ANNUAL OPERATING BUDGET

FISCAL YEAR 2016

CITY OF COLLEYVILLE TEXAS

City of Colleyville
Fiscal Year 2015-2016
Budget Cover Page
September 15, 2015

This budget will raise less revenue from property taxes than last year's budget by an amount of $-603,551, which is a -4.85 percent decrease from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $218,969.

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

FOR:	David Kelly	Chuck Mogged
	Jody Short	Mike Taylor
	Carol Wollin	Nancy Coplen
AGAINST:		
PRESENT and not voting:		
ABSENT:	Chris Putnam	

Property Tax Rate Comparison

	2015-2016	**2014-2015**
Property Tax Rate:	$0.355900/100	$0.355900/100
Effective Tax Rate:	$0.350960/100	$0.349586/100
Effective Maintenance & Operations Tax Rate:	$0.329966/100	$0.318665/100
Rollback Tax Rate:	$0.376023/100	$0.365444/100
Debt Rate:	$0.019660/100	$0.021290/100

Total debt obligation for City of Colleyville secured by property taxes: $653,434

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

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

Integrity *Service* *Innovation*

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Colleyville

Texas

For the Fiscal Year Beginning

October 1, 2014

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Colleyville, TX for its annual budget for the fiscal year beginning October 1, 2014.

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

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

Fiscal Year 2016 Annual Budget
Table of Contents

City Council 6
Budget Message 7
City Profile 40
Organization Chart 46
Budget Process 49
Fund Structure and All Funds Summary 55
Financial Policies 61
Strategy Map 67
General Fund
- General Fund Summary and Forecast 70
- General Fund Revenues 73
- Guide to Business Plans 78
- City Council 81
- City Manager's Office 83
- City Secretary 87
- Colleyville Center 92
- Communications and Marketing 97
- Community Development 101
- Economic Development 106
- Finance 112
- Fire 116
- Human Resources 122
- Information Systems Management 128
- Legal 132
- Library and Recreation 133
- Parks 141
- Police 148
- Public Works 155
- Non-Departmental 161

Utility Fund
- Utility Fund Summary and Forecast 163
- Utility Fund Revenues 164
- Finance 165
- Public Works 169
- Non-Departmental 173
- Utility Fund Debt Service 174

Drainage Fund
- Drainage Fund Summary and Forecast 177
- Drainage Fund Revenues 178
- Public Works 179
- Non-Departmental 183
- Drainage Fund Debt Service 184

Debt Service Fund Summary 186
Special Revenue Funds 191
Capital Improvement Program (CIP) 199
Appendix
- Budget and Tax Rate Ordinances 231
- Glossary 237

Fiscal Year 2016

City Council

David Kelly
Mayor

Mike Taylor
Mayor Pro Tem

Carol Wollin
Place 1

Chuck Mogged
Place 2

Chris Putnam
Place 3

Jody Short
Place 4

Nancy Coplen
Place 5

Budget Message

COLLEYVILLE

FY 2016 Budget Message

We are pleased to present the adopted FY 2016 Combined Annual Operating Budget for the City of Colleyville.

Colleyville is no longer the rural farming community it once was, but now is part of a network of cities in northeast Tarrant County that have experienced explosive growth. Our city enjoys a relaxed, rural feel, but has the challenges and issues of the modern world.

We are called on to balance the services our citizens want and expect as part of the Colleyville quality of life, while looking ahead to address and protect the future of our community. Vital services – public safety, maintenance of infrastructure and sustainable government – must be provided while encouraging and managing profitable growth.

We are committed to achieving that balance while demonstrating practical, responsible fiscal management. The fiscal year 2016 budget is based on conservative revenue projections, and aligns expenditures with the expectations of our citizens. The budget also reflects the community's priorities as identified in the City of Colleyville's Strategy Map.

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

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

Furthering our commitment to fostering community involvement and governmental transparency, a summary presentation of the adopted budget has been placed on the City's website. A public hearing on the proposed budget was held on September 1, 2015, to allow citizens an opportunity to provide input. The proposed budget received City Council final approval on September 15, 2015. 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 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. It is benchmark and roadmap in one.

The City's budget, therefore, is the most important working policy and planning tool used by the City Council and staff to provide quality services to the citizens of Colleyville, as determined by the City Council and for which funds are available.

Financial Summary

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

The City provides a full range of municipal services utilizing operating funds, special revenue funds, and capital project funds to provide those services.

The combined expenditures and transfers of the City's major operating funds total $42,243,322, which is a $2,705,447 increase from the current year operating budget.

Fund Type	Adopted FY 2015	Adopted FY 2016	Change
General	$23,028,218	$23,977,370	$ 949,152
Drainage	$ 1,121,825	$ 917,997	$ (203,828)
Utility	$14,005,640	$15,886,362	$ 1,880,722
Debt Service	$ 1,382,192	$ 1,461,593	$ 79,401
Total:	$39,537,875	$42,243,322	$2,705,447

Expenditures made possible with special revenue or capital project funds are noted as such in this Budget Message, with more detail provided on the parameters governing those funds at the end of this letter in the "Adopted Budget by Fund" section. Whenever possible, the most restrictive funding source is used first, ultimately limiting the costs borne by the primarily property tax-supported general fund.

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 54 days over the 90-day minimum for a total of a 144-day reserve and the Utility Fund is projected to have 62 days over the 90-day minimum cash balance for a total of a 152-day reserve as of September 30, 2015.

Fund Type	Number of Days	Amount
General	144	$9,115,979
Utility	152	$5,830,797

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

BUDGET STRATEGY & DEVELOPMENT

By definition, preparation of any budget is the allocation of finite resources. The City Council, on behalf of the citizens, establishes the price community members are willing to pay for local government services.

Colleyville's budget is developed and administered to deliver the services and programs citizens say are important to them. Utilizing input such as the 2014 Citizen Survey, the City Council determines various goals and objectives, which are visually depicted in the City's Strategy Map. (A copy of the current Strategy Map is included in the appendix of this document). Staff's role is to guide the process by creating and managing a budget that reflects the Council's highest priorities.

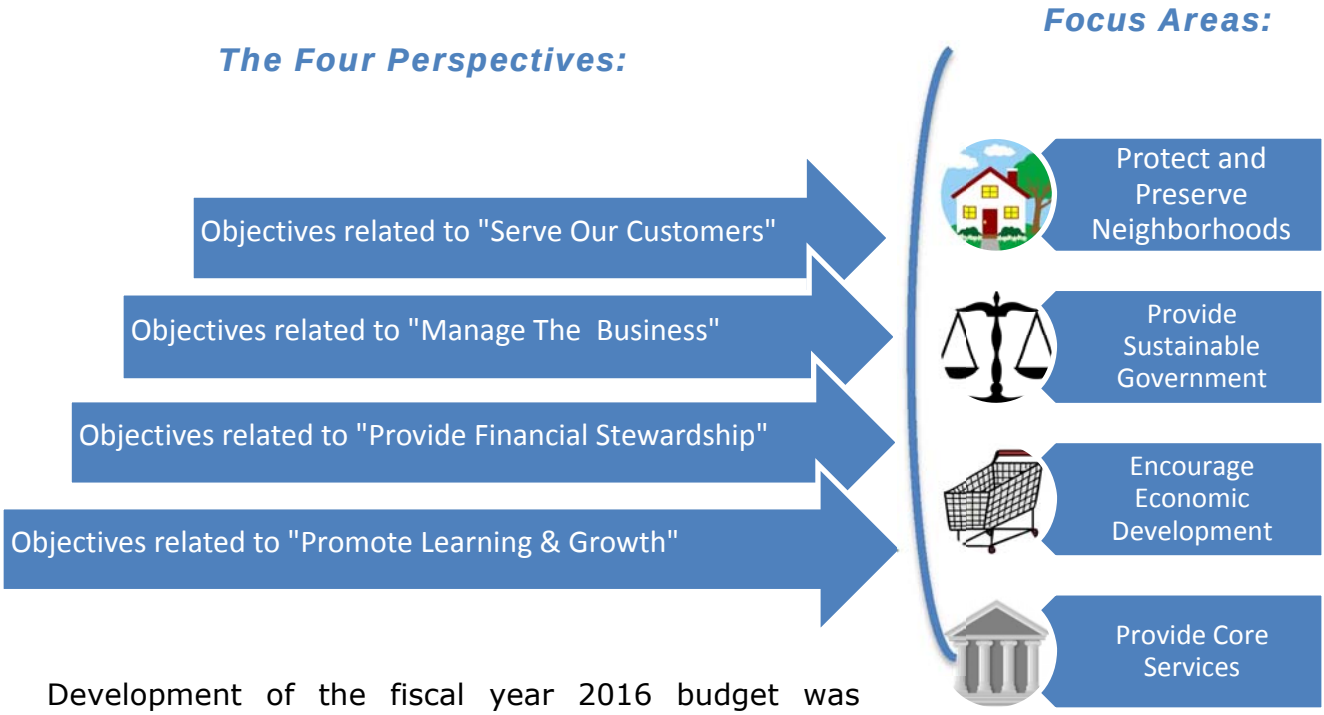
We approach budget development with the understanding that the programs and services included in the *current* budget reflect the City Council's and community's highest priorities. However, some programs and services are not fully funded – which means adequate funding has not been allocated to sustain a program or service into the future. For example, we operate a number of city facilities, but we do not have a dedicated funding source for the eventual replacement of all major building systems and components (such as boilers and air conditioners). Those major expenditures compete for general fund dollars.

The fiscal year 2016 budget focuses on ensuring that services are provided at the high level expected by citizens, and that to the greatest extent possible current programs and services are fully funded and functioning at the desired level before new services are considered. In line with this approach, additional funding requests submitted by departments were categorized as either requests to fully fund the current service level, or as service enhancement requests. These efforts ensure

that the City's resources and staffing are aligned to meet today's demands and that service levels remain sustainable in the foreseeable future.

As the budget serves as a policy document upon adoption for the upcoming fiscal year, any service level enhancements beyond those included in the adopted budget must be vetted and determined by the City Council. Changes in budget allocation will likely necessitate the loss or reduction of other programs or services to stay within the City's balanced budgetary parameters.

Strategy in Action



Development of the fiscal year 2016 budget was guided by the community's priorities as outlined in the City of Colleyville's Strategy Map. Each item has been vetted for its alignment with the goals and objectives delineated in the Strategy Map, reviewed for resource optimization, and finally weighted against both current and future community needs.

The City of Colleyville's Strategy Map outlines four focus areas: Protect and Preserve Colleyville Neighborhoods, Provide Sustainable Government, Encourage Economic Development, and Provide Core Services. Then there are four perspectives from which to view – and address - the focus areas: Learning and Growth, Financial Stewardship, Business Management and Customer Service. Each perspective is represented by a tier on the Strategy Map and contains objectives that must be achieved to ensure we are ultimately delivering on our focus areas.

The order of the four perspectives is important. When we begin with "promote learning and growth," we acknowledge that the foundation of service is the right people, who are trained and empowered to do good work. When they are in place,

we are able to focus on our financial reality and being good stewards of our citizens' tax dollars. Then, with the big-picture stewardship focus in place on our financial inputs, outputs, and future needs, we are then able to look at how we "manage the business" day to day to ensure that the dollars we spend are maximized and spent on the right things. Finally, with those critical priorities addressed internally, we can serve our customers and provide the high-quality programs and services they expect. Without the right people, the right financial responsibility, and the right processes, we would not be able to serve our customers as well. And of course, we must do all of these things in order to deliver on our four focus areas.

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

For this reason, every new effort and element of the City's budget, including existing programs, is tied to one or more of these objectives, as detailed in the sections that follow. The items listed under each of the four perspectives include highlights of the investments slated to receive continued funding in fiscal year 2016, any significant changes in funding, and a description of new items that are funded.

Issues & Challenges

Colleyville benefits from a strong residential base, which helps mitigate the negative effects of economic fluctuations. Property values have rebounded substantially from the declines experienced in fiscal years 2011 and 2012, yet the property tax rate has remained the same since 2008. Despite a hot real estate market in the Dallas-Fort Worth Metroplex, increases in property values does not necessarily result in substantially greater property tax revenue. In 2003, the City Council increased the over-65 property tax exemption to $65,000 and approved the senior property tax freeze in 2004, which serves as a significant benefit to residents. Demographic trends indicate that this benefit will continue to increase. Currently, 20.5 percent of all residential property tax accounts are frozen. The majority of additional property tax revenue in fiscal year 2016 will come from new construction. This growth area, however, is finite, as Colleyville has a limited number of vacant lots remaining.

Sales tax is the second largest revenue source, however, the city's primary commercial corridor along Colleyville Boulevard (SH26) will be under construction for the next several years. Fiscal year 2016 sales tax is projected to grow 1 percent from fiscal year 2015 year-end projections, but zero growth is projected for the following two years as construction may impact traffic to nearby businesses. The city is and will be committing significant resources to support and market the impacted businesses. While other funding sources for fiscal year 2016 remain relatively steady 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 maintenance and operations priorities as delineated in the fiscal year 2016 budget. It is anticipated that the number of building permits issued and associated development-based revenue in fiscal year 2016 will be similar to the current year. As Colleyville approaches build-out, 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.

Colleyville's history dates back to its beginnings as a farming community in the 1850s. Even when the city was incorporated a century later, it was still a rural community. Much of our infrastructure – including streets, utility lines, buildings and other community assets—are aging and inadequate to serve residents and commuters in the burgeoning northeast Tarrant County area. In developing the 2016 budget, staff has focused attention on the most urgent priorities and addressing those situations that pose the highest risk if not addressed. Staff also carefully considers which investments will serve to extend the useful life of an asset -- essentially postponing the need for full replacement for a number of years -- when making funding recommendations.

At the budget worksession in June, staff presented a five-year General Fund budget forecast to fiscal year 2020. That forecast includes conservative estimates for revenues, as well as expenditures and any changes that can be reasonably anticipated. The forecast for expenditures includes general cost increases for materials and contractual services required each year, and modest growth in personnel costs, as well as a planned draw down of $1,000,000 of fund balance for street maintenance through fiscal year 2018. 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 2016 budget priorities.

Priorities and Fiscal Year 2016 Focus

With this budget, staff recommends allocating resources according to the priorities of our citizens and City Council, while maintaining the conservative fiscal approach that has allowed Colleyville to attain and maintain an AAA bond rating. The service delivery plan maintains or enhances the programs and services that support one or more of the city's four focus areas: Protect and Preserve Neighborhoods, Provide Sustainable Government, Encourage Economic Development, and Provide Core Services.

Some of the priorities related to protecting and preserving neighborhoods include maintaining the lowest crime rate in Tarrant County, adequately providing for public safety operations, reinvesting in infrastructure, and planning for Colleyville's future by implementing "Destination Colleyville," an updated comprehensive plan for the city's growth over the next 20 years.

To further our commitment to sustainable government, priorities include investment in facilities and replacement of aging building components, leveraging technology to improve service delivery, and continuing the commitment to investing in the City's most valuable 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 essential ingredients to 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.

Economic development is an ongoing priority and although significant gains have been realized, it is important to continue to focus on attracting and retaining the types of commercial development that contribute to the high quality of life in Colleyville. Continued investment in this area will be key to achieving the next level of success in guiding Colleyville's development in a way that reflects the desires expressed in the comprehensive plan. Furthermore, the impending reconstruction of Colleyville Boulevard places a unique burden on the city to support and advocate for our businesses along this corridor. Significant efforts to provide this support are detailed in the sections that follow.

As a local government, we exist to provide certain services that citizens expect, at the level they expect, for a good value. In our increasingly mobile and transient society, individuals choose which communities to become citizens of based upon how that city chooses to define core services. In Colleyville, core services are the programs and services currently funded. Over time, this definition will evolve depending on the priorities of the community.

The adopted budget provides a staffing level of 205.5 full-time equivalents (FTEs), 2.5 more FTEs than in fiscal year 2015, in order to fully fund the programs and services expected by citizens. Careful consideration was given to all position requests to ensure that decisions are both appropriate and sustainable in the long-term. The new or upgraded positions in the fiscal year 2016 budget include the addition of one urban forester in the community development department, one police officer, increasing one part-time building inspector to full time, and increasing one part-time marketing coordinator to full time. One vacant, part-time building attendant position was eliminated and the funding repurposed for the previously mentioned changes.

To sustain and plan for Colleyville's long-term needs, the fiscal year 2016 budget includes a Five-Year Comprehensive Capital Improvement Plan (CIP). This plan identifies planned projects for the next five years, based on funding availability, and a schedule for completion. Capital projects are defined as those projects requiring an investment of $50,000 or more. Colleyville's CIP includes projects in a number of categories, as shown in the chart below. Similar to the five-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. While the plan itself covers five fiscal years, only the upcoming year of the five-year plan is included in the City's budget each year. In the sections that follow, major fiscal year 2016 investments in the CIP from City resources have been described in more detail.

FY 2016 Project Category	FY 2016 Project Cost
Streets	$39,499,469
Utility	1,062,600
Parks	250,000
Technology	564,700
Facilities	347,171
Other	212,000
TOTAL	**$41,935,940**

The fiscal year 2016 budget continues delivery of current citizen services while placing greater emphasis on investing in those opportunities that most significantly further one or more of our four focus areas. 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 2016 budget is a balanced budget based on community and City Council priorities as we know them and makes significant progress toward achieving many of the city's needs and long-term goals. Those items that were not funded this fiscal year are described in a subsequent section of this budget message and may be considered in future budgets.

PROMOTE LEARNING & GROWTH

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

good and high performance. The following describes ongoing investments to do just that:

- Market adjustments - $50,306
  In June 2015, human resources initiated an annual salary market update in order to obtain data on annual market adjustments. In order to maintain the City's compensation system and keep it current, a two-pronged approach has been implemented: annual salary structure updates to keep abreast of any necessary market adjustments, and long-term comprehensive maintenance. Annual market adjustments to the salary structure are recommended to help alleviate significant salary lags between surveys. This avoids a large annual survey expense and helps maintain market competitiveness with smaller salary adjustments. Rather than performing a full comprehensive update for fiscal year 2016, a compensation and benefits consultant performed an overall review of data from published sources and, based upon data collected, recommended a 2.6 percent salary structure adjustment. Based on direction from the City Council, staff will adjust all employee salary ranges 2.6% effective October 1, 2015. Employees earning below the new minimum salary of their position's pay range will receive a market adjustment up to the new minimum of the range.

- Performance-based merit increases - $228,456
  Employees hired prior to October 1, 2015, will be eligible for a mid-year performance-based merit increase in fiscal year 2016 based on successful and exceptional performance. On an individual basis, the increase will not exceed five percent. Employees receiving a market adjustment *and* merit increase may not exceed a total increase of 10 percent. Performance-based merit increases in mid-fiscal year 2016 will be predicated on employee performance under the comprehensive performance management program implemented in fiscal year 2014. The system includes meaningful tools and a streamlined process to document employee goals, expectations, and performance to reinforce alignment of City services with citizen expectations as it pertains to the organization's expected standards.

- Employee insurance benefits
  Employee insurance benefits include medical, dental, life, accidental death and dismemberment, long-term disability, and COBRA insurance, as well as flexible spending account and health reimbursement arrangement administration. The City continues to exhibit a substantial commitment to employee benefits by funding employee and dependent medical insurance premiums based on a tiered structure tied to wellness program participation. This tiered structure for health insurance subsidies has proven to be an innovative approach to addressing increasing healthcare costs, while providing a benefit for employees that allows the City to maintain a competitive benefit position among its peer cities. Medical insurance premiums increased this year, the first significant increase in many years. However, when comparing fiscal year 2016 medical insurance premiums to costs for medical insurance premiums in fiscal year 2010, the increase is only 2.25% above the premiums in fiscal year 2010. The

net increase in medical premiums will be shared between the City and the employees through the tiered premium structure.

- Texas Municipal Retirement System (TMRS)
  The City is committed to ensuring the retirement benefit offered to employees is affordable, sustainable, and competitive. The City's current plan design does not change and includes funding for participation in the TMRS program at a contribution rate of 7.73 percent (annualized 7.76 percent), up 0.13 from the annualized rate of 7.63 percent in fiscal year 2015. TMRS is a hybrid defined contribution plan. When a TMRS member retires, the portion of their retirement annuity paid by the municipalities they have worked for is directly tied to their service time in those cities. For the current actuarial period, the City has no unfunded liability.

PROVIDE FINANCIAL STEWARDSHIP

Providing financial stewardship of the city's resources is the foundation of all efforts by City staff. Many of the investments described in this section illustrate the ways Colleyville works to ensure that our long-term needs, including planning for major asset replacements, are addressed. The City is extremely proud of achieving an AAA bond rating in all three areas of debt (tax supported, utility, and drainage) and will continue to follow the conservative financial principles and policies that have allowed us to achieve that coveted designation. Among our surrounding cities, total primary government debt ranges from $18,258,868 to $170,754,000, with Colleyville having the lowest amount. Per capita amounts range from $731 to $5,931, with Colleyville having the second lowest amount at $769. (Figures were reported in the Certified Annual Financial Report as of September 30, 2014 for each city). As we forecast needs and plan for the future, balancing priorities with resources in a sustainable way, we also will work to finance projects using currently available dollars to the greatest extent possible. Efforts to further our focus on financial stewardship in fiscal year 2016 include the following:

- Review and update of fees and charges
  Each year as a part of the budget process, staff reviews current fees and charges to ensure that amounts are set appropriately for cost recovery and to remain consistent with the market. While the number of fees and amount of fees adjusted varies from year to year, this annual review provides consistent assurance that our taxpayers are not subsidizing more services than necessary.

- Outside review of financial processes
  Each year, the City not only undergoes an audit from an outside firm to verify the accuracy of our accounting records, we also voluntarily participate in other external reviews. These include submission of the budget document to the Government Finance Officers Association (GFOA) Budget Award program, the

GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR) Award, and the Texas Comptroller's Leadership Circle for financial transparency.

- Ambulance replacement - $44,580
  Third-year funding for replacement of the front-line ambulance through a lease purchase plan is included through the Debt Service Fund. The total cost of the ambulance was $209,425, which will be paid over a five-year period, ending in 2017.

- Fire engine replacement - $125,000
  The fiscal year 2016 budget includes a down payment that is a part of a lease-purchase agreement for replacement of a fire engine through the Debt Service Fund. The total cost of the engine is $550,000, the balance of which will be paid over a ten-year period (with interest), with annual payments beginning in October 2016 and ending in 2026.

- Police vehicle replacements- $294,000
  Funding for replacement of four marked police vehicles, two motorcycles (one replacement and one additional), and one unmarked police vehicle is included in the fiscal year 2016 CCCPD budget. The fleet management plan for the police department calls for retaining patrol vehicles for a period of three years and replacement of five vehicles annually, replacing unmarked vehicles on an as-needed basis. Replacement plans are consistent with the funding available in the CCCPD budget and provides for long-term sustainability of the police fleet. The Fleet Plan has not addressed motorcycles in the past, however going forward they will be included in the annual fleet management updates.

- Replacement of vehicles and capital equipment (General Fund) - $252,000
  The fiscal year 2016 budget includes a transfer from the General Fund to the Capital Equipment Replacement Fund, for which $72,000 is designated for replacement of servers and other technology, and $180,000 is designated for the replacement of vehicles and equipment utilized by programs accounted for in the General Fund. The portion designated for replacement of General Fund vehicles increased by $10,000 from the prior fiscal year, to bring the fire department vehicles (non-apparatus) into the replacement schedule.

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

- Replacement of two vehicles (Drainage Fund) - $45,917
  This funding provides for the replacement of a 2003 F250 truck and 2004 F250 truck with an F150 truck and F250 truck. These vehicles are utilized by programs accounted for in the Drainage Fund.

- Replacement of City Hall façade lighting- $42,971 (one-time expenditure)

Maintaining city facilities is always a priority and current lighting under the roof line of City Hall and the signage lighting on the front of City Hall and the Library has burned out in several places. This funding will replace the current lighting with LED lighting. Due to the need to rent a lift to reach the lighting under the roof line, all lighting will be switched out at one time.

- Replacement doors for Fire Station 1 - $66,000 (one-time expenditure)
  This funding has been budgeted to replace the existing overhead doors at Fire Station 1 with four-fold doors. The overhead doors have required extensive maintenance and repairs over the last several years. Four-fold doors have lower maintenance costs and improved visibility for operators inside a truck.

- Replacement and upgrade of Colleyville Center A/V technology - $170,000 (one-time expenditure)
  This funding will replace and upgrade the technology infrastructure components and wiring that is original to the Colleyville Center (1998). This investment will also provide a secure location for receivers, transmitters, and controller components currently housed on the stage, as well as independent operation of sound and video systems in all three rooms. The project will allow the Center to provide a consistent service level, one that utilizes current technology, by bringing all technology up to current digital standards. While this project is one-time in nature, we recognize that staying up-to-date with technology requires on-going investment on a periodic basis.

MANAGE THE BUSINESS

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

- Digitizing documents to Laserfiche - $37,000
  Staff contracts with a third party to have physical documents currently located in storage digitized. The fiscal year 2016 budget includes funding to continue this work on an incremental basis each year, until all City documents have been transitioned into a digital format, increasing transparency and improving service for citizens and customers.

- Phase II courts technology upgrade - $68,942 (one-time expenditure)

Phase II of the courts technology upgrade includes the replacement and upgrade of audio visual equipment, including document cameras, television, and functional control system of the courtroom at the Colleyville Justice Center. Some of the cost will be shared with the City of Keller, our partner in the joint municipal court, and a portion of the cost will be funded by the Court Technology Fund. The General Fund impact is expected to be $15,000.

- Phone system software upgrade - $13,879 (one-time expenditure)
  The City's current phone system software will no longer be supported by Cisco after this year. This funding will pay for the contract labor to upgrade to the latest version of the software and the new software costs will be provided as a part of our software maintenance agreement.

- Internet redundancy - $7,829
  Purchase of a load balancer and contracting with a second internet carrier will allow for redundancy should an internet outage occur. Continuous use of the internet is critical to serving citizens, as a significant number of the City's software programs are now web-based.

- Additional digital signage - $4,222 (one-time expenditure)
  In an effort to communicate with citizens and customers in a variety of ways, digital signage will be expanded to both the lobby of City Hall and the Senior Center. The digital signs will be programmed to show regularly updated material that advertises public meetings, special events, and other helpful information.

- Urban Forester position - $104,488
  In order to continue to manage and oversee tree and landscaping functions in the development process, an urban forester position has been included in the fiscal year 2016 budget. This position will be responsible for the review of tree preservation plans, tree mitigation plans, tree removal permits, and tree surveys, as well as inspections and any other coordination of work related to trees throughout the community. This position will also work closely with other City staff in the maintenance and preservation of trees on City-owned property.

- Land Development Code updates - $50,000
  The adoption later this year of the updated Colleyville comprehensive plan, *Destination Colleyville*, will necessitate updates to the Land Development Code. These updates will include subjects such as zoning districts, overlay districts, subdivision regulations, and streamlined development processes. Because this work is anticipated to take several years, funding is programmed as on-going.

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

- *Municipal Court:* In fiscal year 2013, Colleyville and Keller broke new ground as the first Texas cities to consolidate their municipal court operations. The combined court, now in operation for two years, is transitioning to a paperless

environment that will streamline processes and further efforts to manage our document retention electronically. Keller's portion of the cost is anticipated to be $247,689 for fiscal year 2016, compared to $217,697 for the prior year.

- *Animal Control:* In fiscal year 2013, Colleyville and Southlake consolidated animal control and shelter services with Keller, a change that resulted in improved animal services in all three communities, reduction of redundancy in operations, better utilization of building and technical resources, increased training time for employees, sufficient staffing for dedicated shelter and adoption personnel, and improved compliance with state and national standards for the humane treatment of animals. The fiscal year 2016 budget for this agreement, which pays for Colleyville's proportionate share of the costs, increased by $13,397 compared to fiscal year 2015, based on the calculations provided by the city of Keller on Colleyville's utilization of shelter and animal services.

- *Communications and Jail Services:* Continuation of funding for the regional communications and jail services is included in fiscal year 2016 through a multi-year interlocal contract with Keller and Southlake. This funding budgeted for fiscal year 2016 increased by $21,610, which reflects Colleyville's proportionate cost of the interlocal contract. Additionally in fiscal year 2011, Tarrant County 9-1-1 leased the Colleyville Communications Center as a permanent backup site, which created additional revenue. Tarrant County 9-1-1 also will keep the facility up to date with the latest technology.

- *Northeast Fire Department Association (NEFDA):* This association of 14 cities in Northeast Tarrant County provides resources, support, and staffing for emergency events such as a water rescue, HAZ-MAT incident, or an event involving an explosive device. Participating cities contribute financially to maintain and replace equipment or apparatus needed to respond in these situations, in addition to an annual operating fee.

- *Public Safety:* Colleyville will continue participation as a member city in Tarrant County's NETCO radio consortium. In 2014, the NETCO consortium completed an upgrade to our 800MHz trunked radio system to Project 25 (P25) capability. The P25 conversion included all radio equipment (i.e., towers, consoles, portable radios, and handheld devices). Capital costs related to the upgrade are paid annually by the debt service fund through fiscal year 2016. NETCO member cities will continue to contribute to the consortium for future maintenance and system enhancement costs.

- *Street Overlay:* To maximize street maintenance activities, the City will continue partnering with Tarrant County for county labor resources for one street maintenance project per year. For these projects, the City provides funding for materials. The county has specialized street overlay capabilities and has shown a continued interest in assisting our maintenance program.

- *Teen Court:* Along with Grapevine and Keller, Colleyville partners with Southlake to operate the Metroport Teen Court. The fiscal year 2016 CCCPD budget provides funds for our continued participation in this program in the amount of $33,750, one fourth of the total annual program cost.

- *Elections:* Staff recommends continuation of the contract with the Tarrant County Elections Center to conduct local elections at an annual cost of $7,000. The efficiency and expertise provided by the county enhances the quality of the electoral process available to our citizenry.

- *Tax Assessment and Collection Services:* The City will continue the agreement with the Grapevine-Colleyville Independent School District (GCISD) for tax collection services.

SERVE OUR CUSTOMERS

To serve our customers and provide the high quality programs and services they expect, we must start with the right people, the right financial focus, and the right processes. Without attention to those foundational perspectives, we cannot serve our customers well. Investments in the area of "serving our customers" typically include items that are tangible to our citizens. In fiscal year 2016, highlights of continuing or new investments in this area include:

- One new police officer position- $72,058
  The addition of one new police officer position is included in the fiscal year 2016 budget, to be funded from the Colleyville Crime Control and Prevention District (CCCPD) budget. This position reflects the City Council's commitment to adding one new police position each year through fiscal year 2016. The staffing plan for fiscal year 2017 through 2020, which includes the addition of two new police officers and one additional supervisory position, will be incorporated into the CCCPD budget as funding allows.

- Street maintenance - $3,000,000
  A consistent focus by the City Council has been to provide the necessary funding to maintain the city's street infrastructure. Given this, the adopted budget provides a base level of $2,000,000 for street maintenance/rehabilitation and an additional $1,000,000 through a strategic draw-down of General Fund fund balance (while still maintaining a healthy fund balance in excess of the adopted 90-day reserve requirement). This strategic draw down is anticipated to continue through fiscal year 2018 based on the current financial forecast. At that point, other funding must be identified to continue the same level of street maintenance. The fiscal year 2016 total of $3,000,000 for street maintenance in the General Fund will be used as a funding source in the comprehensive CIP, to be distributed among various projects based on relative priority. Prior to fiscal year 2016, $600,000 of the $3,000,000 allocated for street maintenance has

been used for concrete repairs and pavement markings. In fiscal year 2016, the full $3,000,000 will be used for street CIP projects. Street maintenance funding in prior fiscal years (2013-1015) has provided for significant accomplishments, including the following projects: Heritage Avenue, Windview Estates, Kingston Estates, Pleasant Run Road, Cheek-Sparger and Jackson roundabout, Jewel Estates, Jackson Road, Lavaca Trail Road, White Chapel Bridge repairs, Bedford Road retaining wall, sidewalks, metal beam guard fences, pavement markings, and various emergency repairs.

- Dedicated funding for concrete repairs - $500,000 (one-time expenditure)
  As mentioned previously, concrete repairs have historically been funded by using a portion of the street maintenance budget allocation. In fiscal year 2016, a dedicated budget for concrete repair has been included. Funding availability will be evaluated next year to determine whether this can be included on an annual basis.

- Dedicated funding for pavement markings - $100,000
  A dedicated budget for pavement markings has been included to set aside funding for this purpose on an annual basis, and to eliminate the need to use a portion of the $3,000,000 street maintenance allocation for pavement markings. This will allow a greater portion of the street maintenance budget to be utilized on street CIP projects.

- Colleyville Boulevard/SH26 reconstruction project management - $200,000
  To ensure adequate city involvement in managing the upcoming reconstruction of Colleyville Boulevard, an additional construction manager will be temporarily assigned to that project for its duration. In addition to the staff support of this project, funds for additional advertising, promotion, and support of our affected businesses, as well as additional communication with citizens and visitors during the project, are also included. The fiscal year 2016 cost of the temporary position and the additional communications costs are to be funded through a transfer of net revenues over expenditures at the end of fiscal year 2015. It is anticipated that these expenses will need to be budgeted through fiscal year 2018.

- Maintenance of medians on Colleyville Boulevard (SH26) - $30,000
  With the completion of Phase I of construction work, additional funding has been included for the maintenance of the medians. This horticultural work will include maintenance of landscaping material, inspection of irrigation components, and litter control.

- Building Inspector to FT - $42,687
  The fiscal year 2016 budget includes funding to bring the part-time building inspector to a full-time position. Current building activity necessitates employing two full-time inspectors to maintain current service levels and same-day inspections. Bringing the part-time inspector up to full-time will also allow for coverage of inspections when the current full-time inspector is out of the office.

- Marketing Coordinator to FT - $32,900
  Funds have been allocated to expand the existing part-time marketing coordinator position to a full-time communications and marketing position that will place an emphasis on digital platforms. This change reflects the growing demands and challenges of executing the city's communications and marketing efforts across both digital and traditional platforms, increased demand for communications on major projects in the city—especially road construction projects, and a heightened need for more emphasis on marketing the city and its business community. In this budget year, in addition to ongoing communications and marketing efforts, the communications and marketing department also has been charged with designing and developing a more robust, accessible website, and with developing and executing a major marketing effort to promote the city's business community.

- Transfer to Capital Projects Fund - $200,000 (one-time expenditure)
  Additional one-time funding has been included in the fiscal year 2016 budget to be transferred to the Capital Projects Fund for use on future capital projects. Careful consideration was given to ensure that not all available funds were obligated to recurring, or ongoing, expenses. Dedicating some of the funding available for allocation in fiscal year 2016 to one-time purposes that serve the City's long-term goals is a prudent use of these funds. This strategy was also used in fiscal year 2015, when $300,000 was allocated for one-time capital projects, and has made the following projects possible: Fire Station 1 training room technology update, backup power generator for City Hall, replacement of access control technology at City Hall and the Library, Fire Station 3 capital maintenance (primarily roof), and landscaping of the Glade/Pool roundabout.

- Sidewalk repair – $50,000
  The 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.

- Court "Notify" System – $8,400
  Court Technology Fund resources, which are generated from collection of the Municipal Court technology fee imposed on convictions on cases adjudicated in the Court, are planned to be used for the purchase of the "Notify" system from the current court software vendor, Incode. This system will allow employees to auto-notify individuals through phone and/or email when court must be rescheduled (such as in cases of inclement weather) as opposed to spending extensive staff time manually calling each person affected.

- Integrated Mosquito Management Plan funding increase – $25,000
  The budget allocates additional funding to the Integrated Mosquito Management Program to allow for targeted application of adulticides. Actual expenditures will be directly tied to the amount of mosquitos testing positive for West-Nile Virus during the mosquito season, but recent trends indicate that additional resources will be required.

- The cost of purchasing potable water from the Trinity River Authority (TRA) has increased during the past year, and is expected to continue to increase, due to additional TRA operational costs, which includes the increased cost of purchasing raw water from the Tarrant Regional Water District (TRWD), and decreased usage through effective water conservation by area cities. In July 2015, the City Council approved a new rate structure that passes through these cost increases to customers.

- Water and wastewater renewal program - $1,062,600
  As part of the City's focus on long-term infrastructure needs, the fiscal year 2016 Utility Fund budget significantly increases the investment for proactive replacement of City water and sewer lines, valves, pumps, lifts, manholes, inlets, and other materials used in the delivery of potable water to, and the removal of sewage from, Colleyville homes and businesses. This investment is utilized as the primary funding source for the water and wastewater CIP projects. Funding for these projects was made possible by the new rate structure approved in July 2015.

- Colleyville Clean Sweep - $12,000
  Staff recommends continuation of the household hazardous waste collection program and the Clean Sweep annual collection with $12,000 from the Drainage Fund and a conversion of solid waste franchise revenue in the amount of $15,000, for total program funding of $27,000.

- Trail system investments - $210,000 (one-time expenditure)
  The adopted 2016 CEDC budget includes the carry forward of funding for incomplete projects- improvements at the Cotton Belt – LD Lockett Park trailhead and $150,000 for the construction of future trails for which a location has yet to be determined.

- Parks Master Plan update - $100,000 (one-time expenditure)
  The existing Parks Master Plan was adopted in 2011 and is due to be updated. Funding has been included in the CEDC budget for this purpose.

ITEMS NOT FUNDED IN FISCAL YEAR 2016

As is typical in local government, funding needs often exceed the revenues available. Decisions must always be made as to what items are funded in the budget. The items described below were not included in the fiscal year 2016 budget, either due to a lack of available funding or because these items represented a lower overall priority than 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 chosen for inclusion in the fiscal year 2016 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 Strategy Map, any risks presented 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, what prompted this request, and overall impact of funding the request compared to the financial investment required.

- City Hall/Library exterior LED lighting - $17,400
  This funding would replace the eight existing parking lot pole lights on the West side of City Hall with LED lights.

- Justice Center exterior LED lighting - $40,920
  This funding would replace the existing parking lot pole lights with LED lights on 13 single head pole light fixtures, 6 double head pole light fixtures, 2 flood light fixtures, and 10 flood bridge light fixtures.

- Additional fire inspector/investigator - $107,000
  The addition of another position focused on fire inspections and investigations would provide an enhanced service level, including annual inspection of commercial buildings. Further evaluation of this enhanced service level is planned in order to determine if there could be an offsetting revenue through the creation of an annual inspection fee and the openness of the business community to this type of service.

- Folding doors at Fire Station 3 - $44,000
  Funding would replace existing overhead doors with four-fold doors that have lower maintenance costs and improved visibility for operators inside a truck. Four-fold doors are already installed at Fire Station 2 and funding is included in the fiscal year 2016 budget for installation at Fire Station 1.

- Senior Center Classroom A/V replacement - $6,954
  Replacement of the projector and screen in the classroom at the Senior Center was considered, but not funded due to the limited use of this equipment.

ADOPTED BUDGET BY FUND: GENERAL FUND

In developing the fiscal year 2016 budget, the objective was to achieve a balance between revenues and expenditures, and prioritize operational needs with long-term community investment strategies. As mentioned previously, efforts are made to identify other funding sources before committing general fund dollars to a project or cost, limiting the reliance on the primarily property tax supported general fund. The general fund accounts for the resources and expenditures related to the generally recognized governmental services and/or functions provided by various City departments – it is a governmental fund type.

Revenues
General Fund revenues in the adopted budget total $24,018,492. Major revenue considerations 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 2.76% increase in property values
- Increased sales tax revenue
- An increase in licenses and permits, as well as charges for service, based on historical trends and increase in development activity in Colleyville

Property Tax
The primary source of income for the City is property taxes, accounting for 54 percent of total revenue. The biggest budgetary issue in preparing the annual budget is the setting of the property tax rate. Once the roll is received in late July, the tax rate is determined by the debt rate needed to pay for the City's bonded indebtedness and funds needed for maintenance and operation funding in the General Fund.

The Tarrant Appraisal District has certified Colleyville's property valuations for 2015 at $4,204,340,103 ($4,106,312,095 in certified value and $98,028,008 in pending appeals and incomplete valuations), and includes $61,525,400 in new construction. This represents an increase of $113,036,582 (2.76%) over the current year's taxable valuation of $4,091,303,521, per the July 25, 2014 certified values. The value of existing property on the tax roll increased by $51,511,182 (1.26%) over the current year's taxable valuation. The total taxable value includes TIF zone property, which has a combined taxable value increment of $267,715,328 (TIF Zone #1 adopted in 1998- $265,051,758 and TIF Zone #1A adopted in 2012- $2,663,570). TIF values include $7,070,556 in new construction, which is reflected in the new construction total for the entire tax roll above. The final TIF value is subject to change, as valuation is still under appeal. This represents an increase of $6,586,339 (2.52%) over the current year TIF valuation of $261,128,989.

As submitted, the fiscal year 2016 budget maintains a property tax rate of $0.3559 per $100 value. The tax rate is comprised of an operation and maintenance rate of $0.33624, and an interest and sinking rate of $0.019660. The latter component provides funding for retirement of the annual debt obligations. The property tax rate of $0.3559 is slightly above the effective tax rate of $0.350960. The effective tax rate is the rate at which the City would raise the same amount of revenue raised in the last fiscal year.

As shown in the following table, the 2016 property tax rate will increase the typical homeowner's tax bill, compared to this year's tax billing, by $7.66.

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

Sales Tax

The second major financial consideration guiding development of the budget is the growth of sales tax revenues. The City collects a total two percent sales tax: one percent for General Fund with the remaining one percent allocated for two half-cent special purpose districts. A positive trend in the local economy along with the opening of Whole Foods Market and other businesses at Colleyville Downs has generated increased taxable sales. A conservative one percent increase in sales tax over the fiscal year 2015 year-end projection is budgeted, as this revenue source is one of the most volatile.

Licenses and Permits

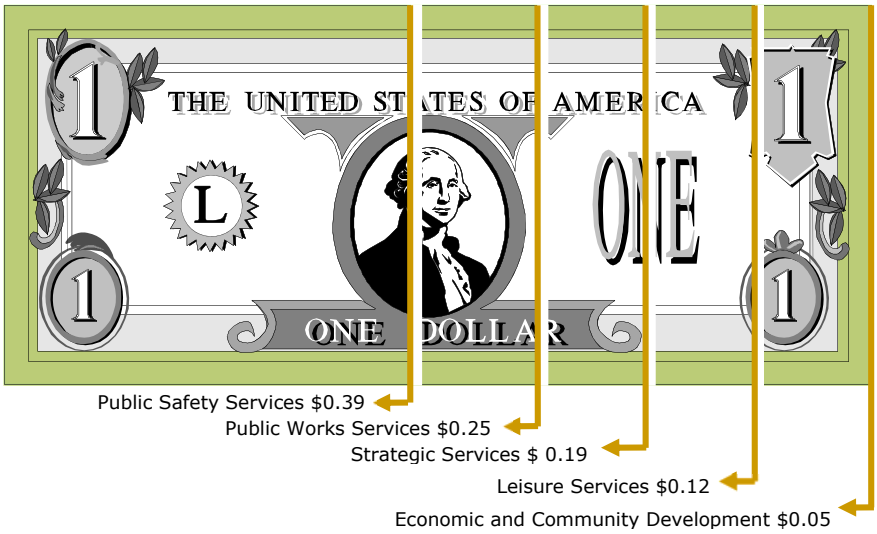
Building-related revenue remains relatively consistent with the actual revenue received in the last several fiscal years. License and permit revenue has continued to exceed budget projections based on the increase in development activity in Colleyville, but budgeted projections are not increased until several years of trend are established in order to maintain our conservative forecasting practices. The fiscal year 2016 budget for license and permit revenue makes up almost 4 percent of general fund revenues. Based on current interest rates and the number of lots that have been approved or are under construction, staff anticipates the current rate of construction of new single-family residential homes will continue in the near term. There are also commercial developments and redevelopments anticipated for fiscal year 2016.

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 $247,689. 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 plans to spend each tax dollar for the upcoming fiscal year. The total adopted General Fund budget for fiscal year 2016 is $23,977,370. This includes non-discretionary increases totaling $254,317, which covers cost increases in attorney expenses, property and liability insurance, software maintenance, and other contractual service increases.



UTILITY FUND

The Utility Fund is a proprietary fund structured and operated as a stand-alone business or enterprise. It accounts for all the activities required for the provision of water and sanitary sewer to residents of the city. For budgeting purposes, the fund segregates the operating expenses and debt service in an accounting fashion similar to the General Fund. In accordance with Generally Accepted Accounting Principles (GAAP), this fund uses a full accrual basis of accounting that combines the accounting of long-term assets and liabilities with operating expenses and revenues. 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.

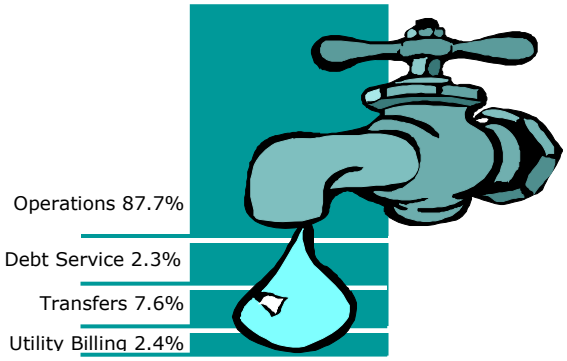
Revenues

Under the current rate structure, water sales account for 72 percent of total revenue and wastewater revenues account for 26 percent. Interest, tap fees, and miscellaneous revenues comprise the remainder. A new rate structure was adopted by the City Council in July 2015 that will generate additional resources for needed water and wastewater infrastructure projects, as well as pass through rate increases from TRA for potable water (which includes rate increases from TRWD for raw water). The rate changes also serve to recover a greater portion of the City's fixed cost in the base rate. Base rates will increase in fiscal year 2016 from $13.28 to $13.55 (water) and $10.16 to $10.45 (wastewater). The Utility Fund's coverage ratio of 1.20 is effectively met in the current tiered rate structure.

Expenditures

Utility Fund expenditures total $15,886,362 for the fiscal year 2016 budget. This includes non-discretionary increases totaling $22,584 which cover cost increases for

DART right-of-way agreement fees, property and liability insurance, and communications maintenance. The total utility-supported 2016 bonded debt obligation is $365,325. The largest component, 65 percent of the fund, covers the contractual obligation for water and wastewater to the Trinity River Authority (TRA). In an effort to continue a comprehensive program to repair and rehabilitate the utility system, the fiscal year 2016 Utility Fund budget includes $1,062,600 for proactive replacement of City water and sewer lines, valves, pumps, lifts, manholes, inlets, and other materials used in the delivery of potable water to, and the removal of sewage from, Colleyville homes and businesses. This investment is utilized as the primary funding source for the water and wastewater CIP projects. Funding for these projects was made possible by the new rate structure approved by the City Council in July 2015. The expenditure increase in the budget from fiscal year 2015 is due primarily to the increased infrastructure investment and the cost of treated water and wastewater from TRA. 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 2016 debt obligation for tax-supported debt is $1,461,593, compared to fiscal year 2015 total of $1,382,192. There is a planned drawdown of debt service fund balance in the amount of $152,666 for the fourth 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 also a planned draw down of fund balance in the amount of $125,000 for the down payment in a ten-year lease-purchase agreement for a new fire engine. The first annual payment will be in October 2016 (fiscal year 2017). There is declining debt service in the remaining outstanding debt obligations and a refunding of outstanding callable debt that occurred in fiscal year 2011. The projected fiscal year 2016 ending fund balance will be in excess of the 90-day reserve needed.

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 2014, the City's rating went through a biannual bond rating review with Fitch Ratings and Standard and Poor's for outstanding general obligation, and water and wastewater debt. That AAA rating has been 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 wastewater debt, the key ratings drivers for the AAA rating were conservative financial management, rate flexibility, low debt, and limited capital needs.

The waterworks and wastewater system revenue bonds and the drainage system revenue bonds also received a rating upgrade from Standard and Poor's in 2014 from AA+ to AAA. 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. Standard and Poor's, and Fitch Rating Service have affirmed the rating of AAA on the drainage utility system revenue bonds. These credit ratings for outstanding debt mean the City's bonds are considered to be of superior investment quality, resulting in lower interest payments for the City.

STORMWATER DRAINAGE UTILITY FUND

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

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

The fund is projected to receive revenues of $957,161 in fiscal year 2016, primarily from the collection of the monthly fee. Annual debt payments for the outstanding bonds are $127,121. In fiscal year 2016, $45,917 is budgeted for replacement of two trucks and $170,000 for infrastructure renewal. The remaining funds of $555,927 fully support six staff positions, partially fund three other staff positions for which costs are split between multiple funds, and drainage projects throughout the city. This includes non-discretionary increases totaling $1,083, which covers cost increases in property and liability insurance and increased communications maintenance costs. The drainage bonds require a coverage ratio of 1.25 times annual debt service, approximately $158,901 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 for five years, which would be the term of the lease if financed externally.

SPECIAL REVENUE & CAPITAL PROJECT FUNDS

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

Colleyville Tax Increment Financing (TIF) District

The Tax Increment Reinvestment Zone (TIRZ) District, also known as the TIF, was created in 1998. The primary goal of the district is to encourage quality commercial development in the city by using ad valorem revenues from property value growth since the creation of the district, within the district for infrastructure improvements and economic development. The district boundaries predominately occupy property located along State Highway 26, comprising 633 acres of land area. The base value for the district was $75,821,735 in 1998. Incremental values subsequent to January 1998 are taxed at the City's adopted property tax rate. However, the ad valorem revenues are utilized within the district rather than being allocated to the City's overall budget. Overlapping taxing entities, including Tarrant County College District and the Grapevine-Colleyville Independent School District participate at varying levels in the district by assigning their ad valorem tax dollars. Tarrant County and the Tarrant County Hospital District are no longer participating in contributing to the TIF as their commitment level has already been met. In November 2012, the TIF was amended to expand boundaries to include mostly additional vacant, underutilized land and some commercial property. The additional area added is called TIF #1A, as compared to the original area that is called TIF #1, and had a base value of $30,796,078. The incremental value for fiscal year 2016 (tax year 2015) is $265,051,758 for TIF #1 and $2,663,570 for TIF #1A. TIF #1 experienced an increase of $6,250,726 from the valuation for fiscal year 2015 (tax year 2014).

The debt service payment for the coming year is $682,425 for bonds issued for TIF district projects. Additionally, expenditures are anticipated for payments to the Town Center at Colleyville for developer asset repurchase agreements as a result of TIF Board and City Council incentivized approved projects. The adopted CIP budget recommends using TIF funds to pay for approved road improvement projects within the district.

Colleyville Crime Control and Prevention District (CCCPD)

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

continue the district by approval of a referendum. In September 2003, Colleyville voters approved continuation of the district for an additional 20 years.

Expected revenue from the 0.5 percent special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the CCCPD budget is $1,915,384. The budget provides funding for the annual debt on the Colleyville Justice Center, compensation for eight police officers, vehicle replacement, and various minor capital items, with total expenditures of $1,715,287 for fiscal year 2016.

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

Expected revenue from the special purpose sales tax, use of funds generated from prior years' coverage ratio, and related interest income for the fiscal year 2016 is $2,809,707. The CEDC Board meets in August to approve the budget. Funding provided by this special sales tax has been allocated to community-enhancement initiatives consistent with the authorization of the corporation.

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

Court Security Fund
The Court Security Fund accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court – it is a governmental fund type. Available funds are spent on security-related expenses for the court. In fiscal year 2016, 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 governmental fund does not have a dedicated revenue source; any income received is from transfers in from other funds. In fiscal year 2013, $200,000 was transferred to the Strategic Initiatives Fund from the General Fund. The current balance in the Strategic Initiatives Fund is $466,133 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 through their monthly utility bill, those contributions are placed in the Voluntary Library Fund. Contributions are used primarily to support library activities. In fiscal year 2016 the Voluntary Library Fund will pay for library materials, collection development, processing supplies, and library programs.

Voluntary Park Fund
When voluntary contributions are made by citizens for improvements to the park system through their monthly utility bill, those contributions are placed in the Voluntary Park Fund. In fiscal year 2016 the Voluntary Park Fund will pay for improvements to various parks and athletic fields.

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

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

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

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

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

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

FUTURE OUTLOOK

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

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 to change the property tax system. Therefore, diversification of the tax base is essential and the most immediate means for remedy is through strong economic development efforts. It will also be important to weigh the long-term implications of tax rate decisions in this environment. There will always be pressure to make decisions that provide an immediate benefit today; however, Colleyville continues to approach the achievement of the community's goals with a long-term strategy, making incremental investments that provide for sustainable success.

In 2014, significant economic development efforts came to fruition with the opening of Whole Foods Market and the redevelopment of the Colleyville Downs shopping center. 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. This provides a unique opportunity to further the vision of the city's Comprehensive Plan as we attract commercial development that aligns with the overall desires of the community.

While the City will work to capitalize on this opportunity, it brings about some unique challenges. Colleyville is landlocked and 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 investment so that it meets the demands of our residential and commercial population now and in the decades ahead.

Colleyville is also maturing in other ways. Demographic studies indicate that the median age of Colleyville residents is now 45 years old, compared to 37.2 nation-wide. These changes may generate a desire for greater priority or focus on certain programs or services, and would require identification of funding sources to increase or add to existing service levels.

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 adopted 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 strategy map, citizen expectations, and the vision for Colleyville. It then develops strategies to change, revise, and evolve in ways that provide better services in a more effective, efficient manner— often 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. Residents continue to receive excellent value for their tax dollars and have been able to rely on a consistent tax rate, which is able to provide the programs, services, and infrastructure investment that form the foundation of the quality of life in Colleyville.

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; provide a performance-based and competitive compensation structure for the City's workforce; leverage technology to improve efficiency and service delivery; and continue the commitment to infrastructure repair and replacement. 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 fiscal year 2016 budget is presented with the commitment and confidence that it effectively funds the varying needs of the community. It provides a strong financial plan, while ensuring a superior level of municipal services to our citizens. We feel confident the projections and estimates are conservative, yet reasonable and accurately reflect anticipated revenues and municipal needs. We look forward to working with you to achieve all the goals set forth in this adopted budget.

Preparing the budget was a tremendous undertaking. It is important to acknowledge the efforts of the dedicated staff that worked resolutely to formulate fiscally responsible proposals. 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: Chris Fuller, deputy city manager; Mike Holder, assistant city manager; Karen Hines, finance manager; Rachel Huitt, human resources director; and Adrienne Lothery, strategic services manager, for their efforts in building our service plan for 2016.

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

STRATEGY MAP

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

DELIVER ON OUR FOCUS AREAS

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

SERVE OUR CUSTOMERS

- C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction
- C2- Deliver high quality and unique customer service
- C3- Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors
- C4- Provide mobility enhancements that complement neighborhoods
- C5- Achieve the highest standards of safety & security

MANAGE THE BUSINESS

- B1- Seek innovative technology solutions where appropriate
- B2- Proactively seek process improvements and sustainable solutions
- B3- Utilize partnerships to implement cost-effective service solutions
- B4- Cultivate a culture of transparency and consistent communication
- B5- Use the Strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community

PROVIDE FINANCIAL STEWARDSHIP

- F1- Protect and preserve the City's top financial ratings
- F2- Invest to provide and maintain high quality public assets
- F3- Forecast needs and plan for the future, balancing priorities with resources
- F4- Adhere to the City's financial and budgetary policies

PROMOTE LEARNING & GROWTH

- L1- Attract, develop, and retain skilled employees who embrace our values
- L2- Foster positive employee engagement
- L3- Ensure our people understand the strategy and how they contribute to it
- L4- Enhance leadership capabilities to deliver results and develop bench strength
- L5- Empower informed decision-making and appropriate risk taking at all levels in the organization

CRITICAL BUSINESS OUTCOMES 2014

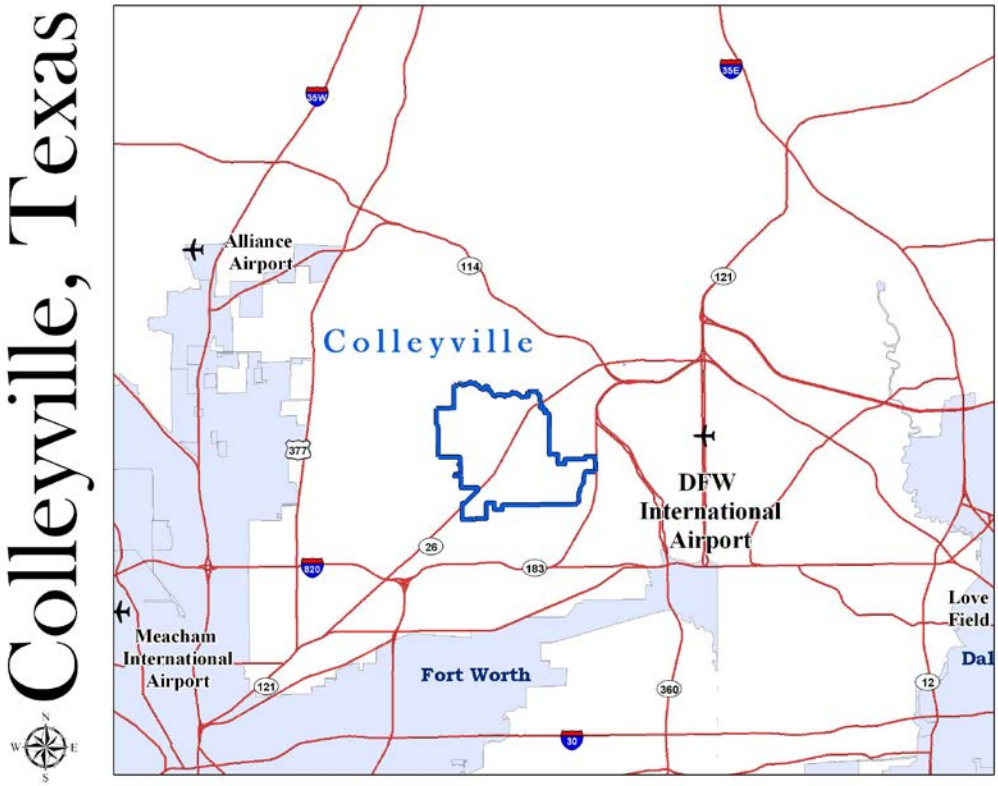
- CBO1- Maximize the highest and best use of the City's business corridors
- CBO2- Implement the Comprehensive Plan
- CBO3- Address the most critical infrastructure needs
- CBO4- Keep citizens informed through their preferred methods
- CBO5- Address traffic issues on Glade Rd.
- CBO6- Look for ways to finish SH26

Integrity • Service • Innovation

City Profile

CITY PROFILE

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



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

COLLEYVILLE, TEXAS: AT-A-GLANCE

Community

- 2014 Estimated Population: 23,740 (NCTCOG Est. January 1, 2014)
- Size: 13.1 square miles
- Development:
  - 83.01% residential
  - 4.26% commercial
  - 9.80% open space/unplatted
  - 0.18% civil
  - 0.64% agricultural
  - 2.00% vacant properties
- Location:
  - 5 miles from DFW International Airport
  - 14 miles from Fort Worth
  - 22 miles from Dallas

Demographics

- Median age: 45.5
- Population between 35 and 64: 53.2%
- Population under 20: 28.8%
- Population over 25 that have attended college: 88.5%
- Owner occupied housing: 95.2%
- Average household size: 2.88
- Average household income: $200,822
- Average appraised value of residential property in 2015: $423,650

(U.S. Census & Tarrant Appraisal District)

Government

- Founded January 10, 1956
- Home Rule Charter
- Council-Manager form of government
- Lane Miles of streets maintained: 290
- Miles of water mains maintained: 202
- Miles of sanitary sewer maintained: 169
- Police protection: 43
- Fire protection: 41
- Number of park acreage maintained: 221
- Number of playgrounds: 6 sites with 15 play structure units
- Public Trail System: 14.36 miles

Education

- Grapevine-Colleyville ISD - 5A
  - K-12 Enrollment: 13,748
  - 96.4% Graduation Rate
- Keller ISD – 6A
  - K-12 Enrollment: 33,145
  - 94.2% Graduation Rate
- Hurst-Euless-Bedford ISD – 5A
  - K-12 Enrollment: 22,762
  - 95.2% Graduation Rate
- 2 Montessori schools - elementary
- 2 faith-based schools - K-12
- 20 Universities within 40 miles

COLLEYVILLE HISTORY

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

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

CITY OF COLLEYVILLE, TEXAS

PRINCIPAL EMPLOYERS

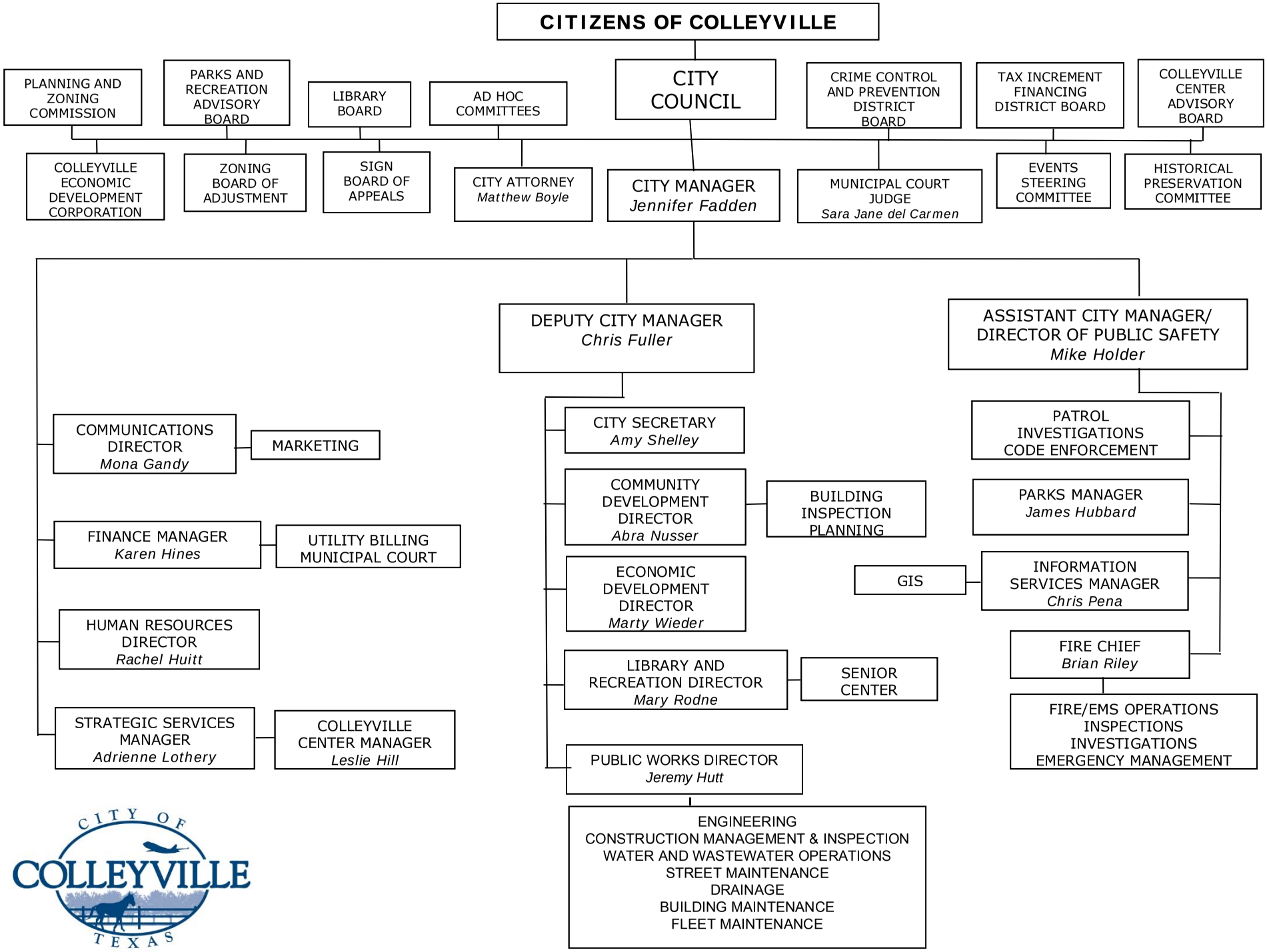
	2013		2004	
Employer	Employees	Percentage of Total City Employment	Employees	Percentage of Total City Employment*
Grapevine Colleyville ISD	1,681	32.6%	720	- %
Market Street	369	7.1%	400	- %
Lifetime Fitness	230	4.5%	-	- %
City of Colleyville	188	3.6%	162	- %
Kroger	-	- %	150	- %
Albertsons	110	2.1%	200	- %
Covenant Christian Academy	107	2.1%	80	- %
LaHacienda Ranch	100	1.9%	100	- %
Walmart Neighborhood Market	90	1.7%	-	- %
Sonshine Academy	60	1.2%	40	- %
US Memory Care	60	1.2%	-	- %
Mac's Steak and Seafood	55	1.1%	60	- %
Compass Christian Church	50	1.0%	-	- %
Total	3,100	60.0%	1,912	- %

Source: City Economic Development Division

*This information is unavailable.

Note: This information was the most recent available at the time of printing the FY 2016 adopted budget book.

Organization Chart


CITIZENS OF COLLEYVILLE
CITY COUNCIL
PLANNING AND ZONING COMMISSION
PARKS AND RECREATION ADVISORY BOARD
LIBRARY BOARD
AD HOC COMMITTEES
CRIME CONTROL AND PREVENTION DISTRICT BOARD
TAX INCREMENT FINANCING DISTRICT BOARD
COLLEYVILLE CENTER ADVISORY BOARD
COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION
ZONING BOARD OF ADJUSTMENT
SIGN BOARD OF APPEALS
CITY ATTORNEY Matthew Boyle
CITY MANAGER Jennifer Fadden
MUNICIPAL COURT JUDGE Sara Jane del Carmen
EVENTS STEERING COMMITTEE
HISTORICAL PRESERVATION COMMITTEE
DEPUTY CITY MANAGER Chris Fuller
ASSISTANT CITY MANAGER/ DIRECTOR OF PUBLIC SAFETY Mike Holder
COMMUNICATIONS DIRECTOR Mona Gandy
MARKETING
FINANCE MANAGER Karen Hines
UTILITY BILLING MUNICIPAL COURT
HUMAN RESOURCES DIRECTOR Rachel Huitt
STRATEGIC SERVICES MANAGER Adrienne Lothery
COLLEYVILLE CENTER MANAGER Leslie Hill
CITY SECRETARY Amy Shelley
COMMUNITY DEVELOPMENT DIRECTOR Abra Nusser
BUILDING INSPECTION PLANNING
ECONOMIC DEVELOPMENT DIRECTOR Marty Wieder
LIBRARY AND RECREATION DIRECTOR Mary Rodne
SENIOR CENTER
PUBLIC WORKS DIRECTOR Jeremy Hutt
ENGINEERING
CONSTRUCTION MANAGEMENT & INSPECTION
WATER AND WASTEWATER OPERATIONS
STREET MAINTENANCE
DRAINAGE
BUILDING MAINTENANCE
FLEET MAINTENANCE
PATROL INVESTIGATIONS CODE ENFORCEMENT
PARKS MANAGER James Hubbard
GIS
INFORMATION SERVICES MANAGER Chris Pena
FIRE CHIEF Brian Riley
FIRE/EMS OPERATIONS INSPECTIONS INVESTIGATIONS EMERGENCY MANAGEMENT

DEPARTMENTAL STAFFING SUMMARY

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

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGETED
Utility Fund	Public Works	20.38	21.03	21.68	22.03
	Utility Billing	3.00	3.00	3.00	3.00
	Total Utility Fund FTEs:	**23.38**	**24.03**	**24.68**	**25.03**

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGETED
Drainage Fund	Public Works	6.10	6.10	6.41	6.41
	Total Drainage Fund FTEs:	**6.10**	**6.10**	**6.41**	**6.41**

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGETED
Crime Control & Prevention District (CCCPD)	Police	5.00	6.00	7.00	8.00
	Total CCCPD FTEs:	**5.00**	**6.00**	**7.00**	**8.00**

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGETED
Juvenile Case Manager Fund	Finance- Municipal Court	1.00	1.00	1.00	1.00
	Total Juvenile Case Manager FTEs:	**1.00**	**1.00**	**1.00**	**1.00**

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGETED
Capital Projects Fund	Public Works	0.00	0.00	1.00	1.00
	Total Capital Projects FTEs:	**0.00**	**0.00**	**1.00**	**1.00**

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

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

Budget Process

THE BUDGET PROCESS

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

The City Manager, Assistant City Manager/Chief Financial Officer, Finance Manager, Human Resources Manager and Strategic Services Manager (Budget Team) oversee the preparation of the proposed budget. A budget calendar is distributed to the Leadership Team, which is composed of department directors. Each department submits additional funding requests to the Budget Team for any additional funding requested above and beyond that provided in the current fiscal year. These requests are reviewed in meetings with the Budget Team where the departments describe the requests and their importance. The entire Leadership Team then ranks each request for additional funding in overall priority order based on standard criteria, which are heavily based on the City's Strategy Map, as the Strategy Map contains the goals and priorities of the community and City Council. This prioritization is utilized by the Budget Team in developing the City Manager's budget recommendation.

The proposed budget is presented to the City Council by the City Manager at a budget worksession. Department directors are available for City Council questions at the worksession. Copies of the proposed budget are made available to the public and the press and the public hearing schedule is confirmed.

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

THE BUDGET AMENDMENT PROCESS

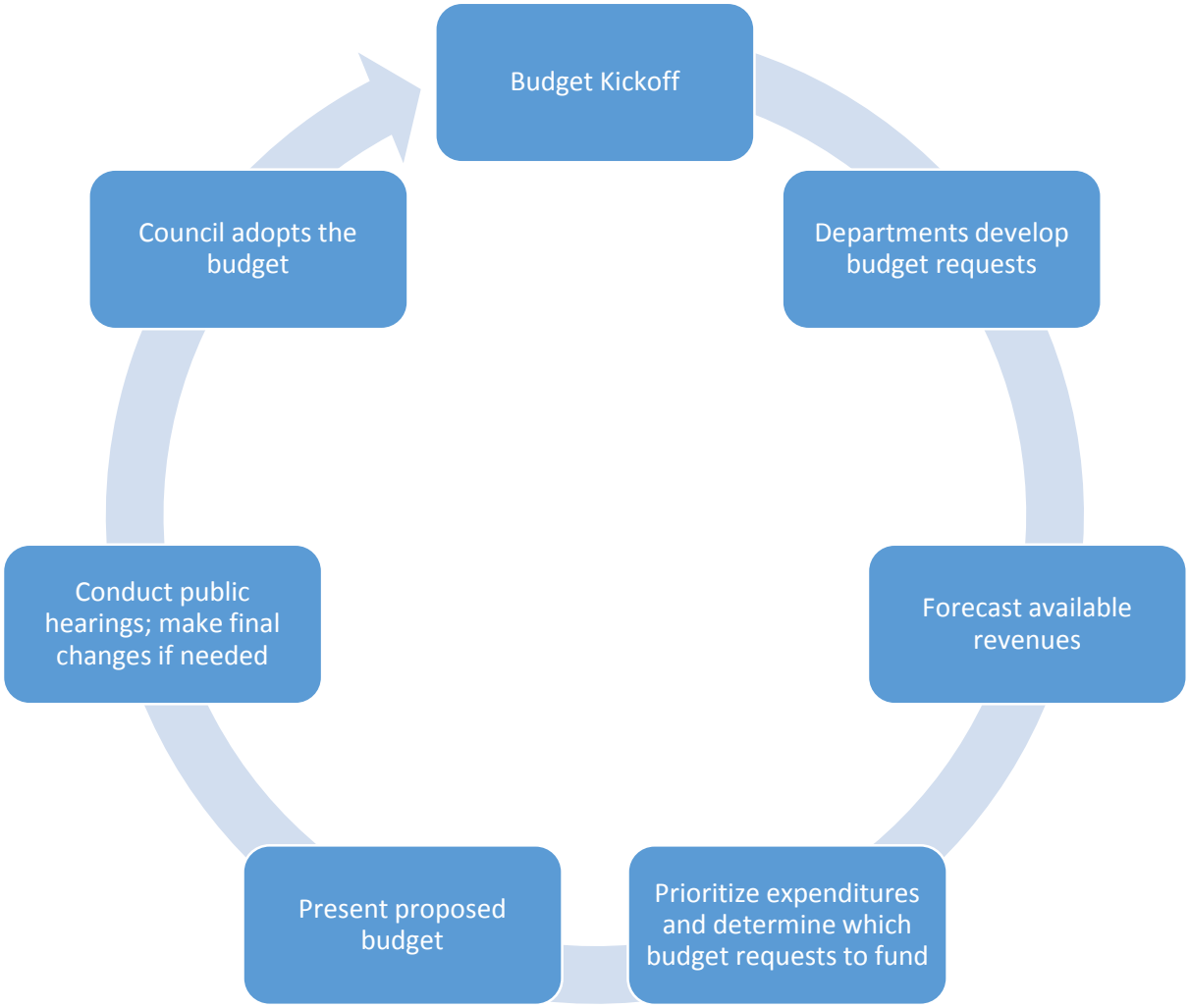
To amend the total expenditures of the current year budget, an ordinance is presented to the City Council at a regularly scheduled Council meeting. Public hearings are held on the proposed budget amendment at two consecutive regularly scheduled Council meetings. After the second public hearing, the budget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

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

Date	Activity
February	Prepare Current Service Level Numbers
Tuesday, February 3	City Council reviews the proposed budget schedule
February	Human Resources notifies Departments of the deadline and requirements for requesting a new position or reclassification of an existing position.
early March	Update the Budget Preparation Manual if necessary
Friday, March 6	Review budget calendar with City Council candidates
Thursday, April 9	**Budget Kickoff meeting for City staff**
Friday, April 17	**Current Service Level Budget due in MUNIS Level 1**
Friday, April 17	Deadline for Departments to submit completed PDQs for new positions or reclassification of existing positions to Human Resources. Human Resources will provide cost estimates within 1 week for Departments to use in Service Enhancement Requests.
mid April	Meeting with Police Department to plan the Crime Control and Prevention District Budget
Tuesday, April 21	City Council meeting- Pre Council mid-year budget presentation by Finance Manager
Friday, April 24	**Non-Discretionary Requests due in MUNIS Budget Level 2**
Wednesday, May 6	**All other components of the Budget Submittal are due (see Budget Preparation Manual)**
Thursday, May 7 - Friday, May 15	Department Budget Submittal Meetings with the Budget Team
Saturday, May 9	City Council Election
Friday, May 15	Tarrant Appraisal District releases preliminary appraisal information
Tuesday, June 2	**Colleyville Crime Control and Prevention District meeting- Budget Worksession (5:00 p.m.)**
Friday, June 5	Publish notice of CCCPD budget public hearing (by both the Board and Governing Body/Council) that will be on June 16th
Tuesday, June 16	Colleyville Crime Control and Prevention District meeting – Budget Adoption (5:00 p.m.) - serves as public hearing and adoption by board City Council meeting- First Reading of Colleyville Crime Control and Prevention District budget (7:30 p.m.) - serves as public hearing by governing body
Thursday, June 18	**City Council Special Meeting- Budget Worksession (5:30 p.m.)**
Monday, July 6	1-Day Budget Retreat: Leadership Team prioritizes Service Enhancement Packages (which will include new position and reclassification requests)
Tuesday, July 7	City Council meeting – Second Reading and adoption of Colleyville Crime Control and Prevention District budget (7:30 p.m.) - serves as approval by the governing body Pre Council discussion on updates to fees/charges (if needed)
Monday, July 27	Tarrant Appraisal District releases certified tax roll

Friday, August 7	**City Manager's proposed budget distributed to City Council**
Tuesday, August 11	City Council Special Meeting (5:30 p.m.): - Submission of effective and rollback tax calculations to City Council; - Approval of certified appraisal roll - Submission of certified collection rate - Vote to consider a tax revenue increase (if needed) - Vote to schedule a Public Hearing on the Tax Rate on August 25th & September 1st (if needed)
	Budget Worksession- Presentation of the Proposed Budget
	Colleyville Economic Development Corporation meeting- Budget Worksession (7:30 p.m.)
Thursday, August 13	Publish Combined Notice of Effective and Rollback Tax Rate (w/ 2 public hearing dates if needed)
Thursday, August 20	Publish Notice of Budget Public Hearing
Tuesday, August 25	Colleyville Economic Development Corporation meeting – Budget Adoption
	City Council Special Meeting- 1st Public Hearing Tax Rate (if needed)
Tuesday, September 1	City Council meeting – 1st reading of budget ordinance and budget public hearing
	City Council meeting - 1st reading of tax rate ordinance (serves as 2nd public hearing on a tax increase, if needed)
Wednesday, September 2	Distribute Agency Contracts for execution
Tuesday, September 15	**City Council meeting – 2nd reading of budget ordinance (official adoption)**
	City Council meeting- 2nd reading of tax rate ordinance (official adoption)
Wednesday, September 30	Executed Agency Contracts due
Thursday, October 1	Fiscal year begins
October	Create vouchers and mail checks for Agency Contracts
October	Finalized FY 2016 Business Plans due (updated with funded items/priorities)
Monday, December 14	Adopted Budget to GFOA by this date; 90 days after adoption

Annual Budget Cycle



BUDGETARY BASIS OF ACCOUNTING

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

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

Differences between the Basis of Accounting and Basis of Budgeting:

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

- In these budgets, principal repayments of debt are classified as expenses and in the CAFR they are classified are reductions of a liability as required by GAAP.

- Also in the basis of budgeting in these budgets, the purchases of capital equipment and capital improvements are budgeted as expenses. Under the GAAP basis of accounting, these purchases are classified as assets of the fund in the CAFR.

- Under the GAAP basis of accounting, depreciation expense on capital equipment and capital improvements are recorded annually. This is not recorded as an expense under the basis of budgeting because the purchases of capital equipment and capital improvements are budgeted as expenses in the year of acquisition.

Fund Structure
and
All Funds Summary

FUND STRUCTURE

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

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

GENERAL FUND	Accounts for the many operations of the City such as public safety, public works, community development, parks and general administration. This fund includes all financial resources other than those required to be accounted for in another fund. There is a legally adopted annual budget for this fund.
DEBT SERVICE FUND	Accounts for the accumulation of resources for and the payment of, general long term debt principal, interest, and related costs. There is a legally adopted annual budget for this fund.
CAPITAL PROJECT FUND	Accounts for financial resources to be used for the acquisition or construction of major capital facilities.
SPECIAL REVENUE FUND	Accounts for the revenues and expenditures associated with a special project or purpose. The Colleyville Crime Control and Prevention District (CCCPD) Fund and the Colleyville Economic Development Corporation (CEDC) Fund have legally adopted annual budgets.

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

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

Relationship between Functional Units and Funds

Funds with Functional Units:

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

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

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

ALL FUNDS SUMMARY - ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2016

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2015*	$9,115,979	$5,830,797	$749,824	$1,205,218	$16,901,818
AD VALOREM TAXES	$12,928,456	$0	$681,434	$0	$13,609,890
FRANCHISE TAXES	2,061,000	0	0	0	2,061,000
SALES TAXES	3,480,000	0	0	0	3,480,000
LICENSES AND PERMITS	882,800	0	0	0	882,800
FINES	876,000	0	0	0	876,000
CHARGES FOR SERVICE	1,089,800	15,829,999	0	955,551	17,875,350
INTERGOVERNMENTAL	311,979	0	0	0	311,979
MISCELLANEOUS/INTEREST INCOME	155,040	33,300	2,251	1,610	192,201
USE OF FUND BALANCE	1,000,000	450,000	277,666	0	1,727,666
INTERFUND TRANSFERS (IN)	1,233,417	0	500,242	0	1,733,659
RESOURCES AVAILABLE	$33,134,471	$22,144,096	$2,211,417	$2,162,379	$59,652,363
LESS EXPENDITURES:					
GENERAL MANAGEMENT	$1,724,851	$0	$0	$0	$1,724,851
FINANCE/COURT/UTILITY BILLING	806,528	382,103	0	0	1,188,631
ECONOMIC DEVELOPMENT	303,166	0	0	0	303,166
ENGINEERING	574,462	0	0	0	574,462
INFORMATION SERVICES	874,700	0	0	0	874,700
COMMUNITY DEVELOPMENT	797,640	0	0	0	797,640
POLICE	4,592,988	0	0	0	4,592,988
FIRE	4,440,164	0	0	0	4,440,164
LIBRARY/RECREATION	1,117,931	0	0	0	1,117,931
PARKS	1,299,413	0	0	0	1,299,413
COLLEYVILLE CENTER	391,162	0	0	0	391,162
PUBLIC WORKS:STREETS/DRAINAGE**	5,455,789	0	0	760,198	6,215,987
UTILITY OPERATIONS	0	13,578,348	0	0	13,578,348
COMPENSATION ADJSTMENT	193,017	29,934	0	5,505	228,456
NON-DEPARTMENTAL	953,559	320,803	0	6,141	1,280,503
DEBT SERVICE	0	365,325	1,461,593	127,121	1,954,039
INTERFUND TRANSFERS (OUT)**	452,000	1,209,849	0	19,032	1,680,881
ESTIMATED EXPENDITURES	$23,977,370	$15,886,362	$1,461,593	$917,997	$42,243,322
NET INCREASE/DECREASE TO UNRESERVED FUND BALANCE	($958,878)	($23,063)	($277,666)	$39,164	($1,220,443)
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2016	$8,157,101	$5,807,734	$472,158	$1,244,382	$15,681,375
REQUIRED FUND BALANCE RESERVE	$5,912,228	$3,917,185	$360,393	$226,355	

NOTES:
* BALANCES ARE UNAUDITED
**PUBLIC WORKS GENERAL FUND BUDGET INCLUDES A TRANSFER OF $3,050,000 TO THE CAPITAL PROJECTS FUND FOR STREET PROJECTS

ALL FUNDS SUMMARY - SUMMARY OF EXPENDITURES BY TYPE
ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2016

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED UNRESERVED BALANCE AT OCTOBER 1, 2015 *	$9,115,979	$5,830,797	$749,824	$1,205,218	$16,901,818
AD VALOREM TAXES	$12,928,456	$0	$681,434	$0	$13,609,890
FRANCHISE TAXES	2,061,000	0	0	0	2,061,000
SALES TAXES	3,480,000	0	0	0	3,480,000
LICENSES AND PERMITS	882,800	0	0	0	882,800
FINES	876,000	0	0	0	876,000
CHARGES FOR SERVICE	1,089,800	15,829,999	0	955,551	17,875,350
INTERGOVERNMENTAL	311,979	0	0	0	311,979
MISCELLANEOUS/INTEREST INCOME	155,040	33,300	2,251	1,610	192,201
USE OF FUND BALANCE	1,000,000	450,000	277,666	0	1,727,666
INTERFUND TRANSFERS (IN)	1,233,417	0	500,242	0	1,733,659
RESOURCES AVAILABLE	$33,134,471	$22,144,096	$2,211,417	$2,162,379	$59,652,363
LESS EXPENDITURES:					
PERSONNEL	$13,769,557	$1,839,401	$0	$371,936	$15,980,894
CONTRACTUAL	5,264,531	10,943,691	0	142,656	16,350,878
SUPPLIES	1,346,342	221,396	0	41,335	1,609,073
CAPITAL	94,940	1,306,700	0	215,917	1,617,557
DEBT SERVICE	0	365,325	1,461,593	127,121	1,954,039
INTERFUND TRANSFERS (OUT)	3,502,000	1,209,849	0	19,032	4,730,881
ESTIMATED EXPENDITURES	$23,977,370	$15,886,362	$1,461,593	$917,997	$42,243,322
ESTIMATED UNRESERVED BALANCE AT SEPTEMBER 30, 2016	$8,157,101	$5,807,734	$472,158	$1,244,382	$15,681,375

NOTES:
* BALANCES ARE UNAUDITED

Financial Policies

FINANCIAL POLICIES

ANNUAL BUDGET: The budget shall provide a complete financial plan of all City funds and activities and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. A budget message explaining the budget both in fiscal terms and in terms of work programs shall be submitted with the budget. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, and indicate any major changes from the current year in financial policies, expenditures, and revenues, with reason for such change. It shall also summarize the City's debt position and include such other material as the City Manager deems advisable. The budget shall begin with a clear, general summary of its contents, shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures for the ensuing fiscal year.

AMENDMENT BY COUNCIL BEFORE ADOPTION: After public hearings, the Council may adopt the budget with or without amendment. It may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income plus funds available from prior years.

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

ANNUAL AUDIT: At the close of each fiscal year and at such times as may be deemed necessary, the City Council shall cause an independent audit to be made of all accounts of the City by a certified public accountant.

FINANCIAL REPORTS: The City Manager shall submit to the Council at its second formal meeting each month the financial condition of the City by budget items, budget estimates versus accruals for the preceding month and for the fiscal year to date.

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

INVESTMENT POLICY: Investments made by the City will be made in compliance with the City of Colleyville Investment Policy. It is the policy of the City of Colleyville (the City) to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all State of Texas statutes and City

ordinances. The primary objectives, in priority order, of the City's investment activities shall be:

Safety: Safety of principal is the foremost objective of the City in managing its portfolio. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective the City will diversify its investments by investing funds among a variety of securities offering independent returns and financial institutions.

Liquidity: The City will also maintain sufficient liquidity to provide adequate and timely working funds.

Return on Investments: The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs. The City investment strategy is passive and the portfolio shall be designed with the objective of regularly exceeding the weighted average return on thirteen-week Treasury bills. This is considered a benchmark for riskless investment transactions, and therefore, is a minimum standard for the portfolio's rate of return. For bond funds that fall under the arbitrage provisions of the Tax Reform Act of 1986, the City will attempt to earn allowable bond yield with market conditions permitting.

DEBT ISSUANCE POLICY:

GENERAL OBLIGATION BONDS: The City shall have the power to borrow money on the credit of the City and to issue general obligation bonds for permanent public improvements or for any other public purpose not prohibited by the Constitution and laws of the State of Texas, and to issue refunding bonds to refund outstanding bonds of the City previously issued. All such bonds shall be issued in conformity with the laws of the State of Texas.

REVENUE BONDS: The City shall have the power to borrow money for the purpose of constructing, purchasing, improving, extending, or repairing of public utilities, recreational facilities or any other self-liquidating function not prohibited by the State of Texas, and to issue revenue bonds to evidence the obligation created thereby. Such bonds shall be a charge upon and payable from properties, or interest therein pledged, or the income there from, or both. The holders of the revenue bonds shall never have the right to demand payment thereof out of monies raised or to be raised by taxation. All such bonds shall be issued in conformity with the laws of the State of Texas.

BONDS INCONTESTABLE: All bonds of the City having been issued and sold and having been delivered to the purchaser thereof, shall thereafter be incontestable and all bonds issued to refund in exchange for outstanding bonds previously issued shall and after said exchange, be incontestable.

USE OF BOND FUNDS: Any and all bond funds approved by a vote of the citizens of Colleyville will be expended only for the purposes stated in the bond issue.

CERTIFICATES OF OBLIGATION: All certificates of obligation issued by the City shall be approved by ordinance and issued in accordance with the laws of the State of Texas.

GENERAL AND UTILITY FUND BALANCE POLICY

General:

The objective of this policy is to ensure adequate fund balances are maintained, to have funding available for expenses in the event of unforeseen emergencies and to preserve the credit worthiness of the City for borrowing monies at favorable interest rates. After designations of the available General and Utility Fund Balances are authorized, the remaining respective amount is defined as Unassigned Fund Balance. Operating revenues will sufficiently fund current year operating expenditures. (Operating deficits are normally contrary to City policy as well as reasonable financial prudence.) All Unassigned Fund Balance are eligible for use at the discretion of the City Council. Such determinations will be handled by the City Council on a case-by-case basis. Operating revenues are defined as both (a) current year revenues and (b) revenues generated in prior fiscal years.

Purpose:

Establishing a policy for the fund balance in the General and Utility Funds is to provide a guideline for budgeting decisions and to insure that an adequate unassigned balance is provided to fund operations, by providing sufficient protection against uncollected taxes and shortfalls from municipal revenue sources. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Colleyville desires to maintain its current debt rating of AAA. Rating agencies are concerned about a government's credit worthiness and the level of unassigned General and Utility Fund balances are a part of the rating agencies evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Colleyville obtains a substantial portion of its revenue from property taxes, sales taxes, franchise fees and utility fees.

While the most stable of revenue sources, property tax growth over the coming years will stabilize in growth as the city nears build-out. Sales tax collections are derived from local retail sales and are dependent upon both the local and national economies. The collection of franchise fees, particularly those based upon sales of

electricity and natural gas, vary widely depending upon local weather conditions. Utility fees, similar to franchise fees, are subject to weather conditions. As a result, the desired level of unassigned General and Utility Fund balances are higher than the minimum level designated by the Government Finance Officers Association recommended practice on determining the appropriate level of unassigned fund balance for the General and Utility Funds.

Definitions:

Fund Equity - A fund's equity is generally the difference between its assets and its liabilities.

Fund Balance - An accounting distinction is made between the portions of fund equity that are spendable and non-spendable. These are broken up into five categories:

1. Non-spendable fund balance - includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.

2. Restricted fund balance - includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.

3. Committed fund balance - includes amounts that can be used only for the specific purposes determined by a formal action of the City Council. Commitments may be changed or lifted only by the City Council.

4. Assigned fund balance - comprises amounts intended to be used by the City of Colleyville for specific purposes. Intent can be expressed by the City Council. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.

5. Unassigned fund balance - is the residual classification of the General Fund and Utility Fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Policy:

Committed Fund Balance
The City Council is the City's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is an ordinance approved by the Council at the City's Council meeting. The ordinance must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

Assigned Fund Balance
The City Council has authorized the City's Assistant City Manager / Chief Financial Officer as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy and City Council action.

Minimum Unassigned Fund Balance

It is the goal of the City to achieve, and maintain an unassigned fund balance in the General Fund equal to three months of that year's budgeted expenditures for both the General and Utility Funds. The City Council may declare a fiscal emergency and withdraw any amount of the unassigned General and Utility Fund Balances for purposes of addressing the fiscal emergency. Any such action must also provide for necessary appropriations to restore the designated fund balance to the balance within a three-year.

Order of Expenditure of Funds
When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the City Council, and unassigned fund balance), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds, unless specified otherwise by the City Council.

Procedures:

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

1. As part of the annual budget process, the Assistant City Manager / Chief Financial Officer will estimate and prepare a projection of the year-end unassigned fund balances. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis. The Assistant City Manager / Chief Financial Officer shall present the findings to the City Council as a part of the budget review process for the ensuing fiscal year.

2. Any anticipated balance in excess of the three months of Unassigned Fund Balance in the General and Utility Funds may be budgeted to reduce the ensuing year's property tax levy and/or utility rates or may be allocated by the City Council during the course of the fiscal year for special projects.

3. This policy will be reviewed by the Audit Committee every three years following adoption or sooner, at the direction of the City Council.

City Strategy Map

STRATEGY MAP

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

DELIVER ON OUR FOCUS AREAS

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

SERVE OUR CUSTOMERS

- C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction
- C2- Deliver high quality and unique customer service
- C3- Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors
- C4- Provide mobility enhancements that complement neighborhoods
- C5- Achieve the highest standards of safety & security

MANAGE THE BUSINESS

- B1- Seek innovative technology solutions where appropriate
- B2- Proactively seek process improvements and sustainable solutions
- B3- Utilize partnerships to implement cost-effective service solutions
- B4- Cultivate a culture of transparency and consistent communication
- B5- Use the Strategy Map to ensure that the focus stays on those programs and services identified as priorities by the community

PROVIDE FINANCIAL STEWARDSHIP

- F1- Protect and preserve the City's top financial ratings
- F2- Invest to provide and maintain high quality public assets
- F3- Forecast needs and plan for the future, balancing priorities with resources
- F4- Adhere to the City's financial and budgetary policies

PROMOTE LEARNING & GROWTH

- L1- Attract, develop, and retain skilled employees who embrace our values
- L2- Foster positive employee engagement
- L3- Ensure our people understand the strategy and how they contribute to it
- L4- Enhance leadership capabilities to deliver results and develop bench strength
- L5- Empower informed decision-making and appropriate risk taking at all levels in the organization

CRITICAL BUSINESS OUTCOMES 2014

CBO1- Maximize the highest and best use of the City's business corridors

CBO2- Implement the Comprehensive Plan

CBO3- Address the most critical infrastructure needs

CBO4- Keep citizens informed through their preferred methods

CBO5- Address traffic issues on Glade Rd.

CBO6- Look for ways to finish SH26

Integrity • Service • Innovation

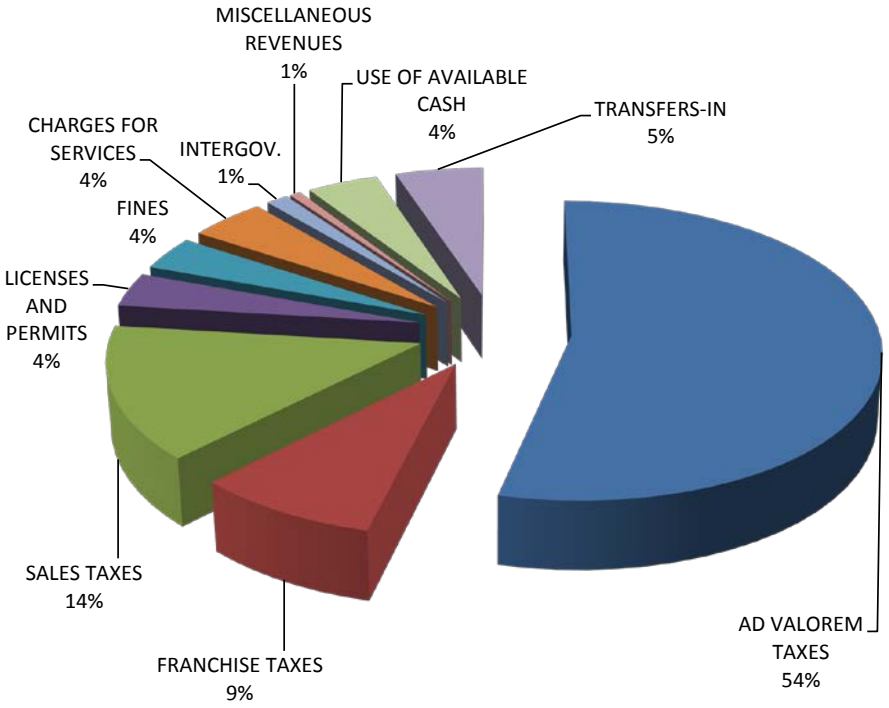
General Fund

GENERAL FUND SUMMARY

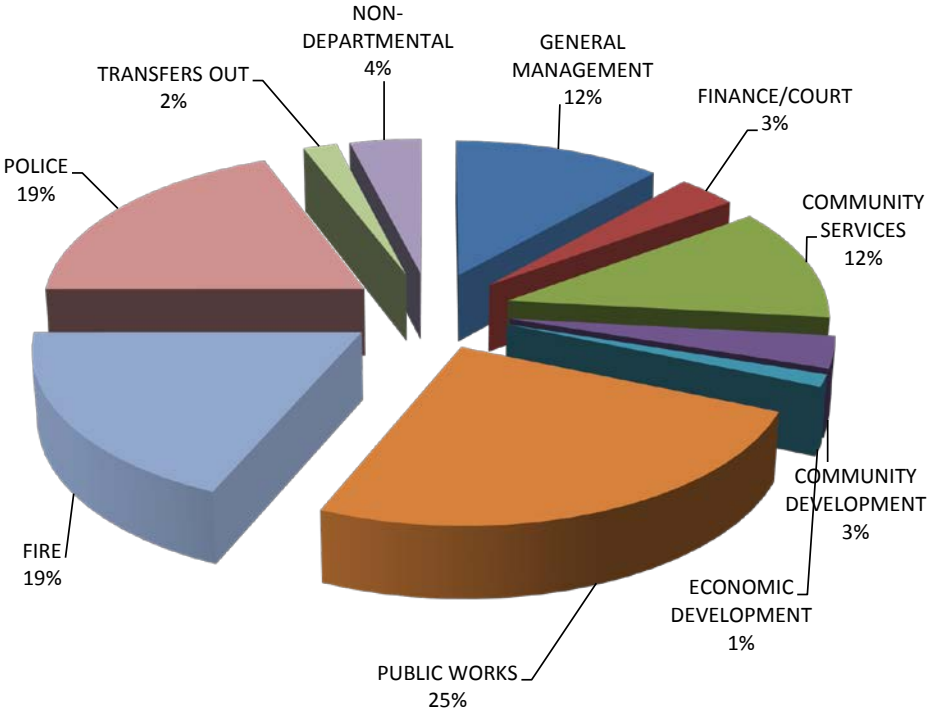
	ACTUAL FY 2014	PROJECTED FY 2015	BUDGETED FY 2016
REVENUES:			
AD VALOREM TAXES	$ 11,849,278	$ 12,546,254	$ 12,928,456
FRANCHISE TAXES	2,172,801	2,260,825	2,061,000
SALES TAXES	3,449,888	3,543,241	3,480,000
LICENSES AND PERMITS	1,090,011	1,009,860	882,800
FINES	925,869	926,874	876,000
CHARGES FOR SERVICES	1,164,538	1,049,600	1,089,800
INTERGOVERNMENTAL	320,197	311,979	311,979
MISCELLANEOUS REVENUES	997,658	152,440	155,040
USE OF AVAILABLE CASH	0	1,000,000	1,000,000
TRANSFERS-IN	1,116,974	1,182,222	1,233,417
TOTAL GENERAL FUND REVENUES	$ 23,087,214	$ 23,983,295	$ 24,018,492

	ACTUAL FY 2014	BUDGETED FY 2015	BUDGETED FY 2016
EXPENDITURES:			
CITY COUNCIL	$ 186,341	$ 188,506	$ 189,746
CITY MANAGER'S OFFICE	569,202	606,286	603,241
CITY SECRETARY'S OFFICE	198,002	209,919	215,281
LEGAL	245,758	130,460	200,000
HUMAN RESOURCES	241,078	274,930	304,339
COMMUNICATIONS	135,389	168,267	212,244
FINANCE	400,853	407,827	415,341
MUNICIPAL COURT	370,232	399,733	391,187
BUILDING SERVICES	355,117	518,004	531,909
INFORMATION SYSTEMS MANAGEMENT	1,038,970	1,126,415	874,700
COMMUNITY DEVELOPMENT	280,667	349,709	333,240
BUILDING INSPECTIONS	326,346	281,134	464,400
ECONOMIC DEVELOPMENT	289,891	302,995	303,166
ENGINEERING	412,444	380,608	574,462
POLICE	4,090,483	4,408,293	4,592,988
FIRE	4,159,260	4,568,006	4,440,164
PARKS	1,177,581	1,300,258	1,299,413
RECREATION	251,809	357,823	380,668
LIBRARY	621,244	724,124	737,263
COLLEYVILLE CENTER	283,472	358,155	391,162
STREETS	7,034,991	4,083,178	4,694,578
FLEET MAINTENANCE	214,896	232,003	229,302
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	242,000	242,000	252,000
STRATEGIC INITIATIVES FUND	0	0	0
CAPITAL PROJECTS FUND	0	300,000	200,000
COMPENSATION ADJUSTMENT	132,500	184,425	193,017
NON-DEPARTMENTAL	693,404	925,160	953,559
TOTAL GENERAL FUND EXPENDITURES	$ 23,951,931	$ 23,028,218	$ 23,977,370
BEGINNING UNRESERVED FUND BALANCE - 10/1	$ 10,945,334	$ 10,080,617	$ 9,080,617
INCREASE / (DECREASE) TO FUND BALANCE	$ (864,717)	$ 955,077	$ 41,122
TRANSFER EXCESS REVENUE TO CAPITAL PROJ.	0	(955,077)	0
LESS USE OF AVAILABLE CASH	0	1,000,000	1,000,000
ENDING UNRESERVED FUND BALANCE	$ 10,080,617	$ 9,080,617	$ 8,121,739

General Fund Revenue



General Fund Expenses



GENERAL FUND FORECAST

	BUDGET FY 2016	PROJECTED FY 2017	PROJECTED FY 2018	PROJECTED FY 2019	PROJECTED FY 2020
BEGINNING FUND BALANCE	$9,115,979	$8,157,101	$7,672,895	$7,062,692	$7,241,357
REVENUE:					
Ad Valorem Taxes	$12,928,456	$13,115,773	$13,308,653	$13,444,951	$13,627,691
Sales Tax	$3,480,000	$3,480,000	$3,480,000	$3,480,000	$3,480,000
Franchise Fees	$2,061,000	$2,097,068	$2,133,766	$2,171,107	$2,209,101
Licenses & Permits	$882,800	$865,144	$847,841	$830,884	$814,267
Fines	$876,000	$884,760	$893,608	$902,544	$911,569
Charges for Service	$1,089,800	$1,100,698	$1,111,705	$1,122,822	$1,134,050
Intergovernmental	$311,979	$315,099	$318,250	$321,432	$324,647
Miscellaneous Income	$155,040	$158,141	$161,304	$164,530	$167,820
Use of Fund Balance	$1,000,000	$1,000,000	$1,000,000	$0	$0
Transfers In	$1,233,417	$1,220,117	$1,267,699	$1,293,053	$1,318,914
TOTAL REVENUES	**$24,018,492**	**$24,236,799**	**$24,522,825**	**$23,731,323**	**$23,988,059**
Base Expenditures (projected 1.5% annual increase)	$9,207,813	$8,479,179	$8,606,367	$8,735,462	$8,866,494
Personnel (projected 2.0% annual increase)	$13,769,557	$14,241,825	$14,526,662	$14,817,195	$15,113,539
Fund Balance- Street Maintenance	$1,000,000	$1,000,000	$1,000,000	$0	$0
TOTAL EXPENDITURES	**$23,977,370**	**$23,721,005**	**$24,133,029**	**$23,552,658**	**$23,980,033**
NET REVENUE	**$41,122**	**$515,794**	**$389,797**	**$178,665**	**$8,026**
ENDING FUND BALANCE	$8,157,101	$7,672,895	$7,062,692	$7,241,357	$7,249,382
DAYS OF WORKING CAPITAL	124	118	107	112	110

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

Significant revenue assumptions include a 1.0% increase in assessed valuation and declining tax-supported debt. A 1% increase in sales tax is projected for FY 2016, with no increase for the following four years based on the anticipated impact of the State Highway 26 street reconstruction project on the city's primary business corridor. The use of $1.0 Million of fund balance is planned to fund street maintenance at $3.0 Million per year through FY 2018. Overall, the revenue assumptions are conservative and will be adjusted in future years should any revenue category outperform these projections.

The forecast includes expenditures that reflect a 1.5% increase in base expenditures for cost increases for materials or contractual services, a 2% increase for personnel costs, and the use of $1.0 Million of fund balance for street maintenance. The visual presentation of these costs in a financial forecast provided a clearer understanding of how commitments and general cost increases can limit the ability to absorb additional items into the budget each year.

For the FY 2016 budget preparation process, the five-year forecast served as a caution to adding recurring expenditures unless absolutely necessary and also highlighted that a new funding source for street maintenance will need to be identified if it is to be maintained at a level of $3.0 Million per year and revenues do not grow more quickly than anticipated. This forecast will be updated annually and will be used to guide future budget discussions as well.

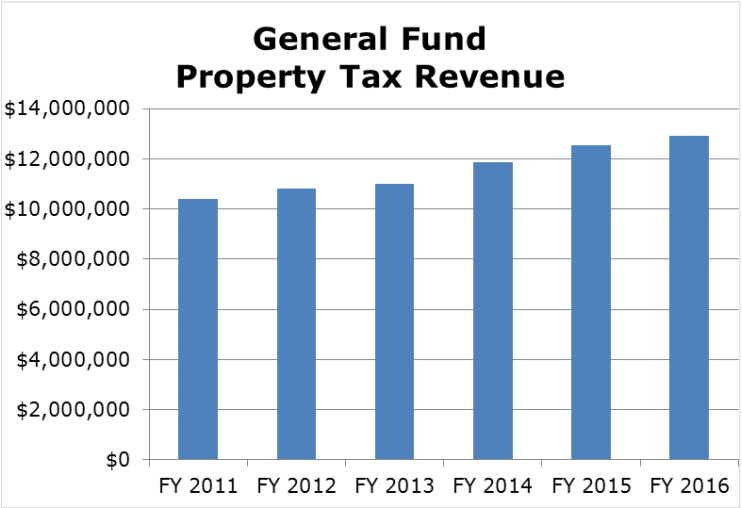
FY 2016 REVENUE ESTIMATE

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 PROJECTED	FY 2016 BUDGET
GENERAL FUND						
AD VALOREM TAXES						
5101-CURRENT TAXES	10,182,430	10,622,072	10,862,289	11,712,637	12,441,254	12,823,456
5102-DELINQUENT TAXES	130,136	105,376	73,071	59,789	50,000	50,000
5103-PENALTY & INTEREST	103,889	83,819	79,838	76,852	55,000	55,000
TOTAL AD VALOREM TAXES	$10,416,455	$10,811,267	$11,015,197	$11,849,278	$12,546,254	$12,928,456
FRANCHISE TAXES						
5201-ONCOR ELECTRIC	864,130	1,024,875	891,771	893,973	903,390	875,000
5202-TRI-COUNTY ELECTRIC	120,249	118,281	100,229	105,326	126,855	105,000
5203-ATMOS GAS	381,513	333,098	289,708	354,663	449,640	350,000
5204-AT&T	99,534	86,852	83,482	76,147	72,540	70,000
5205-VERIZON/OTHERS	74,519	82,212	85,565	88,013	65,100	65,000
5206-GARBAGE/RECYCLING	124,649	146,181	156,478	159,285	153,300	146,000
5207-CABLE TV	366,674	415,962	467,498	495,394	490,000	450,000
TOTAL FRANCHISE TAXES	$2,031,268	$2,207,461	$2,074,730	$2,172,801	$2,260,825	$2,061,000
SALES TAX						
5301-1% SALES TAX	2,642,996	2,858,065	3,073,879	3,351,728	3,448,241	3,400,000
5302-MIXED BEVERAGE TAX	80,731	65,808	68,592	98,160	95,000	80,000
TOTAL SALES TAX	$2,723,727	$2,923,873	$3,142,470	$3,449,888	$3,543,241	$3,480,000
LICENSES & PERMITS						
5411-BUILDING	536,534	706,421	526,110	667,583	659,600	580,000
5412-PLUMBING	60,124	78,329	57,748	64,991	60,000	48,000
5413-MECHANICAL	37,811	48,621	40,560	43,421	34,500	29,000
5414-ELECTRICAL	48,721	68,491	50,062	58,064	49,500	40,000
5416-CITY LICENSE	40,472	45,917	41,210	47,620	43,600	35,000
5417-BUILDING PLAN REVIEW FEE	90,790	118,622	102,006	155,636	120,000	109,000
5418-NEW BUSINESS	4,935	5,689	5,781	5,123	4,200	3,500
5419-ANIMAL	677	577	0	0	0	0
5420-SIGN PERMITS	7,486	6,884	7,070	12,355	7,800	6,800
5421-FENCE PERMITS	3,700	5,050	4,800	11,850	10,000	9,500
5423-FIRE PERMIT FEES	7,250	8,975	6,350	9,300	7,000	7,000
5424-IRRIGATION PERMIT FEES	15,090	19,547	15,438	14,069	13,660	15,000
5425-GAS AND OIL WELL PERMIT FEES	70,000	0	0	0	0	0
TOTAL LICENSES & PERMITS	$923,590	$1,113,123	$857,134	$1,090,011	$1,009,860	$882,800
FINES						
5611-FINES	860,707	911,217	815,025	844,369	850,000	800,000
5612-FINES-ALARMS	60,425	52,948	50,992	54,966	53,594	53,000
5630-LIBRARY FINES	25,850	24,921	26,577	26,534	23,280	23,000
TOTAL FINES	$946,982	$989,086	$892,594	$925,869	$926,874	$876,000

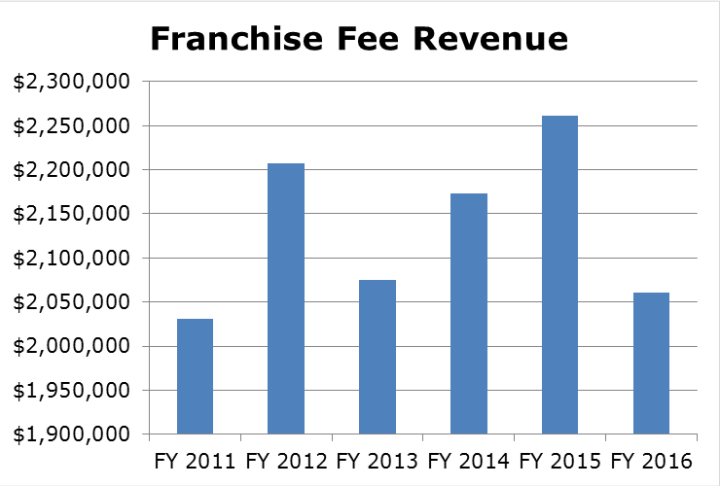
FY 2016 REVENUE ESTIMATE

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 PROJECTED	FY 2016 BUDGET
CHARGES FOR SERVICES						
5511-PLANNING AND ZONING	7,892	11,635	8,523	13,092	12,000	10,000
5512-PLAT FEE	5,123	5,410	12,870	15,860	11,500	7,200
5514-BOARD OF ADJUSTMENT	2,000	3,125	2,250	2,225	1,750	1,250
5711-SALE OF MATERIAL	343	105	104	2,043	100	100
5712-WEED MOWING	7,900	7,900	6,872	29,985	6,500	6,500
5715-SITE PLAN REVIEW	0	1,000	0	1,250	500	1,000
5718-ANIMAL IMPOUNDMENT FEE	2,632	1,420	0	0	0	0
5721-AMBULANCE	306,959	319,797	293,957	357,352	300,000	300,000
5722-RECREATION PROGRAM	189,891	199,233	171,472	193,029	160,000	160,000
5730-LANDSCAPING PLAN FEE	0	1,000	0	1,250	500	0
5811-ENGINEERING & INSPECTION	0	12,424	48,453	243,024	225,000	175,000
5813- 1% MATERIALS TESTING FEE	0	0	0	0	0	100,000
5812-CHGS & REIMBURSEMENTS	0	0	0	0	0	0
5845-LOT DRAINAGE INSP FEE	14,875	20,000	13,375	14,000	13,000	13,000
5855-FIELD USE CHARGE	23,860	22,110	20,575	26,485	21,500	21,500
5873-COLLEYVILLE CENTER FEES	245,749	230,329	246,798	230,793	257,250	257,250
5874-NON-RESIDENT FEE	31,470	36,644	35,838	34,150	40,000	37,000
TOTAL CHARGES FOR SERVICE	$838,694	$872,132	$861,085	$1,164,538	$1,049,600	$1,089,800
INTERGOVERNMENTAL REVENUE						
5828-SRO OFFICER REIMB	89,792	89,793	94,282	94,282	94,282	94,282
5826-KELLER COURT	0	0	216,980	225,915	217,697	217,697
TOTAL INTERGOVERNMENTAL REVENUE	$89,792	$89,793	$311,262	$320,197	$311,979	$311,979
MISCELLANEOUS REVENUE						
5714-SALE OF SURPLUS PROPERTY	7,098	147,969	0	13,801	5,000	5,000
5716-INTEREST INCOME	60,855	60,031	39,271	22,081	22,400	25,000
5719-MISCELLANEOUS	55,111	67,598	81,036	59,600	55,000	55,000
5832-ANTENNA LEASE	67,400	70,041	70,513	71,022	70,040	70,040
5867-LEASE PROCEEDS	0	894,534	209,425	831,155	0	0
5790-USE OF AVAILABLE CASH	0	0	0	0	1,000,000	1,000,000
TOTAL MISCELLANEOUS REVENUE	$190,464	$1,240,173	$400,245	$997,658	$1,152,440	$1,155,040
TRANSFERS IN						
5872-TRANSFER FROM UTILITY FD	858,879	1,081,868	$1,049,222	1,116,974	1,115,272	1,165,563
5888-TRANSFER FOR CONST. INSP.	0	0	0	0	66,950	67,854
TOTAL TRANSFERS IN	$858,879	$1,081,868	$1,049,222	$1,116,974	$1,182,222	$1,233,417
TOTAL GENERAL FUND REVENUES	$19,019,851	$21,328,776	$20,603,940	$23,087,214	$23,983,295	$24,018,492

AD VALOREM TAXES



The 2015 certified value provided by Tarrant Appraisal District is $4,204,340,103 (a 2.76% increase over 2014 current valuation). $61,525,400 of the increase is from new construction. The total taxable value includes TIF zone property value of $267,715,328, which is not included in the General Fund revenue estimate. The tax rate of $.3559 is allocated $.33624 to O&M (General Fund) and $.01966 to debt (Debt Service Fund).

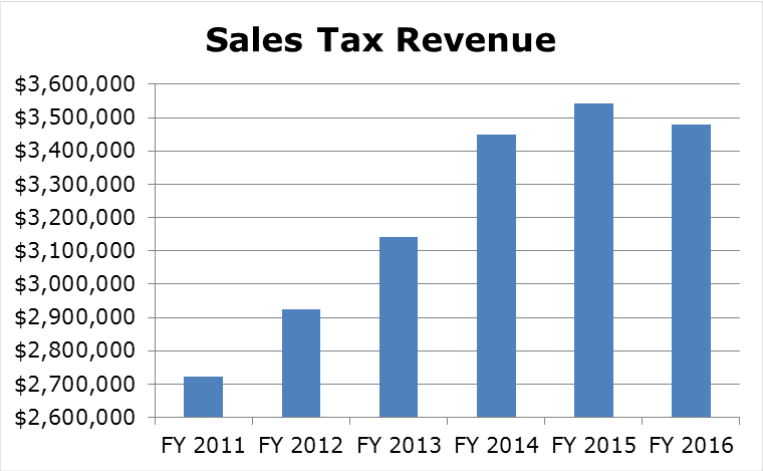


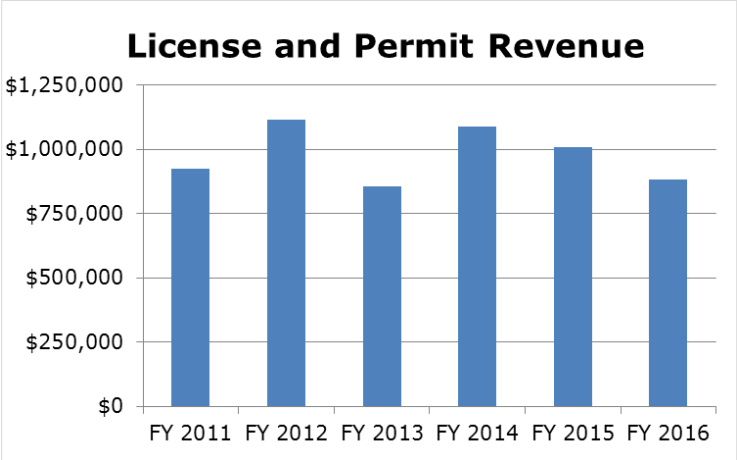
FRANCHISE FEES

The franchise fees were estimated based upon estimated revenue and discussion with franchise holders. Due to lack of growth in land phone lines and energy efficiency efforts, there is a decrease projected for AT&T phone and Oncor electric franchise fees. Fees from Atmos gas in FY 2015 were higher than usual; franchise fees for gas and electricity are often correlated with weather due to higher usage of electricity during hot summers and gas during cold winters. Franchise fees are budgeted conservatively as influencing factors like weather are unpredictable.

SALES TAX

FY 2016 sales tax revenue, not including mixed beverage tax, is projected at a conservative 1% increase over FY 2015 projections. Sales tax experienced significant growth in recent years, following the redevelopment of a major shopping center, but is expected to level out in FY 2016.



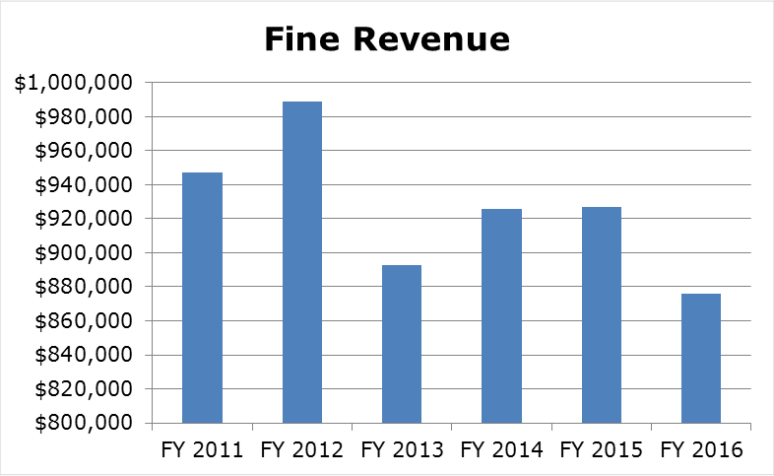


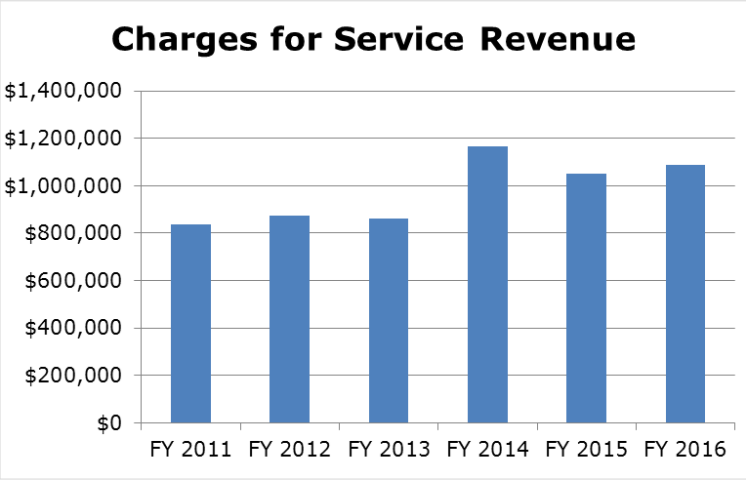
LICENSES AND PERMITS

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

FINES

Revenue from fines is projected to be $876,000 for FY 2016. Citation revenue overall has decreased as revenue per citation has decreased. This includes $800,000 in fines, $23,000 in library fines and annual alarm registration fees of $53,000.



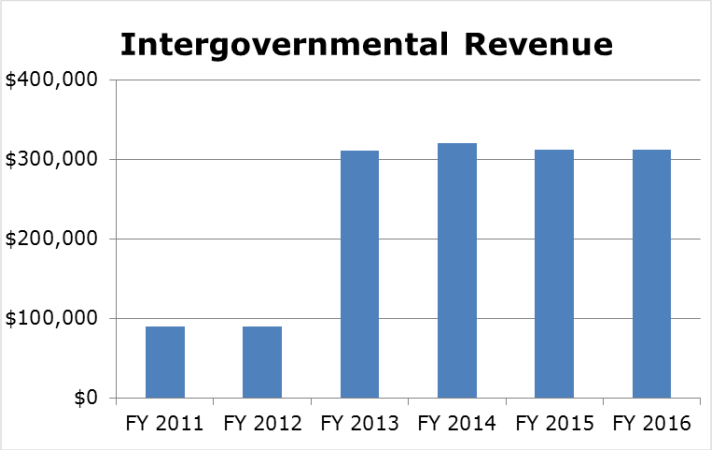


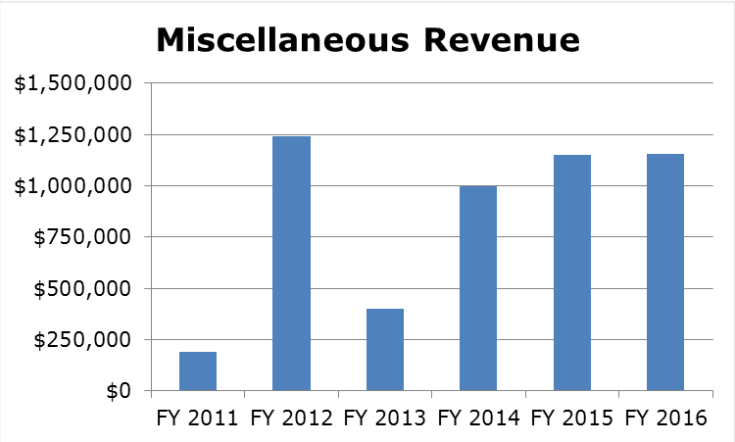
CHARGES FOR SERVICE

Charges for service tend to fluctuate based on varying conditions. The FY 2016 budget for major revenues in this category including ambulance charges, recreation fees, and Colleyville Center charges are expected to remain level. The peak in FY 2014 was due to higher ambulance cost recovery, recreation program revenue, and fees to recover costs of certain engineering services.

INTERGOVERNMENTAL

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



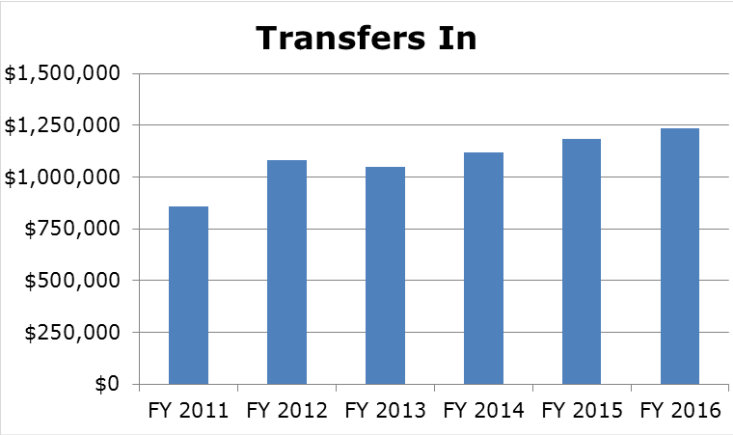


MISCELLANEOUS

Interest income for the fund is estimated to be $25,000. The increase in FY 2012 and FY 2014 was due to gas lease proceeds. FY 2015 and FY 2016 includes the anticipated use of $1,000,000 of available cash for street maintenance purposes.

TRANSFERS IN

The transfer from the Utility Fund is projected to be $1,165,563, which is comprised of a Franchise Fee of 4% and Operating Transfer of 4% of the prior year's Utility Fund gross revenues. In FY 2016, $67,854 is budgeted as a transfer from the Capital Projects Fund for a project-funded Construction Inspector position.



Guide to Business Plans

GUIDE TO BUSINESS PLANS

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

Description

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

City Council

FY 2016 Department Business Plan

Department Description

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

Core Services

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

Core Services

The City Council is responsible for the following core services:

1. Provide leadership and direction for all programs and services

   All objectives from the City's Strategy Map

   City Council are the elected representatives of the city, have home rule charte and serve as the policymakers and decision makers for Colleyville. City Counc establishes community goals and policies, adopts ordinances and resolutions ar citizens to community boards and commissions. City Council determines th ultimately establishing the price property owners are willing to pay for pro services. The City of Colleyville has maintained a property tax rate of $0.3559 per $100 valuation since FY 2008.

GUIDE TO BUSINESS PLANS (continued)

Performance Measures & Vital Statistics

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

Performance Measures & Vital Statistics

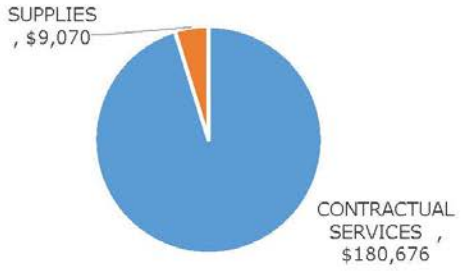
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	F
Tax rate per hundred dollars of valuation	$0.3559	$0.3559	$0.3559	$0.3559	$
Percent of citizens satisfied with quality of life in Colleyville	Biennial Measure	97%	Biennial Measure	98%	B M
Percent of citizens satisfied with value of services for taxes paid	Biennial Measure	78%	Biennial Measure	81%	B M

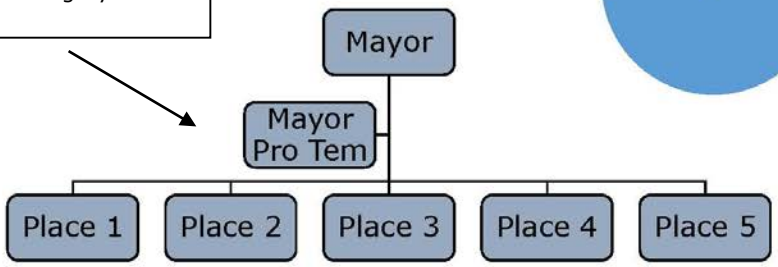
Department Resources

Department Resources

Department resources include both personnel and budget dollars. This section provides a departmental org chart as well as the FY 2016 budget amount, both in total and broken down by expenditure category.

FY 2016 Budget: $189,746





5-Year + Outlook

The vision of the City Council is to maintain sustainable governm
excellent services to citizens within the resources provided. Th
committed to developing alternate sources of revenue th
development opportunities and reducing the tax burden on citiz
capital improvements to replace aging infrastructure and mainta
unique identity and safe neighborhoods for the community's future

5-Year + Outlook

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

City Council

FY 2016 Department Business Plan

Department Description

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

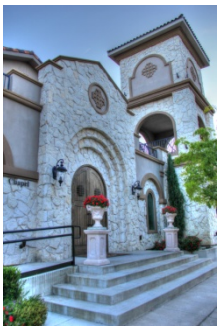
Core Services

The City Council is responsible for the following core services:

1. <u>Provide leadership and direction for all programs and services</u>

   All objectives from the City's Strategy Map

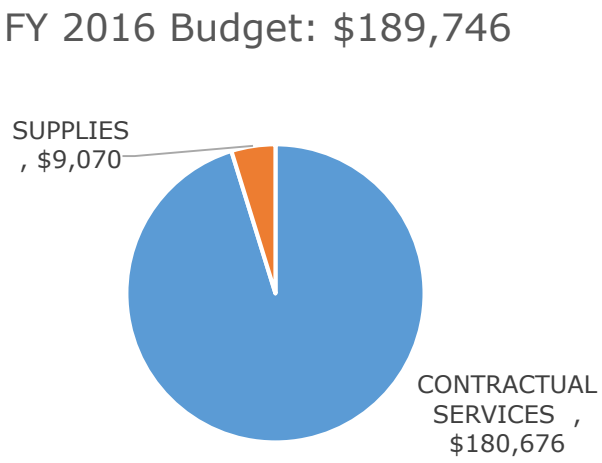
   City Council are the elected representatives of the city, have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council determines the tax rate, ultimately establishing the price property owners are willing to pay for programs and services. The City of Colleyville has maintained a property tax rate of $0.3559 per $100 valuation since FY 2008.

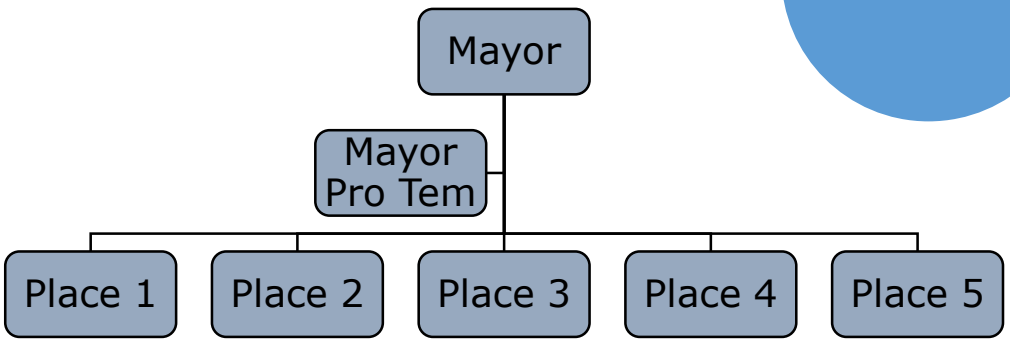


Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Tax rate per hundred dollars of valuation	$0.3559	$0.3559	$0.3559	$0.3559	$0.3559	$0.3559
Percent of citizens satisfied with quality of life in Colleyville	Biennial Measure	97%	Biennial Measure	98%	Biennial Measure	98%
Percent of citizens satisfied with value of services for taxes paid	Biennial Measure	78%	Biennial Measure	81%	Biennial Measure	81%

Department Resources





5-Year + Outlook

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

City Manager's Office

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. <u>Provide leadership, direction, and oversight of all programs and services</u>

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

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

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

2. <u>Develop, implement, and monitor the City's budget</u>

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

   F2- Invest to provide and maintain high quality public assets

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

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

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

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

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

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

The City's Strategy Map contains objectives that further the goals of the City Council and the community. The City's Manager's Office works to ensure that programs and services align with those objectives through a comprehensive business planning process that proceeds the budget preparation process each year. Success and progress are also measured through quarterly performance reports and dashboards that are submitted to Council. The strategic management system also includes a biennial citizen survey, to obtain important input on where staff's focus should be and how well we are delivering programs and services. In addition, a biennial employee survey will be conducted beginning in 2015 through Gallup to gauge employee engagement, identify areas requiring attention and/or investment, and to measure progress in this area. Finally, it is also imperative that the objectives contained in the Strategy Map remain in the forefront of our minds, and the City Manager's Office continually seeks appropriate opportunities to keep the organization focused on those priorities.

4. <u>Coordinate the city's franchise agreements</u>

C2- Deliver high quality and unique customer services

All franchise utility agreements are negotiated, monitored, and coordinated by the City Manager's Office. Staff also works through groups of cities, like the Steering Committee of Cities Served by Oncor and the Atmos Cities Steering Committee, to provide collective legislative advocacy for citizens and negotiate with the companies on rate increases. Franchise agreements include gas, electricity, cable, and garbage and recycling services. Staff in the City Manager's Office handles all calls related to garbage and recycling service and works with the provider to address any service delivery concerns.

5. Respond to City Council and citizen requests for service

C2- Deliver high quality and unique customer services

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

6. Develop policy and procedure recommendations

B1- Seek innovative technology solutions where appropriate

B2- Proactively seek process improvements and sustainable solutions

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

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

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

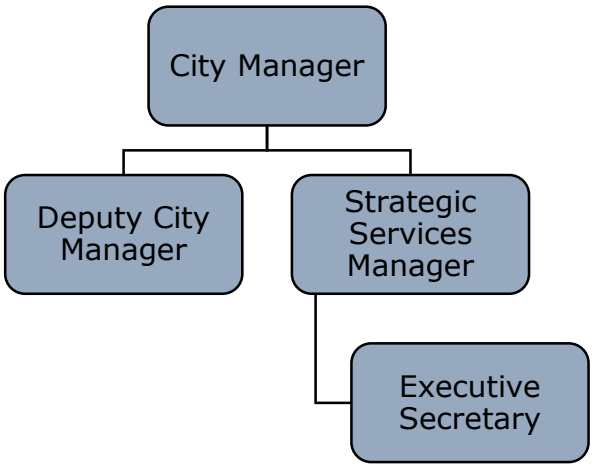
In order to make informed decisions, it is essential to understand the priorities and perspectives of your stakeholders and community partners. Building and maintaining relationships with stakeholders, partners, and neighboring agencies allows staff to identify opportunities for collaboration and partnership.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

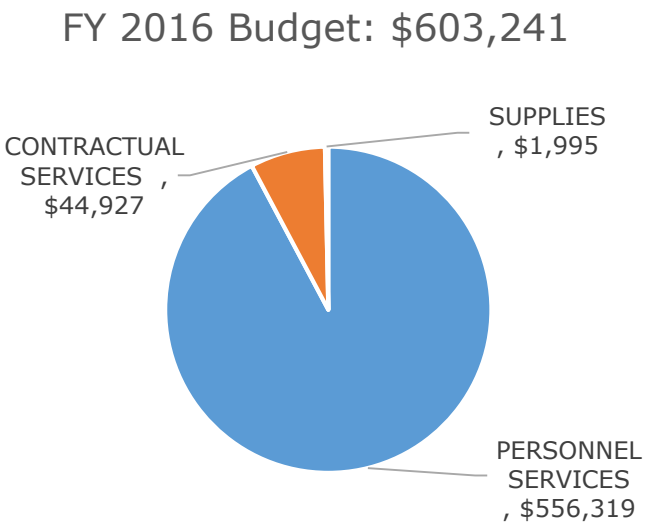
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Achieve GFOA's Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Average pounds recycling per home/per collection	9.2	12.2	11.5	11.9	10.73
Number of household hazardous waste collections (at Fort Worth ECC and Clean Sweep event)	486	524	572	553	658
Number of citizen survey responses	N/A	1,665	N/A	1,323	N/A

Department Resources





5-Year + Outlook

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

City Secretary's Office

FY 2016 Department Business Plan

Department Description

The City Secretary is responsible for the legislative operations of the City and serves as the official records management officer for the City. In this role, the office is accountable for the integrity, protection, compliance, availability, retention, disposition, and transparency of all City records.

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

Core Services

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

1. <u>Provide Professional and Courteous Customer Service</u>

   C2- Deliver high quality and unique customer service

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

   - Research and provide access to public documents;

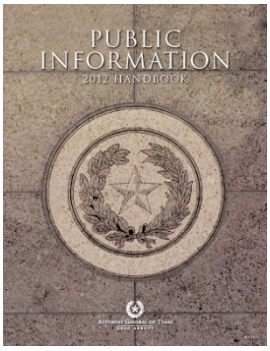
- City Council's staff liaison to boards, commissions, and committee members;
- Respond to requests for information received via walk-ins, phone, and email;
- Process forms and applications administered through the Office (alcohol permits, notice of claims, and board, commission, or committee applications);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

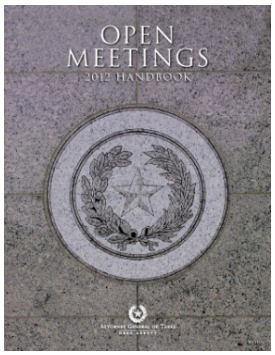
2. Ensure an Open Government

B4- Cultivate a culture of transparency and consistent communication

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

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





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

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

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

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

3. Enhance Governmental Transparency

B1- Seek innovative technology solutions where appropriate

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

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

The City's proactive approach to enhance governmental excellence and transparency is a collaboration of all City departments. As such, all meeting agenda packets are created and sent electronically for all City Council, board, commission, and committee meetings. The City further utilizes all resources, whether it be the website or social media, to keep the public abreast of City business, events, and projects.

Transparency
transparency
data
Open
government
information
visualization
access
Government
media
change
law
source
rocks
accountability
policy
finance
public
needs
technology
participation
Access
Connecting
social
open
Local
Web
Citizens
Design
knowledge
reporting
Realtime
platforms
Make
meetings
corruption
architecture
tracking
Making
politics
Accountability
International
Campaign
online
engagement
local
money
hacker
research
action
State
science
journalism
Data
awesome
power
Programming
Politics
communications
usability
ontology
beta
standards
Fighting
Scrutiny
Work
digital
Distorted
choice
geek
gov
Cut
Money
transparentar
replaces
programming
Information
relationships
Searchable
efficiency
communities
sticker
Engagement
Drupal
Lobby
Money
Voter
Code
Army
Healing
Writing
Downloads
Citations
Grassroots
search
commission
subsidiary
Evolved
Relationship
Keepjack
Quantifying
Forecasting
Quantum
Visualizing
Learning
Ownership
Ethics
Learn
Emulating
Crowdsourcing
Pay
Ownership
Transparency
Open
Government
Data
Information
Access
Change
Law
Source
Accountability
Corruption
Meetings
Reporting
Knowledge
Design
Platforms
Make
Citizens
Web
Local
Social
Open
Government
Transparency
Rocks
Accountability
Policy
Finance
Public
Needs
Technology
Participation
Power
Connecting
Access
Data
Awesome
Campaign
Online
International
Engagement
Local
Money
Hacker
Research
Action
State
Science
Access
Information
Government
Media
Change
International
Law
Source
Politics
Making
Tracking
Accountability
Corruption
Architecture
Meetings
Realtime

5. Coordinate Convenient, Efficient, and Sound Municipal Elections

B3- Utilize partnerships to implement cost-effective service solutions

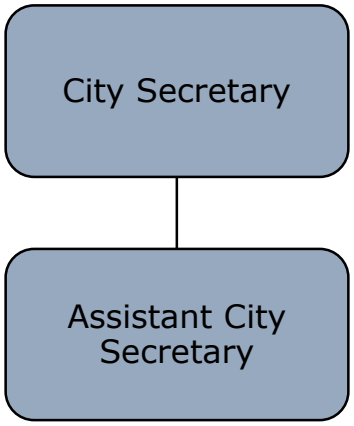
The City Secretary serves as Elections Administrator to provide fair and legal City of Colleyville elections efficiently. As such, the City Secretary ensures the annual municipal elections are held in compliance with local, state and federal election laws and regulations. This office does this by fostering an excellent partnership with the Tarrant County Election Administrators for election services and equipment. This provides a cost savings to the City. In addition to the municipal elections, the City Secretary facilitates and coordinates early voting for county, state and federal elections. In an effort to go green, the City Secretary's Office provides all forms, including the candidate packet on the City's website. As the local filing authority, the City Secretary receives and makes available to the public all candidate applications and campaign finance reports. The Office actively promotes public education of the municipal elections. Citizens can locate information such as early voting locations, Election Day polling location, sample ballots, and instructions for voting by mail ballot on the City's website. The information is provided for both local and state elections.

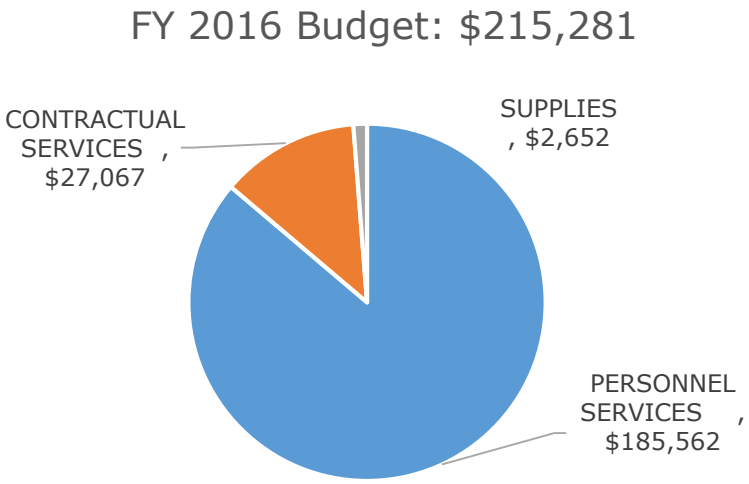
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of board, commission, and committee members that have completed Texas Open Meetings Act training	< 50%	< 50%	< 50%	89%	91%	≥ 95%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of public information requests	147	196	217	260	283

Department Resources





5-Year + Outlook

The vision of the City Secretary's Office is to maintain a proactive approach to enhance governmental excellence and transparency by being prepared to serve different demographic groups in the future – the young and high tech savvy customer, as well as the growing population of aging baby boomers.

The City Secretary's Office is committed to maximizing resources with the application of technology and high quality, responsive customer service, while continuing to strengthen the community's faith in local government by making public records accessible as quickly as possible. Any organization's records must be created, organized, secured, maintained and used in a manner which effectively supports the activity of the organization.

The reduction in paper documents reduces the amount of boxes transferred to off-site storage and also stored within individual departments. The digitization of departmental records allows the City Secretary's Office to better manage the creation and disposition of records also stored in the document repository software, Laserfiche.

The versatility of Laserfiche allows integration with existing software utilized by various departments, but in order to incorporate Laserfiche into all departments Citywide, the digitizing of documents and department files will need to take place. This digitizing of documents will enhance governmental transparency to better serve the public, elected officials, and City departments.

The City Secretary's Office has projected the scanning or digitizing of documents into Fiscal Year 2019; therefore, this is the main objective for this 5-Year + Outlook.

Colleyville Center

FY 2016 Department Business Plan

Department Description

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

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

Core Services

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

1. <u>Provision of First Class Customer Service</u>

   C2-Deliver high quality and unique customer service

   C5-Achieve the highest standards of safety and security

   B3- Utilize partnerships to implement cost effective service solutions

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

The Center is proactive in providing a safe environment for citizens and guests. Emergencies and catastrophes can happen and our citizens expect a plan to be in place for weather related events during a rental, as well as provision of security for patrons. Five security cameras are monitored providing 24/7 motion surveillance. Four cameras inside, one outside. Future partnerships with civic organizations will add two more cameras to the west/front side of Center. When extreme weather conditions develop during an event, employees are trained to direct guests to safety within the building. As an added security benefit, all events with 100 or more guests, especially school aged children or where alcohol is served, are required to hire an off duty Colleyville Police Officer.

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

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

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

B4- Cultivate a culture of transparency and consistent communication

F2- Invest to provide and maintain high quality public asset

The Colleyville Center provides a forum for interaction and communication between citizens, City Council, and City Management. From town hall meetings, civic organization meetings, business seminars, city department meetings, and public events, the Center provides an informal, neutral place for fellowship, community work, public discourse, and dissemination of public information. Over 47% of meetings held at the Center are booked by Colleyville civic organizations, which enjoy deeply discounted rates for their usage of the facility.

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

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

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

B2- Proactively seek process improvements and sustainable solutions

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

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

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

Process improvements for sales and account management, as well as operational maintenance include annual reviews of software licensing with intent to reduce paper and rely upon electronic file management of client activity and inventory. The goal in 2016 is mitigate current paper filled file folders and manage all client and operation files utilizing web based technology.

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

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

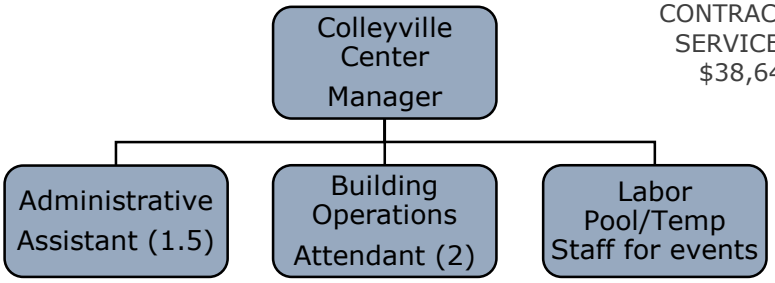
Performance Measures & Vital Statistics

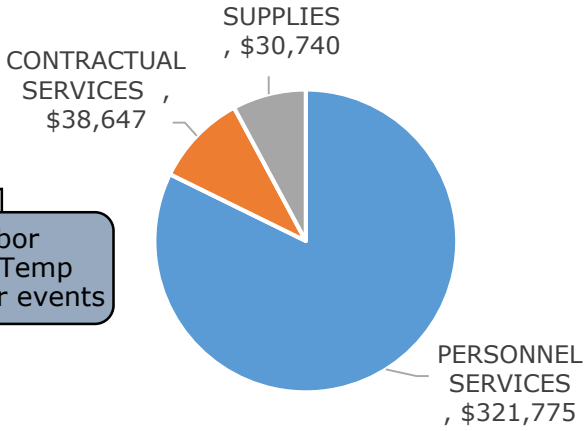
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percent of customer satisfaction "Excellent" ratings	98%	98%	96.3%	96.4%	97.3%	≥ 94%
Number of events held	410	420	386	412	452	≥ 420
Cost Recovery	78%	70%	66%	81%	75%	≥ 70%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Revenue	$245,749	$240,000	$246,797	$230,793	$226,901
Percentage of events generating economic impact for local business	57%	55%	57%	59%	59%
Percent of total events held: Colleyville residents	N/A	N/A	9%	10%	13%
Percent of total events held: Non-residents	N/A	N/A	41%	36%	30%
Percent of total events held: Non-profits	N/A	N/A	44%	47%	50%
Percent of total events held: City departments	N/A	N/A	6%	7%	9%

Department Resources

FY 2016 Budget: $391,162





5-Year + Outlook

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

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

The Colleyville Center's unique value to the community as an amenity and to local businesses as an economic generator will continue to mature. The majority of the week day rentals (47%) continue to be residents and non-profit groups utilizing the Center for meetings. Although they are the primary users of the facility, only 11% of current revenue is generated by these groups. Citizen venue fees will continue to remain deeply discounted for the 19th year at 20% providing an additional marketing incentive for resident usage.

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

Communications & Marketing

FY 2016 Department Business Plan

Department Description

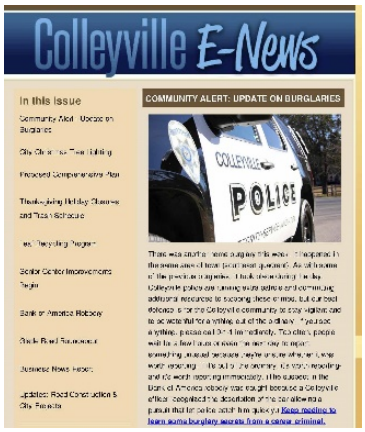
Communications provides information to the general public, media, and other stakeholders to build awareness of city issues, policy decisions, and services. It also is responsible for the city's public education, pubic engagement, and public outreach activities to keep Colleyville residents informed and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

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

Core Services

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

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



B4- Cultivate a culture of transparency and consistent communication

C2- Deliver high quality and unique customer service

B1- Seek innovative technology solutions where appropriate

C5- Achieve the highest standards of safety & security

CBO4- Keep citizens informed through their preferred methods

The department is responsible for communicating city plans and programs to Colleyville citizens in a clear, concise, and consistent manner across multiple platforms so that citizens have every opportunity to be aware, informed, and engaged in city activities that may have an impact on them. One of the most important aspects of citizen communications is to build communication channels to quickly reach out to citizens in the event of an emergency or public safety concern so that they can take any necessary safety precautions.

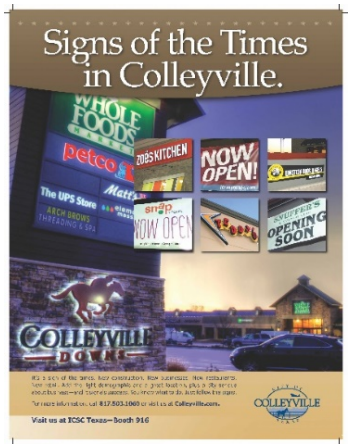
2. <u>Media relations functions to boost public outreach and public information efforts</u>

C2- Deliver high quality and unique customer service

B4- Cultivate a culture of transparency and consistent communication

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

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



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

B1- Seek innovative technology solutions where appropriate

B3- Utilize partnerships to implement cost-effective service solutions

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

4. <u>Manage the city's brand</u>

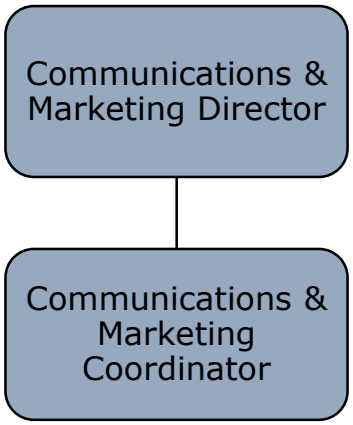
B4- Cultivate a culture of transparency and consistent communication

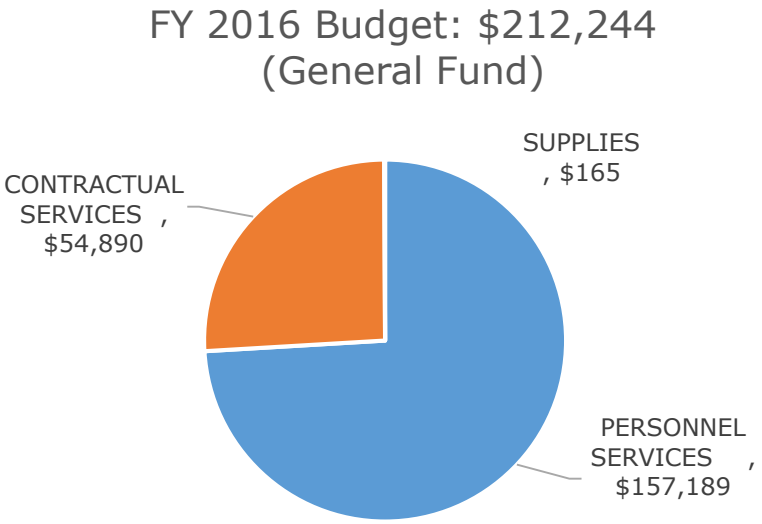
The department manages the city's brand so that communications and marketing programs initiated by the city are clearly identified as the City of Colleyville and meet the consistently meet the city's standards for all advertising, marketing collateral, and digital platforms.

Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
City-initiated News Leads	32	40	31	23	29	30
Public Information Campaigns	9	8	6	4	6	8
Coverage in print, broadcast, internet/associated media value	$93,000	$130,000	$83,000	$95,000	$114,000	$100,000
Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Visits to Colleyville.com	235,000	260,000	300,000	319,000	318,000	
E-News Service Subscribers	1,000	1,300	1,700	2,600	2,800	
Colleyville Businesses Participating on Marketing Support Program(s)	New Measure	New Measure	New Measure	New Measure	New Measure	
Social Media Followers On City of Colleyville Government	New Measure	New Measure	New Measure	New Measure	1,000	
Advertising Campaigns	New Measure	New Measure	New Measure	2	1	
Percentage of citizens surveyed satisfied with being kept informed about City business	New Measure	New Measure	Biennial	85%	Biennial	

Department Resources





Note: The Communications & Marketing Coordinator position is partially funded by the Colleyville Economic Development Corporation Fund

5-Year + Outlook

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

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

Community Development

FY 2016 Department Business Plan

Department Description

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

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

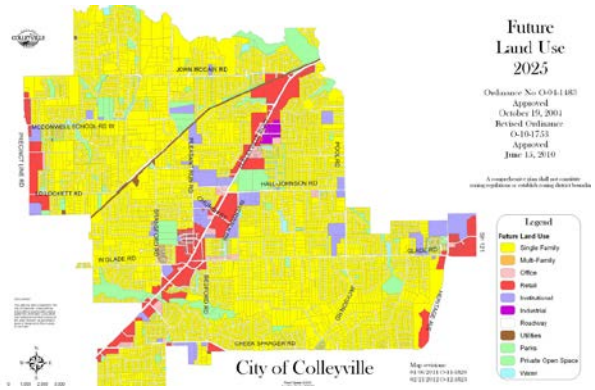
Core Services

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

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

C5 – Achieve the highest standards of safety and security

Community Development Critical Business Outcome 01 – Implement the comprehensive plan



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

began in February 2014 and completion is scheduled for 2015. Just as, if not more, important than the planning process is implementation of the plan. Implementation includes Land Development Code calibration, linkage to the City's strategic plan, and strategies to foster additional redevelopment and sustainable land use along the City's commercial corridors.

Plan implementation will be tracked through the City strategic plan and through an independent implementation plan linked directly to the comprehensive plan.

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

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

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

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

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

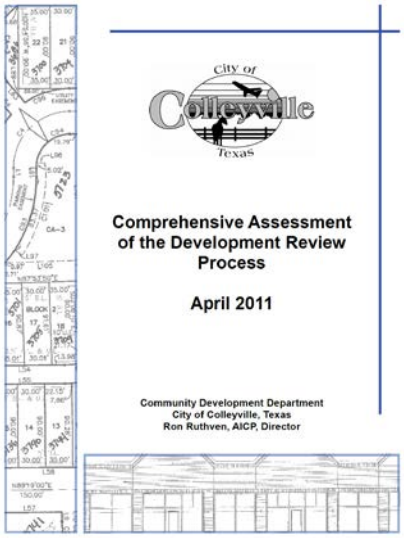
3. Promote communication and awareness in the planning and development process

C2 – Deliver high quality and unique customer service

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

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

4. Manage and oversee the development process



B2 – Proactively seek process improvements and sustainable solutions

The development review process involves multiple departments that enter and exit the process at variable points within the process depending upon the type of development. With this mind, process execution is only as good as the process itself and, likewise, a process can only be effectively executed if the proper resources are in place to ensure consistent execution. With this in mind, the community development department plays an integral in management of the development process and its execution.

In order to stay up to speed with community expectations, resources and development activity, two development process reviews have been completed within the past four years. Both reports contain many recommendations for process improvement that have been, and are being implemented.

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

5. Urban Forestry

C1- Provide attractive and unique spaces for enjoyment of personal interests and community interaction
C5- Achieve the highest standards of safety and security
F2- Invest to provide and maintain high quality public assets

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

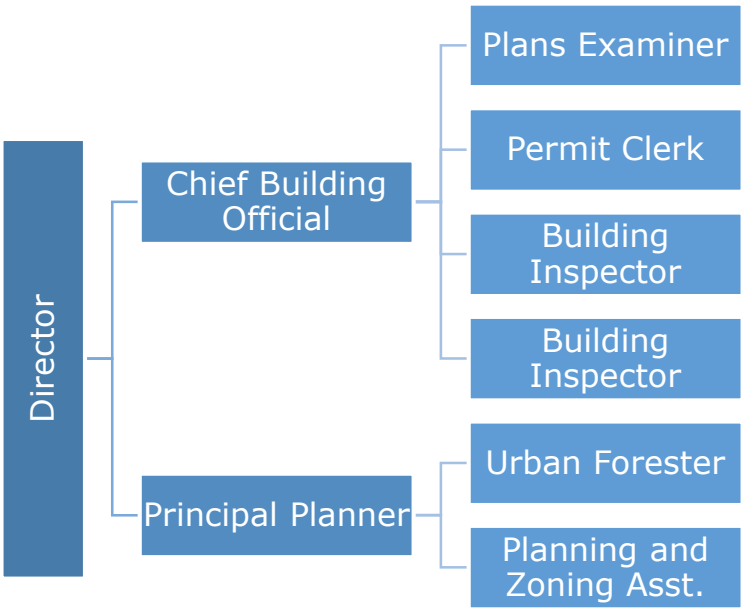
The Community Development Department oversees and encourages the installation of new trees through the administration of the Living Tree Donation Program and staff led replanting efforts. The Urban Forester performs tree evaluations, tree inventories, and identifies maintenance needs, in conjunction with the Parks Department, that increase the safety of park patrons and property.

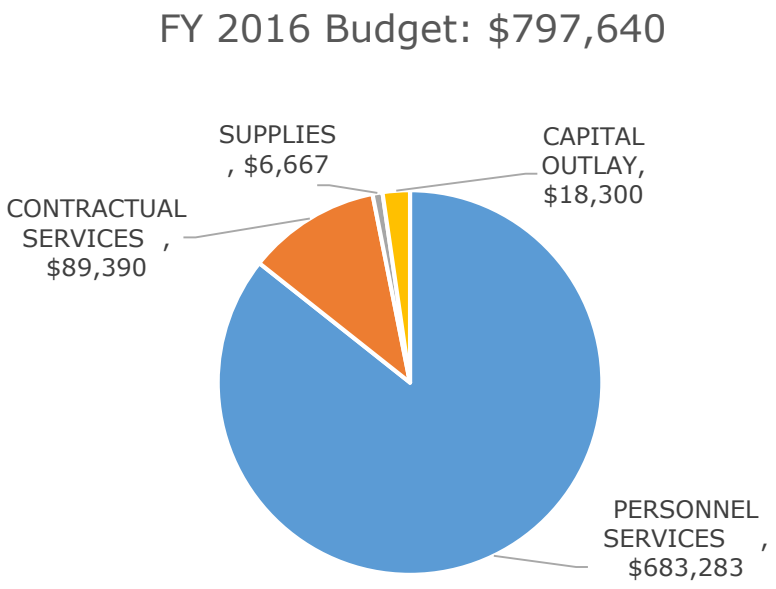
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of residential plan reviews completed in five days or less	New Measure	New Measure	21%	41%	77%	75%
Percentage of commercial plan reviews completed in ten days or less	New Measure	New Measure	44%	55%	77%	75%
Percentage of inspections performed within 24 hours	96%	93%	97%	98%	99%	95%
Percent of online department survey respondents satisfied with overall service	New Measure	New Measure	89%	98%	100%	100%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of Inspections Performed	6,829	8,780	6,832	4,621	7,194

Department Resources





5-Year + Outlook

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

As the City approaches build out, currently estimated to occur by 2025 according to the current Master Plan estimate, new residential activity will begin to fall. Assuming current economic conditions remain static, land for new residential subdivisions containing more than 10 lots will have all but disappeared by the year 2020, leaving only small infill and tear down and rebuild projects up to build out. Commercial activity will be more difficult to predict. However, given that there remains over 80 acres of undeveloped commercial land in the City according to the Future Land Use map in addition to numerous redevelopment opportunities for existing legacy properties, commercial, as well as institutional, development opportunities should continue to avail themselves over the next five years and beyond.

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

Economic Development

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. Retain existing Colleyville businesses, facilitate their profits and seek to stimulate their in-place growth and expansion.
   C3 – Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors.

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

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

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

2. <u>Help create and attract new businesses in targeted markets and along key commercial corridors.</u>

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

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

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

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

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

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

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

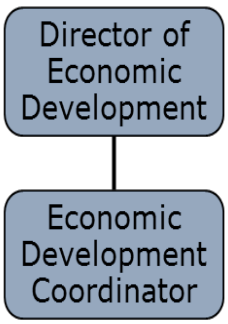
The Department engages and works with Colleyville residents and local business professionals who are involved in commercial real estate brokerage, development, banking, finance, engineering and architectural design through a development insiders "Colleyville ExChange"; this CVx is for communication with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

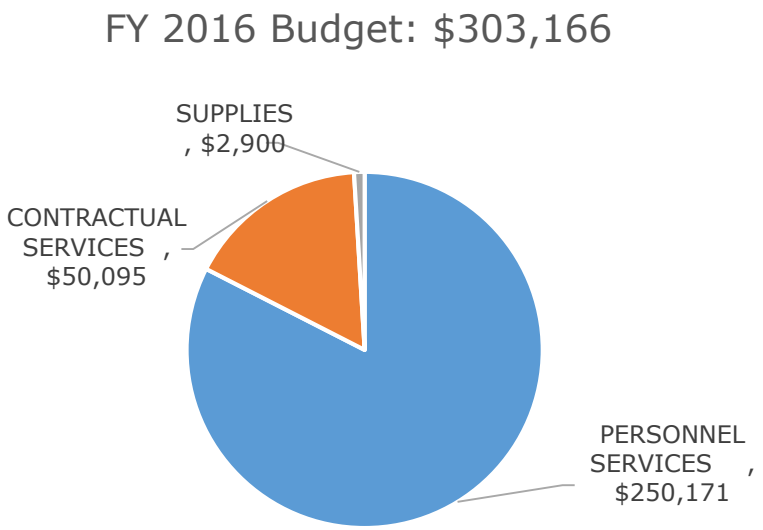
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Colleyville retail occupancy rate	87%	88%	90%	90%	94%	≥ 90%
Colleyville office occupancy rate	87%	89%	89%	90%	94%	≥ 90%
Percentage of citizens very satisfied or satisfied with efforts to encourage economic growth	Biennial measure; 40% in 2010	46%	Biennial measure	74%	Biennial measure	≥ 75%
Percentage of citizens very satisfied or satisfied with City services to retain existing businesses	Biennial measure; 34% in 2010	47%	Biennial measure	60%	Biennial measure	≥ 65%
Percentage of citizens very satisfied or satisfied with City services to attract new businesses	Biennial measure	44%	Biennial measure	56%	Biennial measure	≥ 60%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
General Fund sales tax revenue	$2.64M	$2.86M	$3.07M	$3.35M	$3.46M
Number of commercial remodel/add-alter permits	79	65	75	112	52
Value of commercial remodel/add-alter permits	$13M	$11.7M	$9.44 M	$16.59M	$4.16M
Fees generated from commercial remodel/add-alter permits	$138,276	$101,000	$106,290	$169,916	$65,639
Fees generated from new commercial building permits	$109,097	$225,000	$128,535	$162,080	$541,031
Number of new commercial building permits	7	8	6	7	12
Value of new commercial building permits	$4.0M	$12.9M	$3.48M	$7.71M	$19.4M

Department Resources





5-Year + Outlook

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

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

Moreover, while the City was approaching population numbers at the start of the decade that indicated Colleyville is closer to build-out, the community continues to realize retail backfill and infill, as well as both retail/restaurant and office/medical absorption, redevelopment and even development at the few remaining undeveloped parcels. Likewise, the 2015 Comprehensive Plan provided Colleyville with new transitional housing zoning classifications which helped mitigate and shorten the processing of new subdivision applications, further boosting new rooftops (to the benefit of existing and new retail and restaurants)—as well as an attractive, conceptual package for marketing and fostering the start of an iconic development of the Northern Gateway or "Crown" properties just south of John McCain and Colleyville Boulevard (SH26).

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

Likewise, Colleyville has successfully established a chef centered, destination restaurant and specialty retail reputation; as this unique identity has been maintained and nurtured, it has helped continue to brand and set the community apart—consistent with the preferences of its residents, as reiterated in the 2014 Citizen Survey. Continued focus on what they desire, as well as promotion of the businesses that choose to locate and relocate here, has helped generate longer-term development and redevelopment momentum. And concentrated Colleyville

CloseBuy, Ccard app and CashMob programs have helped sustain and retain these retailers and restaurants, even throughout completion of the Colleyville Boulevard reconstruction.

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

Finance Department

FY 2016 Department Business Plan

General Fund

Department Description

The Finance Department includes programs in both the General and Utility Fund, providing financial support, utility billing services and Municipal Court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, General Ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the city council, policy and procedure development and maintenance and preparation of the annual financial report. The Municipal Court provides the Cities of Colleyville and Keller with enforcement of Class C misdemeanor criminal laws and ordinance violations. Court staff maintains all paperwork related to citations, assists the Municipal Court Judge and completes reports on convictions, revenues received and informs defendants of their legal options under State law. The Finance department aligns with the strategic point to deliver sustainable government by providing financial stewardship. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

Core Services

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

1. <u>Provide accurate, reliable reporting of financial data</u>

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

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

2. <u>Ensure all purchases made are in accordance with the city's purchasing policy</u>

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

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

3. Process payroll

C5- Achieve the highest standards of safety and security

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

4. Preparation of Comprehensive Annual Financial Report (CAFR)

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

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

5. Manage the City's investments and debt

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

F2- Invest to provide and maintain high quality public assets

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

STANDARD & POOR'S RATINGS SERVICES
McGRAW HILL FINANCIAL

6. Provide municipal court services

B3-Utilize partnerships to implement cost-effective service solutions

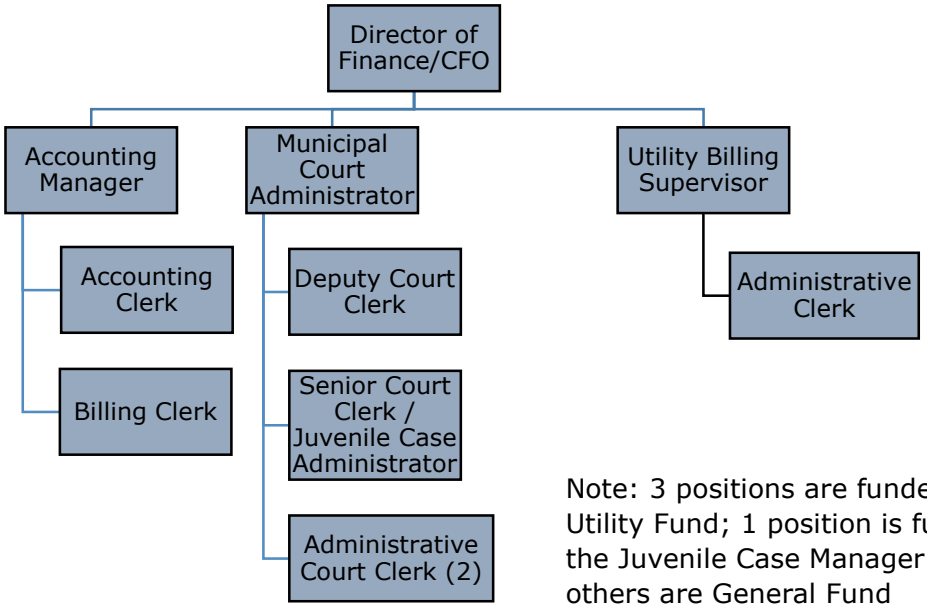
The municipal court staff is responsible for processing court citations for both the cities of Colleyville and Keller. They also collect and account for fines and state mandated fees and taxes for both cities. Docket schedules are set allowing citizens for both cities an opportunity to confer with the Municipal Court Judge. This groundbreaking partnership won a Texas Municipal League award for Management Innovations in 2015.

Performance Measures & Vital Statistics

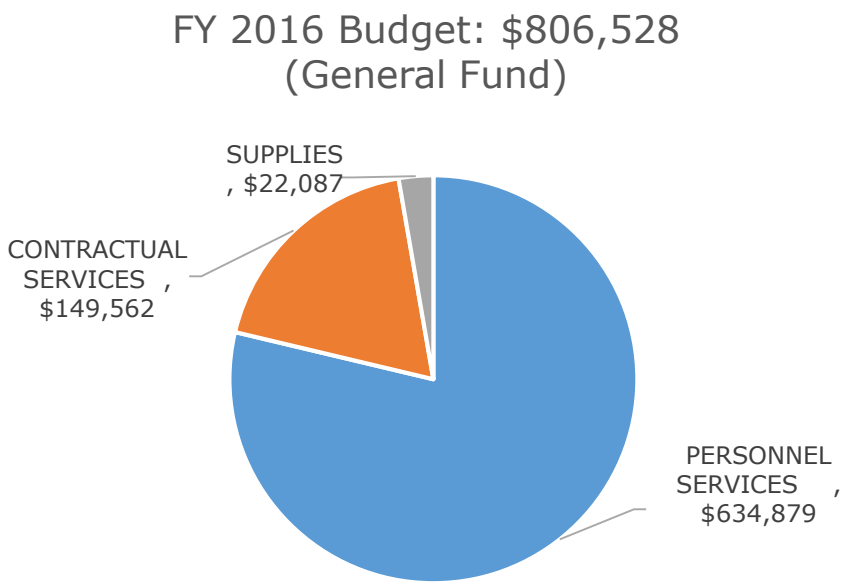
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Number of audit adjustments in period 13 closing	20	14	12	10	N/A	≤ 12
Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
Percentage warrants issued within 10 day (formerly 8 day) period after due date or court date	New Measure	New Measure	New Measure	97%	99%	≥ 97%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Percent of ACH payments to total accounts payable	New Measure	New Measure	New Measure	16%	26%
Number of citations filed per FTE	3,900	4,000	4,268	4,610	4,609
Number of bench trials vs. jury trials set	New Measure	New Measure	New Measure	67 / 44	51 / 16

Department Resources



Note: 3 positions are funded by the Utility Fund; 1 position is funded by the Juvenile Case Manager Fund; all others are General Fund



5-Year + Outlook

The recent purchase of an ERP (enterprise resource platform) financial and utility billing software will accommodate the department over the next decade for changes and updates in technology. The recently purchased software includes the new financial suite with integrated modules including payroll, purchasing and utility billing.

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

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

Fire Department

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. <u>Provide Fire Rescue Operations</u>

   C5- Achieve the highest standards of safety and security
   C2- Deliver high quality and unique customer service
   B3- Utilize partnerships to implement cost-effective solutions
   F3- Forecast needs and plan for the future, balancing priorities with resources
   L1- Attract, develop and retain skilled employees who embrace our values

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

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

2. <u>Provide Fire Prevention/Investigation</u>

C5- Achieve the highest standards of safety and security
C2- Deliver high quality and unique customer service
B4- Cultivate a culture of transparency and consistent communication
B2- Proactively seek process improvements and sustainable solutions

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

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

3. Provide Emergency Medical Services (EMS)

C5- Achieve the highest standards of safety and security
C2- Deliver high quality and unique customer service
B3- Utilize partnerships to implement cost-effective solutions
F3- Forecast needs and plan for the future, balancing priorities with resources
L1- Attract, develop and retain skilled employees who embrace our values

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

4. Provide Emergency Management Services and Support

C5- Achieve the highest standards of safety and security
C2- Deliver high quality and unique customer service
B3- Utilize partnerships to implement cost-effective service solutions

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

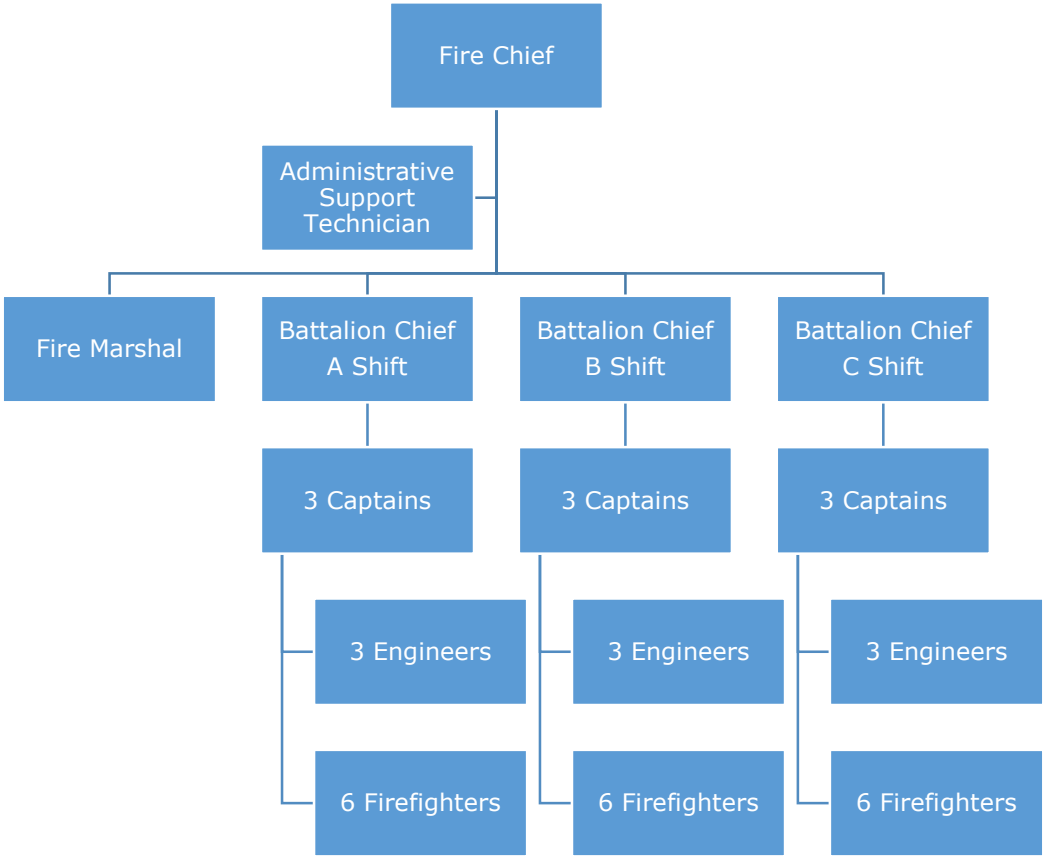
oversight with the Police Department for the radio system and tower. The Coordinator is an integral position within the Emergency Operations Center (EOC), monitoring incident activities and progress. Cost recovery efforts for EOC disaster operations is also an important function. Day to day activities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

Performance Measures & Vital Statistics

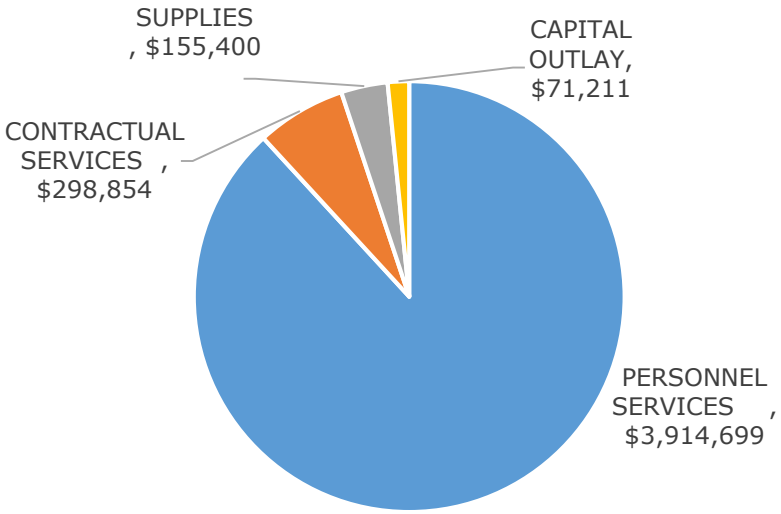
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Fire/Ambulance response under six minutes (call dispatch to arrival)	84%	83%	85%	82%	82%	≥ 85%
Percentage of plans reviewed within 48 hours	99%	97%	100%	100%	99%	≥ 98%
Percentage of fire investigations cleared within 30 days	100%	100%	100%	100%	100%	≥ 95%
Percentage of inspections performed within 48 hours of request	98%	97%	100%	100%	100%	≥ 95%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Fire related responses	N/A	N/A	381	500	542
Service related responses	N/A	N/A	357	127	152
EMS related responses	N/A	N/A	829	950	959
Ambulance billing revenue	$307,000	$322,000	$323,627	$399,312	$354,239
Percentage of billed services recovered	35%	30%	30%	32%	29%
Total number of volunteer hours from CFAAA & Rehab Team	N/A	N/A	900	418.5	672.5
Community Fire Prevention Events	N/A	N/A	N/A	116	125
Average hours of training per employee	195	205	160.9	161	134.77

Department Resources



FY 2016 Budget: $4,440,164



5-Year + Outlook

Replace the front overhead apparatus bay doors at stations #1 and #3 with vertical bi-fold doors. Station #2 was outfitted with the vertical bi-fold doors when the station was built. There are many advantages to these doors, such as high durability, low maintenance, less moving parts, quicker and safer opening operations – half the time of the overhead door operation. The bi-fold doors are more expensive than the overhead doors, but they pay for themselves overtime.

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

Replace the Hall Johnson facility with a facility capable of housing three reserve apparatus, the Rehab vehicle, the Hazardous Materials Decontamination Trailer and accompanying flatbed towing vehicle, as well as equipment storage. There is currently no space in any of the three stations to store equipment or house any more vehicles. The Fire Marshal's vehicle is parked outside all year round, as is the backup Battalion Chief vehicle.

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

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

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

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

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

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

Human Resources

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. <u>Attract, Recruit and Onboarding of a highly qualified and diverse workforce</u>

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

   L2-Foster positive employee engagement

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

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

2. <u>Foster a safe working environment</u>

   C5-Achieve the highest standards of safety and security

   B2-Proactively seek process improvements and sustainable solutions

In FY2016, the Human Resources Department will take a more active role in risk management. Risk management is the identification, assessment, and prioritization of risks followed by coordinated application of resources to minimize, monitor, and control the probability and/or impact of incidents. A good risk management plan carries a number of tools and strategies to mitigate risk.

The Safety Committee will be reconvened to assess current safety policies, evaluate current processes, and develop a program designed to minimize the impact and occurrence of incidents. In addition, a communication plan will be designed to train supervisors and employees on policies and procedures as well as the timelines and responsibilities of each role in an incident. The purpose is to heighten safety awareness, promote education and increase accountability to minimize incidents in the workplace.

3. Compensation and Benefits

B2-Proactively seek process improvements and sustainable solutions

B3-Utilize partnerships to implement cost–effective service solutions

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

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

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

4. Personnel Policies

B2-Proactively seek process improvements and sustainable solutions

B4-Cultivate a culture of transparency and consistent communication

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

The city's Personnel Policies and Procedures Manual will be revised to incorporate current organization standards and employment laws. Developing clearly written policies and procedures that are documented, updated, and followed brings structure to an organization and assists in the day-to-day decision-making processes. Policies and procedures should be adaptable to the needs of the city and serve as an internal control system. The manual also serves as a roadmap for employee conduct standards and emphasizes the expectation of employee integrity and service.

Once the manual has been completed, employees will be trained by Human Resources staff and the manual will be made available online so that it can be accessed by all employees. Supervisor training will be conducted to assist supervisors in carrying out their responsibilities relating to to policy administration, documentation, leave administration, assessing job performance, disciplinary actions and other personnel actions in a consistent, equitable, and logical manner.

5. Employee Self Service

C2-Deliver high quality and unique customer service

B1-Seek innovative technology solutions where appropriate

B2-Practively seek process improvements and sustainable solutions

B3-Utilize partnerships to implement cost effective solutions

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

With the recent implementation of the financial and human resources management technology in the last two years, both departments are linked for financial, human resources, payroll, and budgetary functions. This has increased the efficiency of both functional areas. In FY2016, the Finance and Human Resources Departments will jointly implement Employee Self Service (ESS) which will provide efficiencies to the departments and will also allow supervisors, employees and applicants to be more self-sufficient through self-service components. The first stage of implementation will allow employees to log in to view and change their address and telephone information. It will also allow the employees to view their vacation, sick and comp time balances, recent paychecks, year-to-date pay information, and their W-4 information. The ESS paycheck simulator feature allows the employee to create different scenarios and see the impact of those changes to their gross and net pay.

Once the first stage of ESS is implemented, the Finance and Human Resources Departments will be able to subsequently implement automated time cards and automated time off requests in the immediate future. At the same time, the Human Resources Department will explore the option of online open enrollment to enable the employees to log in and make their insurance changes online each year. This would reduce the need for paper forms and would increase the overall efficiency of this process. The implementation of these new processes and procedures will require appropriate and applicable training and education for employees. In addition, the Human Resources department will be evaluating the functionality of other HRIS system features, including the applicant tracking and training modules.

6. Organizational Development

B4-Cultivate a culture of transparency and consistent communication

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

L2-Foster positive employee engagement

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

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

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

Providing workplace training for employees can give a competitive edge in the marketplace, help manage risk, raise morale among team members and increase employee productivity. The Human Resources Department will be focusing in FY2016 on the formation of an employee training program that will provide ongoing learning and training opportunities. Supervisor training will also be included on such topics as effective performance management, employment law for supervisors and effective supervisory skills. In addition, specific training will be assessed for current and future supervisory and executive-level positions.

7. Employee Wellness

B2-Proactively seek process improvements and sustainable solutions

B3-Utilize partnerships to implement cost –effective service solutions

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

L2-Foster positive employee engagement

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

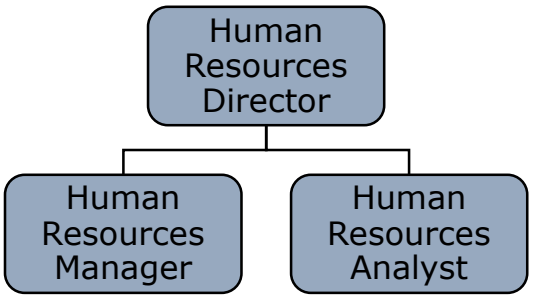
The city's wellness program, created through the Employee Benefits/Wellness Committee, has been tremendously successful since its implementation in fiscal year 2010. With the outcomes-based model, medical insurance premiums paid by employees are based on tiers earned through biometric screening measurements. Tier I provides the highest city subsidy and Tier III provides the least city subsidy. Participation in the wellness program remains steadily high at over 80%. When compared to the city's seven benchmark cities, no other city has developed or implemented a long-term strategy of linking this type of wellness program to the health benefits plan.

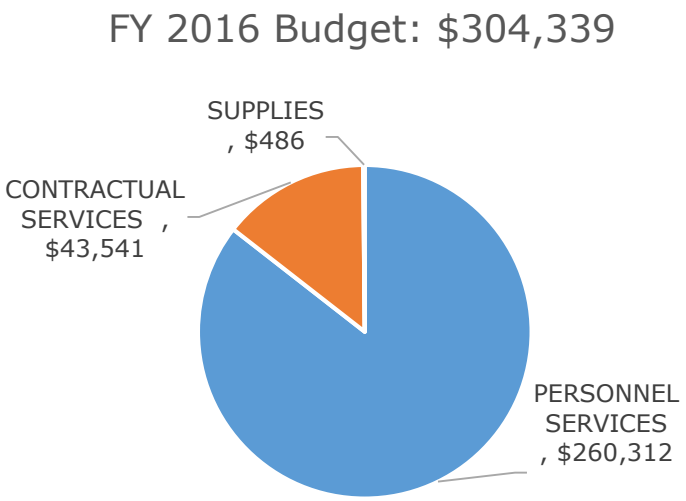
In FY2016, the Benefits/Wellness Committee will evaluate and implement new strategies to revive the program and continue to educate employees. The Committee will work closely with Human Resources to implement programs focusing on the well-being of employees and promoting personal health.

Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage turnover (per fiscal year)	15%	12%	22%	15%	17%	≤ 15%
Percentage of annual performance evaluations completed on time	New Measure	36%	25%	98%	73%	≥ 90%
Percentage of employees who participate in wellness program	New Measure	80%	78%	86%	85%	≥ 80%
Workers' compensation experience modification factor (actual losses compared to expected losses)	New Measure	New Measure	0.48	0.45	.83	≤ 0.85
Medical and pharmacy loss ratio (paid claims divided by premiums as of Aug 2015)	New Measure	New Measure	66%	75%	87.4%	≤ 85%

Department Resources





5-Year + Outlook

Over the next five to ten years, the Human Resources Department will be affected by several changes that will influence how the city conducts business. Federal executive and legislative policies and regulations, as well as Supreme Court rulings, will continue to affect processes and procedures within the department. In addition, federal health care reform has had a large impact on how all employers manage their health plans. The administration and cost of health care benefits with the introduction of the Patient Protection and Affordable Care Act (PPACA) will have a long-term impact on the organization. The changes due to the reform have had a direct impact on the city's health benefit decisions and will continue to affect the city's health and prescription drug plan offerings to employees. This trend will continue as new benefit options are emerging in the marketplace and will need to be evaluated on how they fit into the city's business strategy.

With the recent implementation of an integrated financial and human resources management software, this new technology will affect how Human Resources conducts business, and also how employees and job applicants access information. It will provide efficiencies to the department and will also allow supervisors, employees and applicants to be more self-sufficient through self-service components. In addition, the technology will require the human resources staff to migrate an extensive amount of information to the system and learn new processes and procedures while ensuring appropriate and applicable training and education to employees and applicants.

The city will be challenged with knowledge transfer due to turnover. Most specifically, almost a third of the workforce is currently eligible to retire with the known expectation that eligibility will increase through FY22. A strategic approach to transfer and retain employees' know-how and best practices is critical.

Information Systems Management

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. Network Operations

B4- Cultivate a culture of transparency and consistent communication

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

2. Application Systems Operations

B2- Proactively seek process improvements and sustainable solutions

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

3. Geographical Information Systems

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

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

4. Audio/Video Broadcast Operations

B1- Seek innovative technology solutions where appropriate

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

5. Data Center Operations

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

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

6. Desktop Operations

C2- Deliver high quality and unique customer service

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

7. Technology advancement

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

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

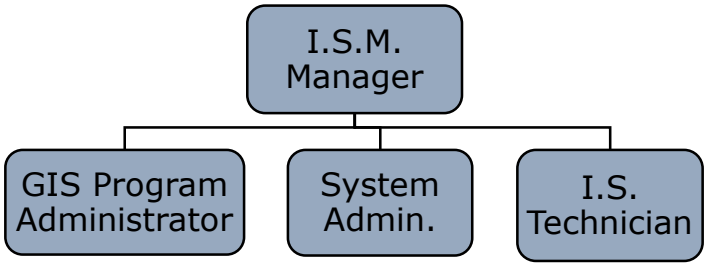
Performance Measures & Vital Statistics

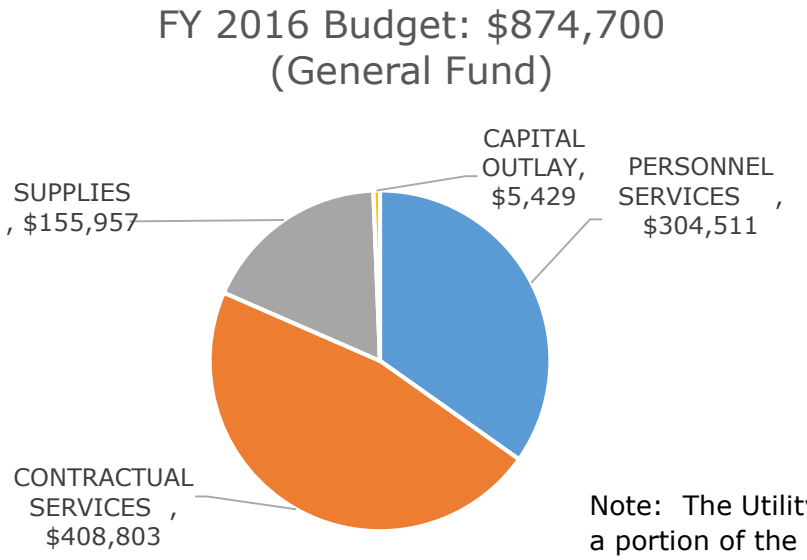
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of product requests completed on time- GIS	98%	90%	82%	87.88%	93%	≥ 85%
Percentage of address and/or plat issues responded to within 30 days- GIS	100%	96%	64%	89.13%	100%	≥ 90%
Percentage of broadcast uptime	98.65%	99.99%	99.82%	99.86%	99.88%	≥ 99%
Percentage of work orders completed on time	86%	80%	87%	78.00%	87%	≥ 95%
Percentage of network data and telecommunications uptime	99.84%	99.99%	99.83%	99.73%	99.80%	≥ 99%

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

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Total number of equipment pieces maintained by department	410	430	419	569	589

Department Resources





Note: The Utility Fund pays a portion of the GIS Program Administrator costs

5-Year + Outlook

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

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

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

- Emphasize business process flows through technology that lower the use of paper. Minimize the energy impact on the city by datacenter centralization, virtualizing the maximum amount of hardware, and placing smart technology that lowers equipment usage during city low usage hours.

- Building redundant datacenters that provide added recovery in case of city emergencies. Increase our offsite capability through shared resource planning with surrounding city IT departments.

- Implement more web technology driven applications in order to drive down the needs of end user hardware while increasing the capability of mobile usage. Integrate mapping technology into our applications in order to make them more consumer friendly. Move current static business flows into applications that will enhance city operations.

- Increase in the current infrastructures' capabilities to offer more mobile applications to employees. Mobile employees have fewer needs to type and have more form based operations that help guide high quality business operations while maximizing the sophistication of reporting to the management level.

- Increase the City owned fiber infrastructure and try to partner with the neighboring school district in order to offset cost of deployment, leased fiber line cost, and increase the service levels to our customers exponentially.

Legal

FY 2016 Department Business Plan

Department Description

City legal services are provided on a contract basis.

Core Services

The City Attorney is responsible for the following core services:

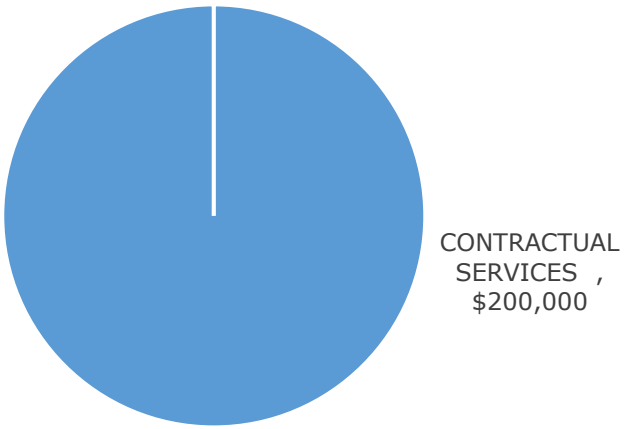
1. Provide legal services for all city business

   C2- Deliver high quality and unique customer service

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

Department Resources

FY 2016 Budget: $200,000



Library and Recreation Department

FY 2016 Department Business Plan

Department Description

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

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

The mission of the Library is:

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

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

The mission of Recreation is:

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

Core Services

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

1. <u>Provide reading, viewing and listening materials</u>

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

   C2- Deliver high quality and unique customer service

   B1-Seek innovative technology solutions where appropriate

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

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

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

C2- Deliver high quality and unique customer service

The Library offers an array of programs and services for children from birth to age five designed to ensure that they will enter school ready to learn to read, write, and listen. To support this service, the Library offers weekly story time programs divided by age of intended audience, pre-talkers, talkers and pre-readers. The story programs include interactive components such as stories, singing, puppets, action rhymes, finger plays and crafts. The Library supports the *Every Child Ready to Read @ your library* early literacy initiative and incorporates the six pre-reading skills that children must learn in order to learn to read in story time programs. The Library sponsors a *Books for Babies* program, which is a national literacy program that acquaints parents of newborns with the important role they play in the development of their children. Parents are presented with a *Books for Babies* kit containing a board book for baby, baby's first library card, a bib, and a variety of brochures with reading tips and early literacy information from nationally-recognized educational organizations. The Library includes a "Read to Me" component in the summer reading program, and other reading programs, with incentives for parents/caregivers and the children. Additionally, the Library provides six *Early Literacy Station* educational computers which feature more than 70 educational software programs for preschool children. The Library's materials collection for youth includes print, media and electronic resources to support early literacy and includes board books, book/media kits, concept books, DVDs and CDs, picture books, I-Can-Read books and online e-books for preschool children. The Library has a dedicated area for children ages newborn to five that is comfortable, safe and appropriate for this age group and includes space to provide preschool programs. Also, the Library has staff, knowledgeable about early literacy, who can develop and deliver effective programs for preschool children.

3. Provide resources for lifelong learning

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

C2- Deliver high quality and unique customer service

B3- Utilize partnerships to implement cost-effective service solutions

The Library works to insure that Colleyville residents of all ages will have a resource center that provides materials and programs that address their need to explore topics of interest for self-directed personal growth and development opportunities throughout their lives. To support this service, the Library provides an array of adult and children's non-fiction library materials in a variety of formats: books; magazines; DVDs; books on CD; magazines; digital media downloads, including audio books, eBooks, eMagazines, and video; and access to online databases in the Library and remotely. To supplement the Library's materials collection, the Library provides Interlibrary Loan Service, which allows the Library to request materials for patrons throughout the nation and worldwide. To provide additional access to resources, the Library participates in the TexShare Card Program, which allows patrons to borrow materials from any other participating Texas library. Also, to support this service, the Library provides in-person, telephone, and e-mail reference service; public internet computer stations; wireless internet throughout the library; photocopier/fax services; and study rooms. Ongoing, the Library provides a variety of adult and children's programs to provide lifelong learning opportunities. The Library works with local organizations to cosponsor demonstrations of topics of interest, and displays exhibits of local organizations and local residents to promote learning opportunities. Also, the Library provides safe and welcoming physical spaces for users to meet and interact with others or to sit quietly and read, and virtual spaces that support networking and learning. The Library has staff that is knowledgeable about print and electronic resources, and can plan and present programs on a variety of lifelong learning topics.

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

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

C2- Deliver high quality and unique customer service

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

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

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

C2- Deliver high quality and unique customer service

C5- Achieve the highest standards of safety and security

B3- Utilize partnerships to implement cost-effective service solutions

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

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

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

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

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

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

C2- Deliver high quality and unique customer service

B3- Utilize partnerships to implement cost-effective service solutions

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

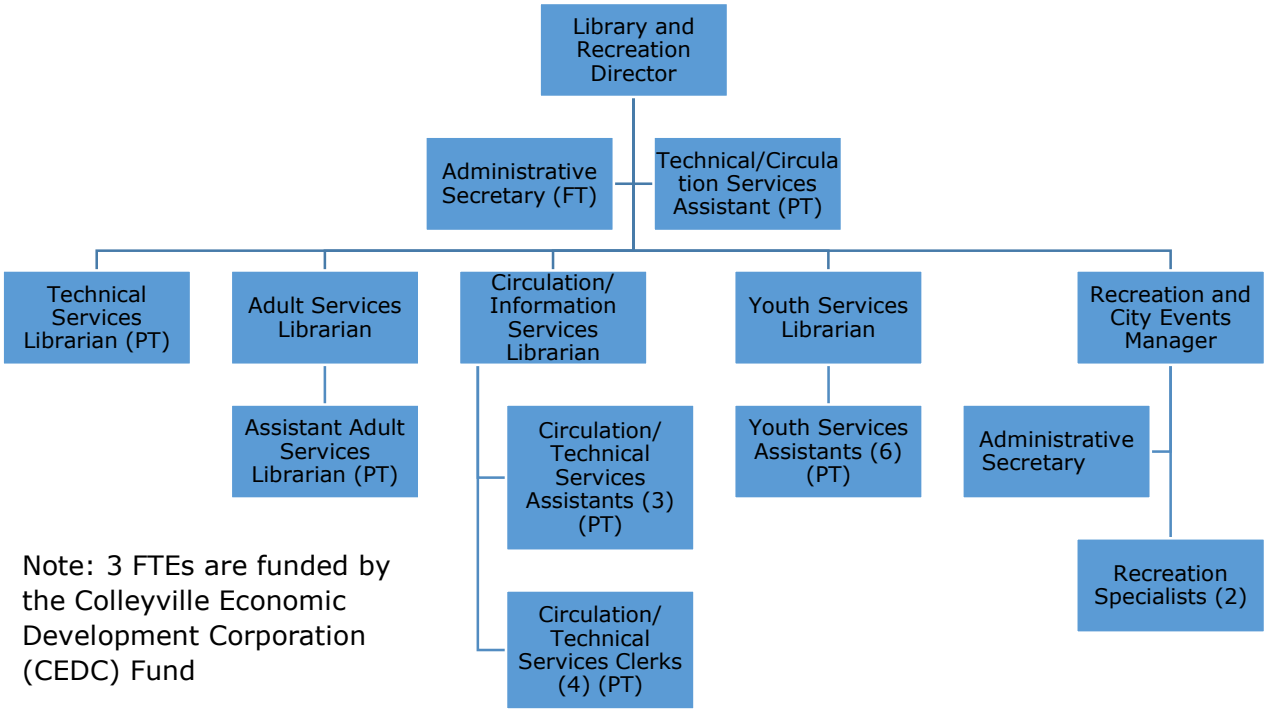
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of library materials requests filled within 30 days	77%	83%	86%	96%	93%	≥ 80%
Percentage of library patrons who come to the library looking for items find them	75%	82%	79%	80%	81%	≥80%
Library children's program attendance	12,003	17,145	21,995	18,363	17,173	≥18,000
Adult and teen program attendance	426	809	910	795	651	≥650
Children's summer reading program participation	1,010	1,051	1,182	1,188	987	≥ 1,000
Adult and teen summer reading program participation	134	106	118	114	84	≥ 100

Library patron visits	104,276	104,268	123,211	134,314	133,076	≥ 120,000
Reference questions answered	36,036	39,799	35,048	34,073	25,025	≥ 30,000
Circulation of the library materials collection	235,238	244,613	250,737	234,667	228,160	≥ 235,000
Percentage of Recreation offered classes/programs held	48%	60%	65%	71%	73%	≥60%
Number of Senior Center participants	1,384	1,500	1,751	3,734	3,767	≥1,500
Percentage of resident membership visits to the Senior Center	54%	55%	58%	60%	59%	≥60%

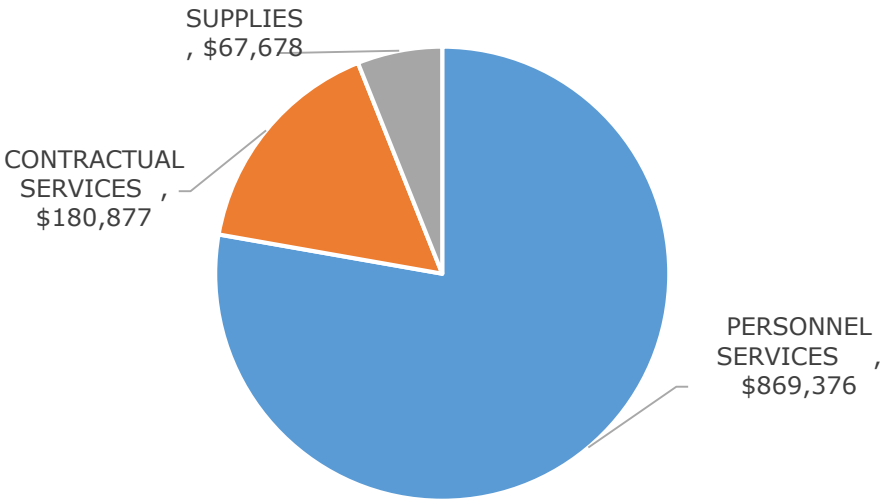
Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Percentage of Colleyville households with at least one active library card holder	50%	55%	50%	50%	50%
Library materials collection size	62,997	65,740	69,736	74,525	77,664
Number of Senior Center classes/programs offered	150	120	151	212	191
Average membership visits per month to the Senior Center	560	500	534	544	827
Number of Meals on Wheels participants	New Measure	New Measure	1,800	1,727	1,695
Percentage of Meals participants who are residents	New Measure	New Measure	50%	52%	47%
Percentage of resident class participants	59%	60%	49%	42%	44%

Department Resources



Note: 3 FTEs are funded by the Colleyville Economic Development Corporation (CEDC) Fund

FY 2016 Budget: $1,117,931



5-Year + Outlook

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

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

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

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

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

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

Parks Department

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. Park and Facility Maintenance

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

C5-Achieve the highest standards of safety and security

B2-Proactively seek process improvements and sustainable solutions

F2-Invest to provide and maintain high quality public assets

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

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

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

2. Athletic Field Maintenance

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

C5- Achieve the highest standards of safety and security

B2- Proactively seek process improvements and sustainable solutions

F2- Invest to provide and maintain high quality public assets

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

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

3. Youth Sports Association Management

C2-Deliver high quality and unique customer service

B3-Utilize partnerships to implement cost-effective service solutions

The Parks Department has the privilege of working with the Colleyville Baseball Association, the Colleyville Girls Softball Association, and the Colleyville Soccer Association to deliver wide reaching and high quality opportunities for residents and visitors to utilize the athletic complexes in the city. The Associations serve to promote and market the youth sports programs and to coordinate participant registration, game schedules, team formation, concession operations, and fund raising for park enhancements.

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

4. Trail System Management

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

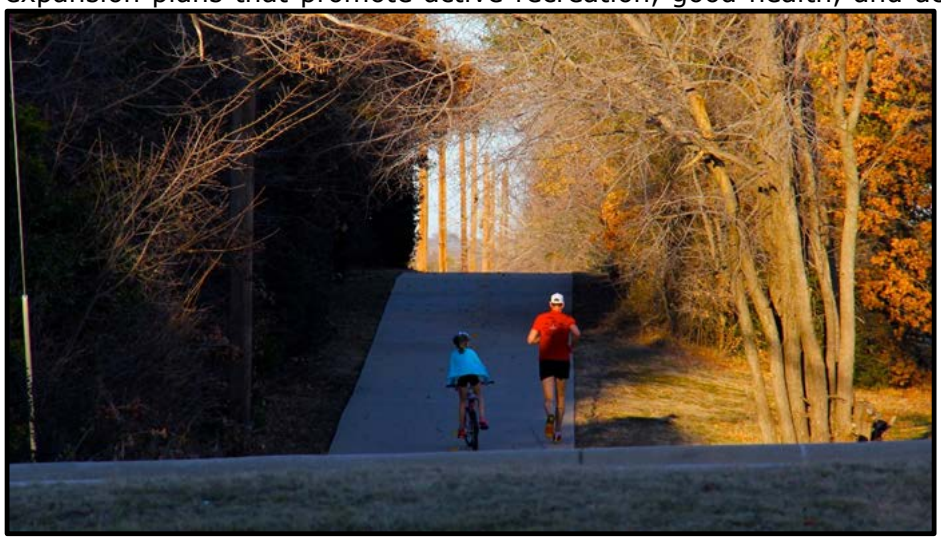
C4-Provide mobility enhancements that complement neighborhoods

C5- Achieve the highest standards of safety and security

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

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

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



5. Public Property Management

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

B1-Seek innovative technology solutions where appropriate

B2- Proactively seek process improvements and sustainable solutions

F2- Invest to provide and maintain high quality public assets

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

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

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

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

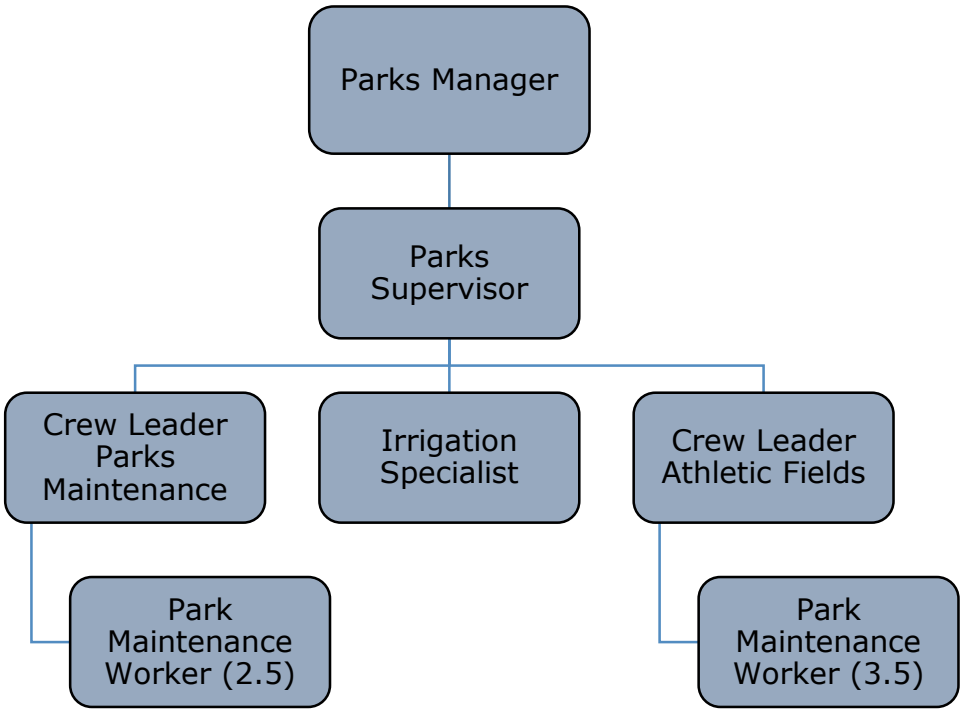
The Parks Department is constantly evaluating innovative solutions in the areas of field maintenance techniques and irrigation technology that reduce the amount of water necessary to maintain safe and attractive parks and athletic fields.

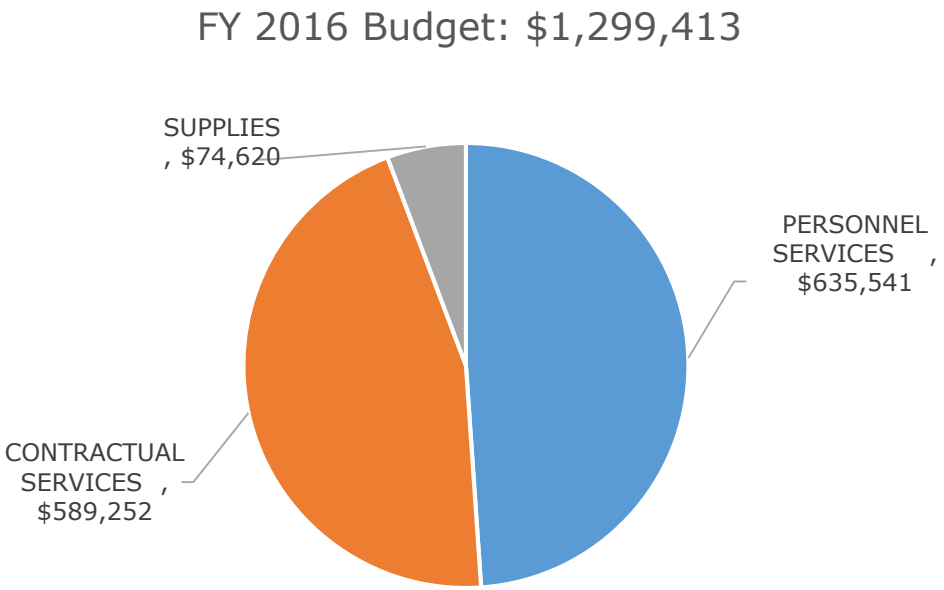
Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of competitive athletic fields meeting departmental maintenance standards	New Measure	New Measure	New Measure	80%	80%	≥ 85%
Percentage of park inspections meeting standards	85%	85%	87%	80%	95%	≥ 85%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of staff hours dedicated to athletic field maintenance and game preparation	N/A	4,725	4,884	3,697	4,032
Percentage of revenue recovery	N/A	N/A	12%	12%	20%
Number of youth sports participants	4,774	4,750	4,063	4,315	4,434
Percentage of participants that are non-residents for all youth sports	51%	51%	49%	52%	52%

Department Resources





5-Year + Outlook

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

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

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

A critical element of the department's ability to provide highly maintained and aesthetic parks and athletic fields is water. Great attention must be paid to water conservation efforts and projects that seek to reduce water use. As turfgrass fields are the most significant consumers of water use by the department, staff will work to formalize a "Turf Management Program" with water conservation playing a factor in every decision that is made.

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

Police Department

FY 2016 Department Business Plan

Department Description

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

Core Services

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

1. Protect and Preserve the Safety of Neighborhoods

C5- Achieve the highest standards of safety and security

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

2. Timely Response to all citizen calls for Police Service

C2-Deliver high quality and unique customer service

B3-Utilize partnerships to implement cost effective service solutions

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

3. Promote Traffic Safety and Reduce Accidents on Roadways

B2- Proactively seek process improvements and sustainable solutions

Patrol officers will conduct traffic enforcement and awareness to change driving behaviors to help reduce accidents and make our roadways safer. The traffic officer is dedicated to reducing the number and severity of traffic collisions within the City by utilizing a community oriented-problem solving approach to traffic issues. The traffic officer proactively promotes traffic safety through proper levels of enforcement and education along with high visibility of uniformed personnel. Radar signs are also used to educate drivers of their speeds in various locations and encourage driver awareness. The Traffic officer also participates in regional child passenger safety seat education and installation programs.

4. Enhance Crime Prevention

C5- Achieve the highest standards of safety and security

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

5. Focus on Community-based Policing

C2- Deliver high quality and unique customer service

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

6. Provide Investigations for all Criminal Offenses

C2- Deliver high quality and unique customer service

C5- Achieve the highest standards of safety and security

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

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

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

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

C2- Deliver high quality and unique customer service

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

8. Provide School Safety and Security

C5- Achieve the highest standards of safety and security

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

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

C5- Achieve the highest standards of safety and security

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

10. Process all Open Records Requests

B4- Cultivate a culture of transparency and consistent communication

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

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

C2- Deliver high quality and unique customer service

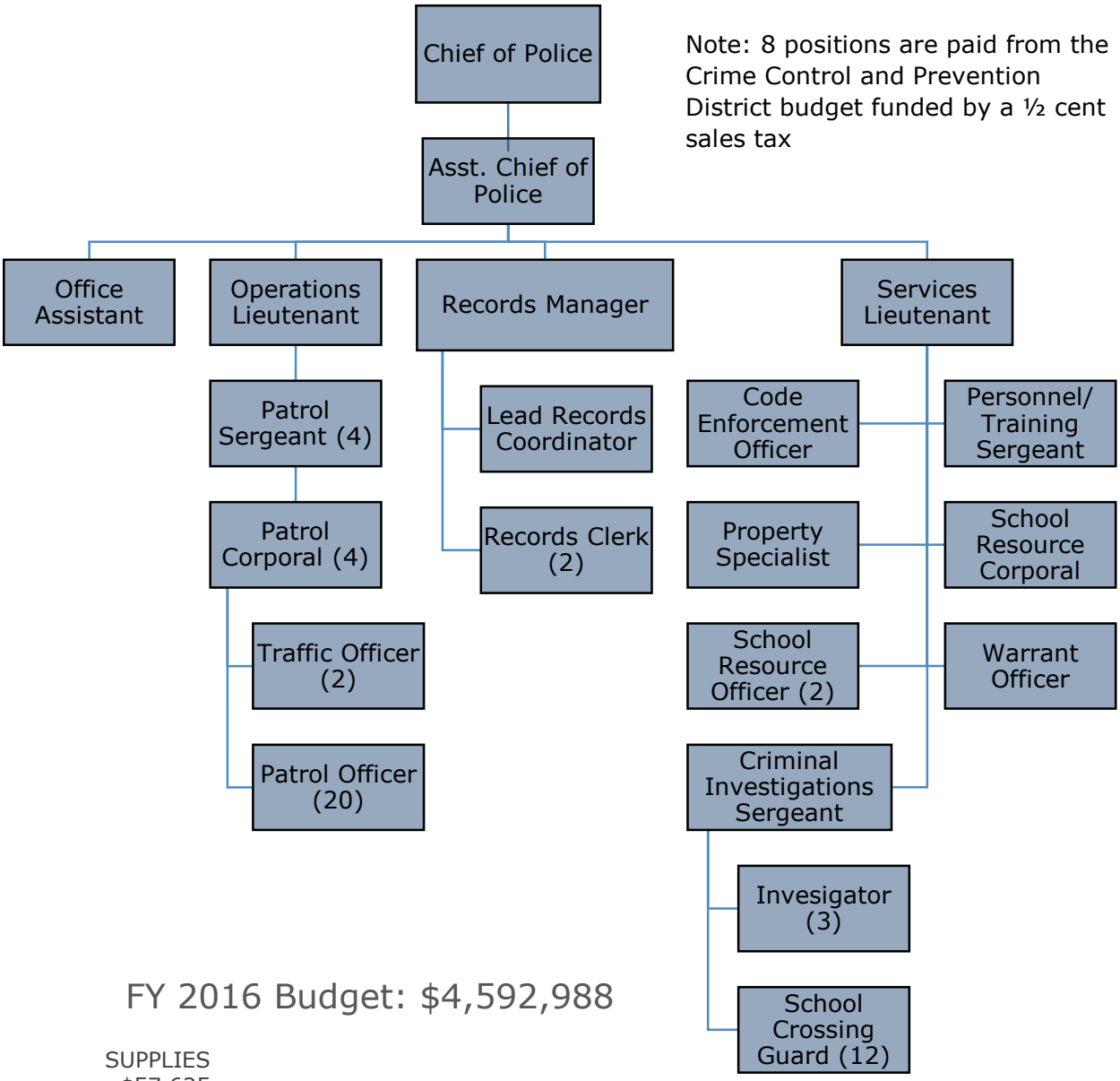
Administrative Services personnel conduct initial intake for police services requests. Staff provides general service information, routes non-emergency service calls to NETCOM dispatch and provides community services such as fingerprinting, medication disposal, solicitation permit processing, and animal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

Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Number of UCR Part 1 Crimes	201	199	175	160	141	≤180
Average Priority 1 response Time	4:30	4:12	4:11	4:03	3:12	<5:00
Percentage of Part 1 offenses cleared	47%	28%	20%	30%	31%	≥ 20%
Number of cases successfully resolved	New Measure	New Measure	New Measure	614	728	> 400
Crime Victims Contacted by Detective within 3 days	92%	95%	92%	98%	100%	> 95%
Number of Code Violations located proactively	56%	62%	69%	80%	69%	>50%

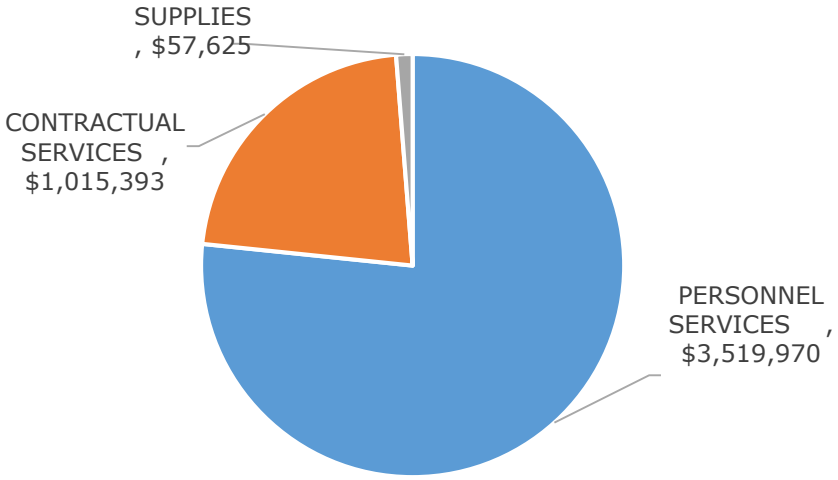
Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Injury Accidents per 1000 population	1.5	2.2	.075	0.7	0.7
Self-Initiated Calls for Service	18,396	40,324	54,231	50,897	43,781
Total Number of outstanding warrants in system since 01/01/03	4,555	4,170	3,971	4,056	3,657
Number of Warrants Served	3,933	7,190	1,452	2,767	2,610

Department Resources



Note: 8 positions are paid from the Crime Control and Prevention District budget funded by a ½ cent sales tax

FY 2016 Budget: $4,592,988



5-Year + Outlook

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

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

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

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

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

Public Works

FY 2016 Department Business Plan

General Fund

Department Description

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

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

Core Services

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

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

   C3-Attract and retain high quality businesses to provide a thriving, diversified tax base that attracts visitors
   C4-Provide mobility enhancements that complement neighborhoods
   C5-Achieve the highest standards of safety and security

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

signs to guide vehicular and pedestrian traffic throughout the city. By this service, the City of Colleyville will continue to flourish and citizens will be able to enjoy the community they have built.

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

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

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

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

   F2-Invest to provide and maintain high quality public assets

   Fleet Services enables other departments in the city to achieve their mission. The importance of fleet services is immeasurable. Forecasting vehicle and equipment life cycles along with an extensive fleet maintenance program improves overall fleet health,

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

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

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

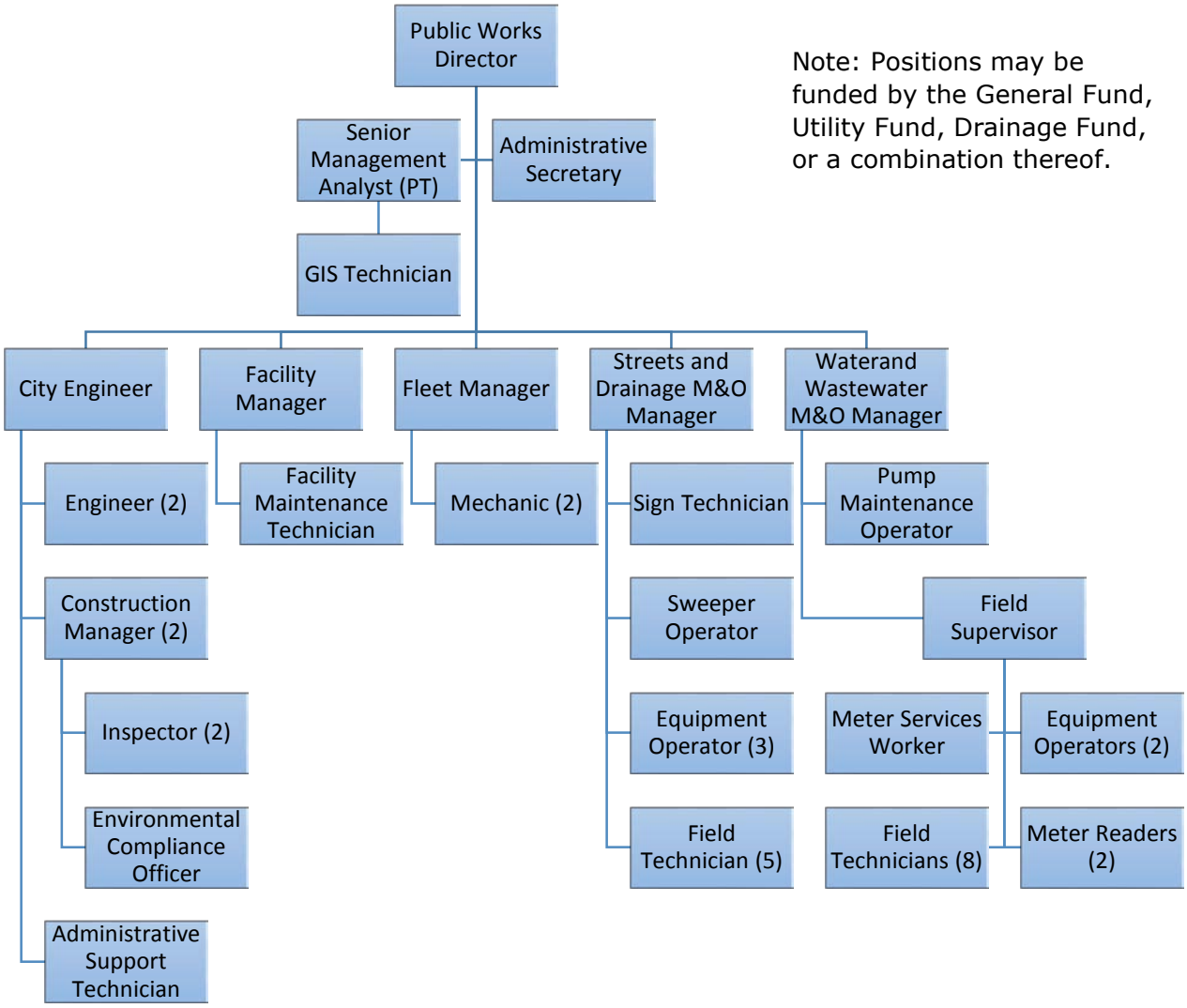
Stormwater management monitors the water that lands in Colleyville during rain and snow storms to prevent an increased risk of flooding, prevent erosion, and protect water quality. Development within the City's floodplains and floodways is managed by Public Works in accordance with federal and state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

Performance Measures & Vital Statistics

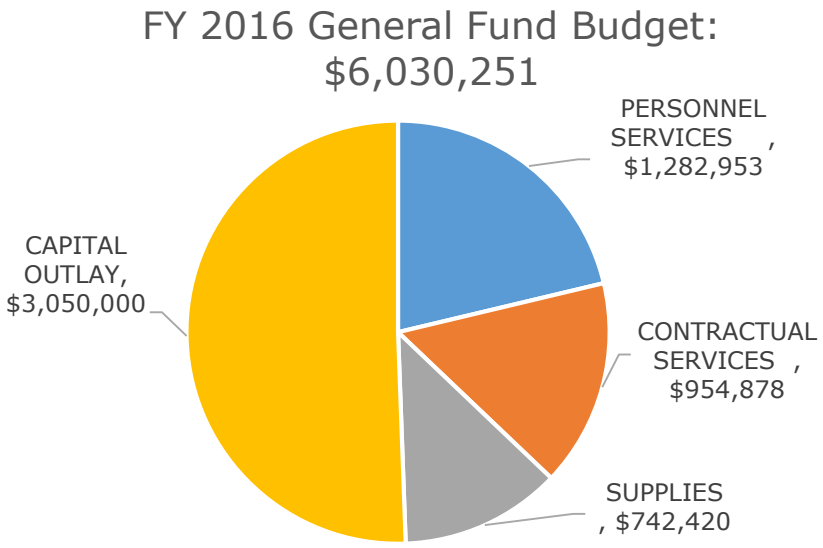
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of pavement markings renewed	New Measure	New Measure	New Measure	20%	4%	≥20%
Percentage of street and traffic signs replaced	New Measure	8%	12%	15%	15%	≥10%
Percentage of facility work orders responded to within one business day	98%	99%	78%	51%	83%	≥90%
Percent of internal customers satisfied with facility environment	N/A	98%	89%	84%	86%	≥98%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of infrastructure repairs needed within two-year maintenance bond period	1	0	0	0	0
Value of newly-constructed public infrastructure in place	New Measure	New Measure	New Measure	$5.82M	$17.3M
Percentage of construction time with City staff present	New Measure	New Measure	New Measure	18%	23%
Ratio of scheduled facility maintenance to unscheduled repairs	80%	77%	68%	41%	68%
Percentage of fleet time available	New Measure	98%	98%	98%	98%
Percentage of preventive maintenance for fleet completed on schedule	New Measure	New Measure	New Measure	95%	96%

Department Resources



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



5-Year+ Outlook

Public Works touches the life of every citizen every day. Adequate roads promote commerce, economic vitality, and mobilization. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

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

The condition of **TRANSPORTATION SYSTEM INFRASTRUCTURE** continues to decline, and maintenance and reconstruction is not keeping up with the normal wear and tear on these infrastructure assets. Demands for **STREET MAINTENANCE** of both improved and unimproved streets will continue to increase. The sign replacement program will be expanded to include regulatory and advisory signs in a systemic manner. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP) and facilitate and support reconstruction of State Highway 26. Continuation of a sustainable CIP that allows for the perpetual maintenance of all components of City-owned infrastructure will require a steady commitment of funding.

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

Continuance of the 15-year **FLEET REPLACEMENT PROGRAM** is critical to maintain overall fleet health, to reduce repair costs, and to increase fleet availability rates. Additionally, Fleet Services will continually evaluate needs to ensure appropriate and adequate equipment is in place. Interdepartmental equipment sharing will be encouraged with the goal of reducing fleet size. Evaluative measures will assess the costs and benefits of ownership versus short-term rental of equipment.

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

Non-Departmental

FY 2016 Department Business Plan

Department Description

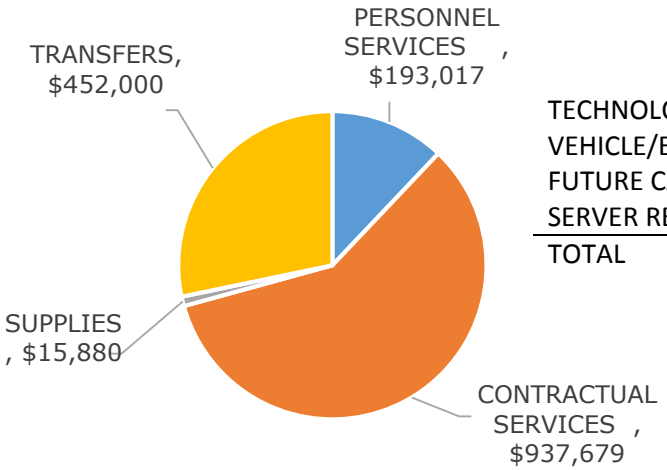
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department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

Core Services

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

Department Resources

FY 2016 Budget: $1,598,576



TRANSFERS SUMMARY

TECHNOLOGY REPLACEMENT	$	41,000
VEHICLE/EQUIPMENT REPLACEMENT		180,000
FUTURE CAPITAL PROJECTS		200,000
SERVER REPLACEMENT		31,000
TOTAL	$	452,000

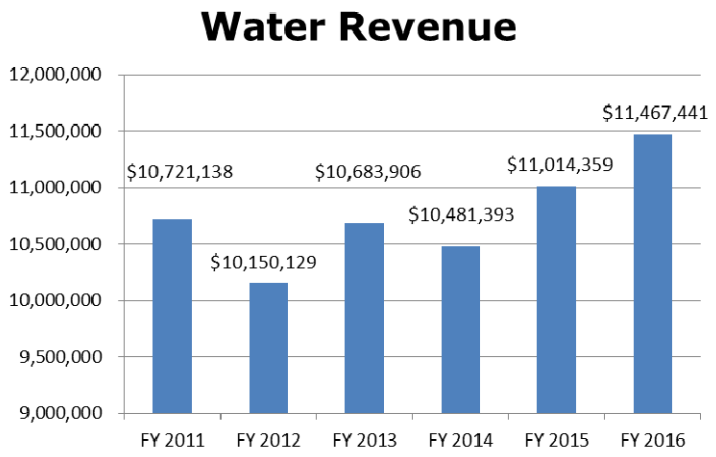
Utility Fund

UTILITY FUND SUMMARY & FORECAST

	ACTUAL FY 2014	BUDGET FY 2015	BUDGET FY 2016	PROJECTION FY 2017	PROJECTION FY 2018	PROJECTION FY 2019	PROJECTION FY 2020
TOTAL UNRESERVED BEG. RETAINED EARNINGS	3,700,486	4,786,988	5,830,797	5,807,734	5,522,314	5,854,235	5,206,159
OPERATING REVENUES							
Water Sales	10,481,393	11,014,359	11,467,441	12,201,043	12,995,932	13,790,993	14,480,543
Wastewater Sales	3,459,501	3,745,247	4,050,786	4,489,010	4,902,363	5,317,930	5,583,827
Water Installation	31,299	21,000	21,000	21,000	21,000	21,000	21,000
Wastewater Installation	10,500	7,000	7,000	7,000	7,000	7,000	7,000
Sewer Tie-On Charges	4,500	5,000	5,000	5,000	5,000	5,000	5,000
Engineering Charges	116,579	5,000	50,000	25,000	25,000	25,000	25,000
Penalties	205,923	218,543	228,772	237,694	240,640	246,824	253,168
Miscellaneous	68,276	13,000	13,000	13,000	13,000	13,000	13,000
TOTAL OPERATING REVENUES	**14,377,973**	**15,029,149**	**15,842,999**	**16,998,747**	**18,209,935**	**19,426,747**	**20,388,537**
OPERATING EXPENSES							
Utility Support	939,481	1,101,132	1,176,062	1,199,583	1,223,575	1,248,046	1,273,007
Utility Billing	325,242	381,081	382,103	389,745	397,540	405,491	413,601
Utility Operations - Water	407,340	565,737	613,711	625,985	638,505	651,275	664,301
TRA Water	7,315,501	6,778,454	7,711,373	8,157,917	8,657,678	9,089,004	9,543,454
Utility Operations - Wastewater	230,278	279,959	283,116	288,778	294,554	300,445	306,454
TRA Wastewater	1,899,907	2,672,056	2,668,486	2,920,462	3,132,170	3,313,559	3,479,237
Non-Departmental	188,858	305,133	320,803	327,219	333,763	340,439	347,247
Transfer to General Fund	1,116,974	1,115,969	1,165,563	1,241,458	1,335,204	1,431,864	1,528,714
Transfer to Colleyville Tomorrow Fund (Repymt)	44,286	44,286	44,286	44,286	0	0	0
Compensation Adjustment	25,142	21,733	29,934	30,533	0	0	0
Additional Funding Requests	0	0	63,000	0	0	0	0
Infrastructure Renewal	0	250,000	1,062,600	1,718,600	1,728,000	3,315,000	3,165,000
TOTAL OPERATING EXPENSES	**12,493,009**	**13,515,540**	**15,521,037**	**16,944,567**	**17,740,989**	**20,095,122**	**20,721,015**
NON-OPERATING REVENUES(EXPENSES)							
Interest Income	20,676	20,300	20,300	20,300	20,300	20,300	20,300
Use of Available Cash	0	0	450,000	700,000	0	950,000	650,000
Debt Service	(819,137)	(490,100)	(365,325)	(359,900)	(157,325)	0	0
TOTAL NON-OPERATING REVENUES(EXPENSES)	**(798,461)**	**(469,800)**	**104,975**	**360,400**	**(137,025)**	**970,300**	**670,300**
NET INCOME	1,086,502	1,043,809	426,937	414,580	331,921	301,925	337,822
ENDING RETAINED EARNINGS - 9/30	4,786,988	5,830,797	5,807,734	5,522,314	5,854,235	5,206,159	4,893,982
NET INCOME FOR COVERAGE RATIO	1,905,639	1,533,909	792,262	774,480	489,246	301,925	337,822
AMOUNT NEEDED FOR COVERAGE RATIO	982,964	588,120	438,390	431,880	188,790	0	0
DEBT SERVICE	819,137	490,100	365,325	359,900	157,325	0	0
TOTAL EXPENDITURES	**13,312,146**	**14,005,640**	**15,886,362**	**17,304,467**	**17,898,314**	**20,095,122**	**20,721,015**
Days of Working Capital	131	152	133	116	119	95	86

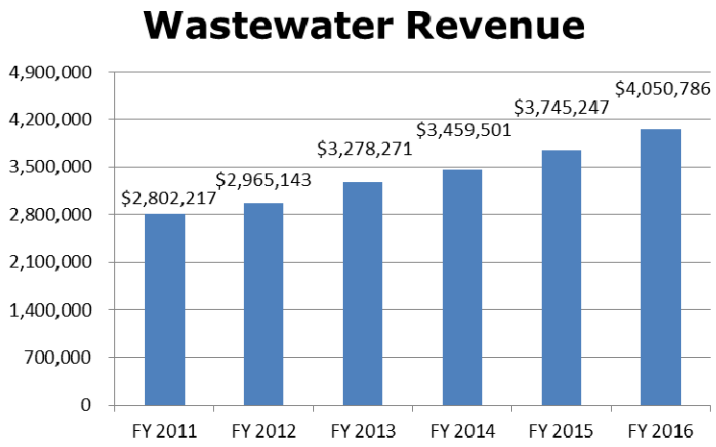
WATER SALES

Water sales are projected to increase due to a projected increase in new customers, higher water usage upon lifting of outdoor watering restrictions, a pass through rate increase from Trinity River Authority for treated water, and a restructuring of water rates that will fund needed infrastructure improvements.



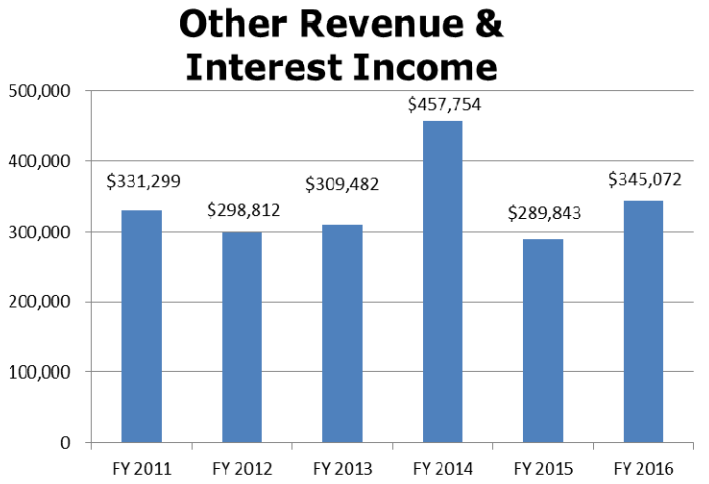
WASTEWATER SALES

Wastewater sales are projected to increase due to a projected increase in new customers, a pass through rate increase from Trinity River Authority for treated sewer, and a restructuring of wastewater rates that will fund needed infrastructure improvements.



OTHER REVENUES

Building related revenues such as water and wastewater installation and engineering revenues are projected at conservative levels, as activity varies with development. The increase in other revenue is due to an increase in penalties for late payment. Interest income projections continue to be limited, as interest rates have not increased significantly.



Finance Department

FY 2016 Department Business Plan

Utility Fund

Department Description

The Finance Department includes programs in both the General and Utility Fund, providing financial support, utility billing services and Municipal Court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, General Ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the city council, policy and procedure development and maintenance and preparation of the annual financial report. Utility billing services include setting up new accounts, processing bills and payments for approximately 9,500 accounts, responding to service orders in a timely manner and providing customer assistance and information regarding utility billing accounts. The Finance department aligns with the strategic point to deliver sustainable government by providing financial stewardship. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

Core Services

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

1. <u>Provide accurate, reliable reporting of financial data</u>

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

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

2. <u>Ensure all purchases made are in accordance with the city's purchasing policy</u>

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

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

3. Process payroll

C5- Achieve the highest standards of safety and security

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

4. Preparation of Comprehensive Annual Financial Report (CAFR)

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

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

5. Manage the City's investments and debt

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

F2- Invest to provide and maintain high quality public assets

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

STANDARD & POOR'S RATINGS SERVICES
McGRAW HILL FINANCIAL

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

C2-Deliver high quality and unique customer service

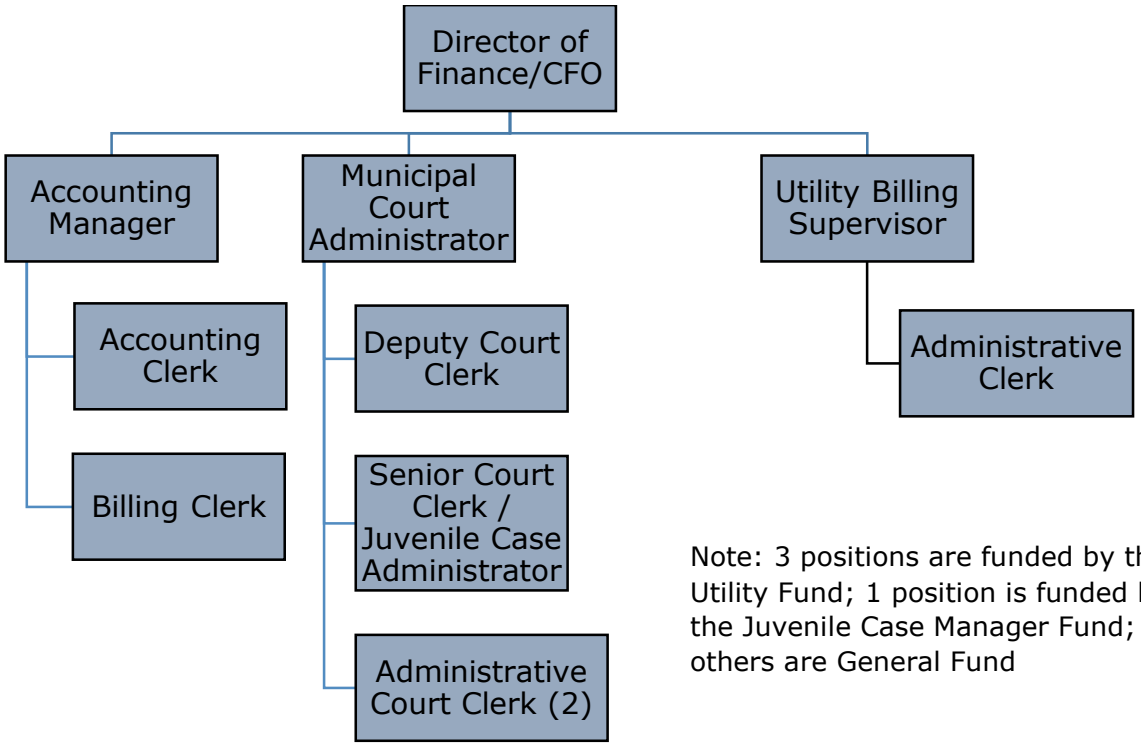
Utility billing staff is responsible for billing and collecting utility payments for water, wastewater, drainage, garbage and recycling. Staff delivers unique customer assistance in all situations and provides sustainable revenues by ensuring accuracy and efficiency in the billings and collections process.

Performance Measures & Vital Statistics

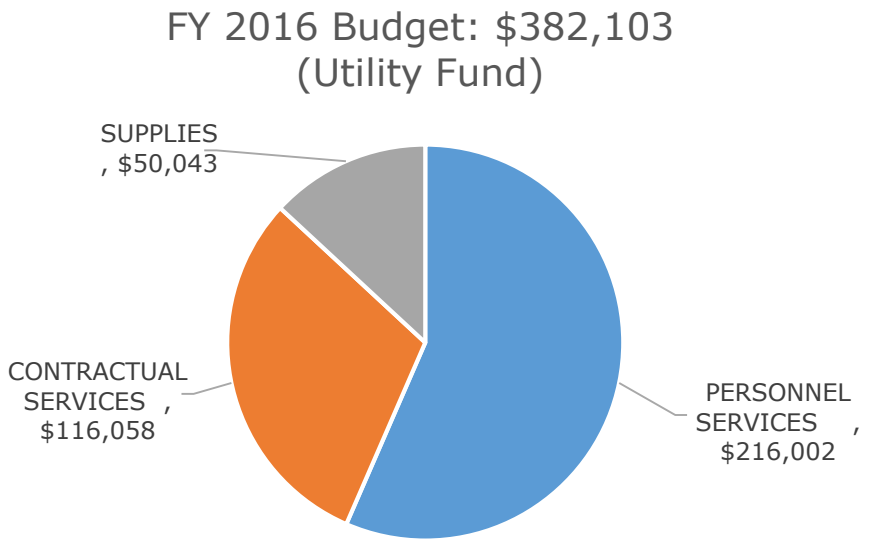
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Number of audit adjustments in period 13 closing	20	14	12	10	N/A	≤ 12
Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
Utility billing accuracy rate	99.0%	98.3%	99.0%	98.6%	99.8%	99.5%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Percent of ACH payments to total accounts payable	New Measure	New Measure	New Measure	16%	26%
Percentage of automatic draft utility customers/total customers	13%	15%	15%	19%	16%
Percentage of utility customers paying before cutoff	97%	97%	97%	97%	97%
Uncollectible utility accounts written off at year end (water & sewer)	N/A	$34,628	$30,500	$26,080	$27,178

Department Resources



Note: 3 positions are funded by the Utility Fund; 1 position is funded by the Juvenile Case Manager Fund; all others are General Fund



5-Year + Outlook

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

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

Public Works

FY 2016 Department Business Plan

Utility Fund

Department Description

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

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

Core Services

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

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

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

   The City of Colleyville purchases treated water from the Trinity River Authority. Water Distribution then manages this vital resource around the clock by maintaining three elevated storage towers, one above-ground storage tank, a pump station, and 200+ miles of water mains. Routine maintenance of these assets includes cleaning and inspecting water lines, flushing dead end water mains and regularly replacing meters. Water is routinely sampled from various sites throughout the city and tested for chlorine residual and bacteria. Samples are also tested for lead and copper. The Engineering

Division oversees the water infrastructure delivery system to make certain that improvements meet Colleyville Development Standards. These standard practices combined ensure the delivery of clean, pure water to citizens.

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

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

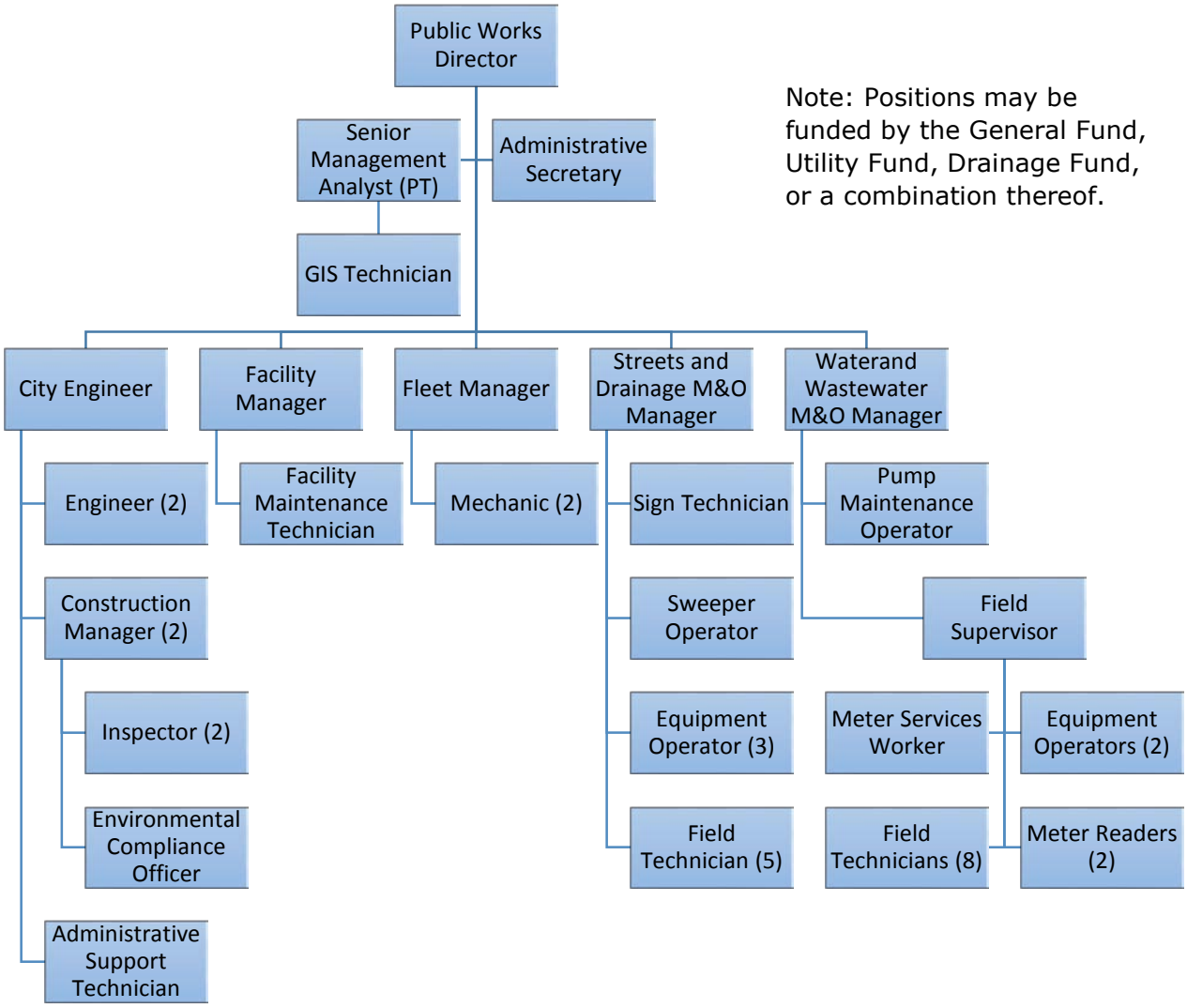
Wastewater collection provides environmentally-compatible transportation of our wastewater to the water treatment plant operated by the Trinity River Authority. Maintaining and operating existing infrastructure to reduce the effect of our waste material on health and the environment is crucial. The Wastewater division takes an aggressive approach to this responsibility through a proactive monitoring and preventive maintenance program. These operations include cleaning and inspecting each segment of 170 miles of sewer mains annually in addition to over 3,000 manholes and two lift stations. The construction of new public infrastructure is inspected by the Engineering Division to ensure that it meets all necessary specifications. This comprehensive program serves the public with the sole purpose of maintaining a safe and healthy environment.

Performance Measures & Vital Statistics

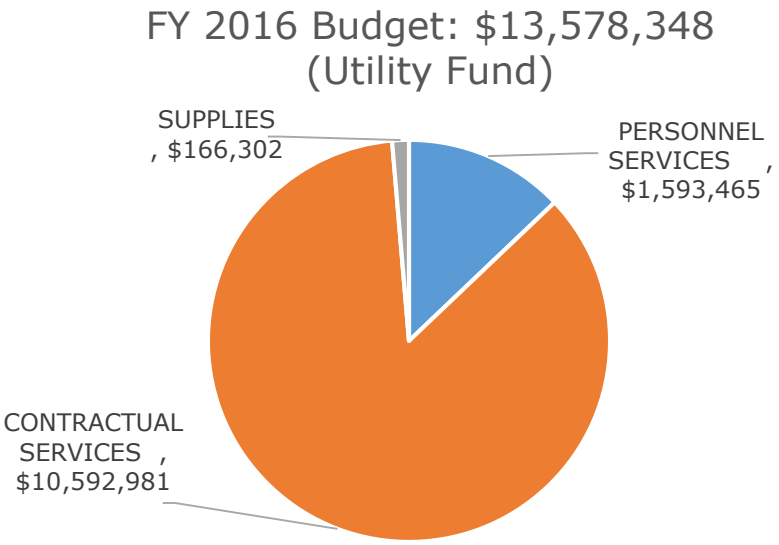
Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percentage of monthly water samples testing negative for coliform bacteria	99.98%	100.00%	99.36%	99%	98%	100%
Percentage of water valves exercised	New Measure	New Measure	New Measure	12%	0.05%	≥20%
Meter reading accuracy	99%	98%	99%	99%	98%	≥98%
Percentage of total wastewater lines cleaned	63%	88%	93%	78%	91%	≥95%

Vital Statistics	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Water loss ratio	3.17%	4.50%	4.33%	4.34%	3.08%
# of infrastructure repairs needed within two-year maintenance bond period	1	0	0	0	0
Value of newly-constructed public infrastructure in place	New Measure	New Measure	New Measure	$5.82M	$17.3M
Percentage of construction time with City staff present	New Measure	New Measure	New Measure	18%	23%

Department Resources



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



5-Year+ Outlook

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

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

The increase in **WATER DEMAND** and decrease in availability will drive the need for more water conservation efforts. More accurate water meters that capture lower flows will be necessary to reduce unaccounted for water. Aging **WATER** and **WASTEWATER INFRASTRUCTURE** will continue to create additional renewal and maintenance demands. Implementing a proactive water valve exercise program will ensure the ability to manage a major water shut-off emergency. Back-up generators at the L.D. Lockett Pump station will ensure operation during power outages. Infrastructure assets must be inventoried and the development and implementation of a routine closed circuit television (CCTV) inspection program for wastewater lines will further help to identify any system deficiencies. Capital projects identified in the 2014 Water and Wastewater Master Plan will be initiated based on funding made available with the recent water rate adjustment.

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

Non-Departmental

FY 2016 Department Business Plan
Utility Fund

Department Description

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

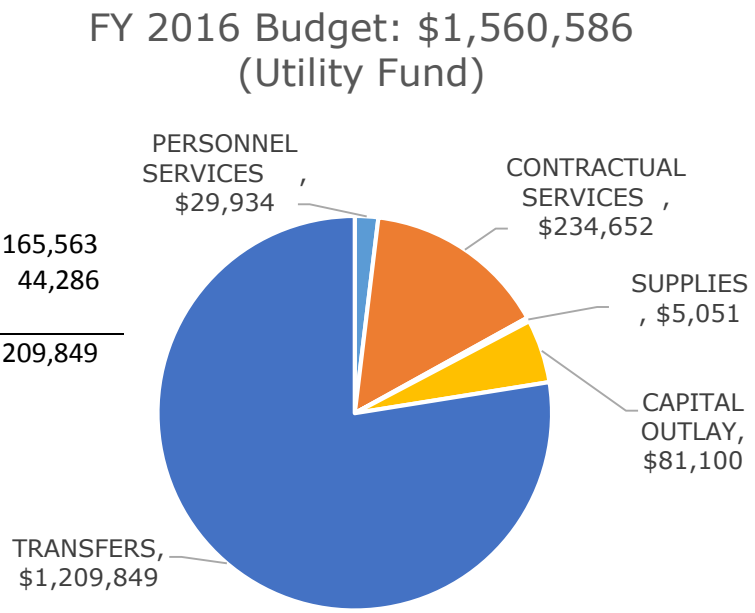
Core Services

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

Department Resources

TRANSFERS SUMMARY

GENERAL FUND	$ 1,165,563
COLLEYVILLE TOMORROW FUND (REPAYMENT)	44,286
TOTAL	$ 1,209,849



Utility Fund
Debt Service

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

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$345,000	$20,325	$365,325
2017	$350,000	$9,900	$359,900
2018	$155,000	$2,325	$157,325
TOTAL	$850,000	$32,550	$882,550

OUTSTANDING DEBT SERVICE REQUIREMENTS BY ISSUE
WATER AND SEWER REVENUE BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2010 REFUNDING BONDS			
2016	$345,000	$20,325	$365,325
2017	$350,000	$9,900	$359,900
2018	$155,000	$2,325	$157,325
TOTAL	$850,000	$32,550	$882,550

OUTSTANDING BONDS BY ISSUE
WATER AND SEWER REVENUE BONDS

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2010 REFUNDING BONDS	2018	2.00% TO 3.00%	$850,000
		TOTAL	$850,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2016	$345,000	$20,325	$365,325
MAXIMUM YEAR	2016	$345,000	$20,325	$365,325
AVERAGE ANNUAL DEBT SERVICE		$294,183		

BOND REPAYMENT INFORMATION

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

Drainage Fund

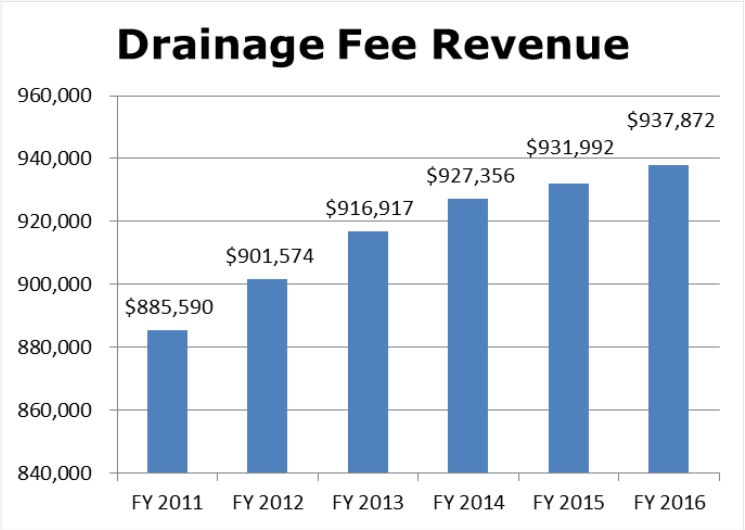
DRAINAGE UTILITY FUND SUMMARY

		ACTUAL FY 2014	BUDGET FY 2015	BUDGET FY 2016	PROJECTED FY 2017	PROJECTED FY 2018
TOTAL BEG. RETAINED EARNINGS	$	1,029,421	1,379,920	1,208,641	1,247,218	1,315,351
FUND REVENUES						
Drainage Fees	$	927,356	931,992	937,872	943,752	949,632
Penalties/Misc		12,512	16,310	16,413	16,516	16,619
Use of Available Cash		0	250,500	0	0	0
Interest Income		1,548	2,244	2,289	2,335	2,381
TOTAL REVENUES	$	941,416	1,201,046	956,574	962,602	968,632
FUND EXPENSES						
Drainage Operations	$	356,621	509,837	510,277	520,483	530,892
Stormwater Management		56,840	39,246	34,004	34,684	35,378
Non-Departmental		3,495	4,891	6,141	6,264	6,389
Compensation Adjustment		0	5,472	5,505	5,615	0
Debt Service		154,928	252,847	127,121	128,391	124,574
Interfund loan repayment		19,032	19,032	19,032	19,032	0
Infrastructure renewal		0	0	170,000	180,000	180,000
Vehicle Replacement (2 trucks)		0	0	45,917	0	0
Update to Floodplain Maps		0	290,500	0	0	0
TOTAL EXPENSES	$	590,917	1,121,825	917,997	894,469	877,233
NET REVENUE		350,499	79,221	38,577	68,134	91,399
Required Coverage Ratio*		38,732	63,212	31,780	32,098	31,144
Balance Available		311,767	16,009	6,796	36,036	60,255
Use of Available Cash		0	-250,500	0	0	0
ENDING RETAINED EARNINGS	$	1,379,920	1,208,641	1,247,218	1,315,351	1,406,750

*25% of debt service

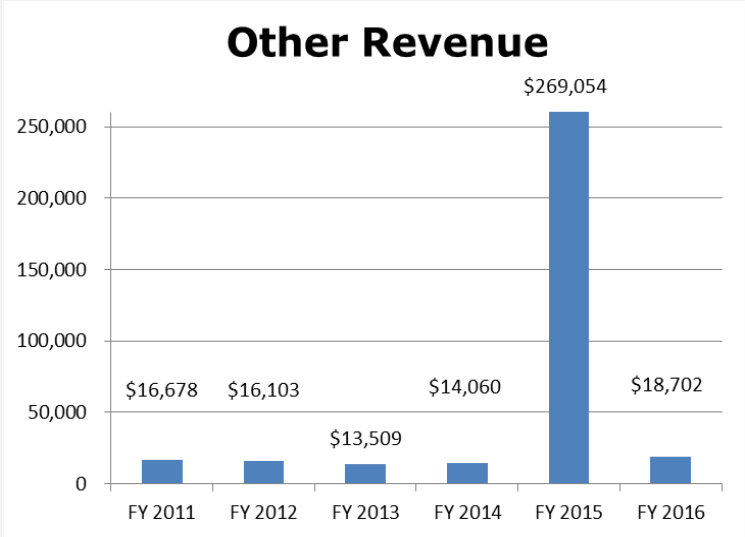
DRAINAGE UTILITY FEES

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



OTHER REVENUES

The drainage fees are included on a customer's monthly utility bill and are subject to penalty if not paid by the due date. Penalty income is projected for customers who do not pay by the due date. Additionally, interest income of $2,289 is projected. The higher amount shown in FY 2015 is due to the use of $250,500 of available cash.



Public Works

FY 2016 Department Business Plan

Drainage Fund

Department Description

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

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

Core Services

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

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

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

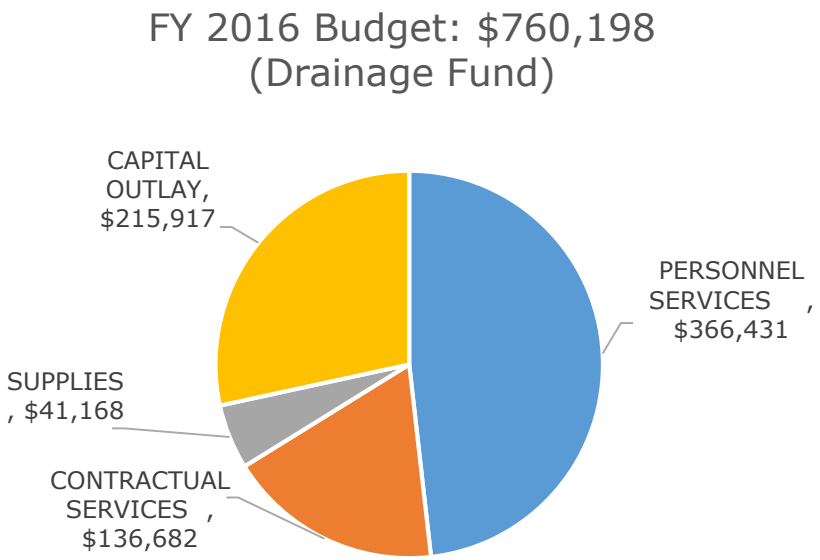
   Stormwater management monitors the water that lands in Colleyville during rain and snow storms to prevent an increased risk of flooding, prevent erosion, and protect water quality. Development within the City's floodplains and floodways is managed by Public Works in accordance with federal and state laws and regulations. Engineering administers the Municipal Separate Service Stormwater System (MS4) and ensures compliance with all regulations governing clean water and stormwater runoff. Environmental compliance efforts include

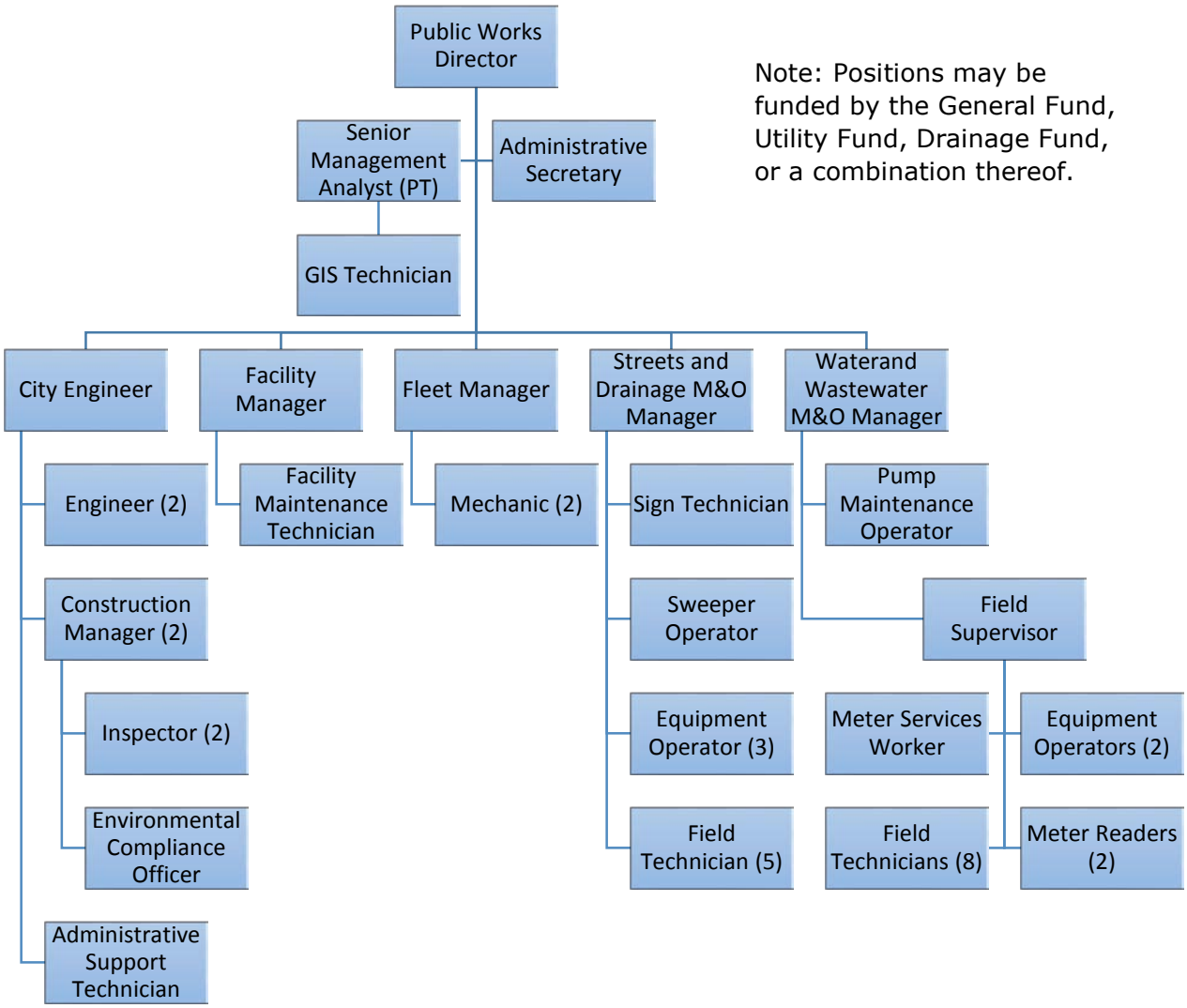
the citywide Integrated Mosquito Management Program to mitigate public health risks. Regular inspections of inlets and outfalls reduce the likelihood of hazardous driving conditions. The maintenance and inspection of storm drainage facilities also reduces the negative impact of the quantity of rainwater on surrounding properties, roadway integrity, and stormwater infrastructure. Monitoring the quality of our runoff for pollutants protects local water sources in addition to animal and human life.

Performance Measures & Vital Statistics

Performance Measures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Target
Percent of scheduled lane miles of public streets swept	New Measure	94%	98%	99%	99.5%	≥98%
Percentage of storm drain inlets inspected	New Measure	New Measure	New Measure	20%	51%	≥50%
Percentage of storm sewer lines inspected	New Measure	New Measure	New Measure	<1%	<1%	≥20%

Department Resources





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

5-Year+ Outlook

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

A systematic program to inspect underground drainage system infrastructure will be implemented so that deficiencies can be identified, and long-term plans for major renewal and replacement of our **STORMWATER INFRASTRUCTURE** can be developed. The Stormwater Master Plan will be updated and the storm drainage fee structure will be reviewed and possibly revised to provide funding for needed

stormwater improvements. Utilizing the latest technology will ensure safe and reliable operation of automated flood gates and flood warning systems.

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

Non-Departmental

FY 2016 Department Business Plan
Drainage Fund

Department Description

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

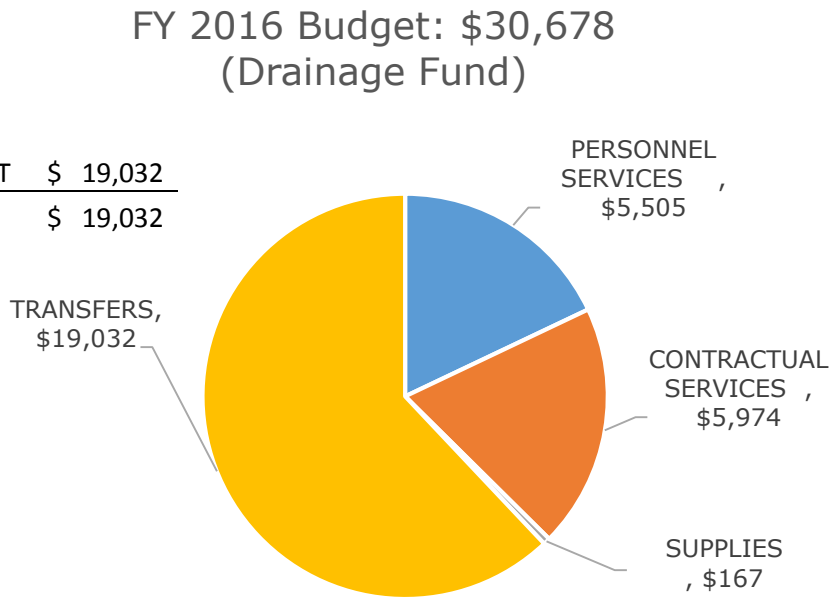
Core Services

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

Department Resources

TRANSFERS SUMMARY

INTERFUND LOAN REPAYMENT	$ 19,032
TOTAL	$ 19,032



Drainage Fund
Debt Service

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

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$105,000	$22,121	$127,121
2017	$110,000	$18,391	$128,391
2018	$110,000	$14,574	$124,574
2019	$115,000	$10,670	$125,670
2020	$125,000	$6,506	$131,506
2021	$125,000	$2,169	$127,169
TOTAL	$690,000	$74,432	$764,432

OUTSTANDING BONDS BY ISSUE
DRAINAGE UTILITY SYSTEM REVENUE BONDS

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATE	PRINCIPAL AMOUNT OUTSTANDING
2011 REFUNDING BONDS	2021	3.47% TO 3.47%	$690,000
		TOTAL	$690,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2016	$105,000	$22,121	$127,121
MAXIMUM YEAR	2020	$125,000	$6,506	$131,506
AVERAGE ANNUAL DEBT SERVICE		$127,405		

BOND REPAYMENT INFORMATION

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

Debt Service Fund Summary

DEBT SERVICE FUND SUMMARY

		ACTUAL FY 2014	BUDGET FY 2015	BUDGET FY 2016
BEGINNING FUND BALANCE - 10/1	$	931,623	902,490	749,824
FUND REVENUES				
Current Property Taxes	$	1,136,532	699,816	653,434
Delinquent Property Taxes		9,287	16,000	16,000
Penalty & Interest		8,991	12,000	12,000
Transfer-in CCCPD Fund**		501,182	500,985	500,242
Interest Income/Other		881	1,975	2,251
Use of Available Cash *		29,133	152,666	277,666
TOTAL REVENUES	$	1,686,006	1,383,442	1,461,593
FUND EXPENDITURES				
2006 G.O. Refunding Bonds**	$	538,098	536,809	539,883
2007 G.O. Bonds		222,000	318,000	312,000
2011 G.O. Refunding Bonds		560,850	163,575	169,375
2006 Fire Truck Lease		49,723	49,723	0
2016 Engine Lease		0	0	0
2016 Engine Down Payment		0	0	125,000
Ambulance Lease		44,580	44,580	44,580
Motorola Radio Tower Lease		152,666	152,666	152,666
2010 Fire Truck Lease		116,839	116,839	116,839
Paying Agent		1,250	1,250	1,250
TOTAL EXPENDITURES	$	1,686,006	1,383,442	1,461,593
LESS USE OF AVAILABLE CASH *	$	(29,133)	(152,666)	(277,666)
ENDING FUND BALANCE - 9/30	$	902,490	749,824	472,158

* Available cash fund balance draw down to be used for Motorola Tower lease and 2016 Engine down payment

** The 2006 G.O. Refunding Bonds include a refinance of debt paid from sales tax collected by the Colleyville Crime Control and Prevention District (CCCPD) Fund. The transfer in from the CCCPD Fund is shown as a revenue in the Debt Service Fund. FY 2016 expenditures for 2006 G.O. Refunding Bonds ($539,883) = General Tax Supported Debt ($39,641) + CCCPD Sales Tax Supported Debt ($500,242).

OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR
TAX SUPPORTED DEBT

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$330,000	$191,016	$521,016
2017	$335,000	$179,317	$514,317
2018	$335,000	$167,543	$502,543
2019	$350,000	$154,728	$504,728
2020	$320,000	$141,400	$461,400
2021	$415,000	$126,700	$541,700
2022	$435,000	$109,700	$544,700
2023	$455,000	$91,900	$546,900
2024	$480,000	$73,200	$553,200
2025	$505,000	$53,500	$558,500
2026	$530,000	$32,800	$562,800
2027	$555,000	$11,100	$566,100
TOTAL	$5,045,000	$1,332,904	$6,377,904

OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2006 GENERAL OBLIGATION RFD BONDS	2019	3.64% TO 3.64%	$145,000
2007 GENERAL OBLIGATION BONDS	2027	4.0% TO 5.0%	$4,125,000
2011 GENERAL OBLIGATION RFD BONDS	2020	2.0% TO 4.0%	$775,000
		TOTAL	$5,045,000

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2016	$330,000	$191,016	$521,016
MAXIMUM YEAR	2027	$555,000	$11,100	$566,100

AUTHORIZED GENERAL OBLIGATION DEBT

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

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

OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT

2006 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$35,000	$4,641	$39,641
2017	$35,000	$3,367	$38,367
2018	$35,000	$2,093	$37,093
2019	$40,000	$728	$40,728
TOTAL	$145,000	$10,829	$155,829

2007 GENERAL OBLIGATION BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$150,000	$162,000	$312,000
2017	$150,000	$156,000	$306,000
2018	$150,000	$150,000	$300,000
2019	$150,000	$144,000	$294,000
2020	$150,000	$138,000	$288,000
2021	$415,000	$126,700	$541,700
2022	$435,000	$109,700	$544,700
2023	$455,000	$91,900	$546,900
2024	$480,000	$73,200	$553,200
2025	$505,000	$53,500	$558,500
2026	$530,000	$32,800	$562,800
2027	$555,000	$11,100	$566,100
TOTAL	$4,125,000	$1,248,900	$5,373,900

2011 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2016	$145,000	$24,375	$169,375
2017	$150,000	$19,950	$169,950
2018	$150,000	$15,450	$165,450
2019	$160,000	$10,000	$170,000
2020	$170,000	$3,400	$173,400
TOTAL	$775,000	$73,175	$848,175

LEGAL DEBT MARGIN

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

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

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

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

The tax rate for Fiscal Year ended September 30, 2016 is $.3559 per $100 of assessed valuation at 100% of the market value. The City of Colleyville operates under a Home Rule Charter, which adopts the constitutional provision.

Calculation of State of Texas Legal Debt Limit

City of Colleyville FY 2016 tax rate	$0.3559
Maximum allowable State tax rate	$2.50
Percentage of allowable tax rate used	14.26%

Calculation of Charter Legal Debt Limit

City of Colleyville FY 2016 tax rate	$0.3559
Maximum allowable Charter tax rate	$1.50
Percentage of allowable tax rate used	23.73%

Administratively, the Attorney General of the State of Texas will permit allocation of $1.50 of the $2.50 allowable for the repayment of debt service. The FY 2016 debt portion of the tax rate is $.01966, which is 1.3% of the permissible debt service allocation.

Special Revenue Funds

SPECIAL REVENUE FUNDS

While not appropriated as a part of the annual budget ordinance, and therefore not presented in the summary of all funds, special revenue funds play an important role in financing the services and programs offered by the City of Colleyville. Two of the more significant special revenue funds do have a budget for FY 2016 based on the requirements of the specific fund.

Other special revenue funds that do not have an annual budget only spend resources as they become available, in accordance with the restrictions of the fund, and financial summaries for each of those funds are not included in the budget document. The available balance of those funds, however, was considered when evaluating department budget requests and a number of requests were funded from the available resources in the applicable special revenue fund. Those instances are noted in the Budget Message found at the beginning of the FY 2016 Adopted Budget book. A list and description of the various special revenue funds is also included in the Budget Message. Several special revenue funds are also cited as revenue sources for the Capital Improvement Program (CIP).

As mentioned, two special revenue funds do have an annual budget and including that information in the FY 2016 Adopted Budget book provides a more detailed look at how certain items and services are funded. The pages that follow provide information on the FY 2016 budget for the following special revenue funds:

- Colleyville Crime Control & Prevention District Fund (CCCPD)

- Colleyville Economic Development Corporation Fund (CEDC)

ORDINANCE O-15-1958

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2016 FOR THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE UPON PASSAGE BY THE CITY COUNCIL

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

WHEREAS, on June 16, 2015, the Board of Directors of the Colleyville Crime Control and Prevention District approved the following budget; and

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

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

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

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

Sec. 2. THAT the budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016 for the Colleyville Crime Control and Prevention District, a copy of which is on file in the office of the City Secretary, is hereby made a part of this Ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016 and that the City Manager is authorized to execute all contracts and agreements approved as a part of the budget.

Sec. 3. THAT the budget of the fiscal year beginning October 1, 2015, and ending September 30, 2016, for the Colleyville Crime Control and Prevention District with a sales and use tax rate of .5%, is hereby fixed as follows:

Projected Revenue Received in Fiscal Year 2015	$ 1,635,712
Projected Cash on Hand as of October 1, 2015	$ 1,492,472
Revenues	$ 1,915,384
Expenditures	$ 1,715,287
Ending Fund Balance at September 30, 2016	$ 1,308,487

AND IT IS SO ORDERED.

The first reading and public hearing being conducted on the 16th day of June 2015.

The second reading and public hearing being conducted on the 7st day of July 2015.

PASSED AND APPROVED by the City Council of the City of Colleyville, Texas, on this the 7th day of July 2015.

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Ben L. Stool, Ass't City Attorney
Matthew C.G. Boyle
City Attorney

COLLEYVILLE CRIME CONTROL DISTRICT
FY 2016 PROPOSED

FISCAL YEAR	*ADOPTED FY 2015*	*PROJECTED FY 2015*	*PROJECTED FY 2016*
BEGINNING FUND BALANCE	$1,256,369	$1,411,635	$1,492,472
REVENUES:			
1/2 CENT SALES TAX REVENUE	$1,413,500	$1,514,655	$1,529,802
INTEREST INCOME	$1,500	$1,500	$1,500
USE OF AVAILABLE CASH	$224,300	$119,557	$384,082
TOTAL REVENUES	$1,639,300	$1,635,712	$1,915,384
EXPENDITURES:			
ADMINISTRATIVE BOARD/AUDIT EXPENSES:	$1,850	$1,850	$1,850
POLICE SOFTWARE ANNUAL MAINTENANCE CONTRACT	$49,500	$49,500	$49,500
REGIONAL RECRUITING AND HIRING PROCESS (PACT TEST)	$2,000	$2,000	$2,500
CRIME REPORTS CRIME MAPPING SOFTWARE	$1,200	$1,200	$0
CRIME REPORTS ANALYTICAL CRIME MAPPING SOFTWARE	$3,588	$3,588	$5,492
NETMOTION WIRELESS MAINTENANCE AGREEMENT	$3,219	$3,219	$3,219
L-3 IN-CAR VIDEO SYSTEM SERVER MAINTENANCE	$3,949	$3,949	$3,949
TICKET WRITER REPLACEMENT	$0	$0	$4,700
PERSONNEL:			
POLICE OFFICERS:			
7 OFFICERS	$589,565	$585,977	$603,556
ADDITIONAL OFFICER IN FY 2016	$0	$0	$72,058
TEEN COURT	$33,750	$33,750	$33,750
CAPITAL -			
ROOF REPAIRS & MODIFIED BITUMEN REPLACEMENT	$0	$0	$100,171
VEHICLES:			
REPLACEMENT - PATROL VEHICLE AND EQUIPMENT	$200,000	$200,000	$195,000
REPLACEMENT - MOTORCYCLE (TWO)	$0	$0	$72,000
REPLACEMENT - CID VEHICLE	$26,000	$26,000	$27,000
EQUIPMENT:			
SELF AID TRAUMA KITS	$2,000	$2,000	$0
ANNUAL WEAPONS REPLACEMENT	$8,500	$8,500	$8,500
STINGER FLASHLIGHTS	$0	$0	$3,800
FOUR HANDHELD RADAR UNITS	$2,800	$2,800	$0
TWO HANDHELD LASER UNITS	$0	$0	$7,000
TWO RADAR SIGNS- REPLACEMENT	$0	$0	$11,000
DEBT SERVICE:			
2006 SERIES REFUNDING DEBT	$500,985	$500,985	$500,242
TRANSFERS:			
CAPITAL EQUIPMENT REPLACEMENT FUND - IN-CAR MOBILE DIGITAL COMPUTER SYSTEM	$10,000	$10,000	$10,000
TOTAL EXPENDITURES	$1,438,906	$1,435,318	$1,715,287
EXCESS REVENUES OVER EXPENDITURES ^^	$200,394	$200,394	$200,097
ENDING FUND BALANCE	$1,232,463	$1,492,472	$1,308,487

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO ($200,394) FOR DEBT SERVICE PAYMENT IN FY 2015

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

ORDINANCE O-15-1965

AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016; A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY

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

WHEREAS, on August 25, 2015, the Board of Directors of the Colleyville Economic Development Corporation approved the following budget for expected revenues and expenditures; and

WHEREAS, the Colleyville Economic Development Corporation Board of Directors and the City Council have determined that the projects, included in the annual budget for the fiscal year beginning October 1, 2015 through September 30, 2016, further the objectives of the purpose of the Colleyville Economic Development Corporation, as established by the electorate of the City and the provisions of state statute.

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

Sec. 1. THAT the budget of the proposed revenues and expenditures for the fiscal year beginning October 1, 2015, and ending September 30, 2016, for the Colleyville Economic Development Corporation, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2015, and ending September 30, 2016.

Sec. 2. THAT the revenue and expenditure amounts for the Fiscal Year 2016 budget for the Colleyville Economic Development Corporation are hereby fixed as follows:

Revenues	$2,809,707
Expenditures	$2,568,177

AND IT IS SO ORDERED.

The first reading and public hearing being conducted on the 1st day of September 2015.

The second reading and public hearing being conducted on the 15th day of September 2015.

PASSED AND APPROVED by the City Council of the City of Colleyville, Texas, on this the 15th day of September 2015.

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C.G. Boyle
City Attorney

Ben L. Stool
Asst City Attorney
Boyle & Lowry, LLP

COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION
FY 2016 Proposed Budget

FISCAL YEAR	Budget 2015	YE Projection 2015	Proposed 2016
BEGINNING FUND BALANCE	$2,412,373	$2,733,995	$2,733,324
REVENUES:			
PROJECTED 1/2 CENT SALES TAX REVENUE	$1,600,000	$1,720,000	$1,700,000
INTEREST INCOME	$4,825	$4,825	$5,467
USE OF AVAILABLE CASH	$932,791	$240,837	$1,104,240
TOTAL REVENUES	$2,537,616	$1,965,662	$2,809,707
EXPENDITURES:			
OPERATING:			
ADMINISTRATIVE	$2,000	$2,000	$2,000
2005 DEBT SERVICE	$645,383	$600,416	$603,824
WATER / WASTEWATER- MC PHERSON PARK	$18,000	$18,000	$18,540
PERSONNEL - SENIOR CENTER	$67,106	$67,106	$70,536
PERSONNEL - LIBRARY	$79,030	$79,030	$81,081
OPERATIONS - LIBRARY	$4,553	$4,553	$4,689
OPERATIONS - COLLEYVILLE CENTER	$0	$0	$3,700
PROMOTIONAL:			
OLD TYME BBQ EVENT	$15,000	$15,000	$0
TREE LIGHTING/HAUNTED TRAILS	$36,000	$36,000	$0
RED, WHITE & SOUSA EVENT	$36,000	$36,000	$0
SPECIAL EVENTS	$0	$0	$87,000
ECONOMIC DEVELOPMENT PROMOTIONAL	$21,000	$21,000	$35,000
PERSONNEL - COMMUNICATIONS	$38,392	$38,392	$41,029
CAPITAL:			
CITY PARK - LANDSCAPE AND AMENITIES- $114,000 CARRY FORWARD FROM FY14	$258,000	$258,000	$0
COLLEYVILLE CENTER -			
REPLACEMENT OF CATERING OVEN	$7,000	$7,000	$0
SITE MASTER PLAN- CARRY FORWARD	$25,000	$25,000	$25,000
DYSON HAND DRYERS	$0	$0	$3,000
REPLACEMENT DISHWASHER	$0	$0	$6,350
FRIDGE MERCHANDISER	$0	$0	$1,000
INCREASED INTERNET BANDWIDTH	$0	$0	$5,428
AV UPGRADE	$0	$0	$170,000
CITYWIDE TRAIL SYSTEM -			
COTTON BELT II SPUR @ WEBB HOUSE CONSTRUCTION-CARRY FORWARD	$50,000	$50,000	$0
PLEASANT RUN TRAIL CONSTRUCTION (BOGART TO MISSION)-CARRY FORWARD	$277,000	$277,000	$0
IMPROVEMENTS AT COTTON BELT - LD LOCKETT PARK TRAILHEAD - CARRY FORWARD	$100,000	$41,000	$60,000
FUTURE TRAIL CONSTRUCTION	$0	$0	$150,000
PLEASANT RUN TRAIL CONSTRUCTION (COTTON BELT TO JOHN MCMCAIN)	$0	$0	$0
PARKS MASTER PLAN UPDATE	$0	$0	$100,000
SENIOR CENTER			
REPAIRS- CARRY FORWARD	$100,000	$0	$100,000
FUTURE PROJECTS	$500,000	$150,000	$1,000,000
TOTAL EXPENDITURES	$2,279,463	$1,725,496	$2,568,177
EXCESS REVENUES OVER EXPENDITURES	$258,153	$240,166	$241,530
ENDING FUND BALANCE	$1,737,735	$2,733,324	$1,870,614

NOTE: A COVERAGE RATIO OF 1.4 IS REQUIRED TO MEET THE SALES TAX BOND COVENANTS FOR FY 2016; REVENUES MUST EXCEED EXPENDITURES BY AT LEAST $241,530.

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

In keeping with the City's focus to sustain and plan for Colleyville's long-term needs, the fiscal year 2016 budget includes the City's 5-Year comprehensive Capital Improvement Plan (CIP). This plan identifies planned projects for the next five years, based on funding availability, and a schedule for completion. Capital projects are defined as those projects requiring an investment of $50,000 or more and that have a useful life of at least five years. Colleyville's CIP includes projects in a number of categories, as shown in the chart below. Similar to the five-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.

FY 2016 Project Category	FY 2016 Project Cost
Streets	$39,499,469
Utility	1,062,600
Parks	250,000
Technology	564,700
Facilities	347,171
Other	212,000
TOTAL	**$41,935,940**

The City Council approved resolution R-15-3907 adopting the comprehensive five year capital improvement program for FY 2016-2020, which will require Council approval for any changes. Having the entire five year CIP approved by resolution serves to communicate the City's long-term plans and provides a basis on which staff can plan for anticipated projects.

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

The pages that follow provide a summary of the FY 2016 CIP projects and associated funding sources, as well as a description and map indicating the location.

RESOLUTION R-15-3907

A RESOLUTION ADOPTING A COMPREHENSIVE FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2016- 2020 FOR THE CITY OF COLLEYVILLE, TEXAS

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

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

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

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

Sec. 1. THAT the Fiscal Year 2016-2020 Capital Improvement Program attached as Exhibit "A", is hereby adopted.

Sec. 2. THAT the Capital Improvement Program will be reviewed and updated on an annual basis, or as otherwise necessary.

Sec. 3. THAT changes to the Capital Improvement Program will require approval of the City Council.

Sec 4. THAT this resolution replaces Resolution R-14-3781

AND IT IS SO RESOLVED.

APPROVED BY A VOTE OF 5 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 15TH DAY OF SEPTEMBER 2015.

ATTEST:

Amy Shelley, TRMC
City Secretary

COLLEYVILLE CITY COUNCIL

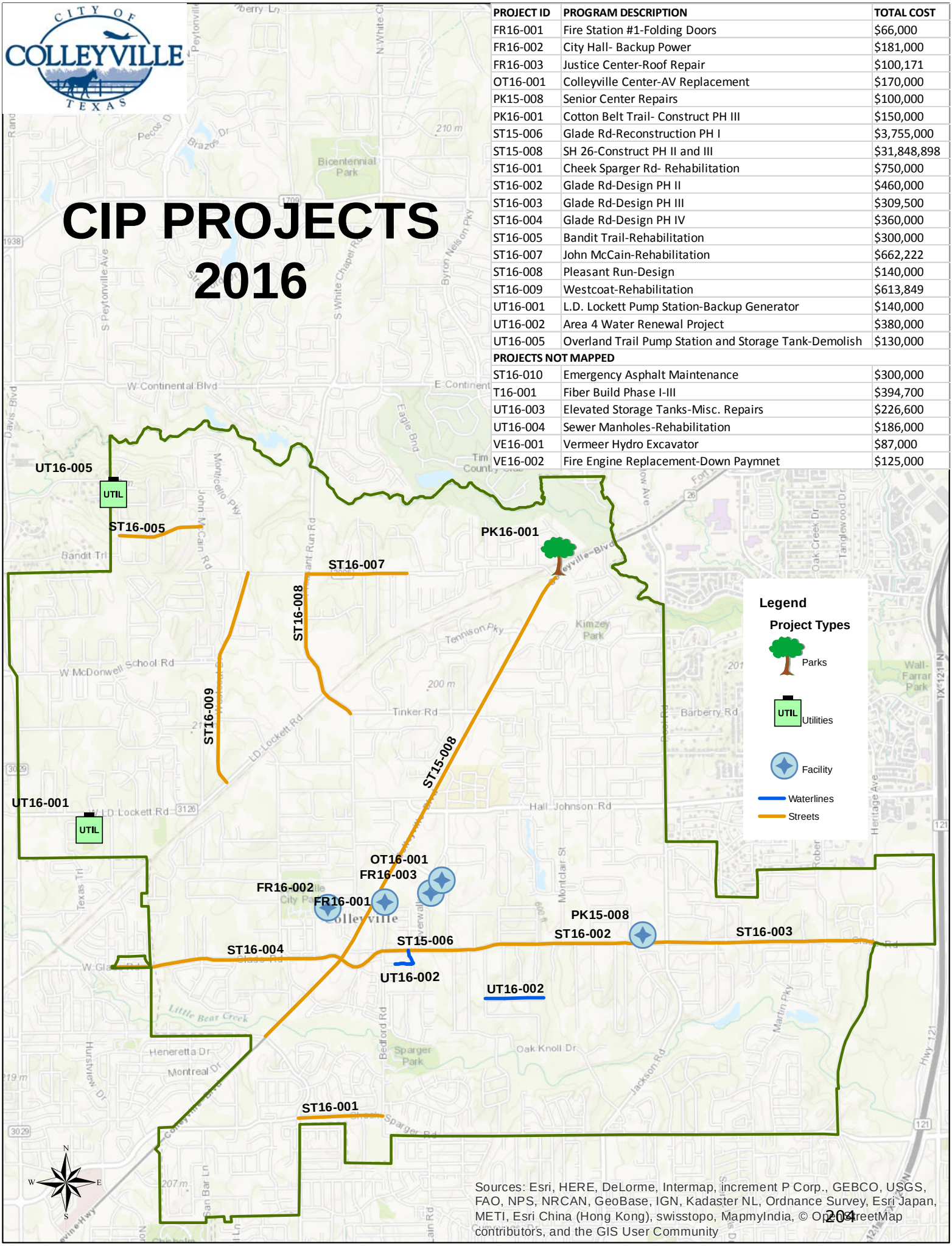
David Kelly
Mayor

Project Year	Title	Total Project Cost	CEDC (Parks, Trails & Libraries)	COG/TxDOT County	FWHA/TxDOT
2016					
	Folding Doors- Fire Station #1	$66,000.00	$0.00	$0.00	$0.00
	Down-payment on Fire Engine replacement	$125,000.00	$0.00	$0.00	$0.00
	City Hall - Backup Power	$181,000.00	$0.00	$0.00	$0.00
	Justice Center - Roof Repair	$100,171.00	$0.00	$0.00	$0.00
	Colleyville Center AV Replacement	$170,000.00	$170,000.00	$0.00	$0.00
	Senior Center Repairs	$100,000.00	$100,000.00	$0.00	$0.00
	Construct New Trail 2016	$150,000.00	$150,000.00	$0.00	$0.00
	Cheek-Sparger Road (Brown Trail to Bedford Road) - Rehabilitation	$750,000.00	$0.00	$0.00	$0.00
	Glade Road Design (Phase 2 - Manning to Pool)	$460,000.00	$0.00	$0.00	$0.00
	Glade Road Design (Phase 3 - Pool to Heritage)	$309,500.00	$0.00	$0.00	$0.00
	Glade Road Design (Phase 4 - West City Limits to Bransford Road)	$360,000.00	$0.00	$0.00	$0.00
	John McCain (Pleasant Run Rd to Shepherds Glen) - Rehabilitation	$662,222.00	$0.00	$0.00	$0.00
	Pleasant Run Design (Shelton to John McCain)	$140,000.00	$0.00	$0.00	$0.00
	Westcoat - Rehabilitation	$613,849.00	$0.00	$0.00	$0.00
	Glade Road Reconstruction (Phase 1 - Bransford to Manning)	$3,755,000.00	$0.00	$0.00	$0.00
	Construct SH26 - Phase II and III	$31,848,898.00	$0.00	$15,918,251.00	$14,930,647.00
	Bandit Trail (County project) - Rehabilitation	$300,000.00	$0.00	$100,000.00	$0.00
	Emergency Asphalt Maintenance	$300,000.00	$0.00	$0.00	$0.00
	Fiber Build Phase 1-3	$394,700.00	$0.00	$0.00	$0.00
	Install Backup Generator for Emergency Power at L.D. Lockett Pump Station	$140,000.00	$0.00	$0.00	$0.00
	Water Project 4: Upsize and Replace Water Lines in Sunrise Terrace Subdivision	$380,000.00	$0.00	$0.00	$0.00
	Water Project 7: Demolish Overland Trail Pump Station and Storage Tank	$130,000.00	$0.00	$0.00	$0.00
	Water Project 9: Misc Repairs to Elevated Storage Tanks	$226,600.00	$0.00	$0.00	$0.00
	WW Project 2: Rehabilitate Sewer Manholes Identified to be in Poor Condition	$186,000.00	$0.00	$0.00	$0.00
	Vermeer Hydro Excavator-2008 (886)	$87,000.00	$0.00	$0.00	$0.00
		$41,935,940.00	**$420,000.00**	**$16,018,251.00**	**$14,930,647.00**
2017					
	UPS Battery Backup Replacement at Justice Center	$85,000.00	$0.00	$0.00	$0.00
	Construct New Trail 2017	$150,000.00	$150,000.00	$0.00	$0.00
	Construct Pleasant Run Trail (Cottonbelt RR to John McCain)	$300,000.00	$300,000.00	$0.00	$0.00
	Bedford Road (County project) - Rehabilitation	$500,000.00	$0.00	$175,000.00	$0.00
	Glade Road ROW (Phase 2 - Manning to Pool)	$430,000.00	$0.00	$0.00	$0.00
	Glade Road ROW (Phase 3 - Pool to Heritage)	$190,000.00	$0.00	$0.00	$0.00
	McDonwell School Road - Rehabilitation	$713,316.00	$0.00	$0.00	$0.00
	Pleasant Run Rehabilitation (Shelton to John McCain)	$760,000.00	$0.00	$0.00	$0.00
	Tinker Rehabilitation (Pleasant Run to Highway 26)	$453,334.00	$0.00	$0.00	$0.00
	Emergency Asphalt Maintenance	$300,000.00	$0.00	$0.00	$0.00
	Water Project 10: Water Group E Capital Improvements - Design	$53,000.00	$0.00	$0.00	$0.00
	Water Project 5: Upsize and Replace Water Lines in Brighton Oaks Subdivision	$1,515,100.00	$0.00	$0.00	$0.00
	Water Project 8: Design for the Installation of Pressure Relief and Flow Control Valves and Associated Piping	$42,500.00	$0.00	$0.00	$0.00
	WW Project 3: Design Replacement of Pipelines on Manning Drive and near Pleasant Run Rd and McDonwell School Rd	$75,000.00	$0.00	$0.00	$0.00
	WW Project 4: Design for the Replacement of 10" Sewer Lines in Remington Park and Clairemont Subdivisions	$33,000.00	$0.00	$0.00	$0.00
	Elgin Street Sweeper-2009 (601)	$197,527.00	$0.00	$0.00	$0.00
	Ford F550 Bucket-2001 (695)	$84,379.00	$0.00	$0.00	$0.00
		$5,882,156.00	**$450,000.00**	**$175,000.00**	**$0.00**
2018					
	Construct New Trail 2018	$150,000.00	$150,000.00	$0.00	$0.00
	Bransford (LD Lockett to Glade) - Rehabilitation	$706,667.00	$0.00	$0.00	$0.00
	Glade Road Reconstruction (Phase 2 - Manning to Pool)	$5,484,000.00	$0.00	$0.00	$0.00
	L. D. Lockett (Pleasant Run to Precinct Line)	$1,133,333.00	$0.00	$0.00	$0.00
	Lowrie Road (County project) - Rehabilitation	$135,000.00	$0.00	$45,000.00	$0.00
	Pleasant Run Rehabilitation (John McCain to North City Limits)	$450,000.00	$0.00	$0.00	$0.00
	Reagan Road (County project) - Rehabilitation	$155,000.00	$0.00	$55,000.00	$0.00
	Water Project 10: Water Group E Capital Improvements - Construct	$459,000.00	$0.00	$0.00	$0.00
	Water Project 11: Water Group D Capital Improvements - Design	$372,000.00	$0.00	$0.00	$0.00
	Water Project 3: Design New Elevated Water Storage Tank and Associated Distribution Lines	$545,000.00	$0.00	$0.00	$0.00
	Water Project 8: Install Pressure Relief and Flow Control Valves and Associated Piping	$295,000.00	$0.00	$0.00	$0.00
	WW Project 3: Replacement of Pipelines on Manning Drive and near Pleasant Run Rd and McDonwell School Rd	$470,000.00	$0.00	$0.00	$0.00
	WW Project 4: Sewer Group C Line Improvements - Construct	$132,000.00	$0.00	$0.00	$0.00
		$10,487,000.00	**$150,000.00**	**$100,000.00**	**$0.00**
2019					
	Construct New Trail 2019	$150,000.00	$150,000.00	$0.00	$0.00
	Glade Road Reconstruction (Phase 3 - Pool to Heritage)	$3,530,250.00	$0.00	$0.00	$0.00
	Montclair (County project) - Rehabilitation	$435,000.00	$0.00	$155,000.00	$0.00
	Roberts Road (Glade to Grapevine City Limits) - Design reconstruction	$152,880.00	$0.00	$0.00	$0.00
	Water Project 6: Upsize and Replace Water Lines in Woodbriar Estates and Quail Crest Subdivisions	$1,555,000.00	$0.00	$0.00	$0.00
	WW Project 1: Replace Sewer Lines in Woodbriar Estates and Quail Crest Subdivisions	$1,670,000.00	$0.00	$0.00	$0.00
	WW Project 5: Sewer Group F Line Improvements - Design	$90,000.00	$0.00	$0.00	$0.00
	Crafco Supershot Crack Sealer-2004 (674)	$119,744.00	$0.00	$0.00	$0.00
	Sewer T.V. Van E350-2008 (803)	$80,370.00	$0.00	$0.00	$0.00
		$7,783,244.00	**$150,000.00**	**$155,000.00**	**$0.00**
2020					
	Justice Center - HVAC Replacement	$237,000.00	$0.00	$0.00	$0.00
	Justice Center - Metal Roof Coating	$167,000.00	$0.00	$0.00	$0.00
	Construct New Trail 2020	$150,000.00	$150,000.00	$0.00	$0.00
	County Project - TBD	$800,000.00	$0.00	$200,000.00	$0.00
	Roberts Road Reconstruction	$1,200,950.00	$0.00	$0.00	$0.00
	Water Project 11: Water Group D Capital Improvements - Construct	$2,540,000.00	$0.00	$0.00	$0.00
	Water Project 3: Construct New Elevated Water Storage Tank and Associated Distribution Lines	$3,871,975.00	$0.00	$0.00	$0.00
	WW Project 5: Sewer Group F Line Improvements - Construct	$625,000.00	$0.00	$0.00	$0.00
	Target V465D Street Saw-2005 (672S)	$56,345.00	$0.00	$0.00	$0.00
		$9,648,270.00	**$150,000.00**	**$200,000.00**	**$0.00**

General Fund	Other, City Funds	Perimeter Street Fees	Roadway Impact Service Area 1 (East of SH 26)	Roadway Impact Service Area 2 (West of SH 26)	TIF	Tomorrow Fund	Utility Fund	Wastewater Impact Fees	Water Impact Fees	Total Funding
$66,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$66,000.00
$0.00	$125,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$125,000.00
$56,000.00	$0.00	$0.00	$0.00	$0.00	$125,000.00	$0.00	$0.00	$0.00	$0.00	$181,000.00
$0.00	$100,171.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$100,171.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$170,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$100,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$150,000.00
$750,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$750,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$460,000.00	$0.00	$0.00	$0.00	$0.00	$460,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$309,500.00	$0.00	$0.00	$0.00	$0.00	$309,500.00
$0.00	$0.00	$0.00	$0.00	$0.00	$360,000.00	$0.00	$0.00	$0.00	$0.00	$360,000.00
$662,222.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$662,222.00
$140,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$140,000.00
$613,849.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$613,849.00
$0.00	$0.00	$23,514.00	$604,471.00	$49,784.00	$3,077,230.00	$0.00	$0.00	$0.00	$0.00	$3,755,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$1,000,000.00	$0.00	$0.00	$0.00	$0.00	$31,848,898.00
$200,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$300,000.00
$300,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$300,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$394,700.00	$0.00	$0.00	$0.00	$394,700.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$140,000.00	$0.00	$0.00	$140,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$380,000.00	$0.00	$0.00	$380,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$130,000.00	$0.00	$0.00	$130,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$226,600.00	$0.00	$0.00	$226,600.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$186,000.00	$0.00	$0.00	$186,000.00
$0.00	$87,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$87,000.00
$2,788,071.00	**$312,171.00**	**$23,514.00**	**$604,471.00**	**$49,784.00**	**$5,331,730.00**	**$394,700.00**	**$1,062,600.00**	**$0.00**	**$0.00**	**$41,935,940.00**
$0.00	$85,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$85,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$150,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$300,000.00
$325,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$500,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$430,000.00	$0.00	$0.00	$0.00	$0.00	$430,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$190,000.00	$0.00	$0.00	$0.00	$0.00	$190,000.00
$713,316.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$713,316.00
$760,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$760,000.00
$453,334.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$453,334.00
$300,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$300,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$53,000.00	$0.00	$0.00	$53,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,515,100.00	$0.00	$0.00	$1,515,100.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$42,500.00	$0.00	$0.00	$42,500.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$75,000.00	$0.00	$0.00	$75,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$33,000.00	$0.00	$0.00	$33,000.00
$0.00	$197,527.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$197,527.00
$0.00	$84,379.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$84,379.00
$2,551,650.00	**$366,906.00**	**$0.00**	**$0.00**	**$0.00**	**$620,000.00**	**$0.00**	**$1,718,600.00**	**$0.00**	**$0.00**	**$5,882,156.00**
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$150,000.00
$706,667.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$706,667.00
$0.00	$0.00	$342,897.00	$0.00	$0.00	$4,724,103.00	$0.00	$0.00	$0.00	$417,000.00	$5,484,000.00
$1,133,333.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,133,333.00
$90,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$135,000.00
$450,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$450,000.00
$100,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$155,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$459,000.00	$0.00	$0.00	$459,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$372,000.00	$0.00	$0.00	$372,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$545,000.00	$545,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$295,000.00	$0.00	$0.00	$295,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$470,000.00	$0.00	$0.00	$470,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$132,000.00	$0.00	$0.00	$132,000.00
$2,480,000.00	**$0.00**	**$342,897.00**	**$0.00**	**$0.00**	**$4,724,103.00**	**$0.00**	**$1,728,000.00**	**$0.00**	**$962,000.00**	**$10,487,000.00**
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$150,000.00
$0.00	$0.00	$245,223.00	$0.00	$0.00	$3,151,027.00	$0.00	$0.00	$134,000.00	$0.00	$3,530,250.00
$280,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$435,000.00
$152,880.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$152,880.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,555,000.00	$0.00	$0.00	$1,555,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,670,000.00	$0.00	$0.00	$1,670,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$90,000.00	$0.00	$0.00	$90,000.00
$0.00	$119,744.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$119,744.00
$0.00	$80,370.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$80,370.00
$432,880.00	**$200,114.00**	**$245,223.00**	**$0.00**	**$0.00**	**$3,151,027.00**	**$0.00**	**$3,315,000.00**	**$134,000.00**	**$0.00**	**$7,783,244.00**
$0.00	$237,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$237,000.00
$0.00	$167,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$167,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$150,000.00
$600,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$800,000.00
$1,200,950.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,200,950.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$2,540,000.00	$0.00	$0.00	$2,540,000.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,871,975.00	$3,871,975.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$625,000.00	$0.00	$0.00	$625,000.00
$0.00	$56,345.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$56,345.00
$1,800,950.00	**$460,345.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$3,165,000.00**	**$0.00**	**$3,871,975.00**	**$9,648,270.00**

CIP PROJECTS 2016

PROJECT ID	PROGRAM DESCRIPTION	TOTAL COST
FR16-001	Fire Station #1-Folding Doors	$66,000
FR16-002	City Hall- Backup Power	$181,000
FR16-003	Justice Center-Roof Repair	$100,171
OT16-001	Colleyville Center-AV Replacement	$170,000
PK15-008	Senior Center Repairs	$100,000
PK16-001	Cotton Belt Trail- Construct PH III	$150,000
ST15-006	Glade Rd-Reconstruction PH I	$3,755,000
ST15-008	SH 26-Construct PH II and III	$31,848,898
ST16-001	Cheek Sparger Rd- Rehabilitation	$750,000
ST16-002	Glade Rd-Design PH II	$460,000
ST16-003	Glade Rd-Design PH III	$309,500
ST16-004	Glade Rd-Design PH IV	$360,000
ST16-005	Bandit Trail-Rehabilitation	$300,000
ST16-007	John McCain-Rehabilitation	$662,222
ST16-008	Pleasant Run-Design	$140,000
ST16-009	Westcoat-Rehabilitation	$613,849
UT16-001	L.D. Lockett Pump Station-Backup Generator	$140,000
UT16-002	Area 4 Water Renewal Project	$380,000
UT16-005	Overland Trail Pump Station and Storage Tank-Demolish	$130,000
PROJECTS NOT MAPPED		
ST16-010	Emergency Asphalt Maintenance	$300,000
T16-001	Fiber Build Phase I-III	$394,700
UT16-003	Elevated Storage Tanks-Misc. Repairs	$226,600
UT16-004	Sewer Manholes-Rehabilitation	$186,000
VE16-001	Vermeer Hydro Excavator	$87,000
VE16-002	Fire Engine Replacement-Down Paymnet	$125,000



Bandit Trail (County Project) - Rehabilitation

Project Year	Project ID
2016	ST16-005

Project Type

Streets - Rehabilitation

Program Description

This project will rehabilitate Bandit Trail between John McCain Road and Overland Trail. Bandit is currently a two inch (2") thick street that has completely failed and needs to be reconstructed. It is recommended that this rehabilitation project be done by Tarrant County, giving the road another 10 to 15 years of life before it will need to be fully reconstructed to City Standards.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$300,000	No New O & M Costs	TBD	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$100,000	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$200,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$300,000**

Business Plan Connection

The City partners with Tarrant County each year to rehabilitate roadways in Colleyville; this partnership saves the City more than $200,000 per year as the County provides all labor and equipment, and the City pays only for the cost of materials.

Strategy Map Connection

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

Cheek-Sparger Road (Brown Trail to Bedford Road) - Rehabilitation

Project Year	Project ID
2016	ST16-001

Project Type

Streets - Rehabilitation

Program Description

This project will rehabilitate Cheek-Sparger Road from Brown Trail to Bedford Road.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$750,000	No New O & M Costs	Fall 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$750,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$750,000**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

City Hall - Backup Power

Project Year	Project ID
2016	FR16-002

Project Type

Facility - Rehabilitation

Program Description

This will provide a back up generator for City Hall in the event of power outage.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$181,000	Minimal O & M Costs Will Be Absorbed in Current Budget	Fall 2015	Spring 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$125,000
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$56,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$181,000**

Business Plan Connection

Make improvements to aging facilities which include the Service Center and the Senior Center.

Strategy Map Connection

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

Colleyville Center AV Replacement

Project Year	Project ID
2016	OT16-001

Project Type

Technology

Program Description

This request will replace 20-year old AV equipment at the Colleyville Center.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$170,000	None	December 2015	December 2015

Funding

CEDC (Parks, Trails & Libraries)	$170,000	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$170,000**

Business Plan Connection

Replacing and upgrading the technology infrastructure components at the Colleyville Center will make the facility more attractive for rental for private events, which serves to offset total operation costs. Customers, particularly businesses, expect a facility with up-to-date technology capabilities. Reinvesting in the facility serves to keep the Colleyville Center relevant and competitive in a steadily growing venue rental market.

Strategy Map Connection

C1 - Provide attractive and unique spaces for enjoyment of personal interest and community interaction, F2 - Invest to provide and maintain high quality public assets

Construct New Trail 2016

Project Year	Project ID
2016	PK16-001

Project Type

Parks

Program Description

The Cotton Belt Trail - Phase III connection has been identified for completion in fiscal year 2016. The project will bring connectivity from the trail's current northern terminus at John McCain Road, in Colleyville, to the northern city limit, making a connection with Grapevine. As part of this project a small seating area, consisting of three benches, and a multifunctional drinking fountain will be installed.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$150,000	Minimal; absorbed into current Parks Maintenance operating budget	Winter 2015	Spring 2016

Funding

CEDC (Parks, Trails & Libraries)	$150,000	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$150,000**

Business Plan Connection

This project will greatly enhance connectivity along the Cotton Belt Trail system and create an attractive space for trail users to relax.

Strategy Map Connection

C1 - Provide attractive and unique spaces for enjoyment of personal interest and community interaction, C4 - Provide mobility enhancements that complement neighborhoods

Construct SH26 - Phase II and III

Project Year	Project ID
2016	ST15-008

Project Type

Streets - Reconstruction

Program Description

The project is the next phase of the reconstruction of SH26 from John McCain to Brown Trail.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$31,848,898	No New O & M Costs	Spring 2016	Spring 2019

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$1,000,000
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$30,848,898	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$31,848,898**

Business Plan Connection

Facilitate and support the reconstruction of SH26.

Strategy Map Connection

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

Emergency Asphalt Maintenance

Project Year	Project ID
2016	ST16-010

Project Type

Streets - Rehabilitation

Program Description

This program will provide for miscellaneous asphalt repairs to maintain streets in working order.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$300,000	No New O & M Costs	FY 2016	FY 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$300,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$300,000**

Business Plan Connection

Asphalt and concrete contract repair programs are in place that provide for responsive minor repairs to the streets, curbs, gutters, sidewalks and handicap ramps in the city.
A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

Strategy Map Connection

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

Fiber Build Phase 1-3

Project Year	Project ID
2016	T16-001

Project Type

Technology

Program Description

The project will provide our internally-owned fiber to city buildings. The City currently leases building-to-building fiber for approximately $47,000 per year. When the initial signed five-year contract expires in 2015, it is anticipated there will be a ~20% cost increase, pushing those fees closer to $60,000. We are also at our limit in usage with the current service levels. Service needs will continue to rise, which will continue to raise our annual cost. Building our own fiber network will eliminate the increasing cost.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$394,700	0	Dependent upon the schedule for the City of Grapevine	TBD

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$394,700
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$394,700**

Business Plan Connection

The City currently leases fiber to provide connectivity between buildings. By owning our own fiber, the cost for much of the current lease would be eliminated. It is anticipated that, based on the current amount of fiber used by the City and that the amount used increases substantially each year, costs for the leased fiber will only continue to increase.

Strategy Map Connection

B1 - Seek innovative technology solutions where appropriate, B3 - Utilize partnerships to implement cost-effective service solutions

Fire Engine Replacement (Down Payment)

Project Year	Project ID
2016	VE16-002

Project Type

Vehicles/Equipment

Program Description

This will fund a down payment towards replacement of one fire engine.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$125,000	Annual payments of approximately $50,000 per year based on the final interest rate	October 2015	October 2015

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$125,000
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$125,000**

Business Plan Connection

Strategy Map Connection

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

Folding Doors- Fire Station #1

Project Year	Project ID
2016	FR16-001

Project Type

Facility - Rehabilitation

Program Description

This request will replace the doors at Fire Station 1 with bi-fold doors.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$66,000	No New O & M costs	October 2015	December 2015

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$66,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$66,000**

Business Plan Connection

Strategy Map Connection

F2- Invest to provide and maintain high quality public assets

Glade Road Design (Phase 2 - Manning to Pool)

Project Year	Project ID
2016	ST16-002

Project Type

Streets - Reconstruction

Program Description

This project includes reconstruction of Glade Road from Bedford Road to Pool Road.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$460,000	No New O & M Costs	Winter 2015	Summer 2017

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$460,000
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$460,000**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Glade Road Design (Phase 3 - Pool to Heritage)

Project Year	Project ID
2016	ST16-003

Project Type

Streets - Reconstruction

Program Description

This project includes reconstruction of Glade Road from Pool Road to Heritage Avenue.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$309,500	No New O & M Costs	Winter 2015	Summer 2017

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$309,500
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$309,500**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Glade Road Design (Phase 4 - West City Limits to Bransford Road)

Project Year	Project ID
2016	ST16-004

Project Type

Streets - Reconstruction

Program Description

This project includes reconstruction of Glade Road from River Bend Drive to Bransford Road.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$360,000	No New O & M Costs	Winter 2015	Summer 2017

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$360,000
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$360,000**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Glade Road Reconstruction (Phase 1 - Bransford to Manning)

Project Year	Project ID
2016	ST15-006

Project Type

Streets - Reconstruction

Program Description

This project includes the reconstruction of Glade Road from Bransford Road to Manning Drive. It will include a roundabout at Bransford and Riverwalk. The project will address the Bluebonnet and Glade intersection by lowering Glade Road several feet. This project will also realign the Bedford Road intersection.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$3,755,000	No New O & M Costs	Summer 2016	Spring 2018

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$3,077,230
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$604,471	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$49,784	Other: Non-City Funding	$0
Perimeter Street Fees	$23,514	**Total Funding**	**$3,755,000**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Install Backup Generator for Emergency Power at L.D. Lockett Pump Station

Project Year	Project ID
2016	UT16-001

Project Type

Utilities - Water Renewals/Upsizing

Program Description

This project will provide a backup generator at the LD Lockett pump station.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$140,000	Minimal O & M Costs Will Be Absorbed in Current Budget	Fall 2015	Summer 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$140,000
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$140,000**

Business Plan Connection

Provide back-up power at the L.D. Lockett pump station.

Strategy Map Connection

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

John McCain (Pleasant Run Rd to Shepherds Glen) - Rehabilitation

Project Year	Project ID
2016	ST16-007

Project Type

Streets - Rehabilitation

Program Description

This project will rehabilitate John McCain from Pleasant Run Road to Shepherds Glen.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$662,222	No New O & M Costs	Winter 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$662,222	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$662,222**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Justice Center - Roof Repair

Project Year	Project ID
2016	FR16-003

Project Type

Facility - Rehabilitation

Program Description

Repair the original sloped metal and flat roofing. There are installation deficiencies which will, left unrepaired, allow water into the building and rusting of the roof from the inside out.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$100,171	No New O & M Costs	Fall 2015	Spring 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$100,171
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$100,171**

Business Plan Connection

Make improvements to aging facilities which include the Service Center and the Senior Center.

Strategy Map Connection

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

Pleasant Run Design (Shelton to John McCain)

Project Year	Project ID
2016	ST16-008

Project Type

Streets - Rehabilitation

Program Description

This project will provide the design of rehabilitating Pleasant Run from Shelton to John McCain, including limited drainage improvements.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$140,000	No New O & M Costs	Fall 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$140,000	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$140,000**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

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

Senior Center Repairs

Project Year	Project ID
2016	PK15-008

Project Type

Facility - Rehabilitation

Program Description

Repairs to Senior Center

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$100,000	NA	Fall 2015	Winter 2015

Funding

CEDC (Parks, Trails & Libraries)	$100,000	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$100,000**

Business Plan Connection

Make improvements to aging facilities which include the Service Center and the Senior Center.

Strategy Map Connection

C1 - Provide attractive and unique spaces for enjoyment of personal interest and community interaction, F2 - Invest to provide and maintain high quality public assets

Vermeer Hydro Excavator-2008 (886)

Project Year	Project ID
2016	VE16-001

Project Type

Vehicles/Equipment

Program Description

The hydro-excavator is used to dig holes without damaging surrounding utilities and is used by our utilities crew on a regular basis. The current Vactron is a 2008 model, and the reliability is failing. This equipment is in the shop for repairs approximately 50% of the time.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$87,000	NA	October 2015	October 2015

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$87,000
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$87,000**

Business Plan Connection

Development and implementation of 15-year replacement vehicle program ensures the best use of funding and helps maintain a healthy fleet.

Strategy Map Connection

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

Water Project 4: Upsize and Replace Water Lines in Sunrise Terrace Subdivision

Project Year	Project ID
2016	UT16-002

Project Type

Utilities - Water Renewals/Upsizing

Program Description

Project 4 encompasses installation of 48 LF and 2,679 LF of 6" and 8" PVC pipeline throughout Area 3 as well as various rehabilitation projects. This project was identified as a need in the 2014 Water and Wastewater Master Plan.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$380,000	No New O & M Costs	Winter 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$380,000
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$380,000**

Business Plan Connection

The Water Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034.
Begin execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

Strategy Map Connection

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

Water Project 7: Demolish Overland Trail Pump Station and Storage Tank

Project Year	Project ID
2016	UT16-005

Project Type

Utilities - Water Renewals/Upsizing

Program Description

The project includes decommissioning of the existing Pump Building, Chlorine Building, Ammonia Building, and salvage of major mechanical equipment such as pumps and valves for further use by the City. The project also includes demolition of the ground storage tank and yard piping that connects directly to the City's distribution system.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$130,000	No New O & M Costs	Fall 2015	Spring 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$130,000
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$130,000**

Business Plan Connection

The Water Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034.
Begin execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

Strategy Map Connection

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

Water Project 9: Misc. Repairs to Elevated Storage Tanks

Project Year	Project ID
2016	UT16-003

Project Type

Utilities - Water Renewals/Upsizing

Program Description

This project will provide miscellaneous repairs to elevated storage tanks.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$226,600	No New O & M Costs	Fall 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$226,600
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$226,600**

Business Plan Connection

The Water Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034. Storage and pumping facilities are in good condition and are well maintained.

Strategy Map Connection

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

Westcoat - Rehabilitation

Project Year	Project ID
2016	ST16-009

Project Type

Streets - Rehabilitation

Program Description

This project will rehabilitate Westcoat.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$613,849	No New O & M Costs	Winter 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$0
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$613,849	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$613,849**

Business Plan Connection

Develop a long range plan to address unimproved roadways.
Execute all street projects in the approved five-year CIP.

Strategy Map Connection

F2 - Invest to provide and maintain high quality public assets.
C4 - Provide mobility enhancements that complement neighborhoods.

WW Project 2: Rehabilitate Sewer Manholes Identified to be in Poor Condition in the Water and Wastewater Master Plan

Project Year	Project ID
2016	UT16-004

Project Type

Utilities - Sewer Line Renewals

Program Description

The project involves the rehabilitation of priority one manholes throughout the City identified in an assessment conducted in conjunction with the Water and Wastewater Master Plan. Methods for repair will vary depending on the type and severity of the defect.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
$186,000	No New O & M Costs	Fall 2015	Fall 2016

Funding

CEDC (Parks, Trails & Libraries)	$0	TIF	$0
County Funding	$0	Tomorrow Fund	$0
Drainage Fund	$0	Utility Fund	$186,000
FHA/TxDOT	$0	Wastewater Impact Fees	$0
General Fund	$0	Water Impact Fees	$0
Impact Fees - Area I (East of 26)	$0	Other: City Funding	$0
Impact Fees - Area II (West of 26)	$0	Other: Non-City Funding	$0
Perimeter Street Fees	$0	**Total Funding**	**$186,000**

Business Plan Connection

The Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034. Begin execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

Strategy Map Connection

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

Appendix

ORDINANCE O-15-1967

AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE ON OCTOBER 1, 2015

WHEREAS, in compliance with Article 689a-14, Vernon's Texas Civil Statutes, the city manager did file with the city secretary, a copy of the budget of the proposed expenditures for the fiscal year beginning October 1, 2015, and ending September 30, 2016, such filing being more than thirty (30) days prior to the date on which the City Council makes its tax levy for said fiscal year; and

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

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

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

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

Sec. 2. THAT the budget of the proposed expenditures for the fiscal year beginning October 1, 2015, and ending September 30, 2016, which was prepared by the city manager, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2015, and ending September 30, 2016.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2016 budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	$23,977,370
Utility Fund (Water & Wastewater)	$15,886,362
Debt Service Fund	$ 1,461,593
Drainage Utility Fund	$ 917,997

Sec. 4. THAT the expenditure budget for the Fiscal Year 2016 Capital Improvement Program (CIP) of the City of Colleyville is hereby approved as follows:

Fiscal Year 2016 CIP	$41,935,940

Sec. 5. THAT the city manager is hereby authorized to execute all contracts and documents for which funding is appropriated in the aforementioned budgets.

AND IT IS SO ORDERED.

The first reading and public hearing being conducted on the 1st day of September 2015.

The second reading and public hearing being conducted on the 15th day of September 2015.

PASSED, APPROVED and ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 15th DAY OF September 2015, BY THE FOLLOWING VOTE:

David Kelly	Aye	Carol Wollin	Aye
Chuck Mogged	Aye	Chris Putnam	— ABSENT —
Jody Short	Aye	Nancy Coplen	Aye
Mike Taylor	Aye		

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C. G. Boyle
City Attorney

Ben L. Stool
Ass't City Attorney
Boyle & Lowry, LLP

ORDINANCE O-15-1968

AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, LEVYING TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR 2016; ESTABLISHING THE AD VALOREM TAX RATE OF THIRTY-FIVE AND FIFTY-NINE HUNDREDTHS CENTS ($.3559) PER ONE HUNDRED DOLLARS PROPERTY ASSESSMENT; PROVIDING FOR APPORTIONMENT OF TAXES FOR INTEREST AND SINKING FUND FOR CERTAIN BOND INDEBTEDNESS AND FOR GENERAL OPERATING NEEDS, PROVIDING PENALTIES AND INTEREST FOR THE DELINQUENT TAXES, AND TO BECOME EFFECTIVE ON OCTOBER 1, 2015

WHEREAS, a budget has been adopted by the City Council of the City of Colleyville, Texas, covering the proposed expenditures of the municipal government of the City of Colleyville for the fiscal year beginning October 1, 2015 and ending September 30, 2016; and

WHEREAS, said budget reflects the needs for revenue to meet the expenses proposed therein; and

WHEREAS, the City is required to accumulate an Interest and Sinking Fund for certain outstanding bond indebtedness; and

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

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

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

Sec. 1. THAT there is hereby levied an ad valorem tax that shall be collected for the use and support of the municipal government of the City of Colleyville. It shall provide the legally required Interest and Sinking Fund for certain outstanding bond indebtedness during the 2016 fiscal year. Such tax shall be levied upon all property, real, personal, or mixed within the corporate limits of Colleyville, Texas, which is subject to

taxation. The rate of tax shall be thirty-five and fifty-nine hundredths cents ($.3559) on each one hundred dollars ($100.00) property assessment. Said tax levied for and apportioned to the following specific purposes:

A. For the General Fund, a tax rate of $.336240 is levied.

B. For the Interest and Sinking Fund, a tax rate of $.019660 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2015, and shall become delinquent on the first day of February 2016, if unpaid. Upon taxes becoming delinquent, interest and penalty will be added as required in Section 33.01 of the Texas Property Tax Code, and shall commence on the first day of February 2016. The City of Colleyville is hereby authorized to adopt any and all legal remedies provided by the Texas Property Tax Code for the purpose of collecting delinquent taxes.

AND IT IS SO ORDERED.

The first reading and public hearing being conducted on the 1st day of September 2015.

The second reading and public hearing being conducted on the 15th day of September 2015.

PASSED, APPROVED, and ADOPTED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, THIS THE 15th DAY OF September 2015, BY THE FOLLOWING VOTE:

David Kelly	Aye	Carol Wollin	Aye
Chuck Mogged	Aye	Chris Putnam	—ABSENT—
Jody Short	Aye	Nancy Coplen	Aye
Mike Taylor	Aye		

ATTEST:

Amy Shelley, TRMC
City Secretary

CITY OF COLLEYVILLE

David Kelly
Mayor

APPROVED AS TO FORM AND LEGALITY:

Matthew C. G. Boyle
City Attorney

Ben L. Stool
Ass't City Attorney
Boyle & Lowry, LLP

GLOSSARY
KEY BUDGET TERMS

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

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

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

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

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

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

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

BONDED DEBT: Portion of indebtedness represented by outstanding bonds.

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

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

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

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

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

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

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

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

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

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

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

CURRENT TAXES: Taxes levied and due within one year.

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

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

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

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

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

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

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

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

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

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

FTE: The acronym for Full Time Equivalent; used as a standard metric for comparing the number of positions within an organization, as opposed to a "head count" of employees

FISCAL YEAR (FY): The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Colleyville has specified October 1 to September 30 as its fiscal year.

FRANCHISE FEE: A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

FUND: An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures.

FUND BALANCE: The assets of a governmental fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance".

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP): Detailed accounting standards and practices as prescribed by the Governmental Accounting Standards Board.

GENERAL FUND: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, public works, and general administration.

GENERAL OBLIGATION (G.O.) BONDS: Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and the full faith and credit of the issuing government back these bonds.

GOALS: Broad general statements of each department's desired outcomes.

GOVERNMENTAL FUNDS: The funds through which most governmental functions are typically funded.

INTEREST INCOME: The earnings from available funds invested during the year in U.S. Treasury bills and notes, Government agencies, and local government investment pools.

INTERGOVERNMENTAL REVENUES: revenues from other governments in the form of grants or shared revenues.

LEVY: To impose taxes for the support of City services.

MAJOR FUND: A fund that comprises at least 10 percent of revenues/expenditures of all funds

MIXED BEVERAGE TAX: A tax at the rate of 10% imposed on the gross receipts of a licensee from the sale, preparation, or serving of mixed beverages

MODIFIED ACCRUAL BASIS: Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurs, if measurable.

NON-DEPARTMENTAL: Includes debt service, operating transfers between funds, and compensation adjustment.

NETCO: The Northeast Tarrant County radio consortium that includes the cities of Bedford, Colleyville, Euless, Grapevine, Keller, and Southlake.

(O)PERATIONS AND (M) AINTENANCE: Represents the portion of taxes assessed for the operations and maintenance of General Fund Services.

OPERATING BUDGET: A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

OPERATING EXPENSES: Proprietary fund expenses directly related to the fund's primary service activities.

OPERATING REVENUES: Proprietary fund revenues directly related to the fund's primary service activities. They consist primarily of user charges for services.

ORDINANCE: A formal legislative enactment by the governing body of a municipality. It is not in conflict with any higher form of law, such as a state statute or constitutional provision; it has the full force and effect of law within the boundaries of the municipality to which it applies.

PER CAPITA DEBT: Total tax supported debt outstanding divided by population.

PERSONNEL SERVICES: Expenditures made for salaries and related benefit costs.

POLICY: A definite course of action adopted after a review of information and directed at the realization of goals.

PROPERTY TAXES: Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

PROPRIETARY FUND: used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.

PROPOSED BUDGET: The budget prepared by the City Manager and submitted to the City Council for approval.

RESERVE: An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

RETAINED EARNINGS: An account reflecting the accumulated earnings of an enterprise fund, as determined at the end of each fiscal year.

REVENUE BONDS: Long term debt (bonds) the repayment of which is based upon pledged revenues from a revenue generating facility.

REVENUES: All amounts of money earned or received by the City from external sources.

SALES TAX: A general "sales tax" is levied on persons and businesses selling merchandise and/or services in the city limits on a retail basis. State law defines the categories for taxation.

STRATEGY MAP: The strategic plan used by the City of Colleyville to outline the City's goals and objectives

SUPPLIES: A cost category for minor items (individually priced at less than $5,000) required by departments to conduct their operations.

TAX BASE: The total property valuations on which each taxing entity levies its tax rates.

TAX LEVY: The total revenues to be raised by ad valorem taxes for expenditure as authorized by the City Council.

TAX RATE: A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

TAX ROLL: The official list showing the amount of taxes levied against each taxpayer or property in the city. The list is provided to the city by the Tarrant Appraisal District.

TAXABLE VALUE: Estimated value of property on which ad valorem taxes are levied.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TIF: Acronym for Tax Increment Financing District formed to make public improvements under the authority of the Tax Increment District Financing Act.

TMRS: Acronym for Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.

TxDOT: Acronym for the Texas Department of Transportation, the state agency responsible for transportation.

TRANSFERS IN/OUT: Transfers made from one City fund to another City fund for the purposed of reimbursement of expenditures, general and administrative services, or debt service.

UNENCUMBERED FUND BALANCE: The amount of fund balance which is not reserved for a future purpose.

WORKING CAPITAL: Equals current assets minus current liabilities; indicates whether an organization has enough short term assets to cover its short term debt.