

COLLEYVILLE

FY 2014 Budget Message

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

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

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

Furthering our commitment to fostering community involvement and governmental transparency, a summary presentation of the proposed budget has been placed on the City's website. A public hearing on the budget is scheduled on September 3, 2013, to allow citizens an opportunity to provide input on the proposed budget. The proposed budget will be presented to the City Council for final approval on September 17, 2013. Any questions or requests for additional information should be directed to Adrienne Lothery, strategic services manager, at 817.503.1112 or by email to alothery@colleyville.com.



BUDGET DEVELOPMENT

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

The budget-building process included four key components:

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

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

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

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

BUDGET OVERVIEW

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

Financial Summary

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

<i>Fund Type</i>	<i>Proposed FY 2014</i>	<i>Adopted FY 2013</i>	<i>Change</i>
General	\$21,533,967	\$20,444,340	\$1,089,627
Drainage	\$ 873,519	\$ 867,192	\$ 6,327
Utility	\$13,176,572	\$12,315,772	\$ 860,800
Debt Service	\$ 1,685,797	\$ 2,296,446	(\$ 610,649)
Total:	\$37,269,855	\$35,923,750	\$1,346,105

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

<i>Fund Type</i>	<i>Number of Days</i>	<i>Amount</i>
General	192	\$10,766,194
Utility	188	\$6,358,420

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

Issues and Challenges

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

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

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



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

Priorities and Fiscal Year 2014 Focus

With this budget, staff recommended allocating resources according to the priorities of our citizens and City Council, while maintaining the conservative fiscal approach that has allowed Colleyville to attain and maintain an AAA bond rating. The service delivery plan maintains or enhances the programs and services identified by our citizens as priorities. The overall focus of the fiscal year 2014 budget is to deliver “sustainable government,” one of the five strategic points adopted by the City Council.

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

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

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



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

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

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

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

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

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

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



- Capital Equipment Replacement Fund: An internal service fund to account for funding for, and acquisition of, the City's vehicles, maintenance equipment, and computer equipment – a governmental fund type.
- Drainage Utility Fund: Accounts for all the activities required for the management of storm water drainage – a proprietary fund type.
- Court Technology Fund: Accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court technology fee imposed on convictions on cases adjudicated in the Court – a governmental fund type.
- Court Security Fund: Accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court – a governmental fund type.
- Strategic Initiatives Fund: Accounts for financial resources to be used with the City Council's authorization for programs and projects linked directly to the City's strategic plan – a governmental fund type.
- Colleyville Crime Control and Prevention District (CCCPD): Accounts for the City of Colleyville Crime Control and Prevention District formed to act on behalf of the City for financing the development of crime control throughout the City.
- Colleyville Economic Development Corporation (CEDC): Accounts for the use of bond proceeds and sales tax revenues for municipal park improvements, the purchase of land and equipment for additional neighborhood parks, and for the construction of a community center and library. Consistent with state law, some funds may be allocated by the board of directors for promotional efforts for special events and marketing.
- Voluntary Library Fund: Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support library activities.
- Voluntary Park Fund: Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support park activities.
- Colleyville Tax Increment Financing (TIF) District: Created in 1998, the primary goal of the district is to encourage quality commercial development in the city by using ad valorem revenues from property value growth since the creation of the district, within the district for infrastructure improvements and economic development.

BUDGET STRATEGY

In preparing this budget, the primary goal was to achieve the identified objectives that maintain and improve services for citizens. The 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. Staff used the City Council's strategic points as the primary guide:



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

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

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

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

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



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

General Fund

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

Colleyville Economic Development Corporation (CEDC)

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

Strategic Initiatives Fund

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

FOSTER EXCELLENCE IN CORE SERVICE DELIVERY

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

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



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

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

General Fund

- Training for building inspection staff - \$6,770
The State of Texas requires rigorous training for building inspectors and building officials to ensure that those professionals are able to identify safety or construction problems. New training requirements relating to irrigation, medical gas, and fire protection are addressed with this additional funding, as well as training on the 2011 National Electrical Code and plan review.
- Reclassifications – no additional cost
Several reclassifications were made during 2013, including reclassifying a stormwater manager to a development engineer, a senior engineering technician to administrative support technician, and an equipment operator to a construction inspector. These changes will improve service levels provided by Community Development and Public Works, as mentioned above.
- New construction inspector position – funded from Capital Project budgets
With the increase in funding for capital projects comes a commensurate requirement for project inspection. With the State Highway 26 projects (utility relocations and reconstruction), numerous development projects, and a more



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

- New plans examiner position - \$63,225
The plans examiner position is a much-needed addition to the current community development staff. The current workload far exceeds the capacity of the current staffing level, and an increase in development activity is anticipated for the foreseeable future. This position will perform a variety of tasks involved in reviewing plans for compliance with the City Code of Ordinances, Land Development Code, and Building Code; perform building inspections in a backup capacity; and respond to and direct calls from citizens, contractors, and tenants regarding code compliance and building permits. The performance target for plan reviews is for residential plan reviews to be completed in five days or less and for commercial plan reviews to be completed in ten days or less, 75% of the time. Actual achievement of this goal for fiscal year 2013 is projected to be 40% for residential plan review and 45% for commercial plan review. This type of delay has been consistent since development staffing was reduced.
- Three new firefighter/paramedic positions - \$240,366
This budget includes funding to hire three additional firefighter/paramedic positions. These positions fulfill previous commitments to implement the fire staffing plan, which provides for full operational staffing by October 2014 (fiscal year 2015). The plan calls for the addition of three firefighter/paramedic positions in both fiscal year 2014 and 2015 to achieve full operational staffing. These three positions will add one additional staff member to minimum operational staffing for each shift.
- Police Property Room Clerk - \$46,478
A new position has been included in the Police Department to provide oversight of thousands of pieces of evidence and property handled by the department. Many criminal cases, and prosecution of the offenders involved, rely heavily on the ability to properly control and maintain evidence. A dedicated property room clerk will provide day-to-day operation of the property room and will give the department an accountability system that is not currently in place.
- Collaborative Adaptive Sensing of the Atmosphere (CASA WX) Project - \$3,000
An additional \$3,000 has been included in the fiscal year 2014 budget for the CASA WX project. Cities across the region are working together to install and operate technology to provide real-time, detailed mapping of weather events in

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

Utility Fund

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

Debt Service

Ambulance replacement - \$44,621

Second-year funding for replacement of the front line ambulance through a lease purchase plan is included through the Debt Service Fund. The total cost of the ambulance was \$209,425, which will be paid over a five-year period.

Colleyville Crime Control and Prevention District (CCCPD)

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

- One new police officer position- \$36,975
The addition of one new police officer position is included in the fiscal year 2014 budget, to be funded from the Colleyville Crime Control and Prevention District (CCCPD) Budget. This position is to be added mid-year and will support the City Council's commitment to adding one new police position over each of the next four fiscal years.
- Vehicle replacements- \$230,600
Funding for replacement of four marked police vehicles and one unmarked police vehicle is included in the fiscal year 2014 CCCPD budget. The Police Department conducted a comprehensive analysis of department vehicle needs and was able to reduce the overall size of the fleet by six vehicles through more efficient distribution of resources. The new fleet management plan for the police department calls for retaining patrol vehicles for a period of three years and replacement of five vehicles annually, which is consistent with the funding available in the CCCPD budget and provides for long-term sustainability of the police fleet.

PROTECT AND PRESERVE COLLEYVILLE'S NEIGHBORHOODS

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

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

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

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

General Fund

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



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

- Street maintenance - \$500,000 (one-time expenditure)
Based on data collected in the 2011 pavement maintenance survey and the analysis done by staff, it has been determined that to maintain the city's street system at its current level of service, it would be necessary to spend approximately \$2,700,000 annually on street maintenance. This amount does not include capital projects that result in reconstructed streets. At this time, there is currently \$2,400,000 budgeted annually for street maintenance. An additional \$300,000 is needed annually to fully fund the street maintenance program. The fiscal year 2014 budget includes a one-time commitment of \$500,000 for street maintenance to make progress toward that goal.
- Pavement Condition Assessment – \$35,000
Unused funds identified in the fiscal year 2013 budget have been used to fund an updated pavement condition assessment in the current fiscal year. This funding was originally requested in the fiscal year 2014 budget.
- Sidewalk repair – \$50,000
The proposed budget maintains funding for the repair and maintenance of sidewalks, helps ensure pedestrian safety, and enhances Colleyville's "walkability" factor. Funding in the amount of \$50,000 is recommended for ongoing maintenance. This is in addition to escrowed construction funds for neighborhood districts, as approved by the City Council in November 2008.
- Traffic Signal Maintenance Contract – \$46,000
Additional funding has been included in the fiscal year 2014 budget for maintenance of the two traffic signals owned and operated by the City, as well as maintenance of the 22 school zone flashers and 10 Opticom sensors attached to various signals. By providing an annual maintenance contract for these systems, preventive maintenance will be ensured and repairs will be completed more quickly. Properly maintaining the systems will improve overall operational readiness and reduce the cost of system maintenance in the long-term.

Utility Fund

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



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

- Water and wastewater renewal program - \$250,000
As part of the City's focus on long-term infrastructure needs, the fiscal year 2014 budget provides funding for proactive replacement of City water and sewer lines, valves, pumps, lifts, manholes, inlets, and other materials used in the delivery of potable water to and the removal of sewage from Colleyville homes and businesses. This investment is utilized as one of the funding sources of the CIP.
- VueWorks Conference - \$1,380
VueWorks work order and asset management system was implemented in fiscal year 2013 and most maintenance activities performed by the Public Works Department are now being tracked. There are several modules available in VueWorks that require additional training to allow the department to fully utilize the program.

Drainage Fund

- Drainage renewal program - \$40,000
The fiscal year 2014 budget also provides funds for proactive replacement of the city's drainage and stormwater infrastructure. The amount proposed represents an increase of \$15,000 over the \$25,000 that was budgeted in fiscal year 2013 for infrastructure renewal.
- Colleyville Clean Sweep - \$12,000
Staff recommends continuation of the household hazardous waste collection program and the Clean Sweep annual collection with \$12,000 from the Drainage Fund and a conversion of solid waste franchise revenue in the amount of \$15,000, for total program funding of \$27,000. In future years, it is incumbent upon the City to measure the sustainability of these options based on overall usage and cost.

DELIVER SUSTAINABLE GOVERNMENT

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



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

- *Municipal Court:* In fiscal year 2013, Colleyville and Keller broke new ground as the first Texas cities to consolidate their municipal court operations. The combined court operation, located at the Colleyville Justice Center, has been projected to save Colleyville \$57,188 annually.
- *Animal Control:* In fiscal year 2013, Colleyville and Southlake consolidated animal control and shelter services with Keller, a change that resulted in improved animal services in all three communities, reduction of redundancy in operations, better utilization of building and technical resources, increased training time for employees, sufficient staffing for dedicated shelter and adoption personnel, and improved compliance with state and national standards for the humane treatment of animals. An additional \$30,065 is included in the fiscal year 2014 budget for the interlocal agreement to provide for Colleyville's share of the capital cost of an expanded animal shelter facility in Keller.
- *Public Safety:* Continuation of funding for the regional communications and jail services is included in fiscal year 2014 through a multi-year interlocal contract with Keller and Southlake. This funding budgeted for fiscal year 2014 increased by \$14,017, which reflects Colleyville's proportionate cost of the interlocal contract. Additionally in fiscal year 2011, Tarrant County 9-1-1 leased the Colleyville Communications Center as a permanent backup site, which created additional revenue. Tarrant County 9-1-1 also will keep the facility up to date with the latest technology. Funding is provided to meet the contractual obligations for fire response in the Bedford Response Area, a contract that will expire in September 2015.
- *Northeast Fire Department Association (NEFDA):* This association of 14 cities in Northeast Tarrant County provides resources, support, and staffing for emergency events such as a water rescue, HAZ-MAT incident, or an incident involving an explosive device. The cities each contribute financially to maintain and replace equipment or apparatus needed to respond to these situations. The funding budgeted for fiscal year 2014 increased by \$11,377 for capital equipment replacement.
- *Public Safety:* Colleyville will continue participation as a member city in Tarrant County's NETCO radio consortium. In 2012, the NETCO consortium commenced an upgrade to our 800MHz Trunked Radio System to Project 25 (P25) capability. The P25 conversion included all radio equipment (i.e., towers, consoles, portable radios, and handheld devices). NETCO member cities will continue to contribute to the consortium for future maintenance and system enhancement costs.

- *Street Overlay:* To maximize street maintenance activities, the City will continue partnering with Tarrant County for county labor resources for street maintenance. For these projects, the City only provides funding for materials. The county has specialized street overlay capabilities and has shown a strong interest in providing assistance to our maintenance program.
- *Teen Court:* Colleyville partners with Grapevine, Keller, and Southlake to operate the Metroport Teen Court. The program is managed by the City of Southlake. The fiscal year 2014 CCCPD provides funds for our continued participation in this program in the amount of \$33,750, one fourth of the total annual program cost.
- *Elections:* Staff recommends continuation of the contract with the Tarrant County Elections Administration Department to conduct local elections at an annual cost of \$7,000. The efficiency and expertise provided by the county enhances the quality of the electoral process available to our citizenry.
- *Tax Assessment and Collection Services:* The City will continue the agreement with the Grapevine-Colleyville Independent School District (GCISD) for tax collection services, as well as use of recreational facilities to maximize our operating budget.
- *Economic Development:* The City will continue partnering with the North Central Texas Council of Governments (NCTCOG) to host a website offering property information in support of our economic development efforts. Infrastructure information, mapping capabilities, and property information is provided on the site. Contracting services for GIS-related mapping information for aerial photography with the NCTCOG for public works and economic development will also continue.

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

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



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

- **Market adjustments - \$237,722**
Employees currently earning below the new minimum salary of their position's pay range are proposed to receive a market adjustment, not to exceed 10 percent, in fiscal year 2014. If an employee is currently earning more than 10 percent below the new minimum salary, he/she will receive the adjustment over the next two to three fiscal years so that an individual's pay increase does not exceed 10 percent in any given year. The additional funding for market adjustments includes benefits and is the amount necessary for all funds. Year two and year three implementation costs for moving all employees to the minimum of the new range are currently projected to be \$72,063 and \$2,766, respectively. As these figures represent a snapshot in time, these figures are subject to change as the market changes in the future.
- **Performance-based merit increases- \$177,278**
Employees hired prior to October 1, 2013, will be eligible for a mid-year performance-based merit increase in fiscal year 2014 based on good and high performance. The percentage increases will vary based on performance and will not exceed five percent. Employees receiving a market adjustment of five percent or more are not eligible for the performance-based merit increase. The additional funding for performance-based merit increases includes benefits and is the amount necessary for all funds.
- **Comprehensive performance management program**
Performance management is a critical element of managing and rewarding the workforce to ensure goals are consistently met in an effective and efficient manner. A new performance management system will be implemented in fiscal year 2014 to better assess operational efficiency and create greater accountability. Performance-based merit increases in mid-fiscal year 2014 will be predicated on employee performance under the comprehensive performance management program. The new system will include more meaningful tools and a streamlined process to document employee goals, expectations, and performance to reinforce alignment of City services with citizen expectations as it pertains to the organization's standards today.
- **Employee insurance benefits**
Employee insurance benefits include medical, dental, life, accidental death and dismemberment, long-term disability, and COBRA, insurance, as well as flexible spending account and health reimbursement arrangement administration. The City continues to exhibit a substantial commitment to employee benefits by funding employee medical insurance at a base of 80 percent and up to 100 percent with wellness participation. Dependent insurance is at a base of 56.075 percent and up to 76.075 with wellness program participation. This tiered

structure for health insurance subsidies has proven to be an innovative approach to addressing increasing healthcare costs, while providing a benefit for employees that allows the City to maintain a competitive benefit position among its peer cities. The wellness initiative is designed to improve employee health and is trending favorably in the long-term due to reduced utilization of the medical plan.

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

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

- **Texas Municipal Retirement System (TMRS)**
The City is committed to ensuring the retirement benefit offered to employees is both affordable and sustainable. The City's current plan design includes funding for participation in the TMRS program at a contribution rate of 7.00 percent (annualized 7.045 percent), down 2.56 percent from the current annualized rate of 7.23 percent. For the current actuarial period, the City has no unfunded liability.
- **Personnel Policies and Procedures Manual**
In fiscal year 2014, with input from an appointed employee committee, staff will complete the comprehensive update of the Personnel Policies and Procedures Manual. This includes reviewing and updating current policies and developing new ones. Training will take place to inform all employees of the changes.

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

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



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

- Laserfiche integration project - \$29,000 (one-time expenditure)
The Laserfiche Integration Project will provide for integration with both the CRW (development) and CRIMES Software. Integration will allow for documents generated from these software programs to be directly stored in Laserfiche, as well as additional workflow capabilities that will help to automate currently paper intensive processes.
- Digitizing documents to Laserfiche - \$49,850 (one-time expenditure)
In fiscal year 2014, staff would contract with two clerical personnel for approximately six months to begin digitizing documents currently located in storage. After the six-month time period, staff can develop an annual program determined by the amount of work accomplished in the initial six-month timeframe. This project begins working toward the goal of transitioning all City documents into a digital form.
- Replacement of GIS Licensing with Enterprise Licensing - \$15,100
By providing an enterprise license for GIS, each department and internal working group would realize benefits from accessing a common platform for operational data by leveraging maps to support work and analyses. Multiple users would be able to simultaneously edit GIS datasets, making it possible to integrate with other information systems in real time. An enterprise system also provides additional capability for external communication to customers and citizens.
- Replacement of desktop computers - \$15,000
Funding has been included for replacement of 42 desktop computers with “thin clients” for employees. This is a part of the City’s regular computer replacement schedule, which calls for replacement of desktop computers every four years. All desktop computers are anticipated to be replaced with “thin clients” by fiscal year 2017.
- Replacement of laptop computers - \$55,000 (one-time expenditure)
Laptops are scheduled to be replaced every four years. Funding has been included in the fiscal year 2014 budget to replace those laptops that are due for replacement in the next 12 months.
- Replacement of ToughBook computers - \$11,000 (one-time expenditure)
Funding is included in fiscal year 2014 budget for replacement of ToughBooks with iPads. With iPads available for significantly less cost than a ToughBook, staff will be provided an iPad to conduct necessary City business and complete reports in the field.
- Off-site back-up system project– \$44,000 (one-time expenditure)
All back-up systems for the City will be replaced in fiscal year 2014. The current back-up systems were purchased prior to 2004 and are not consistent with

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

- Additional cameras at City buildings - \$35,400 (one-time expenditure)
To enhance current security levels, cameras will be installed at key locations in City Hall and the Senior Center, such as the breezeway between City Hall and the Library, parking areas, and ports of entry.
- Replacement of wireless system - \$21,000 (one-time expenditure)
The wireless system used in all City buildings is currently six years old and requires replacement. There are currently two main wireless networks available in city buildings, one for public access and one for staff access. The system hardware that supports these networks will be replaced with current technology.
- Additional software maintenance and support costs - \$34,464
The information services program contains funding for maintenance and support of software used in all City departments. As previously stated, staff relies heavily on technology to support a lean workforce, while maintaining a high level of service. The costs related to software, typically in the form of maintenance agreements or support contracts, increase annually. The more significant increases contributing to the \$34,464 in total additional cost are \$9,395 for support of the new Munis financial software, \$3,499 for the VMWARE support contract, \$3,139 for Nexus Viewer maintenance, and \$8,950 for HP Blade support.
- Laserfiche Enterprise Rio License - \$4,795
Laserfiche was upgraded in fiscal year 2013. Going forward, there will be an annual maintenance support fee, which has been included in the fiscal year 2014 budget.
- Training for GIS personnel - \$6,725
Additional training has been included in the fiscal year 2014 budget to maintain the capability of the City's GIS program. As software platforms and technology platforms change, it is imperative that staff remains abreast of these issues.
- Networkfleet GPS monitoring service - \$10,200
While not directly a part of the information services program budget, this technology enhancement for City vehicles enhances management of the fleet. The web-based tracking and monitoring system was tested as a pilot program in fiscal year 2013 and has aided in reducing fuel expenses, maintenance costs, and emissions. The system provides GPS location data used for crew location information or even stolen vehicle recovery. The annual cost represents \$25 per month, per vehicle, and is distributed as a \$4,200 cost to the General Fund, \$4,500 to the utility fund, and \$1,500 to the Drainage Fund.

- Field Connectivity for Public Works Staff - \$4,800
Funding for three tablet devices and aircards has been included for use by both wastewater and utility support employees in the fiscal year 2014 Utility Fund budget. This will allow staff to access VueWorks, the web-based public works asset management software, from the field and increase overall staff efficiency.
- Venue Mapper software for Colleyville Center - \$1,400
Software used for designing event floor plans is outdated and does not allow for real-time design updates when clients call in with changes. The Social Tables Venue Mapper software will reduce staff time required to design the diagrams for events and improve customer service in terms of turnaround times for approval of room layout.
- Event booking software for Colleyville Center - \$6,500
The current event booking software used by the Colleyville Center is dated and does not allow for real-time calendar updates or the mobility that a web-based program would provide. New software will provide a simplified booking process, streamline paperwork, and allow for remote access from any device with internet access.

Technology Items Funded from Fiscal Year 2013 Available Funds:

- Camera Replacements- \$40,400 (one-time expenditure)
The security cameras at the library and the public works building have reached the end of their useful life and are in need of replacement. Unspent funds in the fiscal year 2013 budget have been identified to fund these replacements.
- AV replacement at the Justice Center and EOC - \$65,000 (one-time expenditure)
Unused funds in the Police Department fiscal year 2013 budget have been committed for replacement of audio-visual equipment in the Justice Center and Emergency Operations Center (EOC).
- Interview Room Camera and Equipment Replacement - \$40,000 (one-time expenditure)
Updated cameras and equipment will be installed in the police interview rooms to implement the best practices recommended by the Tarrant County District Attorney's Office. Utilizing the latest technology will enhance the City's partnership with the District Attorney's office.

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

- Replacement of vehicles and capital equipment (General Fund) - \$242,000
The fiscal year 2014 budget includes a transfer from the General Fund to the Capital Equipment Replacement Fund, for which \$31,000 is designated for replacement of servers, and \$211,000 is designated for the replacement of vehicles and equipment utilized by programs accounted for in the General Fund.
- Replacement of vehicles and capital equipment (Utility Fund) - \$81,100
This funding has been budgeted for replacement of vehicles and capital equipment that are utilized by programs accounted for in the Utility Fund.

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

- Contract for disposal of fluorescent light bulbs - \$10,000
This funding will be used to fund an annual contract to provide for pick up and proper disposal of fluorescent light bulbs, ballasts, and any other hazardous materials that are used in City facilities. The contractor would provide the required documentation certifying the type and quantity of the materials that were disposed of to satisfy new EPA regulations to prohibit disposal of these materials in landfills. As these EPA requirements are new, this funding is for a service not currently provided.
- Maintenance of parking lot gates at the Justice Center - \$3,000
The proposed budget includes additional funding for an annual maintenance contract for the parking lot gates at the Justice Center. The gates are activated many times per day, causing significant wear and tear. Utilizing a maintenance contract to service and maintain the gates is a cost-effective and efficient way to manage the maintenance of the gates, as opposed to calling a vendor each time repairs are needed.
- Increases to current contracts administered by Building Services - \$19,313
As is typical with prices for most goods and services, the cost increases from year to year to accommodate inflation and/or increased cost of materials or labor. The Building Services program currently administers a number of contracts that will experience a price increase in fiscal year 2014, including boiler inspections and maintenance, pest control, HVAC maintenance, floor and carpet cleaning, janitorial service, window cleaning, and fire inspections. The additional funding included in the fiscal year 2014 budget serves to maintain the current service level.

- Redundant HVAC unit for the Justice Center Data Center - \$25,000 (one-time expenditure)
Purchasing a redundant HVAC unit for the Justice Center Data Center allows back-up cooling capabilities if the primary unit fails or is out of service. It is imperative that servers and other hardware in the data center function in a room with cool temperatures if the equipment is to operate properly and if the financial investment made in the equipment is to be protected.
- City Hall/library emergency lighting - \$10,582 (one-time expenditure)
The emergency lighting in City Hall and the library has reached its projected useful life of 10 years and the ballasts are beginning to fail. To provide a safe environment, the emergency lighting will be replaced.
- City Hall/library boiler pumps and motors - \$13,560 (one-time expenditure)
The pumps and motors for the boiler have reached the limit of their design life, which is 10 years, and need to be replaced before they fail and cause City Hall or the library to be without heat.
- Justice Center fire alarm system - \$12,396 (one-time expenditure)
A recent study was conducted to evaluate life, safety, and building deficiencies in the Justice Center. This request will bring the fire alarm system into Uniform Building Code and National Fire Protection Association compliance.
- Justice Center VAV boxes - \$4,721 (one-time expenditure)
The variable air volume (VAV) boxes at the Justice Center are failing and require replacement. These boxes are a component of the HVAC system.
- Seal exterior building openings at the Justice Center - \$6,000 (one-time expenditure)
Sealing the exterior building openings at the Justice Center will keep small animals out of the attic space. Normal wear and tear and settlement requires buildings to be sealed on an as-needed basis to prevent small animals from chewing electrical and data wiring and eating insulation, causing damage to a critical operational facility.
- Redundant HVAC unit for the City Hall data center - \$7,580 (one-time expenditure)
Purchasing a redundant HVAC unit for the City Hall data center allows for back-up cooling capabilities if the primary unit fails or is out of service. It is imperative that the servers and other hardware in the data center function in a room with cool temperatures if the equipment is to operate properly and if the financial investment made in the equipment is to be protected.
- City Hall and library fire alarm system - \$33,488 (one-time expenditure)
A recent study was conducted to evaluate life, safety, and building deficiencies in City Hall. This request will bring the fire alarm system into Uniform Building Code and National Fire Protection Association compliance.

- City Hall and library concrete steps and handrail - \$33,832 (one-time expenditure)
The concrete steps in front of City Hall and the Library are failing and need to be replaced as they constitute a tripping hazard. In addition, the handrails have been broken and repaired several times and require replacement.
- City Hall exhaust fan - \$7,500 (one-time expenditure)
The exhaust fan on the third floor in City Hall (near the kitchen) requires replacement. The current exhaust fan does not provide for an adequate amount of air changes and creates more noise than is acceptable.
- Dumpster enclosures - \$8,000 (one-time expenditure)
In order to be in compliance with the current code, funding has been included to improve the screening around the dumpsters behind City Hall.

BRAND COLLEYVILLE WITH A UNIQUE IDENTITY

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

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

General Fund

- Additional funding for a technical services librarian - \$14,815
Additional funding has been added to convert the hours worked by one of the technical services librarians on a contractual basis to a true part-time City employee. This position had previously been funded on a contractual basis through the state-funded Loan Star Library Grant, but this funding has been reduced and ultimately eliminated over the last few years.
- Training for library staff - \$4,598
The proposed budget provides additional funding for attendance at several conferences and training opportunities for the library director and library staff. These training opportunities allow staff to keep current in the latest development in library services and to identify opportunities to either increase efficiencies or improve services to library patrons.



- Maintenance of railroad rights-of-way - \$35,000
In order to construct the Cottonbelt Trail in the right-of-way belonging to Dallas Area Rapid Transit (DART) and operated by the Fort Worth and Western Railroad (FWWRR), the City was required to execute a licensing agreement that required it to maintain the railroad right-of-way, including mowing, tree trimming, debris removal from the Big Bear Creek bridge, and other specified maintenance tasks. In order to work in the railroad right-of-way, it is necessary to hire a “flagger” at the rate of \$800 per day. This funding allows staff to hire a vendor approved by the FWRR to perform the required maintenance work.
- Grounds maintenance mowing contract - \$3,360
Additional funding for the grounds maintenance mowing contract provides for maintenance of grounds adjacent to City monument signs. There are seven locations with monument signs; this funding adds the remaining four locations to those maintained by the City’s contractor and includes mowing, trimming, and edging of the property.
- Tree falling and removal at Nature Center - \$10,000 (one-time expenditure)
Funding is included in the fiscal year 2014 budget for removal of certain trees at the Nature Center that have been identified as either threats to citizen traffic areas or to private property.
- Ground maintenance horticulture maintenance contract cost increase - \$5,392
The current contract with the grounds maintenance mowing contractor includes an option to request additional funding not to exceed the standard Consumer Price Index (CPI) for the DFW Metropolitan area for the past 12 months. Additional funding addresses the anticipated request by the contractor to recover rising fuel and fertilizer costs.
- Street lighting cost increase - \$18,720
Part of Colleyville’s unique identity includes adequate street lights. The cost of electricity for street lights has increased and the budgeted amount has not been adjusted in several years. The additional funding provides the amount necessary to continue providing street lighting at the current service level.
- Motion picture licensing for senior center - \$305
Funding for motion picture licensing has been included in the fiscal year 2014 budget in order to provide an enhanced level of service to include the ability to show movies to patrons of the Senior Center.

CEDC and Voluntary Park Fund

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



accommodate larger, revenue driving business and community events at the Center with development scope and funding to be determined by the City Council.

- Design of renovations to the Senior Center - \$125,000
The design of renovations to the Senior Center is included in the CEDC proposed budget to implement recommendations from a study currently in progress. The study considers future use, programs, and renovations of the Senior Center, and is a fiscal year 2013 CEDC funded project.
- Trail system investments - \$545,000
The proposed 2014 CEDC budget includes the carry forward of funding for incomplete projects- completion of Pleasant Run Trail right-of-way acquisition and construction (Bogart to Mission). Funding is also included for improvements at the Cotton Belt – LD Lockett Park Trailhead.
- City Park landscape and amenities - \$175,000
Funding has been included in the fiscal year 2014 CEDC budget for updates at City Park. The park opened in 1998 and is in need of improvements that provide for more efficient irrigation, lower water use landscaping, and updates of dugout and spectator areas.
- Laser grading of baseball and softball fields at City Park - \$30,000
Over time, ball field clay and conditioner is displaced from field skinned areas by players, daily maintenance, and weather to the adjacent turf areas. Additional funding has been included in the fiscal year 2014 budget from the Voluntary Park Fund to provide field leveling, or laser grading, on a three year rotation.

ITEMS NOT FUNDED IN FISCAL YEAR 2014

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

- **Street Reconstruction - \$2,400,000**
Colleyville has 43.5 miles of unimproved (no curbs and open ditches for drainage) asphalt streets. The majority of these streets are arterial or collector streets carrying the majority of the city's traffic. The cost to reconstruct these roads to current standards is approximately \$75 million in 2013 dollars. Based on the previously proposed target of eliminating all unimproved roads in Colleyville during the next 25 years, an additional \$3 million is need each year to fund reconstruction. Because some of these streets are eligible for TIF funding, an additional \$2.4 million is needed annually from other funding sources, such as the General Fund.
- **ESRI training for the building official - \$3,775**
Funding has been requested for the building official to attend ESRI-GIS I & II Training. The training would enhance the building official's ability to research information, such as a property's zoning type, lot size, property ownership, utility locations, etc., that require the use of a GIS-type program.
- **Graduate Intern - \$11,040**
A graduate-level intern would provide professional support to all City departments, including providing analysis, completing studies, supporting departments to achieve citywide goals, and assisting with special projects. As current staff members manage already full workloads and lack the capacity to take on work related to new projects or initiatives, the addition of an intern would provide needed higher-level professional support at a lower cost than that of an additional full-time employee. A graduate internship program would also provide the ability to attract additional professionals to the city and identify individuals that could be excellent future employees.
- **Agency agreement funding for Save Haven - \$1,000**
Safe Haven, a non-profit organization providing shelter, case management, counseling, legal services, and support groups to victims of domestic violence, has requested an additional \$1,000 from the City, for total funding of \$2,000 annually. Colleyville currently supports Safe Haven at the \$1,000 level. No additional justification regarding utilization of these services by Colleyville residents has been provided by the organization.
- **Outgoing BCC member recognition/meeting items - \$2,600**
Additional funding for recognition of members of City boards, commissions, or committees was requested for an annual reception or other recognition for the service provided by these individuals.
- **Human resources coordinator - \$75,000**
In order to provide adequate support regarding recruiting, hiring, organizational development, performance management, and training, the addition of a human resources coordinator is requested. This position would be responsible for providing advanced support of human resources functions, including targeted recruiting and hiring, training and development, special projects and research,

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

- **CRW website Upgrade - \$5,000**
An upgraded website interface is available through CRW that would provide a more modern visual display and would also be accessible from iPad devices. The upgrade was not recommended for inclusion in the fiscal year 2014 budget as the enhancements are more cosmetic in nature and the primary beneficiaries of the more user-friendly interface would be staff as opposed to external customers. When compared to other funding requests, this request ranked lower in priority.
- **CRW software upgrade - \$45,000**
A new version of the current CRW software is available, which would transition the current software to a web-based program that would not require software to be installed on City computers. The program could be accessed from anywhere with internet capabilities, ultimately allowing access from the field.
- **Colleyville Center technology upgrades - \$187,907**
To provide the most up-to-date technology for customers renting space at the Colleyville Center, additional funding was requested to offer enhanced capabilities, with the intention of attracting more business customers. A number of existing technology components were replaced in 2010; items in this request were for a service level above and beyond that which is currently provided. Technology improvements would include an enhanced audio and visual system in the stage and large hall area, enhanced receiver, speakers and controls for the small meeting room, speakers in the outdoor patio areas, video conferencing capabilities, and a portable interactive smartboard.
- **Installation of fiber for the City - \$395,000**
The City currently leases fiber to provide connectivity between buildings. By installing City-owned fiber, the cost for the current lease could be eliminated. It is anticipated that, based on the current amount of fiber used by the City and the fact that the amount used increases substantially each year, costs for the leased fiber will also continue to increase. Installation of City-owned fiber could be broken into phases. Phase 1 would connect City Hall and the Justice Center, at a cost of \$237,000. Implementation of Phase 1 would reduce leased fiber costs (approximately \$55,000 per year) by \$16,800. Additional phases would connect the central fire station and the public works building with the Justice Center, at a cost of approximately \$79,000 for each.
- **Citywide digital signage platform - \$105,000**
The addition of a citywide digital signage platform would enhance communication to citizens at key buildings including the library, City Hall, Justice Center, the Colleyville Center, the Senior Center, fire stations, and the public works building. This will also enhance communications to employees by placing

screens in employee areas of City buildings. A total of 25 digital signs are included in the proposal. The digital signs could provide information such as the programs offered that day at the library or Senior Center, or other items that would be helpful to communicate.

GENERAL FUND

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

Revenues

Major revenue considerations in the proposed General Fund budget include:

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

Property Tax

The main source of income for the City is property taxes, accounting for 55 percent of our total revenue. The biggest budgetary issue in preparing an annual budget is the setting of the property tax rate. Once the roll is received in late July, the tax rate is determined by the debt rate needed to pay for the City's bonded indebtedness and funds needed for maintenance and operation funding in the General Fund.

The Tarrant Appraisal District has certified Colleyville's property valuations for 2013 at \$3,909,272,694 (\$3,847,268,162 in certified value and \$62,004,532 in pending appeals and incomplete valuations), and includes \$98,382,931 in new construction. This represents an increase of \$117,565,834 (3.10%) over the current year's taxable valuation of \$3,791,706,860, per the September 1, 2012 certified values. The value of existing property on the tax roll is \$3,810,889,763, representing an increase of \$19,182,903 (0.51%) over the current year's taxable valuation. The total taxable value includes TIF zone property, which has a combined taxable value of \$254,552,139 (TIF Zone #1 adopted in 1998- \$254,036,083 and TIF Zone #1A adopted in 2012- \$515,308) and includes \$5,721,554 in new construction. The final TIF value is subject to change, as \$4,875,712 in valuation is still under appeal. This represents an increase of \$3,343,649 (1.33%) over the current year TIF valuation of \$251,208,490.



In 2003, the City Council increased the over-65 property tax exemption to \$65,000 and approved the senior property tax freeze in 2004. The loss in property tax revenue from the over-65 property tax exemption for 2014 is projected to be \$400,645, combined with the loss of revenue for the senior tax freeze of \$151,399. Currently, 18.62 percent of all residential property tax accounts are frozen.

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

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

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

Budget Year	Average Residential Property Value	Property Tax Rate	Average Property Tax Payment
2010	\$398,957	\$0.3559	\$1,419.89
2011	\$397,472	\$0.3559	\$1,414.60
2012	\$396,817	\$0.3559	\$1,412.28
2013	\$397,889	\$0.3559	\$1,416.09
2014	\$406,040	\$0.3559	\$1,445.10

Sales Tax

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

Licenses and Permits

Building related revenue remains relatively consistent with the fiscal year 2013 budget. The fiscal year 2014 budget includes a 1.8 percent increase over the fiscal year 2013 adopted budget. Activity has returned to pre-recession levels beginning



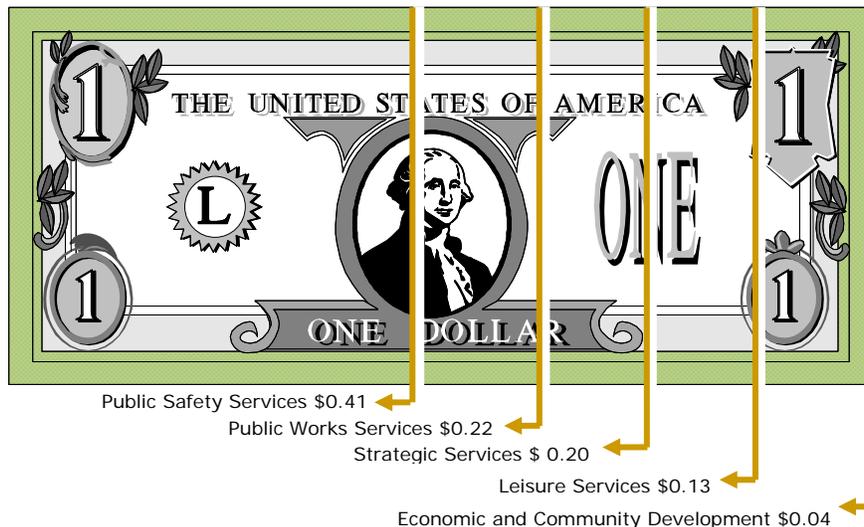
in fiscal year 2012. Based on current interest rates and the number of lots that have been approved or are under construction, staff anticipates that the current rate of construction of new single family residential homes will continue for the near future. There are also commercial developments and redevelopments anticipated for fiscal year 2014.

Intergovernmental Revenue

Intergovernmental revenue includes the annual payment from the City of Keller as a result of the municipal court consolidation in the amount of \$217,967. Keller is paying 45.9% of the total municipal court cost based upon their percentage of total citations issued by both cities. There is also a small reimbursement of administrative fees and building costs included in the payment.

Expenditures

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



UTILITY FUND

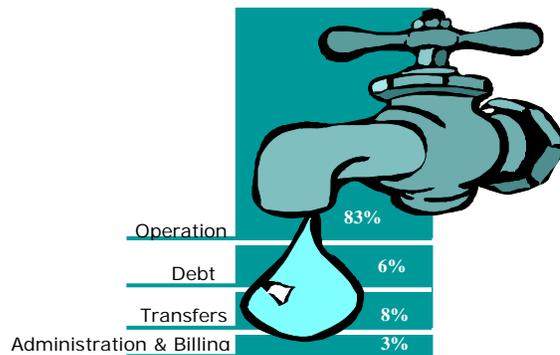
The Utility Fund is a proprietary fund structured and operated as a stand-alone business or enterprise. For budgeting purposes, the fund segregates the operating expenses and debt service in an accounting fashion similar to the General Fund. In accordance with Generally Accepted Accounting Principles (GAAP), this fund uses a full accrual basis of accounting that combines the accounting of long-term assets and liabilities with operating expenses and revenues. As a stand-alone Enterprise Fund, the Utility Fund pays its share of overhead costs as a reimbursement to the General Fund. The fund also makes a franchise fee payment to the General Fund.

Revenues

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

Expenditures

Utility Fund expenditures total \$13,176,572 for the proposed budget. The largest component, 64 percent of the fund, covers the contractual obligation for water and wastewater to the Trinity River Authority (TRA). In an effort to continue a comprehensive program to repair and rehabilitate the utility system, the budget includes funding in the amount of \$250,000 for infrastructure renewal, which is funded through a draw-down of the available cash in the Utility Fund retained earnings. The expenditure increase in the budget from fiscal year 2013 is due primarily to the increase in the cost of treated water and wastewater by TRA, setting aside \$81,100 for the future replacement of vehicles and equipment, and an increase in the amount transferred to the General Fund. The following illustrates the distribution of expenses for the Utility Fund.



DEBT SERVICE FUND

The City budgets for debt service in two separate funds - utility and tax supported debt services. The total fiscal year 2014 debt obligation for tax supported debt is \$1,684,797, a decrease from the fiscal year 2013 total of \$2,296,446. There is a planned drawdown of debt service fund balance in the amount of \$152,666 for the second year repayment of the lease purchase agreement for the towers, consoles, portable radios, and handhelds related to the upgrade of the 800MHz Trunked Radio System to Project 25 (P25) capability, which was entered into in fiscal year 2012. There is declining debt service in the remaining outstanding debt obligations and a refunding of outstanding callable debt occurred in fiscal year 2011. The projected ending fiscal year 2014 fund balance will be in excess of the 90-day reserve needed.

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

Furthermore, the city's bond ratings are evidence of Colleyville's financial strength. In 2009, the City received an upgrade in its general obligation bond rating from AA+ to AAA from Standard and Poor's. Strong tax base growth coupled with a low tax rate, strong financial performance, and substantial cash balances are the primary reasons for the bond rating.

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

The waterworks and sewer system revenue bonds and the drainage system revenue bonds also received a rating upgrade in 2009. Standard and Poor's upgraded the water and sewer utility revenue bonds from AA- to AA+ and drainage utility revenue bonds from AA to AAA. Fitch ICBA also upgraded the drainage system revenue bonds from A+ to AA. Reasons for the upgrades include strong financial operations, growth in service area, adequate water and sewer treatment capacity to meet future demands, and moderate debt ratio with manageable future borrowing plans. These credit ratings for outstanding debt mean the City's bonds are considered to be of superior investment quality, resulting in lower interest payments for the City.

STORMWATER DRAINAGE UTILITY FUND

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

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

The fund is projected to receive revenues of \$944,519 in fiscal year 2014, primarily from the collection of the monthly fee. Annual debt payments for the outstanding bonds comprise \$255,568. In fiscal year 2014, \$40,000 has been allocated for



infrastructure renewal and the remaining funds of \$558,919 fully support six staff positions, partially fund two other staff positions for which costs are split between multiple funds, and drainage projects throughout the city. The drainage bonds require a coverage ratio of 1.25 times annual debt service, approximately \$319,460 annually. Also included is the repayment to the Colleyville Tomorrow Fund for the internal financing of the acquisition of a Gradall excavator in the amount of \$19,032. The acquisition was approved in fiscal year 2012 and the Stormwater Drainage Utility Fund will repay the Colleyville Tomorrow Fund this amount annually during the next five years, which would be the term of the lease if financed externally.

SPECIAL REVENUE FUNDS

The City Council continues to be innovative in evaluating financing options for various City programs. Programs implemented to date include:

Colleyville Tax Increment Financing (TIF) District

The Tax Increment Reinvestment Zone (TIRZ) District, also known as the TIF, was created in 1998. The primary goal of the district is to encourage quality commercial development in the city. The district boundaries predominately occupy property located along State Highway 26, comprising 633 acres of land area. The base value for the district was \$75,821,735 in 1998. Incremental values subsequent to January 1998 are taxed at the City's adopted property tax rate. However, the ad valorem revenues are utilized within the district rather than being allocated to the City's overall budget. Overlapping taxing entities, including Tarrant County College District and the Grapevine-Colleyville Independent School District participate at varying levels in the district by assigning their ad valorem tax dollars. Tarrant County and the Tarrant County Hospital District are no longer participating in contributing to the TIF as their level commitment has already been met. In November 2012, the TIF was amended to expand boundaries to include mostly additional vacant, underutilized land and some commercial property. The additional area added is called TIF #1A, as compared to the original area which is called TIF #1.

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

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



Colleyville Crime Control and Prevention District (CCCPD)

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

Expected revenue from the 0.5 percent special purpose sales tax, use of funds generated from prior years' coverage ratio and related interest income for the proposed budget is \$1,461,712. The budget provides funding for the annual debt on the Colleyville Justice Center, compensation for six police officers, vehicle replacement, and various minor capital items, with total expenditures of \$1,311,714 for fiscal year 2014.

Colleyville Economic Development Corporation (CEDC)

Authority for the corporation is provided by state statute as a 4B corporation. The 0.5 percent sales and use tax approved by the voters in August 1996 has been an important resource in our Capital Improvement Program for community-related facilities. Expected revenue from the special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the proposed budget is \$2,247,560. The CEDC Board will meet in August to approve the proposed budget. Funding provided by this special sales tax has been allocated to community-enhancement initiatives consistent with the authorization of the corporation, including park facilities, the Colleyville Public Library, and Colleyville Center. Consistent with state law, some funds will likely be allocated by the board of directors for promotional efforts for special events and marketing.

Court Technology Fund

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

Court Security Fund

The Court Security Fund receives revenues from the collection of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court. Available funds are spent on security-related expenses for the Court. In fiscal year 2014, this includes funding for bailiff services at various trial settings.

Strategic Initiatives Fund

Resources available in the Strategic Initiatives Fund are to be used with the City Council's authorization for programs and projects linked directly to the City's strategic plan. This fund does not have a dedicated revenue source; any income received is from transfers in from other funds. In fiscal year 2013, \$200,000 was transferred to the Strategic Initiatives Fund from the General Fund. The current



available balance in the Strategic Initiatives Fund is \$495,446 and is intended to be used primarily on economic development incentives. Funds may be allocated at the discretion of the City Council.

Voluntary Library Fund

When voluntary contributions are made to the Library by citizens, those contributions are placed in the Voluntary Library Fund. Contributions are used primarily to support library activities. In fiscal year 2014 the Voluntary Library Fund will pay for library materials, collection development, processing supplies, and library programs.

FUTURE OUTLOOK

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

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

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

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

Colleyville is maturing as a city, which also means an aging infrastructure. One of the highest priorities for the City in this and future years will be to ensure the city's public infrastructure remains sound so the investment our citizens have made in



Colleyville is protected. With a population that has increased by more than 50 percent since the early 1990s, it is imperative that the City plan for infrastructure so that it meets the demands of our residential and commercial population now and in the decades ahead.

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

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

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

CONCLUSION

The City has been consistently recognized throughout the years for its judicious management of financial resources to support an array of services and programs. With a dedicated workforce and a steady and diverse revenue base, the City of Colleyville continues to be in a position to deliver municipal programs and services that bring value to our residents and make Colleyville a desirable location for residents, businesses, and visitors.

In an environment of limited resources, it is imperative that every budget expenditure be measured by the value it provides to citizens and the cost of that value in relationship to other services, and in consideration of whether the City can



sustain provision of any expenditure in future years without jeopardizing necessary services. This budget dedicates resources to continue protection of our neighborhoods; continue work toward optimal staffing of our public safety operations; establish a fair, competitive compensation structure for the City's workforce; leverage technology to improve efficiency and service delivery; and continue the commitment to street and sidewalk repair work. These services will pay dividends in protecting property values and enhancing the unique quality of life enjoyed by Colleyville residents.

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

The 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.

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.

Appreciation goes to the Mayor and City Council for their community leadership and solid financial acumen. I also want to thank the staff Budget Team, including Terry Leake, assistant city manager/chief financial officer; Karen Hines, finance manager; Michelle Reyes, human resources director; and Adrienne Lothery, strategic services manager, for their efforts in building our service plan for 2014.

My special thanks to all City employees who have worked so hard to provide quality services to our citizens and who are committed to the success of our great city.

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

Jennifer Fadden

Jennifer Fadden
City Manager



VISION

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

STRATEGIC POINTS

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

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

Foster excellence in core service delivery

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

Protect and preserve Colleyville's neighborhoods

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

Deliver sustainable government

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

Brand Colleyville with a unique identity

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



		2013 BUDGET	2014 PROPOSED
GENERAL FUND REVENUES			
5101	CURRENT TAXES	\$ 10,825,606	\$ 11,601,451
5102	DELINQUENT TAXES	72,000	70,000
5103	PENALTY & INTEREST	63,000	65,000
TOTAL	AD VALOREM TAXES	\$ 10,960,606	\$ 11,736,451
5201	ONCOR ELECTRIC DELIVERY	840,000	840,000
5202	TRI-COUNTY ELECTRIC	115,000	105,000
5203	ATMOS ENERGY	335,000	305,000
5204	AT&T SERVICES	85,000	83,500
5205	VERIZON/OTHERS	75,000	84,000
5206	GARBAGE/RECYCLING	145,800	145,800
5207	CABLE TV	378,000	425,000
TOTAL	FRANCHISE TAX	\$ 1,973,800	\$ 1,988,300
5301	SALES TAX	2,675,000	2,875,000
5302	MIXED BEVERAGE TAX	67,000	25,277
TOTAL	SALES TAX	\$ 2,742,000	\$ 2,900,277
5411	BUILDING	485,768	485,768
5412	PLUMBING	48,680	48,680
5413	MECHANICAL PERMIT	28,868	28,868
5414	ELECTRICAL	37,568	37,568
5416	CITY LICENSE	37,372	37,372
5417	BUILDING PLAN REVIEW FEE	55,207	68,000
5418	NEW BUSINESS	3,372	3,372
5420	SIGN PERMITS	5,463	5,463
5421	FENCE PERMITS	3,500	3,500
5423	FIRE PERMIT FEES	6,500	6,500
5424	IRRIGATION PERMITS	13,660	13,660
TOTAL	LICENSES & PERMITS	\$ 725,958	\$ 738,751
5611	FINES	795,000	750,000
5612	ALARM FEES	52,000	52,000
5630	LIBRARY FINES	20,969	22,500
TOTAL	FINES & FORFEITURES	\$ 867,969	\$ 824,500
5714	SALE OF SURPLUS PROPERTY	10,000	5,000
5716	EARNED INTEREST	35,000	35,000
5719	MISCELLANEOUS	54,000	54,000
5790	USE OF FUND BALANCE	1,000,000	1,000,000
5832	ANTENNA LEASES	70,040	70,040
TOTAL	MISCELLANEOUS REVENU	\$ 1,169,040	\$ 1,164,040
5511	RE-ZONING	7,500	7,500
5512	PLAT FEE	4,000	4,000
5514	BOARD OF ADJUSTMENT	1,250	1,250
5711	SALE OF MATERIAL	100	100
5712	WEED MOWING	6,500	6,500
5721	AMBULANCE	275,000	275,000
5722	RECREATION PROGRAM	145,000	145,000
5845	LOT DRAINAGE INSPECTION	16,875	16,875
5855	FIELD USE FEE	22,500	20,500
5873	COLLEYVILLE CENTER REVENUES	230,000	230,000
5874	NON RESIDENT FEE - PARKS	36,570	35,850
TOTAL	CHARGES FOR SERVICES	\$ 745,295	\$ 742,575
5826	KELLER COURT	216,980	217,697
5828	SRO REIMBURSEMENT	89,792	94,282
TOTAL	INTERGOVERNMENTAL REVENUE	\$ 306,772	\$ 311,979
5872	TRANSFER FROM UTILITY FUND	956,469	1,037,213
5888	TRANSFER IN CONST INSPECTOR	-	93,001
TOTAL	TRANSFERS IN	\$ 956,469	\$ 1,130,214
TOTAL	GENERAL FUND REVENUES	\$ 20,447,909	\$ 21,537,087

	2013 BUDGET	2014 PROPOSED
GENERAL FUND EXPENDITURES		
11010 COUNCIL		
CONTRACTUAL SERVICES	196,358	197,058
SUPPLIES	6,948	6,948
TOTAL COUNCIL	<u>\$ 203,306</u>	<u>\$ 204,006</u>
11110 CITY MANAGER'S OFFICE		
PERSONNEL SERVICES	554,655	549,737
CONTRACTUAL SERVICES	42,005	17,162
SUPPLIES	3,871	2,865
TOTAL CITY MANAGER'S OFFICE	<u>\$ 600,531</u>	<u>\$ 569,764</u>
11210 BUILDING INSPECTION		
PERSONNEL SERVICES	254,336	253,643
CONTRACTUAL SERVICES	48,175	21,113
SUPPLIES	5,106	6,916
TOTAL BUILDING INSPECTION	<u>\$ 307,617</u>	<u>\$ 281,672</u>
11310 ECONOMIC DEVELOPMENT		
PERSONNEL SERVICES	283,942	207,346
CONTRACTUAL SERVICES	89,673	86,353
SUPPLIES	6,077	3,100
TOTAL ECONOMIC DEVELOPMENT	<u>\$ 379,692</u>	<u>\$ 296,799</u>
11410 CITY SECRETARY		
PERSONNEL SERVICES	217,974	172,073
CONTRACTUAL SERVICES	97,822	35,910
SUPPLIES	3,899	3,742
TOTAL CITY SECRETARY	<u>\$ 319,695</u>	<u>\$ 211,725</u>
11510 FINANCE		
PERSONNEL SERVICES	252,736	249,949
CONTRACTUAL SERVICES	170,270	141,430
SUPPLIES	11,890	10,204
TOTAL FINANCE	<u>\$ 434,896</u>	<u>\$ 401,583</u>
11610 LEGAL		
CONTRACTUAL SERVICES	130,460	130,460
TOTAL LEGAL	<u>\$ 130,460</u>	<u>\$ 130,460</u>
11710 LIBRARY		
PERSONNEL SERVICES	548,777	598,051
CONTRACTUAL SERVICES	120,695	35,455
SUPPLIES	18,062	40,555
CAPITAL OUTLAY	30,000	-
TOTAL LIBRARY	<u>\$ 717,534</u>	<u>\$ 674,061</u>
11810 ENG PROF SVCS		
PERSONNEL SERVICES	341,500	459,370
CONTRACTUAL SERVICES	45,210	27,226
SUPPLIES	6,429	5,819
CAPITAL OUTLAY	-	18,500
TOTAL ENG PROF SVCS	<u>\$ 393,139</u>	<u>\$ 510,915</u>
11910 COMM DEV P&Z		
PERSONNEL SERVICES	200,391	313,354
CONTRACTUAL SERVICES	32,405	20,805
SUPPLIES	5,268	3,516
TOTAL COMM DEV P&Z	<u>\$ 238,064</u>	<u>\$ 337,675</u>
12210 FIRE ADMINISTRATION		
PERSONNEL SERVICES	212,938	218,317
CONTRACTUAL SERVICES	133,172	32,185
SUPPLIES	19,303	22,391
TOTAL FIRE ADMINISTRATION	<u>\$ 365,413</u>	<u>\$ 272,893</u>

12220	FIRE EMS OPERATIONS				
	PERSONNEL SERVICES	453,876		459,859	
	CONTRACTUAL SERVICES	63,849		50,470	
	SUPPLIES	46,621		51,561	
	TOTAL		FIRE EMS OPERATIONS	\$	564,346
				\$	561,890
12230	FIRE OPERATIONS				
	PERSONNEL SERVICES	2,436,619		2,717,191	
	CONTRACTUAL SERVICES	542,653		494,780	
	SUPPLIES	57,550		68,051	
	CAPITAL OUTLAY	20,000		20,004	
	TOTAL		FIRE OPERATIONS	\$	3,056,822
				\$	3,300,026
12240	FIRE PREV/INVESTIGATIONS				
	PERSONNEL SERVICES	111,882		110,860	
	CONTRACTUAL SERVICES	11,785		9,827	
	SUPPLIES	3,040		3,728	
	TOTAL		FIRE PREV/INVESTIGATIONS	\$	126,707
				\$	124,415
TOTAL	FIRE DEPARTMENT				
				\$	4,113,288
				\$	4,259,224
12310	POLICE ADMINISTRATION				
	PERSONNEL SERVICES	678,870		701,349	
	CONTRACTUAL SERVICES	272,812		25,225	
	SUPPLIES	26,950		20,662	
	TOTAL		POLICE ADMINISTRATION	\$	978,632
				\$	747,236
12320	POLICE ANIMAL CONTROL				
	CONTRACTUAL SERVICES	60,288		90,353	
	TOTAL		POLICE ANIMAL CONTROL	\$	60,288
				\$	90,353
12330	POLICE CODE ENFORCEMENT				
	PERSONNEL SERVICES	60,381		59,599	
	CONTRACTUAL SERVICES	11,608		10,652	
	SUPPLIES	1,576		1,336	
	TOTAL		POLICE CODE ENFORCEMENT	\$	73,565
				\$	71,587
12340	POLICE COMMUNICATIONS				
	CONTRACTUAL SERVICES	428,582		442,599	
	TOTAL		POLICE COMMUNICATIONS	\$	428,582
				\$	442,599
12350	POLICE COMMUNITY SVCS				
	PERSONNEL SERVICES	74,770		-	
	CONTRACTUAL SERVICES	63,678		58,242	
	SUPPLIES	100		100	
	TOTAL		POLICE COMMUNITY SVCS	\$	138,548
				\$	58,342
12360	POLICE CID				
	PERSONNEL SERVICES	349,818		416,469	
	CONTRACTUAL SERVICES	22,425		19,746	
	SUPPLIES	4,475		2,075	
	TOTAL		POLICE CID	\$	376,718
				\$	438,290
12370	POLICE PATROL				
	PERSONNEL SERVICES	1,670,289		1,840,619	
	CONTRACTUAL SERVICES	105,525		94,869	
	SUPPLIES	30,783		30,783	
	TOTAL		POLICE PATROL	\$	1,806,597
				\$	1,966,271
12380	POLICE SRO				
	PERSONNEL SERVICES	233,363		261,868	
	CONTRACTUAL SERVICES	9,161		3,300	
	TOTAL		POLICE SRO	\$	242,524
				\$	265,168
12390	POLICE WARRANT OFFICER				
	PERSONNEL SERVICES	87,633		91,304	
	CONTRACTUAL SERVICES	4,231		912	
	TOTAL		POLICE WARRANT OFFICER	\$	91,864
				\$	92,216

TOTAL	POLICE DEPARTMENT	<u>\$ 4,197,318</u>	<u>\$ 4,172,062</u>
13210	PARKS MAINTENANCE		
	PERSONNEL SERVICES	392,907	401,367
	CONTRACTUAL SERVICES	544,094	504,224
	SUPPLIES	32,259	35,885
	TOTAL PARKS MAINTENANCE	<u>\$ 969,260</u>	<u>\$ 941,476</u>
13220	PARKS ATHLETIC FLD MAINT		
	PERSONNEL SERVICES	247,556	248,467
	CONTRACTUAL SERVICES	137,428	62,056
	SUPPLIES	33,975	33,085
	TOTAL PARKS ATHLETIC FLD MAINT	<u>\$ 418,959</u>	<u>\$ 343,608</u>
TOTAL	PARKS	<u>\$ 1,388,219</u>	<u>\$ 1,285,084</u>
13310	STREETS MAINTENANCE		
	PERSONNEL SERVICES	466,305	433,588
	CONTRACTUAL SERVICES	306,185	344,509
	SUPPLIES	2,563,505	3,062,869
	CAPITAL OUTLAY	5,000	-
TOTAL	STREETS MAINTENANCE	<u>\$ 3,340,995</u>	<u>\$ 3,840,966</u>
13410	RECREATION		
	PERSONNEL SERVICES	152,266	150,410
	CONTRACTUAL SERVICES	133,201	136,792
	SUPPLIES	23,707	19,339
	TOTAL RECREATION	<u>\$ 309,174</u>	<u>\$ 306,541</u>
13420	REC SENIOR CENTER		
	PERSONNEL SERVICES	20,444	31,742
	CONTRACTUAL SERVICES	21,004	10,035
	SUPPLIES	9,880	9,498
	TOTAL REC SENIOR CENTER	<u>\$ 51,328</u>	<u>\$ 51,275</u>
TOTAL	RECREATION	<u>\$ 360,502</u>	<u>\$ 357,816</u>
13610	COMMUNICATIONS		
	PERSONNEL SERVICES	119,162	118,392
	CONTRACTUAL SERVICES	23,315	20,905
	SUPPLIES	200	150
TOTAL	COMMUNICATIONS	<u>\$ 142,677</u>	<u>\$ 139,447</u>
13710	COLLEVILLE CENTER		
	PERSONNEL SERVICES	291,882	261,485
	CONTRACTUAL SERVICES	78,881	40,010
	SUPPLIES	11,774	11,018
TOTAL	COLLEVILLE CENTER	<u>\$ 382,537</u>	<u>\$ 312,513</u>
13910	HUMAN RESOURCES		
	PERSONNEL SERVICES	218,524	226,388
	CONTRACTUAL SERVICES	18,061	43,315
	SUPPLIES	925	763
TOTAL	HUMAN RESOURCES	<u>\$ 237,510</u>	<u>\$ 270,466</u>
14110	COURT		
	PERSONNEL SERVICES	362,668	358,247
	CONTRACTUAL SERVICES	30,671	14,497
	SUPPLIES	18,466	16,666
TOTAL	COURT	<u>\$ 411,805</u>	<u>\$ 389,410</u>
15110	FLEET MAINTENANCE		
	PERSONNEL SERVICES	198,654	202,621
	CONTRACTUAL SERVICES	23,505	17,771
	SUPPLIES	5,163	5,898
TOTAL	FLEET MAINTENANCE	<u>\$ 227,322</u>	<u>\$ 226,290</u>
15710	BUILDING SERVICES		
	PERSONNEL SERVICES	64,961	64,834

	CONTRACTUAL SERVICES	250,036	278,671
	SUPPLIES	10,562	19,340
TOTAL	BUILDING SERVICES	<u>\$ 325,559</u>	<u>\$ 362,845</u>
15910	INFORMATION SERVICES		
	PERSONNEL SERVICES	273,175	263,961
	CONTRACTUAL SERVICES	169,527	350,942
	SUPPLIES	36,890	172,775
	CAPITAL OUTLAY	234,600	209,400
	TOTAL INFORMATION SERVICES	<u>\$ 714,192</u>	<u>\$ 997,078</u>
15920	IS GIS		
	PERSONNEL SERVICES	38,949	13,480
	CONTRACTUAL SERVICES	268	41,097
	SUPPLIES	4,516	13,550
	TOTAL IS GIS	<u>\$ 43,733</u>	<u>\$ 68,127</u>
TOTAL	INFORMATION SERVICES	<u>\$ 757,925</u>	<u>\$ 1,065,205</u>
16210	COMPENSATION ADJUSTMENTS		
	PERSONNEL SERVICES	402,751	132,911
TOTAL	COMPENSATION ADJUSTMEN	<u>\$ 402,751</u>	<u>\$ 132,911</u>
16310	CAPITAL EQUIPMENT RESERVE		
	TRANSFER TO OTHER FU	231,000	242,000
TOTAL	CAPITAL EQUIPMENT RESE	<u>\$ 231,000</u>	<u>\$ 242,000</u>
16410	TRANSFERS		
	TRANSFER TO OTHER FU	200,000	-
TOTAL	TRANSFERS	<u>\$ 200,000</u>	<u>\$ -</u>
19999	NON-DEPARTMENTAL		
	CONTRACTUAL SERVICES	-	859,068
TOTAL	NON-DEPARTMENTAL	<u>\$ -</u>	<u>\$ 859,068</u>
TOTAL	GENERAL FUND EXPENDITURES	<u>\$ 20,444,340</u>	<u>\$ 21,533,967</u>

	2013 BUDGET	2014 PROPOSED
UTILITY FUND REVENUES		
5716 EARNED INTEREST	20,300	20,300
5719 MISCELLANEOUS	13,000	13,000
5790 USE OF FUND BALANCE	-	250,000
TOTAL MISCELLANEOUS REVENUE	<u>\$ 33,300</u>	<u>\$ 283,300</u>
5817 WATER REVENUE	9,361,814	9,820,661
5818 SEWER REVENUE	2,884,565	3,053,229
5821 SEWER INSTALLATION	7,000	7,000
5822 WATER INSTALLATION	21,000	21,000
5827 ENGINEERING & DEVELOP CHARGES	5,000	5,000
5829 SEWER TIE-ON CHARGES	5,000	5,000
5833 PENALTIES	183,696	190,112
TOTAL CHARGES FOR SERVICES	<u>\$ 12,468,075</u>	<u>\$ 13,102,002</u>
TOTAL UTILITY FUND REVENUES	<u>\$ 12,501,375</u>	<u>\$ 13,385,302</u>
UTILITY FUND EXPENDITURES		
UTILITY BILLING		
PERSONNEL SERVICES	207,825	205,171
CONTRACTUAL SERVICES	127,007	119,660
SUPPLIES	47,670	61,785
TOTAL UTILITY BILLING	<u>\$ 382,502</u>	<u>\$ 386,616</u>
UTILITY OPERATIONS WATER		
PERSONNEL SERVICES	296,173	315,780
CONTRACTUAL SERVICES	6,426,166	6,506,934
SUPPLIES	74,590	95,493
CAPITAL OUTLAY	355,000	295,000
TOTAL UTILITY OPERATIONS WATER	<u>\$ 7,151,929</u>	<u>\$ 7,213,207</u>
UTILITY OPERATIONS WASTEWATER		
PERSONNEL SERVICES	328,764	188,441
CONTRACTUAL SERVICES	1,890,250	2,001,774
SUPPLIES	36,790	61,888
CAPITAL OUTLAY	7,000	50,000
TOTAL UTILITY OPERATIONS WASTEWATER	<u>\$ 2,262,804</u>	<u>\$ 2,302,103</u>
UTILITY SUPPORT		
PERSONNEL SERVICES	596,691	969,771
CONTRACTUAL SERVICES	46,955	71,426
SUPPLIES	17,843	19,534
TOTAL UTILITY SUPPORT	<u>\$ 661,489</u>	<u>\$ 1,060,731</u>
COMPENSATION ADJUSTMENTS		
PERSONNEL SERVICES	28,470	20,411
TOTAL COMPENSATION ADJUSTMENTS	<u>\$ 28,470</u>	<u>\$ 20,411</u>
TRANSFERS		
TRANSFER TO OTHER FU	1,000,755	1,081,499
TOTAL TRANSFERS	<u>\$ 1,000,755</u>	<u>\$ 1,081,499</u>
DEBT SERVICE		
DEBT SERVICE	827,824	819,137
TOTAL DEBT SERVICE	<u>\$ 827,824</u>	<u>\$ 819,137</u>
NON-DEPARTMENTAL		
CONTRACTUAL SERVICES	-	211,768
CAPITAL OUTLAY	-	81,100
TOTAL NON-DEPARTMENTAL	<u>\$ -</u>	<u>\$ 292,868</u>
TOTAL UTILITY FUND EXPENDITURES	<u>\$ 12,315,772</u>	<u>\$ 13,176,572</u>

	2013 BUDGET	2014 PROPOSED
DRAINAGE FUND REVENUES		
5716 EARNED INTEREST	3,150	2,200
TOTAL MISCELLANEOUS REVENUE	<u>\$ 3,150</u>	<u>\$ 2,200</u>
5942 DRAINAGE FEE REVENUES	913,680	926,112
5833 PENALTIES	15,989	16,207
TOTAL CHARGES FOR SERVICES	<u>\$ 929,669</u>	<u>\$ 942,319</u>
TOTAL DRAINAGE FUND REVENUES	<u>\$ 932,819</u>	<u>\$ 944,519</u>
DRAINAGE FUND EXPENDITURES		
DRAINAGE		
PERSONNEL SERVICES	365,645	355,770
CONTRACTUAL SERVICES	90,638	96,538
SUPPLIES	38,635	39,635
CAPITAL OUTLAY	35,000	40,000
TOTAL DRAINAGE	<u>\$ 529,918</u>	<u>\$ 531,943</u>
STORM WATER		
PERSONNEL SERVICES	9,895	9,704
CONTRACTUAL SERVICES	42,958	48,021
SUPPLIES	4,120	1,200
TOTAL STORM WATER	<u>\$ 56,973</u>	<u>\$ 58,925</u>
COMPENSATION ADJUSTMENTS		
PERSONNEL SERVICES	8,240	4,023
TOTAL COMPENSATION ADJUSTMENTS	<u>\$ 8,240</u>	<u>\$ 4,023</u>
TRANSFERS		
TRANSFER TO OTHER FU	19,032	19,032
TOTAL TRANSFERS	<u>\$ 19,032</u>	<u>\$ 19,032</u>
DEBT SERVICE		
DEBT SERVICE	253,028	255,568
TOTAL DEBT SERVICE	<u>\$ 253,028</u>	<u>\$ 255,568</u>
NON-DEPARTMENTAL		
CONTRACTUAL SERVICES	-	4,028
TOTAL NON-DEPARTMENTAL	<u>\$ -</u>	<u>\$ 4,028</u>
TOTAL DRAINAGE FUND EXPENDITURES	<u>\$ 867,192</u>	<u>\$ 873,519</u>



City of Colleyville

Capital Improvement Program

FY 2014 to FY 2018

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

CITY FUNDING

	Proposed Funding					
Capital Project Transfer for Street Rehab (PROJECTED AVAILABLE: \$1,667,000)	\$ 1,652,656	\$ -	\$ -	\$ -	\$ -	\$ 1,652,656
CEDC (Parks, Trails & Libraries)	\$ 904,000	\$ 315,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 1,819,000
COG/TxDOT/County	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
County Bond Program	\$ 535,415	\$ -	\$ -	\$ -	\$ -	\$ 535,415
Crime Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Fund	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Perimeter Street Fees	\$ 676,587	\$ -	\$ 236,546	\$ 9,394	\$ -	\$ 922,527
General Fund (PROJECTED AVAILABLE: \$2.4M/YEAR = \$12M)	\$ 2,262,959	\$ 2,491,408	\$ 2,362,691	\$ 2,171,720	\$ 2,758,278	\$ 12,047,056
Grants/Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NCTCOG	\$ 349,320	\$ -	\$ -	\$ -	\$ -	\$ 349,320
Parkland Dedication Fund and Voluntary Park Fund	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000
Roadway Impact - West District	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Impact - East District	\$ 222,964	\$ -	\$ -	\$ -	\$ -	\$ 222,964
Tomorrow Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Fund	\$ 962,131	\$ 597,593	\$ 1,833,320	\$ 1,697,035	\$ -	\$ 5,090,079
Wastewater Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Impact Fees	\$ 62,458	\$ 52,616	\$ -	\$ -	\$ -	\$ 115,074
End of Year Transfer to GF	\$ 958,250	\$ 100,000	\$ -	\$ -	\$ 1,200,000	\$ 2,258,250
	\$ 9,191,740	\$ 3,556,617	\$ 4,582,557	\$ 4,028,149	\$ 4,258,278	\$ 25,617,341

NON-CITY FUNDING

FWHA/TxDOT/Other	\$ 14,800,000	\$ 1,280,737	\$ -	\$ -	\$ -	\$ 16,080,737
Other: FWTA	\$ -	\$ 320,184	\$ -	\$ -	\$ -	\$ 320,184
TIF	\$ 3,126,707	\$ 3,507,875	\$ 2,479,250	\$ 1,503,375	\$ 1,002,250	\$ 11,619,457
	\$ 17,926,707	\$ 5,108,796	\$ 2,479,250	\$ 1,503,375	\$ 1,002,250	\$ 28,020,378

TOTAL FUNDING

	\$ 27,118,447	\$ 8,665,413	\$ 7,061,807	\$ 5,531,524	\$ 5,260,528	\$ 53,637,719
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