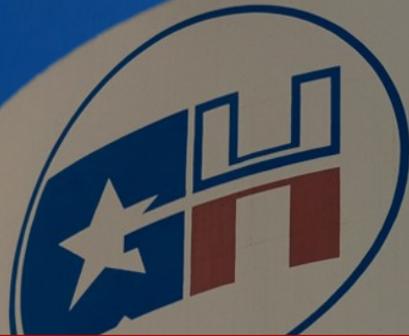


# RESILIENCE

Fiscal Year 2016-2017

*Proposed Annual Budget and Program of Services*



Glenn Heights



## GLENN HEIGHTS

*Moving from Good to Great while Reaching New Heights*



Submitted to the Council of the City of Glenn Heights

July 30, 2016

*Submitted for Approval September 13, 2016*

## City of Glenn Heights Fiscal Year 2016-2017 Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$272,785, which is a 8.93 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$151,559.

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

<b>FOR:</b>	Tate, Bradley, Ipaye, Adams, Garrett, George
<b>AGAINST:</b>	0
<b>PRESENT and not voting:</b>	0
<b>ABSENT:</b>	Davis

### Property Tax Rate Comparison

	<b>2016-2017</b>	<b>2015-2016</b>
Property Tax Rate:	\$0.935530/100	\$0.793400/100
Effective Tax Rate:	\$0.750172/100	\$0.735130/100
Effective Maintenance & Operations Tax Rate:	\$0.645289/100	\$0.682474/100
Rollback Tax Rate:	\$0.949974/100	\$0.793401/100
Debt Rate:	\$0.253062/100	\$0.110926/100

Total debt obligation for City of Glenn Heights secured by property taxes: \$0

## CITY OF GLENN HEIGHTS FISCAL YEAR 2016-17 BUDGET

	Page Number (s)
Message from the Mayor	7
Message from the City Manager	8
About Glenn Heights	18
Values and Strategic Goals	22
Elected Officials	23
Appointed Officials	24
City of Glenn Heights Functional Organizational Chart	25
Budget Process	27
Budget Calendar	29
Personnel Summary	31
<b>PROPOSED BUDGET ALL FUND SUMMARY</b>	<b>33</b>
<b>GENERAL FUND</b>	<b>35</b>
General Fund Revenues and Expenditures Summary	
General Fund Revenue Detail	
General Fund Other Financing Sources	
Program Budget & Work Plan-City Council	43
Purpose/Mission Statement	
Performance Measures/ Workload Measures	
Departmental Budget Summary	
Program Budget & Work Plan-Administration	45
Purpose/Mission Statement	
Departmental Budget Summary	
<b>ADMINISTRATIVE SERVICES CLUSTER</b>	<b>47</b>
Program Budget & Work Plan- City Manager	48
Mission Statement/Work Plan Objectives	
Performance Measures/ Productivity Indicators/ Workload Measures	
Departmental Budget Summary	
Program Budget & Work Plan- City Secretary	52
Mission Statement/Work Plan Objectives	
Performance Measures/ Productivity Indicators/ Workload Measures	
Departmental Budget Summary	
Program Budget & Work Plan– Organizational Development	55
Mission Statement/Work Plan Objectives	
Performance Measures/ Productivity Indicators/ Workload Measures	
Departmental Budget Summary	
Program Budget & Work Plan- Information Technology	58
Mission Statement/Work Plan Objectives	
Performance Measures/ Productivity Indicators/ Workload Measures	
Departmental Budget Summary	
Program Budget & Work Plan- Finance	61
Mission Statement/Work Plan Objectives	
Performance Measures/ Productivity Indicators/ Workload Measures	
Departmental Budget Summary	

## TABLE OF CONTENTS (Continued)

	Page Number (s)
Program Budget & Work Plan- Municipal Court	65
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>PUBLIC SAFETY CLUSTER</b>	<b>69</b>
Program Budget & Work Plan- Fire	70
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
Program Budget & Work Plan- Police	74
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT CLUSTER</b>	<b>79</b>
Program Budget & Work Plan- Economic Development	80
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
Program Budget & Work Plan- Planning & Development Services	83
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
Program Budget & Work Plan- Parks and Community Engagement	87
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>INFRASTRUCTURE CLUSTER</b>	<b>91</b>
Program Budget & Work Plan- Streets, Sanitation and Maintenance	92
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>WATER SEWER FUND</b>	<b>97</b>
Water Sewer Fund Budget Summary	
Program Budget & Work Plan– Utility Administration (ADMINISTRATIVE CLUSTER)	101
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	

## TABLE OF CONTENTS (Continued)

	Page Number (s)
Program Budget & Work Plan- Meter Services	105
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
Program Budget & Work Plan- Water Operations	108
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
Program Budget & Work Plan- Wastewater Operations	112
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>DRAINAGE FUND</b>	<b>117</b>
Drainage Fund Budget Summary	
Program Budget & Work Plan- Stormwater	120
Mission Statement/Work Plan Objectives Performance Measures/ Productivity Indicators/ Workload Measures Departmental Budget Summary	
<b>DEBT SERVICE FUND</b>	<b>125</b>
Budget Summary 2016/2017 Debt Schedule	
<b>SPECIAL REVENUE FUND</b>	<b>129</b>
Court Technology Fund	130
Court Security Fund	131
911 Fees	132
Grants Fund	133
<b>CAPITAL IMPROVEMENT FUND</b>	<b>135</b>
Park Fees	136
Street Impact Fees	137
Water Sewer Impact Fees	138
2006 CO Bond Fund	139
2008 CO Bond Fund	140
2015 GO Bond Fund	141
2016 CO Bond Fund	142
Vehicle Replacement Fund	143
Disaster Recovery Fund	144
General Fund Capital Projects	142
Water & Sewer Fund Capital Projects	146
Drainage Fund Capital Projects	147

## TABLE OF CONTENTS (Continued)

<b>APPENDIX</b>	<b>149</b>
Financial Policy	<b>150</b>
Resolution and Policy	
Investment Policy	<b>156</b>
Resolution and Policy	
Purchasing Policy	<b>190</b>
Resolution and Policy	
Glossary	<b>209</b>

## Message from the Mayor



Dear Citizens of Glenn Heights,

It is my privilege as your Mayor to present our recently adopted Budget for the 2016-2017 fiscal year. The budget is a major joint effort between the City Council, City Manager's office, and City Staff to fund the many services our great city provides. The City of Glenn Heights is dedicated to ensure that high quality services are provided to its residents and the budget is a way to illustrate this. With the hard work and tireless effort from the City staff, the City of Glenn Heights has established long-term goals and policies that will truly guide us on our journey from "Good to Great."

The City of Glenn Heights' financial state has remained healthy and sound. The City Council voted to approve the 2016-2017 budget for a total of \$15.32 Million. This budget will support the City's current operations and community initiatives, while also supporting the growth and expansion that has taken place. The City of Glenn Heights is constantly growing, and we are committed to guiding the City to a proud and promising future.

Yours In Service,

A handwritten signature in cursive script that reads "Mayor Leon P. Tate".

Mayor Leon P. Tate

# CITY MANAGER'S BUDGET MESSAGE



Office of the City Manager

**July 29, 2016**

Honorable Mayor and Members of City Council:

In accordance with the City of Glenn Heights' Charter, Section 7.02, I am pleased to present the City of Glenn Heights' Proposed Fiscal Year (FY) 2016-2017 Annual Budget which begins October 1, 2016, and ends September 30, 2017.

This spending plan reflects our continued commitment to the theme of transforming the City of Glenn Heights from "Good to Great." During the past fiscal year, the City was faced with a significant tragedy. On December 26, 2015, we were struck by an F3 tornado. The tornado damaged 143 homes and structures, of which 45 were either completely destroyed or suffered major damage. During this time of crisis, the City of Glenn Heights answered the call to service – not allowing this tragedy to cripple us or stifle our momentum. Through the **RESILIENCE** of our residents, City Council, Staff, and surrounding communities, we were collectively able to overcome this challenge. In less than 30 days, over 90% of the rubble and debris resulting from the storm was removed. As we present the FY 2016-17 budget, we celebrate the strength of our community and the commitment of our staff to continue to ensure excellence in service, while preserving the City's long-term financial viability.

The annual budget process, along with the subsequent preparation of the budget, is the most important collaborative responsibility of the City Council, City Manager, and City Staff. We are proud to present a balanced budget that has been developed through careful planning and strategic resource allocation. This has been accomplished highly due to our increased home building activity and subsequently increased certified taxable value. Given current trends, we project the construction of over 2,000 new homes by FY 2023. Given, the population growth as well as anticipated road and street improvements within the City, commercial and retail development are expected to evolve, thus diversifying our revenue sources and creating a healthier financial future for the City. The key to our success will be ensuring that the City establishes a plan to balance new residential development against retail and commercial development while ensuring adequate staffing and resource allocation.

The FY 2016-17 proposed budget document is key to communicating the work and efforts of the City Council and City Departments to the City of Glenn Heights' current residents, prospective citizens and the business community. This is done through the following actions:

- The budget serves as a policy document that provides information about the policy guidance, goals and objectives for the year.
- The budget serves as a financial plan that provides insight into the financial structure and operations planning for the City.
- The budget provides projections for the current year's financial activity while also considering historical trends.
- The budget serves as an operations guide for each department, linking resources to operational objectives.
- The budget document is utilized to comprehensively communicate and provide transparency to the public about how the organization operates.

### **SUMMARY**

This year's proposed budget is best described as "**Progressive**" as the City advances in its financial and operational growth and development. Our Development activity, the vast majority of which is based on the construction of new single-family homes, is expected to continue at a healthy, yet slightly slower, pace with an expected decrease from the previous year. Despite the expected decrease in development revenue, revenues remain healthy and continue to grow overall. Given the pace of development, there will be commensurate growth in expenditures. Thereby allowing the City to add to its sound fund balances. The FY 2016-2017 combined proposed revenue for the City of Glenn Heights is \$15.32 million. In addition, the City was authorized to sale \$15 million worth of bonds as a result of the November 2015 election.

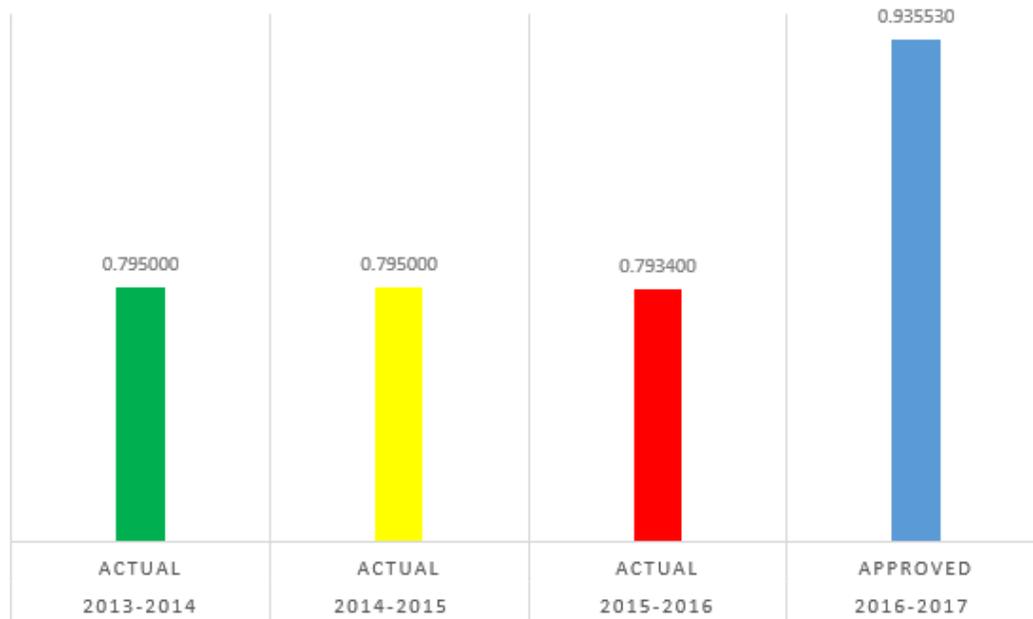
### **FY 2016 -17 GENERAL FUND**

The General Fund is the City's principle operating fund. It is supported by property and sales taxes, fees, and other revenues that are used to fund core City functions such as administrative services, development services and public safety. The proposed FY 2016-17 General Fund revenues are projected to be \$7,348,345 which is a 13.4% increase from the FY 2015-16 amended budget, however included for the first time in this budget are full revenues for the cost of sanitation. Ad Valorem (Property) Tax, Sales Tax, and Franchise Fees make up a majority of the City's revenue sources. These four revenues are expected to increase in this coming fiscal year. The proposed FY 2016-17 General Fund total expenditures are estimated at \$7,007,475. This represents a 26.8% increase from the FY 2015-16 Amended Budget. The proposed FY 2016-17 General Fund end fund balance is projected to be \$2,799,370 resulting in 155 days in reserve and exceeding the operational reserve balance required by the City's Financial Policy of 60 days.

**Tax Rate**

The FY 2016-17 Proposed Budget’s total tax rate is \$.935530 per \$100 of property valuation. This rate is apportioned between rates allocated for the Maintenance and Operations (M&O) rate which funds general operations, and the Interest & Sinking (I&S) rate which funds debt services. The tax rate for M&O is \$.682468 per \$100 of property valuation. This proposed rate maintains the rate from the previous fiscal year with no increase in the M&O tax rate. The proposed I&S rate is \$.253062 per \$100 of property valuation increasing the FY 2015-2016 Amended Budget rate of \$.110926 per \$100 of valuation. This increased I&S rate allocation is necessary to meet the increased debt obligations incurred by the City after the City Council authorized the sale of the \$15 million in General Obligation Bonds previously approved by voters in the November 2015 Special Bond Election.

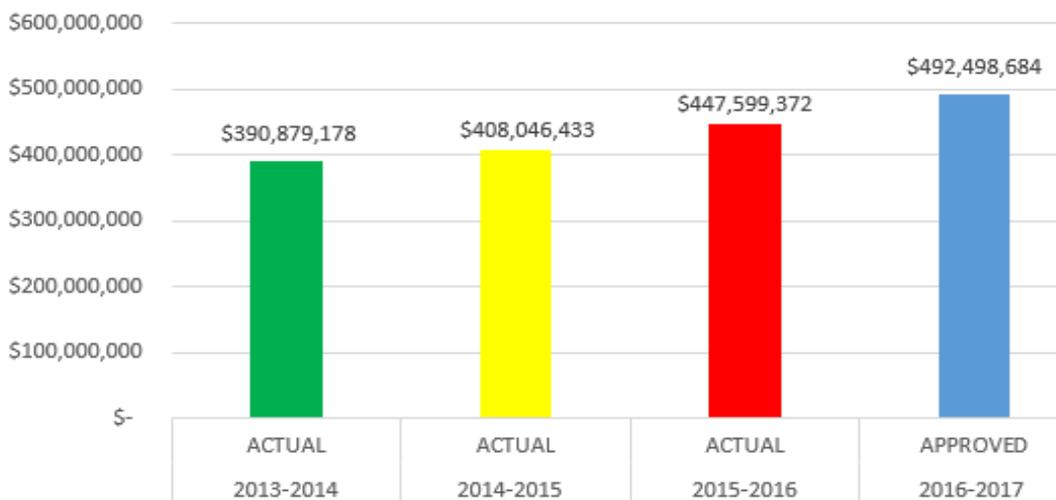
**TAX RATE**



**Taxable Value (Valuation)**

The certified taxable value of property located within the City of Glenn Heights is \$492,498,684. This is an increase of 10% above last year’s taxable value of \$447,599,372.

**Taxable Valuation**

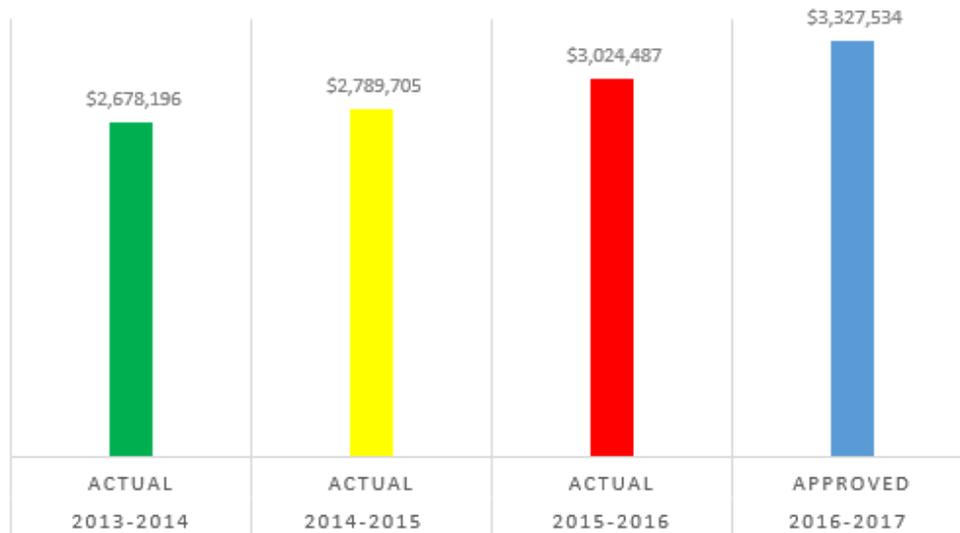


**GENERAL FUND REVENUE**

**Ad Valorem Tax (Property Tax)**

The largest revenue source in the proposed budget is the Ad Valorem (property) Tax. The proposed budget will provide \$3,327,534 in Ad Valorem Tax dollars for the General Fund operating budget, an estimated increase of 13.1% from the FY 2015-16 budget amount of \$2,943,126. A portion of this increase is attributable to a rise in existing property value and additional property valuation added as a result of new construction.

**AD VALOREM TAX**



**Sales and Use Tax**

The second largest revenue source for the General Fund in the FY 2016-17 Proposed Budget is the Municipal Sales and Use Tax. Although the City lost a long-standing sales tax revenue generator during FY 2015-16, the revenue forecast for Sales and Use Tax is expected to increase by \$10,954 (2%) to \$558,664 from the previous fiscal year’s amended budget of \$547,710. Generally, Sales and Use Tax revenue has consistently increased over the past few years and the City expects to collect \$558,664 in Sales and Use Tax in FY 2016-17.

**Sales & Use Tax**



### **Franchise Fees**

FY 2016-17 will see the third consecutive year of growth for Franchise Fee revenues. The growth in Franchise Fee revenue generally correlates with the continued growth in the development sector, resulting in a slight increase (5%) anticipated for the proposed budget. The total proposed FY 2016-17 Budget for Franchise Fees is \$686,327.

### **Permit Fees**

The development market will begin a cyclical cooling as a result of the timing of construction for existing and future developments and is only expected to last through FY 2016-17. Even with the cooling we anticipate the construction of approximately 112 new single-family homes. It is expected that development activities will begin trending upwards by the end of the next fiscal year and totally reignite by the beginning of FY 2017-2018. As a result of the cycle, FY 2016-17 Permit Fee revenue is expected to decline by 44.8% from the FY 2015-16 Amended Budget \$1.1 Million; this will result in expected revenues of \$615,300, decreasing \$498,598 from the previous amended fiscal year budget, however still an increase over the approved budget of \$413,106.

### **Court Fines and Forfeitures**

Court fines and forfeitures are expected to remain steady. In FY 2015-16 the Amended Budgeted amount was \$232,000. With a slight increase expected due to the natural growth of activities related to a rising population, the revenue for the FY 2016-17 Proposed Budget is \$236,600.

### **GENERAL FUND EXPENDITURES**

Total proposed FY 2016-17 General Fund Budget Expenditures are \$7,007,475, a 26.8% increase from the FY 2015-16 Budget amount of \$5,524,758. The increase is due in part to the increased demand for services and the continued one-time cost for increased automation. The total salary and personnel benefits portion of the General Fund is \$4.3 Million, of which 9% is allocated for fringe benefits. We have also been successful after bringing procurement in house for health care coverage by securing a rate which represents an 18% decrease in cost. Noteworthy highlights included in the FY 2016-17 budget by Cluster are as follows:

#### **Administrative Services Cluster:** New budget items that affected General Fund expenditures:

##### City Manager's Office

⇒Converting the Managing Director position to a Deputy City Manager Title; Creation of a Fiscal Officer

##### City Secretary's Office

⇒Elimination of Assistant City Secretary and creation of a Records Clerk

##### Organizational Development

⇒Increasing personnel training to provide city-wide training on the NeoGov Performance Management Module

##### Municipal Court

⇒Implementation of a Video Arraignment System

##### Economic Development

⇒Re-establishment of Economic Development Department

##### Planning and Development

⇒Addition of a Part-time Code Compliance Officer and Full-time Building Inspector positions added

**Public Safety Cluster:** New budget items that affected these expenditures:

Fire Department

- ⇒ Re-classify Emergency Management Specialist to Administrator, Emergency Management/Fire Marshal; Vehicle Fund resources allocated to purchase new fire engine

Police Department

- ⇒ Converted Corporal to Deputy Chief Position; addition of two new Police Officer positions; Purchase Police command vehicle, thermal imaging hand held camera and security camera for interview and property rooms

**Infrastructure and Development Cluster:** New Budget Items that affected these expenditures:

Meter Services

- ⇒ Funding increase for new meters to address projected new home growth; Meter fee adjustment to ensure cost coverage for meter purchase and installation; Replacing SCADA System

**WATER/SEWER FUND EXPENDITURES**

The FY 2016-2017 proposed expenditure for the Water and Sewer Fund is \$4.41 Million which is a 5.91% increase over the FY 2015-2016. In contrast to the General Fund, where personnel is the largest expenditure category, Contractual Service is the largest expenditure in the Water Sewer Fund. This is primarily because Glenn Heights contracts with third party agencies to provide treated water and sewer treatment services. The largest line item in the fund is the sewer treatment contract with the Trinity River Authority. The FY 2016-17 proposed budget amount is \$783,233, which was increased from \$601,570 in the FY 2015-16 budget. The second largest single item in the fund is the purchase of treated water from Dallas Water Utilities which is proposed budget is \$848,399. This represents an increase of \$79,095 for the FY 2015-16 budget. This is due in part to the rate increase by Dallas Water Utilities, as well as, our continued residential growth. The third largest line item in this fund is the combined transfer to the General Fund for general/administrative expenditures and payment in lieu of taxes. This expenditure appears in the other Financing Sources/Uses section of the fund summary statement.

**FY 2016-2017 MUNICIPAL DRAINAGE FUND**

The Municipal Drainage Fund provides funding for activities the City is committed to undertaking in compliance with the Small Municipal Separate Storm Sewer System (MS4) permit issued by TCEQ. This permit requires the City to implement best management practices for public education, public involvement, illicit discharge, construction site run-off, post construction infiltration control and pollution prevention/good housekeeping.

**SPECIAL REVENUE FUNDS**

There are several special revenue funds to manage revenues designed for specific purposes. These revenues were formally accounted for in the General Fund. The funds include revenues from the Municipal Court Security, Municipal Court Technology, 911 Wireless, and the Parkland Fees Funds. The FY 2015-16 Amended Budget saw a significant expenditure from the 911 Wireless Fund in the amount of \$359,200 to furnish an overhaul of integral components of the City's emergency communications system. In FY 2016-17 all of the funds will continue to add revenue as a result of the interrelated growth and development occurring within the City.

### **FY 2016-2017 WATER/SEWER FUND**

The FY 2016-2017 proposed revenue for the Water and Sewer Fund is \$5.24 Million which is a 5.93% increase over the FY 2015-2016. Staff has carefully tracked water sales throughout the year and conservatively revised revenue projections to reflect current billing trends resulting from the population increase. It is estimated that at the end of FY 2016, water sales should be \$1,925,000. The revenue projection for FY 2016-17 has increased to \$2,197,978 which is a 14.2% over the FY 2015-16 approved budget amount, reflecting the additional estimated FY 2016-17 approval of 112 single-family permits. The trend of sewer sales approximates that of water sales, so staff is conservative in estimating an increase in revenue.

### **IMPACT FEE FUND**

An Impact Fee represents a charge or assessment imposed by a subdivision against new development in order to generate revenue for funding or recouping the costs of capital improvements or facility expansions necessitated by and attributable to the new development. The City's respective Impact Fee Funds - Water, Sewer, and Roads - will continue to be funded as a result of the expected development of 112 single-family homes. In preparation for the expansion of FM 664/Ovilla Road, the City is required to facilitate the relocation of existing infrastructure currently located within the roadway. As a result of this requirement, FY 2016-17 will see significant expenditures occur from the respective funds, as they will be moved to the FM 664 Ovilla Road Capital Projects Budget.

### **FUND RESERVES**

The City's General Fund Reserve continues to be strong. The projected year end fund balance of FY 2015-16 is \$2.22 million. For the FY 2016-17 budget, based on the proposed spending plan, we predict an ending fund balance for \$2.24 million. For the Water/Sewer Fund the year end fund balance would be \$2.42 million and would remain the same in the next fiscal year.

### **FUTURE CHALLENGES**

The City of Glenn Heights like much of the DFW Metroplex is experiencing an unprecedented boom in its economy. As discussed earlier, this budget is presented with increased optimism. The City's revenue outlook appears promising and our current successes could lead to our future challenges. Residential development is expected to continue at a relatively high rate within the City. The increase in population will continue to stretch the City's services and infrastructure resources. While increases to the Ad Valorem Tax base help to fund city services, the rate of growth and related needs could challenge the City's ability to furnish adequate services. It is imperative that we continue to analyze growth patterns and the consequential impacts in relation to the associated financial gains to ensure that the city meets the needs of the residents. Finally, as mentioned in FY 2015-16, diversification continues to be an important objective. The creation of an Executive Director for Economic Development is a major step in tackling this challenge. The City must continue to encourage commercial development to diversify its revenue sources so it can better weather effects of economic cycles and/or legislative changes while still maintaining service levels.

## CONCLUSION

The City of Glenn Heights is poised for growth and development. Our **Resilience** has been clearly demonstrated through our past fiscal practices, coupled with the recruitment and retention of a talented work force, serves as the premise for our future success. We must continue to work together to “Move the City of Glenn Heights from Good to Great while Reaching New Heights.”

I would like to thank the City Council and City Staff for their continued partnership that has allowed us to effectively meet the challenges we face and take advantage of new opportunities moving forward.

Sincerely,

*Aretha R. Ferrell-Benavides*

Aretha R. Ferrell-Benavides  
City Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Glenn Heights  
Texas**

For the Fiscal Year Beginning

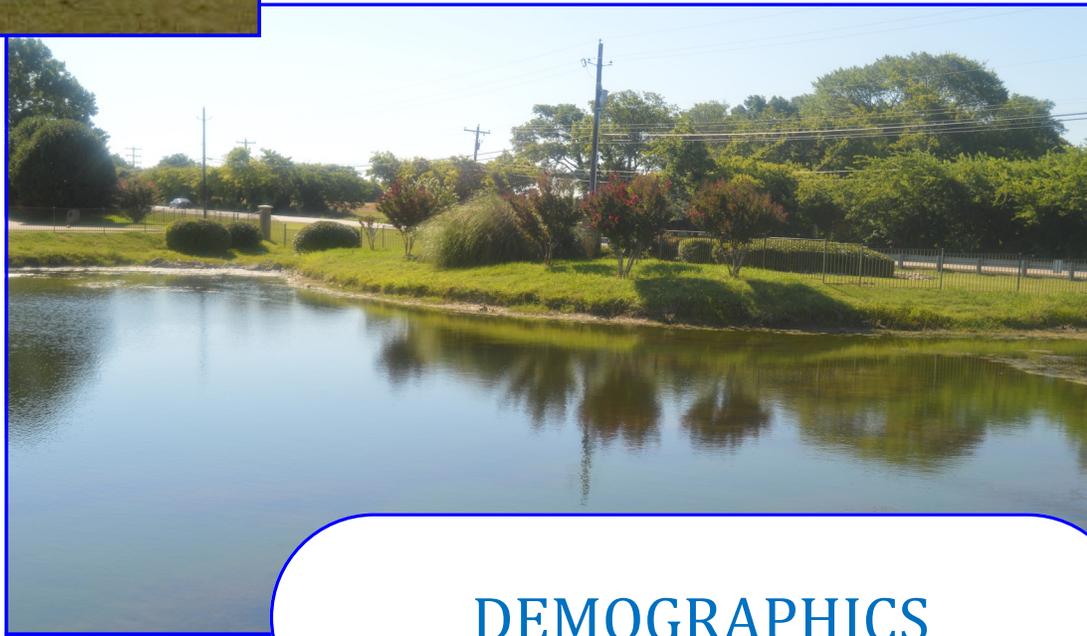
**October 1, 2015**

Executive Director

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## ABOUT GLENN HEIGHTS



## DEMOGRAPHICS

Positioned in Dallas and Ellis counties, Glenn Heights is a city with an estimated population of 12,042 and has a total area of 7.2 square miles according to the United States Census Bureau. During the 1960s, N.L. Craddock, a Dallas firefighter, opened a 30-acre mobile home park in the area. He helped push for the incorporation of Glenn Heights to prevent his business from being annexed by the nearby city of DeSoto. The City of Glenn Heights was officially incorporated on September 16, 1969. Thereafter, Mr. Craddock remained active in Glenn Heights' politics. He served the City as a council member in the 70s and 80s and was appointed Mayor in 1985, 1988, 1990 and 1992.

## ABOUT GLENN HEIGHTS



### POPULATION

Tracking back to the 1970 Census, there were only 257 citizens living in the City of Glenn Heights. Fast forward one decade later, in 1980, the number increased to 1,033 and once again increasing by over 50% to 4,563 by 1990. In the midst of suburban sprawl, Glenn Heights' population had surpassed 7,000 by 2000. Despite its rapid rate of growth, more than 50 percent of City land remains undeveloped.

As of 2015, according to *City Data*, Glenn Heights had an estimated population of 12,042. The median age was 33.4. The racial makeup of the City was 54.4% African American, 22.1% White, 18.9% Hispanic, 3.8% Two or more races, .4% Asian alone and 0.3% Native American.

### INCOME & HOUSEHOLD

The median income for a household in the City of Glenn Heights is \$61,983. Per capita income for the City is \$23,346. (Data per 2010-2014 U.S. Census). There are over 4,000 households in the City of which 53.3% contain children under the age of 18.



## ABOUT GLENN HEIGHTS

### EDUCATION

Dallas County residents are served by the DeSoto Independent School District which include Frank D. Moates Elementary School, Woodridge Elementary School, McCowan Middle School, and DeSoto High School. Students are then placed into the school in their designated zone.



Ellis County residents are served by Red Oak Independent School District. Students are placed into their designated schools based on their home address. The Red Oak Independent Schools located in Glenn Heights include Donald T. Shields Elementary School, and Russell P. Schupmann Elementary School. Red Oak Junior High School and Red Oak High School are located in the City of Red Oak..

## ABOUT GLENN HEIGHTS

### TRANSPORTATION



Since 1983, Glenn Heights has been a member of the Dallas Area Rapid Transit (DART). The City is served under DART's Park & Ride Center. DART's operations are funded by a 1% local options sales and use tax. In FY 2016–17, the City estimates DART will receive \$558,664 in revenues from local sales tax remitted by the State of Texas directly to DART. Dallas Area Rapid Transit and Glenn Heights officials introduced a new "wrapped bus" designed to highlight expanded On-Call service in the City at an event held Monday, March 7, 2016.



## VALUES AND STRATEGIC GOALS

### VALUES

- Equal access to all City services
- Fiscal accountability and integrity
- Neighborhood vitality
- Economic growth and development
- City Council and Staff accountability

### STRATEGIC GOALS

1. Develop, maintain and encourage safe attractive viable family oriented neighborhoods that embrace diversity and pride
2. Maintain a healthy and safe community through prevention, emergency response and enforcement efforts.
3. Achieve development that maintains or improves the city's fiscal viability and reflects economic demands while maintaining and improving the quality of life for current and future residents.
4. Assure the long-term adequacy of the city's infrastructure, facilities, and transportation network in a safe and reliable manner.
5. Maintain and continually improve technology to support the delivery of services and provide information and achieve organizational effectiveness.
6. Ensure that local government is open, accessible, responsive and respectful to all the citizens it serves and realizes the talents and positive contributions of citizens.
7. Establish a sound financial foundations based on expenditures controls that ensure the economic provision of services and reliable revenue sufficient to pay for city services.
8. Maintain and develop parks, cultivate open space, and be a catalyst for recreational, artistic, and cultural facilities and activities. to serve residents and attract visitors.

## ELECTED OFFICIALS

The governing and lawmaking body of the City of Glenn Heights shall consist of Mayor and six (6) Council members , and said body shall be known as the City Council of the City of Glenn Heights. The members of the City Council shall be the only elective office of the City and shall run for office by place and be elected from the City at large for a term of three (3) years, or until their successors are duly elected and qualified.



**Mayor**  
**Leon P. Tate**



**Councilmember**  
**Sidney Davis**  
Place 1



**Councilmember**  
**Ron Adams**  
Place 4



**Mayor Pro Tem**  
**Tony Bradley**  
Place 2



**Councilmember**  
**Harry Garrett**  
Place 5



**Councilmember**  
**Emma Ipaye**  
Place 3



**Councilmember**  
**Glenn George**  
Place 6

## APPOINTED OFFICIALS

The municipal government provided by the Charter is known as the "Council-Manager" government. The Council appoints the City Manager, who serves as the Chief Administrative Officer for the City. The City Manager shall be responsible to the



Aretha R. Ferrell-  
Benavides  
City Manager



Lakeita Sutton, MBA  
Director of Finance



Charles Brewer  
Director of  
Infrastructure & Public  
Works



Eddie Burns, Sr.  
Chief of Fire



David Hall, JD  
Managing Director  
Planning & Development



Kacye Harvey, MPA  
Administrator of  
Organizational Develop-  
ment



Phillip Prasifka  
Chief of Police



Jeremy Tennant  
Senior Planner  
Planning & Development

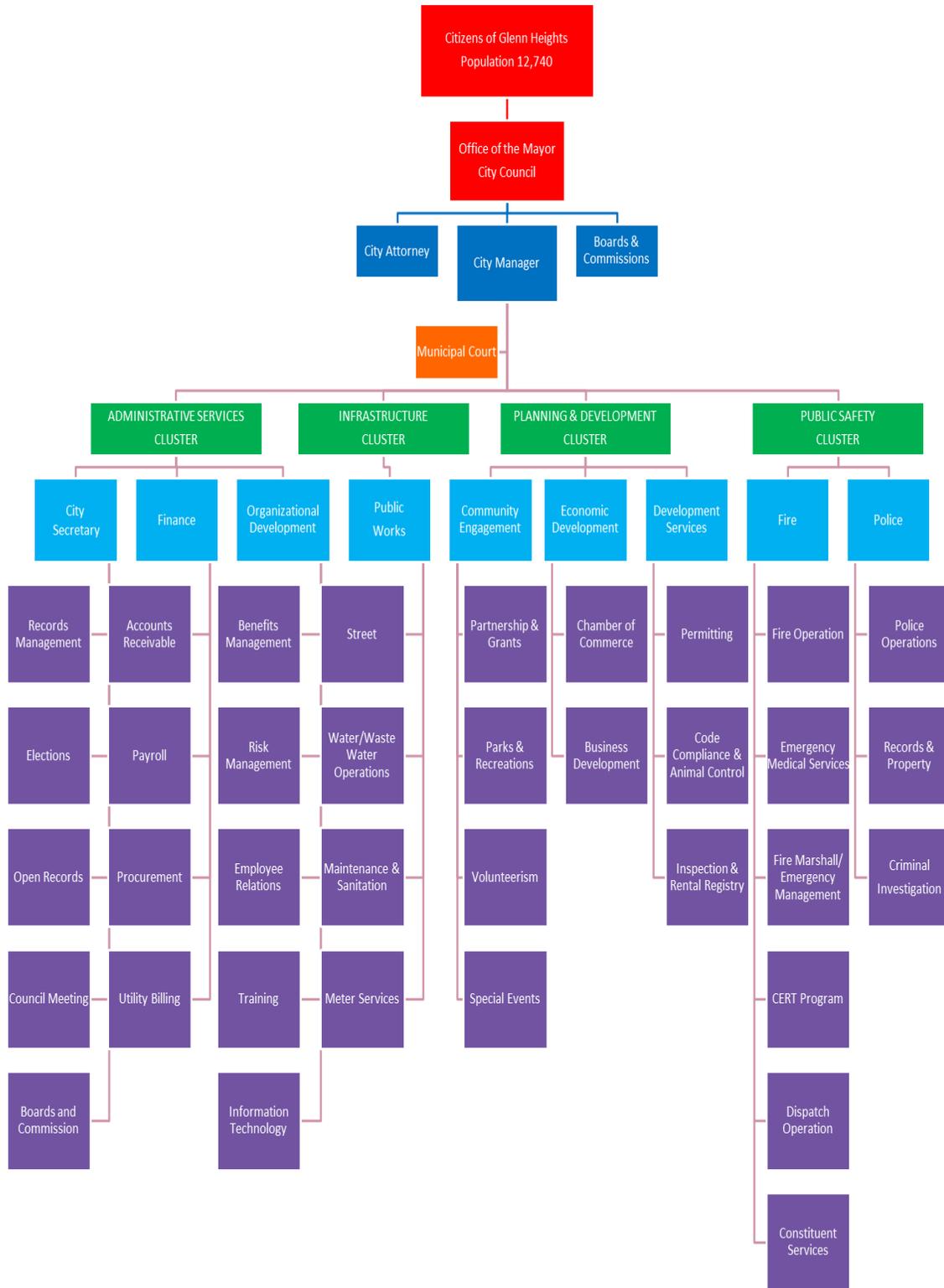


Millicent Williams  
Administrator of  
Community Engagement



Juanita "Janie" Willman  
City Secretary

# FUNCTIONAL ORGANIZATIONAL CHART



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## BUDGET PROCESS

The City of Glenn Heights uses a program-based budgeting process. Each budgeting unit or division is given a target or “baseline” funding level based upon the previous year’s funding level. With a few exceptions, no fixed assets, wages and benefits increases, or one-time packages are included in baseline funding. Any funding request that represents new expenditures and programs, or that is in excess of baseline funding, must be submitted as a separate request or “package”. These packages may be either a new or restoration request for resources, depending upon the budgeting unit’s funding target.

### **Revenue Projection**

The budget revenue projections for the new fiscal year begin early in the current fiscal year. The projections are made by the departments responsible for the revenues with help from the Budget and Finance Departments. Projections are based upon consultations with state and local agencies, trend analysis, anticipated changes in the local and regional economy, and discussions with directly associated staff members. Although revenue projections are prepared early in the budget process, the budget revenue analysis continues with departmental budget development and extends until the budget is adopted based upon any new information.

### **Proposed Budget Analysis/Compilation**

The Budget and Finance Departments review and compile a preliminary draft of departmental budgets to present to the Management Team, which is comprised of the City Manager, Deputy City Manager, and department directors. During the Management Team discussions, each department director answers questions from the entire group concerning their budget.

Given revenue projections and baseline funding requirements, budget funding changes are made according to necessity and priority. A total recommended funding level is determined and weighed against available resources.

### **Proposed Budget Development**

The City Manager, before August 1<sup>st</sup>, shall prepare and submit to the City Council the annual budget covering the next fiscal year. The City Manager’s proposed budget should assume, for each fund, operating revenues and resources that are equal to, or exceed, operating expenditures. The City Manager’s budget message summarizes funding requirements, major changes in programs, and alternatives for funding.

### **City Council Budget Study**

A budget work session is held with the City Council to review and discuss the proposed budget. Discussions and study may follow at subsequent work sessions up until budget adoption.

### **Public Hearing/Budget Adoption**

A public hearing on the proposed budget and two public hearings on the tax rate (if required by truth in Taxation laws) are held in August and September prior to final budget consideration. At the public

## BUDGET PROCESS

### THE BUDGET PROCESS (continued)

#### City of Glenn Heights Charter Section 7.10 Amending the Budget

When conditions arise which could not reasonably have been foreseen in the normal process of planning the budget, the Council may amend or change the budget for any municipal or public purpose; however; the total expenditures from all the City funds for the fiscal year may not be increased except by a vote of five (5) members of the City Council following a posted public hearing at which members of the public may provide input on such proposed amendment. In the event that a proposed budget amendment is in order to meet a grave public necessity, the City Council may, by a vote of five (5) of its members, waive the requirement for the public hearing. Amendments shall be by ordinance, and shall become an attachment to the original budget.

# BUDGET CALENDAR

## April 2016

Su	Mo	Tue	We	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

26-- Approve FY 16-17 Budget Calendar

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26--Establish Budget Priorities

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26-- FY 15-16 Mid-Year Update

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26-- Council Workshop: Fringe Benefits and Discussion

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## May 2016

Su	Mo	Tue	We	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

17--Discuss Mid-Year Projection and Budget Amendment 1st Reading

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16--Begin receiving preliminary values from Dallas & Ellis County Appraisal Districts

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## June 2016

Su	Mo	Tue	We	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

7-- Discuss City Bond and Debt Schedule

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7--Mid Year Budget Amendment 2nd Reading

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7--Council Workshop: Capital Equipment Discussion

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# BUDGET CALENDAR

## July 2016

Su	Mo	Tue	We	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- *5 - Finalize FY 2016-17 Budget Framework*

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- *5 - Council Workshop: Primary Revenue Projections*

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- *5 - Council Workshop: Current Personnel, position, salary structure and benefits package*

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- *19 - Final Presentation of FY 15-16 CAFR*

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- *19 - Council Workshop: Vehicle & Capital Needs*

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- *25 - Receive certified values from Dallas & Ellis County Central Appraisal District*

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- *31 - Final Day per Charter to submit Proposed Budget to Council and City Secretary*

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## August 2016

Su	Mo	Tue	We	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- *2 - Council Workshop: Presentation of FY 16-17 Proposed Budget*

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- *2 - Submit Effective & Rollback Rate Calculations; Set Public Hearings for Budget and Tax Rate*

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- *2 - Council Workshop: Personnel and Benefits; Benefits Trust Meeting*

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- *9 - Council Workshop: Development Cluster; Public Safety Clusters; Capital Budget*

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- *16 - Council Workshop: Administrative Services Cluster; Infrastructure Clusters; Council*

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- *23 - Public Hearing: Tax Rate 1st Reading; Present Financial Policy*

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- *30 - Public Hearing: Tax Rate 2nd Reading; Present Purchasing Policy*

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- *30 - Public Hearing: Budget Hearing 1st Reading*

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## September 2016

Su	Mo	Tue	We	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

- *6 - Public Hearing: Budget Hearing 2nd Reading; Tax Rate Adoption; Budget Adoption*

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- *13 - Discuss and Consider Approval of FY16-17 Budget Approval*

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- ---
- ---
- ---
- ---

# PERSONNEL SUMMARY

FULL –TIME PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 AMENDED	2016-2017 PROPOSED
Administrator, Community Engagement	0	0	0	1	1
Administrator, Emerg.Mgmt./Fire Marshal <b>Current Title Specialist</b>	0	0	0	1	1
Administrator, IT <b>Current Title Coordinator</b>	0	0	0	1	1
Administrator, Municipal Court	1	1	1	1	1
Analyst, Finance	0	1	1	1	1
Animal Control Officer	1	1	1	1	1
Captains, Fire <b>Current Title Lieutenant</b>	1	3	3	3	3
Chief, Fire	1	0	0.5	1	1
Chief, Police	1	1	1	1	1
City Manager	1	1	1	1	1
City Secretary	1	1	1	1	1
Clerk, Constituent Services <b>New Position</b>	0	0	0	0	1
Clerk, Record Management <b>Current Asst. City Secretary</b>	0	0	0	1	1
Clerk, Records & Property	1	1	1	1	1
Clerk, Customer Services <b>Current Title, Utility Billing Representative</b>	2	2	2	2	2
Code Compliance Officer	1	1	1	1	2
Communication Officers <b>(Current, Emergency Dispatchers)</b>	5	5	5	5	5
Coordinator, Permits	1	1	1	1	1
Coordinator, Records & Property <b>Current Title Supervisor</b>	1	1	1	1	1
Coordinator, Crime Victims	0	0	1	1	0
Coordinator, Code & Animal Services	0	0	0	0	1
Coordinator, Meter Services <b>Current Title Meter Reader</b>	0	0	0	0	1
Corporal, Police	3	3	3	3	2
Deputy Chief, Police <b>Current Title Corporal</b>	0	0	0	0	1
Deputy City Manager <b>Current Title Managing Director</b>	0	1	1	1	1
Director, Public Works & Infrastructure	1	1	1	1	1
Director, Finance	1	1	1	1	1
Director, Planning & Development Services <b>Current Title Sr. Planner</b>	1	1	1	1	1

## PERSONNEL SUMMARY

FULLTIME PERSONNEL SUMMARY (cont.)	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 APPROVED	2015-2016 AMENDED	2016-2017 APPROVED
Director, Org. Development <i>Current Title Administrator</i>	1	1	1	1	1	1
Executive Assistant	2	2	2	2	2	2
Executive Assistant to City Manager	1	1	1	1	1	1
Executive Director , Economic Development <i>New Position</i>	0	0	0	0	0	1
Fiscal Officer <i>New Position</i>	0	0	0	0	0	1
Firefighter/EMT	3	3	3	3	3	3
Firefighter/Paramedic	9	6	6	6	6	6
Inspector <i>Currently, Engineering Inspector</i>	0	0	0	1	1	1
Meter Reader	3	3	3	3	3	2
Planner	0	0	0	0	1	1
Police Officers	9	9	9	10	10	12
Sergeant, Police	3	3	3	3	3	3
Specialist, Org. Development	0	0	0	1	1	1
Superintendent, Utilities	1	1	1	1	1	1
Supervisor, Utilities	1	1	1	1	1	1
Supervisor, Utilities Billing	1	1	1	1	1	1
Utility Worker I	1	3	3	3	3	5
Utility Worker III	5	5	4	5	8	6
<b>TOTAL POSITIONS</b>	<b>66</b>	<b>66</b>	<b>66.5</b>	<b>75</b>	<b>79</b>	<b>85</b>
PART-TIME SEASONS PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 APPROVED	2015-2016 AMENDED	2016-2017 APPROVED
Clerk, Accounting	0	0	0	0	0	1
Fire Chief	0	1	1	0	0	0
Firefighter/EMT	6	6	6	6	6	6
Firefighter/Paramedic	6	6	6	6	6	6
Groundkeepers	0	0	0	0	0	6
Litter Crew	0	0	2	2	2	2
Payroll Clerk	1	0	0	0	0	0
College Interns	0	0	2	2	4	6
Summer Youth Employment Program (SYEP)	0	0	0	0	8	8
Superintendent Park & Rec.	0	0	0	0	0	1
<b>TOTAL POSITIONS</b>	<b>13</b>	<b>13</b>	<b>17</b>	<b>16</b>	<b>26</b>	<b>36</b>

## PROPOSED ALL FUNDS BUDGET SUMMARY

Fund	Total Projected Beginning Fund Balance	Revenues	Expenditures	Transfers In (Out)	Net Change in Fund Balance	Ending Fund Balance			Days Reserve
						Total Ending Fund Balance	Restricted	Unassigned Fund Balance	
<b>GENERAL FUND</b>	2,651,218	7,348,346	(7,007,475)	(192,717)	148,153	2,799,370	-	2,799,370	155
<b>DEBT SERVICE</b>	103,877	1,246,327	(1,099,544)	-	146,783	250,660	12,170	-	-
<b>SPECIAL REVENUE FUNDS:</b>	106,837	89,093	(11,875)	(27,625)	49,593	156,430	136,145	20,285	-
Court Tech	(3518)	6,700	(6,500)	-	200	(3,318)	(411)	(2,907)	-
Court Security	29,728	4,500	-	-	4,500	34,228	13,073	21,155	-
911 Fees	79,283	77,200	-	(33,000)	44,200	123,483	123,483	-	-
Grants	1,344	693	(5,375)	5,375	693	2,037	-	2,037	-
<b>CAPITAL PROJECT FUNDS:</b>	20,446,631	1,110,780	(10,846,559)	-	(9,492,779)	10,953,852	4,772,556	6,181,296	-
Park Fees	383,901	69,616	(50,000)	-	19,616	403,517	383,901	19,616	-
Street Impact	758,315	144,350	(100,000)	-	44,350	802,665	758,315	44,350	-
Water/Sewer Impact	364,690	730,934	(202,000)	-	528,934	893,623	364,690	528,934	-
General Fund Capital Projects	500,000	2,500	100,000	-	102,500	602,500	-	602,500	-
Water/Sewer Fund Capital Projects	500,000	5,000	30,000	-	35,000	535,000	909,801	(374,801)	-
Drainage Fund Capital Projects	-	-	200,000	-	200,000	200,000	-	200,000	-
2006 CO Bonds - Streets	11,985	-	-	-	-	11,985	-	11,985	-
2008 CO Bonds - Streets	514,066	-	(514,559)	-	(514,559)	(493)	514,066	(514,559)	-
2015 CO Bonds - City Hall/PS	1,645,408	1,380	(650,000)	-	(648,620)	996,788	1,645,408	(648,620)	-
2016 GO Bonds - Public Safety	3,500,000	6,300	(3,500,000)	-	(3,493,700)	6,300	-	6,300	-
2016 GO Bonds - Recreation	3,500,000	6,300	(1,700,000)	-	(1,693,700)	1,806,300	-	1,806,300	-
2016 GO Bonds - Roads	8,000,000	14,400	(4,000,000)	-	(3,985,600)	4,014,400	-	4,014,400	-
Disaster Recovery Fund	571,892	130,000	(30,000)	-	100,000	671,892	-	600,000	-
Vehicle Replacement	196,375	-	(430,000)	243,000	(187,000)	9,375	196,375	(187,000)	-
<b>PROPRIETARY FUNDS:</b>	4,058,867	5,534,188	(4,683,267)	(1,375,690)	(524,769)	3,534,098	-	3,534,098	-
Water and Sewer	3,211,452	5,248,533	(4,411,990)	(1,061,408)	(224,864)	2,986,588	-	2,986,588	203
Drainage	847,415	285,655	(271,277)	(315,775)	(301,397)	546,017	-	546,017	735
<b>TOTAL FUNDS</b>	27,367,430	15,328,733	(23,648,720)	(1,596,033)	(9,673,020)	17,694,222	4,920,871	12,534,861	-



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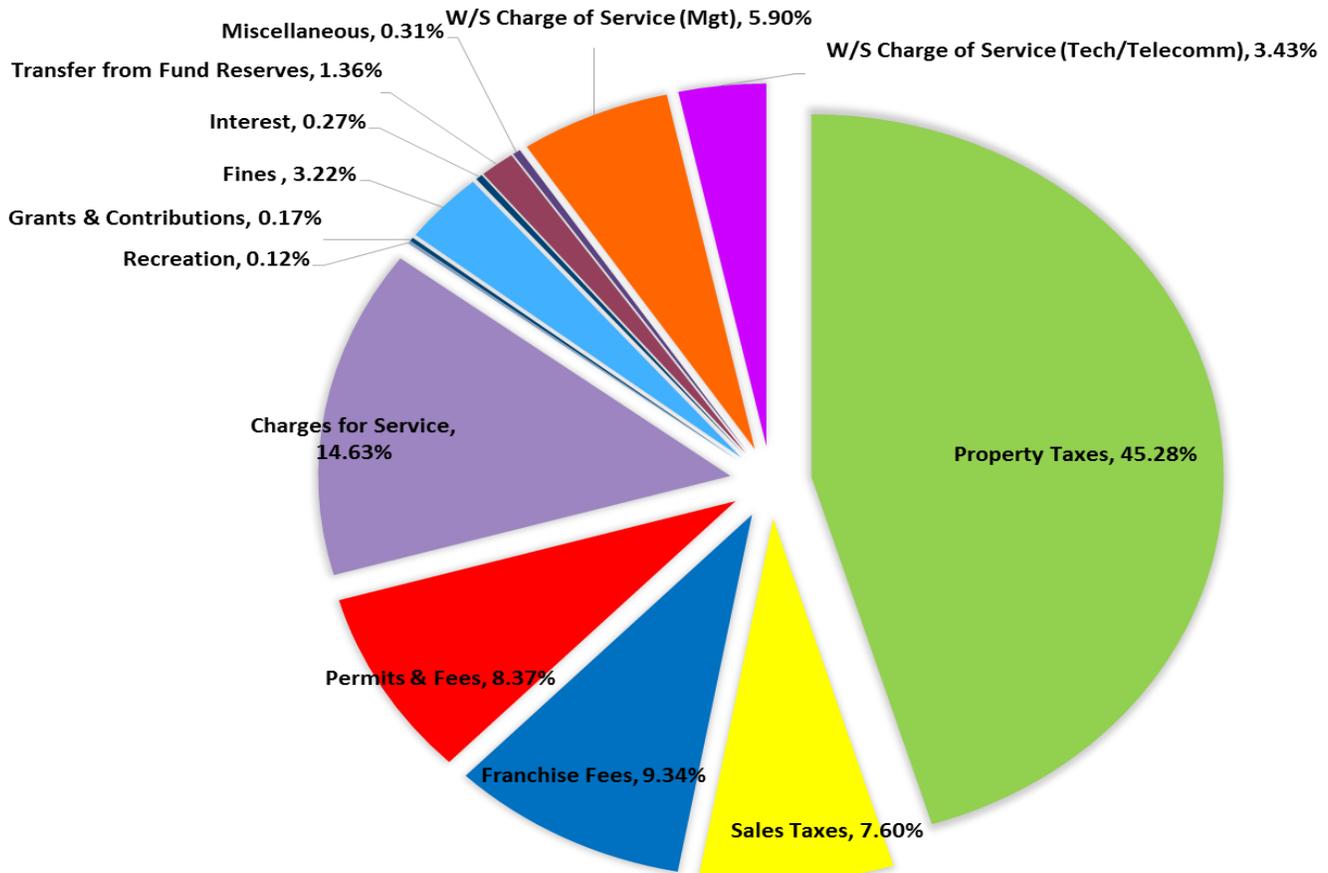


## GENERAL FUND

The General Fund supports functions and activities that are traditionally provided by local government. Included are general administration, community services, public safety and street maintenance and repair. Revenue to finance these programs are derived principally from ad valorem taxes, local sales taxes and revenue for administrative support for the City's prosperity fund. Other sources of revenue include building permit fees and municipal court fines.

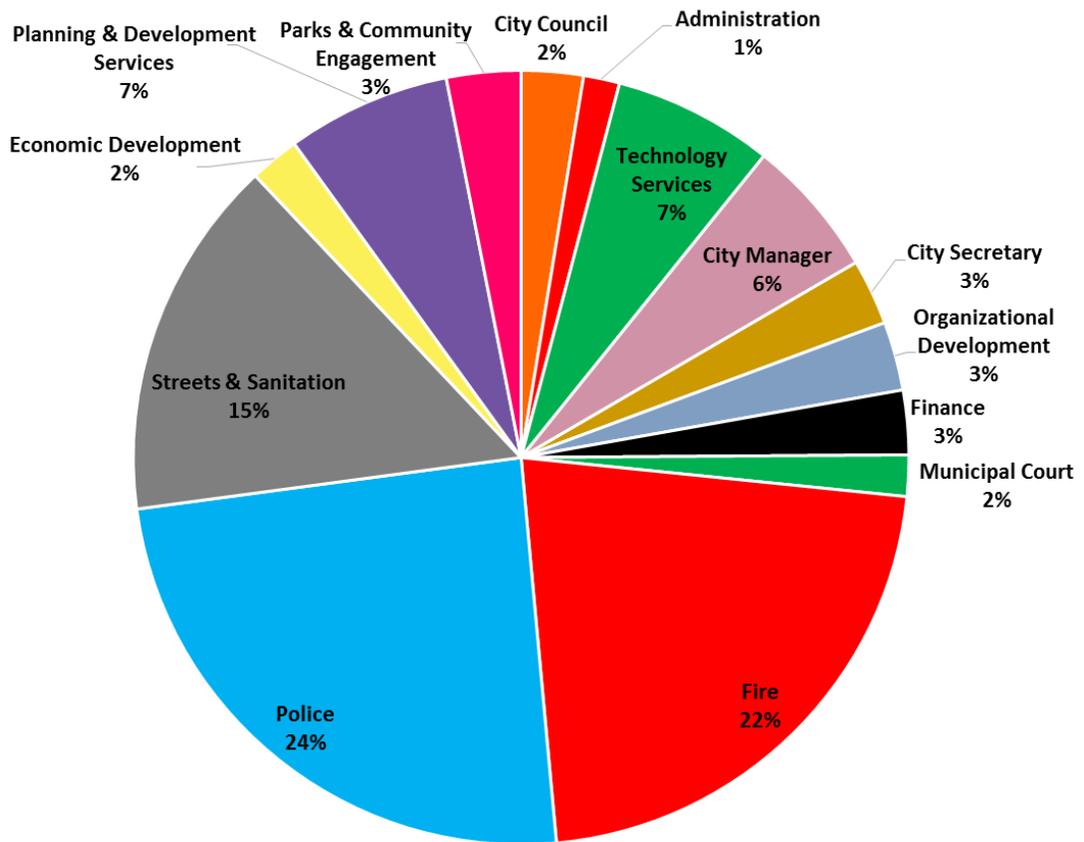
# GENERAL FUND REVENUE SUMMARY

REVENUES	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>Total Ad Valorem Tax Rate</b>	0.795000	0.795000	0.793400	0.935530
<b>Less: I&amp;S Tax Rate</b>	0.116086	0.111610	0.110926	0.253062
<b>M&amp;O Tax Rate/\$100 Valuation</b>	0.678914	0.683390	0.682474	0.682468
<b>Taxable Valuation</b>	\$390,879,178	\$408,046,433	\$447,599,372	\$492,498,684
	-1.81%	4.39%	9.69%	10.03%
Property Taxes	\$ 2,678,196	\$ 2,789,705	\$ 3,024,372	\$ 3,327,534
Sales Taxes	457,443	509,837	521,335	558,664
Franchise Fees	574,502	683,646	597,532	686,327
Permits & Fees	119,470	428,824	1,260,105	615,300
Charges for Service	309,179	322,033	374,225	1,075,003
Recreation	9,323	6,323	3,770	8,500
Grants & Contributions	14,435	5,945	12,907	12,300
Fines	216,938	222,688	224,596	236,600
Interest	16,825	19,305	14,261	20,000
Transfer from Fund Reserves	-	-	35,000	100,000
Miscellaneous	17,102	14,876	39,717	22,635
W/S Charge of Service (Mgt)	178,249	255,200	260,931	433,449
W/S Charge of Service (Tech/Telecomm)	19,178	45,500	146,972	252,033
Transfer from Tornado Fund	-	-	31,030	-
<b>TOTAL REVENUES</b>	<b>\$ 4,610,840</b>	<b>\$ 5,303,881</b>	<b>\$ 6,546,869</b>	<b>\$ 7,348,345</b>



# GENERAL FUND EXPENDITURE SUMMARY

EXPENDITURE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROPOSED
City Council	\$ 16,387	\$ 14,992	\$ 145,381	\$ 180,520
Administration	242,427	501,214	492,421	105,010
Technology Services	-	-	-	466,731
City Manager	222,223	264,523	226,288	406,356
City Secretary	120,619	144,217	144,493	191,441
Organizational Development	89,177	122,123	201,009	200,319
Finance	178,162	165,285	173,923	187,460
Municipal Court	129,323	115,475	109,470	120,365
Fire	1,072,026	1,200,647	1,215,092	1,550,021
Police	1,870,959	1,876,091	1,786,631	1,705,431
Streets	219,459	270,693	348,348	1,054,600
Economic Development	-	-	-	144,497
Planning & Permits . Develop- ment	144,186	242,255	508,044	478,556
Parks & Community Engagement	161,754	190,708	173,659	216,170
	<b>\$ 4,466,702</b>	<b>\$ 5,108,221</b>	<b>\$ 5,524,758</b>	<b>\$ 7,007,475</b>



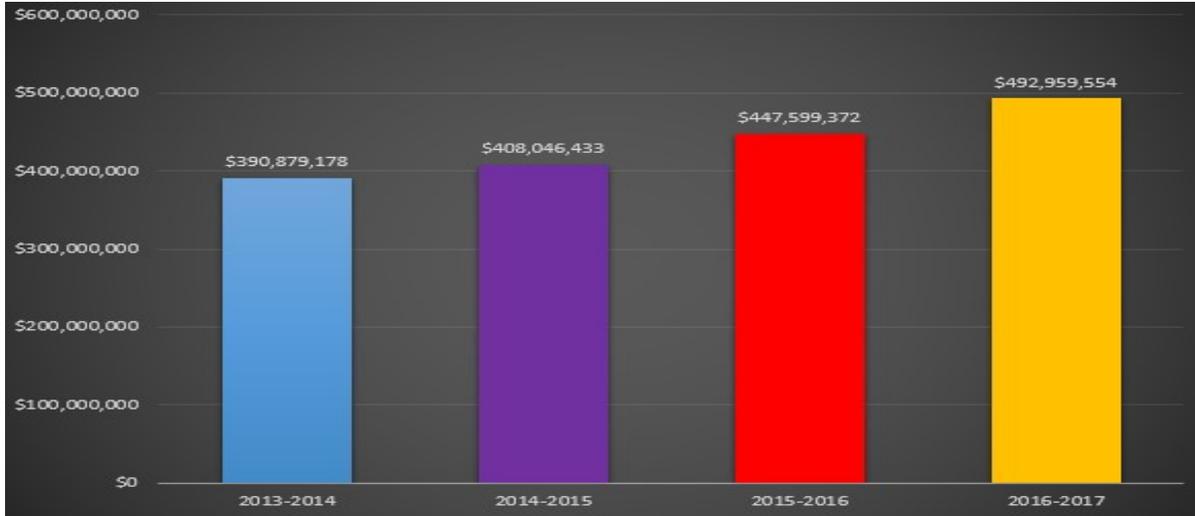
# GENERAL FUND TRANSFER SUMMARY

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACUAL	2016-2017 APPROVED
<b>Total Revenues Over (Under) Expense</b>	\$ 144,138	\$ 195,660	\$ 545,601	\$ 359,610
<b>00-Transfers In (Out):</b>	-	-	-	-
W/S Capital Financing	82,000	-	-	-
Transfer to Vehicle Replacement Fund	(100,000)	(164,929)	(100,000)	(240,000)
Transfer to Tornado Fund	-	-	(200,000)	-
Transfer tor City Hall Capital Project	-	-	(500,000)	-
Transfer to Capital Projects Fund	-	-	-	-
Operating (includes in lieu of franchise fees)	44,178	45,500	45,500	48,775
<b>TOTAL Transfer In (Out)</b>	<b>26,178</b>	<b>(119,429)</b>	<b>(754,500)</b>	<b>(191,225)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>170,316</b>	<b>76,231</b>	<b>(208,865)</b>	<b>168,385</b>
BEGINNING FUND BALANCE - OCTOBER 1	2,142,447	2,307,376	2,395,925	2,187,060
ENDING FUND BALANCE - SEPTEMBER 30	2,307,376	2,383,607	2,187,060	2,220,610
City commitment for SAFER firefighter	-	-	-	-
<b>UNASSIGNED FUND BALANCE - SEPTEMBER 30</b>	<b>\$ 2,307,376</b>	<b>\$ 2,383,607</b>	<b>\$ 2,187,060</b>	<b>\$ 2,221,610</b>
<b>AVERAGE DAILY EXPENDITURES</b>	<b>11,749</b>	<b>13,296</b>	<b>15,522</b>	<b>17,916</b>
<b>NUMBER OF DAYS RESERVE</b>	<b>196</b>	<b>179</b>	<b>141</b>	<b>124</b>

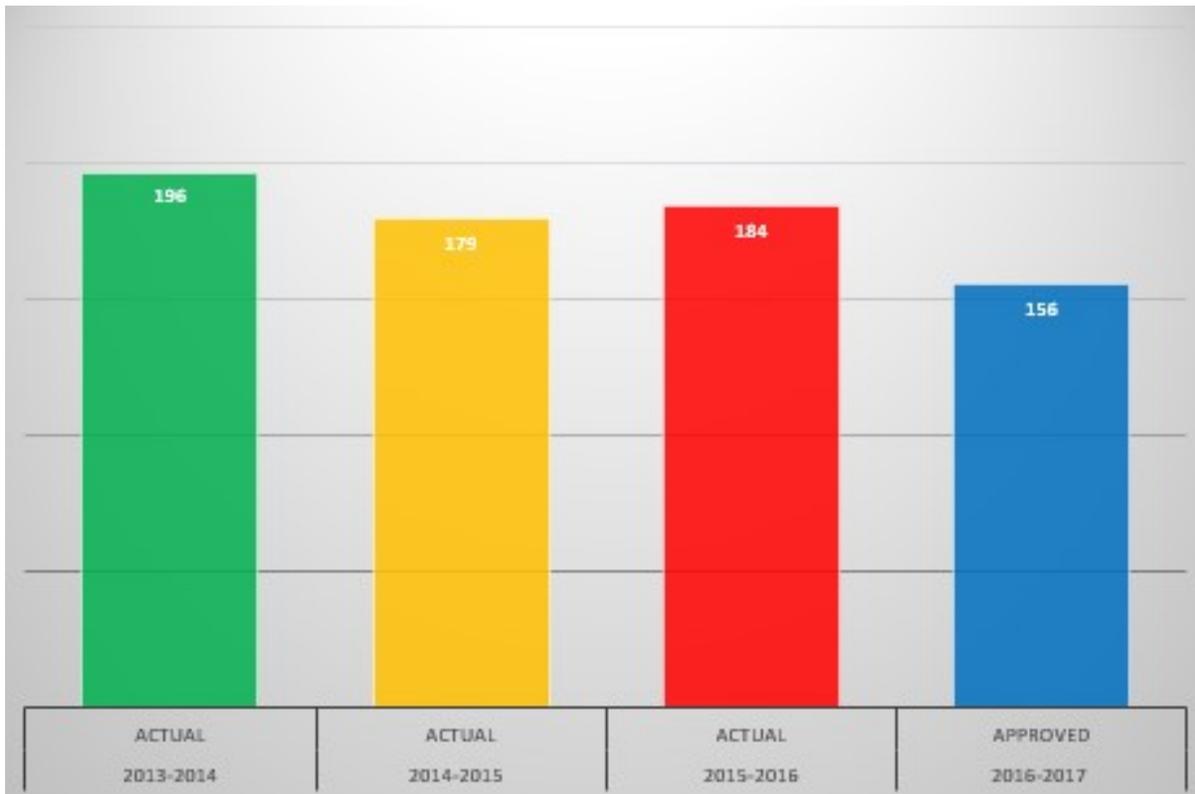
00-OTHER FINANCING SOURCES (USES)	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACTUAL	2016-2017 APPROVED
<b>OTHER REVENUE/TRANSFERS IN (OUT)</b>					
100-4-00-4900      TRANSFERS FROM W/S FUND	100,000	82,000	-	-	-
100-4-00-4901      W/S Charge for Services (MGT)	146,799	178,249	220,000	260,931	433,449
City Council (40%)	-	-	-	39,626	72,208
City Manager's Office (40%)	-	-	-	67,430	162,542
City Secretary (28%)	-	-	-	55,064	53,604
Human Resources (35%)	-	-	-	45,128	70,112
Finance (40%)	-	-	-	53,683	74,984
100-4-00-4902      W/S Charge for Services (CITY-WIDE)	15,440	36,283	16,000	147,454	252,033
Telecommunications & Technology (20%)	-	-	-	-	-
Technology (45%)	-	-	-	125,184	210,029
Utilities (40%)	-	-	-	22,270	42,004
100-4-00-4903      TRANSFERS FROM W/S (ALLOCATION)	23,354	-	-	-	-
100-4-00-4920      BOND DEBT REPAYMENT	277,100	-	-	-	-
100-4-00-4911      TRANSFERS FROM DRAINAGE FUND	12,500	12,500	12,500	12,500	15,775
100-4-00-4905      TRF FROM 911 WIRELESS FUND	31,653	31,678	33,000	33,000	33,000
100-5-32-6250      TRANSFER TO OPER GRANT	-10,145	-	-	-	-
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>44,153</b>	<b>44,178</b>	<b>45,500</b>	<b>45,500</b>	<b>48,775</b>
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 206,392</b>	<b>\$ 258,710</b>	<b>\$ 281,500</b>	<b>\$ 453,885</b>	<b>\$ 734,257</b>

# GENERAL FUND SUMMARY

## 2016 TOTAL TAXABLE VALUE



## NUMBER OF DAYS IN RESERVE



# GENERAL FUND REVENUE DETAIL

REVENUES		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACTUAL	2016-2017 APPROVED
<b>AD VALOREM TAXES</b>						
100-4-00-4000	CURRENT AD VALOREM TAX	\$ 2,592,194	\$ 2,608,532	\$ 2,746,997	\$ 3,006,426	\$ 3,277,620
100-4-00-4001	DELINQUENT AD VALOREM TAX	44,597	42,774	27,918	(3,465)	33,276
100-4-00-4002	PENALTY & INTEREST (TAX)	29,232	26,890	14,790	21,526	16,638
TOTAL AD VALOREM TAXES		\$ 2,666,023	\$ 2,678,196	\$ 2,789,705	\$ 3,024,487	\$ 3,327,534
<b>SALES TAXES</b>						
100-4-00-4200	SALES TAX	407,931	457,443	509,837	521,335	558,664
TOTAL SALES TAXES		\$ 407,931	\$ 457,443	\$ 509,837	\$ 521,335	\$ 558,664
<b>FRANCHISE FEES</b>						
100-4-00-4100	ELECTRIC FRANCHISE	190,521	188,388	257,631	226,778	239,482
100-4-00-4101	TELEPHONE	88,483	92,107	125,035	20,441	22,209
100-4-00-4102	GAS FRANCHISE	39,951	51,543	62,032	53,006	66,436
100-4-00-4103	CABLE FRANCHISE	7,789	6,372	5,564	66,927	99,675
100-4-00-4104	GARBAGE FRANCHISE	3,681	7,686	7,362	2,436	-
100-4-00-4105	VIDEO FRANCHISE FEE	22,135	25,093	9,060	12,693	19,935
100-4-00-4106	W/WW FRANCHISE FEES	-	203,313	216,962	212,250	238,589
TOTAL FRANCHISE FEES		\$ 352,560	\$ 574,502	\$ 683,646	\$ 597,532	\$ 686,326
<b>PERMITS &amp; FEES</b>						
100-4-53-4300	PERMIT FEES	38,183	46,317	258,090	570,692	200,400
100-4-53-4301	MISCELLANEOUS PERMITS	18,216	16,925	21,882	144,924	176,000
100-4-53-4302	BACKFLOW & IRRIGATION PERMITS	563	1,404	1,665	-	1,000
100-4-53-4303	INFRASTRUCTURE INSPECTIONS	-	-	-	-	40,000
100-4-53-4305	PLAN REVIEW	19,965	19,212	69,889	330,155	117,900
100-4-53-4306	ZONING FEES	1,575	2,945	600	1,370	1,000
100-4-53-4308	INSPECTION FEE - ALCOHOL	1,780	560	1,250	-	-
100-4-53-4320	PLATS	490	2,625	1,850	-	1,000
100-4-53-4325	TRADE PERMITS	15,000	17,632	55,854	145,380	15,000
100-4-53-4330	LICENSE REGISTRATION	7,211	6,592	8,669	24,700	5,500
100-4-53-4332	RENTAL REGISTRATION	-	-	-	39,495	51,000
100-4-53-4335	FOOD SERVICE PERMITS	8,800	3,700	7,600	2,000	5,000
100-4-53-4345	GARAGE SALE PERMITS	1,595	1,540	1,475	1,390	1,500
TOTAL PERMITS & FEES		\$ 113,378	\$ 119,452	\$ 428,824	\$ 1,260,105	\$ 615,300
<b>CHARGE FOR SERVICES</b>						
100-4-00-4502	TOWER RENTAL	35,231	35,859	33,946	34,144	38,000
100-4-30-4501	AMBULANCE	235,966	160,910	171,330	162,153	170,150
100-4-32-4511	FINGER PRINTS	115	-	-	704	703
100-4-32-4520	POLICE REPORTS	590	496	383	551	350
100-4-32-4525	STATE REIMBURSEMENTS	-	-	-	653	-
100-4-32-4570	RESOURCE OFFICER	13,000	13,000	13,000	13,000	13,000
100-4-53-4581	ANIMAL POUND	4,341	5,299	4,398	10,559	20,000

## GENERAL FUND REVENUE DETAIL

REVENUES		2012-2013	2013-2014	2014-2015	2015-2106	2016-2017
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROPOSED
100-4-32-4582	WRECKER	800	800	800	800	800
100-4-32-4587	PAY PHONE	442	565	-	-	-
100-4-40-4500	SANITATION	91,595	101,315	98,176	151,661	832,000
100-4-53-4546	CONVENIENCE FEES	42	18	-	-	-
<b>TOTAL CHARGE FOR SERVICES</b>		<b>\$ 382,122</b>	<b>\$ 318,262</b>	<b>\$ 322,033</b>	<b>\$ 374,225</b>	<b>\$ 1,075,003</b>
<b>RECREATION</b>						
100-4-60-4510	PARK RESERVATIONS	690	1,063	1,733	1,340	500
100-4-60-4530	SOCCER ASSOCIATION FEES	8,300	8,260	4,590	2,430	8,000
100-4-60-4531	OTHER (MISC)	-	-	-	463	-
<b>TOTAL RECREATION</b>		<b>\$ 8,990</b>	<b>\$ 9,323</b>	<b>\$ 6,323</b>	<b>\$ 3,770</b>	<b>\$ 8,500</b>
<b>GRANTS &amp; CONTRIBUTIONS</b>						
100-4-30-4720	GRANT REVENUE -SAFER	-	-	78,858	7,025	-
100-4-32-4720	GRANT REVENUE - TXDOT	-	-	-	1,252	-
100-4-32-4724	GRANT REVENUE - BPV	-	2,019	2,019	523	-
100-4-32-4800	SEIZURE REVENUE	-	1,520	-	-	-
100-4-32-4805	DONATIONS-CRIME PREVENTION	-	300	-	851	-
100-4-60-4804	DONATIONS-COMMUNITY EVENTS	-	-	-	2,450	10,000
100-4-60-4805	DONATIONS-MOVIES IN THE PARK	-	777	350	206	1,500
100-4-60-4806	COMMUNITY DAY	-	201	-	400	400
100-4-30-4801	FIRE DEPARTMENT DONATION	-	201	1,000	200	400
100-4-10-4722	GRANT REVENUE	-	9,417	2,576	-	-
<b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>		<b>\$ -</b>	<b>\$ 14,435</b>	<b>\$ 5,945</b>	<b>\$ 12,907</b>	<b>\$ 12,300</b>
<b>COURT FINES</b>						
100-4-21-4401	MUNICIPAL COURT FINES	279,164	213,714	220,607	222,734	234,600
100-4-21-4405	OMNIBASE FEES	5,555	1,704	2,081	1,862	2,000
<b>TOTAL COURT FINES</b>		<b>\$ 284,719</b>	<b>\$ 215,418</b>	<b>\$ 222,688</b>	<b>\$ 224,596</b>	<b>\$ 236,600</b>
<b>INTEREST</b>						
100-4-00-4700	INTEREST EARNED	11,898	16,825	19,305	14,261	20,000
<b>TOTAL INTEREST</b>		<b>\$ 11,898</b>	<b>\$ 16,825</b>	<b>\$ 19,305</b>	<b>\$ 14,261</b>	<b>\$ 20,000</b>
<b>MISCELLANEOUS</b>						
100-4-00-4801	AUCTION PROCEEDS	18,754	-	-	2,304	-
100-4-00-4807	OTHER (MISC)	13,817	10,900	2,138	22,425	9,000
100-4-00-4818	TML INSURANCE REIMBURSEMENT	5,865	8,635	12,591	14,988	13,635
100-4-30-4840	TML INSURANCE PROCEEDS	4,294	-	-	-	-
100-4-40-4840	INSURANCE REIMBURSEMENT	-	-	-	-	-
100-4-21-4808	CONVENIENCE FEE	-	-	147	-	-
100-4-21-4810	UNCLAIMED PROPERTY	-	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>		<b>\$ 42,730</b>	<b>\$ 19,535</b>	<b>\$ 14,876</b>	<b>\$ 39,717</b>	<b>\$ 22,635</b>
<b>TOTAL REVENUES</b>		<b>\$ 4,270,351</b>	<b>\$ 4,423,391</b>	<b>\$ 5,003,181</b>	<b>\$ 6,072,935</b>	<b>\$ 6,562,862</b>

# PROGRAM BUDGETS AND WORK PLAN

# FISCAL YEAR 2016-2017



# CITY COUNCIL

## PURPOSE/MISSION STATEMENT

The City Council is the legislative body and the City functions under a Home Rule Charter. This department is designed to provide funding related to the administration of legislative matters, professional development of Council Members and contractual functions which fall under the oversight of Council.

## PERFORMANCE MEASURES

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Ordinances Enacted	21	23	TBD	TBD
Resolutions Enacted	36	53	TBD	TBD
Number of Council Meetings	69	66	TBD	40
Number of Public Meetings Held	NM	NM	TBD	12

## BUDGET HIGHLIGHTS

Increased Council Training and Travel Budget

Increased Mayor initiative for greater community outreach

Consolidated all auditing cost into single fund

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>	0	0	0	0	0
<b>PART-TIME</b>	0	0	0	0	0
<b>CONTRACTUAL SERVICES</b>					
City Attorney	0	0	0	1	1
City Auditor	0	0	0	1	1
<b>TOTAL POSITIONS</b>	0	0	0	2	2

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ 11	\$ -	\$ 22	\$ -	\$ 20
SUPPLIES	294	417	1,246	10	-
CONTRACTED SERVICES	30	-	-	134,037	119,000
OPERATING	10,185	15,562	12,765	9,059	54,500
DEPARTMENTAL	431	408	958	2,275	7,500
<b>TOTAL CITY COUNCIL</b>	<b>\$ 10,951</b>	<b>\$ 16,387</b>	<b>\$ 14,992</b>	<b>\$ 145,381</b>	<b>\$ 180,520</b>

# CITY COUNCIL

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-09-1205	COUNCIL WORKERS COMP	\$ 11	\$ -	\$ 22	\$ -	\$ 20
<b>TOTAL PERSONNEL</b>		<b>11</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>20</b>
<b>SUPPLIES</b>						
100-5-09-2000	OFFICE SUPPLIES	294	417	626	10	-
100-5-09-2155	SMALL EQUIPMENT	-	-	620	-	-
<b>TOTAL SUPPLIES</b>		<b>294</b>	<b>417</b>	<b>1246</b>	<b>10</b>	<b>-</b>
<b>CONTRACTED SERVICES</b>						
100-5-09-3001	AUDITING /CITY AUDITOR CAFR	-	-	-	15,500	30,000
100-5-09-3002	LEGAL SERVICES/CITY ATTORNEY	-	-	-	118,537	89,000
100-5-09-3010	TECHNOLOGY	30	-	-	-	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>30</b>	<b>-</b>	<b>-</b>	<b>134,037</b>	<b>119,000</b>
<b>OPERATING</b>						
100-5-09-3300	CELL PHONES	431	189	-	-	-
100-5-09-3400	CONF, TRAIN, & TRVL - MAYOR	820	2,469	2,538	486	6,500
100-5-09-3401	CONF, TRAIN, & TRVL - PLACE 1	-	-	15	482	6,500
100-5-09-3402	CONF, TRAIN, & TRVL - PLACE 2	1,678	3,127	1,072	1,218	6,500
100-5-09-3403	CONF, TRAIN, & TRVL - PLACE 3	407	120	105	1,734	6,500
100-5-09-3404	CONF, TRAIN, & TRVL - PLACE 4	906	1,944	3,189	497	6,500
100-5-09-3405	CONF, TRAIN, & TRVL - PLACE 5	289	1,515	58	477	6,500
100-5-09-3406	CONF, TRAIN, & TRVL - PLACE 6	823	3,663	995	423	6,500
100-5-09-3501	OTHER COUNCIL EXPENSES	3,833	1,929	3,745	3,108	5,000
100-5-09-3503	PRINTING, COPY & PHOTO	998	606	1,047	635	3,500
<b>OPERATING TOTAL</b>		<b>10,185</b>	<b>15,562</b>	<b>12,765</b>	<b>9,059</b>	<b>54,000</b>
<b>DEPARTMENTAL</b>						
100-5-09-3521	MAYOR INITIATIVES	431	408	958	2,2275	7,500
100-5-09-3550	LITIG. CLAIMS/SETTLEMENTS	-	-	-	-	-
<b>DEPARTMENTAL TOTAL</b>		<b>431</b>	<b>408</b>	<b>958</b>	<b>2,275</b>	<b>7,500</b>
<b>TOTAL CITY COUNCIL</b>		<b>\$ 10,951</b>	<b>\$ 16,387</b>	<b>\$ 14,992</b>	<b>\$ 145,381</b>	<b>\$ 180,520</b>

# ADMINISTRATION

## PURPOSE/MISSION STATEMENT

The Administration Program captures activities that have costs that are not readily assigned to any specific department. Administration covers a number of shared expenses for the city such as utilities, insurance, supplies, etc.

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULLTIME</b>	0	0	0	0	0
IT Administrator	0	0	0	0	0
<b>TOTAL POSITIONS</b>	0	0	0	0	0

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ -	\$ -	\$ -	\$ 48,738	\$ -
<b>SUPPLIES</b>	3,869	3,708	8,550	21,937	26,000
<b>CONTRACTED SERVICES</b>	127,363	117,334	188,290	172,365	-
<b>REPAIRS &amp; MAINTENANCE</b>	3,231	4,541	2,854	374	-
<b>OPERATING</b>	105,599	111,804	94,469	197,513	74,010
<b>DEPARTMENTAL</b>	7,561	5,040	6,854	9,906	5,000
<b>CAPITAL OUTLAY</b>	-	-	200,197	41,588	-
<b>TOTAL ADMINISTRATION</b>	\$ 247,623	\$ 242,427	\$ 501,214	\$ 492,421	\$ 105,010

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>					
100-5-10-1000 EXEMPT SALARY	\$ -	\$ -	\$ -	\$ 39,465	\$ -
100-5-10-1200 PAYROLL TAXES FICA	-	-	-	2,996	-
100-5-10-1205 WORKERS COMP	-	-	-	-	-
100-5-10-1210 INSURANCE	-	-	-	4,949	-
100-5-10-1220 T.M.R.S.	-	-	-	1,328	-
<b>TOTAL PERSONNEL</b>	-	-	-	<b>48,738</b>	-
<b>SUPPLIES</b>					
100-5-10-2000 OFFICE SUPPLIES	1,414	994	724	15,713	20,000
100-5-10-2100 GASOLINE & FUELS	-	-	-	-	-
100-5-10-2012 JANITORIAL SUPPLIES	756	926	1,244	-	-
100-5-10-2125 POSTAGE	1,699	1,788	6,583	6,225	6,000
<b>TOTAL SUPPLIES</b>	<b>3,869</b>	<b>3,708</b>	<b>8,550</b>	<b>21,937</b>	<b>26,000</b>
<b>CONTRACTED SERVICES</b>					
100-5-10-3002 LEGAL SERVICES	70,157	55,427	91,539	-	-

# ADMINISTRATION

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
100-5-10-3005	JANITORIAL SERVICE	4,200	4,200	6,178	-	-
100-5-10-3010	TECHNOLOGY	39,399	44,100	42,500	26,374	-
100-5-10-3011	RECORDS MANAGEMENT	-	-	-	54,962	-
100-5-10-3020	INTERNET SERVICE	-	-	34,845	33,520	-
100-5-10-3022	ANNUAL SOFTWARE MAINT.	-	-	-	31,578	-
100-5-10-3023	ANNUAL HARDWARE MAINT.	-	-	-	-	-
100-5-10-3024	WEBSITE HOSTING FEES	2,598	2,598	1,949	4,128	-
100-5-10-3050	OPERATING LEASES-COPIERS	11,009	11,009	11,279	21,803	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>127,363</b>	<b>117,334</b>	<b>188,290</b>	<b>172,365</b>	<b>-</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-10-3200	R & M STRUCTURES	3,231	4,541	2,854	374	-
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>3,231</b>	<b>4,541</b>	<b>2,854</b>	<b>374</b>	<b>-</b>
<b>OPERATING</b>						
100-5-10-3300	CELL PHONES & WIRELESS	-	-	-	13,945	-
100-5-10-3301	TELECOMMUNICATIONS	29,015	43,829	20,071	52,863	-
100-5-10-3302	ELECTRICITY	9,742	12,319	11,019	-	-
100-5-10-3303	NATURAL GAS	1,122	-	-	-	-
100-5-10-3400	GEN.LIABILITY INS.	5,497	4,816	3,589	2,936	5,460
100-5-10-3401	AUTO LIABILITY INS.	25,955	16,779	21,895	-	31,500
100-5-10-3402	FIRE & PROPERTY INS	11,204	4,204	6,431	-	11,550
100-5-10-3403	ERRORS & OMISSIONS INS.	7,975	8,874	7,140	-	10,500
100-5-10-3503	PRINTING, COPY & PHOTO	-	500	1,147	3,875	5,000
100-5-10-3505	OTHER OPERATING EXPENSES	167	1,186	3,430	258	-
100-5-10-3506	DUES,SUBSCRIPTIONS & PUB	14,328	19,102	19,089	20,540	10,000
100-5-10-3508	SOFTWARE	-	-	-	35,043	-
100-5-10-3509	ADVERTISING	594	195	657	95	-
100-5-10-3510	HARDWARE	-	-	-	67,959	-
<b>TOTAL OPERATING</b>		<b>105,599</b>	<b>111,804</b>	<b>94,469</b>	<b>197,513</b>	<b>74,010</b>
<b>DEPARTMENTAL</b>						
100-5-10-3600	COMMUNITY BEAUTIFICATION	2,601	885	1,354	-	-
100-5-10-3606	EMERGENCY MANAGEMENT	-	-	714	4,121	-
100-5-10-3610	CITIZEN LIBRARY PROGRAM	3,000	3,990	3,750	3,750	-
100-5-10-3615	STRATEGIC PLANNING	-	165	1,036	1,182	-
100-5-10-3620	NEWSLETTER	1,960	-	-	-	-
100-5-10-3625	CONTINGENCY RESERVE	-	-	-	854	5,000
<b>TOTAL DEPARTMENTAL</b>		<b>7,561</b>	<b>5,040</b>	<b>6,854</b>	<b>9,906</b>	<b>5,000</b>
<b>CAPITAL OUTLAY</b>						
100-5-10-5000	CAPITAL EXPENDITURES	-	-	200,197	41,588	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>200,197</b>	<b>41,508</b>	<b>-</b>
<b>TOTAL ADMINISTRATION</b>		<b>\$ 247,623</b>	<b>\$ 242,427</b>	<b>\$ 501,214</b>	<b>\$ 492,421</b>	<b>\$ 105,010</b>

# ADMINISTRATIVE SERVICES CLUSTER



# CITY MANAGER

## PURPOSE/MISSION STATEMENT

The City Manager oversees the implementation of City Council policies and directives, manages the daily operations for the City, administers the annual operating budget, and promotes the overall interest of the community.

## FY 2015-2016 ACCOMPLISHMENTS

- Re-established performance measurements for each department
- Received honorable mention in Keep Glenn Heights Beautiful
- Managed development and implementation of FY 15-16 Budget
- Coordinated successful passage of three city bond packages
- Secured architectural firm to design a new City Hall, Public Safety Building, and Community Center
- Coordinated and managed successfully the EF3 tornado recovery effort

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of citizen service requests responded to within 10 days	NM	NM	90%	90%
Number of press releases submitted to media outlets	NM	NM	20	24

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of citizen service requests	NM	NM	52	52
City Council meetings attended	NM	NM	66	66
Community meetings attended	NM	NM	10	25

# CITY MANAGER

## FY 2016-2017 WORKPLAN SUMMARY

Roll out Performance Management Plan with Performance Based Increases

Coordinate the Development of 5 Year Strategic Plan

Coordinate the Completion of 5 Year Capital Improvement Plan

## BUDGET HIGHLIGHTS

Created a Fiscal Officer position, moving the budget oversight function under the City Managers Officer

Funded the Deputy City Manager with reclassification of Managing Director position

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>					
City Manager	1	1	1	1	1
Deputy City Manager	0	1	1	0	1
Assistant to the City Manager	1	1	1	0	0
Executive Assistant to the City Manager	0	0	1	1	1
Fiscal Officer	0	0	0	0	1
<b>PART-TIME</b>					
College Intern	0	0	2	2	1
<b>TOTAL POSITIONS</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>5</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 103,147	\$ 186,421	\$ 239,608	\$ 180,152	\$ 360,986
<b>SUPPLIES</b>	922	6,599	3,087	4,585	11,200
<b>CONTRACTED SERVICES</b>	1,195	6,636	1,536	138	500
<b>REPAIRS &amp; MAINTENANCE</b>	65	170	211	978	500
<b>OPERATING</b>	3,311	11,163	13,366	17,266	22,700
<b>DEPARTMENTAL</b>	1,648	2,086	6,715	23,169	10,500
<b>DEBT PAYMENT</b>	9,148	9,148	-	-	-
<b>CAPITAL OUTLAY</b>	-	-	-	-	-
<b>TOTAL CITY MANAGER</b>	<b>\$ 119,436</b>	<b>\$ 222,223</b>	<b>\$ 264,523</b>	<b>\$ 226,288</b>	<b>\$ 406,386</b>

# CITY MANAGER

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-11-1000	EXEMPT SALARY	\$ 83,053	\$ 149,857	\$ 170,643	\$ 102,786	\$ 246,749
100-5-11-1005	ACCRUED WAGES (AUDIT)	-	2,933	(1,815)	-	-
100-5-11-1010	REG SALARIES FULL-TIME	-	-	21,693	6,339	46,779
100-5-11-1020	REG SALARIES PART-TIME	-	-	8,772	5,276	11,856
100-5-21-1025	OVERTIME	-	-	171	270	-
100-5-11-1200	PAYROLL TAXES FICA	6,886	11,353	15,332	11,827	23,362
100-5-11-1205	WORKERS COMP	412	484	600	-	786
100-5-11-1210	INSURANCE	10,095	16,797	14,913	6,968	20,858
100-5-11-1215	TEXAS EMP COMM	-	-	2,790	1,622	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	702
100-5-11-1220	T.M.R.S.	2,701	4,997	6,509	5,065	9,894
<b>TOTAL PERSONNEL</b>		<b>103,147</b>	<b>186,421</b>	<b>239,608</b>	<b>180,152</b>	<b>360,986</b>
<b>SUPPLIES</b>						
100-5-11-2000	OFFICE SUPPLIES	206	1,006	1,244	-	-
100-5-11-2100	GASOLINE & FUELS	670	655	816	3,163	2,500
100-5-11-2125	POSTAGE	46	-	23	60	200
100-5-11-2155	OTHER SMALL EQUIPMENT	-	2,938	1,004	1,362	470
100-5-11-2305	RELOCATION REIMBURSE	-	2,000	-	-	8,000
<b>TOTAL SUPPLIES</b>		<b>922</b>	<b>6,599</b>	<b>3,087</b>	<b>4,585</b>	<b>11,200</b>
<b>CONTRACTED SERVICES</b>						
100-5-11-3010	TECHNOLOGY	-	-	-	-	-
100-5-11-3013	OTHER PROFESSIONAL SERV	-	5,441	276	138	500
100-5-11-3050	LEASES-COPIERS	1,195	1,195	1,260	-	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>1,195</b>	<b>6,636</b>	<b>1,536</b>	<b>138</b>	<b>500</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-11-3202	R & M AUTO/TRUCK	65	170	211	978	500
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>65</b>	<b>170</b>	<b>211</b>	<b>978</b>	<b>500</b>
<b>OPERATING</b>						
100-5-11-3300	CELL PHONES & WIRELESS	712	764	905	1,031	2,700
100-5-11-3301	TELECOMMUNICATIONS	-	123	334	-	-
100-5-11-3500	CONF, TRAIN, & TRVL	1,445	7,811	9,900	14,225	15,000
100-5-11-3503	PRINTING, COPY & PHOTO	174	156	922	403	500
100-5-11-3506	DUES,SUBSCRIPTIONS & PUB	980	2,309	1,306	1,607	4,000
100-5-11-3509	ADVERTISING	-	-	-	-	500
<b>TOTAL OPERATING</b>		<b>3,311</b>	<b>11,163</b>	<b>13,366</b>	<b>17,266</b>	<b>22,700</b>

# CITY MANAGER

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>DEPARTMENTAL</b>					
100-5-11-3510 COMMUNITY DAY	613	500	-		
100-5-11-3521 ACTIVITIES & EVENTS	988	1,204	929	12,067	
100-5-11-3525 CMAC EXPENDITURE	47	382	621	-	500
100-5-11-3530 ECONOMIC DEVELOPMENT	-	-	4,640	-	
100-5-11-3615 STRATEGIC PLANNING	-	-	525	11,102	10,000
<b>TOTAL DEPARTMENTAL</b>	<b>1,648</b>	<b>2,086</b>	<b>6,715</b>	<b>23,169</b>	<b>10,500</b>
<b>DEBT PAYMENTS</b>					
100-5-11-4012 LEASE PAYMENT-CM VEHICLE	9,148	9,148	-	-	
<b>TOTAL DEBT PAYMENTS</b>	<b>9,148</b>	<b>9,148</b>	<b>-</b>	<b>-</b>	
<b>CAPITAL OUTLAY</b>					
100-5-11-1000 CAPITAL OUTLAY	-	-	-	-	
<b>TOTAL CAPITAL PAYMENT</b>	<b>-</b>	<b>-</b>			
<b>TOTAL CITY MANAGER</b>	<b>\$ 119,436</b>	<b>\$ 222,223</b>	<b>\$ 264,523</b>	<b>\$ 226,288</b>	<b>\$ 406,386</b>

# CITY SECRETARY

## PURPOSE/MISSION STATEMENT

The Office of the City Secretary is a service oriented operation committed to building public trust and confidence through the establishment of accurate information management of an open and transparent City Government through the Local Government Code, Open Meetings Act, Public Information Act, Ordinances and other laws that govern.

The Office of the City Secretary is committed to building public trust, practice integrity, support, facilitate and strengthen the City of Glenn Heights Government Process, and provide excellent service.

## FY 2015-2016 ACCOMPLISHMENTS

- Procured Electronic Records Management System
- Identified alternative polling sites in the City of Glenn Heights
- Coordinated the November 2015 General Election and Bond Election
- Revamped election candidate material
- Procured video recording and speaker system for Council meetings

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Accuracy of Council meeting minutes	NM	NM	NM	100%
Days required for processing open record request	2 day average	2 day average	2 day average	2 day average
Time required to process and codify Ordinances	Once a year	Skipped this year	Once a Year	Monthly

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of City Council meeting agenda packets prepared	42	35	32	30
Number of Proclamations developed	14	42	18	30
Number of Ordinances and Resolutions approved by Council	29	26	30	70
Open records requests received and processed	76	84	85	90
City elections held	2	1	2	2
Board and Commissions meetings posted	11	5	14	20

## CITY SECRETARY

### FY 2016-2017 WORKPLAN SUMMARY

- Develop present Glenn Heights City "you"
- Expanding electronic record management process to additional departments
- Coordinate November 2016 General Election and possible Charter Amendment Election
- Work with the City Attorney to codify all ordinances

### BUDGET HIGHLIGHTS

- Reclassified Assistant City Secretary to Records Clerk position
- Automated open record request process
- Develop Open Records Policy and Procedures
- Develop record management training program for all staff
- Automated Council agenda process

### PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>					
City Secretary	1	1	1	1	1
Asst. City Secretary	0	0	0	1	0
Records Clerk	0	0	0	0	1
<b>PART-TIME</b>					
Intern	0	0	0	1	0
<b>TOTAL POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>

### BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 75,196	\$ 76,177	\$ 85,954	\$ 108,462	\$ 117,041
<b>SUPPLIES</b>	430	1,422	840	260	-
<b>CONTRACTED SERVICES</b>	60,642	40,663	54,481	26,895	58,500
<b>REPAIRS &amp; MAINTENANCE</b>	-	-	-	-	-
<b>OPERATING</b>	1,845	2,357	2,942	8,875	15,900
<b>DEPARTMENTAL</b>	-	-	-	-	-
<b>CAPITAL OUTLAY</b>	-	-	-	-	-
<b>TOTAL CITY SECRETARY</b>	<b>\$ 138,113</b>	<b>\$ 120,619</b>	<b>\$ 144,217</b>	<b>\$ 144,493</b>	<b>\$ 191,441</b>

# CITY SECRETARY

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-12-1000	EXEMPT SALARY	\$ 60,609	\$ 58,328	\$ 59,873	\$ 52,556	\$ 63,600
100-5-12-1005	ACCRUED WAGES (AUDIT)	-	182	1,100	-	-
100-5-12-1001	REG. SALARIES FULL TIME	-	3,030	10,123	32,324	30,722
100-5-12-1020	REG. SALARIES PART TIME	-	-	-	2,673	-
100-5-12-1025	OVERTIME	-	-	-	1,163	-
100-5-12-1200	PAYROLL TAXES FICA	4,626	4,688	5,285	6,657	7,216
100-5-12-1205	WORKERS COMP	169	169	236	-	270
100-5-12-1210	INSURANCE	7,800	7,735	6,966	10,201	11,594
100-5-12-1215	UNEMPLOYMENT COMPENSATION	-	-	-	-	-
100-5-12-1218	PERFORMANCE INCREASES	-	-	-	2,887	461
100-5-12-1220	T.M.R.S.	1,992	2,045	2,371	108,462	3,179
<b>TOTAL PERSONNEL</b>		<b>75,196</b>	<b>76,177</b>	<b>85,954</b>	<b>123,158</b>	<b>117,041</b>
<b>SUPPLIES</b>						
100-5-12-2000	OFFICE SUPPLIES	430	403	840	260	-
100-5-12-2100	GASOLINE & FUELS	-	-	-	-	-
100-5-12-2125	POSTAGE	-	-	-	-	-
100-5-12-2155	OTHER SMALL EQUIPMENT	-	1,019	-	-	-
<b>TOTAL SUPPLIES</b>		<b>430</b>	<b>1,422</b>	<b>840</b>	<b>260</b>	<b>-</b>
<b>CONTRACTED SERVICES</b>						
100-5-12-3007	SURVEYING/APPRaisal	18,658	18,389	18,620	16,204	19,000
100-5-12-3008	CODIFICATION	4,875	3,135	375	-	4,500
100-5-12-3009	CONTRACT FOR TAXES	9,136	9,082	9,195	-	10,000
100-5-12-3010	ELECTION EXPENSES	27,973	10,057	26,292	10,691	25,000
<b>TOTAL CONTRACTED SERVICES</b>		<b>60,642</b>	<b>40,663</b>	<b>54,481</b>	<b>26,895</b>	<b>58,500</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-12-3202	R&M AUTO/TRUCK	-	-	-	-	-
<b>TOTAL CONTRACTED REPAIR &amp; MAINTENANCE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING</b>						
100-5-12-3300	CELL PHONES & WIRELESS	-	-	-	-	900
100-5-12-3301	TELECOMMUNICATIONS	-	62	167	-	-
100-5-12-3500	CONF, TRAIN, & TRVL	350	1,595	934	1,865	4,500
100-5-12-3506	DUES,SUBSCRIPTIONS & PUB	185	137	415	4,433	500
100-5-12-3509	ADVERTISING & LEGAL PUBLI	1,310	563	1,426	2,578	10,000
<b>TOTAL OPERATING</b>		<b>1,845</b>	<b>2,357</b>	<b>2,942</b>	<b>8,875</b>	<b>15,900</b>
<b>CAPITAL OUTLAY</b>						
100-5-12-5000	CAPITAL EXPENDITURE	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CITY SECRETARY</b>		<b>\$ 138,113</b>	<b>\$ 120,619</b>	<b>\$ 144,217</b>	<b>\$ 144,493</b>	<b>\$ 191,441</b>

# ORGANIZATIONAL DEVELOPMENT

## PURPOSE/MISSION STATEMENT

The Organizational Development Office serves as an advocate for employees and partners with management to ensure compliance with City guidelines and policies. It is responsible for policy development, managing the City's compensation and benefit plans, performance management, recruitment and staffing, employee wellness, special programs, and maintaining compliance with federal and state employment laws.

## FY 2015-2016 ACCOMPLISHMENTS

Developed and implemented City of Glenn Heights Summer Youth Employment Program

Reduced employee health claims with the introduction of FreshBenies

Reduced health insurance cost by 19%

Extension of NeoGov contract to include performance management and onboard module

Successful in bringing IT and Benefits Management in house

Revised recruiting and hiring process

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Average time to fill vacancies	N/A	66 Days	60 Days	50 Days
Average number of training hours per employee	N/M	N/M	TBD	10
Number of lost time accidents per year	13	8	10	7
Timely completion of performance evaluation	N/M	N/M	TBD	100%

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Pre-screening interviews conducted	N/A	105	100	100
Number of open enrollment processed	N/A	68	72	86
Employee training session held	N/A	7	15	12
Number of new hires	20	23	17	22
Number of claims processed	30	31	26	30

# ORGANIZATIONAL DEVELOPMENT

## FY 2016-2017 WORKPLAN SUMMARY

Migrate Performance Management process from paper-based to web based system with implementation of NeoGov

Develop city-wide hiring standards relating to backgrounds

Develop policy for physical exams and policies for when exams are necessary

Developed accident prevention program in collaboration with TML

## BUDGET HIGHLIGHTS

Moved Summer Youth Employment Program under Organizational Development

Decreased medical/physical exams by redefining when physicals are necessary

Increased personnel training to provide city-wide training on the NeoGov Performance Management module

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Director	1	1	1	1	1
Organizational Development Spec.	0	0	0	0	1
<b>PART-TIME POSITIONS</b>					
Summer Youth Employment Program Interns	0	0	0	0	8
Summer College Interns	0	0	0	0	2
<b>TOTAL POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>12</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 27,511	\$ 33,600	\$ 67,646	\$ 121,515	\$ 150,944
<b>SUPPLIES</b>	110	322	410	-	-
<b>CONTRACTED SERVICES</b>	34,866	40,403	35,526	4,342	15,000
<b>OPERATING</b>	3,676	5,496	9,452	8,526	6,175
<b>DEPARTMENTAL</b>	3,505	9,356	9,088	26,626	28,200
<b>TOTAL ORGAN. DEVELOPMENT</b>	<b>\$ 69,668</b>	<b>\$ 89,177</b>	<b>\$ 122,123</b>	<b>\$ 201,009</b>	<b>\$ 200,319</b>

# ORGANIZATIONAL DEVELOPMENT

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-13-1000	EXEMPT SALARY	\$ 16,985	\$ 26,500	\$ 60,632	\$ 65,006	\$ 65,056
100-5-13-1005	ACCRUED WAGES (AUDIT)	-	1,535	217	-	-
100-5-13-1010	REG SALARIES FULL-TIME	-	-	-	31,702	41,600
100-5-13-1020	REG. SALARIES PART TIME	-	-	-	1,834	16,640
100-5-13-1025	OVERTIME	-	-	-	85	-
100-5-13-1200	PAYROLL TAXES FICA	1,204	2,026	4,638	7,182	9,432
100-5-13-1205	WORKERS COMP	181	160	66	-	603
100-5-13-1210	INSURANCE	2,431	188	40	12,442	13,394
100-5-13-1215	UNEMPLOYMENT COMPENSATION	6,160	2,303	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	624
100-5-13-1220	T.M.R.S.	550	888	2,053	3,264	3,595
<b>TOTAL PERSONNEL</b>		<b>27,511</b>	<b>33,600</b>	<b>67,646</b>	<b>121,515</b>	<b>150,944</b>
<b>SUPPLIES</b>						
100-5-13-2000	OFFICE SUPPLIES	110	322	410	-	-
<b>TOTAL SUPPLIES</b>		<b>110</b>	<b>322</b>	<b>410</b>	<b>-</b>	<b>-</b>
<b>CONTRACTED SERVICES</b>						
100-5-13-3010	TECHNOLOGY	80	300	3,600	29,342	-
100-5-13-3013	OTHER PROFESSIONAL SERVICES	34,786	40,103	31,526	15,000	15,000
<b>TOTAL CONTRACTED SERVICES</b>		<b>34,866</b>	<b>40,403</b>	<b>35,526</b>	<b>44,342</b>	<b>15,000</b>
<b>OPERATING</b>						
100-5-13-3300	CELL PHONES & WIRELESS	(10)	-	-	900	900
100-5-13-3301	TELECOMMUNICATIONS	-	62	167	1,919	-
100-5-13-3500	CONF, TRAIN, & TRVL	170	766	2,269	2,000	2,700
100-5-13-3503	PRINTING, COPY & PHOTO	121	277	376	130	500
100-5-13-3506	DUES,SUBSCRIPTIONS & PUB	3,395	3,970	6,640	3,475	1,075
100-5-13-3509	ADVERTISING	-	421	-	103	1,000
<b>TOTAL OPERATING</b>		<b>3,676</b>	<b>5,496</b>	<b>9,452</b>	<b>8,526</b>	<b>6,175</b>
<b>DEPARTMENTAL</b>						
100-5-13-3510	EMPLOYEE IMMUNIZATIONS	-	-	-	-	-
100-5-13-3513	EMPLOYEE RELATIONS	235	1,780	1,139	10,001	6,000
100-5-13-3515	MEDICAL/PHYSICAL EXAMS	1,670	1,640	2,434	5,105	3,500
100-5-13-3516	EMPLOYEE BACKGROUND CHECK	799	4,848	4,618	7,041	6,500
100-5-13-3521	ACTIVITIES AND EVENTS	649	248	195	-	-
100-5-13-3522	PERSONNEL TRAINING	-	840	702	4,478	12,000
100-5-13-3525	CITY RISK MGMT. PROGRAM	152	-	-	-	200
<b>TOTAL DEPARTMENTAL</b>		<b>3,505</b>	<b>9,356</b>	<b>9,088</b>	<b>26,626</b>	<b>28,200</b>
<b>TOTAL HUMAN RESOURCES</b>		<b>\$ 69,668</b>	<b>\$ 89,177</b>	<b>\$ 122,123</b>	<b>\$ 201,009</b>	<b>\$ 200,319</b>

# INFORMATION TECHNOLOGY

## PURPOSE/MISSION STATEMENT

To evaluate, integrate, and support innovative technologies to help internal and external customers achieve their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the City.

## FY 2015-2016 ACCOMPLISHMENTS

Upgraded city-wide phone system

Developed work order management/tracking system and guidelines surrounding work order completion

Upgraded city-wide security

Upgraded internal networks to create city-wide connectivity

Developed inventory system of current IT related assets

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of work orders completed within 2 business days	N/M	N/M	90%	90%
Percent of network/system up time	N/M	N/M	99%	90%
Percent of departments utilizing the City's electronic record management system	N/M	N/M	0%	20%
Successful initiation, implementation, and closure of technology projects	N/M	N/M	85%	97%

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of work orders processed	N/M	N/M	600	750
Number of departments successfully operating an electronic records management system	N/M	N/M	0	20%
Number of Active Desk Top Computers City-Wide	NM	NM	58	65
Number of Active Servers City-Wide	NM	NM	11	11
Number of projects completed on schedule	N/M	N/M	7	15

## INFORMATION TECHNOLOGY

### FY 2016-2017 WORKPLAN SUMMARY

- Develop Information Technology related policies including discarding of equipment, use of equipment, etc.
- Establish and Implement IT department including standard operating procedures and lifecycle and inventory system
- Coordinate transition to Exchange Server

### BUDGET HIGHLIGHTS

- Establishment of Independent IT Department
- Reclassified IT Coordinator to IT Administrator
- Continued centralized IT funding and request process
- Hardware Purchases (Council Device, 8 Laptops Replacement Computer, Emergency. Mgmt. Computer, Recording Device & Microphone, Judge Arraignments)
- Software Purchases (Adobe Cloud, Antivirus, Office Online, Goto Assist, Laser Fiche,)

### PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>					
IT Administrator	0	0	0	0	1
<b>PART-TIME</b>	0	0	0	0	0
<b>TOTAL POSITIONS</b>	0	0	0	0	1

### BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ -	\$ -	\$ -	\$ -	\$ 74,767
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	157,250
OPERATING	-	-	-	-	234,717
CAPITAL OUTLAY	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 466,731</b>

# INFORMATION TECHNOLOGY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>					
100-5-10-1000 EXEMPT SALARY	-	-	-	-	\$ 62,000
100-5-10-1005 ACCRUED WAGES (AUDIT)	-	-	-	-	-
100-5-10-1200 PAYROLL TAXES FICA	-	-	-	-	4,743
100-5-10-1205 WORKERS COMP	-	-	-	-	137
100-5-10-1210 INSURANCE	-	-	-	-	5,797
100-5-10-1215 UNEMPLOYMENT COMPENS.	-	-	-	-	-
100-5-10-1220 T.M.R.S.	-	-	-	-	2,090
<b>TOTAL PERSONNEL</b>	-	-	-	-	<b>74,767</b>
<b>SUPPLIES</b>					
100-5-14-2000 OFFICE SUPPLIES	-	-	-	-	-
100-5-14-2125 POSTAGE	-	-	-	-	-
<b>TOTAL SUPPLIES</b>	-	-	-	-	-
<b>CONTRACTED SERVICES</b>					
100-5-10-3010 TECHNOLOGY	-	-	-	-	-
100-5-10-3011 RECORDS MANAGEMENT	-	-	-	-	35,765
100-5-10-3020 INTERNET SERVICE	-	-	-	-	-
100-5-10-3022 ANNUAL SOFTWARE MAINT.	-	-	-	-	89,685
100-5-10-3023 ANNUAL HARDWARE MAINT.	-	-	-	-	-
100-5-10-3024 WEBSITE HOSTING FEES	-	-	-	-	4,300
100-5-10-3050 OPERATING LEASES-COPIERS	-	-	-	-	27,500
<b>TOTAL CONTRACTED SERVICES</b>	-	-	-	-	<b>157,250</b>
<b>REPAIRS &amp; MAINTENANCE</b>					
100-5-10-3200 R & M STRUCTURES	-	-	-	-	-
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	-	-	-	-	-
<b>OPERATING</b>					
100-5-14-3300 CELL PHONES & WIRELESS	-	-	-	-	13,000
100-5-14-3301 TELECOMMUNICATIONS	-	-	-	-	64,000
100-5-14-3500 CONF, TRAIN, & TRVL	-	-	-	-	2,500
100-5-14-3506 DUES,SUBSCRIPTIONS & PUB	-	-	-	-	16,419
100-5-14-3508 SOFTWARE	-	-	-	-	57,445
100-5-14-3510 HARDWARE	-	-	-	-	81,350
<b>TOTAL OPERATING</b>	-	-	-	-	<b>234,714</b>
<b>CAPITAL OUTLAY</b>					
100-5-14-5000 CAPITAL EXPENDITURES	-	-	-	-	-
<b>TOTAL CAPITAL PAYMENT</b>	-	-	-	-	-
<b>TOTAL ADMINISTRATION</b>	\$ -	\$ -	\$ -	\$ -	\$ 466,731

# FINANCE

## PURPOSE/MISSION STATEMENT

The Finance Department maintains the City's overall financial stability through sound financial planning and management by providing quality, flexibility, and innovation of financial services that not only meet customer needs but also exceed the expectations of those that use and depend on the services. The Finance Administration Department is responsible for the management of all financial operations for the City.

## FY 2015-2016 ACCOMPLISHMENTS

- Developed FY 15-16 Budget Book & Budget in Brief
- Create and implement an inventory control and audit process with each department
- Continued to develop and implement a centralized procurement process in support of city purchases
- Upgraded INCODE Financial Management System
- Coordinate 2015-2016 Budget closeout and reporting

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Unqualified opinion on financial audit	Received	Received	Received	Received
Distinguished Budget Award	Did not receive	Received	Received	Received
Achievement in Financial Reporting	Received	Not Received	Received	Received
Leadership Circle Award	Not Received	Not Received	Received	Received
Number of reconciliations	12	12	12	12

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Monthly budget reports produced within 30 working days of the following months	NM	12	12	12
Number of Payroll Processed	26	26	26	26
Number of Checks Processed	NM	NM	2080	2300

# FINANCE

## FY 2016-2017 WORKPLAN SUMMARY

Review monthly financial process and reporting mechanism and make recombination to Council for improved reporting tools

Identify a program to provide greater financial transparency through to the public via the City's Website

Apply for the Leadership Circle Award for financial transparency

Develop Travel Policy and Procedure Manual

## BUDGET HIGHLIGHTS

Budgeting function moved to City Manager's Office

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Finance Director	1	1	1	1	1
Financial Analyst	0	1	1	1	1
<b>PART-TIME POSITIONS</b>					
Payroll Clerk	1	0	0	0	0
College Intern	0	0	0	1	1
<b>TOTAL POSITIONS</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 88,566	\$ 89,126	\$ 131,001	\$ 137,798	\$ 167,3601
<b>SUPPLIES</b>	1,638	2,417	2,924	679	700
<b>CONTRACTED SERVICES</b>	62,480	75,233	26,023	20,187	5,000
<b>OPERATING</b>	3,738	4,662	4,809	12,917	14,400
<b>DEPARTMENTAL</b>	253	2,887	527	2,343	-
<b>DEBT PAYMENTS</b>	15,349	3,837	-	-	-
<b>CAPITAL OUTLAY</b>	4,849	-	-	-	-
<b>TOTAL</b>	<b>\$ 176,873</b>	<b>\$ 178,162</b>	<b>\$ 165,285</b>	<b>\$ 173,923</b>	<b>\$ 187,461</b>

# FINANCE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-20-1000	EXEMPT SALARY	\$ 59,317	\$ 49,456	\$ 67,115	\$ 108,872	\$ 125,251
100-5-20-1005	ACCRUED SALARIES (AUDIT)	-	1,756	54	-	-
100-5-20-1010	REG. SALARIES FULL TIME	-	20,093	34,444	-	-
100-5-20-1020	REG. SALARIES PART TIME	15,001	-	-	2,050	11,856
100-5-20-1025	OVERTIME	-	-	653	85	-
100-5-20-1200	PAYROLL TAXES FICA	4,781	4,588	7,129	7,909	10,489
100-5-20-1205	WORKERS COMP	348	282	279	-	349
100-5-20-1210	INSURANCE	6,689	10,805	17,469	15,209	15,194
100-5-20-1215	TEXAS EMP COMM	-	-	395	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	-
100-5-20-1220	T.M.R.S.	2,430	2,146	3,463	3,674	4,222
<b>TOTAL PERSONNEL</b>		<b>88,566</b>	<b>89,126</b>	<b>131,001</b>	<b>137,798</b>	<b>167,361</b>
<b>SUPPLIES</b>						
100-5-20-2000	OFFICE SUPPLIES	1,132	1,571	1,682	-	-
100-5-20-2001	FORMS	256	268	599	157	400
100-5-20-2125	POATAGE	-	-	-	21	-
100-5-20-2155	SMALL OFFICE EQUIPMENT	250	578	643	501	300
<b>TOTAL SUPPLIES</b>		<b>1,638</b>	<b>2,417</b>	<b>2,924</b>	<b>679</b>	<b>700</b>
<b>CONTRACTED SERVICES</b>						
100-5-20-3001	AUDITING	14,650	15,000	15,000	-	-
100-5-20-3006	CONSULTANT FEES	-	-	-	20,187	5,000
100-5-20-3014	TEMP CONTRACT LABOR	38,375	50,306	-	-	-
100-5-20-3022	ANNUAL SOFTWARE MAINT.	9,455	9,927	11,023	-	-
<b>CONTRACTED SERVICES TOTAL</b>		<b>62,480</b>	<b>75,233</b>	<b>26,023</b>	<b>20,187</b>	<b>5,000</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-20-3202	R&M AUTO/TRUCK	-	-	-	-	-
<b>REPAIR &amp; MAINTENANCE TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING</b>						
100-5-11-3300	CELL PHONES & WIRELESS	-	-	-	-	900
100-5-20-3301	TELECOMMUNICATIONS	-	123	-	-	-
100-5-20-3500	CONF, TRAIN, & TRVL	1,910	2,183	2,556	11,142	6,500
100-5-20-3503	PRINTING, COPY & PHOTO	637	830	1,009	550	5,000
100-5-20-3505	OPERATING EXPENSES	-	-	334	4	-
100-5-20-3506	DUES,SUBSCRIPTIONS & PUB	1,191	1,526	911	1,221	2,000
<b>OPERATING TOTAL</b>		<b>3,738</b>	<b>4,662</b>	<b>4,809</b>	<b>12,917</b>	<b>14,400</b>

# FINANCE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>DEPARTMENTAL</b>						
100-5-20-3520	BANK NSF CHARGES	-	140	-	61	-
100-5-20-3528	LATE PAYMENT PENALTIES	253	2,747	307	642	-
100-5-20-3630	BOND ELECTION EXPENSE	-	-	220	1,640	-
<b>TOTAL DEPARTMENTAL</b>		<b>253</b>	<b>2,887</b>	<b>527</b>	<b>2,343</b>	-
<b>DEBT PAYMENTS</b>						
100-5-20-4145	INCODE LEASE PAYMENTS	15,349	3,837	-	-	-
<b>TOTAL DEBT PAYMENT</b>		<b>15,349</b>	<b>3,837</b>	-	-	-
<b>CAPITAL OUTLAY</b>						
100-5-20-5001	CAPITAL EXPENDITURES	4,849	-	-	-	-
<b>TOTAL CAPITAL PAYMENT</b>		<b>4,849</b>	-	-	-	-
<b>TOTAL</b>		<b>\$ 176,873</b>	<b>\$ 178,162</b>	<b>\$ 165,285</b>	<b>\$ 179,923</b>	<b>\$ 187,461</b>

# MUNICIPAL COURT

## PURPOSE/MISSION STATEMENT

To adhere to the Code of Judicial Conduct along with the laws and guidelines set forth by the City and the State of Texas. To provide a high quality of customer service that is both effective, efficient, and responsive to the needs of the public while treating people with dignity and respect as we diligently execute our administrative duties as set forth by law. Ensuring that all citizens served by the Glenn Heights Municipal Court are treated fairly and equally.

## FY 2015-2016 ACCOMPLISHMENTS

Participated in State Wide Warrant Round Up

Assumed collection processing for City Permits

Developed New Resident Welcome Guide

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2014-2015 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of Cases Cleared	86%	81%	83%	83%
Percent of Warrants Cleared	72%	70%	83%	83%

### WORKLOAD MEASURES

INDICATORS	2014-2015 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of Cases Filed	2098	1850	2000	1920
Number of Cases Completed	971	777	880	1000
Number of Warrants Issued	1232	1150	1200	1200
Number of Warrants Cleared	886	840	880	900
Number of Court Dockets Prepared	112	112	130	130
Completed Cases Other	591	2883	800	720
Completed Cases By Judge	374	312	400	300
Completed Cases By Jury	6	6	8	6
Cases Appealed	0	1	1	0

# MUNICIPAL COURT

## FY 2016-2017 WORKPLAN SUMMARY

Implement Video Arraignment System

Update Court Policy Procedure

Evaluate Collection Vendor and Contract

Develop Department Business Plan

## BUDGET HIGHLIGHTS

Funding in IT for Video Arraignment System

Develop cross training for greater redundancy between Court and Utility Billing operations

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>					
Court Administrator	1	1	1	1	1
<b>PART-TIME POSITION</b>	1	1	0	0	0
<b>TOTAL POSITIONS</b>	2	2	1	1	1

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 72,793	\$ 67,148	\$ 66,682	\$ 69,332	\$ 65,764
<b>SUPPLIES</b>	3,622	4,597	2,749	2,615	4,500
<b>CONTRACTED SERVICES</b>	54,016	57,122	44,715	34,780	46,000
<b>REPAIRS &amp; MAINTENANCE</b>	-	-	-	-	-
<b>OPERATING</b>	1,614	456	1,328	2,743	4,100
<b>DEPARTMENTAL</b>	-	-	-	-	-
<b>TOTAL</b>	\$ 132,045	\$ 129,323	\$ 115,475	\$ 109,470	\$ 120,364

# MUNICIPAL COURT

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-21-1000	EXEMPT SALARY	\$ -	\$ -	\$ -	\$ 50,117	\$ 53,889
100-5-21-1005	ACCRUED WAGES (AUDIT)	-	334	(140)	-	-
100-5-21-1010	REG SALARIES FULL-TIME	51,782	52,650	53,542	4,145	-
100-5-21-1020	REG SALARIES PART-TIME	4,916	-	-	2,238	-
100-5-21-1025	OVERTIME	345	495	1,138	-	-
100-5-21-1200	PAYROLL TAXES FICA	4,364	4,014	4,094	4,212	4,122
100-5-21-1205	WORKERS COMP	233	148	-	-	140
100-5-21-1210	INSURANCE	7,819	7,736	6,198	6,789	5,797
100-5-21-1215	UNEMPLOYMENT CLAIMS	1,452	-	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	-
100-5-21-1220	T.M.R.S.	1,882	1,771	1,851	1,831	1,816
<b>TOTAL PERSONNEL</b>		<b>72,793</b>	<b>67,148</b>	<b>66,682</b>	<b>69,332</b>	<b>65,764</b>
<b>SUPPLIES</b>						
100-5-21-2000	OFFICE SUPPLIES	1,165	1,240	1,161	118	-
100-5-21-2001	FORMS	1,436	2,305	1,588	2,497	4,000
100-5-21-2125	POSTAGE	1,021	1,052	-	-	500
<b>TOTAL SUPPLIES</b>		<b>3,622</b>	<b>4,597</b>	<b>2,749</b>	<b>2,615</b>	<b>4,500</b>
<b>CONTRACTED SERVICES</b>						
100-5-21-3013	OTHER PROFESSIONAL SERV	527	-	-	60	500
100-5-21-3014	MERCHANT (CC) FEES	-	-	-	-	-
100-5-21-3017	MUNICIPAL JUDGE	18,000	19,500	7,667	18,333	20,000
100-5-21-3019	COURT PROSECUTOR	18,000	19,500	19,220	11,207	20,500
100-5-21-3021	ARRAIGNMENTS - ASSOCIATE JUDGE	16,810	11,110	17,828	2,090	5,000
100-5-21-3022	COURT SOFTWARE	679	7,012	-	3,090	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>54,016</b>	<b>57,122</b>	<b>44,715</b>	<b>34,780</b>	<b>46,000</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-21-3202	R&M AUTO/TRUCK	-	-	-	-	-
<b>REPAIR &amp; MAINTENANCE</b>		-	-	-	-	-
<b>OPERATING</b>						
100-5-21-3300	CELL PHONES & WIRELESS	-	-	-	-	-
100-5-21-3400	CASH SHORT (OVER)	21	197	-	-	-
100-5-21-3500	CONF, TRAIN, & TRVL	1,488	187	1,292	2,683	4,000
100-5-21-3506	DUES,SUBSCRIPTIONS & PUB	105	72	36	60	100
<b>TOTAL OPERATING TOTAL</b>		<b>1,614</b>	<b>456</b>	<b>1,328</b>	<b>2,743</b>	<b>4,100</b>
<b>TOTAL MUNICIPAL COURT</b>		<b>\$ 132,045</b>	<b>\$ 129,323</b>	<b>\$ 115,475</b>	<b>\$ 109,470</b>	<b>\$ 120,364</b>

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# PUBLIC SAFETY CLUSTER



# FIRE

## PURPOSE/MISSION STATEMENT

Our mission is to provide emergency medical services, prevent and suppress fires, provide fire safety education to our citizens, advocate public safety and cultivate community relations with a commitment to professionalism.

## FY 2015-2016 ACCOMPLISHMENTS

Secured new ambulance and command vehicle

Conducted live Fire Training

Implemented Fire Hydrant Maintenance Program

Coordinated FEMA Reimbursement Program

Implemented Wellness & Fitness Well for Fire Staff

Upgraded Firehouse software

Built a training simulator with donated material from Home Depot and Lowes

Joined the new Emergency Operation Center (EOC) support group

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Call response time	7.35	4.40	5.0	5.2
Average number of inspections per month	2.41	2.40	4.4	8.5
Average fire response time (minutes)	6.16	6.00	5.5	5.5
Percent of reports prepared	100	100	100	100
Average EMS response time (minutes)	6.24	5.5	5.0	5.0

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of fire inspections	29	29	30	40
Number of fire calls	283	200	220	220
Number of EMS calls	860	860	946	950
Number of patient transports	444	442	490	500
Number of suppression responses	33	60	60	60
Number of Fire Prevention Education contacts	NM	NM	1358	1500

# FIRE

## FY 2016-2017 WORKPLAN SUMMARY

Implement Youth Fire Academy

Develop Community CPR Training Program

Develop Ambulance Subscription Program

## BUDGET HIGHLIGHTS

Moved Emergency Communication under Fire

Re-classified Emergency Management Specialist to Administrator, Emergency Management/Fire Marshall

Secured Thermal Imaging Fire Cameras

Funding included in Vehicle Fund to secure new Fire Engine

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Fire Chief	1	0	0.5	1	1
Emergency Management Adm/Fire Marshall.	0	0	0	1	1
Captains	1	3	3	3	3
Constituent Services Clerk (311)	0	0	0	0	1
Firefighter/Paramedic	9	6	6	6	6
Firefighter/EMT	3	3	3	3	3
Communication Officers	0	0	0	0	5
<b>PART-TIME POSITIONS</b>					
Fire Chief	0	1	.5	0	0
Firefighter/Paramedic	6	6	6	6	6
Firefighter/EMT	6	6	6	6	6
<b>Total Positions</b>	<b>26</b>	<b>25</b>	<b>25.5</b>	<b>26</b>	<b>32</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 623,099	\$ 873,672	\$ 939,665	\$ 1,032,802	\$ 1,328,601
<b>SUPPLIES</b>	52,481	98,367	71,104	62,512	88,300
<b>CONTRACTED SERVICES</b>	40,716	20,687	27,578	25,968	25,620
<b>REPAIRS &amp; MAINTENANCE</b>	33,756	28,412	33,453	31,433	50,000
<b>OPERATING</b>	12,528	18,811	18,830	17,835	45,000
<b>DEPARTMENTAL</b>	1,030	2,057	1,736	2,831	12,500
<b>DEBT PAYMENTS</b>	30,020	30,020	29,704	-	-
<b>CAPITAL OUTLAY</b>	34,835	-	78,577	41,710	-
<b>TOTAL</b>	\$ 828,465	\$ 1,072,026	\$ 1,200,647	\$ 1,215,092	\$ 1,550,021

# FIRE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-30-1000	EXEMPT SALARY	\$ -	\$ -	\$ -	\$ 87,498	\$ 154,723
100-5-30-1005	ACCRUED WAGES (AUDIT)	-	587	2,599	-	-
100-5-30-1010	REG. SALARIES FULL TIME	369,108	503,861	570,366	588,096	749,386
100-5-30-1020	REG. SALARIES PART TIME	41,871	74,130	84,374	78,053	50,544
100-5-30-1025	OVERTIME	68,440	92,719	92,024	79,622	81,758
100-5-30-1030	LONGEVITY PAY	3,423	3,866	4,311	4,604	4,896
100-5-30-1035	CERTIFICATION PAY	6,393	8,550	9,935	9,855	10,501
100-5-30-1040	ASSIGNMENT PAY	4,452	1,016	6,475	3,526	7,500
100-5-30-1200	PAYROLL TAXES FICA	35,771	50,017	56,072	62,202	82,127
100-5-30-1205	WORKERS COMP	6,023	20,415	10,514	-	15,758
100-5-30-1210	INSURANCE	72,735	98,185	79,386	93,199	125,684
100-5-30-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	11,241
100-5-30-1220	T.M.R.S.	14,883	20,326	23,610	26,147	34,483
<b>TOTAL PERSONNEL</b>		<b>623,099</b>	<b>873,672</b>	<b>939,665</b>	<b>1,032,802</b>	<b>1,328,601</b>
<b>SUPPLIES</b>						
100-5-30-1300	UNIFORMS & CLOTHING	8,725	4,489	6,598	11,735	7,000
100-5-30-2000	OFFICE SUPPLIES	239	195	368	530	800
100-5-30-2001	FORMS	95	155	-	-	-
100-5-30-2006	CHEMICALS	375	343	-	320	-
100-5-30-2007	AMBULANCE SUPPLIES	20,549	20,762	26,510	26,449	37,000
100-5-30-2012	JANITORIAL SUPPLIES	1,542	2,022	2,214	276	-
100-5-30-2100	GAS & FUEL	14,871	15,910	12,127	12,059	15,000
100-5-30-2125	POSTAGE	27	93	95	81	500
100-5-30-2155	SMALL OFFICE EQUIPMENT	200	-	1,928	382	1,000
100-5-30-2156	OTHER SMALL EQUIPMENT	-	22,851	-	-	-
100-5-30-2159	FIRE EQUIPMENT & TOOLS	5,858	31,547	21,265	10,681	27,000
<b>TOTAL SUPPLIES</b>		<b>52,481</b>	<b>98,367</b>	<b>71,104</b>	<b>62,512</b>	<b>88,300</b>
<b>CONTRACTED SERVICES</b>						
100-5-30-3010	TECHNOLOGY	200	820	2,846	2,039	-
100-5-30-3018	EMS BILLING SERVICE	39,016	18,367	19,663	18,860	20,520
100-5-30-3022	MEDICAL CONTROL	1,500	1,500	5,070	5,070	5,100
<b>TOTAL CONTRACTED SERVICES</b>		<b>40,716</b>	<b>20,687</b>	<b>27,578</b>	<b>25,968</b>	<b>25,620</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-30-3200	R & M STRUCTURES	3,001	3,936	3,442	-	-
100-5-30-3201	R & M SMALL EQUIPMENT	5,150	5,281	9,726	8,222	20,000
100-5-30-3202	R & M AUTO/TRUCK	25,605	19,195	20,284	23,212	30,000
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>33,756</b>	<b>28,412</b>	<b>33,453</b>	31,433	<b>50,000</b>

# FIRE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>OPERATING</b>						
100-5-30-3300	CELL PHONES & WIRELESS	2,563	2,327	3,276	261	-
100-5-30-3302	ELECTRICITY	2,401	3,999	2,849	-	-
100-5-30-3410	E-911 SERVICES	-	-	-	-	26,000
100-5-30-3500	CONFERENCE, TRAINING & TRA	2,068	4,795	6,674	8,278	10,000
100-5-30-3503	PRINTING, COPY & PHOTO	-	-	43	-	-
100-5-30-3505	OTHER OPERATING EXPENSES	1,297	2,884	2,972	3,000	2,000
100-5-30-3506	DUES, SUBSCRIPTIONS & PUB	4,199	4,806	3,016	6,296	7,000
<b>TOTAL OPERATING</b>		<b>12,528</b>	<b>18,811</b>	<b>18,830</b>	<b>17,835</b>	<b>45,000</b>
<b>DEPARTMENTAL</b>						
100-5-30-3516	YOUTH PROGRAM	49	500	65	-	3,000
100-5-30-3517	FIRE PREVENTION	981	1,557	1,671	2,831	3,000
100-5-30-3585	CERT INITIATIVE	-	-	-	-	1,500
100-5-30-3606	EMERGENCY MANAGEMENT	-	-	-	-	5,000
<b>TOTAL DEPARTMENTAL</b>		<b>1,030</b>	<b>2,057</b>	<b>1,736</b>	<b>2,831</b>	<b>12,500</b>
<b>DEBT PAYMENTS</b>						
100-5-30-4157	LEASE PRINCIPAL	30,020	30,020	28,639	-	-
100-5-30-4158	INTEREST	-	-	1,065	-	-
<b>TOTAL DEBT PAYMENTS</b>		<b>30,020</b>	<b>30,020</b>	<b>29,704</b>	<b>-</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>						
100-5-30-5000	CAPITAL EXPENDITURES	34,835	-	(2,696)	41,710	-
100-5-30-5602	GRANT EXPENDITURES-SAFE	-	-	81,273	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>34,835</b>	<b>-</b>	<b>78,577</b>	<b>41,710</b>	<b>-</b>
<b>TOTAL</b>		<b>\$ 828,465</b>	<b>\$ 1,072,026</b>	<b>\$ 1,200,647</b>	<b>\$ 1,215,092</b>	<b>\$ 1,550,021</b>

# POLICE

## PURPOSE/MISSION STATEMENT

To provide services with integrity and dedication, to preserve life, to enforce the law, and to work in partnership with the community to enhance the quality of life in the City of Glenn Heights.

## FY 2015-2016 ACCOMPLISHMENTS

All officers equipped with body cameras

Hosted largest National Night Out in 5 years with over 750 participants

Implemented Holiday Traffic Program to increase awareness of safety belt usage and hazardous traffic violations

Conducted Animal Service education meeting concerning pet vaccinations, pet registration, and animal safety

Updated radio console system

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Part I rate per 1,000 population	24.6	22.1	27	27
Percent of Part I crimes cleared	20%	12%	33%	30%
Percent of assigned criminal investigation cleared/closed within 60 days	N/M	N/M	70%/63%	70%
Percent of citizens ratings on neighborhood visibility as good or excellent in citizen survey	N/M	N/M	70%	70%
Percent of Crime Victim's Advocate making contact with all victims of crimes against persons within 5 business days	N/M	N/M	95%/65%	70%
Number of times social media updated weekly	N/M	N/M	3	6

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of Citizen Calls	21,667	25,353	22,000/21,522	22,500
Number of Arrests	443	341	400/366	375
Number of Neighborhood Contacts	478	708	525/525	550
Number of Traffic Contacts	1,828	1,835	2,000/1,700	1,850
Number of Community Relations Programs Conducted	27	16	12/18	18
Number of Public Information Requests processed	705	686	725/655	700
Number of E911 calls received	4,398	4,950	4,700/4,935	5,000
Number of Officer Initiated Calls for Service	14,394	14,891	14,600/15,129	15,250
Number of House Watches/Close Patrols Initiated	155	240	200/204	200
Number of Community Presentations regarding Animal Services	N/M	N/M	6/6	6

# POLICE

## FY 2016-2017 WORKPLAN SUMMARY

Conduct organizational assessment through Police Chief Best Practices Group and develop departmental business plan

Begin document management program converting documents to electronic records

Re-establish the Citizens Police Academy by April 2017

## BUDGET HIGHLIGHTS

Converted Corporal position to Deputy Chief Position and two additional Officers

Purchase Police command vehicle

Thermal imaging hand held camera and security camera for interview room and property room

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 APPROVED	2015-2016 AMENDED	2016-2017 PROPOSED
<b>FULL-TIME POSITIONS</b>						
Chief of Police	1	1	1	1	1	1
Deputy Chief	0	0	0	0	0	1
Police Sergeant	3	3	3	3	3	3
Police Corporal	3	3	3	3	3	2
Police Officers	9	9	9	10	10	12
Crime Victims Advocate	0	0	1	1	1	0
Code Enforcement	1	1	1	0	0	0
Animal Control	1	1	1	1	1	0
Executive Assistant	1	1	1	1	1	1
Communication Officers	5	5	5	5	5	0
Records & Property Coordinator	1	1	1	1	1	1
Records and Property Clerk	1	1	1	1	1	1
<b>TOTAL POSITIONS</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>22</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 1,370,331	\$ 1,447,752	\$ 1,470,358	\$ 1,550,154	\$ 1,454,881
<b>SUPPLIES</b>	75,104	85,472	74,101	62,041	100,000
<b>CONTRACTED SERVICES</b>	27,109	30,342	66,017	9,449	10,500
<b>REPAIRS &amp; MAINTENANCE</b>	33,164	56,041	54,551	30,562	41,000
<b>OPERATING</b>	76,143	84,409	70,728	41,818	32,250
<b>DEPARTMENTAL</b>	15,817	32,409	19,832	32,246	16,800
<b>DEBT PAYMENT</b>	52,866	52,866	81,668	-	-
<b>CAPITAL OUTLAY</b>	-	81,668	38,836	60,361	50,000
<b>TOTAL</b>	<b>\$ 1,650,534</b>	<b>\$ 1,870,959</b>	<b>\$ 1,876,091</b>	<b>\$ 1,786,631</b>	<b>\$ 1,705,431</b>

# POLICE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-32-1000	EXEMPT SALARY	\$ 81,967	\$ 83,014	\$ 84,596	\$ 85,523	\$ 150,587
100-5-32-1005	ACCRUED WAGES (AUDIT)	-	8,350	(1,274)	-	-
100-5-32-1010	REG. SALARIES FULL TIME	802,266	904,352	856,075	915,830	849,644
100-5-32-1020	REG. SALARIES PART TIME	21,169	13,798	21,960	1,690	-
100-5-32-1025	OVERTIME	109,985	65,894	131,157	169,653	97,335
100-5-32-1030	LONGEVITY PAY	6,076	6,059	6,216	6,572	6,144
100-5-32-1035	CERTIFICATION PAY	9,634	9,738	11,815	12,185	10,800
100-5-32-1040	ASSIGNMENT PAY	19,713	25,237	45,843	51,888	23,500
100-5-32-1200	PAYROLL TAXES FICA	75,729	80,523	83,616	88,939	87,058
100-5-32-1205	WORKERS COMP	23,980	22,791	16,550	-	24,690
100-5-32-1210	INSURANCE	185,342	188,539	162,536	174,909	154,018
100-5-32-1215	TEXAS EMP. COMM	-	2,659	12,078	1,158	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	12,745
100-5-32-1220	T.M.R.S.	34,470	36,798	39,190	41,807	38,360
<b>TOTAL PERSONNEL</b>		<b>1,370,331</b>	<b>1,447,752</b>	<b>1,470,358</b>	<b>1,550,154</b>	<b>1,454,881</b>
<b>SUPPLIES</b>						
100-5-32-1300	UNIFORMS & CLOTHING	3,805	4,433	5,147	5,906	7,000
100-5-32-2000	OFFICE SUPPLIES	2,761	2,729	2,665	-	-
100-5-32-2001	FORMS	779	1,723	660	953	1,400
100-5-32-2003	OTHER OPERATING SUPPLIES	513	2,837	1,533	220	2,000
100-5-32-2004	PATROL SUPPLIES	1,521	6,235	17,884	7,534	10,500
100-5-32-2010	PRISONER EXPENSES	6,851	5,402	6,134	6,423	7,500
100-5-32-2011	CRIME SCENE SEARCH	3,678	3,127	1,913	5,275	6,500
100-5-32-2012	JANITORIAL SUPPLIES	1,571	2,054	2,438	-	-
100-5-32-2100	GASOLINE & FUELS	50,962	52,199	33,708	33,672	57,000
100-5-32-2125	POSTAGE	1,973	2,274	58	96	1,000
100-5-32-2155	MINOR OFFICE EQUIPMENT	690	2,097	1,960	478	1,500
100-5-32-2156	OTHER SMALL EQUIPMENT	-	362	-	1,485	5,600
<b>TOTAL SUPPLIES</b>		<b>75,104</b>	<b>85,472</b>	<b>74,101</b>	<b>62,041</b>	<b>100,000</b>
<b>CONTRACTED SERVICES</b>						
100-5-32-3005	JANITORIAL SERVICES	4,200	4,200	14,798	-	-
100-5-32-3010	TECHNOLOGY	1,368	1,355	26,073	2,409	-
100-5-32-3013	OTHER PROFESSIONAL SERV	4,551	5,000	5,910	1,379	3,500
100-5-32-3022	POLICE SOFTWARE	12,901	15,698	14,822	-	-
100-5-32-3050	OPERATING LEASES-COPIERS	4,089	4,089	4,414	-	-
100-5-32-3102	BALLISTIC VESTS	3,392	4,038	1,989	5,660	7,000
<b>TOTAL CONTRACTED SERVICES</b>		<b>27,109</b>	<b>30,342</b>	<b>66,017</b>	<b>9,449</b>	<b>10,500</b>

# POLICE

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REPAIRS &amp; MAINTENANCE</b>					
100-5-32-3200 R & M STRUCTURES	4,279	5,472	13,294	70	-
100-5-32-3201 R & M SMALL EQUIPMENT	4,085	3,718	2,514	4,017	6,000
100-5-32-3202 R & M AUTO/TRUCK	24,800	46,851	38,744	26,475	35,000
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>33,164</b>	<b>56,041</b>	<b>54,551</b>	<b>30,562</b>	<b>41,000</b>
<b>OPERATING</b>					
100-5-32-3300 CELL PHONES & WIRELESS	9,277	9,826	12,320	1,185	-
100-5-32-3301 TELECOMMUNICATIONS	12,011	14,352	11,281	1,764	-
100-5-32-3302 ELECTRICITY	9,852	11,005	10,901	-	-
100-5-32-3303 NATURAL GAS	779	851	1,155	727	1,000
100-5-32-3400 LIABILITY INSURANCE	10,640	10,485	8,201	2,351	12,000
100-5-32-3410 E-911 SERVICES	24,653	24,678	14,396	20,005	-
100-5-32-3500 CONFERENCE, TRAINING & TRA	4,570	8,481	7,558	10,593	10,000
100-5-32-3503 PRINTING, COPY & PHOTO	768	1,112	920	907	1,000
100-5-32-3505 OPERATING EXPENSES	517	523	160	-	3,500
100-5-32-3506 DUES, SUBSCRIPTIONS & PUB	3,076	3,096	3,837	4,287	4,750
<b>TOTAL OPERATING</b>	<b>76,143</b>	<b>84,409</b>	<b>70,728</b>	<b>41,818</b>	<b>32,250</b>
<b>DEPARTMENTAL</b>					
100-5-32-3520 ANIMAL POUND	8,958	9,941	7,820	17,045	-
100-5-32-3522 DEMOLITIONS	-	12,775	-	-	-
100-5-32-3525 STRATEGIC RESPONSE TEAM	3,034	4,594	4,398	8,523	8,500
100-5-32-3530 CRIME PREVENTION	3,825	5,099	7,613	6,677	8,300
<b>TOTAL DEPARTMENTAL</b>	<b>15,817</b>	<b>32,409</b>	<b>19,832</b>	<b>32,246</b>	<b>16,800</b>
<b>DEBT PAYMENTS</b>					
100-5-32-4011 2011 VEHICLES LEASE PRINCIPAL	52,866	49,874	-	-	-
100-5-32-4013 FY 2014 LEASE PAYMENTS	-	-	81,668	-	-
100-5-32-4499 INTEREST EXPENSE	-	2,992	-	-	-
<b>TOTAL DEBT PAYMENTS</b>	<b>52,866</b>	<b>52,866</b>	<b>81,668</b>	<b>-</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>					
100-5-32-5000	-	81,668	38,836	60,361	50,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>81,668</b>	<b>38,836</b>	<b>60,361</b>	<b>50,000</b>
<b>TOTAL POLICE</b>	<b>\$ 1,650,534</b>	<b>\$ 1,870,959</b>	<b>\$ 1,876,091</b>	<b>\$ 1,786,631</b>	<b>\$ 1,705,431</b>

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# PLANNING & ECONOMIC DEVELOPMENT CLUSTER

# ECONOMIC DEVELOPMENT

## PURPOSE/MISSION STATEMENT

To encourage and promote responsible residential, desirable commercial and retail development. To maintain and protect the public infrastructure in a manner that supports and enhances the City of Glenn Heights community character and quality of life.

## FY 2015-2016 ACCOMPLISHMENTS

Participated in the International Conference on Shopping Center (ICSC) as a Vendor

Held holiday business mixer

Developed an Economic Development City of Glenn Heights Fact Sheet

Worked with DART to develop an updated City of Glenn Heights economic profile

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Increase in Number of retail businesses	NM	NM	NM	2

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of Roundtable meetings	NM	1	1	4
Number of Chamber of Commerce meetings	NM	0	0	4
Number of small business incubator meetings	NM	NM	NM	6
Number of Defined Development Incentive Programs	NM	Nm	NM	3
Number of businesses contacted	NM	NM	NM	24

## ECONOMIC DEVELOPMENT

### FY 2016-2017 WORKPLAN SUMMARY

- Develop a business outreach strategy
- Reestablish the Glenn Heights Chamber of Commerce
- Facilitate Local Business Roundtables
- Develop an Economic Development Strategic Plan
- Develop a Department Business Plan

### BUDGET HIGHLIGHTS

- Re-establish the Economic Development Department
- Participate again in the International Conference of Shopping Centers (ICSC) Texas Conference
- Attend ICSC National Conference

### PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Executive Director Economic Development	0	0	0	0	1
<b>PART-TIME POSITIONS</b>					
Intern	0	0	0	0	0
<b>TOTAL POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

### BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ -	\$ -	\$ -	\$ -	\$ 100,397
SUPPLIES	-	-	-	-	1,800
CONTRACTED SERVICES	-	-	-	-	15,000
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	27,300
CAPITAL OUTLAY	-	-	-	-	-
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 144,497</b>

# ECONOMIC DEVELOPMENT

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-52-1000	EXEMPT SALARY	\$ -	\$ -	\$ -	\$ -	\$ 85,000
100-5-52-1005	ACCRUED WAGES (AUDIT)	-	-	-	-	-
100-5-52-1010	REG. SALARIES FULL TIME	-	-	-	-	-
100-5-21-1025	OVERTIME	-	-	-	-	-
100-5-52-1200	PAYROLL TAXES FICA	-	-	-	-	6,503
100-5-52-1205	WORKERS COMP	-	-	-	-	232
100-5-52-1210	INSURANCE	-	-	-	-	5,797
100-5-52-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-
100-5-52-1220	T.M.R.S.	-	-	-	-	2,865
<b>TOTAL PERSONNEL</b>		-	-	-	-	<b>100,397</b>
<b>SUPPLIES</b>						
100-5-52-2001	FORMS	-	-	-	-	-
100-5-52-2100	GASOLINE & FUEL	-	-	-	-	-
100-5-52-2125	POSTAGE	-	-	-	-	300
100-5-52-2155	SMALL OFFICE EQUIPMENT	-	-	-	-	1,500
<b>TOTAL SUPPLIES</b>		-	-	-	-	<b>1,800</b>
<b>CONTRACTED SERVICES</b>						
100-5-52-3004	OTHER PROFESSIONAL SERV	-	-	-	-	10,000
100-5-52-3006	ADVERTISING CONTRACT	-	-	-	-	5,000
<b>TOTAL CONTRACTED SERVICES</b>		-	-	-	-	<b>15,000</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-52-3202	R & M AUTO/TRUCK	-	-	-	-	-
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		-	-	-	-	-
<b>OPERATING</b>						
100-5-52-3300	CELL PHONES & WIRELESS	-	-	-	-	1,800
100-5-52-3500	CONFERENCE, TRAINING & TRA	-	-	-	-	10,000
100-5-52-3503	PRINTING, COPY & PHOTO	-	-	-	-	3,500
100-5-52-3506	DUES, SUBSCRIPTIONS & PUB	-	-	-	-	10,000
100-5-52-3520	PUBLIC MEETINGS	-	-	-	-	2,000
<b>TOTAL OPERATING</b>		-	-	-	-	<b>27,300</b>
<b>CAPITAL OUTLAY</b>						
100-5-52-5000	CAPITAL EXPENDITURES	-	-	-	-	-
<b>TOTAL CAPITAL PAYMENT</b>		-	-	-	-	-
<b>TOTAL ECONOMIC DEVELOPMENT</b>		\$ -	\$ -	\$ -	\$ -	\$ 144,497

## PLANNING & DEVELOPMENT SERVICES

### PURPOSE/MISSION STATEMENT

To promote rational, economical, and environmentally efficient use of land, to allow Glenn Heights to grow in a manner consistent with adopted ordinances and the goals of the community focusing on customer service, creativity, accountability and continuous improvement.

### FY 2015-2016 ACCOMPLISHMENTS

Implemented Rental Registration Program

Reviewed and improved the Code Compliance and Development Processes

Implemented/Updated existing Web QA permitting software

Begin updating construction code by adoption of property maintenance code

### PERFORMANCE MEASURES

#### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Average Time required to process permit applications for New Single-Family Construction	N/A	N/A	4	4
Time required to process permit applications for New Commercial Construction	N/A	N/A	8	8
Number of Contacts with the Public (Non-Code Compliance)	93	662	1150	615

#### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of NSF Permits Issued	17	105	252	112
Number of NSF Plans Reviewed	17	105	252	112
Number of New Plats	3	2	1	3
Number of Trade & Miscellaneous Permits	157	566	1044	500
Number of Inspections for NSF	221	1,365	2,860	1,456
Valuation for NSF Building Permits	\$2,909,878.00	\$20,451,003	\$51,965,357	\$22,000,000
Number of Code Compliance Notices Issued	650	520	1300	1006
Number of Citations	-	-	45	38
Number of Bulk Trash Dumping Appointments	N/A	N/A	90	80
Number of Certified Mailings for Code	N/A	N/A	78	100
Number of Regular Mailings for Code	N/A	N/A	78	0
Number of Abatements	N/A	N/A	35	31
Number of Rental Unit Inspections	0	0	320	1345

# PLANNING & DEVELOPMENT SERVICES

## FY 2016-2017 WORKPLAN SUMMARY

Produce Updated City of Glenn Heights Zoning Maps

Develop Pocket Code Guide

Begin the review and update of City of Glenn Heights Master Plan and Comprehensive Zoning Ordinance

Develop a Departmental Business Plan

## BUDGET HIGHLIGHTS

Additional Planner approved in FY 15-16

Additional Code Compliance Officer

Senior Planner title Changed to Director of Planning and Development Services

Moved Animal Control under Code Compliance

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Director, Planning & Development Services	1	1	1	1	1
Coordinator, Code & Animal Control	0	0	0	0	1
Code Compliance Officer	0	0	0	1	1
Planner	0	0	0	0	1
Permit Coordinator	1	1	1	1	1
Animal Control	0	0	0	0	1
<b>TOTAL POSITIONS</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>6</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 86,088	\$ 93,933	\$ 121,485	\$ 160,928	\$ 324,056
<b>SUPPLIES</b>	1,598	642	1,065	3,159	16,000
<b>CONTRACTED SERVICES</b>	51,714	44,202	114,965	317,057	90,700
<b>REPAIRS &amp; MAINTENANCE</b>	814	-	60	860	2,000
<b>OPERATING</b>	4,544	5,409	4,680	5,264	18,800
<b>DEPARTMENTAL</b>	-	-	-	-	27,000
<b>DEBT PAYMENTS</b>	-	-	-	-	-
<b>CAPITAL OUTLAY</b>	-	-	-	20,776	-
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$ 144,758</b>	<b>\$ 144,186</b>	<b>\$ 242,255</b>	<b>\$ 508,044</b>	<b>\$ 478,556</b>

# PLANNING & DEVELOPMENT SERVICES

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-53-1000	EXEMPT SALARY	\$ 29,263	\$ 42,089	\$ 51,513	\$ 54,747	\$ 114,682
100-5-53-1005	ACCRUED WAGES (AUDIT)	-	1,030	431	-	-
100-5-53-1010	REG. SALARIES FULL TIME	27,369	24,668	42,497	70,257	142,093
100-5-53-1020	REG SALARIES PART-TIME	-	-	-	-	-
100-5-53-1030	CAR ALLOWANCE	-	-	-	-	-
100-5-21-1025	OVERTIME	-	-	299	291	-
100-5-53-1200	PAYROLL TAXES FICA	4,327	5,105	7,191	8,628	14,899
100-5-53-1205	WORKERS COMP	422	144	294	-	2,673
100-5-53-1210	INSURANCE	11,774	14,261	16,064	22,126	41,013
100-5-53-1215	UNEMPLOYMENT CLAIMS	11,076	4,410	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	2,131
100-5-53-1220	T.M.R.S.	1,857	2,226	3,197	4,879	6,565
<b>TOTAL PERSONNEL</b>		<b>86,088</b>	<b>93,933</b>	<b>121,485</b>	<b>160,928</b>	<b>324,056</b>
<b>SUPPLIES</b>						
100-5-53-1300	UNIFORMS AND CLOTHING	-	-	-	317	1,000
100-5-53-2000	OFFICE SUPPLIES	603	235	832	686	-
100-5-53-2001	FORMS	-	-	-	80	500
100-5-53-2009	CODE BOOKS	-	-	-	1,776	3,000
100-5-53-2012	JANITORIAL SUPPLIES	25	50	58	-	-
100-5-53-2100	GASOLINE & FUEL	-	322	49	301	9,500
100-5-53-2125	POSTAGE	12	35	-	-	2,000
100-5-53-2155	SMALL OFFICE EQUIPMENT	-	-	125	-	-
100-5-53-2315	NCTCOG AERIAL MAP	958	-	-	-	-
<b>TOTAL SUPPLIES</b>		<b>1,598</b>	<b>642</b>	<b>1,065</b>	<b>3,159</b>	<b>16,000</b>
<b>CONTRACTED SERVICES</b>						
100-5-53-3004	HEALTH DEPT FEES	2,449	526	5,132	2,653	5,200
100-5-53-3006	CONSULTANT FEES	7,190	-	-	-	-
100-5-53-3010	TECHNOLOGY	-	-	40	2,691	-
100-5-53-3015	MERCHANT (CC) FEES	429	252	577	1068	500
100-5-53-3047	INSPECTIONS	37,799	39,918	108,848	310,645	85,000
100-5-53-3050	OPERATING LEASE-PLOTTER	3,847	3,506	368	-	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>51,714</b>	<b>44,202</b>	<b>114,965</b>	<b>317,057</b>	<b>90,700</b>

# PLANNING & DEVELOPMENT SERVICES

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-53-3200	R & M STRUCTURES	814	-	-	-	-
100-5-53-3202	R & M AUTO/TRUCK	-	-	60	860	2,000
100-5-53-3210	R & M SIGNS & MARKINGS	-	-	-	-	-
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>814</b>	<b>-</b>	<b>60</b>	<b>860</b>	<b>2,000</b>
<b>OPERATING</b>						
100-5-53-3300	CELL PHONES & WIRELESS	(22)	-	-	-	1,800
100-5-53-3400	CASH SHORT (OVER)	-	78	-	-	-
100-5-53-3500	CONFERENCE, TRAINING & TRA	3,207	4,104	3,087	2,779	11,500
100-5-53-3503	PRINTING, COPY & PHOTO	661	516	866	1,631	1,500
100-5-53-3505	OPERATING EXPENSES	413	-	-	200	2,500
100-5-53-3506	DUES, SUBSCRIPTIONS & PUB	285	711	726	655	1,500
<b>TOTAL OPERATING</b>		<b>4,544</b>	<b>5,409</b>	<b>4,680</b>	<b>5,264</b>	<b>18,800</b>
<b>DEPARTMENTAL</b>						
100-5-53-3522	DEMOLITIONS	-	-	-	-	10,000
100-5-53-3520	ANIMAL POUND	-	-	-	-	17,000
<b>TOTAL DEPARTMENTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,000</b>
<b>CAPITAL OUTLAY</b>						
100-5-53-5000	CAPITAL EXPENDITURES	-	-	-	20,776	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>20,776</b>	<b>-</b>
<b>TOTAL PLANNING</b>		<b>\$ 144,758</b>	<b>\$ 144,186</b>	<b>\$ 242,255</b>	<b>\$ 508,044</b>	<b>\$ 478,556</b>

# PARKS & COMMUNITY ENGAGEMENT

## PURPOSE/MISSION STATEMENT

To promote a sense of community pride in citizens and City staff by encouraging and managing open communication, organizing a broad range of community engagement events and programs, and increasing citizen volunteerism through innovative programming. All of these points are guided by strategic goals set in place by the Mayor and City Council.

## FY 2015-2016 ACCOMPLISHMENTS

Implemented the Summer Music in the Park Series

Hosted a Martin Luther King Jr. Day of Service

Coordinated all volunteer activities related to December 26, 2015 Tornado Event

Held Quarterly HOA President's Meetings

Increased the number of community events

Developed city-wide Customer Service Protocol and Training Program for employees

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent event attendance increased	N/M	N/M	15%	15%
Number of updates to social media outlets	N/M	N/M	3 times/ week	3 times/ week
Percent increase in Facebook likes	N/M	N/M	50%	50%
Percent of increase of registered volunteers	N/M	N/M	50%	50%
Number of quarterly business mixers	N/M	N/M	4	N/A
Response time to community inquiries	N/M	N/M	24 hours or next business days	24 hours or next business days

### WORKLOAD MEASURES

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number Increase of citizen participation at events	N/M	N/M	15%	15%
Number of events held	N/M	N/M	13	15
Amount of money raised through sponsorship	N/M	N/M	25%	25%
Number of registered volunteers	N/M	N/M	5	5
Number of social media posts per week	N/M	N/M	3	3
Average response time to community members	N/M	N/M	24 hours or next business days	24 hours or next business days

# PARKS & COMMUNITY ENGAGEMENT

## FY 2016-2017 WORKPLAN SUMMARY

- Begin updating Parks Master Plan
- Develop a Parks & Community Engagement Departmental business plan
- Begin programming recreational classes and activities for the City

## BUDGET HIGHLIGHTS

- Created a part-time Parks and Recreation Superintendent Position
- Moved funding for park maintenance back into the Community Engagement budget

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
FULL-TIME POSITIONS					
Administrator, Community Engagement	0	0	0	1	1
PART-TIME POSITIONS					
Superintendent Park & Rec.	0	0	0	0	1
<b>TOTAL POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 43,374	\$ 45,408	\$ 59,711	\$ 75,186	\$ 101,120
<b>SUPPLIES</b>	25,412	20,239	7,368	5,753	14,000
<b>CONTRACTED SERVICES</b>	70,193	53,776	61,699	-	-
<b>REPAIRS &amp; MAINTENANCE</b>	16,171	20,212	12,514	229	27,500
<b>OPERATING</b>	13,693	15,737	37,136	45,822	49,550
<b>DEPARTMENTAL</b>	-	-	-	17,833	24,000
<b>DEBT PAYMENTS</b>	6,382	6,382	6,382	-	-
<b>CAPITAL OUTLAY</b>	-	-	5,898	28,835	-
<b>TOTAL</b>	<b>\$ 175,225</b>	<b>\$ 161,754</b>	<b>\$ 190,708</b>	<b>\$ 173,659</b>	<b>\$ 216,170</b>

# PARKS & COMMUNITY ENGAGEMENT

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-60-1000	EXEMPT SALARIES	\$ -	\$ -	\$ 16,815	\$ 51,103	\$ 60,000
100-5-60-1005	ACCRUED WAGES (AUDIT)	-	38	2,236	-	-
100-5-60-1010	REG. SALARIES FULL TIME	31,096	31,216	27,078	3,842	-
100-5-60-1020	REG SALARIES PART-TIME	-	-	-	5,489	24,130
100-5-60-1025	OVERTIME	168	1,962	103	-	-
100-5-60-1200	PAYROLL TAXES	2,386	2,490	3,364	4,381	6,436
100-5-60-1205	WORKERS COMP	883	860	609	-	121
100-5-60-1210	INSURANCE	7,814	7,736	8,015	8,521	7,597
100-5-11-1218	PERFORMANCE IMCREASES	-	-	-	-	-
100-5-60-1220	T.M.R.S.	1,027	1,106	1,491	1,850	2,836
<b>TOTAL PERSONNEL</b>		<b>43,374</b>	<b>45,408</b>	<b>59,711</b>	<b>75,186</b>	<b>101,120</b>
<b>SUPPLIES</b>						
100-5-60-1300	UNIFORMS & CLOTHING	284	400	91	-	-
100-5-60-2000	OFFICE SUPPLIES	203	291	139	-	500
100-5-60-2003	OPERATING SUPPLIES	714	748	254	918	1,000
100-5-60-2004	PARK MOVIES	(94)	1,439	1,454	975	2,000
100-5-60-2008	CEREMONIAL SUPPLIES	459	700	642	-	-
100-5-60-2010	PRISONER EXPENSE	4,933	2,101	1,198	-	-
100-5-60-2012	JANITORIAL SUPPLIES	1,775	1,711	1,145	335	-
100-5-60-2100	GASOLINE & FUELS	2,727	3,907	1,662	1,486	3,500
100-5-60-2105	STRIPING	2,002	2,575	-	-	1,500
100-5-60-2110	KIDDIE CUSHION	3,463	186	-	1,884	5,000
100-5-60-2151	HAND TOOLS	750	854	221	-	-
100-5-60-2156	OTHER SMALL EQUIPMENT	8,196	5,327	562	154	500
<b>TOTAL SUPPLIES</b>		<b>25,412</b>	<b>20,239</b>	<b>7,368</b>	<b>5,753</b>	<b>14,000</b>
<b>CONTRACTED SERVICES</b>						
100-5-60-3010	TECHNOLOGY	-	200	50	-	-
100-5-60-3015	CONTRACT MOWING	47,149	30,653	61,639	-	-
100-5-60-3017	CONTRACT FIELD MAINTENANCE	22,400	22,200	-	-	-
100-5-60-3110	SAFETY EQUIPMENT	644	723	10	-	-
<b>CONTRACTED SERVICES TOTAL</b>		<b>70,193</b>	<b>53,776</b>	<b>61,699</b>	<b>-</b>	<b>-</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-60-3201	R&M SMALL EQUIPMENT	1,538	2,267	1,267	-	-
100-5-60-3202	R&M AUTO/TRUCK	929	2,439	1,390	-	500
100-5-60-3205	R&M SIGNS & MARKINGS	448	50	581	229	-
100-5-60-3206	R&M HEAVY EQUIPMENT	-	-	94	-	-
100-5-60-3207	R&M HIGHWAY BEAUTIFICATION	-	-	375	-	-
100-5-60-3210	HERITAGE PK MAINTENANCE	8,079	10,280	5,811	-	15,000

# PARKS & COMMUNITY ENGAGEMENT

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REPAIRS &amp; MAINTENANCE (Continued)</b>						
100-5-60-3215	COURTNEY LN PK MAINTENANCE	2,871	2,117	1,405	-	10,000
100-5-60-3220	GATEWAY PK MAINTENANCE	2,306	3,059	1,592	-	2,000
<b>CONTRACTED REPAIR &amp; MAINTENANCE</b>		<b>16,171</b>	<b>20,212</b>	<b>12,514</b>	<b>229</b>	<b>27,500</b>
<b>OPERATING</b>						
100-5-60-3300	CELL PHONES & WIRELESS	1,378	1,388	1,129	43	900
100-5-60-3302	ELECTRICITY	12,040	14,150	12,720	-	-
100-5-60-3411	FAMILY FESTIVAL	-	-	-	37,449	25,000
100-5-60-3412	HOLIDAY GIVING	-	-	-	823	850
100-5-60-3413	SPECIAL CELEBRATIONS	-	-	-	1,515	3,000
100-5-60-3414	STATE OF THE CITY	-	-	-	100	4,000
100-5-60-3500	CONFERENCE, TRAINING & TRA	40	-	540	1,566	4000
100-5-60-3503	PRINTING, COPY & PHOTO	-	109	43	22	750
100-5-60-3506	DUES, SUBSCRIPTIONS & PUB	235	90	150	50	800
100-5-60-3507	SPECIAL EVENTS	-	-	22,555	4,254	6,500
100-5-60-3610	CITIZEN LIBRARY PROGRAM	-	-	-	-	3,750
<b>OPERATING TOTAL</b>		<b>13,693</b>	<b>15,737</b>	<b>37,136</b>	<b>45,822</b>	<b>49,550</b>
<b>DEPARTMENTAL</b>						
100-5-60-3515	QUARTERLY CLEAN-UP	-	-	-	11,174	-
100-5-60-3531	RENTAL EQUIPMENT	-	-	-	-	15,000
100-5-60-3600	COMMUNITY BEAUTIFICATION	-	-	-	792	4,000
100-5-60-3517	PARK EVENTS	-	-	-	4,394	5,000
100-5-60-3518	BUSINESS MIXERS	-	-	-	1,474	-
<b>TOTAL DEPARTMENTAL</b>					<b>17,833</b>	<b>24,000</b>
<b>DEBT PAYMENTS</b>						
100-5-60-4011	2011 VEHICLE LEASE PRINCL	6,382	6,382	6,010	-	-
100-5-60-4012	LEASE PAYMENT INTEREST	-	-	372	-	-
<b>TOTAL DEBT PAYMENT</b>		<b>6,382</b>	<b>6,382</b>	<b>6,382</b>		
<b>CAPITAL OUTLAY</b>						
100-5-60-5000	CAPITAL OUTLAY	-	-	5,898	28,835	-
<b>TOTAL CAPITAL PAYMENT</b>		<b>-</b>	<b>-</b>	<b>5,898</b>	<b>28,835</b>	<b>-</b>
<b>TOTAL PARKS &amp; COMMUNITY ENGAGEMENT</b>		<b>\$ 175,225</b>	<b>\$ 161,754</b>	<b>\$ 190,708</b>	<b>\$ 173,659</b>	<b>\$ 216,170</b>



# INFRASTRUCTURE SERVICES CLUSTER

# STREETS, SANITATION & MAINTENANCE

## PURPOSE/MISSION STATEMENT

The Street Division is responsible for the maintenance of the City's roadways.

## FY 2015-2016 ACCOMPLISHMENTS

Worked with Dallas County to level and add an asphalt overlay for parts of Bear Creek Road

Develop Street Assessment of all City maintained streets within the City of Glenn Heights

Partnered with Ellis County to complete resurfacing of Uhl Road using a Chip and Seal process

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of pot holes repaired within 72 hours of being reported	NM	NM	NM	80%
Percent of street signs repaired within 2 weeks of being reported	NM	NM	NM	80%

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Number of pot holes repaired	NM	NM	NM	TBD
Number of street signs repaired/ replaced	NM	NM	NM	TBD
Number of Park Mowing	NM	NM	14	20
Miles of Right Away Cuts	NM	NM	NM	TBD

# STREETS & MAINTENANCE

## FY 2016-2017 WORKPLAN SUMMARY

- Road work on Westmoreland from the Ellis County Line to Bear Creek
- Development of Comprehensive Streets Capital Improvement Plan
- Repair of the intersection of Westmoreland and Bear Creek
- Road work on Ellis County section of Hampton Road
- Working with Community Engagement to develop an Adopt-a-Street Program

## BUDGET HIGHLIGHTS

Funding for minor road repair in budget

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME</b>					
Utility Worker III	1	1	1	1	1
<b>PART-TIME</b>					
<b>TOTAL POSITIONS</b>	1	1	1	1	1

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 52,316	\$ 53,652	\$ 52,131	\$ 20,947	\$ 44,559
<b>SUPPLIES</b>	14,208	8,572	5,405	12,297	14,000
<b>CONTRACTED SERVICES</b>	1,387	2,059	3,073	62,720	727,840
<b>REPAIRS &amp; MAINTENANCE</b>	53,760	60,469	105,335	122,951	132,500
<b>OPERATING</b>	83,721	91,876	100,965	128,297	131,200
<b>DEPARTMENTAL</b>	2,831	2,831	3,785	1,137	4,500
<b>DEBT PAYMENTS</b>	-	-	-	-	-
<b>CAPITAL OUTLAY</b>	-	-	-	-	-
<b>TOTAL</b>	\$ 208,223	\$ 219,459	\$ 270,693	\$ 348,348	\$ 1,054,599

# STREETS & MAINTENANCE

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
100-5-40-1005	ACCRUED WAGES (AUDIT)	\$ -	\$ 228	\$ (89)	\$ -	\$ -
100-5-40-1010	REG. SALARIES FULL TIME	37,502	38,397	38,972	15,452	31,096
100-5-40-1025	OVERTIME	352	460	879	634	1,166
100-5-40-1200	PAYROLL TAXES FICA	2,890	2,967	3,043	1,228	2,468
100-5-40-1205	WORKERS COMP	2,514	2,572	1,777	-	2,479
100-5-40-1210	INSURANCE	7,814	7,733	6,199	3,089	5,797
100-5-11-1218	PERFORMANCE INCREASES			-	-	466
100-5-40-1220	T.M.R.S.	1,244	1,295	1,349	543	1,087
<b>TOTAL PERSONNEL</b>		<b>52,316</b>	<b>53,652</b>	<b>52,131</b>	<b>20,947</b>	<b>44,560</b>
<b>SUPPLIES</b>						
100-5-40-1300	UNIFORMS & CLOTHING	195	164	-	197	200
100-5-40-2000	OFFICE SUPPLIES	157	233	256	38	-
100-5-40-2012	JANITORIAL SUPPLIES	129	153	91	7,124	10,000
100-5-40-2100	GASOLINE & FUELS	13,442	7,602	5,025	4,647	3,500
100-5-40-2125	POSTAGE	1	-	-	-	-
100-5-40-2151	HAND TOOLS	284	420	32	291	300
<b>TOTAL SUPPLIES</b>		<b>14,208</b>	<b>8,572</b>	<b>5,405</b>	<b>12,297</b>	<b>14,000</b>
<b>CONTRACTED SERVICES</b>						
100-5-40-0012	JANITORIAL SERVICES	-	-	-	7,591	24,340
100-5-40-3012	TRAFFIC SIGNAL MAINT	297	674	1,901	2,076	1,000
100-5-40-3110	SAFETY EQUIPMENT	1,090	1,385	1,172	934	1,500
100-5-40-3115	SANITATION	-	-	-	52,119	701,000
<b>TOTAL CONTRACTED SERVICES</b>		<b>1,387</b>	<b>2,059</b>	<b>3,073</b>	<b>62,720</b>	<b>727,840</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-40-3200	R & M STRUCTURES	517	512	421	15,178	30,000
100-5-40-3201	R & M SMALL EQUIPMENT	2,316	1,625	620	1,149	1,500
100-5-40-3202	R & M AUTO/TRUCK	7,458	2,533	1,033	4,005	2,500
100-5-60-3207	R&M HIGHWAY BEAUTIFICATION	-	-	-	439	1,000
100-5-60-3210	HERITAGE PK MAINTENANCE	-	-	-	18,900	-
100-5-60-3215	COURTNEY LANE PK MAINTENANCE	-	-	-	1,618	-
100-5-60-3220	GATEWAY PK MAINTENANCE	-	-	-	1,744	-
100-5-40-3205	R & M STREETS	27,393	51,408	93,752	75,344	85,000
100-5-40-3206	R & M HEAVY EQUIPMENT	10,695	2,482	2,511	4,366	7,500
100-5-40-3210	R & M HEAVY EQUIPMENT	5,381	1,909	6,998	208	5,000
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>53,760</b>	<b>60,469</b>	<b>105,335</b>	<b>122,951</b>	<b>132,500</b>

## STREETS & MAINTENANCE

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>OPERATING</b>					
100-5-40-3300 CELL PHONES & WIRELESS	373	432	533	43	-
100-5-40-3302 ELECTRICITY	83,348	91,396	100,421	128,167	131,000
100-5-40-3500 CONFERENCE, TRAINING & TRA	-	48	12	86	200
<b>TOTAL OPERATING</b>	<b>83,721</b>	<b>91,876</b>	<b>100,965</b>	<b>128,297</b>	<b>131,200</b>
<b>DEPARTMENTAL</b>					
100-5-40-3531 RENTAL EQUIPMENT	2,831	2,831	3,785	1,137	4,500
<b>TOTAL DEPARTMENTAL</b>	<b>2,831</b>	<b>2,831</b>	<b>3,785</b>	<b>1,137</b>	<b>4,500</b>
<b>CAPITAL OUTLAY</b>					
100-5-40-5000 CAPITAL EXPENDITURE	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL STREETS</b>	<b>\$ 208,223</b>	<b>\$ 219,459</b>	<b>\$ 270,693</b>	<b>\$ 348,348</b>	<b>\$ 1,054,599</b>

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## WATER SEWER FUND

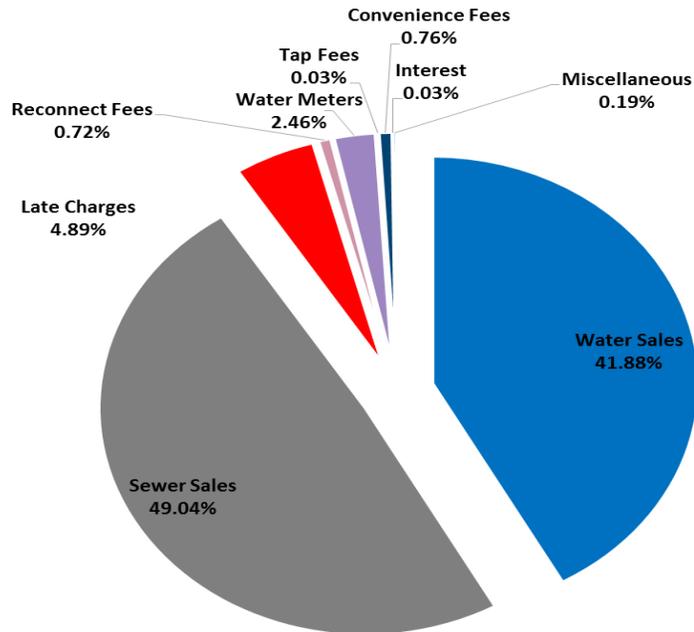
The Water and Sewer Utility Fund is an Enterprise Fund and accounts for revenues and expenses associated with the operation system, utility debt services and utility capital projects. Revenue to support the Water and Sewer Fund are derived from user's fees billed to commercial and residential customers in the City. The Water and Sewer Operating Funds appropriations is adopted as part of the annual budget process.

# WATER SEWER FUND SUMMARY

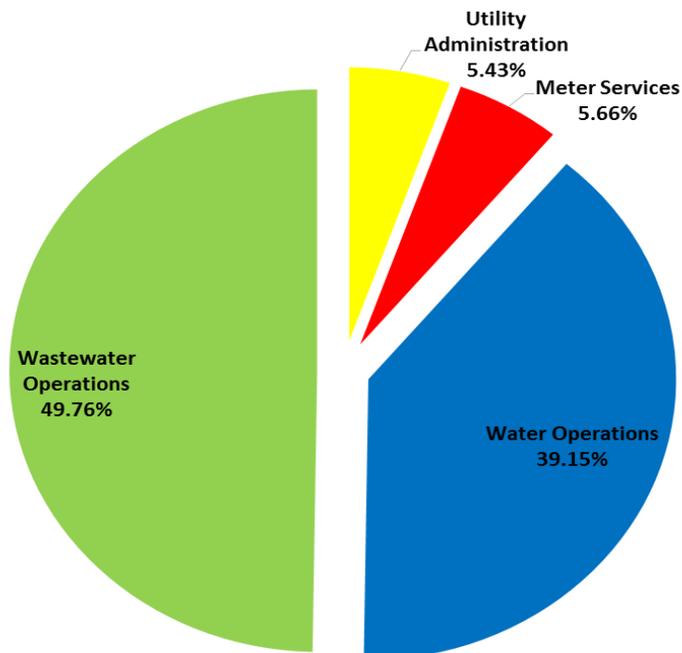
	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
Water Sales	\$ 1,916,330	\$ 1,924,860	\$ 2,021,700	\$ 2,214,578	\$2,197,978
Sewer Sales	2,372,526	2,339,673	2,449,480	2,538,126	2,573,801
Late Charges	272,768	266,921	268,831	266,838	256,500
Reconnect Fees	50,435	58,703	54,294	38,701	38,000
Water Meters	16,102	12,813	63,435	160,201	129,375
Tap Fees	1,600	875	-	2,476	1,600
Convenience Fees	38,640	40,483	43,484	48,976	39,780
Interest	2,862	1,359	1,432	1,500	1,500
Miscellaneous	363,559	17,836	12,642	117,765	10,000
Transfer from Tornado Fund	-	-	-	17,000	-
<b>TOTAL REVENUES</b>	<b>5,034,822</b>	<b>4,663,523</b>	<b>4,915,298</b>	<b>5,389,160</b>	<b>5,248,533</b>
<b>EXPENDITURES</b>					
Utility Administration	\$ 253,558	\$ 238,980	\$ 236,617	\$ 225,083	\$ 238,226
Meter Services	138,230	215,744	234,100	231,675	253,535
Water Operations	1,218,860	1,340,390	1,403,606	1,666,126	1,774,626
Wastewater Operations	1,536,876	1,571,789	1,834,143	2,449,659	2,145,062
Capital Project - Hwy 664 Utility Relocation	-	-	102,375	100,000	-
<b>TOTAL EXPENDITURES</b>	<b>3,147,524</b>	<b>3,366,903</b>	<b>3,810,841</b>	<b>4,672,543</b>	<b>4,441,990</b>
<b>REVENUE OVER (UNDER) EXPENDITURES</b>	<b>1,887,298</b>	<b>1,296,620</b>	<b>1,104,457</b>	<b>716,617</b>	<b>836,544</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
00-Lease Purchase Proceeds	99,679	-	-	-	-
00-Lease Expenditures	(99,679)	-	-	-	-
00-Debt Service Payments	(277,100)	(272,400)	(275,925)	(275,925)	(275,925)
00-Transfers In (Out):	-	-	-	-	-
Transfer from Debt Service Fund	277,100	-	-	-	-
Transfer from GF for Loan repayment	-	-	81,668	-	-
Repayment to GF for taxes used to pay debt	(277,100)	-	-	-	-
Transfers to GF Technology	(100,000)	(82,000)	-	(146,972)	(252,033)
Transfer to City Hall Fund	-	-	-	(500,000)	-
Transfers to Tornado Relief	-	-	-	(300,000)	-
Transfer to Capital Project Fund	-	-	-	-	(100,000)
W/S Charge for Services MGT	(185,593)	(214,532)	(236,000)	(260,931)	(433,450)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(562,693)</b>	<b>(568,932)</b>	<b>(430,257)</b>	<b>(1,483,828)</b>	<b>(1,061,408)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ 1,324,605</b>	<b>\$ 727,688</b>	<b>\$ 674,200</b>	<b>\$ (767,212)</b>	<b>\$ (224,864)</b>
TOTAL FUND BALANCE - OCTOBER 1	1,613,930	2,938,535	3,304,464	3,978,664	3,211,452
<b>TOTAL FUND BALANCE - SEPTEMBER 30</b>	<b>\$ 2,938,535</b>	<b>\$ 3,666,223</b>	<b>\$ 3,978,664</b>	<b>\$ 3,211,452</b>	<b>\$ 2,986,588</b>
Restrict for capital improvements	(750,000)	(361,759)	(361,759)	-	-
Reserve for one-time incentive pay-out	(11,250)	-	-	-	-
Reserve for TRA overages	(75,000)	-	-	-	-
<b>UNRESTRICTED FUND BALANCE - SEPT 30</b>	<b>\$ 2,102,285</b>	<b>\$ 3,304,464</b>	<b>\$ 3,616,905</b>	<b>\$ 3,211,452</b>	<b>\$ 2,986,588</b>
Daily Operating Costs	10,165	10,783	11,843	14,675	14,722
Days in Reserve	207	306	305	219	203

# WATER SEWER FUND SUMMARY

## WATER SEWER FUND REVENUE SUMMARY



## WATER SEWER FUND EXPENDITURE SUMMARY



# PROGRAM BUDGETS AND WORK PLAN FISCAL YEAR 2016-2017



# UTILITY ADMINISTRATION

## PURPOSE/MISSION STATEMENT

The Utility Billing and Collection Division provides comprehensive, professional, effective and reliable service to our utility customers. The division is responsible for managing service requests, concerns and inquiries. Utility Billing and Collection maintains utility customer records and bills, monitors and collects active, inactive and aged accounts. The division generates and processes the billing for water, wastewater and sanitation.

## FY 2015-2016 ACCOMPLISHMENTS

Implemented Senior Utility Billing Program

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent increase in customers	NM	NM	NM	2%
Percent customer complaints down	NM	1%	2%	2%
Number of customer service compliments per month	NM	5	7	10

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Average customers served/billing per month	NM	4400	4500	4700
Average late notices/cutoffs per month	NM	104	105	75
Average applications per month	NM	48	50	45
Average calls taken per day	NM	100	100	75
Average daily service ticket orders	NM	5-8	5-8	5
Number of participants in the Senior Billing Program	NM	NW	50	75
Number of Onsite Payment Customers	NM	NM	NM	300

# UTILITY ADMINISTRATION

## FY 2016-2017 WORKPLAN SUMMARY

Implement pay-by-phone options for utility customers

Review and update divisional operating manual

## BUDGET HIGHLIGHTS

Added a part-time Accounting Clerk

The Auditors cost center moved out of the Water Fund and is now reflected total cost under Council Budget

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Utilities Billing Supervisor	1	1	1	1	1
Utilities Billing Representative	2	2	2	2	2
<b>PART-TIME POSITIONS</b>					
Accounting Clerk	0	0	0	0	1
<b>TOTAL POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 133,268	\$ 134,893	\$ 117,459	\$ 108,318	\$ 147,861
<b>SUPPLIES</b>	1,955	2,269	1,681	319	2,450
<b>CONTRACTED SERVICES</b>	87,992	98,265	101,820	114,307	77,000
<b>REPAIRS &amp; MAINTENANCE</b>	-	-	-	-	-
<b>OPERATING</b>	6,794	2,709	4,512	2,139	10,915
<b>DEPARTMENTAL</b>	-	-	-	-	-
<b>DEBT PAYMENTS</b>	12,986	844	-	-	-
<b>CAPITAL OUTLAY</b>	10,564	-	-	-	-
<b>USE OF FUND BALANCE</b>	-	-	2,113	-	-
<b>TOTAL UTILITY ADMIN</b>	<b>\$ 253,558</b>	<b>\$ 238,980</b>	<b>\$ 227,585</b>	<b>\$ 225,083</b>	<b>\$ 238,226</b>

## UTILITY ADMINISTRATION

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
500-5-22-1005	ACCRUED WAGES (AUDIT)	\$ (2,135)	\$ (4,606)	\$ (2,791)	\$ -	\$ -
500-5-22-1010	REG. SALARIES FULL TIME	100,308	104,447	90,789	79,561	98,852
500-5-22-1020	REG. SALARIES PART TIME	-	-	-	1,718	12,251
500-5-22-1025	OVERTIME	636	419	1,816	1,398	3,596
500-5-22-1200	PAYROLL TAXES FICA	7,438	7,803	6,738	5,807	8,718
500-5-22-1205	WORKERS COMP	275	308	393	-	352
500-5-22-1210	INSURANCE	23,428	23,101	17,379	17,094	19,182
500-5-22-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	1,483
500-5-22-1220	T.M.R.S.	3,317	3,421	3,134	2,740	3,428
<b>TOTAL PERSONNEL</b>		<b>133,268</b>	<b>134,893</b>	<b>117,459</b>	<b>108,318</b>	<b>147,861</b>
<b>SUPPLIES</b>						
500-5-22-2000	OFFICE SUPPLIES	873	1,215	1,081	319	1,850
500-5-22-2012	JANITORIAL SUPPLIES	-	-	-	-	-
500-5-22-2125	POSTAGE	166	148	-	-	-
500-5-22-2156	OTHER SMALL EQUIPMENT	916	906	600	-	600
<b>TOTAL SUPPLIES</b>		<b>1,955</b>	<b>2,269</b>	<b>1,681</b>	<b>319</b>	<b>2,450</b>
<b>CONTRACTED SERVICES</b>						
500-5-22-3001	AUDITING	13,500	13,500	13,500	13,500	-
500-5-22-3006	CONSULTANT FEE	-	-	-	-	5,000
500-5-22-3010	TECHNOLOGY	-	-	-	-	-
500-5-22-3014	TEMP CONTRACT LABOR	-	-	3,847	18,242	-
500-5-22-3015	MERCHANT (CC) FEES	25,701	31,317	27,790	25,811	30,000
500-5-22-3020	INTERNET SERVICES	-	-	-	-	-
500-5-22-3022	ANNUAL SOFTWARE MAINT.	10,984	11,959	10,936	9,384	-
500-5-22-3024	WEBSITE HOSTING FEES	-	-	-	-	-
500-5-22-3025	WATER BILL PROCESS/POSTAGE	37,269	40,951	45,166	46,945	42,000
500-5-22-3050	OPERATING LEASES-COPIERS	538	538	582	425	-
<b>TOTAL CONTRACTED SERVICES</b>		<b>87,992</b>	<b>98,265</b>	<b>101,820</b>	<b>114,307</b>	<b>77,000</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
500-5-22-3201	R & M SMALL EQUIPMENT	-	-	-	-	-
<b>TOTAL REPAIR &amp; MAINTENANCE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## UTILITY ADMINISTRATION

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>OPERATING</b>						
500-5-22-3300	CELL PHONES & WIRELESS CARDS	373	373	506	41	
500-5-22-3301	TELECOMMUNICATIONS	4,367	207	500	-	5,615
500-5-22-3302	ELECTRICITY	1,647	138	1,143	1,181	1,500
500-5-22-3303	NATURAL GAS	363	1,389	1,664	841	1,900
500-5-22-3400	TRAINING	-	341	693	-	1,000
500-5-223410	BLANKET BOND EXPENSES	-	-	-	-	-
500-5-22-3500	CASH (OVER) SHORT	43	261	6	(20)	-
500-5-22-3503	PRINTING, COPY & PHOTO	-	-	-	97	900
<b>TOTAL OPERATING</b>		<b>6,794</b>	<b>2,709</b>	<b>4,512</b>	<b>2,139</b>	<b>10,915</b>
<b>DEPARTMENTAL</b>						
500-5-22-3625	CONTINGENCY RESERVE	-	-	-	-	
<b>TOTAL DEPARTMENTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DEBT PAYMENTS</b>						
500-5-22-4145	INCODE LEASE PAYMENTS	12,986	844	-	-	-
<b>TOTAL DEBT PAYMENTS</b>		<b>12,986</b>	<b>844</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>						
500-5-22-5000	CAPITAL EXPENDITURES	10,564	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>10,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>USE OF FUND BALANCE</b>						
500-5-22-7999	DEPRECIATION EXPENSE	-	-	2,113	-	-
<b>TOTAL FUND BALANCE</b>		<b>-</b>	<b>-</b>	<b>2,113</b>	<b>-</b>	<b>-</b>
<b>TOTAL UTILITY ADMINISTRATION</b>		<b>\$ 253,558</b>	<b>\$ 238,980</b>	<b>\$ 227,585</b>	<b>\$ 225,083</b>	<b>\$ 238,226</b>

# METER SERVICES

## PURPOSE/MISSION STATEMENT

To ensure the accurate metering and operation of devices detecting water usage throughout the City of Glenn Heights.

## FY 2015-2016 ACCOMPLISHMENTS

Continued water meter replacement program

Installed over 400 New Water Meters for New Construction Homes

## PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Water disconnections within 4 hours of notice	NM	NM	98%	98%
Water connections within 4 hours of notice	NM	NM	99%	99%
Percent of water meters read within 5 days	NM	NM	98%	98%

## WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Meters read	NM	NM	4500	4700
Water service connections	NM	NM	200	125
Water service disconnections	NM	NM	TBD	TBD
Meters replaced	NM	NM	TBD	TBD
New meters installed	NM	NM	TBD	TBD

# METER SERVICES

## FY 2016-2017 WORKPLAN SUMMARY

Develop 5-Year Meter Replacement Plan to include assessment of current equipment for long range effectiveness

## BUDGET HIGHLIGHTS

Re-classification of current Senior Meter Reader to Coordinator, Meter Services

Hire an additional Meter Reader to address growing number of homes.

Funding increase for new meters to address projected new home growth

Adjusting the New Meter Fee to ensure the City cost for meter purchases and installation are covered

Convert one Meter Reader to a Utility Worker I to enable cross training

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Coordinator, Meter Services	0	0	0	0	1
Meter Reader	3	3	3	3	2
Utility Worker I	0	0	0	0	1
<b>TOTAL POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>	\$ 113,980	\$ 107,567	\$ 98,172	\$ 99,321	\$ 140,935
<b>SUPPLIES</b>	25,026	65,455	101,232	125,244	102,950
<b>CONTRACTED SERVICES</b>	2,390	36,926	1,242	1,910	4,000
<b>REPAIRS &amp; MAINTENANCE</b>	927	1,902	2,570	4,403	3,500
<b>OPERATING</b>	1,222	2,949	1,799	796	2,150
<b>DEBT PAYMENTS</b>	(5,315)	945	-	-	-
<b>USE OF FUND BALANCE</b>	-	-	10,055	-	-
<b>TOTAL METER SERVICES</b>	<b>\$ 138,230</b>	<b>\$ 215,744</b>	<b>\$ 215,071</b>	<b>\$ 231,675</b>	<b>\$ 253,535</b>

# METER SERVICES

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
500-5-23-1005	ACCRUED WAGES (AUDIT)	\$ 2,009	\$ 914	\$ 2,126	\$ -	\$ -
500-5-23-1010	REG. SALARIES FULL TIME	76,663	72,237	71,090	73,311	100,727
500-5-23-1025	OVERTIME	2,745	1,795	1,348	4,878	3,777
500-5-23-1200	PAYROLL TAXES FICA	6,187	5,647	5,532	5,971	7,995
500-5-23-1205	WORKERS COMP	2,183	2,466	1,512	-	2,554
500-5-23-1210	INSURANCE	21,522	16,247	12,328	12,521	20,849
500-5-23-1215	UNEMPLOYMENT CLAIMS	-	5,796	1,782	-	-
100-5-11-1218	PERFORMANCE INCREASES			-	-	1,511
500-5-23-1220	T.M.R.S.	2,671	2,465	2,454	2,640	3,523
<b>TOTAL PERSONNEL</b>		<b>113,980</b>	<b>107,567</b>	<b>98,172</b>	<b>99,321</b>	<b>140,935</b>
<b>SUPPLIES</b>						
500-5-23-1300	UNIFORMS & CLOTHING	508	599	339	221	500
500-5-23-2000	OFFICE SUPPLIES	72	338	430	-	-
500-5-23-2012	JANITORIAL SUPPLIES	465	128	287	-	-
500-5-23-2100	GASOLINE & FUEL	11,503	7,116	4,701	4,081	6,000
500-5-23-2125	REPLACEMENT METER PURCHASES	11,880	56,819	95,450	75,223	13,750
500-5-23-2126	NEW WATER METER PURCHASES	-	-	-	45,719	82,500
500-5-23-2151	HAND TOOLS	598	455	26	-	200
<b>TOTAL SUPPLIES</b>		<b>25,026</b>	<b>65,455</b>	<b>101,232</b>	<b>125,244</b>	<b>102,950</b>
<b>CONTRACTED SERVICES</b>						
500-5-23-3013	OTHER PROFESSIONAL SERVICES	-	34,650	-	-	-
500-5-23-3023	ANNUAL HARDWARE MAINT.	1,397	1,453	-	1,500	1,000
500-5-23-3030	METER TESTING	140	18	300	-	2,000
500-5-23-3110	SAFETY EQUIPMENT	853	805	942	410	1,000
<b>CONTRACTED SERVICES TOTAL</b>		<b>2,390</b>	<b>36,926</b>	<b>1,242</b>	<b>1,910</b>	<b>4,000</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
100-5-11-3202	R&M AUTO/TRUCK	927	1,902	2,570	4,403	3,500
<b>CONTRACTED REPAIR &amp; MAINTENANCE</b>		<b>927</b>	<b>1,902</b>	<b>2,570</b>	<b>4,403</b>	<b>3,500</b>
<b>OPERATING</b>						
500-5-23-3300	CELL PHONES & WIRELESS CARDS	1,174	1,589	1,658	130	150
500-5-23-3401	AUTO LIABILITY	-	1,360	-	-	-
500-5-23-3500	CONF. TRAINING & TRAVEL	48	-	141	667	500
500-5-23-3508	SOFTWARE	-	-	-	-	1,500
<b>OPERATING TOTAL</b>		<b>1,222</b>	<b>2,949</b>	<b>1,799</b>	<b>796</b>	<b>2,150</b>
<b>DEBT PAYMENTS</b>						
500-5-23-4499	INTEREST EXPENSE	(5,315)	945	-	-	-
<b>TOTAL DEBT PAYMENTS</b>		<b>(5,315)</b>	<b>945</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>USE OF FUND BALANCE</b>						
500-5-23-7999	DEPRECIATION EXPENSE	-	-	10,055	-	-
<b>TOTAL FUND BALANCE</b>		<b>-</b>	<b>-</b>	<b>10,055</b>	<b>-</b>	<b>-</b>
<b>TOTAL METER SERVICES</b>		<b>\$ 138,230</b>	<b>\$ 215,744</b>	<b>\$ 215,071</b>	<b>\$ 231,675</b>	<b>\$ 253,535</b>

# WATER OPERATIONS

## PURPOSE/MISSION STATEMENT

To ensure the safe and efficient delivery of potable water to all City of Glenn Heights Water Service customers. Maintain the water supply delivery system sustaining adequate pressure and quality for all health and life-safety needs.

## FY 2015-2016 ACCOMPLISHMENTS

Through Community Development Block Grant funds installed new 12 inch water lines on Goodwin Lane from South Uhl Road to Russell Heights Addition

Established new water sampling site plan

Revamped the City's monthly fire hydrant flushing program to better ensure water quality

Developed in house training program for employees to comply with the safe drinking water standards

Secured an engineer for 664 Highway Utility Relocations

Review City water and waste water distribution to determine compliance needs

Reviewed City operation for compliance with Texas Commission on Environmental Quality (TCEQ) regulations and made necessary operational changes to ensure compliance

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of water lines repaired/ replaced within 24 hours reporting	NM	NM	75%	80%
Percent of backflow devices tested within 24 hours requested	NM	NM	80%	85%

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Repair/replace water line (in lin. ft.)	NM	NM	TBD	TBD
Fire hydrant repair/ replace	NM	NM	TBD	TBD
Number of backflow devices inspected	NM	NM	TBD	TBD

# WATER OPERATIONS

## FY 2016-2017 WORKPLAN SUMMARY

Employee assessments conducted to identify opportunities to increase certification and licenses

Develop an Infrastructure Business Plan which covers all divisions

## BUDGET HIGHLIGHTS

Eliminated the Managing Director Position

Replacing Supervisory Control and Data Acquisition (SCADA) System

Engineering Design for TX Highway 664 utility relocations added to Capital Project Plan

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 AMENDED	2016-2017 PROPOSED
<b>FULL-TIME POSITIONS</b>					
Managing Director	0	0	1	1	0
Director Public Works & Infrastructure	1	1	1	1	1
Utilities Superintendent	1	1	1	1	1
Utilities Supervisor	1	1	1	1	1
Engineering Inspector	0	0	0	1	1
Executive Assistant	1	1	1	1	1
Utilities Worker	3	3	2	4	4
Backflow Operator	1	1	1	1	1
<b>Total Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>11</b>	<b>10</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ 379,900	\$ 433,145	\$ 390,802	\$ 544,924	\$ 526,021
SUPPLIES	24,055	27,171	24,543	23,214	33,800
CONTRACTED SERVICES	645,145	605,914	687,151	797,618	859,939
REPAIRS & MAINTENANCE	78,027	69,270	69,287	90,396	99,000
OPERATING	90,201	203,402	184,487	160,073	204,149
DEPARTMENTAL	17,632	19,809	21,793	17,198	31,000
DEBT PAYMENTS	1,532	1,488	1,614	20,718	20,718
CAPITAL OUTLAY	-	(18,110)	1,664	11,985	-
USE OF FUND BALANCE	-	-	228,319	-	-
<b>TOTAL WATER OPERATIONS</b>	<b>\$ 1,236,492</b>	<b>\$ 1,342,089</b>	<b>\$ 1,609,660</b>	<b>\$ 1,666,126</b>	<b>\$ 1,774,626</b>

# WATER OPERATIONS

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
500-5-41-1000	EXEMPT SALARY	\$ 76,644	\$ 138,652	\$ 130,463	\$ 195,638	\$ 147,021
500-5-41-1005	ACCRUED WAGES (AUDIT)	7,684	1,822	(5,211)	-	-
500-5-41-1010	REG. SALARIES FULL TIME	195,890	175,270	167,615	229,010	252,822
500-5-41-1020	REG. SALARIES PART TIME-	-	-	-	461	-
500-5-41-1025	OVERTIME	4,425	7,755	7,445	13,101	8,617
500-5-41-1035	CERTIFICATION PAY	4,316	5,101	5,101	3,658	5,101
500-5-41-1200	PAYROLL TAXES FICA	20,037	23,267	21,943	32,858	32,544
500-5-41-1205	WORKERS COMP	7,441	7,644	5,462	-	8,139
500-5-41-1210	INSURANCE	54,024	62,747	47,510	55,967	54,043
500-5-41-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-
100-5-11-1218	PERFORMANCE INCREASES			-	-	3,792
500-5-41-1220	T.M.R.S.	9,439	10,887	10,474	14,232	13,940
<b>TOTAL PERSONNEL</b>		<b>379,900</b>	<b>433,145</b>	<b>390,802</b>	<b>544,924</b>	<b>526,021</b>
<b>SUPPLIES</b>						
500-5-41-1300	UNIFORMS & CLOTHING	1,053	1,304	696	1,104	1,100
500-5-41-2000	OFFICE SUPPLIES	1,061	985	637	1,543	5,000
500-5-41-2006	CHEMICALS	3,753	5,432	5,857	5,929	7,000
500-5-41-2012	JANITORIAL SUPPLIES	536	382	518	-	-
500-5-41-2100	GASOLINE & FUEL	14,333	15,312	7,643	9,240	10,000
500-5-41-2125	POSTAGE	1,570	1,538	3,586	36	1,200
500-5-41-2130	LANDSCAPING	100	-	-	47	500
500-5-41-2151	HAND TOOLS	796	988	312	1,157	1,000
500-5-41-2156	OTHER SMALL EQUIPMENT	-	-	-	2,823	3,000
500-5-41-2170	SAFETY EQUIPMENT	853	1,230	5,294	1,335	5,000
<b>TOTAL SUPPLIES</b>		<b>24,055</b>	<b>27,171</b>	<b>24,543</b>	<b>23,214</b>	<b>33,800</b>
<b>CONTRACTED SERVICES</b>						
500-5-41-3003	ENGINEERING SERVICES	-	-	-	-	-
500-5-41-3005	JANITORIAL SERVICE	3,900	3,900	5,069	19,800	11,000
500-5-41-3015	CITY WATER PURCHASES	635,947	597,035	676,704	777,393	848,939
500-5-41-3050	OPERATING LEASE - COPIERS	5,298	4,979	5,378	425	-
<b>CONTRACTED SERVICES TOTAL</b>		<b>645,145</b>	<b>605,914</b>	<b>687,151</b>	<b>797,618</b>	<b>859,939</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
500-5-41-3200	R & M STRUCTURES	2,014	1,997	2,497	4,606	4,500
500-5-41-3201	R & M SMALL EQUIPMENT	190	231	59	862	2,500
500-5-41-3202	R & M AUTO/TRUCK	5,744	7,921	2,752	5,642	5,500
500-5-41-3204	R & M WATER SYSTEM	67,208	56,492	59,641	77,188	80,000
500-5-41-3206	R & M HEAVY EQUIPMENT	1,775	1,533	3,108	2,098	4,000
500-5-41-3215	R & M STORAGE TANK	1,096	1,096	1,230	-	2,500
<b>REPAIR &amp; MAINTENANCE TOTAL</b>		<b>78,027</b>	<b>69,270</b>	<b>69,287</b>	<b>90,396</b>	<b>99,000</b>

# WATER OPERATIONS

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>OPERATING</b>						
500-5-41-3300	CELL PHONES	2,762	2,835	4,799	3,523	5,000
500-5-41-3301	TELECOMMUNICATIONS	4,654	4,915	5,578	8,409	-
500-5-41-3302	ELECTRICITY	73,418	83,384	71,083	46,070	76,000
500-5-41-3400	FRANCHISE FEES	-	89,885	96,332	96,250	109,899
500-5-41-3401	AUTO LIABILITY	-	5,946	-	-	-
500-5-41-3402	PROPERTY INSURANCE	-	8,038	-	-	-
500-5-41-3500	CONF, TRAIN & TRAVEL	5,713	4,642	2,842	1,376	5,500
500-5-41-3502	COMMUNITY DAY	-	448	-	-	-
500-5-41-3503	PRINTING, COPY & PHOTO	750	378	610	701	750
500-5-41-3505	OPERATING EXPENSES	500	117	81	400	500
500-5-41-3506	DUES, SUBSCRIPTIONS & PUB	671	1,096	1,271	604	2,500
500-5-41-3507	TRA LAB EXPENSE	1,733	1,718	1,891	2,741	4,000
<b>OPERATING TOTAL</b>		<b>90,201</b>	<b>203,402</b>	<b>184,487</b>	<b>160,073</b>	<b>204,149</b>
<b>DEPARTMENTAL</b>						
500-5-41-3531	RENTAL EQUIPMENT	794	1,394	150	1,121	1,000
500-5-41-3550	TCEQ FEES	16,838	18,415	21,643	16,077	30,000
<b>TOTAL DEPARTMENTAL</b>		<b>17,632</b>	<b>19,809</b>	<b>21,793</b>	<b>17,198</b>	<b>31,000</b>
<b>DEBT PAYMENTS</b>						
500-5-41-4011	2011 VEH. LEASE PAYMENT	-	-	497	-	-
500-5-41-4012	2013 EQUIP. LEASE PAYMENT	1,532	1,488	1,117	20,718	20,718
<b>TOTAL DEBT PAYMENT</b>		<b>1,532</b>	<b>1,488</b>	<b>1,614</b>	<b>20,718</b>	<b>20,718</b>
<b>CAPITAL OUTLAY</b>						
500-5-41-5000	CAPITAL EXPENDITURES	-	(18,110)	1,664	11,985	-
<b>TOTAL CAPITAL PAYMENT</b>		<b>-</b>	<b>(18,110)</b>	<b>1,664</b>	<b>11,985</b>	<b>-</b>
<b>TOTAL</b>		<b>\$ 1,236,492</b>	<b>\$ 1,342,089</b>	<b>\$ 1,609,660</b>	<b>\$ 1,666,126</b>	<b>\$ 1,774,626</b>

# WASTEWATER OPERATIONS

## PURPOSE/MISSION STATEMENT

To protect the health, well-being, and quality of life of all customers and the public by providing safe high-quality wastewater treatment and quality control services and products for all City of Glenn Heights citizens and visitors.

## FY 2015-2016 ACCOMPLISHMENTS

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of lateral stoppage cleared within 24 hours of reporting	NM	NM	NM	TBD
Percent of repairs completed with 48 hours of reporting	NM	NM	NM	TBD

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Wastewater line replacement (in lin.ft.)	NM	NM	NM	TBD
Wastewater line repairs (in lin.ft.)	NM	NM	NM	TBD
Number of manholes repaired/replaced	20	5	40	TBD

# WASTEWATER OPERATIONS

## FY 2016-2017 WORKPLAN SUMMARY

Develop a Wastewater Preventative Maintenance Program

## BUDGET HIGHLIGHTS

Increase in TRA Cost due to household increases

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROPOSED
<b>FULL-TIME POSITIONS</b>					
Utility Workers	3	3	3	3	3
<b>TOTAL POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ 109,752	\$ 74,949	\$ 71,907	\$ 107,775	\$ 114,063
SUPPLIES	17,076	23,114	9,416	5,463	11,650
CONTRACTED SERVICES	578,038	524,732	602,887	1,082,286	783,233
REPAIRS & MAINTENANCE	12,505	10,546	5,111	7,369	11,300
OPERATING	2,708	115,943	119,870	119,368	129,690
DEPARTMENTAL	-	-	1,252	-	750
DEBT PAYMENTS	816,797	822,505	1,100,532	1,127,399	1,094,916
CAPITAL OUTLAY	-	-	1,153	-	-
USE OF FUND BALANCE	-	-	126,842	-	-
<b>TOTAL WASTEWATER</b>	<b>\$ 1,536,876</b>	<b>\$ 1,571,789</b>	<b>\$ 2,038,970</b>	<b>\$ 2,449,659</b>	<b>\$ 2,145,602</b>

# WASTEWATER OPERATIONS

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>						
500-5-42-1000	EXEMPT SALARY	\$ -	\$ -	\$ -	\$ -	\$ -
500-5-42-1005	ACCRUED WAGES (AUDIT)	(3,659)	265	92	\$ -	-
500-5-42-1010	REG. SALARIES FULL TIME	78,551	52,136	51,376	74,686	84,319
500-5-42-1025	OVERTIME	414	1,126	907	6,207	3,162
500-5-42-1035	CERTIFICATION PAY	-	-	-	1,039	-
500-5-42-1200	PAYROLL TAXES FICA	6,093	-	3,915	6,079	6,692
500-5-42-1205	WORKERS COMP	2,286	2,376	1,609	-	2,244
500-5-42-1210	INSURANCE	23,415	17,272	12,240	17,001	13,432
500-5-42-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-
100-5-11-1218	PERFORMANCE INCREASES	-	-	-	-	1,265
500-5-42-1220	T.M.R.S.	2,652	1,774	1,768	2,764	2,949
<b>TOTAL PERSONNEL</b>		<b>109,752</b>	<b>74,949</b>	<b>71,907</b>	<b>107,775</b>	<b>114,063</b>
<b>SUPPLIES</b>						
500-5-42-1300	UNIFORMS & CLOTHING	873	600	413	487	500
500-5-42-2000	OFFICE SUPPLIES	491	301	548	-	-
500-5-42-2006	CHEMICALS	11,811	13,827	6,346	2,552	8,000
500-5-42-2012	JANITORIAL SUPPLIES	467	565	378	-	-
500-5-42-2100	GASOLINE & FUEL	3,123	2,258	1,025	2,160	2,000
500-5-42-2151	HAND TOOLS	87	229	26	64	150
500-5-42-2156	OTHER SMALL EQUIPMENT	-	4,970	-	-	-
500-5-42-2170	SAFETY EQUIPMENT	224	364	680	200	1,000
<b>TOTAL SUPPLIES</b>		<b>17,076</b>	<b>23,114</b>	<b>9,416</b>	<b>5,463</b>	<b>11,650</b>
<b>CONTRACTED SERVICES</b>						
500-5-42-3003	ENGINEERING SERVICES	-	-	-	-	-
500-5-42-3014	TEMP CONTRACT LABOR	-	-	-	-	-
500-5-42-3015	TRA SEWAGE SYSTEM	578,038	524,732	602,887	1,082,286	783,233
500-5-42-3030	METER TESTING	-	-	-	-	-
500-5-42-3050	OPERATING LEASE - COPIERS	-	-	-	-	-
<b>CONTRACTED SERVICES TOTAL</b>		<b>578,038</b>	<b>524,732</b>	<b>602,887</b>	<b>1,082,286</b>	<b>783,233</b>
<b>REPAIRS &amp; MAINTENANCE</b>						
500-5-42-3200	R & M STRUCTURES	1,852	1,337	1,345	427	2,000
500-5-42-3201	R & M SMALL EQUIPMENT	43	670	100	3	500
500-5-42-3202	R & M AUTO/TRUCK	833	979	311	2,637	2,300
500-5-42-3205	R & M SEWER SYSTEM	9,003	7,273	2,410	4,301	5,000
500-5-42-3206	R & M HEAVY EQUIPMENT	774	287	945	-	1,500
500-5-42-3215	R & M STORAGE TANK	-	-	-	-	-
<b>REPAIR &amp; MAINTENANCE</b>		<b>12,505</b>	<b>10,546</b>	<b>5,111</b>	<b>7,369</b>	<b>11,300</b>

# WASTEWATER OPERATIONS

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>OPERATING</b>						
500-5-42-3300	CELL PHONES & WIRELESS CARDS	1,156	1,357	1,818	133	-
500-5-42-3302	ELECTRICITY	1,325	-	-	-	-
500-5-42-3400	FRANCHISE FEES	-	113,428	117,630	119,000	128,690
500-5-42-3401	AUTO LIABILITY	-	309	421	-	500
500-5-42-3500	CONF, TRAIN & TRAVEL	227	846	-	235	500
500-5-42-3503	PRINTING, COPY & PHOTO	-	3	-	-	-
<b>OPERATING TOTAL</b>		<b>2,708</b>	<b>115,943</b>	<b>119,870</b>	<b>119,368</b>	<b>129,690</b>
<b>DEPARTMENTAL</b>						
500-5-42-3513	EMPLOYEE RELATIONS	-	-	-	-	-
500-5-42-3531	RENTAL EQUIPMENT	-	-	267	-	750
500-5-42-3535	INSURANCE CLAIMS (DEDUCTIBLE)	-	-	986	-	-
<b>TOTAL DEPARTMENTAL</b>		<b>-</b>	<b>-</b>	<b>1,252</b>	<b>-</b>	<b>750</b>
<b>DEBT PAYMENTS</b>						
500-5-42-4155	TRA DEBT SERVICE PAYMENTS	816,797	822,505	1,100,532	1,127,399	1,094,916
<b>TOTAL DEBT PAYMENTS</b>		<b>816,797</b>	<b>822,505</b>	<b>1,100,532</b>	<b>1,127,399</b>	<b>1,094,916</b>
<b>CAPITAL OUTLAY</b>						
500-5-42-5000	CAPITAL EXPENDITURES	-	-	1,153	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>1,153</b>	<b>-</b>	<b>-</b>
<b>USE OF FUND BALANCE</b>						
500-5-41-7999	DEPRECIATION EXPENSE	-	-	126,842	-	-
<b>TOTAL FUND BALANCE</b>		<b>-</b>	<b>-</b>	<b>126,842</b>	<b>-</b>	<b>-</b>
<b>TOTAL WASTEWATER OPERATIONS</b>		<b>\$ 1,536,876</b>	<b>\$ 1,571,789</b>	<b>\$ 2,038,970</b>	<b>2,449,659</b>	<b>\$ 2,145,602</b>

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## DRAINAGE FUND

The Municipal Drainage Fund is an Enterprise Fund and accounts for revenues and expenses associated with the management of the City's storm water initiative.

# PROGRAM BUDGETS AND WORK PLAN FISCAL YEAR 2016-2017



## DRAINAGE FUND SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
Drainage Fees - Residential	218,755	\$ 221,798	\$ 235,809	\$ 250,642	\$ 255,654.68
Drainage Fees - Commercial	30,035	30,495	30,480	30,074	30,000
Interest	2	2	-	3	-
<b>TOTAL REVENUES</b>	<b>248,792</b>	<b>252,295</b>	<b>266,289</b>	<b>280,719</b>	<b>285,655</b>
<b>EXPENDITURES</b>					
46-Stormwater Operations	128,272	142,777	107,678	105,963	271,277
<b>TOTAL EXPENDITURES</b>	<b>128,272</b>	<b>142,777</b>	<b>107,678</b>	<b>105,963</b>	<b>271,277</b>
<b>REVENUE OVER (UNDER) EXPENDITURES</b>	<b>120,520</b>	<b>109,518</b>	<b>158,612</b>	<b>174,755</b>	<b>14,378</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
99-Lease Purchase Proceeds	-	-	-	-	-
99-Lease Expenditures	-	-	-	-	-
00-Capital Grant Proceeds	-	-	-	-	-
00-Capital Grant Expenditures	-	-	-	-	-
99-Hampton Rd North of Bear Creek	-	-	-	-	-
Transfer to Capital Projects Fund	-	-	-	-	(300,000)
99-Operating Transfers In (Out)	86,844	(12,500)	(12,500)	(12,500)	(15,775)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>86,844</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>(315,775)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>207,364</b>	<b>97,018</b>	<b>146,112</b>	<b>162,255</b>	<b>(301,397)</b>
Fund Balance Reserve - Intended Use	-	-	-	-	-
<b>ANTICIPATED CHANGE IN FUND BALANCE</b>	<b>\$ 207,364</b>	<b>\$ 97,018</b>	<b>\$ 146,112</b>	<b>162,255</b>	<b>\$ (301,397)</b>
<b>BEGINNING UNASSIGNED FUND BALANCE - OCT 1</b>	<b>234,666</b>	<b>442,030</b>	<b>539,048</b>	<b>685,160</b>	<b>847,415</b>
<b>ENDING UNASSIGNED FUND BALANCE - SEPT 30</b>	<b>\$ 442,030</b>	<b>\$ 539,048</b>	<b>\$ 685,160</b>	<b>\$ 847,415</b>	<b>\$ 546,017</b>
Daily Operations Cost	351	391	295	290	743
Days in Reserve	1258	1378	2323	2919	735

# STORMWATER

## PURPOSE/MISSION STATEMENT

The Storm water Division is responsible for maintenance of the City's storm water drainage system. Service under this division include clearing and mowing public rights of way and maintenance of the storm drainage system.

## FY 2015-2016 ACCOMPLISHMENTS

Developed Seasonal Groundskeepers Positions

## PERFORMANCE MEASURES

### PRODUCTIVITY INDICATORS

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Percent of Drains cleaned within 24 hrs. of detection	NM	NM	NM	TBD
Percent of R.O.W mowed within 14 days	NM	NM	NM	TBD
Percent of Storm water sample test contaminant free	NM	NM	NM	TBD

### WORKLOAD MEASURES

INDICATORS	2013-2014 ACTUAL	2015-2016 ACTUAL	2015-2016 PROJECTED	2016-2017 APPROVED
Amount of Debris in (lbs.) removed from curbs & gutters	NM	NM	NM	TBD
Large-item disposal (in yards) at Convenience Station	NM	NM	NM	TBD
Amount of hazardous waste disposed (in total items)	NM	NM	NM	TBD

# STORMWATER

## FY 2016-2017 WORKPLAN SUMMARY

Re-Establish Stormwater Management Newsletter  
Develop Annual Maintenance Plan for drainage and City right-of-way  
Develop Inspection Program for all public drainage ways

## BUDGET HIGHLIGHTS

Developed object code for major drainage channels in Gateway Estate and Kingston Meadows

## PERSONNEL SUMMARY

PERSONNEL SUMMARY	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>FULL-TIME POSITIONS</b>					
Wastewater Technician	1	1	1	2	2
<b>PART-TIME POSITIONS</b>					
Litter Crew	0	0	2	2	2
Groundskeepers	0	0	0	0	6
<b>TOTAL POSITIONS</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>10</b>

## BUDGET SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
PERSONNEL	\$ 41,946	\$ 44,106	\$ 54,074	\$ 26,652	\$ 160,695
SUPPLIES	4,709	5,709	4,490	\$ 4,987	11,400
CONTRACTED SERVICES	35,054	66,861	(2,377)	\$ -	650
REPAIRS & MAINTENANCE	35,588	10,244	10,783	\$ 21,933	33,650
OPERATING	1,351	4,570	34,985	\$ 1,136	7,080
DEPARTMENTAL	5,210	4,494	1,850	\$ -	14,500
DEBT PAYMENTS	4,414	6,793	3,873	\$ 20,302	20,302
CAPITAL OUTLAY	-	-	-	\$ 30,953	23,000
<b>TOTAL STORM WATER</b>	<b>\$ 128,272</b>	<b>\$ 142,777</b>	<b>\$ 107,678</b>	<b>\$ 105,963</b>	<b>\$ 271,277</b>

# STORMWATER

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>PERSONNEL</b>					
550-5-46-1005 ACCRUED WAGES (AUDIT)	656	(39)	420	-	-
550-5-46-1010 REG. SALARIES FULL TIME	30,461	31,249	31,743	7,943	57,383
550-5-46-1020 REG. SALARIES PART TIME	-	-	10,358	14,755	67,200
550-5-46-1025 OVERTIME	110	759	536	-	2,152
550-5-46-1200 PAYROLL TAXES FICA	2,394	2,449	3,171	1,828	9,695
550-5-46-1205 WORKERS COMP	924	889	564	-	6,204
550-5-46-1210 INSURANCE	6,373	7,732	6,189	1,826	15,194
100-5-11-1218 PERFORMANCE INCREASES	-	-	-	-	861
550-5-46-1220 T.M.R.S.	1,028	1,067	1,093	301	2,007
<b>TOTAL PERSONNEL</b>	<b>41,946</b>	<b>44,106</b>	<b>54,074</b>	<b>26,652</b>	<b>160,695</b>
<b>SUPPLIES</b>					
550-5-46-1300 UNIFORMS & CLOTHING	97	70	127	20	150
550-5-46-2000 OFFICE SUPPLIES	136	25	119	-	150
550-5-46-2003 WATER TESTING KITS	-	-	-	-	150
550-5-46-2008 CLEAN UP DAY EXPENSE	282	121	-	337	500
550-5-46-2012 JANITORIAL SUPPLIES	105	28	-	-	500
550-5-46-2100 GASOLINE & FUEL	2,949	4,992	3,267	4,630	8,500
550-5-46-2125 POSTAGE	123	56	56	-	100
550-5-46-2151 HAND TOOLS	-	37	34	-	100
550-5-46-2170 SAFETY EQUIPMENT	964	380	886	-	1,000
550-5-46-2330 EDUCATIONAL MATERIALS	53	-	-	-	250
<b>TOTAL SUPPLIES</b>	<b>4,709</b>	<b>5,709</b>	<b>4,490</b>	<b>4,987</b>	<b>11,400</b>
<b>CONTRACTED SERVICES</b>					
550-5-46-3013 OTHER PROFESSIONAL SERV	-	24,810	-	-	-
550-5-46-3051 HOUSEHOLD HAZARDOUS WASTE	1,034	1,551	423	-	150
550-5-46-3052 ROW MAINTENANCE	34,020	40,500	(2,800)	-	-
550-5-46-3054 TRA	-	-	-	-	500
<b>TOTAL CONTRACTED SERVICES</b>	<b>35,054</b>	<b>66,861</b>	<b>(2,377)</b>	<b>-</b>	<b>650</b>

# STORMWATER

		2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REPAIRS &amp; MAINTENANCE</b>						
550-5-46-3201	R & M SMALL EQUIPMENT	-	272	240	486	500
550-5-46-3202	R & M AUTO/TRUCK	257	330	1,286	2,043	2,500
550-5-46-3206	R & M HEAVY EQUIPMENT	3,322	3,788	1,440	2,317	2,400
550-5-46-3210	R & M SIGNS & MARKINGS	22	-	1,427	-	1,750
550-5-46-3212	KINGSTON MEADOWS DRAINAGE	-	-	-	-	6,500
550-5-46-3213	GATEWAY DRAINAGE	-	-	-	-	5,000
550-5-46-3245	R & M STORM WATER SYSTEM	31,987	5,854	6,391	17,088	15,000
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>		<b>35,588</b>	<b>10,244</b>	<b>10,783</b>	<b>21,933</b>	<b>33,650</b>
<b>OPERATING</b>						
550-5-46-3300	CELL PHONES & WIRELESS CARDS	384	432	533	698	530
550-5-46-3500	CONFERENCE TRAINING & TRAVEL	682	308	-	398	-
550-5-46-3503	PRINTING, COPY & PHOTO	285	-	40	40	50
550-5-46-3506	DUES, SUBSCRIPTIONS & PUB	-	3,553	3,619	-	5,000
550-5-46-3508	CITY NEWSLETTER	-	277	30,793	-	1,500
<b>TOTAL OPERATING</b>		<b>1,351</b>	<b>4,570</b>	<b>34,985</b>	<b>1,136</b>	<b>7,080</b>
<b>DEPARTMENTAL</b>						
550-5-46-3516	CITY CLEAN UP	3,110	2,600	1,850	-	4,000
550-5-46-3580	TIRE BATTERY FLUID DISPOSAL	-	924	-	-	500
550-5-46-3590	MANHOLE REHABILITATION	2,100	970	-	-	10,000
<b>TOTAL DEPARTMENTAL</b>		<b>5,210</b>	<b>4,494</b>	<b>1,850</b>	<b>-</b>	<b>14,500</b>
<b>DEBT PAYMENTS</b>						
550-5-46-4005	NOTE PAYABLE - GRADALL	3,589	4,452	3,582	20,302	20,302
550-5-46-4011	2011 VEHICLES LEASE PAYMENTS	825	2,341	291	-	-
<b>TOTAL DEBT PAYMENT</b>		<b>4,414</b>	<b>6,793</b>	<b>3,873</b>	<b>20,302</b>	<b>20,302</b>
<b>CAPITAL OUTLAY</b>						
550-5-46-5000	CAPITAL EXPENDITURES	-	-	-	30,953	23,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>30,953</b>	<b>23,000</b>
<b>TOTAL STORM WATER</b>		<b>\$ 128,272</b>	<b>\$ 142,777</b>	<b>\$ 107,678</b>	<b>\$ 105,963</b>	<b>\$ 271,277</b>

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## DEBT SERVICE FUND

The Debt Service Fund is used to account for ad valorem taxes assessed for the payment of principal and interest on long-term bond debt of the City's governmental funds.

## DEBT SERVICES FUND SUMMARY

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>M&amp;O Tax Rate/\$100 Valuation</b>	0.115935	0.116086	0.111610	0.110926	0.253062
<b>Taxable Valuation</b>	<b>\$ 389,507,832</b>	<b>\$ 390,879,178</b>	<b>\$ 408,046,433</b>	<b>\$ 447,599,372</b>	<b>\$492,498,684</b>
<b>REVENUE</b>					
<b>PROPERTY TAXES</b>					
Current Ad Valorem Taxes	\$445,953	\$445,953	\$455,419	\$478,504	\$1,224,794
Delinquent Ad Valorem Taxes	8,720	8,720	15,000	12,000	14,355
Penalties & Interest	5,323	5,323	6,000	6,000	7,178
<b>TOTAL PROPERTY TAXES</b>	<b>459,996</b>	<b>459,996</b>	<b>476,419</b>	<b>496,504</b>	<b>1,246,327</b>
<b>INTEREST</b>					
Interest Income	9	2	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 460,310</b>	<b>\$ 459,998</b>	<b>\$ 476,419</b>	<b>\$ 496,504</b>	<b>\$ 1,246,327</b>
<b>EXPENDITURES</b>					
<b>BOND PRINCIPAL</b>					
2003 CO Bonds	55,000	55,000	60,000	0	65,000
2006 CO Bonds	160,000	170,000	175,000	185,000	190,000
2008 CO Bonds	80,000	85,000	90,000	120,704	95,000
2015 CO Bonds	-	-	-	20,000	25,000
2015 CO Bonds	-	-	-	20,000	25,000
<b>TOTAL BOND PRINCIPAL</b>	<b>295,000</b>	<b>310,000</b>	<b>325,000</b>	<b>345,704</b>	<b>400,000</b>
<b>BOND INTEREST</b>					
2003 CO Bonds	16,973	14,429	11,858	4,720	6,278
2006 CO Bonds	69,510	62,580	55,335	47,775	39,900
2008 CO Bonds	70,087	66,723	63,226	28,886	55,853
2015 CO Bonds	-	-	-	15,752	16,413
2016 GO Bonds					575,100
<b>TOTAL BOND INTEREST</b>	<b>156,570</b>	<b>143,732</b>	<b>130,419</b>	<b>97,133</b>	<b>693,544</b>
<b>CONTRACTED SERVICES</b>					
Fiscal Agent Fees	3,000	3,251	3,000	3,000	6,000
<b>TOTAL CONTRACTED SERVICES</b>	<b>3,000</b>	<b>3,251</b>	<b>3,000</b>	<b>3,000</b>	<b>6,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 454,570</b>	<b>\$456,983</b>	<b>\$458,419</b>	<b>\$442,837</b>	<b>\$1,099,544</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 5,740</b>	<b>\$3,015</b>	<b>\$18,000</b>	<b>\$53,667</b>	<b>\$146,783</b>
<b>OTHER FINANCIING SOURCES (USES)</b>					
Transfers In (Out)					
Transfer to Water & Sewer Fund	(277,100)	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (271,360)</b>	<b>\$3,015</b>	<b>\$18,000</b>	<b>\$53,667</b>	<b>\$146,783</b>
<b>RESTRICTED FUND BALANCE - OCTOBER 1</b>	12,170	(\$259,190)	32,210	50,210	103,877
<b>RESTRICTED FUND BALANCE - SEPTEMBER 30</b>	<b>\$ (259,190)</b>	<b>(\$256,175)</b>	<b>\$50,210</b>	<b>\$103,877</b>	<b>\$250,660</b>

## 2016/2017 DEBT PAYMENT SCHEDULE

### DEBT SERVICE FUND

	INTEREST	PRINCIPAL
<b>2003 CO Bond</b>		
1ST PAYMENT	3,138.75	65,000.00
2ND PAYMENT	3,138.75	
<b>TOTAL</b>	<b>6,277.50</b>	<b>65,000.00</b>
<b>2006 CO Bond</b>		
1ST PAYMENT	21,945.00	190,000.00
2ND PAYMENT	17,955.00	
<b>TOTAL</b>	<b>39,900.00</b>	<b>190,000.00</b>
<b>2008 CO Bond</b>		
1ST PAYMENT	28,886.00	95,000.00
2ND PAYMENT	26,967.00	
<b>TOTAL</b>	<b>26,967.00</b>	<b>95,000.00</b>
<b>2015 CO Bond</b>		
1ST PAYMENT	8,354.25	25,000.00
2ND PAYMENT		
<b>TOTAL</b>	<b>8,058.00</b>	<b>25,000.00</b>
<b>2016 GO Bond</b>		
<b>TOTAL</b>	<b>575,100.00</b>	<b>180,000.00</b>
<b>TOTALS FOR INTEREST/PRINCIPAL</b>	<b>693,542.75</b>	<b>555,000.00</b>
<b>TOTAL PAYMENTS FROM DEBT SERVICE 2016/2017</b>		<b>1,248,542.75</b>

### WATER FUND

<b>2010 Bond</b>		
1ST PAYMENT	11,400.00	255,000.00
2ND PAYMENT	7,575.00	
<b>TOTAL</b>	<b>18,975.00</b>	<b>255,000.00</b>
<b>TOTAL PAYMENTS FROM WATER 2016/2017</b>		<b>273,975.00</b>

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## SPECIAL REVENUE FUND

The City's Special Revenue Funds account for revenue collected for specific purposes and the expenditures associated with these revenues.

# COURT TECHNOLOGY FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
COURT TECHNOLOGY FEES	\$ 5,703	\$ 4,480	\$ 5,530	\$ 5,713	\$ 5,400
CONVENIENCE FEES	1,264	1,173	1,176	-	1,300
INTEREST	11	2	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 6,978</b>	<b>\$ 5,655</b>	<b>\$ 6,706</b>	<b>\$ 5,713</b>	<b>\$ 6,700</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	10,824	4,496	8,787	7,220	6,500
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	6,642	1,663	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 17,466</b>	<b>\$ 6,159</b>	<b>\$ 8,787</b>	<b>\$ 7,220</b>	<b>\$ 6,500</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (10,488)</b>	<b>\$ (504)</b>	<b>\$ (2,081)</b>	<b>\$ (1,507)</b>	<b>\$ 200</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>					
	<b>\$ (10,488)</b>	<b>\$ (504)</b>	<b>\$ (2,081)</b>	<b>\$ (1,507)</b>	<b>\$ 200</b>
<b>NET CHANGE IN FUND BALANCE</b>					
RESTRICTED FUND BALANCE, OCT 1	11,062	574	70	(2,011)	(3,518)
<b>RESTRICTED FUND BALANCE, SEP 30</b>	<b>\$ 574</b>	<b>\$ 70</b>	<b>\$ (2,011)</b>	<b>\$ (43,518)</b>	<b>\$ (3,318)</b>

# COURT SECURITY FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
COURT SECURITY FEES	\$ 4,277	\$ 3,360	\$ 4,147	\$ 4,285	\$ 4,500
INTEREST	21	7	13	30	-
<b>TOTAL REVENUES</b>	<b>\$ 4,298</b>	<b>\$ 3,367</b>	<b>\$ 4,160</b>	<b>\$ 4,315</b>	<b>\$ 4,500</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	9,240	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 9,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 4,298</b>	<b>\$ (5,873)</b>	<b>\$ 4,160</b>	<b>\$ 4,315</b>	<b>\$ 4,500</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ 4,298</b>	<b>\$ (5,873)</b>	<b>\$ 4,160</b>	<b>\$ 4,315</b>	<b>\$ 4,500</b>
<b>RESTRICTED FUND BALANCE, OCT 1</b>	<b>22,938</b>	<b>27,236</b>	<b>21,363</b>	<b>25,525</b>	<b>29,840</b>
<b>RESTRICTED FUND BALANCE, SEP 30</b>	<b>\$ 27,236</b>	<b>\$ 21,363</b>	<b>\$ 25,523</b>	<b>\$ 29,840</b>	<b>\$ 35,340</b>

# 911 FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2106 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
205-4-00-4535 911 WIRELESS FEES	\$ 54,841	\$ 56,004	\$ 44,834	\$ 51,139	\$ 55,000
205-4-00-4540 911 LANDLINE FEES	25,063	30,592	21,554	20,955	22,000
205-4-00-4700 INTEREST	212	84	178	403	200
205-4-00-4807 MISC GRANT ACCOUNT	-	-	-	(306)	
<b>TOTAL REVENUES</b>	<b>\$ 80,116</b>	<b>\$ 86,680</b>	<b>\$ 66,566</b>	<b>\$ 72,191</b>	<b>\$ 77,200</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	163,220	190,000
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 163,220</b>	<b>\$ 190,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 80,116</b>	<b>\$ 86,680</b>	<b>\$ 66,566</b>	<b>(91,030)</b>	<b>(112,800)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
CAPITAL LEASE PROCEEDS	-	-	-	-	-
CAPITAL LEASE EXPENDITURES	-	-	-	-	-
TRANSFERS IN (OUT) <sup>1</sup>	(31,653)	31,678	(33,000)	(33,000)	(33,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(31,653)</b>	<b>31,678</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ 48,463</b>	<b>\$ 118,358</b>	<b>\$ 33,566</b>	<b>(124,030)</b>	<b>(145,800)</b>
RESTRICTED FUND BALANCE, OCT 1	149,696	198,159	316,517	350,083	226,053
<b>RESTRICTED FUND BALANCE, SEP 30</b>	<b>\$ 198,159</b>	<b>\$ 316,517</b>	<b>\$ 350,083</b>	<b>\$ 226,053</b>	<b>\$ 80,253</b>

Part of the amended FY 15-16 appropriated funds will not be expended by the end of the fiscal years. Funds are being proposed to complete the project in FY 2016—2017. The final fund balance will be adjusted in the FY 2015-2016 Actual thus creating a larger fund balance.

## GRANTS FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
POLICE DEPARTMENT	\$ -	\$ -	778	931	693
<b>TOTAL REVENUES</b>	-	-	<b>778</b>	<b>931</b>	<b>693</b>
<b>EXPENDITURES</b>					
PERSONNEL	264,147	40,171	-	\$ -	\$ -
SUPPLIES	2,100	799	-	-	-
CONTRACTED SERVICES	-	-	-	-	3,875
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	2,104	5,128	-	2,804	1,500
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	9,011	66,858	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>277,362</b>	<b>112,956</b>	-	\$ 2,804	\$ 5,375
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
<b>OPERATING GRANT PROCEEDS</b>					
AMA Grant	-	456	-	\$ -	\$ -
DSHS Grant	-	-	-	-	-
CJD Grant (BVP)	-	29,908	-	-	3,875
TX Forest Grant	-	1,698	-	-	-
TLEOSE Grant	-	1,615	-	2,804	1,500
Safer Streets II	-	66,858	-	-	-
SAFER Grant	-	-	-	-	-
CJD Grant (CVA)	225,409	-	-	-	-
<b>CAPITAL GRANT PROCEEDS</b>	<b>33,125</b>	-	-	-	-
SECO Grant	-	-	-	-	-
Oncor Grant	-	-	-	-	-
FEMA Grant	9,011	-	-	-	-
CJD Grant (Equipment Grant)	-	-	-	-	-
TRANSFERS IN (OUT)					
Transfer from General Fund (CJD Grant Match)	9,817	12,422	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>277,362</b>	<b>112,957</b>	-	<b>2,804</b>	<b>5,375</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>277,362</b>	<b>112,956</b>	<b>778</b>	<b>\$ 3,735</b>	<b>\$ 6,068</b>
<b>NET CHANGE IN FUND BALANCE</b>	-	1	-	-	-
RESTRICTED FUND BALANCE, OCT 1	-	-	1,344	1,344	1,344
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ -</b>	<b>\$ 1,344</b>	<b>\$ 1,344</b>	<b>\$ 1,344</b>	<b>\$ 1,344</b>

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# CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund is intended to fund permanent additions to the City's assets,, including the design, construction or purchase of land, buildings or facilities or major renovations of the same.

## PARK FEES

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
230-4-00-4600 CITY-WIDE PARK FEES	\$ 10,506	\$ 9,270	\$ 67,236	\$ 174,258	\$ 69,216
230-4-00-4700 INTEREST	\$ 481	\$ 473	\$ 484	\$ 324	\$ 400
<b>TOTAL REVENUES</b>	<b>\$ 10,987</b>	<b>\$ 9,743</b>	<b>\$ 67,720</b>	<b>\$ 174,581</b>	<b>\$ 69,616</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	21,537	-	47,395	6,900	50,000
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 21,537</b>	<b>\$ -</b>	<b>\$ 47,395</b>	<b>\$ 6,900</b>	<b>\$ 50,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (10,550)</b>	<b>\$ 9,743</b>	<b>\$ 20,325</b>	<b>\$ 167,681</b>	<b>\$ 19,616</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (10,550)</b>	<b>\$ 9,743</b>	<b>\$ 20,325</b>	<b>\$ 167,681</b>	<b>\$ 19,616</b>
RESTRICTED FUND BALANCE, OCT 1	196,702	186,152	195,895	216,220	383,901
<b>RESTRICTED FUND BALANCE, SEP 30</b>	<b>\$ 186,152</b>	<b>\$ 195,895</b>	<b>\$ 216,220</b>	<b>\$ 383,901</b>	<b>\$ 403,517</b>

## STREET IMPACT FEES

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
515-4-00-4591 STREET IMPACT FEES	21,803	19,238	137,227	362,413	143,590
515-4-00-4700 INTEREST	3	132	801	591	760
<b>TOTAL REVENUES</b>	<b>\$ 21,806</b>	<b>\$ 19,370</b>	<b>\$ 138,028</b>	<b>\$ 363,005</b>	<b>\$ 144,350</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	200,000
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 21,806</b>	<b>\$ 19,370</b>	<b>\$ 138,028</b>	<b>\$ 363,005</b>	<b>\$ (55,650)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ 21,806</b>	<b>\$ 19,370</b>	<b>\$ 138,028</b>	<b>\$ 363,005</b>	<b>\$ (55,560)</b>
RESTRICTED FUND BALANCE, OCT 1	216,106	237,912	257,282	395,310	758,315
Reclassify to W/WW Impact Fee Fund (new)	-	-	-	-	-
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ 237,912</b>	<b>\$ 257,282</b>	<b>\$ 395,310</b>	<b>\$ 758,315</b>	<b>\$ 702,665</b>

## WATER SEWER IMPACT FEES

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
515-4-00-4590 WATER IMPACT FEES	\$ 14,926	\$ 10,595	\$ 42,821	\$ 153,170	\$59,106
515-4-00-4591 SEWER IMPACT FEES	43,846	40,833	153,604	577,320	227,466
515-4-00-4700 INTEREST	1,501	1,346	613	444	900
<b>TOTAL REVENUES</b>	<b>\$ 60,273</b>	<b>\$ 52,774</b>	<b>\$ 197,038</b>	<b>\$ 730,934</b>	<b>\$ 287,472</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	150,958	61,387	195,360	185,822	157,000
CAPITAL OUTLAY	-	-	-	-	45,000
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 150,958</b>	<b>\$ 161,387</b>	<b>\$ 195,360</b>	<b>\$ 185,822</b>	<b>\$ 202,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (90,685)</b>	<b>\$ (108,613)</b>	<b>\$ 1,678</b>	<b>\$ 545,112</b>	<b>\$ 85,472</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (90,685)</b>	<b>\$ (108,613)</b>	<b>\$ 1,678</b>	<b>\$ 545,112</b>	<b>\$ 85,472</b>
RESTRICTED FUND BALANCE, OCT 1	562,310	471,625	363,012	364,690	909,901
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ 471,625</b>	<b>\$ 363,012</b>	<b>\$ 364,690</b>	<b>\$ 909,801</b>	<b>\$ 995,273</b>

## 2006 CO BONDS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
401-4-00-4000 BOND REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -
401-4-00-4700 INTEREST	931	693	862	1,118	-
<b>TOTAL REVENUES</b>	<b>533</b>	<b>179</b>	<b>109</b>	<b>1,118</b>	<b>-</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	326,684	231,428	-	110,000	10,867
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 326,684</b>	<b>\$ 231,428</b>	<b>-</b>	<b>\$ 110,000</b>	<b>\$ 10,867</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (325,753)</b>	<b>\$ (230,735)</b>	<b>\$ 862</b>	<b>\$ (108,882)</b>	<b>\$ (10,867)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (325,753)</b>	<b>\$ (230,735)</b>	<b>\$ 862</b>	<b>\$ (108,882)</b>	<b>\$ (10,867)</b>
RESTRICTED FUND BALANCE, OCT 1	676,493	350,740	120,005	120,867	11,985
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ 350,740</b>	<b>\$ 120,005</b>	<b>\$ 120,867</b>	<b>\$ 11,985</b>	<b>\$ 1,118</b>

## 2008 CO BONDS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
401-4-00-4000 BOND REVENUES	\$ -	\$ -	\$ -	\$ -	-
401-4-00-4700 INTEREST	533	179	109	48	130
<b>TOTAL REVENUES</b>	533	179	109	\$ 48	\$ 130
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	678	514,559
<b>TOTAL FUND EXPENDITURES</b>	\$ -	\$ -	-	678	514,559
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	533	179	109	(630)	(514,429)
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	533	179	109	(630)	(514,429)
RESTRICTED FUND BALANCE, OCT 1		514,408	514,587	514,696	514,066
RESTRICTED FUND BALANCE, SEP 30	514,408	514,587	514,696	514,066	(363)

## 2015 CO BONDS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
401-4-00-4000 BOND REVENUES	\$ -	\$ -	\$ 725,000	\$ -	\$ -
401-4-00-4700 INTEREST					1,380
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 725,000</b>	<b>\$ -</b>	<b>\$ 1,380</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	20,000	59,592	650,000
OOREPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 59,592</b>	<b>\$ 650,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 705,000</b>	<b>\$ (59,592)</b>	<b>\$ (648,620)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)				1,000,000	
Transfer to Building Capital Fund	-	-	-	-	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 705,000</b>	<b>\$ 940,408</b>	<b>\$ (648,620)</b>
RESTRICTED FUND BALANCE, OCT 1				705,000	1,645,408
<b>RESTRICTED FUND BALANCE, SEP 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 705,000</b>	<b>\$ 1,645,408</b>	<b>\$ 996,788</b>

## 2016 GO BONDS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
403-4-00-4000 PUB SAFETY BOND PROCEEDS	-	-	-	3,500,000	-
403-4-00-4700 INTEREST	-	-	-	-	6300
403-4-00-4001 ROAD IMPROVEMENT PROCEEDS	-	-	-	8,000,000	-
403-4-00-4700 INTEREST	-	-	-	-	14,400
403-4-00-4002 REC. CENTER BOND PROCEEDS	-	-	-	3,500,000	-
403-4-00-4700 INTEREST	-	-	-	-	6,300
<b>TOTAL REVENUES</b>	-	-	-	\$ 15,000,000	\$ 27,000
<b>EXPENDITURE</b>					
<b>PUBLIC SAFETY EXPENDITURES</b>					
PERSONNEL					
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	3,500,000
<b>TOTAL PUBLIC SAFETY EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
<b>ROAD IMPROVEMENT EXPENDITURES</b>					
PERSONNEL					
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	4,000,000
<b>TOTAL ROAD IMPROVEMENT EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
<b>RECREATION CENTER EXPENDITURES</b>					
PERSONNEL					
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	1,700,000
<b>TOTAL RECREATION CENTER EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
<b>TOTAL FUND EXPENDITURES</b>					
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 15,000,000	\$ (9,173,000)
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>					
	\$ -	\$ -	\$ -	\$ 15,000,000	\$ 5,827,000
RESTRICTED FUND BALANCE, OCT 1	-	-	-	-	\$ 15,000,000
<b>RESTRICTED FUND BALANCE, SEP 30</b>	\$ -	\$ -	\$ -	\$ 15,000,000	\$ 5,827,000

# VEHICLE REPLACEMENT FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
401-4-00-4000 BOND REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -
401-4-00-4700 INTEREST INCOME	-	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-	-
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	167,625	430,000
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ 167,625	\$ 430,000
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ (167,625)	\$ (430,000)
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer from General Fund	-	100,000	164,000	-	243,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	-	100,000	164,000	-	243,000
<b>NET CHANGE IN FUND BALANCE</b>	\$ -	\$ 100,000	\$ 164,000	\$ (167,625)	\$ (187,000)
RESTRICTED FUND BALANCE, OCT 1	-	-	200,000	364,000	196,375
<b>RESTRICTED FUND BALANCE, SEP 30</b>	\$ -	\$ 200,000	\$ 364,000	\$ 196,375	\$ 9,375

## DISASTER RECOVERY FUND

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
407-4-00-4808 DISASTER DONATIONS	\$ -	\$ -	\$ -	\$ 97,548	\$ -
407-4-00-4914 FEMA REIMBURSE	-	-	-	5,374	130,000
407-4-00-4915 TRNS FROM W/S	-	-	-	300,000	-
407-4-00-4916 TRNS FROM GEN FU				200,000	
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 602,922</b>	<b>\$ 130,000</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	30,000
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY		-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 602,922</b>	<b>\$ 100,000</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
<b>TRANSFERS IN (OUT)</b>					
Transfer to Building Capital Fund	-	-	-	(31,030)	-
Transfer to Drainage Fund	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 571,892</b>	<b>\$ 100,000</b>
RESTRICTED FUND BALANCE, OCT 1	-	-	-	-	571,892
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 571,892</b>	<b>\$ 671,892</b>

## GENERAL FUND CAPITAL PROJECTS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
Interest	\$ -	\$ -	\$ -	\$ -	\$ 2,500
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	100,000
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (97,500)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer from General Fund	-	-	-	500,000	-
Transfer from Water Sewer Fund	-	-	-	-	-
Transfer from Drainage Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ (97,500)</b>
RESTRICTED FUND BALANCE, OCT 1	-	-	-	-	500,000
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 402,500</b>

# WATER & SEWER FUND CAPITAL PROJECTS

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
Interest	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	30,000
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (25,000)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer from General Fund	-	-	-	-	-
Transfer from Water Sewer Fund	-	-	-	500,000	-
Transfer from Drainage Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ (25,000)</b>
RESTRICTED FUND BALANCE, OCT 1	-	-	-	-	500,000
<b>RESTRICTED FUND BALANCE, SEP 30NC</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 475,000</b>

# DRAINAGE FUND CAPITAL PROJECT

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 APPROVED
<b>REVENUES</b>					
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>				
<b>EXPENDITURES</b>					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	200,000
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (200,000)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
TRANSFERS IN (OUT)					
Transfer from Drainage Fund	-	-	-	-	300,000
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
RESTRICTED FUND BALANCE, OCT 1	-	-	-	\$ -	\$ -
RESTRICTED FUND BALANCE, SEP 30	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

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# APPENDIX

# Financial Policy

## CITY OF GLENN HEIGHTS FINANCIAL POLICIES

### **PURPOSE STATEMENT**

The policies set forth below, in conjunction with the City's Charter, provide guidelines to enable City staff to achieve a long term, stable financial condition while conducting daily operations and providing services to the community. These policies are used to maintain and improve organizational effectiveness, to maintain a sound financial foundation, and to achieve strategic goals for accountability and integrity. The scope of these policies covers fiscal budgeting, accounting, auditing, financial reporting, internal control, revenue management, expenditure control, fund transfers, fund reserves, capital financing, and debt management.

### **FISCAL BUDGETING**

Department Directors will assist the City Manager in developing and submitting the proposed budgets for all City funds to the City Council for approval no later than August 1<sup>st</sup> of each fiscal year. Proposed budget appropriations will not exceed revenues generated in the budget year plus any remaining fund reserves from previous years. The proposed budget will include:

1. An estimate of all revenues by source, including present tax rates and property valuations for the ensuing year. Management will budget revenue sources conservatively.
2. A listing of all proposed expenditures for each City department. Proposed expenditures will be compared to budget and actual expenditures of the prior year, and budget and actual year-to-date expenditures of the current year. Management will budget expenditures aggressively.
3. A statement listing all proposed capital expenditures included in the proposed budget with recommended provisions for financing.
4. A detailed schedule of all outstanding indebtedness of the City including actual beginning balances, current year proposed additions, proposed debt and interest payments for the upcoming year, estimated ending balances, and proposed revenue sources for funding future debt payments.

### **ACCOUNTING**

#### **Recordkeeping**

The financial records of the City will be maintained on the modified accrual basis of accounting for all funds. The Chief Financial Officer is responsible for establishing adequate City funds and the chart of accounts to be used to record financial transactions in a consistent and timely manner.

#### **Cash Management**

All bank statements will be reconciled monthly and cash balances will be reported to the City Council as part of the Monthly Financial Report. The Chief Financial Officer will be responsible for monitoring and ensuring that bank balances are fully secured by pledged collateral in the name of the City of Glenn Heights.

#### **Restricted Cash**

The Chief Financial Officer will be responsible for ensuring that all bond covenants, contracts, and grant agreements are met with regards to the management of all restricted revenue sources.

### **Investments**

All cash investments will be in accordance with the City's Investment Policy.

### **Capital Assets**

Assets are tangible items, such as land, buildings, inventory, equipment, vehicles, and software. All expenditures for assets greater than \$5,000 will be considered capital assets and recorded in the City's books as such. All construction projects with a total cost greater than \$5,000 will be considered a capital asset. Any repairs to existing City assets greater than \$5,000 that add value to or extend the life of the asset will be considered a capital asset. All expenditures for capital assets must be approved by the City Council.

#### **Assets < \$5,000**

A cumulative list of all expenditures for assets with a cost between \$1,000 and \$5,000 will be maintained by the Finance Department and reconciled annually by Department Directors. This list will be organized in a manner such that all assets can be easily identified and tracked on an ongoing basis. Any construction or repairs less than \$5,000 will be considered repairs/maintenance and recorded as such.

### **Grant Expenditures**

All assets purchased with grant proceeds will be labeled in a manner that will make them easily identifiable. City management will ensure that compliance with grant agreements for the disposal or sale of these assets are adhered to.

### **AUDITING**

The City will be audited annually by an independent certified public accounting firm. This firm must demonstrate experience in governmental accounting and auditing. The financial audit will be conducted in accordance with generally accepted accounting standards.

### **FINANCIAL REPORTING**

#### **Annual Reporting**

The Chief Financial Officer will be responsible for preparing and presenting the City's annual budget documents to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Distinguished Budget Presentation Awards Program.

The Chief Financial Officer will be responsible for preparing a Comprehensive Annual Financial Report (CAFR) each year. The CAFR will be presented to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.

#### **Interim Reporting**

The City Manager will submit to Council each month accurate and timely financial reports. Monthly financial reports will include:

1. Cash and Investment Report including reconciliation between bank and book balances for each City fund.
2. Revenues, Expenditures, Other Financing Sources (Uses), and Changes in Fund Balances - Budget and Actual. Financial information will be reported at the department level and will include current and prior year comparisons for the month and fiscal year-to-date.

3. Budget Report including reconciliation between original budget and revised budget for the current fiscal year.

All monthly financial reports will be posted on the City's website along with monthly cash disbursement reports.

### **INTERNAL CONTROL**

The Chief Financial Officer is responsible for developing, implementing, and maintaining adequate controls over cash receipts, cash disbursements, payroll, and other significant financial accounting areas. These controls will be written, approved by the City Manager, and reviewed annually. Department Directors will be responsible for ensuring that controls in place are adequate for their Department and are being followed.

### **REVENUE MANAGEMENT**

City management will understand its revenue sources and enact consistent collection policies and procedures to provide assurances that budgets and plans will be met.

#### **Revenue Diversification**

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any one revenue source.

#### **Fees and Charges**

The City will maximize utilization of user charges for services that can be easily identified and where the costs are directly related to a specific service. At least every two years, reviews will be performed to ensure that user fees and charges adequately cover the cost of the service being provided.

The City will adopt utility rates sufficient to cover operating expenses and transfers while continuing to meet legal requirements of bond covenants.

#### **Restricted Revenues**

The City will utilize restricted revenue sources first when expenditures are incurred that qualify as expenditures of such revenues. Departments generating restricted revenue sources will be responsible for determining what expenditures qualify. Any restricted revenue sources being committed or assigned to pay future anticipated expenditures will be properly documented and reported as such.

#### **One-Time Revenues**

One-time revenues will be used only for one-time expenditures. The City will avoid using temporary revenue sources to fund ongoing services.

#### **Unpredictable Revenues**

The use of unpredictable revenues will depend upon management's understanding of the source and whether or not the revenue should be considered one-time revenues or will recur periodically.

## **EXPENDITURE CONTROL**

City management will be held accountable for meeting program objectives which includes compliance with annual budgeted appropriations approved by the City Council.

### **Level of Budgetary Control**

Department Directors are authorized to transfer budgeted appropriations between line items within their Department. The City Manager is authorized to transfer budgeted appropriations between departments within the same fund (i.e., General Fund, Water/Sewer Fund, Drainage Fund, etc); however, any revisions that alter the total budgeted appropriations of any given fund must be approved by City Council.

### **Purchasing**

All purchases will be in accordance with the City's Purchasing Policy.

### **Payments**

All invoices will be paid timely and in accordance with State law. Procedures will be used to take advantage of purchase discounts, and payments will be processed to maximize the City's investable cash.

## **FUND TRANSFERS**

The City's proprietary funds will compensate the General Fund for general and administrative services provided through budgeted fund transfers. The amount to be compensated will be determined annually as part of the budget process and approved by the City Council.

General and administrative services provided to proprietary funds will include management, finance, human resources, city secretary, and all other unallocated city-wide expenditures. It is the Chief Financial Officer's responsibility to calculate and compensate the General Fund for these services on a systematic and consistent basis.

Any other revenue transfers between funds not for the purpose of compensation for services will be considered operating transfers and reported as such.

## **FUND RESERVES**

Fund reserves will be maintained in accordance with the City's Comprehensive Fund Balance Policies and will comply with GASB No. 54 for external reporting purposes.

## **CAPITAL FINANCING**

Capital financing transactions will be recorded in the same fund as the capital asset. Capital assets will be financed for a period not to exceed the useful life of the asset. All financing will be approved by the City Council. The City will retain and utilize a Financial Advisor in connection with all bond debt issuances. All unspent bond proceeds for capital projects will be used to pay future debt principal and interest payments.

## **DEBT MANAGEMENT**

The Finance Department will monitor and report all City debt as part of the annual budget process. Ad valorem taxes will be levied annually for an amount sufficient to pay all bond debt not paid from other revenue sources. Ad valorem taxes assessed for debt service will be accounted for in the City's Debt Service Fund. Interest and sinking funds will be established and maintained for bond debt to be paid from revenue sources other than ad valorem taxes.

The Chief Financial Officer will be responsible for monitoring compliance requirements with all debt covenants, maintain ongoing communications with bond rating agencies in regards to the City's financial condition, and follow a policy of full disclosure on every financial report.

Long-term debt will not be used to finance operations.

# Investment Policy

**RESOLUTION NO. R-33-16**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS, ADOPTING AN AMENDED AND RESTATED INVESTMENT POLICY IN COMPLIANCE WITH THE PUBLIC FUNDS INVESTMENT ACT; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City Council of the City of Glenn Heights, Texas ("City") desires to ensure the safety, liquidity, yield and maintenance of the public trust concerning the City's financial portfolio; and

**WHEREAS**, the Public Funds Investment Act, as amended, requires the City to adopt an investment policy by rule, order, ordinance or resolution; and

**WHEREAS**, the City previously adopted an investment policy effective May 16, 2011, through the adoption of Resolution R-15-11 in compliance with the with the Public Funds Investment Act (the "Investment Policy"), and

**WHEREAS**, the City Council finds that the amended and restated Investment Policy attached hereto complies with the Public Funds Investment Act, as amended, providing for the investment of City funds in safe and prudent investments; and

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS, THAT:**

**SECTION 1.** The City Council of the City of Glenn Heights, Texas hereby approves, adopts and restates the Public Funds Investment Policy of the City of Glenn Heights, Texas, as amended and attached hereto as Exhibit A.

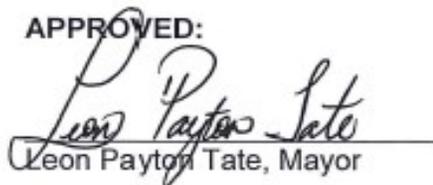
**SECTION 2.** The City Manager is authorized to forward a copy of this Resolution and the accompanying Investment Policy to all entities bearing financial interest in the transactions of the City.

**SECTION 3.** All resolutions heretofore passed and adopted by the City Council of the City of Glenn Heights, Texas, are hereby repealed solely to the extent that said resolutions, or parts thereof, are in conflict herewith.

**SECTION 4.** This Resolution shall be in full force and effect from and after its passage.

**READ, CONSIDERED, PASSED AND ADOPTED** by the City Council for the City of Glenn Heights at a public meeting on the 6<sup>th</sup> day of September 2016, at which a quorum was present, and for which due notice was given.

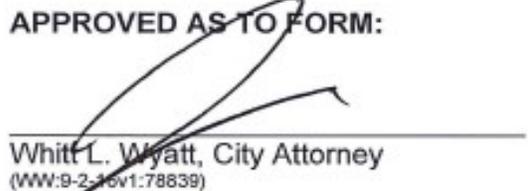
APPROVED:

  
Leon Payton Tate, Mayor

ATTEST:

  
Juanita Willman, City Secretary

APPROVED AS TO FORM:

  
Whitt L. Wyatt, City Attorney  
(WW:9-2-16v1:78839)

**EXHIBIT "A"**

**AMENDED AND RESTATED INVESTMENT POLICY**  
Effective September 6, 2016

(Original Effective May 16, 2011)



**CITY OF GLENN HEIGHTS, TEXAS**

**INVESTMENT POLICY**

**SEPTEMBER 2016**

**Adopted with Resolution R-33-16**

## CITY OF GLENN HEIGHTS, TEXAS

### INVESTMENT POLICY

#### PREFACE

It is the policy of the City of Glenn Heights (the "City") that after allowing for the anticipated cash flow requirements of the City and giving due consideration to the safety and risks of investments, all available funds shall be invested in conformance with these legal and administrative guidelines to obtain a market rate of return.

Effective cash management is recognized as essential to good fiscal management. An active cash management and investment policy will be pursued to take advantage of investment interest as a viable and material source of revenue for City funds. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. The City will invest public funds in a manner that will provide the maximum security and a market rate of return while meeting the daily cash flow demands of the City.

The City is required under the Public Funds Investment Act (Chapter 2256 of the Texas Government Code) to adopt a formal written Investment Policy for the investment of public funds. These policies serve to satisfy the statutory requirement (specifically the Public Funds Investment Act, Chapter 2256 of the Texas Government Code (the "Act") to define, adopt and review a formal investment strategy and policy.

**CITY OF GLENN HEIGHTS, TEXAS**

**INVESTMENT POLICY**

**TABLE OF CONTENTS**

1. PURPOSE .....	1
2. INVESTMENT STRATEGY .....	1
3. SCOPE.....	5
4. INVESTMENT OBJECTIVES .....	5
5. INVESTMENT RESPONSIBILITY.....	6
6. AUTHORIZED INVESTMENTS.....	8
7. DIVERSIFICATION .....	12
8. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS .....	13
9. DELIVERY VERSUS PAYMENT .....	14
10. SAFEKEEPING AND COLLATERALIZATION .....	15
11. RESPONSIBILITY AND CONTROL .....	17
12. PERFORMANCE .....	19
13. REPORTING .....	19
14. INVESTMENT POLICY ADOPTION AND AMENDMENT.....	20
GLOSSARY OF TERMS .....	21

Certification of Business Organization [Sample]

1. **PURPOSE.** The purpose of this investment policy (the "Policy") is to set forth specific investment policy and strategy guidelines for the City in order to achieve the goals of safety and liquidity, achieve a market rate of return, and maintain public trust in all investment activities. On an annual basis, the City Council shall review the investment strategy and policy and shall approve Policy revisions, if any, by formal resolution.
  
2. **INVESTMENT STRATEGY.** The City maintains a comprehensive and proactive cash management program that is designed to monitor and control all City funds to ensure maximum utilization and yield a market rate of return. (For the purpose of this policy, a "market rate of return" refers to the approximate interest rate that could be earned by an investor in a specific maturity range at any given point in time. For example, an investor seeking to earn a market rate of return while maintaining an investment portfolio with an average maturity of 90 days, would hope to earn approximately the same as a three-month agency discount note. If the investor earns a rate much higher than this, it might signal an inappropriate level of risk.) The basic and underlying strategy of this program is that all of the City's funds are earning interest. It is the responsibility and obligation of the City to maintain a flexible approach and be prepared to modify the investment strategy as market conditions dictate. The investment strategy described is predicated on conditions as now exist and are subject to change. The investment strategy emphasizes low credit risk, diversification, and the management of maturities. The strategy also considers the expertise and time constraints of the investment officers. The allowable investment instruments as defined in Section 6 of this Policy reflect the avoidance of credit risk. Diversification refers to dividing investments among a variety of securities offering independent returns. This strategy uses local government investment pools to achieve diversification. The management of maturities refers to structuring the maturity dates of the direct investments so that, while funds are initially invested for a longer period of time, some investments mature as cash needs require.

## 2.1

The primary investment strategy and objectives of the City as specified in this Policy are listed below, in their order of importance (See Section 4):

- Safety and preservation of principal;
- Maintenance of sufficient liquidity to meet operating needs;
- Achieve a market rate of return on the investment portfolio; and
- Seek at all times to maintain public trust by adhering to the above stated objectives

## 2.2

The list of investments authorized by this Policy intentionally excludes some investments allowed by state law. The restrictions limit possible credit risk and provide the maximum measure of safety. Within the investment objectives, the investment strategy is to utilize authorized investments for maximum advantage to the City. To increase the interest earnings for funds identified as being available for investment over longer periods of time based upon a cash requirements projection, the City will consider the following strategies:

### 2.2.1

#### **Strategy No. 1.**

Diversifying the City's investment opportunities through the use of local government investment pools and money market mutual funds as authorized by the City Council. An investment pool is an entity created to invest public funds jointly on behalf of its' participants and whose investment objectives in order of priority match those objectives of the City. Funds are usually available from investment pools on a same-day basis, meaning the pools have a high degree of liquidity. Because of the size and expertise of their staff, investment pools are able to prudently invest in a variety of the investment types allowed by state law. In this manner, investment pools achieve diversification. Funds that may be needed on a short-term basis but that are in excess of the amount maintained at the depository bank are available for deposit in investment pools.

### 2.2.2

#### **Strategy No. 2.**

Building a ladder of Investment Policy authorized securities with staggered maturities for all or part of the longer-term investable funds. The benefits of this ladder approach include the following:

- It is straight-forward and easily understood;
- It represents a prudent diversification method;
- All investments remain within the approved maturity horizon;
- It will normally allow the City to capture a reasonable portion of the yield curve; and
- It provides predictable cash flow with scheduled maturities and reinvestment opportunities.

### 2.2.3

#### Strategy No. 3.

At this time, the City does not use an investment management firm. Should the City determine a need, the following strategy will apply:

Pursuant to the Public Funds Investment Act (Texas Government Code 2256.003), the City may, at its discretion, contract with an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) and with the State Securities Board to provide for investment and non-discretionary management of its public funds or other funds under its control.

An appointed Investment Advisor shall act solely in an advisory and administrative capacity; within the guidelines of this *Investment Policy*. At no time shall the advisor take possession of securities or funds or otherwise be granted discretionary authority to transact business on behalf of the City. Any contract awarded by the City Council for investment advisory services may not exceed two years, with an option to extend by mutual consent of both parties.

Duties of the Investment Advisor shall include, but not be limited to, assistance in purchasing securities, securities clearance, producing required reports, pricing the portfolio, performing due diligence on broker/dealers, market monitoring and economic review.

Any Investment Advisor contracted by the City shall abide by the *Prudent Expert Rule*, whereby investment advice shall, at all times, be given with the judgment and care, under circumstances then prevailing, which persons paid for their special prudence, discretion and intelligence in such matters exercise in the management of their client's affairs, not for speculation by the client or production of fee income by the advisor or broker, but for investment by the client with emphasis on the probable safety of the capital while considering the probable income to be derived.

### 2.2.4

#### Strategy No. 4.

The City will maintain portfolio(s) that utilize four specific investment strategy considerations designed to address the unique characteristics of the fund group(s) represented in the portfolio(s):

#### 2.2.4.1

Investment strategies for operating funds and pooled funds containing operating funds

have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The secondary objective is to create a portfolio that will experience minimal volatility during economic cycles through diversification by security type, maturity date and issuer. All security types, as authorized by this policy, are considered suitable investments for the operating and pooled funds. Securities may not be purchased that have a final maturity date that exceeds five (5) years.

#### **2.2.4.2**

Investment strategies for debt service funds shall have as the primary objective the assurance of investment liquidity adequate to cover the debt service obligation on the required payment date(s). These funds have predictable payment schedules. Therefore investment maturities shall not exceed the anticipated cash flow requirements.

#### **2.2.4.3**

Investment strategies for debt service reserve funds shall have as the primary objective the ability to generate a dependable revenue stream to the appropriate debt service fund. Managing the Debt Service Reserve Fund's portfolio maturities to not exceed the call provisions of the bond issue will reduce the investment's market risk if the City's bonds are called and the reserve fund liquidated. No investment maturity shall exceed the final maturity of the bond issue.

#### **2.2.4.4**

The investment strategy for capital projects funds' portfolios has as its primary objective the assurance that anticipated cash flows are matched with adequate investment liquidity. These portfolios should include at least 20% in highly liquid securities to allow for flexibility and unanticipated project outlays. The stated final maturity dates of securities held should not exceed the estimated project completion date.

#### **2.2.5**

##### **Strategy No. 5.**

**Hold until Maturity.** The strategy of the City is to maintain sufficient liquidity in its portfolio so that it does not need to sell a security prior to maturity. Should it become necessary to sell a security prior to maturity, where the sale proceeds are less than the current book value, the prior written consent of the City Manager must be obtained. Securities may be sold prior to maturity by the Investment Officer at or above their book value at any time. The result of all sales of securities prior to maturity shall be reported to the City Manager within two business days of the sale. The report shall provide the amount of proceeds from the sale, including accrued

interest to the date of sale, less the current book value and the dollar amount of gain on the sale.

#### 2.2.6

##### **Strategy No. 6.**

**Depository Bank Relationships.** This Policy shall further seek to maintain good depository bank relationships while minimizing the cost of banking services. The City will seek to maintain a depository contract that will be managed to a level that minimizes the cost of the banking relationship to the City, while allowing the City to earn an appropriate return on idle demand deposits.

#### 2.2.7

##### **Strategy No. 7.**

**Maximizing Investable Cash Balances.** Procedures shall be established and implemented in order to *maximize* investable cash by decreasing the time between the actual collection and the deposit of receipts, and by the controlling of disbursements.

3. **SCOPE.** The Investment Policy shall govern the investment of all financial assets considered to be part of the City entity and includes the following funds or fund types: the General Fund, Enterprise Funds, Special Revenue Funds, General Obligation Interest and Sinking Fund, Capital Projects Funds, Water and Sewer Utility Fund, Drainage Utility Fund, and any other funds which have been contractually delegated to the City for management purposes. The City may add or delete funds as may be required by law, or for proper accounting procedures. This policy does not include funds governed by approved trust agreements, or assets administered for the benefit of the City by outside agencies under retirement or deferred compensation programs. Additionally, bond funds (including debt service and reserve funds) are governed by bond ordinances and are subject to the provisions of the Internal Revenue Code and applicable federal regulations governing the investment of bond proceeds.
4. **INVESTMENT OBJECTIVES.** Funds of the City shall be invested in accordance with all applicable Texas statutes, this Policy and any other approved, written administrative procedures. The four objectives of the City's investment activities shall be as follows (in the order of priority):

#### 4.1

**Safety of Principal.** Safety of principal invested is the foremost objective in the investment decisions of the City. Each investment transaction shall seek to

ensure the preservation of capital in the overall portfolio. The risk of loss shall be controlled by investing only in authorized securities, as defined in this Policy, by qualifying the financial institutions with whom the City will transact business and through portfolio diversification. Safety is defined as the undiminished return of the principal on the City's investments.

#### 4.2

**Liquidity.** The investment portfolio shall be managed to maintain liquidity to ensure that funds will be available to meet the City's cash flow requirements and by investing in securities with active secondary markets. Investments shall be structured in such a manner as will provide the liquidity necessary to pay obligations as they become due. A security may be liquidated prior to its stated maturity to meet unanticipated cash requirements, or to otherwise favorably adjust the City's portfolio, in accordance with Section 2.2.5 above.

#### 4.3

**Market Rate-of-Return (Yield).** The City's investment portfolio shall be designed to optimize a market rate-of-return on investments consistent with risk constraints and cash flow requirements of the portfolio. The investment portfolio shall be managed in a manner that seeks to attain a market rate of return throughout budgetary and economic cycles. The City will not attempt to consistently attain an unrealistic above market rate-of-return, as this objective will subject the overall portfolio to greater risk. Therefore, the City's rate of return objective is secondary to those of safety and liquidity. Rate of return (yield) is defined as the rate of annual income return on an investment, expressed as a percentage.

#### 4.4

**Public Trust.** All participants in the City's investment program shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction that might involve a conflict of interest or otherwise impair public confidence in the City's ability to govern effectively. All officials of the City having either a direct or indirect role in the process of investing idle funds shall act responsibly as custodians of the public trust.

5. **INVESTMENT RESPONSIBILITY.** As provided in this policy, the daily operation and management of the City's investments are the responsibility of the following person.

#### 5.1

**Delegation of Authority.** The City Manager and the Director of Finance are authorized to deposit, withdraw, invest, transfer or manage in any other manner

the funds of the City. Management responsibility for the investment program is hereby delegated to the Director of Finance, who shall establish written procedures for the operation of the investment program, consistent with this Policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. All persons involved in investment activities will be referred to in this Policy as "Investment Officers." No persons may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Director of Finance. The Director of Finance shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinate Investment Officials. The system of controls shall be designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that:

- (1) the cost of a control should not exceed the benefits likely to be derived; and
- (2) the valuation of costs and benefits requires estimates and judgments by management.

Commitment of financial and staffing resources in order to maximize total return through active portfolio management shall be the responsibility of the City Council.

## 5.2

**Prudence.** The standard of prudence to be applied by the Investment Officer shall be the "prudent investor" rule, which states, "investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether the Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the following:

### 5.2.1

The investment of all funds over which the Investment Officer had responsibility rather than a consideration as to the prudence of a single investment; and

### 5.2.2

Whether the investment decision was consistent with the written investment Policy and procedures of the City.

### 5.3

**Due Diligence.** The Investment Officer acting in accordance with written policies and procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided that these deviations are reported in a timely manner and that appropriate action is taken to control adverse developments.

### 5.4

**Ethical Standards and Conflicts of Interest.** All City Investment Officers having a direct or indirect role in the investment of City funds shall act as custodians of the public trust avoiding any transaction which might involve a conflict of interest, the appearance of a conflict of interest, or any activity which might otherwise discourage public confidence. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. An Investment Officer who has a personal business relationship with the depository bank or with any entity seeking to sell an investment to the City shall file a statement disclosing that personal business interest. An Investment Officer who is related within the second degree of affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the City Council.

### 5.5

**Investment Training.** The Investment Officers shall attend at least one training session of at least ten (10) hours relating to the officer's responsibility under the Public Funds Investment Act within twelve (12) months after assuming duties, and attend an investment training session not less than once every two years, receiving an additional ten (10) hours of training. Such training from an independent source shall be approved by the City Manager and endorsed by either the Government Finance Officers Association of Texas, the Government Treasurers Organization of Texas, the Texas Municipal League, the North Central Texas Council of Governments, or the University of North Texas Center for Public Management.

6. **AUTHORIZED INVESTMENTS.** As stated previously, safety of principal is the primary objective in investing public funds and can be accomplished by limiting two types of risk-credit risk and interest rate risk. Credit risk is the risk associated with the failure of a security issuer or backer to repay principal and interest in full. Interest rate risk is the risk that the value of a portfolio will decline due to an increase in the general level of interest rates. In order to provide safety of principal as the City's primary objective, only certain investments are authorized as acceptable

investment for the City. The following list of authorized investments for the City intentionally excludes some of the investments authorized by law. These restrictions are placed in order to limit possible risk and provide maximum measure of safety to City funds.

## 6.1

**Authorized and Acceptable Investments.** The authorized list of investment instruments are as follows:

- (1) Obligations of the United States or its agencies and instrumentalities, excluding mortgage- backed securities.
- (2) Direct obligations of the State of Texas, or its agencies and instrumentalities.
- (3) Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by, or backed by the full faith of credit of, the State of Texas or the United States or their respective agencies and instrumentalities, excluding mortgage-backed securities.
- (4) Collateralized Certificates of Deposit. A certificate of deposit issued by a depository institution that has its main office or branch office in the state and is:
  - Guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
  - Secured by Obligations that are described by section 2256.009(a) of the Public Funds Investment Act, including mortgage backed securities directly issued by a federal agency or instrumentality, but excluding those mortgage backed securities of the nature described in Section 2256.009(b) of the Act; or
  - Secured in any other manner or amount provided by law for deposits of the City.
  - In addition, separate CDs issued by depositories wherever located, bundled together into a single investment with the full amount of principle and interest of each CD federally insured, may be purchased through a selected depository institution with its main office or branch office in Texas.

This depository shall act as the custodian for the various certificates on behalf of the City.

- (5) Eligible Local Government Investment Pools. Public funds investment pools which invest in instruments and follow practices allowed by the current law as defined in Section 2256.016 of the Texas Government Code, provided that:
- the investment pool has been authorized by the City Council;
  - the pool shall have furnished the Investment Officer an offering circular containing the information required by Section 2256.016(b) of the Texas Government Code;
  - the pool shall furnish the Investment Officer investment transaction confirmations with respect to all investments made with it;
  - the pool shall furnish to the Investment Officer monthly reports containing the information required under Section 2256.016(c) of the Texas Government Code;
  - the pool is continuously rated no lower than "AAA" or "AAA-" or an equivalent rating by at least one nationally recognized rating service;
  - the pool marks its portfolio to market daily
  - the pool's investment objectives shall be to maintain a stable net value of one dollar (\$1.00); and
  - the pool's investment philosophy and strategy are consistent with this Policy
- (6) Regulated No-Load Money Market Mutual Funds. These investments are authorized, under the following conditions:
- The money market mutual fund is registered with and regulated by the Securities and Exchange Commission;
  - the fund provides the City with a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940;
  - the fund has a dollar-weighted average portfolio maturity of ninety (90) days or less;

- the investment objectives include the maintenance of a stable net asset value of one dollar (\$1.00) per share; and
  - the fund is continuously rated no lower than "AAA" or an equivalent rating by at least one nationally recognized rating service.
  - The City may not invest funds under its control in an amount that exceeds 10% of the total assets of any individual money market mutual fund.
- (7) Repurchase Agreements, Reverse Repurchase Agreements, Bankers' Acceptances, Commercial Paper. These investments are authorized for the City only to the extent that they are contained in the portfolios of approved public funds investment pools in which the City invests, or as otherwise provided below.
- The direct investment in reverse repurchase agreements, bankers' acceptances, and commercial paper by the City is not authorized
  - Fully flexible repurchase agreements are authorized in this Policy, to the extent authorized under the Public Funds Investment Act (Texas Government Code 2256.001.) The use of flex repos shall be limited to the investment of bond proceeds and the maturity date of any such agreement shall not exceed the expected proceeds draw schedule.

## 6.2

**Investment Instruments NOT Authorized.** The following instruments are eligible for investment by local government according to state law, but they have been intentionally prohibited for the City by this Policy: mortgage-related obligations, guaranteed investment contracts, options, financial futures contracts and, day trading of long-term securities. In addition to these restricted investments, state law specifically prohibits investment in the following securities:

- (1.) Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal.
- (2.) Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.

- (3). Collateralized mortgage obligations that have a stated final maturity date of greater than ten years.

**7. DIVERSIFICATION.** Diversification of investment instruments shall be utilized to avoid incurring unreasonable risks resulting from over-concentration of investments in a specific maturity, a specific issue, or a specific class of securities. With the exception of U .S. Government securities, as authorized in this Policy, and authorized local government investment pools, no more than fifty percent (50%) of the total investment portfolio will be invested in any one security type. Diversification of the portfolio considers diversification by maturity dates and diversification by investment instrument.

#### 7.1

**Diversification by Maturities.** The longer the maturity of investments, the greater their price volatility. Therefore, it is the City's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risks caused by change in interest rates. The City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than three (3) years from the date of purchase. However, the above described obligations, certificates, or agreements may be collateralized using longer date instruments. The City shall diversify the use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Maturity scheduling shall be managed by the Investment Officer so that maturities of investments shall be timed to coincide with projected cash flow needs.

The entire City portfolio, including funds at the City's depository bank, shall comprise one pooled fund group, and the maximum average dollar-weighted maturity allowed based on the stated maturity date for the portfolio is two hundred seventy (270) days. Investment maturities for debt service interest and sinking funds and/or other types of reserve funds, whose use is never anticipated, may not exceed three (3) years.

**7.2**

**Diversification by Investment Instrument.** Diversification by investment instrument shall not exceed the following guidelines for each type of instrument:

	<u>Percentage of Portfolio Maximum</u>
U.S. Treasury Obligations	100%
US Government Agency Securities And Instrumentalities of Government- Sponsored Corporations	80%
Authorized Local Government	100%
Investment Pools Fully Collateralized Certificates of Deposit	50%

**7.3**

The City shall invest local funds in investments yielding a market rate-of-return while providing necessary protection of the principal consistent with the operating requirements of this section or written policies

- 8. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS.** At this time, the City does not use Brokers or Dealers. Should the City determine a need, the following procedures and requirements will apply:

Financial institutions (federally insured banks) with and through whom the City invests shall be state or national banks domiciled in this state. No public deposit shall be made except in a qualified public depository as established by state laws. Brokers/Dealers authorized to provide investment services to the City may include only those authorized by the City Manager. All banking services will be governed by a depository contract awarded by the City Council. In addition, the Director of Finance shall maintain a list of authorized security brokers/dealers, and investment pools that are authorized by the City Manager and/or the City Council.

## 8.1

All financial institutions with whom the City does business must supply the following as appropriate: (1) audited financial statements; (2) proof of National Association of Securities Dealers (NASD) certification; (3) proof of state registration and completed broker/dealer questionnaire; (4) certification of having read the City's investment policy signed by a qualified representative of the organization, acknowledging that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the City and the organization.

## 8.2

An annual review of the financial condition and registration of qualified bidders will be conducted by the Director of Finance. The review may include, but is not limited to, review of rating agency reports, review of call reports, and analyses of management, profitability, capitalization, and asset quality. Financial institutions and brokers/dealers desiring to conduct business with the City shall be required to provide any financial data requested by the City Manager or the Investment Officer. Upon completion of the annual review by the Director of Finance, the financial institutions and brokers/dealers desiring to conduct business with the City shall be approved by the City Manager.

## 8.3

Selection criteria for federally insured financial institutions shall include the following: (1) the financial institution must be insured by the FDIC and (2) the financial institution must be incorporated under the laws of the State of Texas or of the United States of America.

## 8.4

The Investment Officer of the City is responsible for monitoring the investments made by a financial institution and/or broker/dealer to determine that they are in compliance with the provisions of the Investment Policy.

9. **DELIVERY VERSUS PAYMENT.** It is the policy of the City that all security transactions entered into with the City shall be conducted on a "DELIVERY VERSUS PAYMENT" (DVP) basis through the Federal Reserve System. By doing this, City funds are not released until the City has received,

through the Federal Reserve wire, the securities purchased. The City shall authorize the release of funds only after receiving notification from the safekeeping bank that a purchased security has been received in the safekeeping account of the City. The notification may be oral, but shall be confirmed in writing.

## 10. SAFEKEEPING AND COLLATERALIZATION.

### 10.1

**Safekeeping.** All securities owned by the City shall be held by its safekeeping agent, except the collateral for bank deposits. The collateral for bank deposits will be held in the City's name in the bank's trust department, or alternatively, in a Federal Reserve Bank account in the City's name, or a third-party bank, at the City's discretion. Original safekeeping receipts shall be obtained and held by the City. The City shall contract with a bank or banks for the safekeeping of securities either owned by the City as part of its investment portfolio or held as collateral to secure time deposits.

### 10.2

**Collateralization.** Consistent with the requirements of the Public Funds Collateral Act, it is the policy of the City to require full collateralization of all city funds on deposit with a depository Bank. The market value of the investments securing the deposit of funds shall be at least equal to the amount of the deposits of funds reduced to the extent that the deposits are insured by the Federal Deposit Insurance Corporation (FDIC). Securities pledged as collateral shall be held in the City's name, in a segregated account at the Federal Reserve Bank or by an independent third party with whom the City has a current custodial agreement. The agreement is to specify the acceptable investment securities as collateral, including provisions relating to possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities. The safekeeping agreement must clearly state that the safekeeping bank is instructed to release purchased and collateral securities to the City in the event the City has determined that the depository bank has failed to pay on any matured investments in certificates of deposit, or has determined that the funds of the City are in jeopardy for whatever reason, including involuntary closure or change of ownership. A clearly marked evidence of ownership, e.g., safekeeping receipt, must be supplied to the City and retained by the City. Any collateral with a maturity over five (5) years must be approved by the Investment Officer before the transaction is initiated. The investment Officer must be notified in writing of Release of collateral or substitution of securities. Financial institutions serving as City depositories will be required to sign a "Depository Agreement" with the City and the City safekeeping agent. The collateralized deposit

portion of the agreement shall define the City's rights to collateral in the event of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- the Agreement must be in writing;
- the Agreement has to be executed by the Depository and the City contemporaneously with the acquisition of the asset;
- the Agreement must be approved by the Board of Directors of the Loan Committee of the Depository and a copy of the meeting minutes must be delivered to the City; and
- the Agreement must be part of the Depository's "official record" continuously since its execution.

#### 10.2.1

The City may accept the following securities as collateral for bank deposits (V.T.C.A., Government Code, Section 2256.001, et.seq., formerly Article 842a-2, Section 2, V.T.C.S., as amended);

- FDIC and FSLIC insurance coverage;
- A bond, certificate of indebtedness, or Treasury Note of the United States, or other evidence of indebtedness of the United States that is guaranteed as to principal and interest by the United States;
- Obligations, the principal and interest on which are unconditionally guaranteed or insured by the State of Texas;
- A bond of the State of Texas or of a county, city, or other political subdivision of the State of Texas having been rated as investment grade (investment rating no less than "A" or its equivalent) by a nationally recognized rating agency with a remaining maturity of ten years or less;
- Surety Bonds that meet the requirements of the Public Funds Investment Act; or
- Federal Home Loan Bank Letters of Credit as defined by Chapter 16, Subchapter C of the Local Government Code and by Chapter 726, Acts of the 67th Legislature, Regular Session, 1981 (Article 2529b-1, Vernon's Texas Civil Statutes).

## 10.2.2

For certificates of deposit and other evidences of deposit, collateral shall be at 102% of market or par, whichever is lower. The market value of collateral will always equal or exceed the principal plus accrued interest of deposits at financial institutions.

## 10.2.3

Financial institutions, with which the City invests or maintains other deposits, shall provide monthly, and as requested by the Investment Officer, a listing of the collateral pledged to the City, marked to current market prices. The listing shall include total pledged securities itemized by name, type, description, par value, current market value, maturity date, and Moody's or Standard & Poor's rating, if applicable. The City and the financial institution shall jointly assume the responsibility for ensuring that the collateral is sufficient.

11. **RESPONSIBILITY AND CONTROL.** The Director of Finance shall establish a system of written internal controls, which shall be reviewed annually by independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, error, misrepresentation, unanticipated market changes, or imprudent actions. The internal controls are to be reviewed annually in conjunction with an external independent audit. This review will provide assurance of compliance with policies and procedures as specified by this Policy. The City, in conjunction with its annual financial audit, shall perform a compliance audit of management controls and adherence to the City's established investment policy.

### 11.1.

**Authority to Invest.** Authority to manage the City investment program is derived from a resolution of the City. Those authorized by said resolution are designated as Investment Officers of the City, and, in conjunction with the Investment Committee, are responsible for investment decisions and activities. All investment transactions must be acknowledged by a second investment officer besides the one who initiated the transaction. All wire transfers must be approved by two investments officers. The City reserves the right to contract with an external investment advisory firm to manage the investment assets, and the resulting resolution will grant investment authorization to the contracted firm. The Finance Director shall establish written procedures for the operation of the investment program consistent with this Investment Policy.

## 11.2

**Bonding Requirements/Standard of Care.** The authorized investment officer(s) shall be a bonded employee. All participants in the investment process shall act responsibly as custodians of the public trust and shall exercise the judgment and care, under prevailing circumstances, that a prudent person would exercise in the management of the person's own affairs.

## 11.3

**Internal Control.** The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that the objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived, and (2) the valuation of costs and benefits requires estimates and judgments by management.

## 11.4

**Standard of Ethics.** City staff involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall disclose to the City any material interests in firms or businesses that conduct investment matters with the City, and they shall further disclose positions that could be related to the performance of the City portfolio. City staff shall subordinate their personal financial transactions to those of the City, particularly with regard to the timing of purchases and sales.

An investment officer of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the governing body of the City.

## 11.5

**Investment Advisory Committee.** An Investment Committee that is comprised of the membership of the Finance Advisory Committee shall be established to determine investment guidelines, general strategies, and monitor performance. The Committee shall meet quarterly to review performance, strategy, and procedures. The Investment Committee shall include in its deliberation such topics as: performance reports, economic outlook, portfolio diversification, maturity structure, potential risk to the City funds, authorized brokers and dealers,

and the target rate of return on the investment portfolio.

12. **PERFORMANCE.** The City's investment portfolio shall be designed to obtain a market rate of return on investments consistent with risk constraints and expected cash flow of the City. The benchmark for performance that is appropriate for the City's cash flow cycle will be TexSTAR (a local government investment pool).
13. **REPORTING.** The Director of Finance shall submit a signed quarterly investment report that summarizes current market conditions, economic developments and anticipated investment conditions. The report shall summarize investment strategies employed in the most recent quarter, and describe the portfolio in terms of investment securities, maturities, risk characteristics, and shall explain the total investment return for the quarter.

### 13.1

**Annual Report.** Within 60 days of the end of the fiscal year, the Director of Finance shall present an annual report on the investment program and investment activity. This report may be presented as a component of the fourth quarter report to the City Manager and City Council. The reports prepared by the Director of Finance shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the City Council by that auditor.

### 13.2

**Methods.** The quarterly investment report shall include a succinct management summary that provides a clear picture of the status of the current investment portfolio and transactions made over the past quarter. This management summary will be prepared in a manner that will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will be prepared in compliance with generally accepted accounting principles. The report will be provided to the City Manager and City Council. The report will include the following:

- A listing of individual securities held at the end of the reporting period. This list will include the name of the fund or pooled group fund for which each individual investment was acquired;
- Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period. Market values shall be obtained from financial institutions or portfolio reporting services independent from the broker/dealer from which the security was purchased;

- Additions and changes to the market value during the period;
- Fully accrued interest for the reporting period;
- Average weighted yield to maturity of portfolio on entity investments as compared to applicable benchmarks;
- Listing of investments by maturity date;
- The percentage of the total portfolio which each type of investment represents; and
- Statement of compliance of the City's investment portfolio with State Law and the investment strategy and policy approved by the City Council.

**14. INVESTMENT POLICY ADOPTION AND AMENDMENT.** The City's Investment Policy shall be adopted and amended by resolution of the City Council only. The City's written policies and procedures for investments are subject to review not less than annually to stay current with changing laws, regulations and needs of the City. Any changes or modifications to this Investment Policy, if any, shall be approved, and adopted by a formal resolution of the City Council.

## GLOSSARY OF TERMS

The Investment Policy contains specialized and technical terminology that is unique to cash management and investment activities. The following glossary of terms is provided to assist in understanding these terms.

**Affinity.** Related through marriage.

**Agencies.** See U.S. Agency securities.

**Bankers' Acceptances.** A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer. When discounted and sold in the secondary market, bankers' acceptances become a short-term investment alternative.

**Book Value.** The cost of a security as recorded in the City's accounting records. For purposes of evaluating a sale of a security, it is a function of the original cost, the amortization of premium or discount, and the accrued interest. Specifically, it is the face value of the security plus the accrued interest plus any unamortized premium or minus any unamortized discount. Book value is often compared to market value, which is defined below.

**Broker.** A person or company that, for a fee or commission, brings buyers and sellers of securities together.

**Certificate of Deposit.** A time deposit with a specific maturity evidenced by a certificate.

**Collateral.** In general, assets which one party pledges as a guarantee of performance. Specifically, securities pledged by a bank to secure deposits of public monies. In the event of bank failure, the securities become the property of the public entity.

**Collateralized Mortgage Obligations (CMO's).** Securities based on a pool of home mortgages.

**Commercial Paper.** An unsecured promissory note issued primarily by corporations for a specific amount and maturing on a specific day. The maximum maturity for commercial paper is 270 days, but most frequently maturities do not exceed 30 days. Almost all commercial paper is rated by a rating service.

**Consanguinity.** Related by blood.

**Coupon.** The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. Also, a certificate attached to a bond indicating interest due on a payment date.

**Credit Risk.** The uncertainty that the principal amount of an investment will be returned without loss of value to the default of the borrower.

**CUSIP.** A unique security identification number assigned to securities maintained and transferred on the Federal Reserve book-entry system.

**Dealer.** A person or company that endeavors to profit from buying and selling investments for its own account.

**Delivery versus Payment (DVP).** A method of delivering securities that requires the simultaneous exchange of the security and the payment. It provides a safeguard against paying for securities before they are received.

**Demand Deposits.** Deposits at a financial institution that are available to the depositor upon the depositor's demand.

**Depository Bank.** The primary bank of the City. The relationship between the depository bank the City is governed by state law and by a depository contract that is approved by the City Council.

**Discount.** The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale is also considered to be at a discount.

**Discount Securities.** Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

**Diversification.** The strategy of dividing investments among a variety of securities offering independent risks and yields. Diversification lessens the likelihood of losing the entire portfolio of investments and averages yields among the investment alternatives.

**Discount.** The difference between the cost of a security and its value at maturity, in cases where the cost is less than the value at maturity.

**Fully Flexible Repurchase Agreement ("flex repo").** A specialized contract designed for the short-term investment of proceeds available from the sale of municipal bonds, notes and certificates. Flex repos allow for incremental repurchases, with the buyer/issuer (the City) retaining the right to force the seller to repurchase all, or a portion of, the sold securities held under repurchase agreement, at any time before the maturity date of the agreement, at a fixed rate for the life of the agreement.

**Hold Until Maturity.** This investment strategy is intended to avoid interest rate risk by maintaining ownership of an investment until it matures. At maturity, the face

value of the security is received, but in some cases where a security is sold before maturity, less than the face value and the book value is received. Please see interest rate risk defined below.

**Federal (FDIC) deposits.**

**Deposit Insurance Corporation.** A federal agency that insures bank security is sold before maturity, less than the face value and the book value is received. Please see interest rate risk defined below.

**Federal Funds Rate.** The rate of interest at which Federal funds are traded. This rate is currently set by the Federal Reserve through open-market operations.

**Federal Home Loan Banks (FHLB).** Created in 1932, this system consists of 12-regional banks, which are owned by private member institutions and regulated by the Federal Housing Finance Board. Functioning as a credit reserve system, it facilitates extension of credit through its owner members. Federal Home Loan Bank issues are joint and several obligations of the 12 Federal Home Loan Banks.

**Federal Home Loan Mortgage Corporation (FHLMC or Freddie Mac).** A stockholder-owned corporation that provides a continuous flow of funds to mortgage lenders, primarily through developing and maintaining an active nationwide market in conventional mortgages.

**Federal National Mortgage Association (FNMA or Fannie Mae).** FNMA, a federal corporation, is the largest single provider of residential mortgage funds in the United States.

**Interest Rate Risk.** The uncertainty of the return of principal on fixed rate securities that are sold prior to maturity. When interest rates rise, the market value of fixed rate securities decreases.

**Internal Control.** Policies and procedures that are established to provide reasonable assurance that specific government objectives are achieved and that assets are safeguarded.

**Investment.** The purchase of securities which, upon analysis, promise safety of principal and a satisfactory return. These factors distinguish investment from speculation.

**Investment Objective.** The aim, goal or desired end of action of the investment activity.

**Investment Pool.** An entity created to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives in order of priority are safety, liquidity, and yield. (Sometimes called Local Government Investment Pool.)

It is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages.

**Investment Strategy.** Method proscribed to objectives of the City. The overall plan or achieve the investment Securities are also highly liquid and are widely accepted.

**Laddered Maturity.** An investment strategy whereby investments are purchased to mature at regular intervals.

**Liquidity.** The measure of an investment's ability to be converted quickly and easily into cash without a substantial loss of value.

**Local Government Investment Pool.** See Investment Pool.

**Market Rate of Return.** A general term referring to the approximate interest rate that could be earned by an investor in a specific maturity range at any given point in time. For example, an investor seeking to earn a "market rate of return" while maintaining an investment portfolio with an average maturity of 90 days, would hope to earn approximately the same as a three-month agency discount note. If the investor earns a rate much higher than this, it might signal an inappropriate level of risk.

**Market Risk.** The uncertainty of the value of the City's portfolio arising from changes in the market conditions of investment securities.

**Market Value.** The price, including accrued interest, at which a security is trading for which it can be readily sold or purchased.

**Maturity.** The date upon which the principal or stated value of an investment becomes due and payable.

**Money Market Mutual Fund.** A mutual fund that purchases short-term debt instruments, such as Treasury Bills, commercial paper, and bankers' acceptances, and which strives to maintain a stable net asset value of \$1.00.

**Mutual Fund.** Investment companies that sell shares to investors, offering investors diversification and professional portfolio management. Prices generally fluctuate with the performance of the fund.

**Net Asset Value.** The ratio of the market value of the portfolio divided by the book value of the portfolio

**Par.** The value of a security as expressed on its face (face value) without consideration of a discount or premium.

**Pledge.** The grant of a collateral interest in investment securities by the depository bank as assurance of the safety of City deposits.

**Pooled Fund Group.** The combination of various accounts and funds of the City in a single, internally-created investing entity.

**Portfolio.** The collection of securities held by an investor.

**Principal.** The capital sum of an investment, as distinguished from interest.

**Premium.** The difference between the cost price and the face value at maturity in cases where the cost price is higher than the face value.

**Rate-of-Return.** See Yield.

**Repurchase Agreement (REPO).** An investment arrangement in which the holder of a security sells that security to an investor (the City) with an agreement to repurchase the security at a fixed price and on a fixed date.

**Reverse Repurchase Agreement.** An investment arrangement by which the City sells a security to a third party, such as a bank or broker/dealer, in return for cash and agrees to repurchase the instrument from the third party at a fixed price and on a fixed date. The City would then use the cash to purchase additional investments. This type of investment is prohibited in the City's portfolio, except to the extent used by local government investment pools with which the City invests.

**Safekeeping.** An arrangement whereby a bank holds securities and other valuables for protection in exchange for a fee.

**Safety.** The assurance of the undiminished return of the principal of the City's investments and deposits.

**Secondary Market.** A market for the purchase and sales outstanding securities following their initial distribution.

**SEC Rule ISCJ-1 (Uniform Net Capital Rule).** Security and Exchange Commission requirement that member firms and nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1.

**Security.** A financial instrument that signifies an ownership interest, the right to an ownership interest, or creditor status.

**Security Risks.** The uncertainty of the value of a security dependent on its particular qualities.

**Time Deposits.** Deposits at the depository bank that are not due and payable until

a specific date.

**United States Agency Securities.** Debt instruments issued by an executive department, an independent federal establishment, or a corporation or other entity established by Congress which is owned in whole or in part by the United States of America.

**United States Treasury Securities.** Debt instruments issued by the Treasury of the United States.

- **Treasury Bills** are issued for short-term borrowings (less than one year);
- **Treasury Notes** are issued for mid-term borrowings (Two - ten years);
- **Treasury Bonds** are issued for long- term borrowings (over ten years).

**Yield.** The rate of annual income return on an investment, expressed as a percentage.

**TEXAS PUBLIC FUNDS  
INVESTMENT ACT  
CERTIFICATION BY BUSINESS ORGANIZATION**

**CITY OF GLENN HEIGHTS, TEXAS**

This certification is executed on behalf of the City of Glenn Heights, Texas (the "City"), and

\_\_\_\_\_ ("The Business Organization"), pursuant to the Public Funds Investment Act, Chapter 2256, Texas Government Code (the "Act") in connection with investment transactions conducted between the City and the Business Organization.

The undersigned Qualified Representative of the Business Organization hereby certifies on behalf of the Business Organization that:

1. The undersigned is a Qualified Representative of the Business Organization offering to enter an investment transaction with the Investor as such terms are used in the Public Funds Investment Act, Chapter 2256, Texas Government Code; and
2. The Qualified Representative of the Business Organization has received and reviewed the Investment Policy furnished by the City; and
3. The Qualified Representative of the Business Organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the Business Organization and the City that are not authorized by the City's Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the City's entire portfolio or requires an interpretation of subjective investment standards.

Qualified Representative of Business Organization [Sample]

Firm: \_\_\_\_\_

\_\_\_\_\_  
Signature

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

# Purchasing Policy

**CITY OF GLENN HEIGHTS  
RESOLUTION NO. R-09 -10**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS APPROVING AND ADOPTING A PURCHASING POLICY FOR THE CITY OF GLENN HEIGHTS AND REPEALING THE PURCHASING POLICY ADOPTED JULY 17, 2006.**

**WHEREAS**, the City Council of the City of Glenn Heights, Texas believes it is vitally important to adopt a City Purchasing Policy that is in compliance with the City of Glenn Heights City Charter and the Texas Local Government Code; and

**WHEREAS**, the City Council of the City of Glenn Heights, Texas believes that a City Purchasing Policy should help ensure that any purchases follow practices that guarantee that City funds are being spent as effectively and efficiently as possible; and

**WHEREAS**, the current City Purchasing Policy was adopted by the City Council by motion on July 17, 2006; and

**WHEREAS**, changes in Law have occurred since the last City Purchasing Policy was adopted; and

**WHEREAS**, laws regulating purchasing can change every two years; and

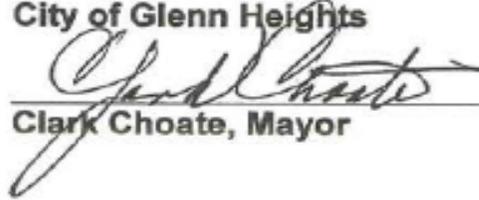
**WHEREAS**, the proposed City of Glenn Heights City Purchasing Policy is incorporated in the Purchasing Manual that is attached as Exhibit 'A',

**NOW THEREFORE, BE IT RESOLVED** that the City Council of the City of Glenn Heights, Texas:

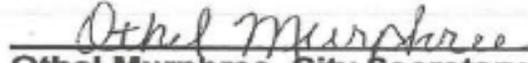
1. Adopts the City of Glenn Heights City Purchasing Policy attached hereto as Exhibit "A" "Purchasing Manual" and incorporated herein for all purposes; and
2. Repeals the previously adopted City Purchasing Policy, and
3. Acknowledges and provides that in the event the Legislature amends the laws regarding purchasing and procurement by municipalities in a manner that affects or modifies the procedures contained in the Glenn Heights Purchasing Manual, such amendment shall be considered to be effective as a modification of the Glenn Heights purchasing regulations unless specifically addressed by ordinance or resolution adopted by the City Council providing otherwise.

**ADOPTED AND APPROVED** on this the 15th day of March, 2010.

**City of Glenn Heights**

  
\_\_\_\_\_  
**Clark Choate, Mayor**

**ATTEST:**

  
\_\_\_\_\_  
**Othel Murphree, City Secretary**

# CITY OF GLENN HEIGHTS



## PURCHASING MANUAL

(12/29/09)

## TABLE OF CONTENTS

- I. INTRODUCTION
- II. PURCHASING PROCEDURES
  - Petty Cash (Attachment "A")
  - Expenditures for Goods or Services \$1-\$2,999
  - Expenditures for Goods or Services \$3,000-\$49,999
  - Expenditures for Goods or Services over \$50,000
  - Conflict of Interest/Disclosure Statement
    - (Attachment "D")
    - (Attachment "E")
  - Sole Source Purchases
  - Cooperative Purchasing Programs
  - Request for Proposal (RFP)
  - High Technology Purchase
- III. PURCHASING CARD PROCEDURES
  - Credit Card Purchases

- IV. PURCHASE REQUISITION
  - Purchase Requisition (Attachment "B")
- V. CAPITAL ASSETS
- VI. INVOICING
  - Check Request (Attachment "C")
- VII. EMERGENCY PURCHASE
  - Emergency Purchasing Policy
- VIII. SPECIFICATIONS
- IX. GENERAL INFORMATION
  - Insurance Requirements
  - Signatures/Authorization
  - Avoiding Duplicate Purchases
  - Disposition of Entity's Property
  - Code of Ethics
  - Bid Openings
  - Bidder's Protest Procedures

## I. INTRODUCTION

Purchasing, a division of the Finance Department, is designated as the central procurement and property disposal function for all departments of the City of Glenn Heights. It is responsible for assisting all departments in locating and securing supplies, equipment or services in the most efficient and economical way. The Purchasing division operates as a service agency and should be included in all stages of acquisition; from the planning stages, to the ordering and receiving. The intention is not to influence what is purchased but to utilize the division's, knowledge and expertise of purchasing techniques and products. It ensures compliance with the State's competitive bidding statutes and the City's Purchasing Policy.

## II. PURCHASING PROCEDURES

The following purchasing procedures are outlined in accordance with the dollar threshold of the level of expenditure. The user department may obtain all quotations below \$3,000. Three quotes are required on all purchases over \$501 and must be submitted with the purchase order. The Department Head must handle all purchases estimated over \$3,000.

### Petty Cash

After Department Head permission is obtained, minor purchases of goods or services that are less than \$100 may be purchased by the department directly from the vendor. The cost is reimbursed from the Petty Cash Fund upon presentation of a paid invoice and a signed Petty Cash Voucher Form. This form is available through the Finance Department. Petty cash is issued by the Department's Administrative Assistant or the Accounts Payable Clerk at all City Municipal Centers. The procurement of goods or services over \$100, (which cannot be purchased from the Petty Cash Fund) must be submitted on a Direct Purchase Order or a Purchase Requisition.

### Expenditures for Goods or Services \$1 - \$2,999

Departments are allowed to make purchases up to \$500 without obtaining 3 quotes.

### Expenditures for Goods or Services \$3,000 - \$49,999

Expenditures for goods and services of \$3,000 but not exceeding \$49,999 are bid on an informal basis. Texas Local Government Code Chapter 252.0215 requires that a municipality, in making an expenditure of \$3,000 but less than \$50,000, shall contact at least two Historically Underutilized Businesses (HUBs) on rotating basis, based on information provided by the General Services Commission. Once the bids have been received and the apparent low bidder has been identified, the Department Head shall submit a purchase requisition accompanied with a memorandum recommending a bidder. When the Department Head receives all the required information a written recommendation for approval is submitted to the Finance Director and the City Manager. After authorization has been received, the purchase requisition is processed.

### **Expenditures for Goods or Services \$50,000 and Over**

Expenditures over \$50,000 are bid on a formal basis and require City Council approval. All departments are encouraged to plan their purchases a minimum of six (6) weeks in advance to allow time for the processing of bid specifications and advertisements.

Bids for goods or services costing more than \$50,000 must be advertised in the local newspaper for two (2) consecutive weeks and may be opened the following week. Once the bids are formally opened and tabulated, they are sent to the Department Head. The Department Head evaluates the bid proposals and submits a written recommendation to the Finance Director and the City Manager. At that time, the item can be placed on the City Council Agenda.

### **Conflict of Interest/Disclosure Statement**

- ❖ Chapter 176, Local Government Code was passed during the 2005 legislative session and became effective on January 1, 2006.

#### **Vendor:**

- ❖ The statute requires vendors conducting business or seeking to conduct business with a City to file a Conflict of Interest Questionnaire. (Attachment D) with the City Secretary's Office no later than seven (7) business days after contract negotiations begin or after an application, bid or other writing relating to a potential contract is submitted to the City.
- ❖ Vendors conducting long-term business with the City must keep their Conflict of Interest Questionnaire up-to-date by re-filing annually or upon an event that would make the questionnaire inaccurate.
- ❖ Vendors commit a Class C misdemeanor for failing to submit the Conflict of Interest Questionnaire.

#### **Local Government Officer:**

- ❖ The statute requires that mayors, council members, city managers or department heads, and certain other city officials (all referred to as "city officers" throughout this article) file a Conflict Disclosure Statement (Attachment E) with the City's records administrator (usually the City Secretary) within seven (7) days of becoming aware of either of the following situations:

1. A City officer or the officer's family member (parent/child, brother/sister, son-in-law, daughter-in-law, etc.) has an employment or business relationship that results in taxable income with a person who has contracted with the City or with whom the City is considering doing business.
2. A City officer or the officer's family member receives and accepts one or more gift with an aggregate value of \$250 in the proceeding twelve months from a person who conducts business or is being considered for business with the officer's City.

### **Sole Source Purchases**

A written memo explaining and fully describing the conditions that make the supplier a "sole source" should accompany requisitions for any goods or services, which can only be supplied by only one source. The memorandum shall accompany the Purchase Requisition, the invoice and check request and shall be filed with the Finance Department for audit purposes.

### **Cooperative Purchasing Programs**

Pursuant to Section 271.081, et seq., cooperative purchasing programs give volume purchasing power to local governments. Under such programs, the City can purchase goods and services from state term contracts, TXMAS contracts, and piggyback contracts, including co-op contracts established by local Councils of Government and through affiliation with TML. Using these services through the State of Texas CO-Op will meet the City's competitive bidding requirements. The Department Head and the Finance Director should check these sources, especially in the case of sole source procurements, to see if the goods or services sought may be obtained through any cooperative sources.

### **Request for Proposal (RFP)**

Competitive proposals are similar to competitive bids, but are limited in scope by Texas Statutes. They can only be used for procurements of high-technology products or services.

The main differences between proposals and bids are:

- ❖ The specification is written using performance standards rather than a description of the goods or services. The specification also lists the factors by which the proposal will be judged, and the weight to be given to each factor.

- ❖ Vendors submit Proposals of their own design for a system to satisfy the requirements set forth in the RFP. Proposals may incorporate entirely different hardware or services to accomplish the same performance.
- ❖ After Proposals are received, the municipality may enter into negotiations with as many vendors as have submitted feasible Proposals in order to arrive at the best possible Proposal for each vendor.

Although there is no legal requirement to do so, RFPs are often used to procure professional or personal services. While the Professional Services Procurement Act (VTCA Government Code, Chapter 2254), prohibits using competitive bids to procure those covered professional services, there is no problem with using a concept based on the competitive proposal to obtain qualifications and rates charged for professional services from interested professionals. The only requirement is that the selection not be based on the rates but on the qualifications of the vendor.

### **High-Technology Purchase**

A RFP is used when purchasing services of a highly technical nature such as the following;

- ❖ Data Processing equipment and software,
- ❖ Telecommunications equipment, radio and microwave systems,
- ❖ Electronic distributed control systems such as building energy management systems.

Specifications are written as a Request for Proposal instead of a Request for Bid. All evaluation criteria must be defined. The award of the contract does not have to go to the lowest bidder, but to the best-quoted proposal.

### **III. PURCHASING CARD POLICY**

The Purchasing Card is a credit card that can be used for small purchases. It is a fast and flexible tool to be used for purchases under \$2,999. The card is to be used only for official city purchases; any other use is a violation of the Personnel Policy and is subject to disciplinary measures.

#### **Instructions for Using Purchasing Cards:**

1. Department Head should check the budget to verify that funds are available to cover the purchase.
2. If the purchase is under \$2,999 including shipping fees, and within the designated card purchasing limit, proceed with the purchase either at the vendor location, by phone or online.

3. Make certain the vendor is aware of the "Tax Exempt Status". If an exemption certificate is needed, call Finance to have one faxed to the vendor.
4. Obtain a copy of the charge/sales receipt or packing list, and submit to the Administrative Assistant for processing.
5. Statements are distributed once per month and given to the Administrative Assistant(s) for reconciliation and coding.
6. When processing check requests, correct coding of account information is imperative, be sure to include all back up documentation and submit to Department Head for approval.
7. Completed check requests (Attachment C) are submitted to Finance Accounts Payable Clerk for final processing.

#### **IV. PURCHASE REQUISITION**

##### **Purpose of a Purchase Requisition**

The Purchase Requisition (Attachment B) is an instrument designed to expedite and control buying for the City. It is used in all large purchases over **\$2,999**. Three quotes (Internal Quote – Attachment F) must be obtained and documented on the Purchase Requisition. All back-up documentation shall be attached to the Purchase Requisition and submitted to the Department Head for approval of the purchase.

**\*\*Some Vendors may require a "purchase order"; in that case, issue the vendor a purchase requisition number ("PR number"). The PR number will be issued by the Accounts Payable Department.**

#### **V. CAPITAL ASSETS**

##### **Identifying Expenditures for Capital Assets**

Capital assets are purchases for real and personal property (such as land, buildings, fixtures, furniture, vehicles, and equipment) classified as line item "Capital Outlay" in the City's budget and meet the following guidelines:

1. The expected full useful life must be one year or more;
2. The original unit cost of the item should be \$5,000 or greater. The cost should include all delivery fees, installation, and accessories, and/or any reasonable and necessary costs incurred to place the asset in its intended location and prepare for its intended use;
3. The item must not be consumed, unduly altered, or materially reduced in value immediately by its use;

4. If the item is to be part of a set or multiple units, and the total value of the set is \$5,000 or greater, then it should be considered a capital item asset;
5. Expenditures that increase the existing life of an asset and/or add value to existing asset; or
6. Other items as defined by generally accepted accounting principles.

#### **Items not Considered Capital Assets**

1. Items that require regular replacement because of rapid wear;
2. Any item where a one-time use of the item will destroy it; or
3. Maintenance on an existing fixed asset to merely return the item to a functioning product, such as equipment repairs and clearing underground water and sewer lines.

### **VI. INVOICING**

As goods and/or services are received, invoices are processed. A check request is processed by the Department and approved by the Department Head. Copies are retained by the Department and then forwarded to the Finance Department for payment.

### **VI. EMERGENCY PURCHASES**

When an emergency occurs during office hours, contact the Department Head to receive authorization for the emergency purchase (a purchase not planned for in the normal budgetary process). Authorization for purchases over \$2,500 will be subject to approval by the Finance Director. After business hour emergency purchases would require written justification from the Department Head, as soon as practicable. Submit all documentation and the written justification to the Finance Director.

A Purchase Requisition shall be submitted to the Finance Director for approval. At that time the purchase may be completed.

All Capital Outlay requests must be submitted on a Purchase Requisition.

**EMERGENCIES CREATED THROUGH NEGLECT MUST BE AVOIDED. THEY ARE EXAMPLES OF POOR PLANNING ON THE PART OF THE DEPARTMENT CONCERNED.**

Typical examples of emergencies created through neglect are:

- ❖ Depletion of stock due to negligence,
- ❖ Building or equipment needing repairs for some time, suddenly becoming an emergency over night,
- ❖ Materials for projects, which must be planned weeks or months ahead of time, requested just before desired time.

## VII. SPECIFICATIONS

A specification is no more than an accurate description of the material or equipment to be purchased.

A good specification should be:

- ❖ As simple as possible, but specific enough that a loophole will not allow a bidder to evade any of the provisions and, thereby, take advantage of the City.
- ❖ Identified, when possible, with some brand or specification already on the market.
- ❖ Capable of being checked. It should describe the method of checking which will govern acceptance or rejection.
- ❖ Capable of being met by several bidders.
- ❖ Clear, misunderstandings can be expensive.
- ❖ Flexible, thus allowing the City to take advantage of new products available.

## VIII. GENERAL INFORMATION

### Insurance Requirements

A Contractor or Vendor shall secure and maintain insurance as will protect him from claims under the Worker's Compensation Act (statutory amounts), and from claims for bodily injury, death, or property damage, which may arise from the performance of his services under this agreement (Commercial General Liability Insurance) with minimum coverage of \$500,000 per occurrence and \$1,000,000 annual aggregate for bodily injury or death and property damage, written on an occurrence basis.

The Contractor or Vendor shall, at a minimum maintain:

Comprehensive Automobile Liability Insurance covering all owned, non-owned, and hired vehicles with combined single limit coverage of \$500,000

for bodily injury, death, or property damage, written on an occurrence basis.

CONTRACTOR shall maintain, at no expense to City, a professional liability (errors and omissions) insurance policy placed with a company rated at least A-/VII by Best's Key Rating Guide, authorized to do business in Texas, in an amount not less than one million dollars (\$1,000,000).

- ❖ All policies, except Worker's Compensation, shall name the City as an additional insured.
- ❖ All policies shall contain a waiver of subrogation in favor of the City and require the giving of written notice to the City at least thirty (30) days prior to cancellation, non-renewal or material modification of any policies. The Contractor or Vendor shall furnish the City with copies of said policies or certificates evidencing such coverage.

### **Signatures/Authorization**

Applications for Title, Tax Exemption Certificates, Agreements, and Contracts shall not be signed by any City employee unless authorized in writing by the City Manager or other proper official.

### **Avoiding Duplicate Purchases**

When a Purchase Requisition is submitted to the Department Head, certain criteria shall be verified to avoid and/or eliminate duplicative purchases.

- ❖ If a purchase is a fixed asset, the Capital Outlay list is referenced, and the item and the costs are recorded.
- ❖ All purchases over \$3,000 and under \$50,000 require the City Manager approval.
- ❖ All purchases exceeding \$50,000 require the City Council's approval.

All of the above procedures and checkpoints assist in the avoidance of duplicative purchases.

### **Disposition of City Property**

Surplus property, confiscated property, abandoned vehicles and real estate shall be sold in accordance with State Law. Property declared unusable shall be destroyed. With the City Manager's approval, property deemed usable may be donated to another entity or for a public purpose use.

Money received from the sale of equipment shall be placed in the City's account.

Seized and subsequently forfeited property will be handled according to other

local, state or federal laws and regulations as may apply to the property, its disposition and/or use of funds from such disposition and both Department Heads as well as the Finance Director should be consulted prior to the disposition of any City property.

### **Grant Funds**

Proceeds from disposed equipment acquired with grant funds shall be placed in a special revenue account as required or designated in the grant specifications.

If property purchased with grant funds is sold or destroyed, to insure that grant requirements are met, all funds and/or destroyed property must be tracked according to the grant specifications. There may be other requirements that must be met (e.g. prior approval of the grant agency) so caution should be exercised and the Finance Director must take steps to ensure that all grant requirements and specifications are met prior to use of items purchase with grant funds or disposition of items purchased with grant funds.

### **Code of Ethics**

Public employment is a public trust. It is the policy of the City of Glenn Heights to promote the objective of protecting government integrity and of facilitating the recruitment and retention of personnel needed by the City of Glenn Heights. Such policy is implemented by prescribing essential standards of ethical conduct without creating unnecessary obstacles to entering public service.

Public employees must discharge their duties impartially so as to assure fair competitive access to governmental procurement by responsible contractors. Moreover, they should conduct themselves in such a manner as to foster public confidence in the integrity of the City of Glenn Heights.

To achieve this purpose, it is essential that those conducting business with the City of Glenn Heights also observe the ethical standard prescribed below:

1. It shall be a breach of ethics to attempt to realize personal gain through public employment with the City of Glenn Heights by any conduct inconsistent with the proper discharge of the employee's duties.
2. It shall be a breach of ethics to attempt to influence any public employee of the City of Glenn Heights to breach standards of ethical conduct set forth in this code.
3. It shall be a breach of ethics for any employee of the City of Glenn Heights to participate directly or indirectly in a procurement when the employee knows that:

- ❖ The employee or any member of the employee's immediate family has a financial interest pertaining to the procurement;
  - ❖ A business or organization in which the employee, or any member of the employee's immediate family, has a financial interest pertaining to the procurement;
  - ❖ Any other person, business or organization with whom the employee or any member of the employee's immediate family is negotiation or has a an arrangement concerning prospective employment is involved in the procurement;
4. It shall be a breach of ethics to offer, give or agree to give any employee or former employee of the City of Glenn Heights, or for any employee or former employee of the City of Glenn Heights to solicit, demand, accept or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any preceding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement of a contract or subcontract, or to any solicitation or proposal, thereof, pending before this government.
5. It shall be a breach of ethics for any employee or former employee of the City of Glenn Heights knowingly to use confidential information for actual or anticipated personal gain, or for the actual or anticipated gain of any person.

### **Bid Openings**

All formal responses to IFBs or RFPs shall be submitted to the requesting Department Head where they are date and time stamped upon receipt. Bid openings are conducted weekly on Tuesdays and Thursdays at 2:00 p.m. at the location specified in the IFB or RFP. Vendors and the public are invited and encouraged to attend. Bids/Proposals received after the specified date and time are disqualified. Late Bids/Proposals cannot be considered for award of purchase.

### **Bidder's Protest Procedure**

1. **PROTEST:** A protest, if any, shall be submitted to the City of Glenn Heights Finance Director for transmittal to and consideration by the City of Glenn Heights Protest Committee. This committee shall be comprised of the City Manager, a representative from the Finance

Department, and a representative from the requesting department. A protest must be submitted in writing and must be supported by sufficient information to enable the protest to be considered. A protest will not be considered if it is insufficiently supported or it is not received within the time limits set forth in the Section entitled, "Timeliness," (below). A protest may be submitted upon the following reasons:

- ❖ A protest relating to restrictive procedures, alleged improprieties, or other similar situations arising prior to bid opening,
- ❖ A protest of a final ruling relating to requests for changes to or approval of equals, clarifications and modifications of the specifications, as set forth in the Pre-Bid Approval Section,
- ❖ A protest of the award of contract or alleged impropriety arising after bid opening as set forth in the Section, "Timeliness," (below).

2. **TIMELINESS:** To be effective, a protest must be submitted so that it is received by the Finance Department by the following deadlines:

- ❖ A protest based upon restrictive procedures, alleged improprieties, or other similar situations arising prior to bid opening must be received by the City of Glenn Heights Finance Director no later than five (5) working days prior to the specified bid opening date and may only be protested once.
- ❖ A protest based upon a final ruling relating to requests for "changes to" or "approval of equals," clarifications and modifications of the specifications, must be received by the City of Glenn Heights Finance Director within five (5) working days following the issuance of the final ruling.
- ❖ A protest of the award of contract or alleged impropriety arising after the bid opening must be received by the City of Glenn Heights Finance Director within five (5) working days following the earlier of the date on which the Bidder knew, or the date on which a diligent Bidder would have known, of the award or alleged impropriety.

3. **PRE-BID APPROVALS:** The Finance Director's written approval must be obtained prior to bid submission for :

- ❖ Any clarification of the specifications; or

- ❖ Any sample or engineering detail in which the technical specifications are required to be submitted before bidding, including substitution of any required bid or contract form; or
- ❖ Any modifications to the specifications which the Bidder maintains are restrictive and which the Bidder proposes be altered, amended or changed.

## GLOSSARY

The Annual Program of Services contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of this document in understanding these terms, a budget glossary has been included in this document.

**Accrual Basis:** A basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. For example, in accrual accounting, revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

**Accrued Expenses:** Expenses incurred but not due until a later date.

**Administrative Transfer:** An interfund transfer designed to recover General Fund expenditures conducted on behalf of Proprietary funds.

**Ad Valorem Taxes (Current):** All property, real, personal, tangible, intangible, annexations, additions, and improvements to property located within the taxing unit's jurisdiction, which are subject to taxation on January 1 of the current fiscal year. Each year, by ordinance, the City Council exempts taxes on automobiles and other items from the tax levy. Following the final passage of the appropriation ordinance, City Council sets the tax rate and levy for the fiscal year beginning October 1 and continuing through the following September 30.

**Ad Valorem Taxes (Delinquent):** All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which they are imposed, except when the taxing unit postpones the delinquency date due to late mailing of tax bills or successful rollback elections.

**Ad Valorem Taxes (Penalty and Interest):** A delinquent tax incurs a penalty of six percent (6%) of the amount of the tax for the first calendar month it is delinquent, plus one percent (1%) for each additional month or portion of the month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent. However, the delinquent tax on July 1 incurs a total penalty of twelve percent (12%) of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

**Appropriation:** A legal authorization granted by a governing body to make expenditures and to incur obligations for specific purposes.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Dallas Central Appraisal District.)

**Audit:** A comprehensive examination of how an organization's resources were actually utilized, concluding in a written report of the findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals

**Balance Sheet:** A financial statement that discloses the assets, liabilities, and equity of a specific governmental fund as of a specific date.

**Balanced Budget:** A budget in which estimated revenues equal estimated expenditures.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. Sometimes it designates the financial plan presented to the governing body for adoption and sometimes the financial plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the governing body.

**Budget Calendar:** The schedule of key dates or milestones, which the City departments follow in the preparation, adoption, and administration of the budget.

**Budget Document:** The instrument used by the operational authority to present a comprehensive financial program to the City Council.

**Budget Message:** The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

**Budgeted Funds:** Funds that are planned for certain uses but have not yet been formally or legally appropriated by the governing body.

**Capital Equipment Budget:** The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, services, and supplies. The capital equipment budget includes funds for capital equipment purchase, which are usually distinguished from operating items according to their value and projected useful life. Examples include vehicles, minor equipment, furniture, machinery, building improvements, and special tools. The dollar value varies according to the policy established by each jurisdiction.

**Capital Improvements:** A permanent addition to the City’s assets, including the design, construction or purchase of land, buildings or facilities or major renovations of the same.

**Cash Basis:** A basis of accounting under which transactions are recognized only when cash changes hands.

**Cash Management:** The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

**Commitment:** The pledge of appropriated funds to purchase an item or service. Funds are committed when a requisition is issued through the purchasing division of the City.

**Cost:** (1) The amount of money or other consideration exchanged for property or services. (2) Expense.

**Cost Accounting:** That method of accounting, which provides for assembling and recoding all of the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specified job.

**Current Taxes:** Taxes that are 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.

**Deficit:** (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

**Delinquent Taxes:** Taxes that remains unpaid on and after the date on which a penalty for non-payment is attached.

**Department:** An organizational unit which has the responsibility of providing programs, activities, and functions in a related field.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Disbursement:** Payment for goods and services in cash or by checks.

**Division:** An administrative segment of the City, which indicates management responsibility for an operation or a group of related activities within a functional area. Divisions are the basic units of the budget upon which departments are composed.

**Encumbrances:** Commitments related to unperformed (executory) contracts for goods or services.

**Enterprise Fund:** A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) for providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise funds are those for water, gas, and electric utilities; swimming pools; airports; parking garages; and transit systems.

**Expenditure:** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

**Expenses:** Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Glenn Heights has specified October 1 to September 30 as its fiscal year.

**Fixed Assets:** Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, and improvements other than buildings, machinery, and other equipment.

**Full Faith and Credit:** A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

**Franchise Fee:** This is a charge paid for the use of City streets and public right of way and is in lieu of all other municipal charges, fees, street rentals, pipe taxes or rentals, easement or other like franchise fees, inspections, fees, and /or charges of every kind except only Ad Valorem and special assessment taxes for public improvements (i.e., gas, telephone and cable TV).

**Full-time Equivalent (FTE):** A unit of measure based on the number of hours that an employee works during the fiscal year. One FTE is equal to 2080 hours.

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities of government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

**Fund Balance:** Fund balance is the excess of assets over liabilities and is, therefore, also known as surplus funds.

**General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund.

**General Obligation Bonds:** Bonds that finance a variety of public projects, such as streets, buildings, and improvements. The repayment of these bonds is usually made from the General Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. They provide a standard by which to measure financial presentations.

**Governmental Funds:** Those funds through which most governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, and General Debt Service).

**Grants:** Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

**Income:** A term used in proprietary fun type accounting to represents (1) revenues or (2) the excess of revenues over expenses.

**Interfund Transfers:** Amounts transferred from one fund to another to recover the charge for administrative services.

**Intergovernmental Revenue:** Revenue received from another governmental entity for a specified purpose.

**Investments:** Securities and real estate held for the production of revenues in the form of interest, dividends, rentals or lease payments.

**Levy:** (Verb) to impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

**Line-Item Budget:** A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

**Long-Term Debt:** Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Basis:** The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; (5) principal and interest on long-term debt which are generally recognized when due.

**Operating Budget:** Plan of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

**Operating Expenses:** Fund expenses which are directly related to the fund’s primary service activities.

**Operating Grants:** Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposed at the discretion of the grantee

**Operating Income:** The excess of fund operating revenues over operating expenses.

**Operating Revenues:** Fund revenues, which are directly related to the fund's primary service activities. They consist primarily of use charges for services.

**Ordinance:** A formal legislative enactment by the governing board of a municipality. If 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. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions, which must be by ordinance and those which may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

**Other Financing Sources:** Governmental fund general long-term debt proceeds, operating transfers out, and material proceeds of fixed asset dispositions. Such amounts are classified separately from revenues.

**Performance Budget:** A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour or cost per employee hour of garbage collection.

**Performance Measures:** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Productivity Measures:** Productivity measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure productivity, effectiveness, efficiency or the impact of a service provided. While activity measures indicate "how much" activity the division/department is performing, productivity measures identify "how well" the division/department is performing.

**Program Budget:** A budget that focuses upon the goal and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

**Program Description:** Describes the nature of service delivery provided at this level of funding. It clearly explains how service delivery will be different from the prior budget year.

**Program Goals:** Program goals describe the purpose or benefit the division/department plans to provide to the community and/or organizations it serves. Goals identify the end result the division/department desires to achieve with its activities, but goals are often ongoing and may not be achieved in one year.

**Program Objectives:** Program Objectives are quantifiable steps toward accomplishing stated goals. They should have a specific time frame or measurable achievement. Objectives should be able to be reached or completed within the current fiscal year. Objective statements are not required for every activity performed, but should focus on the major steps necessary for achieving established goals.

**Property Tax:** Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

**Reconciliation:** A detailed analysis of changes in revenue or expenditure balances within a fund.

**Requisition:** A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

**Reserve:** An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

**Retained Earnings:** The difference between assets and liabilities for enterprise and internal service funds.

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the government. All or part of the revenue is used to pay the principle and interest of the bond.

**Revenues:** (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than revenues. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions and residual equity transfers. Under NCGA Statement 1, operating transfers in are classified separately from revenues.

**Sales Tax:** A general "sales tax" is levied on persons and businesses selling merchandise or services in the City limits on a retail basis. The categories for taxation are defined by state law. Money collected under authorization of this tax is for the use and benefit of the City; however, no City may pledge anticipated revenues from this source to secure the payment of funds or other indebtedness.

**Shared Revenues:** Revenues levied by one government but shared on a pre-determined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

**Tax Rate:** The amount of tax stated in terms of a unit of the tax base; for example, \$.50 per \$100 (one hundred dollars) assessed valuation of property.

**Tax Rate Limit:** The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

**Tax Roll:** The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**Trial balance;** A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns.

**Unencumbered Balance:** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

**Working Capital:** Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances.

Glenn Heights



# GLENN HEIGHTS

*Moving from Good to Great while Reaching New Heights*



FISCAL YEAR 2016-2017

PROPOSED ANNUAL BUDGET AND PROGRAM OF SERVICES