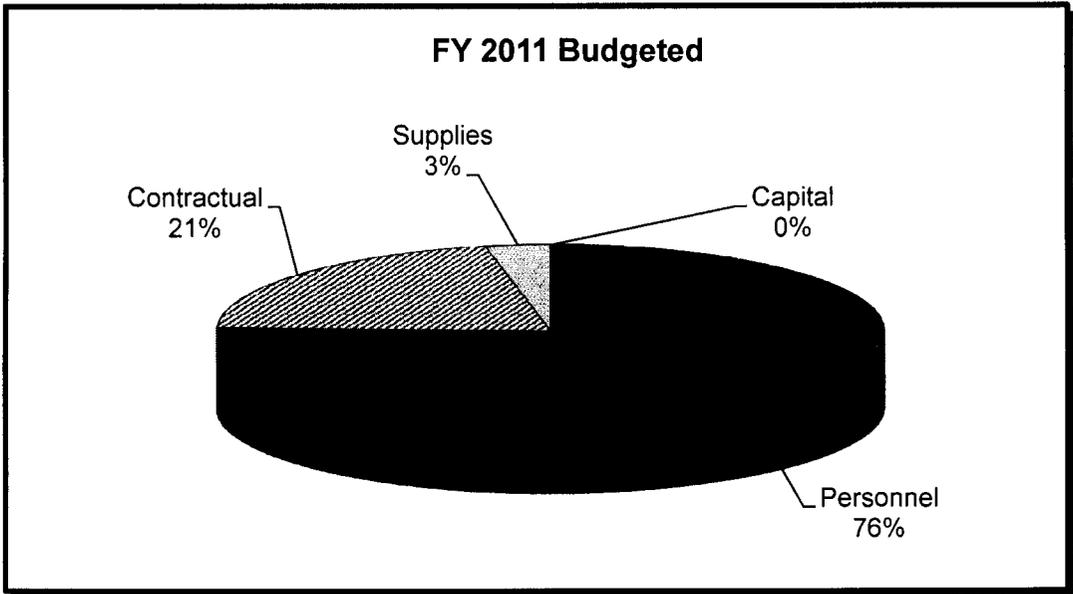
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
4	0	2	0	4

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percentage of customer satisfaction ratings of "Excellent"	Center Manager	97%	98%						
2	Number of confirmed bookings (closed 6 wks for renovation in 2010)	Center Manager	373	420						
4	Number of proposals/ quotes/tours/calls generated	Center Manager	2,530	3,000						
3	Revenues generated from bookings	Center Manager	189,530	215,000						
5	Percentage of marketing initiatives implemented from the center's strategic marketing plan	Center Manager	100%	100%						
6	Number of staff hours to sustain annual operation	Center Manager	7,481	8,000						
7	Percentage of cost recovery	Center Manager	57%	60%						
8	Percentage of events generating day-trip rate for economic impact measure	Center Manager	New Measure	15%						

FY 2011 GENERAL FUND BUDGET
Colleyville Center
Account 001-37

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$259,529	\$285,761	\$287,135
Contractual	\$91,774	\$90,034	\$80,489
Supplies	\$12,385	\$12,095	\$12,024
Capital	\$0	\$0	\$0
Total	\$363,688	\$387,890	\$379,648



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Human Resources





Fiscal Year 2011 Business Plan Human Resources

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	1
• <i>Neighborhoods</i>	2
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	1

Description of Department

Human Resources provides services and support to all City departments in recruitment, retention and development of employees, benefits administration, classification and compensation, safety and workers' compensation, training, employee relations, and compliance with applicable federal and state regulations.

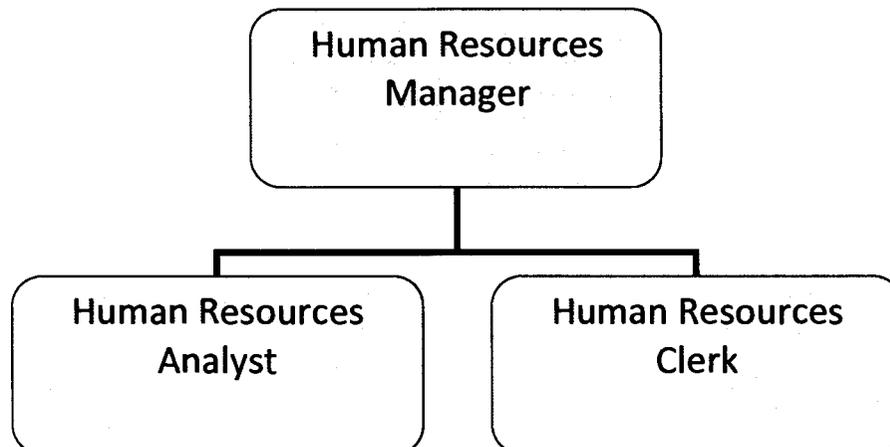
Mission Statement

In support of Colleyville's vision, mission, and values, Human Resources is committed to providing high quality, responsive service that demonstrates respect for and enhances trust with all employees and customers.

Five Year Vision

Human Resources will enable sustainable government by evaluating and implementing efficient and innovative methods for personnel and benefits management, recruitment and retention.

Org Chart



Budget Summary

Human Resources manages the departmental budget as well as the Citywide Organizational Development line item from all other program budgets. Human Resources is funded from the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	3	3	3
Operating Budget	\$228,932	\$242,339	\$237,627

Major Initiatives

- Evaluate the compensation program and recommend a sustainable, yet competitive, system. The analysis of the City's compensation program will be enhanced to include regional and national data as well as relevant private industry comparisons.
- Conduct a comprehensive review of the City's Personnel Policies; make recommendations for changes, enhancements and deletions. Over the last several years, revisions to the policy manual have been made on a piecemeal basis. This task will evaluate all policies to reflect the current organization standards and will incorporate employee input. Due to the scope of the project, final completion may occur after the end of the current fiscal year.
- Continue to evaluate the design of the City's pension plan as needed to ensure a sustainable yet competitive benefit. For Fiscal Year 2011, the annuity increase plan provision, or cost of living adjustment for retirees, was modified from a repeating benefit to one that is considered on an ad hoc basis. The adjustment balanced significant savings to the City with maintaining a reasonable benefit for employees and retirees. The task is to again look at opportunities to manage increasing pension funding requirements. Most additional changes would require a Council-approved ordinance.

- Continue to work toward the procurement of updated financial and human resources management technology. Implementation of software that will tie financial, utility billing, human resources, payroll and budgetary functions will increase the efficiency of both the Finance and Human Resources Departments. To date, the project is not fully funded, but \$150,000 has been reserved for future purchase. No funds have been budgeted in Fiscal Year 2011. This project is ongoing as it is dependent upon full funding in order to be implemented.
- Enhance the City’s new hire orientation process. With the establishment of the City’s mission and values, the orientation and on-boarding process will be reviewed and expanded to include more information about Colleyville’s culture and the various departments’ functions. Currently, orientation is conducted by Human Resources and briefly covers Colleyville history before managing the completion of necessary paperwork. The new process may include involvement of a broader group of current employees as well as emphasis on the organization’s culture and expectations.

Program: Organizational Development

This program manages the hiring, orientation and on-boarding processes; and manages organizational development including training, succession planning, recognition and appreciation.

Goals:

- Ensure the City hires the best qualified people in order to carry out the City’s mission of serving the community
- Equip employees with the needed tools to accomplish the City’s mission
- Encourage productivity, retention, and positive morale through recognizing and rewarding the City’s most valuable resource – its people
- Train supervisors in effective performance management, compliance issues and other supervisory skills
- Train employees in harassment prevention, City policies and expectations
- Orient new employees to the culture and expectations of the Colleyville way
- Administer the Colleyville College program, which develops employees for current and future supervisory and executive-level roles

Program’s Relationship to City Council’s Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	2	4	1

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Employee to citizen ratio	Human Resources Analyst	8:1,000	8:1,000						
2	HR staff to employee ratio	Human Resources Analyst	New Measure	1.5						
3	Percent of jobs filled within 60 calendar days	Human Resources Analyst	New Measure	90%						
4	Percent turnover	Human Resources Analyst	16%	10%						
5	Percent full-time employees with 10+ years	Human Resources Manager	New Measure	40%						

Program: Benefits and Compensation Administration

This program manages the benefits program for City employees including health, dental, vision, life, LTD, Social Security/Medicare, TMRS, tuition reimbursement, EAP, HRA and FSA; and manages employee total compensation.

Goals:

- Provide competitive and financially sustainable compensation and benefits that attract and retain high quality employees
- Provide resources that can support employees in their personal lives so they are better able to accomplish the City's mission
- Offer competitive and financially sustainable retirement benefits

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	1	4	1

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Non-TMRS benefit cost per full-time employee	Human Resources Manager	New Measure	\$15,500						
2	Benefit to payroll ratio	Human Resources Manager	New Measure	0.4:1						
3	Retirement TMRS cost per total number of full-time employees and retirees	Human Resources Manager	New Measure	\$5,500						
4	HR total operating cost per FTE	Human Resources Manager	New Measure	\$1,300						
5	Percent employees that are satisfied with benefits	Human Resources Manager	New Measure	90%						
6	Percent employees that are satisfied with the level of customer service provided by HR	Human Resources Analyst	New Measure	80%						
7	Percent positions' salary ranges within +-5% of market	Human Resources Manager	64%	70%						

Program: Workers' Compensation

This program manages the workers' compensation program including processing appropriate paperwork within legal timeframes, coordinating safety training and coordinating the return-to-work (RTW) process.

Goals:

- Provide a safe and enjoyable work environment for employees
- Manage risk of on-the-job injuries
- Manage cost of workers' compensation insurance
- Support safe job performance to promote employee productivity
- Train supervisors in legal requirements for filing workers' compensation paperwork
- Monitor injury types and coordinate needed training to mitigate those injuries
- Work with employees to ensure a quick but appropriate return to the workplace in order to accomplish the City's mission

Program's Relationship to City Council's Strategic Goals

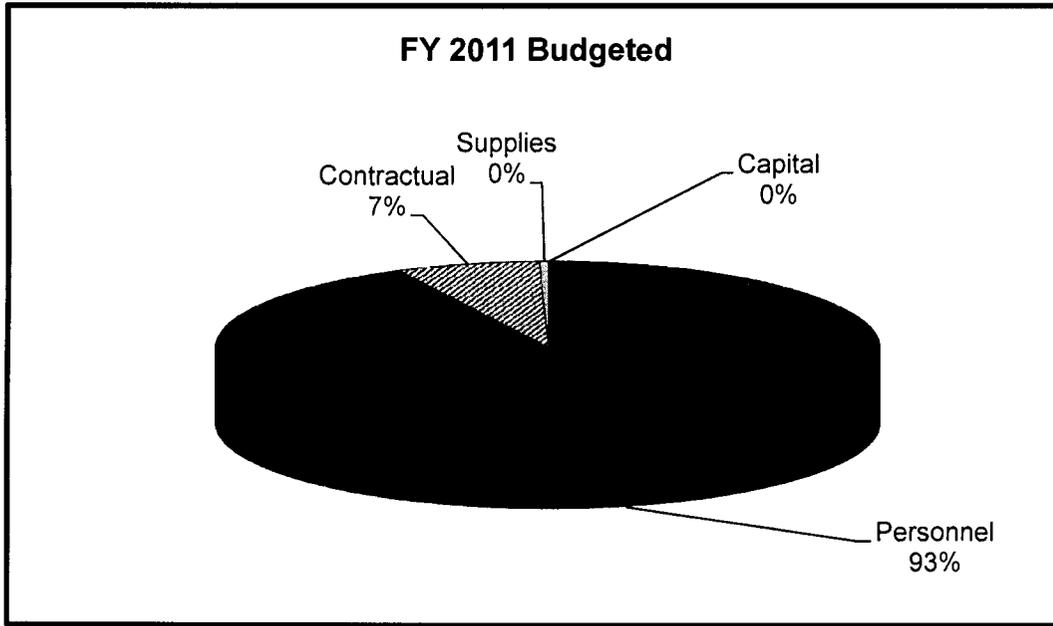
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	2	4	1

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Number of hours of lost time	Human Resources Analyst	1,698	500						
2	Workers' compensation cost per employee	Human Resources Manager	New Measure	\$900						
3	Experience modifier	Human Resources Manager	.69	.69						
4	Number of injuries per employee base	Human Resources Analyst	New Measure	20						

FY 2011 GENERAL FUND BUDGET
Human Resources
Account 001-39

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$207,969	\$222,674	\$219,831
Contractual	\$19,931	\$18,392	\$16,671
Supplies	\$1,032	\$1,273	\$1,125
Capital	\$0	\$0	\$0
Total	\$228,932	\$242,339	\$237,627



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Municipal Court





Fiscal Year 2011 Business Plan Municipal Court

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	2
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	1

Description of Department

Municipal Court processes all citations and paperwork related to citations, assists the municipal court judge, completes reports on convictions and revenues received, and informs defendants of their legal options under State law.

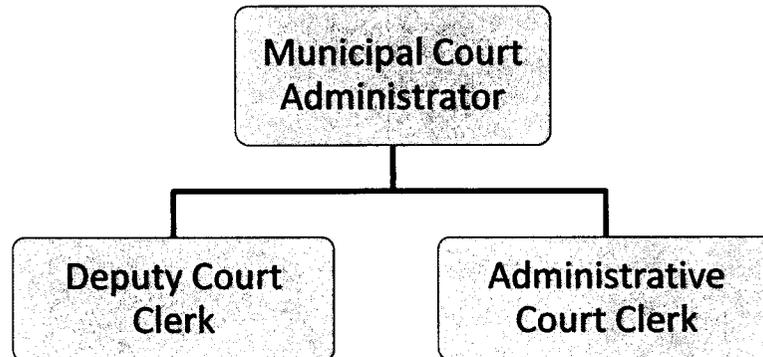
Mission Statement

Municipal Court ensures that all citizens receive fair and impartial treatment in addition to making citizens aware of the options available to them under state law.

Five Year Vision

The court office will be working to implement new automated ticket writer devices into the daily rotation. The funds for this switch out program will be funded through the Municipal Court Technology Fund. The older automated units will be distributed to the School Resource Officers and Animal Control Officer.

Org Chart



Budget Summary

Funding for Municipal Court is in the General Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	3	3	3
Operating Budget	\$261,678	\$276,394	\$261,487

Major Initiatives

- Monitor and maintain citations, municipal court website, web store and court software for new taxes and procedures that the state legislature will be imposing this year.
- Conduct all transactions with citizens in a professional manner with constant concern for quality customer service.
- Continue to increase awareness and education to defendants of the website information on citation options, the automated phone lines that are available 24/7, and the new web store options for payments that will automatically update the file.
- Continue to monitor and maintain the automated ticket writers for the defendants, court staff and issuing officers.

Program: Municipal Court

Municipal Court processes all citations and paperwork related to citations, assists the municipal court judge, completes reports on convictions and revenues received, and advises Defendants of their legal options under state law.

Goals:

- To monitor the warrant issuances, jury trials and citations issued

- Increase awareness of the options available to Defendants to reduce the number of citations going into warrant status
- Actively participate in budget preparation to help maximize revenues and minimize expenses

Program's Relationship to City Council's Strategic Goals

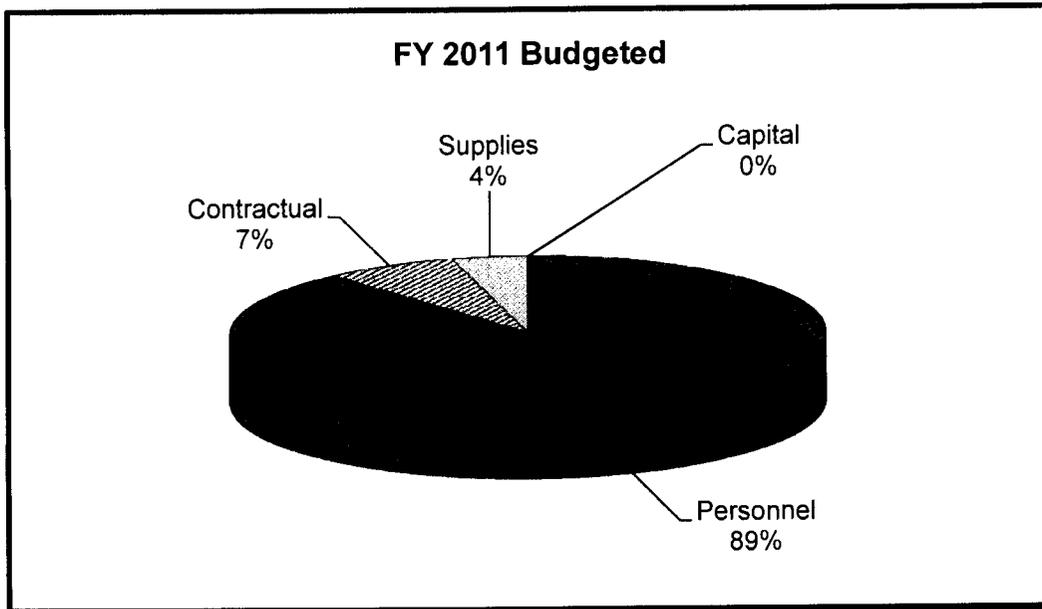
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	2	2	4	1

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of citations filed per FTE	Municipal Court Administrator	4,622	4,167						
2	Number of citations cleared per FTE	Municipal Court Administrator	4,775	4,250						
3	Number of warrants issued per FTE	Municipal Court Administrator	2,728	2,800						
4	Number of warrants cleared per FTE	Municipal Court Administrator	1,213	1,174						
5	Number of jury trials	Municipal Court Administrator	10	12						
6	Citizen satisfaction rating with Municipal Court Services	Municipal Court Administrator	94%	95%						

FY 2011 GENERAL FUND BUDGET
Municipal Court
Account 001-41

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$229,878	\$238,031	\$231,874
Contractual	\$20,910	\$20,437	\$18,838
Supplies	\$10,890	\$11,926	\$10,775
Capital	\$0	\$6,000	\$0
Total	\$261,678	\$276,394	\$261,487



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Fleet Maintenance





Fiscal Year 2011 Business Plan Fleet Maintenance

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 0 |
| • <i>Tax Base</i> | 0 |
| • <i>Neighborhoods</i> | 3 |
| • <i>Sustainable</i> | 3 |
| • <i>Unique Identity</i> | 0 |

Description of Department

Fleet Maintenance provides maintenance including preventative maintenance and scheduled and unscheduled repairs to the City’s fleet of vehicles, and equipment including heavy trucks, light trucks, cars, heavy equipment, small equipment, and stationary generators.

Mission Statement

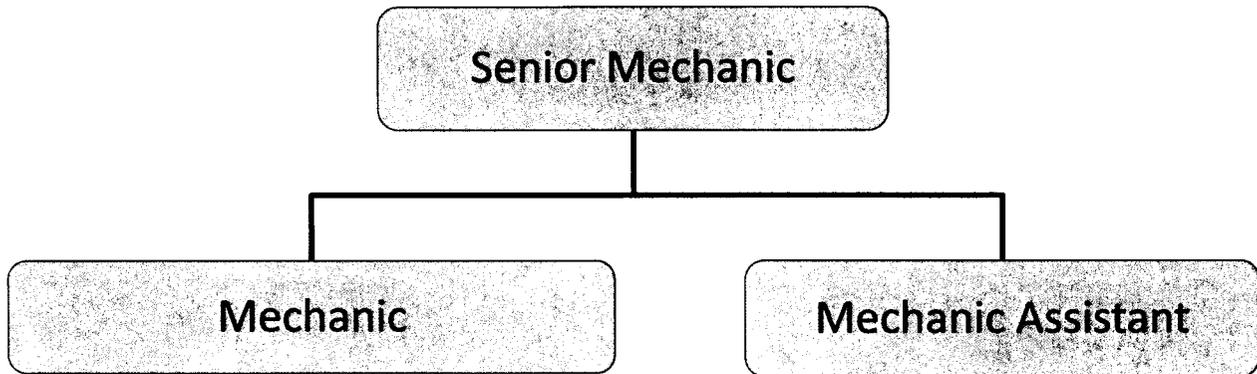
Fleet Maintenance provides effective maintenance and repairs to all City-owned vehicles and power equipment in order to maximize the effective use of City revenues.

Five Year Vision

Fleet Maintenance will work to enhance the services provided to other City departments by supporting their efforts to improve the safety and quality of life experienced by citizens of Colleyville, using proper preventative maintenance and repairs of City-owned vehicles and equipment. Timely preventative maintenance reduces the cost, severity and frequency of vehicle failures ensuring those assets are available to serve citizens.

Fleet Maintenance will continue to explore and research alternative fuels, synthetic lubricants and any new technology that relates to reducing operational costs and keeping the fleet in service.

Org Chart



Budget Summary

Utilizing three full time employees and a total annual budget of \$216,301, Fleet Maintenance provides, in house and through vendors, all forms of vehicle and equipment maintenance.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	3	3	3
Operating Budget	\$212,178	\$219,034	\$214,586

Major Initiatives

- Enhance the Preventative Maintenance program by expanding the use of synthetic lubricants to reduce cost and extend the fleet life
- Investigate new fleet service tracking software to be able to provide adequate reports
- Begin process to obtain staff ASE re-certification
- Explore options for “going green” including grant funds for environmentally friendly emissions equipment and programs
- Seek ways to improve efficiencies and expand service delivery through exploration of best practices

Program: Fleet Maintenance

As stated above, Fleet Maintenance provides maintenance including preventative maintenance and scheduled and unscheduled repairs to the City’s fleet of vehicles, and equipment including heavy trucks, light trucks, cars, heavy equipment, small equipment, and stationary generators. To achieve the optimal life of the City fleet properly trained and equipped technicians with high quality materials are necessary. This will provide the City with the best available service that will over time ensure the provision of an economical fleet operation.

Program's Relationship to City Council's Strategic Goals

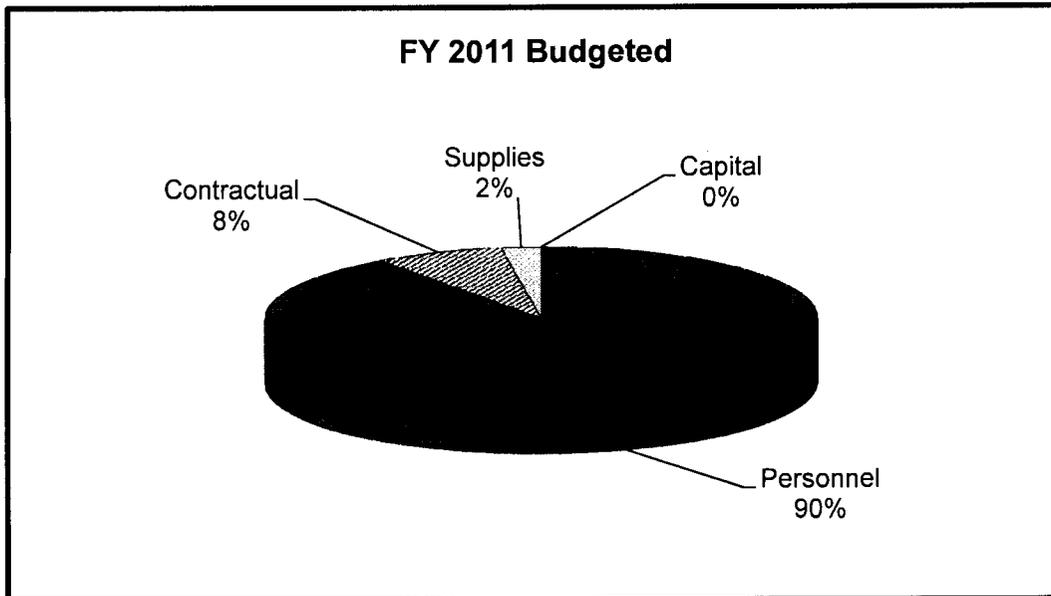
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
0	0	3	3	0

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	PM dollars as percent of total budget	Senior Mechanic		15%						
2	Percent of vehicles serviced in 2 days	Senior Mechanic		98%						

FY 2011 GENERAL FUND BUDGET
Fleet Maintenance
Account 001-51

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$191,407	\$196,192	\$193,383
Contractual	\$16,910	\$17,164	\$16,178
Supplies	\$3,861	\$5,678	\$5,025
Capital	\$0	\$0	\$0
Total	\$212,178	\$219,034	\$214,586



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Building Services





Fiscal Year 2011 Business Plan Building Services

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	1
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	3

Description of Department

Building Services oversees the management of a preventative maintenance program for Colleyville City Hall, Colleyville Public Library and Colleyville Justice Center. The 85,000 square feet of municipal space is maintained through preventative maintenance and janitorial contracts. Building Services also assists other departments such as fire and parks and recreation with the maintenance of their facilities on an as needed basis. Those other departments budget and administer their building maintenance needs.

Mission Statement

The mission of the Building Services Department is to ensure quality facilities for our citizens by administering preventative maintenance and planning for long-term repair and replacement of facilities.

Five Year Vision

To manage a comprehensive building maintenance program and provide preventative and cyclical maintenance for Colleyville City Hall, Public Library and Justice Center and assist other departments with their building maintenance needs as requested. To assure long-term value is preserved it is necessary to continually monitor, maintain, repair, replace and renovate facilities and equipment.

Budget Summary

The Building Services Budget is funded from the General Fund with funding available for large capital repair and replacement in a compounding Building Maintenance Fund established in FY 2010 through the Colleyville Tomorrow Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	0	0	0
Operating Budget	\$225,675	\$231,031	\$216,089

Major Initiatives

- Continue developing ways to reduce the cost of operating City facilities
- Convert lighting to more energy efficient and cost effective alternatives

Program: Building Services

Building Services fosters stewardship of the public's building assets and helps promote sustainable government through long term preventative maintenance and facility improvements.

Goals:

- Oversee the preventative and cyclical maintenance of City Hall, the Library and the Justice Center through work order requests and contractual services
- Continue to monitor stocks of consumable supplies
- Conduct an annual benchmarking survey of internal customers
- Continue to review the building maintenance program to evaluate immediate and long-range maintenance and identify capital replacement needs
- Assist other departments as needed

Program's Relationship to City Council's Strategic Goals

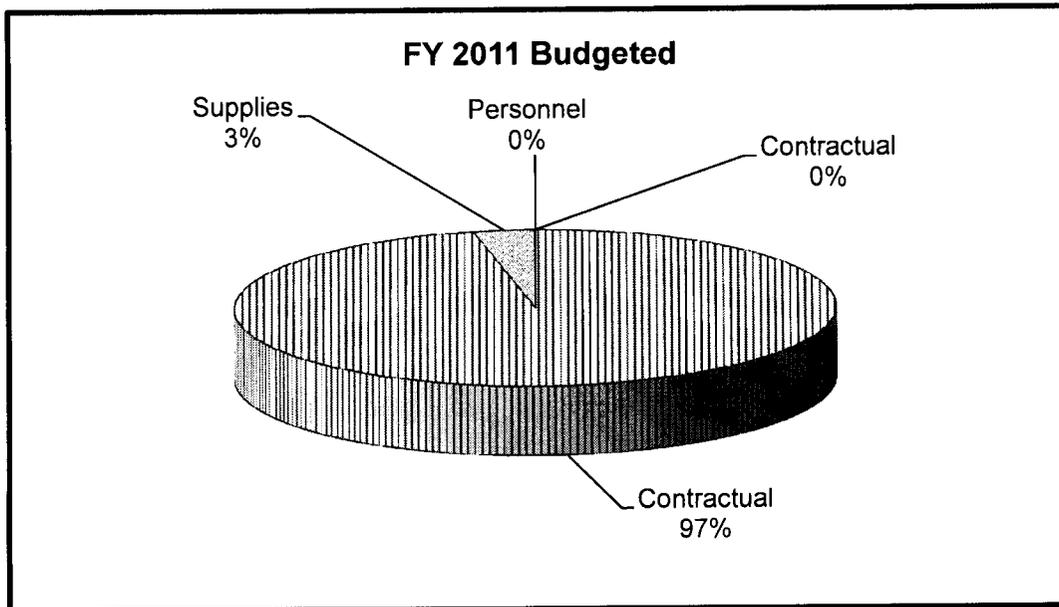
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	2	1	4	1

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of internal customers satisfied with facility environment	Building Services Superintendent	95%	98%					
2	Percent of work orders responded to within 24 hours	Building Services Superintendent	98%	100%					
3	Percent of scheduled preventative maintenance completed on time	Building Services Superintendent	100%	100%					
4	Ratio of scheduled maintenance to unscheduled maintenance	Building Services Superintendent	75%	80%					

FY 2011 GENERAL FUND BUDGET
Building Services
Account 001-57

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$232,422	\$222,031	\$208,889
Supplies	\$5,204	\$9,000	\$7,200
Contractual	\$0	\$0	\$0
Total	\$237,626	\$231,031	\$216,089



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Information Services





Fiscal Year 2011 Business Plan Information Services

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 4 |
| • <i>Tax Base</i> | 3 |
| • <i>Neighborhoods</i> | 4 |
| • <i>Sustainable</i> | 5 |
| • <i>Unique Identity</i> | 4 |

Description of Department

Information Services 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 Services 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.

Mission Statement

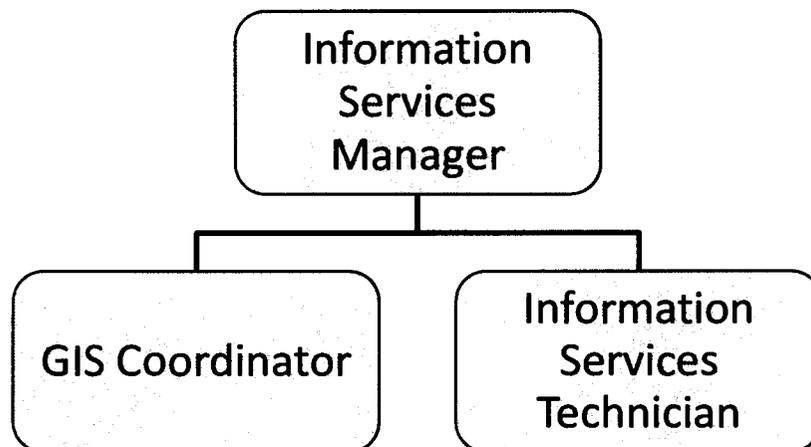
The mission of Information Services is to provide the highest quality desktop customer service, datacenter operations, telecommunications, TV broadcast, applications support, and technology-based services in the most cost-effective manner, while helping the City departments deploy efficient and effective technology strategies to better serve the citizens of Colleyville.

Five Year Vision

Information Services' vision is to provide a more efficient way of conducting business through infrastructure by the consolidation of hardware through virtualization and datacenters by building a fiber network. This will help promote efficiency with a more centralized business model and allow the City to operate in a more environmentally responsible capacity by lowering the equipment footprint. This consolidation will also allow the City's datacenter to function in a fully redundant operation in all aspects of infrastructure, including data services, messaging, backups, application availability, and voice operations.

Information Services also desires to empower employees to be a more mobile workforce by adding better technologies at the network gateway, thus enabling more secured communications and replacing static workstations with dock able laptops and unified communications that will permit office spaces to flow with the staff member. Information Services plans to provide a higher quality broadcast to citizens by updating video systems to HD quality and putting in place a digital recording system that will allow better archiving and maintenance of quality recordings as well as distribution of recordings through multiple media centers i.e. (podcast, webcast) without utilizing outside sources.

Org Chart



Budget Summary

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	2	2	3
Operating Budget	\$451,788	\$339,202	\$402,471

Major Initiatives

- Complete a 10 year strategic plan for the City's technology systems and infrastructure that encompasses better services to citizens, innovative ideas for efficient government sustainability, and economic governance that employs integral virtues of service.
- Deploy a citywide security and system monitoring solution that will help recognize utilization of current systems, discover network consumption, and help identify system and network uptimes for the City.
- Upgrade GIS server software to a web platform in order to move outside web services away from a third party cost to an inside hosted service.
- Initiate a Citywide Security Policy that applies informational and physical security standards that will be included with Human Resources' orientation for new employees.
- Develop a replacement and equipment upgrade strategy for the City's A/V broadcast and training room capability.
- Add a new SAN shelf for the City's central data storage to help create ongoing network equipment replacement.
- Replace the City's aging wireless inter-connect system with point to point circuits and begin planning a citywide fiber strategy.
- Replace and upgrade the police department phone system with a unified communication capable VOIP hybrid phone system.
- Move 25 percent of the City's operating environment to Microsoft Windows 7.
- Identify replacement financial software.
- Identify City workstations that can be downgraded to thin client in order to create a better ROI.
- Provide quarterly GIS centered Lunch and Learn sessions for all employees.
- Incorporate GIS services into the new EOC action plan.
- Reinstate the GPS inventory of Public Works utility assets.
- Proceed with the feasibility and functionality of a GIS Coordinating Council.
- Build a business case and cost analysis for integration of City data into CRM mapping.
- Install and provide training for Pictometry software and data into fire emergency vehicles.
- GPS and Inventory all cell towers and antennae for compliance and record keeping.
- Work with public works to GPS utility line relocates on Colleyville Blvd.
- Work with Fire citizen academy volunteers to GPS and photo record condition of hydrants.
- Upgrade all GIS software to Version 10 and provide users with in-house training opportunities.
- Increase resident awareness of and instruction on the mapping and data tools provided on the city's website.

Program: Organizational Development

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.

Goals:

- Integrate the right technologies within City operations in order to build more efficient processes that help expedite service to citizens
- Provide timely solutions to technology related issues while maintaining the highest quality customer service
- Maintain the City's network infrastructure at its highest level of availability
- Secure all City data and messaging
- Continue City employee training on all available technologies
- Operate a cost efficient program by using automated processes and investing in quality training for staff

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	3	4	5	4

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	% of IT work plan projects completed on time	Information Services Manager	New Measure	100%						
2	% of Data Backup success	Information Services Manager	New Measure	100%						

3	% of network data and telecommunication s uptime	Information Services Manager	99.99%	99.99%						
4	% of broadcast uptime	Information Services Manager	99.99%	99.99%						
5	% of work order completed on time	Information Services Manager	99%	90%						
6	% of emergency request completed within 24hrs. time	Information Services Manager	100%	100%						
7	Number of work orders completed	Information Services Manager	964	800						
8	Total number of equipment maintained by department	Information Services Manager	423	410						

Program: Graphical Information Services (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.

Goals:

- Improve and expand customer service, timely response, education and collaborative initiatives
- Provide products, services and tools that are relevant and user-friendly
- Increase interdepartmental collaboration and generate creative cost reducing problem-solving initiatives
- Provide tools, and data that will be an integral decision making instrument for council and management in all departments

- Expand GIS services to consultants involved in city projects helping to provide much of their research and data needs; thereby reducing city cost
- Extend GIS services to residents, business owners and visitors to the City of Colleyville
- 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
- Develop a quarterly department planning strategy that will help increase GIS products and services to all city departments

Program's Relationship to City Council's Strategic Goals

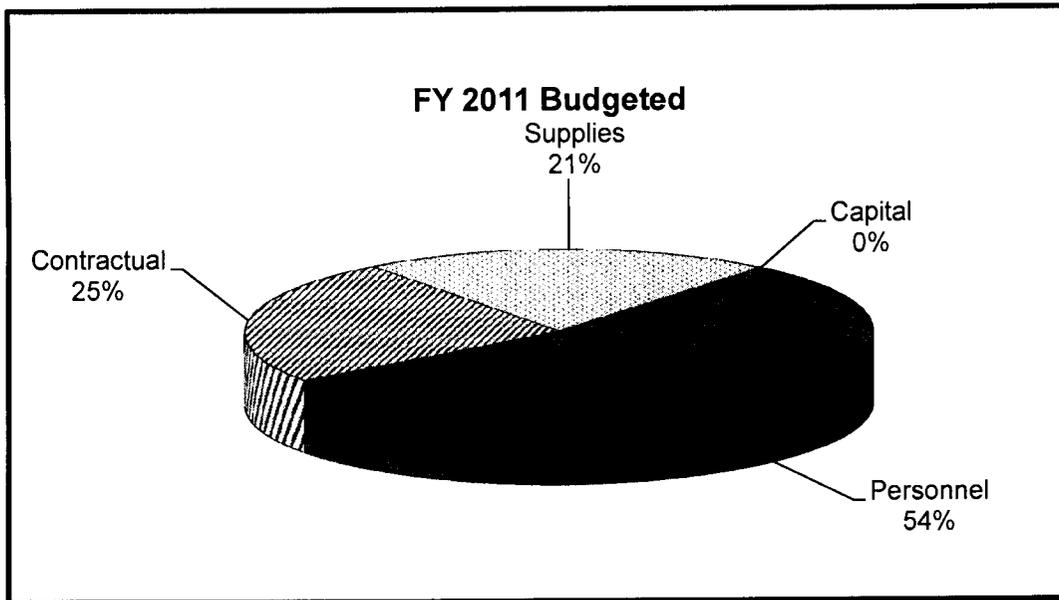
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
4	3	3	4	3

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Percentage of product requests completed in time	Information Services Manager	New Measure	96%						
2	Percentage of addresses and or Plat issues responded to within 24 hours	Information Services Manager	New Measure	100%						
3	Number of work orders completed	Information Services Manager	New Measure	450						
4	Percentage of external customers served	Information Services Manager	New measure	10%						
5	Number of web hits	Information Services Manager	29,417	30,000						

FY 2011 GENERAL FUND BUDGET
Information Services
Account 001-59

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$155,921	\$174,375	\$216,864
Contractual	\$100,295	\$98,320	\$100,313
Supplies	\$38,973	\$66,507	\$85,293
Capital	\$114,140	\$0	\$0
Total	\$409,328	\$339,202	\$402,471



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

General Fund Non-Departmental Expenses



**FY 2011 GENERAL FUND BUDGET
Non-Departmental Expenditures**

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$0	\$0	\$0
Supplies	\$0	\$0	\$0
Capital/Equipment Reserve	\$135,000	\$150,000	\$150,000
Transfers	\$20,000	\$0	\$80,000
Total	\$155,000	\$150,000	\$230,000

Capital Expenditure Summary

Equipment Replacements	\$45,890
Vehicle Replacements	\$104,110
Total	\$150,000

Fiscal Year 2011

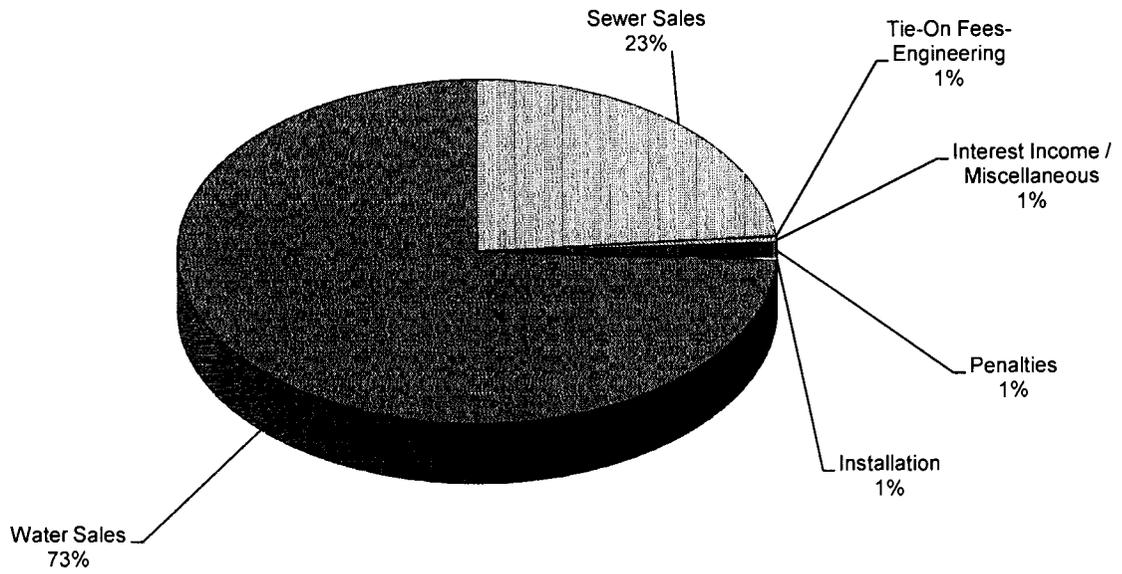
Utility Fund Summary



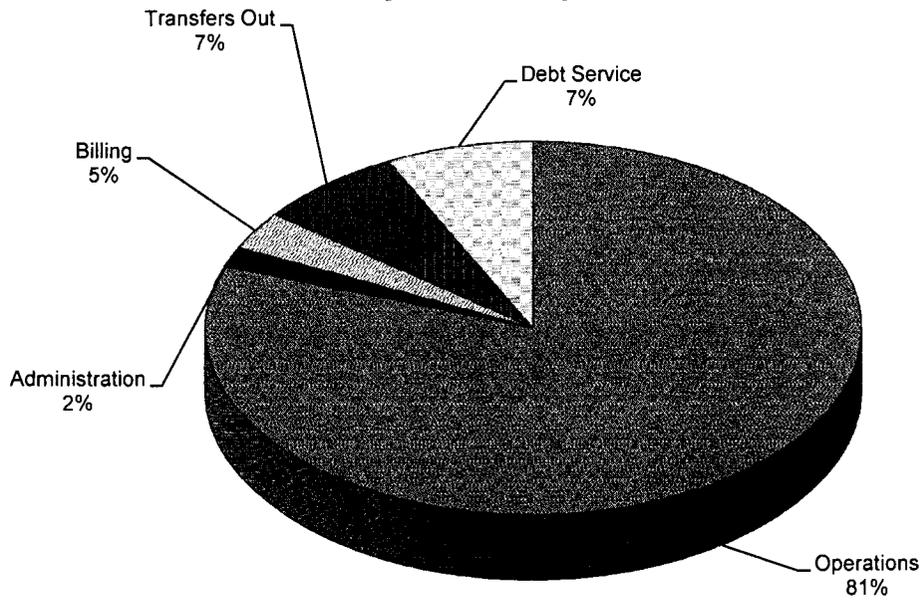
UTILITY FUND SUMMARY

	ACTUAL FY 2009	BUDGET FY 2010	BUDGET FY 2011
TOTAL UNRESERVED BEGINNING RETAINED EARNINGS - 10/1	\$ 3,590,447	\$ 3,982,208	\$ 4,253,812
OPERATING REVENUES			
Water Sales	\$ 7,949,902	\$ 7,996,383	\$ 8,552,558
Wastewater Sales	2,770,365	2,493,105	2,718,634
Water Installation	6,500	20,000	7,000
Wastewater Installation	17,704	7,500	21,000
Sewer Tie-On Charges	3,165	5,000	5,000
Engineering Charges	13,500	2,100	5,000
Penalties	178,806	167,985	173,024
Miscellaneous	18,658	15,000	13,000
TOTAL OPERATING REVENUES	<u>\$ 10,958,600</u>	<u>\$ 10,707,073</u>	<u>\$ 11,495,216</u>
OPERATING EXPENSES			
Utility Administration	\$ 219,154	\$ 215,694	\$ 204,092
Utility Billing	450,058	499,948	372,114
Utility Operations	8,247,495	8,079,590	9,142,149
Transfer to General Fund	816,296	816,297	816,297
TOTAL OPERATING EXPENSES	<u>\$ 9,733,003</u>	<u>\$ 9,611,529</u>	<u>\$ 10,534,652</u>
NON-OPERATING REVENUES(EXPENSES)			
Interest Income	\$ 138,424	\$ 75,000	\$ 75,000
Debt Service	(972,260)	(898,940)	(835,577)
TOTAL NON-OPERATING REVENUES(EXPENSES)	<u>\$ (833,836)</u>	<u>\$ (823,940)</u>	<u>\$ (760,577)</u>
NET INCOME	\$ 391,761	\$ 271,604	\$ 199,987
ENDING RETAINED EARNINGS - 9/30	<u>\$ 3,982,208</u>	<u>\$ 4,253,812</u>	<u>\$ 4,453,799</u>

Utility Fund Revenues



Utility Fund Expenses



UTILITY FUND
REVENUE ESTIMATES

WATER SALES

Water sales are projected to increase due to a projected increase in new customers of 70 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.

SEWER SALES

Sewer sales are projected to increase due to a projected increase in new customers of 70 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.

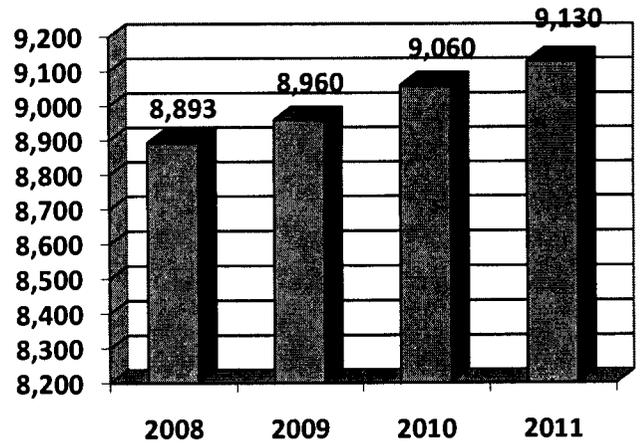
OTHER REVENUES

Building related revenues such as water and wastewater installation and engineering revenues are projected to increase due to the increase in building related activity. A slight increase is projected in penalties due to trend experience.

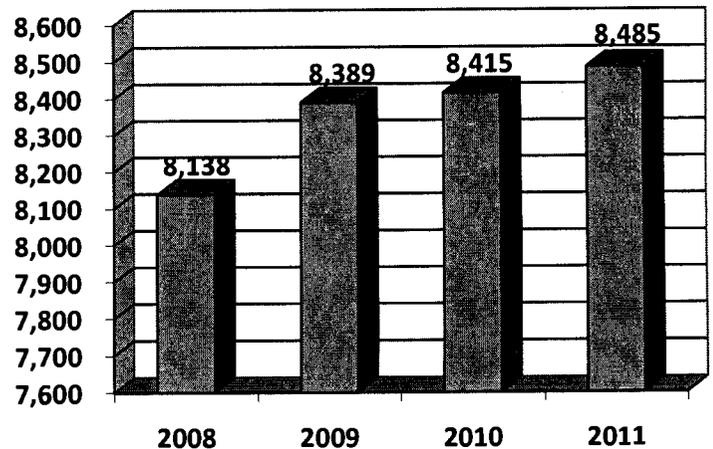
INTEREST INCOME

It is anticipated that the fund will have an average investable cash balance of \$6,250,000 with an anticipated interest rate of 0.80%.

WATER CUSTOMER GROWTH
FY 2008 - 2011



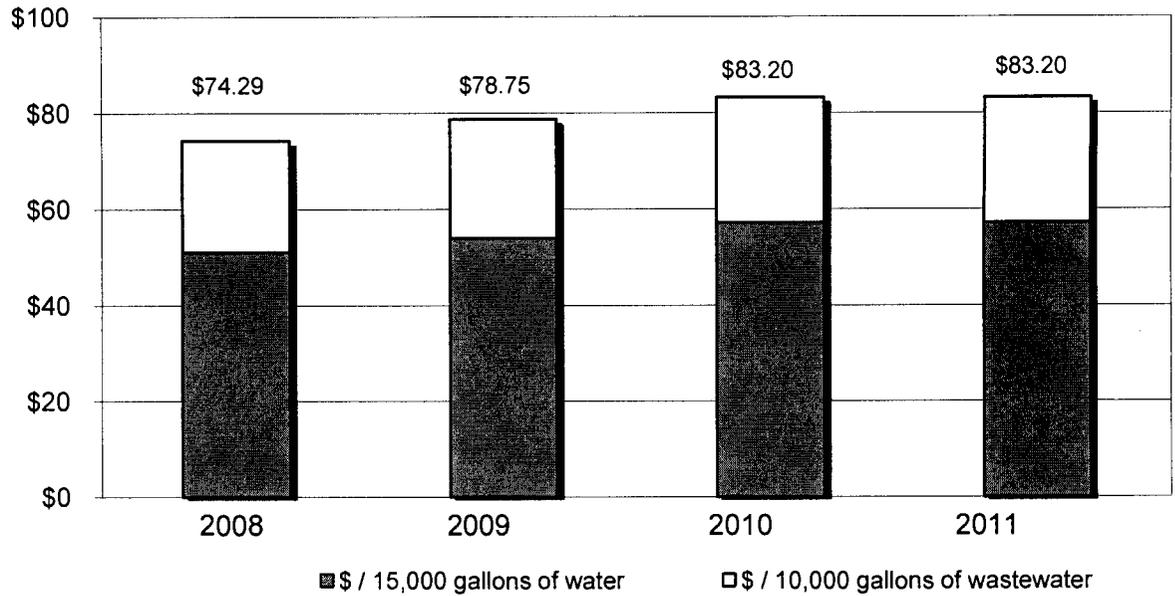
WASTEWATER CONNECTION GROWTH
FY 2008 - 2011



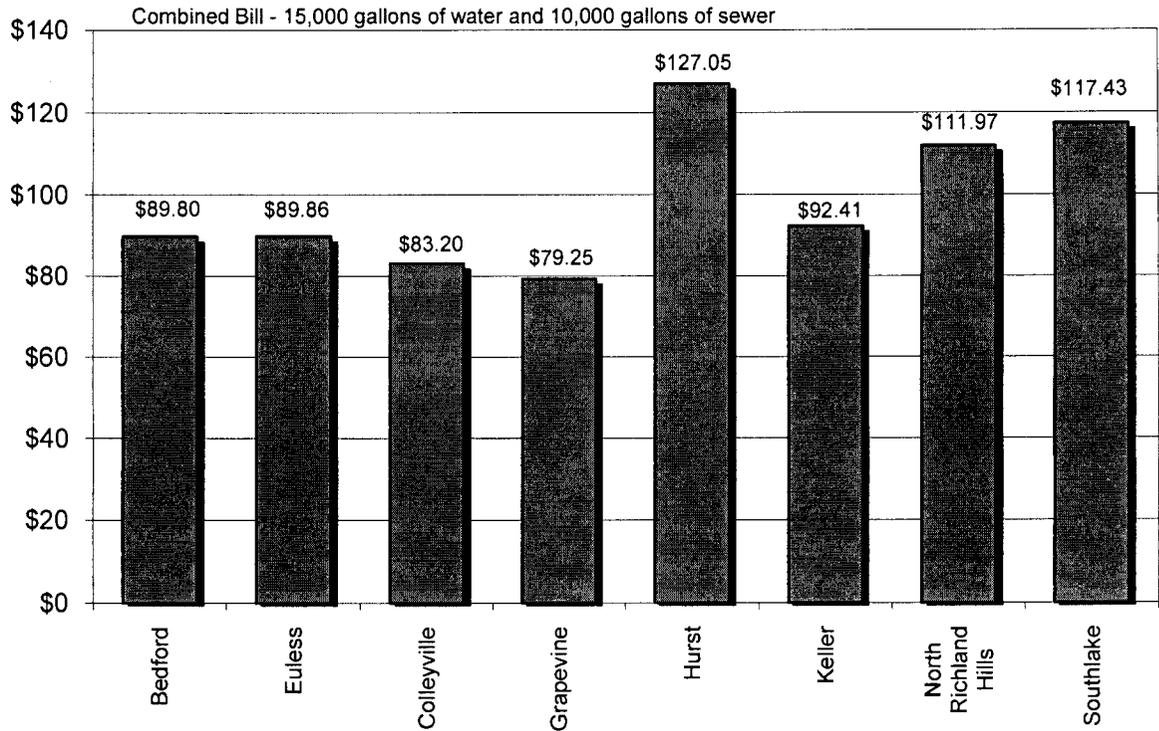
FY 2011 REVENUE ESTIMATE

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 BUDGET	FY 10 PROJECTED	FY 11 BUDGET
UTILITY FUND					
<i>OPERATING REVENUE</i>					
5817-WATER SALES	7,835,523	7,949,902	7,996,383	7,996,383	8,552,558
5818-SEWER SALES	2,368,178	2,770,365	2,493,105	2,493,105	2,718,634
5821-SEWER INSTALLATION	20,790	6,500	7,500	7,500	7,000
5822-WATER INSTALLATION	41,340	17,704	20,000	15,000	21,000
5827-ENGINEERING & DEV	70,789	3,165	2,100	5,293	5,000
5829-SEWER TIE-ON CHARGES	6,000	13,500	5,000	5,000	5,000
5833-PENALTIES	183,426	178,806	167,985	167,985	173,024
5839-MISCELLANEOUS REVENUE	15,948	18,658	15,000	26,000	13,000
TOTAL OPERATING REVENUE	\$10,541,994	\$10,958,600	\$10,707,073	\$10,716,266	\$11,495,216
<i>NON-OPERATING REVENUE</i>					
5716-INTEREST INCOME	258,377	138,424	75,000	75,000	50,000
TOTAL NON-OPERATING REVENUE	\$258,377	\$138,424	\$75,000	\$75,000	\$50,000
TOTAL INCOME	\$10,800,371	\$11,097,024	\$10,782,073	\$10,791,266	\$11,545,216

Colleyville Water / Sewer Rates Fiscal Year Comparison



Water / Sewer Rate City Comparison FY 2011



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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011	\$740,000	\$90,052	\$830,052
2012	\$750,000	\$83,012	\$833,012
2013	\$765,000	\$62,824	\$827,824
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	\$4,340,000	\$342,675	\$4,682,675

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

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATES</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2002 REFUNDING BONDS	2012	2.00% TO 4.00%	\$480,000
2004 REFUNDING BONDS	2014	3.73% TO 3.73%	\$740,000
2010 REFUNDING BONDS	2018	2.00% TO 3.00%	\$3,120,000
		TOTAL	\$4,340,000

ANNUAL REQUIREMENTS

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2011	\$740,000	\$90,052	\$830,052
MAXIMUM YEAR	2012	\$750,000	\$83,012	\$833,012
AVERAGE ANNUAL DEBT SERVICE		\$585,334		

BOND REPAYMENT INFORMATION

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

OUTSTANDING DEBT SERVICE REQUIREMENTS - REVENUE SUPPORTED DEBT

2002 REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$235,000	\$12,688	\$247,688
2012	\$245,000	\$4,288	\$249,288
TOTAL	\$480,000	\$16,975	\$496,975

2004 REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$175,000	\$24,338	\$199,338
2012	\$185,000	\$17,624	\$202,624
2013	\$185,000	\$10,724	\$195,724
2014	\$195,000	\$3,637	\$198,637
TOTAL	\$740,000	\$56,323	\$796,323

2010 REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$330,000	\$53,026	\$383,026
2012	\$320,000	\$61,100	\$381,100
2013	\$580,000	\$52,100	\$632,100
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	\$3,120,000	\$269,376	\$3,389,376

Fiscal Year 2011

Utility Administration





Fiscal Year 2011 Business Plan Utility Administration

Link to Strategic Points:

- | | |
|-------------------------------|---|
| • <i>Economic Development</i> | 1 |
| • <i>Tax Base</i> | 2 |
| • <i>Neighborhoods</i> | 3 |
| • <i>Sustainable</i> | 4 |
| • <i>Unique Identity</i> | 5 |

Description of Department

Utility Administration is responsible for purchasing, personnel policies, the administration of the budget and the interface with other operations within Public Works.

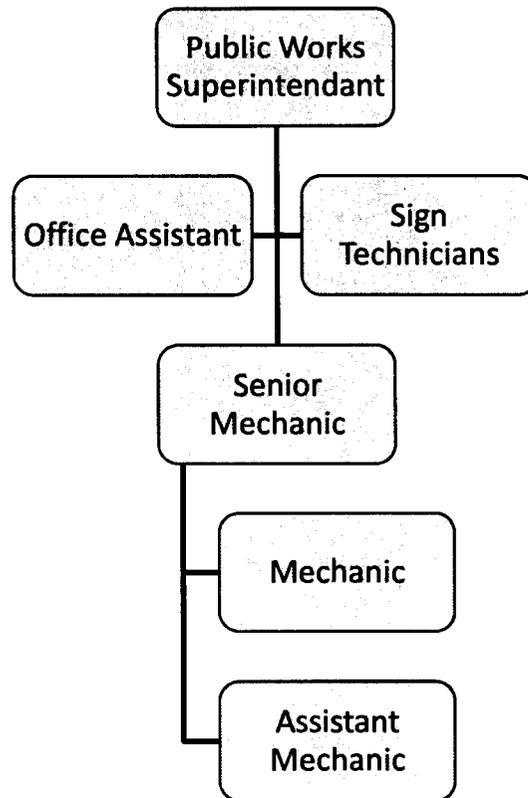
Mission Statement

Utility Administration plans and supervises the efficient long-range delivery of Public Works services to the citizens of Colleyville.

Five Year Vision

Utility Administration is beginning the planning process for a new Public Works Facility. This new facility will enhance the ability of the department to deliver services and will increase the safety and health of employees. Staff will also work to enhance the design of City infrastructure thereby extending the life and improving operations.

Org Chart



Budget Summary

Utility Administration consists of two full time and one part time employee. This includes the Operations Manager, the Office Assistant and the part time Clerk. The budget is \$214,088 in the Utility Fund.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	2.5	2.5	2.5
Operating Budget	\$219,154	\$215,694	\$204,092

Major Initiatives

- Assist other Public Works Departments in finding methods to reduce costs
- Continue to explore alternative fuels and energy saving methods

Program: Utility Administration

The Utility Administration Department is responsible for Fleet and Sign maintenance departments and Building Services operation.

Goals:

- Reducing costs
- Maintaining infrastructure
- Assisting other departments with problems related to signs, building and fleet maintenance as within 2 business days
- Street light outage reporting for citizens same day
- Assisting other departments with special projects and coordinating these with Public Works as needed
- Provide administrative services for the Public Works operations departments including payroll, vouchers, telephone operator and radio dispatch service. Assist personnel with issues related to uniforms, time keeping, maintaining expenditure records and interfacing with the Finance and other Departments

Program's Relationship to City Council's Strategic Goals

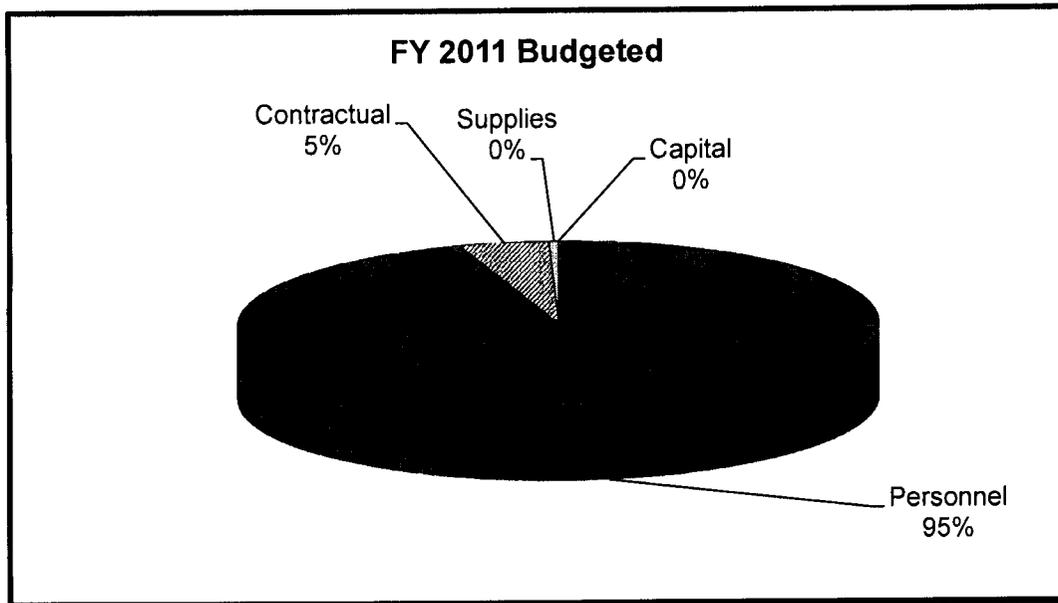
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
0	0	3	4	0

Performance Measures		Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2nd Quarter Actual	3 rd Quarter Actual	4th Quarter Actual	Year End Total/Annual	Variance
1	Percent of street light outages reported within one business day	Operations Superintendent	New Measure	98%						
2	Respond to calls for assistance within one day for signs, fleet and building services	Operations Superintendent	New Measure	98%						

FY 2011 UTILITY FUND BUDGET
Utility Administration
Account 002-11

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$209,590	\$203,384	\$193,900
Contractual	\$9,081	\$11,030	\$9,291
Supplies	\$483	\$1,280	\$901
Capital	\$0	\$0	\$0
Total	\$219,154	\$215,694	\$204,092

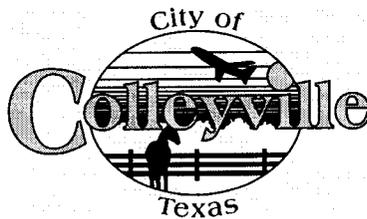


Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Utility Billing





Fiscal Year 2011 Business Plan Utility Billing

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	2
• <i>Neighborhoods</i>	1
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	2

Description of Department

Utility Billing maintains the utility billing system for water, wastewater and drainage services. Responsibilities include setting up new accounts, processing bills and payments and providing customer assistance and information regarding utility billing accounts. Currently, utility billing is responsible for maintaining approximately 9,300 accounts.

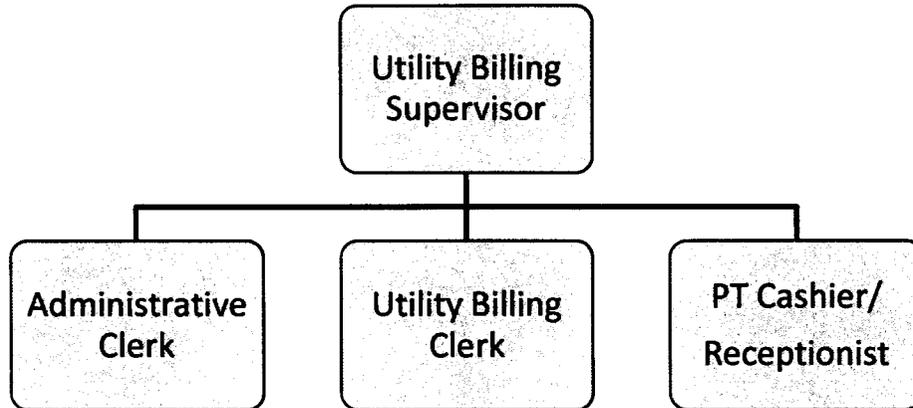
Mission Statement

Utility Billing provides timely and accurate billings for services rendered by the City of Colleyville. Utility Billing answers all inquiries from our customers with a positive and professional attitude. Utility Billing provides exceptional customer service to all situations.

Five Year Vision

Utility Billing plans to establish online bill pay service for customers to view their accounts and make payments automated. Utility billing plans to have e-billing service available for customers once new financial software is acquired.

Org Chart



Budget Summary

Funding for Utility Billing is in the Utility Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	4	4	4
Operating Budget	\$450,059	\$499,948	\$372,114

Major Initiatives

- Implement change of actual bank draft date closer to due date on bill
- Continue to improve customer awareness of City sponsored bank draft program to customers who currently utilize online banking
- Continue to re-evaluate commercial drainage fee with property owners
- Increase customer awareness of winter average sewer collection
- Review all non-billed sewer and drainage accounts quarterly
- Implement fully automated bank draft
- Maintain billing accuracy rate of 99.7 percent
- Maintain a collection rate of 99.85 percent
- Complete utility rate study

Program: Utility Billing

Utility Billing is responsible for setting up new accounts and processing accurate bills and payments. This program is vital to revenue collection for the City.

Goals:

- Ensure correct and timely billing for services rendered by the City of Colleyville in accordance with City ordinances
- Maintain excellent customer satisfaction
- Ensure accuracy when posting payments
- Respond to service orders in a timely manner
- Encourage citizens to participate in bank draft payment option

Program's Relationship to City Council's Strategic Goals

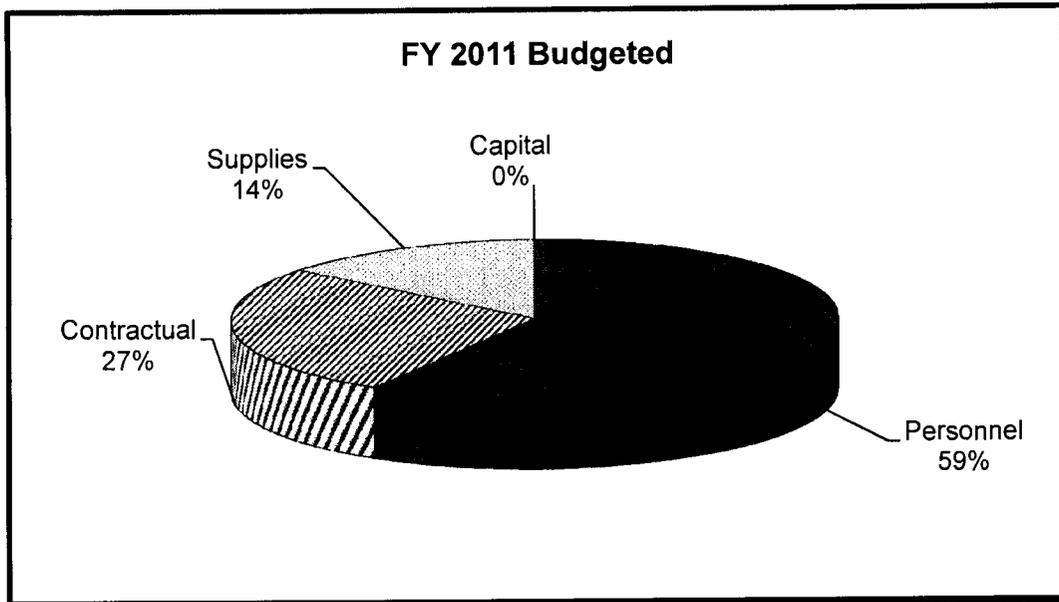
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	2	1	4	2

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Percent of billing accuracy rate	Utility Billing Supervisor	99.5%	99.7%						
2	Percent of service orders closed out on time	Utility Billing Supervisor	99.9%	100%						
3	Percent of automatic draft customers/total customers	Utility Billing Supervisor	12%	12%						
4	Number of utility accounts per FTE	Utility Billing Supervisor	3,003	3,026						
5	Percent of customers paying before cutoff	Utility Billing Supervisor	97.50%	99.85%						
6	Percent of citizens surveyed satisfied with utility billing services	Utility Billing Supervisor	89.6%	90%						

FY 2011 UTILITY FUND BUDGET
Utility Billing
Account 002-20

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$300,240	\$312,383	\$219,035
Contractual	\$105,819	\$137,237	\$100,590
Supplies	\$43,999	\$50,328	\$52,489
Capital	\$0	\$0	\$0
Total	\$450,059	\$499,948	\$372,114



Capital Expenditure Summary

No capital expenditures

Fiscal Year 2011

Utility Operations





Fiscal Year 2011 Business Plan Utility Operations

Link to Strategic Points:	
• <i>Economic Development</i>	0
• <i>Tax Base</i>	0
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	4
• <i>Unique Identity</i>	0

Description of Department

Utility Operations consists of 18 full time employees charged with operating and maintaining the water distribution and wastewater collection systems in Colleyville. The water distribution system includes three elevated water towers, two ground storage tanks and 2 pump stations. There are 199 miles of water mains in the system along with 9,000 water meters and 1,375 fire hydrants. The wastewater collection system has 166 miles of sewer mains, 2,940 manholes, and two lift stations. Routine maintenance of these systems include the cleaning and inspecting of sewer lines, flushing dead end water mains and replacing 10 percent of water meters annually.

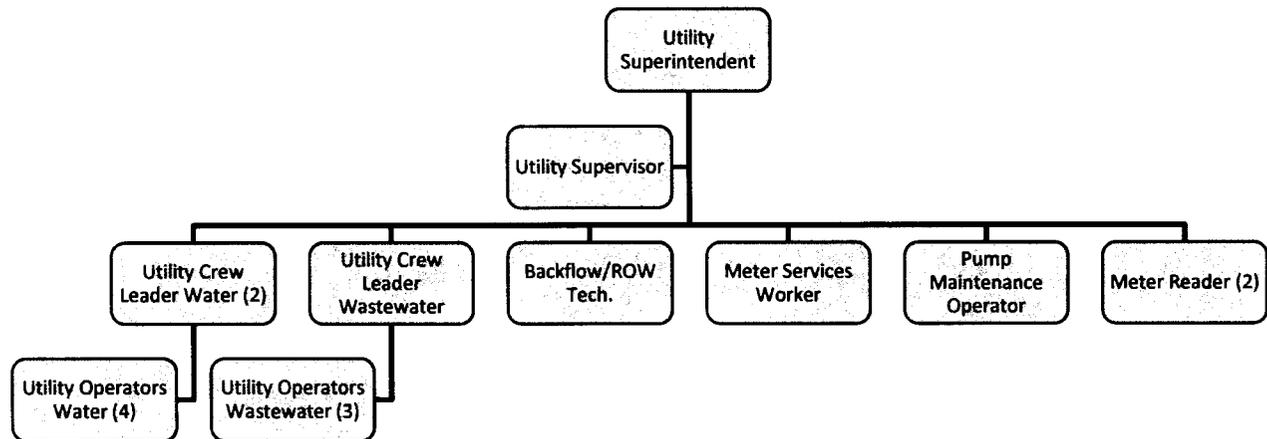
Mission Statement

Colleyville Utility Operations provides a safe and adequate water supply to the residents and visitors of Colleyville. Utility Operations continually provides exceptional customer service to residents by responding to calls for service 24 hours a day. Utility Operations also operates and maintains the wastewater collection system efficiently to minimize overflows.

Five Year Vision

Over the next five years, Utility Operations will increase the cross training of staff in all areas of operations. This will provide sustainability and enhance customer service. Provide information to and work with City Engineer to update the current water and wastewater master plans. This data will be used to present a Capital Improvement Program for water and wastewater infrastructure.

Org Chart



Budget Summary

The total 2010 operating budget for Utility Operations is \$8,079,590. Of that \$4,619,259 is allocated for water purchase and \$1,325,292 for wastewater treatment with the Trinity River Authority. Another \$80,000 is allocated for repair and maintenance of water and wastewater systems. Personnel cost is \$1,547,432, including benefits.

Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	22	21	18
Operating Budget	\$7,501,758	\$8,079,590	\$9,142,149

Major Initiatives

- Install 900 feet of new water main to provide back feed to Timberline
- Compile information for water and wastewater master plans
- Install 20" water valve on Bransford
- Rehab 5 sewer manholes
- Compile information for water and wastewater master plan

Program: Wastewater Maintenance

Wastewater maintenance includes annual cleaning of wastewater mains and inspection of access points (manholes, cleanouts).

Goals:

- Reduce the number of sewer overflows in the system

- Clean 166 miles of sewer mains annually and locate any deficiencies needing repair

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	6	6	6
Operating Budget	N/A	N/A	\$2,213,176

Program's Relationship to City Council's Strategic Goals

Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	3	2	0

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/ Annual	Variance
1	Utility Supervisor	135,275	175,296						
2	Utility Supervisor	New Measure	\$1.69						
3	Utility Supervisor	19%	23%						
4	Utility Supervisor	5	5						
5	Utility Superintendent	90%	95%						

Program: Water Maintenance

Water maintenance includes the maintenance of 3 elevated storage towers, 2 ground storage tanks, 2 pump stations, 199 miles of water mains, 9,000 water services and meters, and 1,375 fire hydrants.

Goals:

- Replace 10 percent of water meters annually
- Routinely flush water mains and collect samples

- Reduce the amount of water lost
- Provide a safe and adequate water supply to customers

Program Resource Commitment

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	12	12	12
Operating Budget	N/A	N/A	\$6,928,973

Program's Relationship to City Council's Strategic Goals

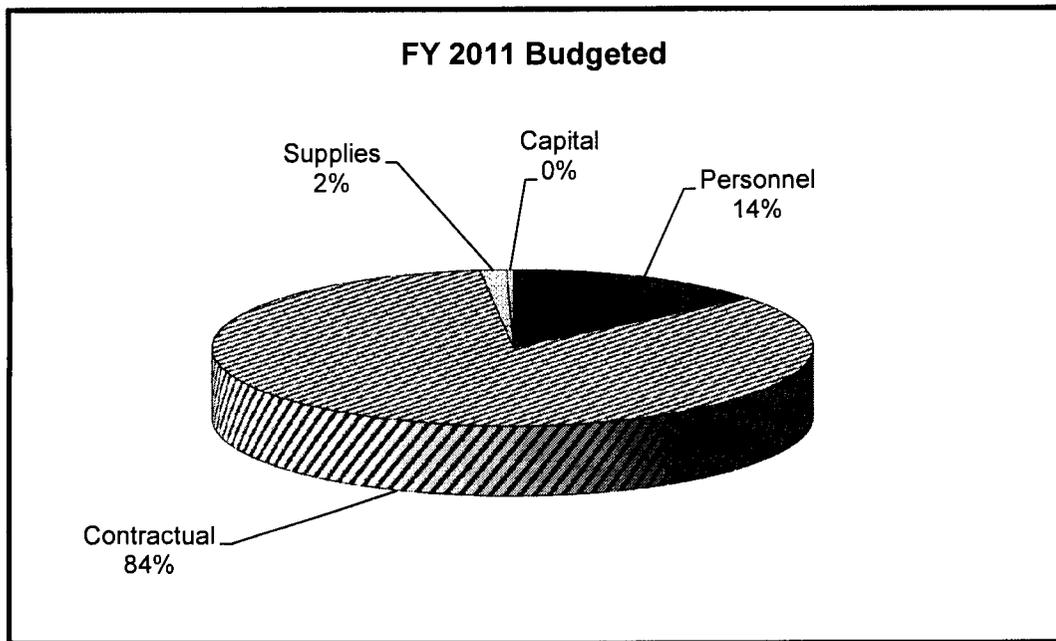
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
2	2	3	2	1

Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year End Total/Annual	Variance
				Actual	Actual	Actual	Actual		
1	Cost per linear foot of line maintained	Utility Supervisor	New Measure	\$1.21					
2	Water loss ratio	Utility Superintendent	.01%	<5%					
3	Percent of citizens surveyed satisfied with water service	Utility Superintendent	91%	95%					
4	Miles maintained per FTE	Utility Supervisor	New Measure	15.83					
5	Percent of meters replaced on schedule	Utility Supervisor	100%	100%					
6	Accuracy on meters read	Utility Supervisor	96%	98%					
7	Percent of monthly water samples testing negative for coliform bacteria	Utility Superintendent	100%	100%					

FY 2011 UTILITY FUND BUDGET
Utility Operations
Account 002-61

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$1,603,678	\$1,547,432	\$1,313,180
Contractual	\$6,555,545	\$6,318,863	\$7,667,319
Supplies	\$88,273	\$130,795	\$129,650
Capital	\$0	\$82,500	\$32,000
Total	\$8,247,496	\$8,079,590	\$9,142,149

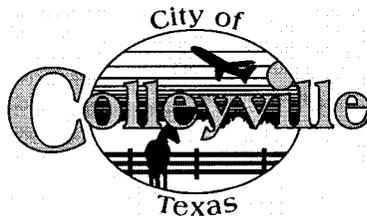


Capital Expenditure Summary

Replacement and new water pipe	\$5,000
Replacement and new sewer pipe	\$2,000
Water meters and hydrants	\$25,000
Total	\$32,000

Fiscal Year 2011

Utility Fund Non-Departmental Expenses



**FY 2011 UTILITY FUND BUDGET
Non-Departmental Expenditures**

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$0	\$0	\$0
Supplies	\$0	\$0	\$0
Transfers	\$816,297	\$816,297	\$816,297
Total	\$816,297	\$816,297	\$816,297

UTILITY FUND DEBT SERVICE

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Debt Service	\$972,260	\$898,940	\$835,577

Fiscal Year 2011

Debt Service Fund



DEBT SERVICE FUND SUMMARY

	ACTUAL FY 2009	BUDGETED FY 2010	BUDGETED FY 2011
BEGINNING FUND BALANCE - 10/1	\$ 987,681	\$ 1,121,567	\$ 1,002,729
FUND REVENUES			
Current Property Taxes	\$ 2,246,814	\$ 1,823,396	\$ 1,833,071
Delinquent Property Taxes	19,815	16,000	16,000
Penalty & Interest	19,474	12,000	12,000
Transfer-in CCCPD Fund	502,721	498,162	503,952
Interest Income/Other	10,568	12,000	4,750
Use of Available Cash *	0	118,838	116,839
TOTAL REVENUES	<u>\$ 2,799,392</u>	<u>\$ 2,480,396</u>	<u>\$ 2,486,612</u>
FUND EXPENDITURES			
1999 G.O. Bonds	\$ 26,750	\$ 25,588	\$ 0
1999 CCCPD Sales Tax Bonds	341,125	342,203	0
2001 G.O. Refunding Bonds	1,165,338	1,178,720	1,184,140
2002 Certificates of Obligation	484,725	168,910	169,395
2006 G.O. Refunding Bonds	324,538	323,987	696,338
2007 G.O. Bonds	232,750	230,250	228,000
2006 Fire Truck Lease	49,723	49,723	49,723
Ambulance Lease	38,177	38,177	38,177
2010 Fire Truck Lease	0	118,838	116,839
Paying Agent	2,380	4,000	4,000
TOTAL EXPENDITURES	<u>\$ 2,665,506</u>	<u>\$ 2,480,396</u>	<u>\$ 2,486,612</u>
LESS USE OF AVAILABLE CASH *	\$ 0	\$ (118,838)	\$ (116,839)
ENDING FUND BALANCE - 9/30	<u>\$ 1,121,567</u>	<u>\$ 1,002,729</u>	<u>\$ 885,890</u>

* Available cash fund balance draw down to be used for in FY 2010 and FY 2011 for Fire Truck loan

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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011	\$1,410,000	\$363,921	\$1,773,921
2012	\$1,220,000	\$308,645	\$1,528,645
2013	\$870,000	\$263,965	\$1,133,965
2014	\$590,000	\$232,025	\$822,025
2015	\$310,000	\$212,339	\$522,339
2016	\$325,000	\$198,979	\$523,979
2017	\$330,000	\$185,150	\$515,150
2018	\$335,000	\$171,072	\$506,072
2019	\$350,000	\$156,478	\$506,478
2020	\$320,000	\$141,995	\$461,995
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	\$9,435,000	\$2,733,469	\$12,168,469

OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATES</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2001 GENERAL OBLIGATION RFD BONDS	2014	4.0% TO 4.6%	\$2,895,000
2002 CERTIFICATES OF OBLIGATION	2020	4.2% TO 4.7%	\$1,365,000
2006 GENERAL OBLIGATION RFD BONDS	2020	3.64% TO 3.64%	\$700,000
2007 GENERAL OBLIGATION BONDS	2027	4.0% TO 5.0%	\$4,475,000
		TOTAL	\$9,435,000

ANNUAL REQUIREMENTS

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2011	\$1,410,000	\$363,921	\$1,773,921
MAXIMUM YEAR	2011	\$1,410,000	\$363,921	\$1,773,921

AUTHORIZED GENERAL OBLIGATION DEBT

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

<u>PURPOSE OF IMPROVEMENT</u>	<u>AMOUNT AUTHORIZED</u>	<u>AMOUNT ISSUED</u>	<u>UNISSUED BALANCE</u>
TOTAL	\$0	\$0	\$0

OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT

2001 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$1,080,000	\$104,140	\$1,184,140
2012	\$870,000	\$62,050	\$932,050
2013	\$560,000	\$30,310	\$590,310
2014	\$385,000	\$8,855	\$393,855
TOTAL	\$2,895,000	\$205,355	\$3,100,355

2002 CERTIFICATES OF OBLIGATION

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$110,000	\$59,395	\$169,395
2012	\$115,000	\$54,670	\$169,670
2013	\$120,000	\$49,645	\$169,645
2014	\$125,000	\$44,254	\$169,254
2015	\$130,000	\$38,515	\$168,515
2016	\$140,000	\$32,338	\$172,338
2017	\$145,000	\$25,783	\$170,783
2018	\$150,000	\$18,979	\$168,979
2019	\$160,000	\$11,750	\$171,750
2020	\$170,000	\$3,995	\$173,995
TOTAL	\$1,365,000	\$339,324	\$1,704,324

2006 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$170,000	\$22,386	\$192,386
2012	\$185,000	\$15,925	\$200,925
2013	\$140,000	\$10,010	\$150,010
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	\$700,000	\$71,890	\$771,890

OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT

2007 GENERAL OBLIGATION BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2011	\$50,000	\$178,000	\$228,000
2012	\$50,000	\$176,000	\$226,000
2013	\$50,000	\$174,000	\$224,000
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	\$4,475,000	\$2,116,900	\$6,591,900

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, 2011 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 2011 Tax Rate	\$0.3559
Maximum allowable Charter tax Rate	\$2.50
Percentage of allowable tax rate used	14.26%

Calculation of Charter Legal Debt Limit

City of Colleyville FY 2011 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 2011 debt portion of the tax rate is \$.05832, which is 3.88% of the permissible debt service allocation.

Fiscal Year 2011

Drainage Utility Fund



DRAINAGE UTILITY FUND SUMMARY

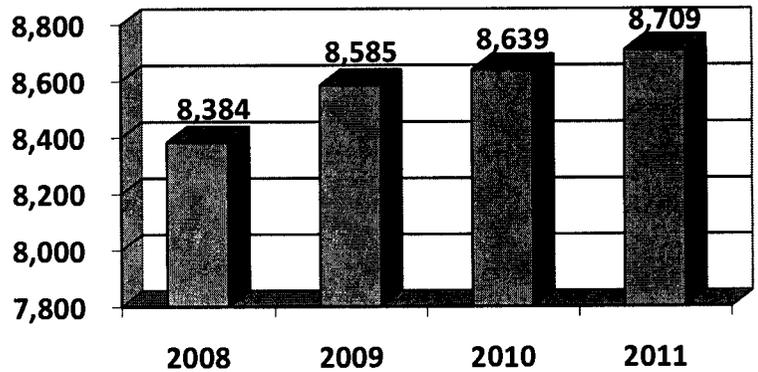
	ACTUAL FY 2009	BUDGETED FY 2010	BUDGETED FY 2011
TOTAL UNRESERVED RETAINED EARNINGS - 10/1	\$ 623,105	\$ 677,563	\$ 769,953
FUND REVENUES			
Drainage Fees	\$ 861,671	\$ 872,766	\$ 887,880
Penalties/Misc	12,964	15,273	15,538
Interest Income	12,083	7,500	5,000
TOTAL REVENUES	<u>\$ 886,718</u>	<u>\$ 895,539</u>	<u>\$ 908,418</u>
FUND EXPENSES			
Drainage Operations	\$ 547,766	\$ 544,889	\$ 581,277
Debt Service/Lease Payment	276,994	258,260	260,608
Transfer to Art Fund	7,500	0	0
TOTAL EXPENSES	<u>\$ 832,260</u>	<u>\$ 803,149</u>	<u>\$ 841,885</u>
ENDING RETAINED EARNINGS - 9/30	<u>\$ 677,563</u>	<u>\$ 769,953</u>	<u>\$ 836,486</u>

DRAINAGE UTILITY FUND
REVENUE ESTIMATES

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 use customers would pay \$24.40 per acre of development, churches and schools would pay \$15.25 per acre of development, and park type customers would pay \$10.68 per acre. Revenue growth in this fund comes from an estimated 70 new residential and commercial customers.

DRAINAGE CUSTOMER GROWTH
FY 2008 - 2011



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 \$5,000 is projected on the estimated available cash balance of \$625,000 (interest rate of 0.80%).

FY 2011 REVENUE ESTIMATE

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 BUDGET	FY 10 PROJECTED	FY 11 BUDGET
DRAINAGE UTILITY FUND					
<i>OPERATING REVENUE</i>					
5942-DRAINAGE FEES	845,577	861,671	872,766	879,592	887,880
5833-PENALTIES	13,436	12,964	15,273	15,393	15,538
TOTAL OPERATING REVENUE	\$859,013	\$874,635	\$888,039	\$894,985	\$903,418
<i>NON-OPERATING REVENUE</i>					
5825-INTEREST INCOME	26,039	12,083	7,500	5,000	5,000
5714-SALE OF SURPLUS PROPERTY	0	0	0	15,864	0
TOTAL NON-OPERATING REVENUE	\$26,039	\$12,083	\$7,500	\$20,864	\$5,000
TOTAL INCOME	\$885,052	\$886,718	\$895,539	\$915,849	\$908,418

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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011	\$185,000	\$75,608	\$260,608
2012	\$195,000	\$67,340	\$262,340
2013	\$200,000	\$58,550	\$258,550
2014	\$210,000	\$49,220	\$259,220
2015	\$220,000	\$39,220	\$259,220
2016	\$100,000	\$31,650	\$131,650
2017	\$105,000	\$26,625	\$131,625
2018	\$110,000	\$21,250	\$131,250
2019	\$115,000	\$15,625	\$130,625
2020	\$125,000	\$9,625	\$134,625
2021	\$130,000	\$3,250	\$133,250
TOTAL	\$1,695,000	\$397,963	\$2,092,963

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

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATES</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2001 REV & RFD BONDS	2021	4% TO 5%	\$1,695,000
TOTAL			\$1,695,000

ANNUAL REQUIREMENTS

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2011	\$185,000	\$75,608	\$260,608
MAXIMUM YEAR	2012	\$195,000	\$67,340	\$262,340
AVERAGE ANNUAL DEBT SERVICE		\$190,269		

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 2011 Business Plan Drainage

Link to Strategic Points:	
• <i>Economic Development</i>	1
• <i>Tax Base</i>	1
• <i>Neighborhoods</i>	4
• <i>Sustainable</i>	3
• <i>Unique Identity</i>	1

Description of Department

Drainage maintains 72 miles of drainage channel around Colleyville and performs maintenance and inspections on 1,274 drainage curb inlets and 39 outfall facilities.

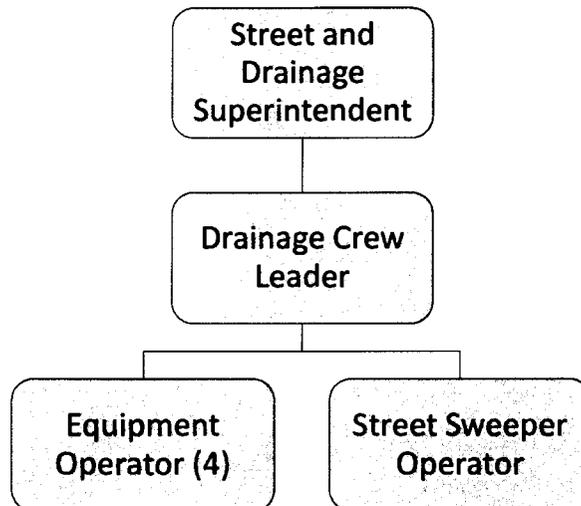
Mission Statement

The Drainage Department strives to perform maintenance and repairs to all City-owned drainage systems and structures. Maintenance and improvements are performed to prevent flooding of homes and other structures in Colleyville.

Five Year Vision

Drainage will maintain all drainage systems free from obstructions. Timely, preventative maintenance reduces the cost, severity, and frequency of flooding.

Org Chart



Budget Summary

Drainage is funded from the Drainage Utility Fund.

	<u>Resource Commitment</u>		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
FTE	5	5	5
Operating Budget	\$563,153	\$544,889	\$581,277

Major Initiatives

- Compliance with MS4 Storm Water permit
- Provide the citizens of Colleyville annually a half day event to dispose of all bulk trash items and household waste materials through the Colleyville Clean Sweep. Finalize and adopt storm water ordinances to meet state and federal compliance standards for the MS4 program
- Publish a list of BMPs, ordinances and make them available to developers, citizens, and staff

Program: Drainage Maintenance

Performing preventive maintenance on public drainage facilities reduces the cost, severity, and frequency of flooding. This also helps ensure compliance with state/ federal storm water quality standards.

Goals:

- Maintain daily street sweeping operations on the monthly zone schedule
- Work with homeowner associations to mark all storm water inlets
- Inspect storm drain inlets and outfalls twice per year
- Provide maintenance of drainage channels in public rights-of-way
- Mow rights-of-way where it is not safe or prudent for property owners to mow the areas

Program's Relationship to City Council's Strategic Goals

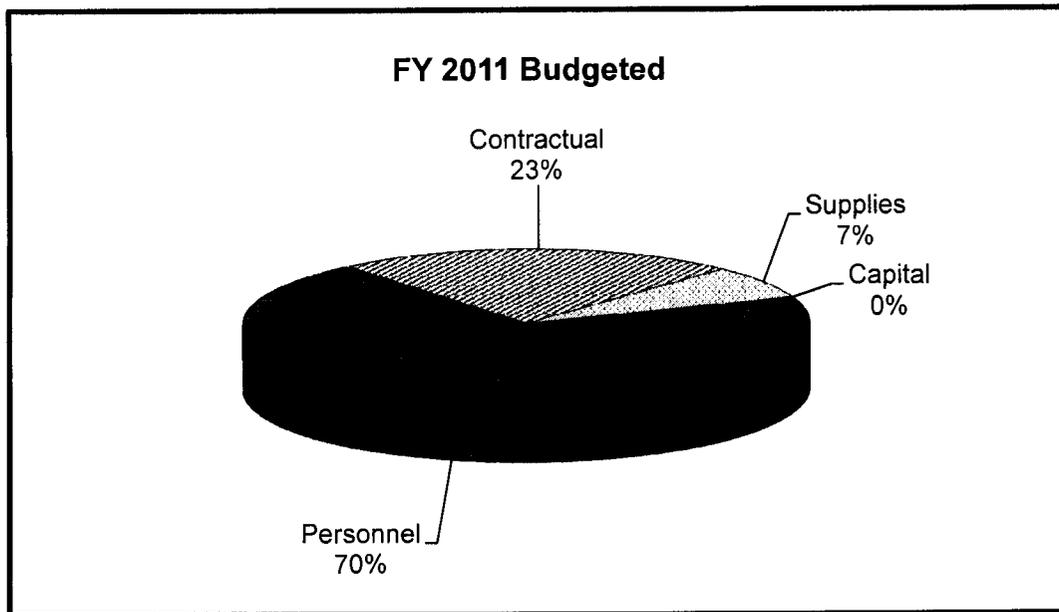
Economic Development	Tax Base	Neighborhoods	Sustainable	Unique Identity
1	1	4	3	1

	Performance Measures	Leader	FY 2010 Actual	FY 2011 Target	1 st Quarter Actual	2 nd Quarter Actual	3 rd Quarter Actual	4 th Quarter Actual	Year End Total/Annual	Variance
1	Number of miles of drainage ditch cleaned per FTE	Street Superintendent	12.576	15						
2	Percent of inspections and maintenance performed on drainage facilities per FTE	Street Superintendent	New Measure	80%						
3	Number of miles of public streets swept per FTE.	Street Superintendent	New Measure	219						
4	Percent of calls returned within 48 hours	Street Superintendent	New Measure	100%						
5	Number of drainage complaints received during storm events.	Street Superintendent	New Measure	70						

FY 2011 DRAINAGE FUND BUDGET
Drainage
Account 017-52

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$356,658	\$231,724	\$405,225
Contractual	\$101,117	\$128,039	\$133,851
Supplies	\$42,905	\$41,192	\$42,201
Capital	\$0	\$0	\$0
Total	\$500,679	\$400,955	\$581,277



Capital Expenditure Summary

No capital expenditures

**FY 2011 DRAINAGE FUND BUDGET
Non-Departmental Expenditures**

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Personnel	\$0	\$0	\$0
Contractual	\$0	\$0	\$0
Supplies	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Transfers	\$7,500	\$0	\$0
Total	\$7,500	\$0	\$0

DRAINAGE FUND DEBT SERVICE

Budget Summary

	FY 2009 Actual	FY 2010 Budgeted	FY 2011 Budgeted
Total	\$276,994	\$258,260	\$260,608

Fiscal Year 2011

Capital Outlay



FY 2011 SUMMARY OF CAPITAL OUTLAY

	CAPITAL OUTLAY EXPENSE		\$ IMPACT ON OPERATING BUDGET	DESCRIPTION OF OPERATING EXPENSE
<u>GENERAL FUND</u>				
LIBRARY				
COLLECTION DEVELOPMENT	\$15,000	N/R	\$1,000 RC	SUPPLIES
FIRE				
SCBA UNITS	\$5,400	R	\$150 RC	SUPPLIES
CAPITAL EQUIPMENT REPLACEMENT				
PARKS				
JOHN DEERE TRACTOR	\$19,500	R	\$800 RC	FUEL, MAINTENANCE
BUILDING INSPECTION				
PICK-UP TRUCK	\$20,500	R	\$750 RC	FUEL, MAINTENANCE
FIRE				
COMMAND VEHICLE	\$65,000	R	\$1,500 RC	FUEL, MAINTENANCE
STREETS				
FLAT BED TRUCK	\$65,000	R	\$1,500 RC	FUEL, MAINTENANCE
TOTAL GENERAL FUND	<u>\$190,400</u>		<u>\$5,700</u>	
<u>UTILITY FUND</u>				
UTILITY OPERATIONS				
WATER PIPE	\$5,000	R	\$500 RC	REPAIRS, MAINTENANCE
SEWER PIPE	\$2,000	R	\$500 RC	REPAIRS, MAINTENANCE
WATER METERS AND HYDRANTS	\$25,000	N/R	\$0	
TOTAL	\$32,000		\$1,000	
TOTAL UTILITY FUND	<u>\$32,000</u>		<u>\$1,000</u>	

NOTES: N = NEW, R = REPLACEMENT, RC = RECURRING COST



Fiscal Year 2011

Capital Improvement Program



CITY OF COLLEYVILLE CAPITAL IMPROVEMENT PROGRAM AND PROJECTS

As a part of the operating budget, the City of Colleyville Charter requires that a Capital Program be included in the budget listing all capital improvements, which are proposed to be undertaken during the next five fiscal years. As a part of the five-year planning process, capital projects are selected which complement the City's goals and objectives:

- Street maintenance and improvement programs to provide a safe smooth riding surface with adequate access to schools and commercial districts.
- Improvement to leisure facilities such as the Colleyville Public Library.
- Park improvements to an interconnected park system that enhances the community and provides recreational access for all citizens.
- Water system improvements that are designed to meet supply needs and safety requirements.

During the next five years a number of projects are planned to meet the aforementioned goals. In November 2009, the City Council met and established the Strategic Points for the City, which are the guiding points of the City's strategic plan (see page 49). Various projects in the Capital Improvements program will ensure these goals are met. They include additional lanes and medians on State Highway 26, the city's main commercial corridor. This is accompanied by State Highway 26 water and sewer line relocations and a roundabout at the Pleasant Run Road / John McCain intersection. The Library will expand to the second floor, creating a new children's area. Planned park improvements include replacement of the Kidsville Playground at City Park, Cotton Belt Trail Phase II / L.D. Lockett House Spur, Pleasant Run Trail and Webb House Path Trail construction. Following this introduction is a detail budget sheet.

SOURCES OF FUNDS:

5 Year CEDC - The City receives funding for capital projects from the Colleyville Economic Development Corporation (CEDC).

Water/Sewer Impact Fee - Fees paid by developers of new projects to be used for improvements to lessen the impact of new development on the water distribution and sewer collection system

Parkland Dedication Fees - Fees collected from developers of residential and residential projects. The fees are used to acquire new park sites and make improvements to or expand existing parks to better serve new development.

Voluntary Park Fund - Residents may contribute \$2.00 per month via their water bill payment to the Voluntary Park Fund to fund park projects

Planned Future Revenue Bond Issuance - As a part of Utility system upgrades, revenue bonds are planned on being issued in future years.

Available Cash Utility Fund – Funded from reserves in excess of 90 days of working capital.

Parks Tomorrow Fund – Funded from revenue received from signing of gas lease on city owned property.

Grants - Proceeds from state and federal grants.

FY2011 - CAPITAL PROJECT RECAP SHEET

Project Classification	Project Title	Total FY 2011 Expenditures
FACILITIES		
	Library Second Floor Expansion	<u>758,614</u>
	TOTAL FACILITIES:	\$758,614
PARKS		
	Cottonbelt Trail Phase II / L.D. Lockett House Path	1,010,270
	Kidsville Playground	398,800
	Pleasant Run Trail - Bogart to Mission	58,000
	Trail Construction - Webb House Crossing	<u>-</u>
	TOTAL PARKS:	\$1,467,070
STREETS		
	Pleasant Run Road and John McCain Intersection Improvements	879,678
	SH 26 Improvements: New Lanes and Medians	<u>-</u>
	TOTAL STREETS:	\$879,678
UTILITIES		
	SH 26 Water & Sewer Utility Relocations	<u>75,193</u>
	TOTAL WATER:	\$75,193
	TOTAL CAPITAL PROJECTS:	<u><u>\$3,180,555</u></u>



Capital Improvement Project Detail

Project Title: Library Second Floor Expansion		
Department: Library		Project Manager: Mary Rodne / Jeremy Hutt
Construction Firm: Prime Construction		Design Consultant: Hidell & Associates Architects

Description & Location:

The project includes the finish out of the second floor of the Colleyville Public Library, including program rooms, children's area, teen area and minor ground floor reconfiguration to re-allocate the areas vacated by the current children's area.

Purpose/Justification:

To provide enhanced Library services to the citizen's of Colleyville.

Cost	FY10 & Prior	FY 11	Future	Total Cost
Planning Design	61,172	13,442	0	61,172
Testing / Inspection	0	0	0	0
Land Acquisition	0	0	0	583,500
Construction	0	583,500	0	0
Furniture	0	113,942	0	113,942
Total Cost	61,172	710,884	0	758,614

Funding	FY10 & Prior	FY 11	Future	Total Cost
5-Year CEDC CIP	52,558	522,442	0	575,000
Donation	0	175,000	0	175,000
General Fund	8,614	0	0	8,614
Total Funding Necessary	61,172	697,442	0	758,614

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	68,181 *	68,181 *	70,226
Contractual	4,046	4,046	4,167
Supplies	0	0	0
Capital	0	0	0
Total	72,227	72,227	74,393

* Addition of four part time library assistants due to finish out of the second floor.

Capital Improvement Project Detail

Project Title: Trail Construction-Cotton Belt Phase II / L.D. Lockett Spur at L.D. Lockett House		
Department:	Parks and Recreation	Project Manager: Monica Sue Walsh / Jeremy Hutt
Construction Firm:	Humphrey and Morton	Design Consultant: Half and Associates

Description & Location:

The Cities of Colleyville and Hurst secured a grant for the completion of the Cotton Belt Trail in Colleyville and Hurst along the DART right-of way. This portion of the trail system will serve to complete the spine of the Colleyville citywide trail, with planned connectivity to parks and public areas throughout the City and other cities within the area. This project also includes the L.D. Lockett spur at the L.D. Lockett House.

Purpose/Justification:

The City of Colleyville applied for and received a supplemental grant for the engineering and design of the Cotton Belt Trail, Phase II. The construction of this trail is vital to the regional trail system.

Cost	FY 10 & Prior	FY 11	Future	Total Cost
Planning Design	62,065	0	0	62,065
Testing / Inspection	0	0	0	0
Land Acquisition	0	0	0	0
Construction	0	1,010,270	0	1,010,270
Miscellaneous	0	0	0	0
Total Cost	62,065	1,010,270	0	1,072,335

Funding	FY 10 & Prior	FY 11	Future	Total Cost
5-Year CEDC CIP	0	100,000	0	100,000
Parkland Dedication Fund	20,829	162,670		183,499
Voluntary Park Fund	41,236			41,236
Grants	0	747,600	0	747,600
Total Funding Necessary	62,065	1,010,270	0	1,072,335

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	10,000	10,000
Supplies	0	2,000	2,000
Capital	0	0	0
Total	0	12,000	12,000

Capital Improvement Project Detail

Project Title: Kidsville Playground		
Department:	Parks and Recreation	Project Manager: Monica Sue Walsh
Construction Firm:	PlayWell Group	Design Consultant: PlayWell Group

Description & Location:

The Kidsville Playground is located in City Park and was originally constructed in 1992 by community volunteers. The playground is being replaced by a new playground incorporating a 20 foot high tree house as the signature piece. The new playground will have 44 play elements with a natural theme which will compliment the trees that surround the playground.

Purpose/Justification:

The current wooden playground is 18 years old and is being replaced due to updated standards, high maintenance and inability to find replacement parts. The expected useful life of the new playground will exceed that of the existing Kidsville Playground, and will provide opportunities for physical, imaginative and cooperative play experiences for young and older children.

Cost	FY10 & Prior	FY 11	Future	Total Cost
Planning Design	0	0	0	0
Testing / Inspection	0	0	0	0
Land Acquisition	0	0	0	0
Construction	0	398,800	0	398,800
Miscellaneous	0	0	0	0
Total Cost	0	398,800	0	398,800

Funding	FY10 & Prior	FY 11	Future	Total Cost
Parks Tomorrow Fund	0	398,800	0	398,800
Total Funding Necessary	0	398,800	0	398,800

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	0	0
Supplies	0	2,000	2,000
Capital	0	0	0
Total	0	2,000	2,000

Capital Improvement Project Detail

Project Title: Pleasant Run Trail - Bogart Drive to Mission Lane		
Department:	Parks and Recreation	Project Manager: Monica Sue Walsh / Jeremy Hutt
Construction Firm:	TBD	Design Consultant: TBD

Description & Location:

This is a 10' trail along Pleasant Run Road that will provide pedestrian and bicycle access to the southern Pleasant Run area and trail access to Colleyville Elementary School and Colleyville Middle School. The trail is part of the "Colleyville Pathways Plan".

Purpose/Justification:

To provide pedestrian and cycling access for the citizens of Colleyville.

Cost	FY10 & Prior	FY 11	Future	Total Cost
Planning Design	0	58,000	0	58,000
Testing / Inspection	0	0	0	0
Land Acquisition	0	0	168,000	168,000
Construction	0	0	277,000	277,000
Miscellaneous	0	0	0	0
Total Cost	0	58,000	445,000	503,000

Funding	FY10 & Prior	FY 11	Future	Total Cost
5-Year CEDC CIP	0	58,000	445,000	503,000
Total Funding Necessary	0	58,000	445,000	503,000

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	0	2,000
Supplies	0	0	500
Capital	0	0	0
Total	0	0	2,500

Capital Improvement Project Detail

Project Title: Trail Construction-Webb House Crossing		
Department: Parks and Recreation	Project Manager: Monica Sue Walsh	
Construction Firm: TBD	Design Consultant: Engineering Department staff	

Description & Location:

This trail will connect Bransford Park and the Webb House to Cotton Belt Trail which runs adjacent to the Cotton Belt rail line.

Purpose/Justification:

To provide pedestrian and cycling access for the citizens of Colleyville on the Cotton Belt Trail. Construction of this trail segment will also provide connectivity with the existing segments of the Cotton Belt Trail in Grapvine and North Richland Hills

Cost	FY 10 & Prior	FY 11	Future	Total Cost
Planning Design	0	0	0	0
Testing / Inspection	0	0	5,000	5,000
Land Acquisition	0	0	0	0
Construction	0	0	180,000	180,000
Miscellaneous	0	0	0	0
Total Cost	0	0	185,000	185,000

Funding	FY 10 & Prior	FY 11	Future	Total Cost
5-Year CEDC CIP	0	0	165,000	165,000
Parkland Dedication Fund	0	0	20,000	20,000
Total Funding Necessary	0	0	185,000	185,000

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	0	2,000
Supplies	0	0	500
Capital	0	0	0
Total	0	0	2,500

Capital Improvement Project Detail

Project Title:	Pleasant Run Road and John McCain Road Intersection Improvements		
Department:	Engineering	Project Manager:	Jeremy Hutt
Construction Firm:	TBD	Design Consultant:	Burgess & Niple

Description & Location:

Design and construction of intersection improvements at the intersection of Pleasant Run Road and John McCain Road. The intersection will be constructed as a single lane roundabout and landscaping of the roundabout will be included in the project, along with waterline improvements.

Purpose/Justification:

This project is intended to provide relief from severe traffic congestion in this portion of the community and meet NCTCOG guidelines for enhancing air quality in the region.

Cost	FY 10 & Prior	FY 11	Future	Total Cost
Planning Design	20,322	79,478	0	79,478
Testing / Inspection	0	5,000	0	5,000
Land Acquisition	0	10,000	0	10,000
Construction	0	785,200	0	785,200
Miscellaneous	0	0	0	0
Total Cost	20,322	879,678	0	879,678

Funding	FY 10 & Prior	FY 11	Future	Total Cost
Service Area II Impact Fees	20,322	543,319	0	563,641
Water Impact Fees	0	135,000	0	135,000
Tarrant County Bond Funds	0	201,359	0	201,359
Total Funding Necessary	20,322	879,678	0	900,000

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	3,000	3,000
Supplies	0	2,000	2,000
Capital	0	0	0
Total	0	5,000	5,000

Capital Improvement Project Detail

Project Title: State Highway 26 (SH26) Improvements - New Lanes and Medians		
Department:	Engineering	Project Manager: Jeremy Hutt
Construction Firm:	TBD	Design Consultant: Teague, Nall & Perkins

Description & Location:

This project is part of an interlocal effort to by Northeast Tarrant County cities to improve traffic flow in the region. This project will add additional lanes, turn lanes, and center medians along State Highway (SH) 26 (Colleyville Boulevard).

Purpose/Justification:

This project will improve traffic flow, will improve the image and appearance of Colleyville.

Cost	FY 10 & Prior	FY 11	Future	Total Cost
Planning Design	70,500	0	0	70,500
Testing / Inspection	0	0	0	0
Land Acquisition	0	0	0	0
Construction	0	0	45,125,000	45,125,000
Miscellaneous	0	0	0	0
Total Cost	70,500	0	45,125,000	45,195,500

Funding	FY 10 & Prior	FY 11	Future	Total Cost
TIF Funds	0	0	5,100,000	5,100,000
Utility Fund Operating Budget	70,500	0	0	70,500
Grants (TxDOT, NCTCOG)	0	0	16,000,000	16,000,000
Unfunded			24,025,000	24,025,000
Total Funding Necessary	70,500	0	45,125,000	45,195,500

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	0	0
Supplies	0	0	0
Capital	0	0	0
Total	0	0	0

Capital Improvement Project Detail

Project Title: SH26 Water & Sewer Utility Relocations		
Department: Engineering	Project Manager: Jeremy Hutt	
Construction Firm: TBD	Design Consultant: Teague, Nall & Perkins	

Description & Location:

This project consists of relocating any water or sewer facilities within the SH26 ROW that is in direct conflict with the proposed SH26 paving and drainage improvements. The scope of work will extend from Big Bear Creek to Cheek-Sparger when the road is completed. Every water and sewer line that is in conflict with or is under the proposed paving will be relocated and reconstructed.

Purpose/Justification:

The Texas Department of Transportation requires that all utilities within their ROW must remain within the parkway outside of the paving. No utility will be allowed to remain under the proposed paving improvements along SH26.

Cost	FY 10 & Prior	FY 11	Future	Total Cost
Planning Design	368,907	75,193	0	444,100
Testing / Inspection	0	0	118,233	118,233
Land Acquisition	0	0	0	0
Construction	0	0	3,946,055	3,946,055
Miscellaneous	0	0	0	0
Total Cost	368,907	75,193	4,064,288	4,508,388

Funding	FY 10 & Prior	FY 11	Future	Total Cost
Water Impact	368,907	75,193	421,839	865,939
Planned Future Utility Bond Sale	0	0	3,642,449	3,642,449
Total Funding Necessary	368,907	75,193	4,064,288	4,508,388

Impact on Operating Budget

	FY 11 Budget	FY 12 Planned	Future
Personnel	0	0	0
Contractual	0	0	56,000
Supplies	0	0	0
Capital	0	0	0
Total	0	0	56,000

Fiscal Year 2011

Demographic Information



CITY OF COLLEYVILLE FY 2011 BUDGET

Colleyville was ranked 40th in the US Money Magazine's 2005 "Best Places to Live in the US", and ranked 3rd in D Magazine's "Top 10 Dallas / Fort Worth Suburbs" and was the top ranked Tarrant County suburb.

Community

2011 Estimated Population: 22,950

Size: 13.1 square miles

Development: 80% residential, 10% commercial, 10% undeveloped

Location: 5 miles from DFW International Airport
14 miles from Fort Worth
22 miles from Dallas

42% of the population is between 25 and 54

30% of the population is under 20

The median age of Colleyville citizens is 43

84% of the population over 25 has attended college

90% of the housing is owner occupied

90% of the population is family households

The average household size is 3.07



Median income is \$134,723

Average household income is \$166,063

The average appraised value of residential property in 2010 is \$397,472

The average value of a home being built in Colleyville in 2010 was \$414,296

Government

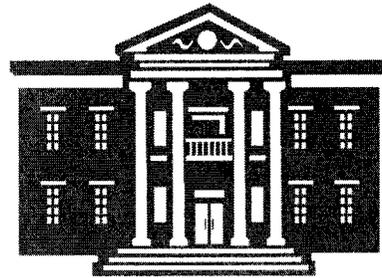
Colleyville was founded January 10, 1956 and has a Council-Manager form of government under a Home Rule Charter.

Miles of streets maintained: 318
Miles of water mains maintained: 200
Miles of sanitary sewer maintained: 170

Registered voters: 17,078

Police protection: 38
Fire protection: 33

Number of park acreage maintained: 202
Number of playgrounds: 6



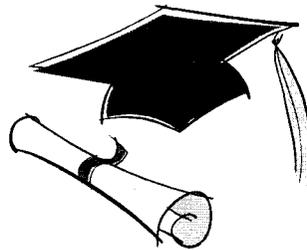
Education:

Colleyville is primarily served by the Grapevine-Colleyville ISD.
See www.gcisd-k12.org

Named a "What Parents Want" award-winning district for the 17th consecutive year during the 2009-2010 school year
The Texas Education Agency rated nine campuses "exemplary" in 2010
(Exemplary is the highest rating given by the Texas Education Agency)
GCISD has 11 National Blue Ribbon Schools and was named to *Newsweek* magazine's "100 Best High Schools in America" list

Total Students in 2010-2011: 13,600

Within the city limits of Colleyville, there are also two Montessori schools that teach elementary grades and two faith-based schools that offer kindergarten through 12th grades.



COLLEYVILLE HISTORY

The area now 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 development of high quality residential development. Today, Colleyville is home to over 22,000 residents, and it offers a quiet residential haven for many upper management corporate executives, entrepreneurs, professional athletes, and their families. The city looks to the future to continue to offer its citizens the high quality residential development Colleyville is known for and to continue to add upscale retail development.

CITY OF COLLEYVILLE TOP TEN TAXPAYERS

	FISCAL YEAR 2011 ASSESSED VALUATION	% OF TOTAL ASSESSED VALUATION
MELVIN & MARTINDALE	\$22,557,000	0.61%
ONCOR ELECTRIC DELIVERY	\$16,498,166	0.44%
RP25 DEVELOPMENT LP	\$12,290,339	0.33%
LTF REAL ESTATE	\$12,233,988	0.33%
CHESAPEAKE LAND DEVELOPMENT CO LLC	\$6,553,636	0.18%
BANK OF TEXAS, NA	\$6,029,775	0.16%
DREILING REALTY LLC	\$5,062,460	0.14%
UHLMANN-COLLEYVILLE LLC	\$4,900,000	0.13%
VH PROPERTIES LP	\$4,868,960	0.13%
COLLEYVILLE PLAZA LP	\$4,819,573	0.13%
TOTAL	\$95,813,897	2.57%



VALUATION AND GENERAL OBLIGATION DEBT HISTORY

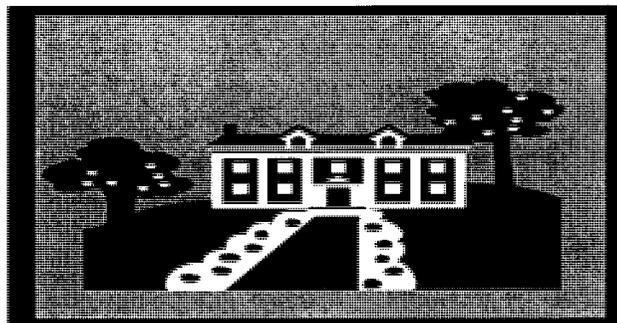
FISCAL YEAR	ESTIMATED POPULATION	TAXABLE ASSESSED VALUATION PER CAPITA	RATIO OF NET G.O. TAX DEBT TO TAXABLE ASSESSED VALUATION	NET G.O. TAX DEBT PER CAPITA	AVERAGE RESIDENTIAL HOME VALUE
2007	22,150	\$138,255	0.35%	\$481	\$352,915
2008	22,500	\$149,925	0.41%	\$615	\$375,211
2009	22,550	\$160,203	0.34%	\$549	\$391,133
2010	22,650	\$164,378	0.29%	\$480	\$398,957
2011	22,950	\$162,290	0.25%	\$411	\$397,472



TAXABLE ASSESSED VALUATIONS BY CATEGORY FOR FISCAL YEARS 2011-2007

CATEGORY	2011 VALUATION	2011 % TO TOTAL	2010 VALUATION	2010 % TO TOTAL	2009 VALUATION	2009 % TO TOTAL
REAL, RESIDENTIAL, SINGLE FAMILY	\$3,285,677,401	85.29%	\$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	65,470,287	1.70%	68,821,846	1.79%	71,165,827	1.91%
REAL, ACREAGE (LAND ONLY)	27,045,394	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	308,653,273	8.01%	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	31,927,819	0.83%	31,166,137	0.81%	31,012,077	0.83%
TANGIBLE PERSONAL, COMMERCIAL	60,084,685	1.56%	61,392,434	1.60%	61,180,789	1.64%
TANGIBLE PERSONAL, INDUSTRIAL	44,254	0.00%	63,188	0.00%	1,911,896	0.05%
TANGIBLE PERSONAL, MOBILE HOMES	39,510	0.00%	119,835	0.00%	59,453	0.00%
REAL PROPERTY, INVENTORY	72,794,768	1.89%	87,195,915	2.27%	70,324,764	1.89%
TOTAL APPRAISED VALUE BEFORE EXEMPTIONS	\$3,852,360,476	100.00%	\$3,841,232,619	100.00%	\$3,720,962,592	100.00%
LESS: TOTAL EXEMPTIONS/REDUCTIONS	127,803,087		118,079,092		108,393,735	
TAXABLE ASSESSED VALUE	<u>\$3,724,557,389</u>		<u>\$3,723,153,527</u>		<u>\$3,612,568,857</u>	

CATEGORY	2008 VALUATION	2008 % TO TOTAL	2007 VALUATION	2007 % TO TOTAL
REAL, RESIDENTIAL, SINGLE FAMILY	\$2,955,252,347	85.19%	\$2,715,228,491	85.25%
REAL, RESIDENTIAL, MULTI-FAMILY	308,965	0.01%	323,400	0.01%
REAL, VACANT LOTS/TRACTS	58,148,998	1.68%	58,043,441	1.82%
REAL, ACREAGE (LAND ONLY)	25,525,900	0.74%	8,059,167	0.25%
REAL, FARM AND RANCH IMPROVEMENTS	7,677,537	0.22%	7,451,075	0.23%
REAL, COMMERCIAL	269,937,300	7.78%	238,593,634	7.49%
REAL, INDUSTRIAL	0	0.00%	0	0.00%
REAL, TANGIBLE AND PERSONAL, UTILITIES	28,578,808	0.82%	28,356,652	0.89%
TANGIBLE PERSONAL, COMMERCIAL	54,885,785	1.58%	57,125,012	1.79%
TANGIBLE PERSONAL, INDUSTRIAL	80,440	0.00%	356,079	0.01%
TANGIBLE PERSONAL, MOBILE HOMES	0	0.00%	60,153	0.00%
REAL PROPERTY, INVENTORY	68,583,797	1.98%	71,365,539	2.24%
TOTAL APPRAISED VALUE BEFORE EXEMPTIONS	\$3,468,979,877	100.00%	\$3,184,962,643	100.00%
LESS: TOTAL EXEMPTIONS/REDUCTIONS	95,672,554		104,856,342	
TAXABLE ASSESSED VALUE	<u>\$3,373,307,323</u>		<u>\$3,080,106,301</u>	



OVERLAPPING DEBT AND TAX RATES FOR THE CITY OF COLLEYVILLE

ENTITY	FY 2011 TAXABLE ASSESSED VALUATION	FY 2011 TAX RATE	TOTAL G.O. TAX DEBT	ESTIMATED % ATTRIBUTED TO CITY OF COLLEYVILLE	CITY'S OVERLAPPING G.O. TAX DEBT
CITY OF COLLEYVILLE	\$3,724,557,389	\$0.3559	\$9,435,000	100.00%	\$9,435,000
<i>SCHOOL DISTRICTS:</i>					
BIRDVILLE	\$6,815,944,556	\$1.4250	\$237,995,204	0.08%	\$190,396
CARROLL	\$5,293,943,062	\$1.4150	\$244,215,040	0.45%	\$1,098,968
GRAPEVINE-COLLEYVILLE	\$10,256,115,763	\$1.2900	\$264,847,940	20.79%	\$55,061,887
HURST-EULESS-BEDFORD	\$8,270,031,743	\$1.2882	\$205,151,727	1.56%	\$3,200,367
KELLER	\$10,669,208,860	\$1.5306	\$725,718,459	2.81%	\$20,392,689
<i>COUNTY ENTITIES:</i>					
TARRANT COUNTY	\$117,270,057,870	\$0.2640	\$371,070,000	2.97%	\$11,020,779
HOSPITAL DISTRICT	\$117,270,057,870	\$0.2279	\$28,000,000	2.97%	\$831,600
JUNIOR COLLEGE DISTRICT	\$117,742,461,547	\$0.1376	\$36,495,000	2.97%	\$1,083,902
TOTAL DIRECT AND OVERLAPPING G.O. DEBT					\$102,315,587
RATIO OF DIRECT AND OVERLAPPING DEBT G.O. DEBT TO ASSESSED VALUATION					2.75%
PER CAPITA OVERLAPPING G.O. TAX DEBT					\$4,458

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



Fiscal Year 2011

Glossary



GLOSSARY KEY BUDGET TERMS

ACCRUAL BASIS: A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of cash flows.

AD VALOREM TAX: A tax levied on taxable property (land, improvements and personal property) for the purpose of financing general operations of the City and debt service requirements.

APPRAISED VALUE: The market value of real and personal property located in the City as of January 1 each year, which is determined by the Tarrant Appraisal District.

APPROPRIATION: The maximum level of spending for each fund and for each department as authorized annually by the City Council.

ASSESSED VALUATION: A value that is established for real or personal property used as a basis for levying property taxes. (Note: Property values are established by Tarrant Appraisal District).

BALANCED BUDGET: A budget adopted by the City Council and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus fund balances.

BOND: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, called the maturity date, together with periodic interest at a specified rate.

BONDED DEBT: Portion of indebtedness represented by outstanding bonds.

BUDGET: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for various municipal services.

BUDGET MESSAGE: A general discussion of the submitted budget presented in writing by the City Manager as a part of the budget document.

BUDGET SCHEDULE: The schedule of key dates or milestones that a government follows in the preparation and adoption of a budget.

CAPITAL OUTLAY: An expenditure greater than \$5,000 which results in the acquisition of or addition to fixed assets, and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and, is not readily susceptible to loss.

CAPITAL PROJECT: A specific and identifiable improvement or purpose for which expenditures are proposed within the capital budget or capital improvement program.

CCCPD: Acronym for the Colleyville Crime Control and Prevention District, a special district funded by a ½ cent sales and use tax which is legally restricted to police department operations as approved by the Colleyville Crime Control and Prevention Board.

CEDC: Acronym for the Colleyville Economic Development Corporation, a nonprofit corporation, formed under the Development Corporation Act of 1979, which provides funding to the City for economic development, parks, library and cultural improvements. This corporation is funded by a ½ cent sales and use tax.

CERTIFICATES OF OBLIGATION (C.O.): Tax-supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval of the City Council.

CITY CHARTER: The document of a home rule City similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among the various branches of government.

CITY COUNCIL: The Mayor and six (6) Council members collectively acting as the legislative and policymaking body of the City.

CONTRACTUAL SERVICES: Services purchased by the City such as utility services, insurance, maintenance contracts, and outside consulting.

CURRENT TAXES: Taxes levied and due within one year.

DEBT SERVICE: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DELINQUENT TAXES: Taxes remaining unpaid on or after the date on which a penalty for non-payment is attached. February 1st is the date the unpaid taxes become delinquent in the City.

DEPARTMENT: A major administrative division of the City, which indicates overall responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION: That portion of the cost of a capital asset that is charged as an expense during a particular period. This is the process of estimating and recording the expired useful life of a fixed asset that cannot or will not be restored by repair and will be replaced.

EFFECTIVE TAX RATE: A rate, which generates the same amount of revenues from property, which is taxed in both years.

ENCUMBRANCES: Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

EXEMPT/EXEMPTION: Amounts under state law that is deducted from the appraised value of property for tax purposes. Tax rates are applied to the non-exempt portion of the appraised value to calculate the annual tax levy.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EXPENDITURE: Decreases in (use of) financial resources other than through interfund transfers. This term applies to all governmental type funds.

EXPENSE: A use of financial resources, denoted by its use in the enterprise funds, which is accounted for on a basis consistent with the private business accounting model (full accrual basis).

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.