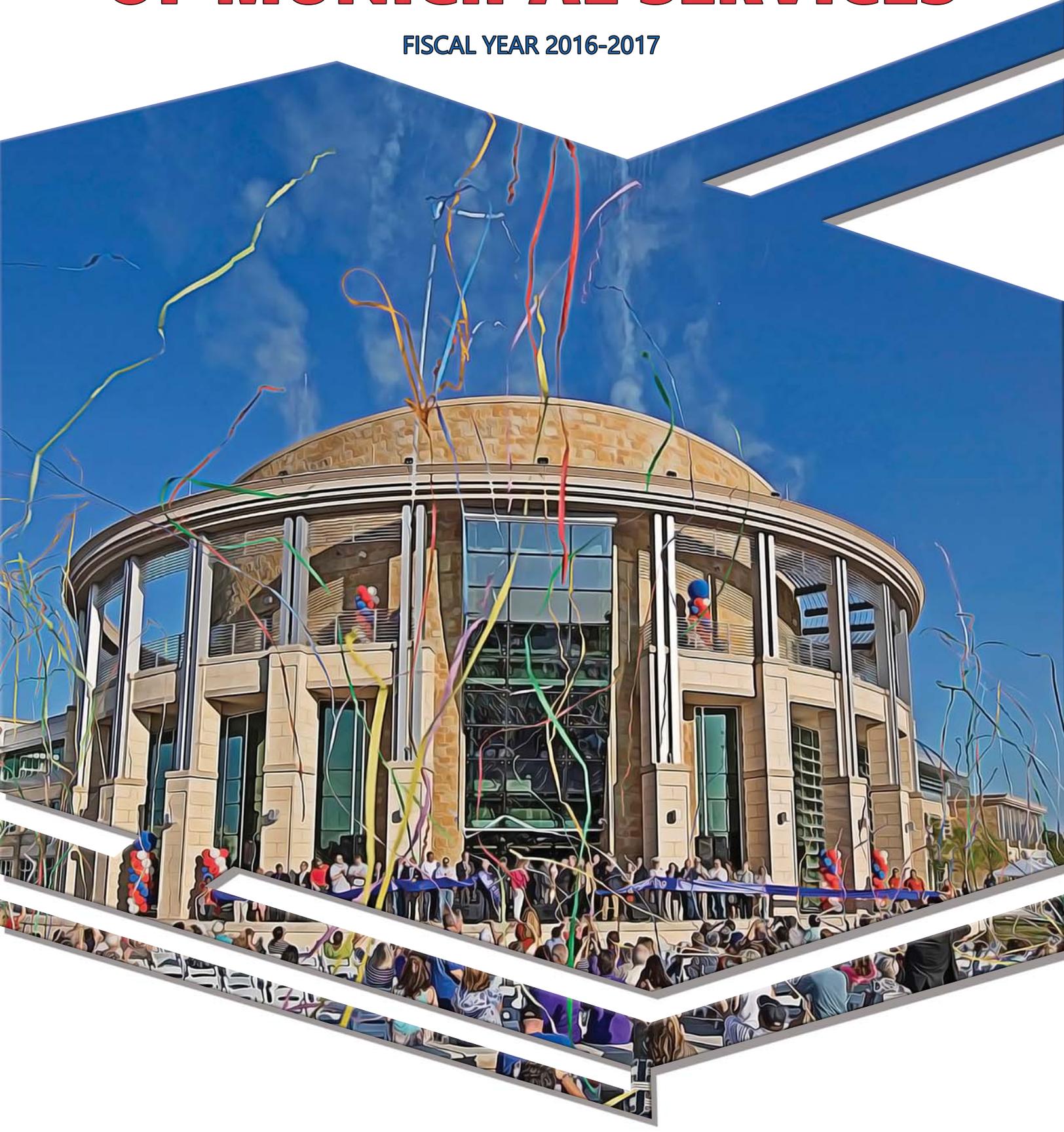


CITY OF NORTH RICHLAND HILLS, TEXAS

# ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES

FISCAL YEAR 2016-2017



### *About The Cover*

North Richland Hills' new City Hall has consolidated into one campus city services that were once housed in six buildings on three different campuses, two of which were impacted by the Loop 820 widening. The 182,000-square-foot facility includes about 89,000 square feet for Public Safety operations, about 78,500 square feet for City Hall and about 14,500 square feet for Municipal Court. Construction of the new City Hall was approved by North Richland Hills voters in 2012. Our new City Hall opened on March 29, 2016 and the grand opening ceremony was held on May 13, 2016.

*Cover Designed by  
Budget and Research Department  
City of North Richland Hills, Texas*

*Cover Photos: Courtesy of Communications Department*

# City of North Richland Hills

## Annual Budget and Plan of Municipal Services Fiscal Year 2016/2017

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$2,276,004, which is a 9.10 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 \$755,293.

Record Vote of Each Council Member					
Name	Place	For	Against	Abstain	Absent
Oscar Trevino	Mayor	Votes in the case of a tie			
Tim Welch	Mayor Pro Tem, Place 7	X			
Sixto “Tito” Rodriguez	Place 1	X			
Rita Wright Oujesky	Place 2	X			
Tom Lombard	Place 3	X			
Dr. Tim Barth	Place 4	X			
David Whitson	Place 6	X			
Scott Turnage	Place 6	X			

Tax Rate	Adopted FY 2015/2016	Proposed FY 2016/2017
Property Tax Rate	\$0.610000 / \$100	\$0.610000 / \$100
Effective Tax Rate	\$0.664683 / \$100	\$0.583909 / \$100
Effective M&O Tax Rate	\$0.340745 / \$100	\$0.322308 / \$100
Rollback Tax Rate	\$0.613273 / \$100	\$0.610009 / \$100
Debt Rate	\$0.245269 / \$100	\$0.261917 / \$100

The total amount of municipal debt obligations secured by property taxes for the City of North Richland Hills is \$152,570,195.

Visit our website at: [www.nrhtx.com](http://www.nrhtx.com)

**NRH**

# City of North Richland Hills

## Annual Budget and Plan of Municipal Services Fiscal Year 2016/2017

### City Council

T. Oscar Trevino, Mayor

Tim Welch, Mayor Pro Tem

Tito Rodriguez, Place 1

Rita Wright Oujesky, Place 2

Tom Lombard, Place 3

Dr. Tim Barth, Place 4

David Whitson, Place 5

Scott Turnage, Place 6

### City Staff Members

Mark Hindman

City Manager

Karen R. Bostic

Assistant City Manager

Paulette Hartman

Assistant City Manager

Jimmy Perdue

Director of Public Safety

Mike Curtis

Managing Director

Vickie Loftice

Managing Director

Mark C. Mills

Director of Budget & Research

Jennipher Castellanos

Senior Budget Analyst

Chris Smith

Budget Analyst

Kristin James

Assistant to the City Manager

Lavanya Hariharasubramonian

Budget Intern

Visit our website at: [www.nrhtx.com](http://www.nrhtx.com)

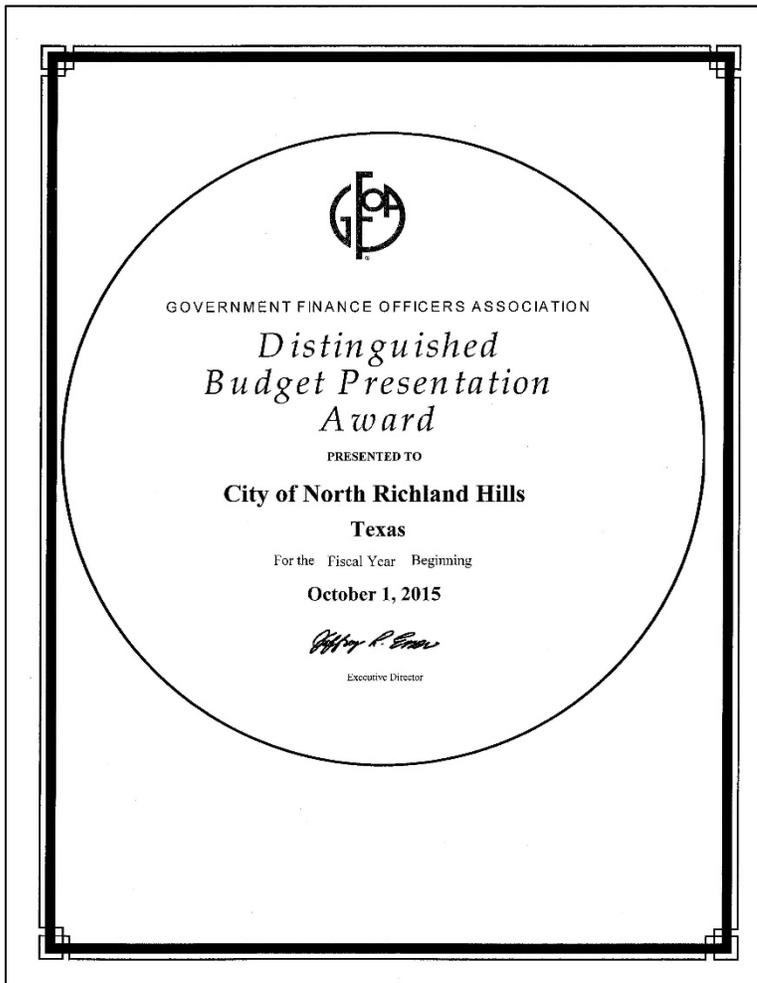
**NRH**

# ABOUT THE AWARD

The Government Finance Officers Association (GFOA) is a nonprofit professional association serving over 17,800 government finance professionals throughout North America. The GFOA Distinguished Budget Presentation Award Program is the only national awards program in government budgeting. GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The award represents a significant achievement by the City of North Richland Hills. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the North Richland Hills had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well the budget document serves as:

- a policy document
- a financial plan
- operations guide
- communications device



Budget documents must be rated “proficient” in all four categories, and the fourteen mandatory criteria within those categories, to receive the award. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other government throughout North America.

The City of North Richland Hills first received this award in 1991 and has received the award 25 consecutive years.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of North Richland Hills, Texas for its annual budget for the fiscal year beginning October 1, 2015. In Order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

**NRH**

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October 1, 2016

Honorable Mayor and Members of the City Council  
City of North Richland Hills  
North Richland Hills, Texas

In accordance with the City Charter for the City of North Richland Hills, it is my pleasure and duty to submit the FY 2016/2017 Budget to City Council. This budget is balanced and reflects the City Council's commitment to responsible fiscal management, while enhancing services that improve the quality of life for the citizens of North Richland Hills. The funds included in the budget are adequate to continue providing the services we believe are expected by our citizens. The budget attempts to strike a balance between addressing the needs of today and providing flexibility to address the needs of the future.

The residential real estate market has actually picked up from a very good position in 2015. The number of residential resale listings is up 38% with the value of these listings up by 15% and the number of days the listing is on the market dropping by 23%. This is good news on several fronts. First, it is confirmation that NRH is a highly desired place to live. Second, it helps our commercial market as income levels required to purchase many of these homes will make us look better in the eyes of retailers. Third, the market values of NRH homes are rising and it appears that the appraisal district has noticed this trend.

Appraised property values increased approximately 10% over 2016 values. Of this growth more than one-third came from new properties added to the rolls this year. When new construction is taken out of the mix, existing property values increased 6.89%. This is in contrast to last year when values on existing properties remained the same or were lower than the prior year even though real estate sales were showing significant growth in values. The lack of property value growth last year resulted in the deferral of some critical expenses, and caused the City to fall behind the market in the area of compensation. Fortunately, the increase in appraised values this year provides an opportunity to regain some of the ground lost last year.

Tracking with the growth in the residential market there has also been solid growth in the service sector, particularly in grocery and food service businesses. The investment in the Kroger Marketplace is definitely paying off as the surrounding area continues to flourish with the addition of several restaurants, and, appropriately, a major fitness facility. Over the past year, 11 restaurants have opened in NRH with another 7 currently at some stage in the construction process.

Sales taxes are a mixed bag. Overall we are seeing an increase of 3.5% over 2015 sales, but this growth does not compare with the strong growth in housing. While we are doing better than many parts of the country, nationally there is a softening in certain segments of the retail economy. In addition, there is the continued impact of online sales taking a bite out of local sales tax receipts. But I don't want to complain too much since several of our neighboring cities are seeing smaller levels of sales tax growth or even a decline. For fiscal year 2016-17 we are projecting an increase of 2% over the Adopted Budget amount for 2015-16.

A citizen survey completed in December revealed that NRH residents are pleased with most of our services, but they are not satisfied with our transportation system. While we have increased our investment in street maintenance over the past few years, we have not undertaken any major street projects. The 2016-17 budget includes a proposal to increase our efforts in providing safe, smooth and efficient streets.

Each year we survey area employers to evaluate our salary and benefit packages in the marketplace in order to maintain a competitive position in recruiting and retaining qualified employees. In spite of the economic downturn beginning in 2008, we were able to maintain a competitive salary package up until the past two years. The most recent survey indicated that we have lost some ground in certain fields, particularly police officers and firefighters. The past couple of years have been very challenging for law enforcement agencies across the nation, and recent events have brought the challenges to what we hope is the peak. Like all other agencies, the City of North Richland Hills wants only well qualified employees to fill the role of police officers. At the same time, the number of interested individuals is declining, creating a highly competitive market for qualified police officer candidates. While the situation is not as critical, the increasing pressure and focus on the emergency medical services side of the fire service is increasing the skill level required for the job making it a challenge to recruit and retain qualified staff. The net result is that salaries for police officers and firefighters continue to rise in order to stay competitive. Flat property values did not provide the funding to match the salary market changes in 2015-16, and we are now faced with the need to make up the ground lost last year.

In addition, one of the major benefits the City provides as a recruitment and retention tool to our employees is health insurance. After several years with good experience we are having a very bad year. The good news is that our savings from those good years is in our own pockets since we are self-insured. At this point we anticipate having to dip into our reserves to the tune of nearly \$1.7 million for fiscal year 2015-16. While we are not planning for an equally bad year next year, we will have to raise our contributions from the City and participants significantly to stay in line with the trend in medical expenses. The budget includes a 10% increase in employer provided health care costs. Employees will see a 10% increase in premiums along with several cost saving plan changes.

Because city government is a service industry, and retaining and recruiting the best employees is critical to providing the quality services NRH citizens expect, much of the City budget is required to fund salaries and benefits for approximately 571 full-time employees. To this end, salary increases and health care cost adjustments to maintain competitive compensation composes the bulk of the cost increases across most of the funds in the proposed City Budget. In addition, there are several other service oriented budgetary items proposed to maintain quality service.

Recent heavy rain events have caused severe erosion in several drainage channels to the point where the drainage way is coming close to developed and occupied properties. The Drainage Utility Fund has developed a good fund balance that we have used to address several of these projects. However, after the projects in the 2016-17 Budget are performed, the Fund will have very little capacity to perform cash funded projects. Debt funding will also be limited without a future change in the Drainage Utility Fee or the project plan.

Water conservation efforts and two rainy years have been effective in reducing water consumption. While the volume of water purchased from our wholesale water providers decreases relative to decreased water consumption, the per unit cost of treated water continues to rise.

Maintenance of utility infrastructure is also a significant cost. The 2016-17 Budget includes the first year payment for improvements to the Walker-Calloway Branch trunk line owned and operated by the Trinity River Authority (TRA). This project replaces the major trunk line that carries effluent from the cities of NRH and Hurst to a Fort Worth wastewater treatment plant. The project will be financed by the TRA and the city will pay our prorated share. The first payment of this contractual obligation will be included in the 2016-17 Utility Fund budget.

In addition to increased costs for Public Safety salaries and benefits, recent situations in law enforcement have demanded the addition of individual surveillance systems such as body cameras. The real expense related to officer worn body cameras is the required data storage and management. For a number of years the NRH Police Department has utilized in-car cameras and audio recording equipment. This equipment is nearing the end of its useful life, and a decision was made to purchase an integrated system that includes both body worn cameras and in-car cameras to monitor and protect police officer interactions. The Crime Control District Budget includes funding for this project that will come out of the CCD fund balance. Following this expenditure there will be a need to rebuild the fund balance; however, we feel this is a prudent use of this reserve, and funding is not available from the General Fund.

In an effort to maintain and improve the quality of life NRH citizens have come to enjoy and expect, there are several program expansions that we believe will enhance the standard of living and insure sustainability into the future.

One program expansion is the allocation of additional funds toward creating a Strategic Plan focused on development and redevelopment of the remaining land in NRH. The previous Capital Improvement Projects (CIP) budget included \$75,000 to begin work on the Plan. We will begin the process of developing the Plan in the coming months. This project will involve an update to the current Comprehensive Land Use Plan that will also include an update to the Thoroughfare Plan into an overall mobility plan. The end result will be a vision for development of key corridors in the City to insure that the few areas that remain for new development are built in a way that will promote sustainability of the quality of life NRH citizens enjoy. The plan will also result in a cohesive vision for transitioning areas to insure those areas are redeveloped in a way that maximizes value and quality of life. The Strategic Plan process will provide an opportunity to take a fresh look at the City's position in the development arena relative to our built environment as well as provide a starting point to begin work on a capital improvements program by looking at changes in traffic patterns that will result from near future development. The budget includes an increase in the amount allocated for this project by \$125,000, with \$50,000 being adopted in FY2016/2017. It also incorporates adding a Planning Technician position to the Planning Department to coordinate and facilitate this project at a cost of \$65,371. This project will allow staff to seek a qualified traffic engineering consultant to assist with updating the thoroughfare plan and developing it into a mobility plan that also looks at current and future traffic patterns. Funding will also be used to seek a qualified land use planning facilitator to assist in the citizen engagement and input portion of this project. City staff will perform much of the behind the scenes work including data gathering, preparing recommended updates to the comprehensive plan and future land use map, and finalizing the strategic plan recommendations after the public input process is complete.

Together we have achieved some great things over the last year and have several exciting projects on the horizon. The move into our new City Hall is complete, and we are now fully functional in that facility. We have received positive comments from our citizens about their new City Hall as well. Employees are enjoying their new space, and have already experienced the benefits of having almost every department of the City together in one facility. The City approved an agreement with the Fort Worth Transportation Authority for participation in Tex Rail, and plans for the two commuter rail stations in NRH are complete. A groundbreaking ceremony for the Tex Rail project was held August 24<sup>th</sup>, and we anticipate construction on the two NRH stations to begin in the near future. The announcement of the construction of the stations has resulted in several proposed development projects in both the Iron Horse and Smithfield areas. Three major development proposals have been approved by the City Council in the Iron Horse area including Iron Horse Villas that will front the Iron Horse commuter rail station, the Fountains at Iron Horse mixed use development just to the north of the station, and Iron Horse Commons that provides a range of residential products with a commercial mix north of the intersection of Iron Horse Boulevard and Browning Drive. The Council will soon consider a concept plan for Smithfield Heights, a mixed use development at Davis and Main Street. This will be in addition to the Villas at Smithfield residential development that is under construction in the area. The Economic Development department has also received several inquiries on other commercial developments along Main Street adjacent to the Smithfield Station.

The area of the City South of Loop 820 is also benefitting from increased development. We officially announced the construction of Babe's Chicken Dinner House at Loop 820 and Rufe Snow Drive with the construction of a Sweetie Pie's Rib Eyes restaurant soon to follow. This is leading to interest from other full service restaurants to develop in the area. Athlos Academy started construction of a charter school at Rufe Snow and Glenview Drive in the Spring of this year, and plans to open its doors in 2017. In addition, the Neighborhood Revitalization Program has generated redevelopment of older homes south of the Loop which has resulted in increased sales values and has been a catalyst to additional home upgrades in the area. All this in addition to the opening of our new City Hall and anticipated development of the surrounding land.

The City of North Richland Hills exists to provide services to its citizens. The quality of the services provided is what has made NRH one of the most desired communities in which to live. These services are what makes NRH one of the safest communities with some of the best facilities and amenities in the state. But, with a changing world comes changing service demands. Our services must evolve to meet the changing demands of the next generation. I believe the budget includes those things that will allow

us to meet those demands by providing what's necessary to retain and recruit the most qualified of our industry, to do those things necessary to respond to feedback received in our citizen survey, and to plan for the future of our City to insure sustainability of all the services that make NRH the great community it is today.

Respectfully submitted,

A handwritten signature in black ink that reads "Mark Hindman". The signature is written in a cursive, flowing style.

Mark Hindman  
City Manager

# BUDGET OVERVIEW

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## Economic Overview

While the State of Texas business climate, size of workforce and cost of living advantages continue to drive the economy, the sharp decline in oil prices and resulting scaling back of drilling and exploration has muted its recent growth potential. Regardless, North Texas continues to shine due to its increasingly diverse economy. The City of North Richland Hills is no exception as it experienced its fifth straight year of economic growth and is poised to continue this trend into Fiscal Year (FY) 2016/2017.

North Richland Hills (NRH) has seen a net increase of 16 businesses resulting in 250 more employees working inside the City limits over the same period last year. Meanwhile the number of citizens employed has eclipsed 37,000 for the first time in City history as unemployment remains at historic lows (3.2%), a half percentage point below DFW and one percent below the state.

As NRH continues to enjoy increased sales tax revenues from additional businesses combined with a free flowing Interstate (Loop 820) and strong economy; two factors are expected to influence the rate of growth heading into next fiscal year. First, numerous road expansion projects (Rufe Snow north of Mid Cities and Davis Boulevard at Mid Cities and Smithfield) will temporarily reduce access and mobility to businesses. Second, this being an election year it is anticipated that politics will override consumer confidence while the first year of a four year term slows any economic progress. As such, staff conservatively projects FY 2016/2017 sales tax revenue to be 2.00% over FY 2015/2016 Revised Budget and 2.15% over the FY 2015/2016 Adopted Budget.

A strong economy combined with increases in development typically results in the addition and appreciation of taxable property value. While this translates to increased property tax revenue, so do the increases in demand for City services. In the Tax Year 2016, the City experienced a 10% increase in total taxable property values driven by over \$190 million in new commercial and residential development. Development permit activity is up 40% over the previous fiscal year primarily due to new single family residential, which is projected to welcome over 200 starts with an average taxable value over \$400,000. The demand for quality residential is also found in the City's existing residential base. As of June 2016, 474 existing homes have been sold for an average sales price of \$241,000, an increase of 18% over the same period previous year.

Economic indicators are projected to remain positive heading into FY 2016/2017, but area growth related road expansion projects intertwined with a Presidential election make it difficult to predict the local economic outlook. That aside, the City is fortunate to reside in one of the best economic regions of the country and will remain the benefactor of growth due to its central location, diverse transportation options, abundant workforce, local amenities, quality education and superior City services.

# BUDGET OVERVIEW

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## Fund Overviews

Before moving into the details of the revised and adopted budgets, it is important to give an overview of the types of funds used in planning and accounting for the annual program of work to create a clearer understanding of the budget as it is reviewed.

### General Fund

The General Fund is the principal fund of the City and is used to account for resources associated with core government services, such as police, fire, streets, library services, code compliance and building inspections. This is also the largest fund in the operating budget. The two largest sources of revenue within this fund are property tax and sales tax. These two sources accounted for approximately 55.3% of the fund's total revenue in the FY 2016/2017 Adopted Budget.

### Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Special Revenue Funds include: Parks & Recreation Facilities Development Fund, Crime Control and Prevention District Fund, Promotional Fund, Donations Fund, Special Investigations Fund, Drainage Utilities Fund, Gas Development Fund and Traffic Safety Fund.

#### Park and Recreation Facilities Development Fund

Accounts for the accumulation and use of resources to build and improve City parks and recreation facilities, as well as economic development projects. Financing is provided primarily from the half-cent sales tax and NRH Centre revenues.

#### Crime Control and Prevention District Fund

Accounts for the accumulation and use of the half-cent sales tax proceeds dedicated for crime prevention and reduction programs. Financing is provided primarily from sales taxes, franchise fees and investment income. Voters reapproved the Crime Control and Prevention District (CCD) for 20 years in May 2010.

#### Promotional Fund

Accounts for the operations and expenditures for which hotel/motel occupancy taxes are used. Occupancy tax revenues are used primarily to attract tourists and new businesses to the City.

#### Donations Fund

Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support library activities, the Animal Adoption and Rescue Center, and special events/public art. The Donations Fund derives most of its revenue from contributions made through city utility bills. The utility bill contributions are allocated to the Library (\$0.65), Animal Services (\$0.65), and special events and arts (\$0.20).

# BUDGET OVERVIEW

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## Special Investigations Fund

Accounts for the accumulation and use of resources from the forfeiture of contraband and certain other specialized police activities. Revenues for this fund are derived from federal and state forfeited funds and the automated fingerprint identification system (AFIS) program. Forfeited funds revenues are dependent on which cases go to court and whether or not a judge releases any funds to the City. These revenues fluctuate year to year depending on actual cases involving court awards, making it difficult to predict the amount of funds that will be available for the following fiscal year.

## Drainage Utilities Fund

Accounts for the monthly fees charged to residents and businesses to pay for the cost of storm drainage improvements throughout the City. Revenues are transferred to the Debt Service Fund to pay for principal and interest on bonds approved by voters for drainage improvements.

## Gas Development Fund

Accounts for the accumulation and expenditures of resources from gas drilling and exploration on City-owned property.

## Traffic Safety Fund

Accounts for resources that will assist in various traffic safety initiatives. Revenue is received primarily through the City's red light camera program.

## **Enterprise Funds**

Enterprise Funds account for services that are funded directly through user fees. They are financed and operated similar to a private business in that the costs of providing goods and services are self-supporting. These funds include the Utility Fund, Golf Course Fund and Aquatic Park Fund.

## Utility Fund

Accounts for the distribution of water, transportation of wastewater and solid waste removal services provided to the residents of the City. All activities necessary to provide such services are accounted for in the fund, including, but not limited to, administration, operations, maintenance, financing and debt service, and billing and collections.

## Aquatic Park Fund

Accounts for the operation of NRH<sub>2</sub>O, the City's public waterpark. Activities necessary to operate the park are accounted for in the fund, including, but not limited to, administration, park operations, park maintenance, and financing and debt service.

## Golf Course Fund

Accounts for the operations of Iron Horse Golf Course, the City's public golf course. All activities necessary to operate the course are accounted for in the fund, including, but not limited to, administration, operations, course maintenance, and financing and debt service.

# BUDGET OVERVIEW

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## Internal Service Funds

Internal Service Funds are used to account for the financing of materials and services provided by one department to other departments on a cost reimbursement basis. Internal Service Funds are designed to clearly delineate the costs associated with these services. These funds include the Facilities/Construction Management Fund, Fleet Services Fund, Information Services Fund and Self Insurance Fund.

### Facilities/Construction Management Fund

Accounts for building maintenance and repair services provided to numerous departments located at various sites throughout the City. Facility/Construction Management Fund operations are financed by charges to user departments.

### Fleet Services Fund

Accounts for the maintenance, repair service, and replacement of vehicles and equipment provided to numerous departments responsible for the operation of city vehicles and equipment. Fleet Services Fund operations are financed by charges to user departments.

### Information Technology Fund

Accounts for the acquisition, maintenance, and support of computer and telephone, hardware and software. Information Technology Fund operations are financed by charges to user departments.

### Self Insurance Fund

Accounts for the payment of insurance premiums and medical, prescription, dental, property and casualty claims. Self-Insurance Fund operations are financed primarily by charges to user departments and employee and retiree contributions.

## **FY 2016/2017 ADOPTED BUDGET HIGHLIGHTS**

### **FY 2015/2016 Revised & FY2016/2017 Adopted Budget**

As part of the regular annual budget process, some areas of the FY 2015/2016 budget require revision from the originally adopted level. Projecting revenues and expenditures can be difficult because they are being predicted up to fourteen months before they occur. Revenues and expenditures are tracked throughout the year and adjustments are made to the Adopted Budget in order to complete the fiscal year.

### **General Fund FY 2015/2016 Revised Budget**

#### Revenue Overview

Including all revisions, prior year encumbrances and appropriation of fund balance, total revenues are projected to be \$48,104,690, an increase of \$4,800,256 over the FY 2015/2016 Adopted Budget.

# BUDGET OVERVIEW

Category	FY 15/16 Adopted	FY 15/16 Revised	Change	Percent Change
<b>Property Taxes</b>	\$14,580,715	\$14,766,880	\$186,165	1.3%
<b>Sales Taxes</b>	\$9,601,841	\$9,616,109	\$14,268	0.1%
<b>Franchise Fees</b>	\$5,191,031	\$5,185,970	(\$5,061)	-0.1%
<b>Other Taxes</b>	\$776,493	\$715,493	(\$61,000)	-7.9%
<b>Fines &amp; Forfeitures</b>	\$2,278,475	\$1,886,694	(\$391,781)	-17.2%
<b>Licenses &amp; Permits</b>	\$1,898,736	\$2,586,105	\$687,369	36.2%
<b>Charges for Service</b>	\$2,191,885	\$2,223,133	\$31,248	1.4%
<b>Intergovernmental</b>	\$5,158,535	\$5,155,428	(\$3,107)	-0.1%
<b>Miscellaneous</b>	\$1,626,723	\$1,610,194	(\$16,529)	-1.0%
<b>App. Of Fund Balance</b>	\$0	\$3,929,851	\$3,929,851	100.0%
<b>Prior Year Enc.</b>	\$0	\$428,833	\$428,833	100.0%
<b>Total</b>	<b>\$43,304,434</b>	<b>\$48,104,690</b>	<b>\$4,800,256</b>	<b>11.1%</b>

Property and sales tax are the two largest revenue generators for cities and two of the primary indicators for economic health. Over the past few years, North Richland Hills has been fortunate to see sales tax rebound. Revised Sales Tax Revenue is projected to be essentially flat to the FY 2015/2016 Adopted Budget; with an increase of \$14,268 or 0.1%. Property tax collections are coming in with a small increase of 1.3% over the adopted budget.

The revised budget includes \$1,886,694 in revenue related to Municipal Court Fines, Library Fees and Warrant & Arrest Fees in FY 2015/2016, which is \$391,781 or 17.2% less than projected in the FY 2015/2016 Adopted Budget. The largest factor affecting this decrease is the projected number of citations being written. Municipal Court Fines are expected to fall under the Adopted Budget by approximately \$344,781; this is primarily due to police staffing issues resulting from injuries and illness, as well as inclement weather impeding the motorcycle officers.

Revenues related to Licenses and Permits equate to approximately 5.4% of the total revised revenues for the General Fund. Overall, the Revised Budget projects a 36.2% increase in revenues for this category. North Richland Hills has seen an increase in projected revenue from construction related permits over the past year, including: building permits, electrical permits, plumbing permits, mechanical permits and other miscellaneous permits. Building Permit revenues are projected to reach \$1,444,434, which is \$669,434 more than projected in the FY 2015/2016 Adopted Budget. This is the result of an increase in both commercial and residential development over the year. While there are small increases in many other categories, revenues related to Food Managers School have decreased by \$24,900 due to the effects of legislation passed that went into effect Fall 2015.

Revenue accumulated from Charges for Service is expected to increase by \$31,248 or 1.4%. Most items are in-line with adopted revenue, with just small increases and decreases in some categories. The largest increase is revenue related to mowing. This is related to the wet spring we experienced and the need for additional mowing of some of the more distressed properties in the City.

# BUDGET OVERVIEW

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Miscellaneous Revenues are projected to fall below what was projected in the FY 2015/2016 Adopted Budget by \$16,529. Most of this decline is due to a decrease in revenue from Radio Reimbursements. These funds come to NRH from participants in a radio consortium, for which NRH is the coordinating entity, and are based on the number of radios each participating entity possesses that are not currently covered under warranty. This decrease is offset by a corresponding decrease in expenditures.

Appropriation of Fund Balance is projected to increase by \$4,358,684 over the FY 2015/2016 Adopted Budget; \$3,870,000 was appropriated from the General Fund Undesignated Reserves and \$59,851 is due to the appropriation to Court Technology Reserves. Previous year encumbrances account for \$428,883 of the increase in revenues included in the General Fund FY 2015/2016 Revised Budget.

## Expenditure Overview

Projected increases in Municipal Court expenditures are anticipated to be approximately \$76,385 with \$48,913 of that related to Administration/Prosecution computer systems, software and fixtures, on \$11,562 prior year encumbrance for the purchase of audio visual equipment and an additional \$12,000 for the purchase of Adobe software. An increase of \$3,910 is attributed to Court Records, with most of that due to a prior year encumbrance for pinpad credit card readers.

Projected expenditures for Neighborhood Services are anticipated to increase \$15,879. This increase is due to prior year encumbrances, including the purchase of tablet equipment for Consumer Health for \$11,474 and an additional \$2,100 for vet services for adoptable pets.

Expenditures related to Public Works have decreased by \$921,247. Streets and Drainage is revised to \$1,766,817, which is \$967,100 less than what was included in the FY 2015/2016 Adopted Budget. This is due to a change in philosophy with funding for street projects coming in the form of bonds rather than funding street projects with General Fund Revenue. This allows the City to take full advantage of the current low interest rate and facilitates the transfer of funds into reserves to offset current and future projects. For this reason, \$1,000,000 allocated in the Adopted Budget for Preventive Street Maintenance has been removed from the Public Works General Fund Budget and added to the General Fund Reserves. In addition, the following items are allocated funding in the FY 2015/2016 Revised Budget that were not included in the Adopted Budget: Conflict Monitor Replacement for \$10,500, Traffic Signal Controllers and Malfunction Monitoring Units for \$12,000, Skid Steer Attachments \$3,700, and a Dump Truck Debris Tarp Replacement \$2,700.

The revised Police Department budget for Fiscal Year 2015/2016 increases by \$239,359. The department carried forward \$230,135 of prior year encumbrances, which included ammunitions, a breath alcohol intoxilyzer in the jail and other miscellaneous equipment. Other small increases were seen throughout the department, but nothing of great significance.

# BUDGET OVERVIEW

The Fire Department is projecting an increase in expenditures of \$53,143 over the FY 2015/2016 Adopted Budget. This includes a prior year encumbrance in the amount of \$28,339 for the replacement of a Holmatro rescue tool. There were also other small increases in other categories of expenditures in the Fire Department.

Other notable revisions to the expenditures related to the General Fund, include the Non-Departmental budget increasing by \$224,597 with \$76,334 of this increase is related to the contribution to the TRE. Also notable, is an increase in expenditures related to Economic Development Incentives of \$46,191. The incentives offered by the City help to attract quality businesses to the City and increase the quality of life for the residents of North Richland Hills. Also included is a \$150,000 legal settlement, \$3,924,950 in funding being transferred to capital projects and a contribution of \$1,000,000 to General Fund Reserves that had previously been allocated to the preventive street maintenance capital project that is now going to be funded with certificates of obligation.

## General Fund FY 2016/2017 Adopted Budget

### Revenue Overview

The General Fund provides for the tax supported operations of the City. These include services traditionally thought of when referring to City operations such as Police, Fire, Streets, Library, etc. The major sources of revenue in this fund are property taxes representing 33.6% of General Fund revenues, and sales taxes representing 21.6% of General Fund revenues.

In FY 2016/2017, revenues in the General Fund are projected to increase from the FY 2015/2016 adopted revenues by \$2,000,251 or 5%. The major changes include the following:

Category	FY 15/16 Adopted	FY 16/17 Adopted	Change	Percent Change
<b>Property Taxes</b>	\$14,580,715	\$15,254,440	\$673,725	4.6%
<b>Sales Taxes</b>	\$9,601,841	\$9,808,431	\$206,590	2.2%
<b>Franchise Fees</b>	\$5,191,031	\$5,210,458	\$19,427	0.4%
<b>Other Taxes</b>	\$776,493	\$779,683	\$3,190	0.4%
<b>Fines &amp; Forfeitures</b>	\$2,278,475	\$2,077,475	(\$201,000)	-8.8%
<b>Licenses &amp; Permits</b>	\$1,898,736	\$2,134,034	\$235,298	12.4%
<b>Charges for Service</b>	\$2,191,885	\$2,243,192	\$51,307	2.3%
<b>Intergovernmental</b>	\$5,158,535	\$5,413,175	\$254,640	4.9%
<b>Miscellaneous</b>	\$1,626,723	\$2,253,797	\$627,074	38.5%
<b>App. Of Fund Balance</b>	\$0	\$130,000	\$130,000	100%
<b>Total</b>	<b>\$43,304,434</b>	<b>\$45,304,685</b>	<b>\$2,000,251</b>	<b>4.6%</b>

# BUDGET OVERVIEW

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The overall net increase to the Taxes category of revenue is \$902,932. The FY 2016/2017 Adopted Budget was developed using a property tax rate of \$0.61 per \$100 valuation. This tax rate, based on a 98.5% collection rate, yields total estimated tax revenue for FY 2016/2017 of \$24,929,143, excluding property tax received for the City's Tax Increment Financing (TIF) Districts. This is 10% higher than the property tax revenue projected in the Fiscal Year 2015/2016 Adopted Budget. Of the total \$24,929,143 in property tax, \$9,674,703 will go toward paying the City's debt service. The remaining \$15,254,440 is distributed to the General Fund for maintenance and operations. General Fund revenues increase by \$2,000,251 primarily due to increases in property, sales tax and miscellaneous revenue. Strong building activity also drives an increase in Licenses and Permits. These increases are partially offset by a reduction in Fine revenue which corresponds to a decline in citations.

Prior to FY 2015/2016, the Tarrant Appraisal District (TAD) had recently migrated to a new computer system. During the period of conversion, the District was unable to update sales information within the system in a timely manner, which negatively impacted the growth the City experienced. Since that time, TAD has been able to work through many of the issues it experienced and has resumed entering sales data in a timely manner. Based on the estimated July 2016 tax roll, there was approximately a 10% increase in total net taxable property values over 2015. The tax roll includes new construction with taxable value of \$190 million and of this, \$99 million is residential construction and \$91 million is commercial construction. The average market value of a single family residence within North Richland Hills, based on the July 2016 tax roll, is \$200,446, compared to \$166,255 in July 2015. The average taxable value in 2015 was \$135,626 and has grown to \$153,103 in 2016, which is a 12.9% increase.

The estimated revenue to be generated from the net taxable value at a 98.5% collection rate, excluding the Tax Increment Financing (TIF) Districts, is \$24,929,143. The budget includes property tax revenues for the Debt Service Fund in the amount of \$9,674,703 to pay for City bonds, and certificates of obligation. The General Fund will receive \$15,254,440 for maintenance and operations, an increase of \$673,725. This increase over the FY 2015/2016 Adopted Budget reflects appraisals that more closely match the actual market. While the market was rebounding, the estimated property tax revenues only increased by 1.4% in FY 2015/2016 over the FY 2014/2015 Adopted Budget and that included \$109 million in new construction added to the rolls.

Retail activity has shown growth, and sales tax FY 2016/2017 is set to increase by \$206,590. With the completion of the North Tarrant Express and the demolition of some of the City's older buildings, the City is experiencing continued development along the corridor that will help drive sales tax and additional business to the area. Development also continues to abound in the northern sector of the City, with the opening of many new restaurants and shops. In addition, with the new City Hall open for business, there is an expectation that further development will follow. The Economic Development Department continues to market and attract the attention of large corporate businesses, retailers and restaurants.

The revenues for Fines and Forfeitures are projected to decrease by \$201,000 or -8.8% from the FY 2015/2016 Adopted Budget. This is directly related to the

# BUDGET OVERVIEW

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projected number of citations. Municipal Court Fines are down \$147,750, with the remainder attributed to decreased Library Fines and Warrant Arrest Fees. Fines and Forfeitures are estimated to be more than the FY 2015/2016 Revised Budget by 10.1%; a difference of \$190,781.

The City has experienced significant development over the past year and for this reason, revenues from Building Permits are expected to increase by \$225,000 in comparison to the FY 2015/2016 Adopted Budget. Because of an increase in development, all permit and inspection fees related to development are expected to increase over the previous budget. Gas Drilling Permit revenues are expected to continue to decline in FY 2016/2017. In FY 2013/2014 the gas companies drilled more wells than expected, but slowed in FY 2014/2015 and staff projects that trend to continue. Revenues related to Animal License and Adoption fees are expected to decrease compared to the FY 2015/2016 Adopted Budget, but fall in line with the new Revised Budget. All other revenues in Licenses and Permits are level compared to the FY 2015/2016 Adopted Budget.

The revenue projections for Charges for Service include facility rental fees, ambulance fees, athletic league revenue, special event revenues and other miscellaneous charges. Revenue accumulated from Charges for Service is expected to increase by \$51,307 or 2.3%. An increase of \$31,500 in revenues related to Ambulance Fees makes up the largest portion of this increase. There are not any other significant increases or decreases in the Charges for Service category of revenue.

Overall, Intergovernmental revenue is increasing by \$254,640. Most of this increase comes from Indirect Costs paid to the General Fund from the Utility Fund, Parks and Recreation Facilities Development Corporation and the Aquatic Park Fund. In addition, there is a \$110,095 increase in Consolidation Reimbursements. Consolidation Reimbursements are payments the City receives from other cities participating in the consolidated communications center and detention center. The increase is the result of projected higher service cost.

## Expenditures Overview

Total General Fund expenditures for FY 2016/2017 Adopted Budget are \$45,304,685 an increase of \$2,000,251 compared to the FY 2015/2016 Adopted Budget. Each department received an increase to its internal service allocations. These allocations fund vehicle replacement and maintenance in the Fleet Services Fund and computer system and technology maintenance and replacement in the Information Technology Fund. While there are not many significant expenditure increases in the FY 2016/2017 Departmental Budgets beyond these allocation changes, there have been a few changes that should be highlighted.

Unemployment is continuing to improve and escalating workforce competition is now occurring throughout the area. Because of this, maintaining the City's investment in its employees is an important aspect to the FY 2016/2017 Budget. The City's employees represent a significant investment by the citizens in the City infrastructure. The cost of replacing these employees in the form of training costs, skill level development and productivity loss represent a significant liability to the

# BUDGET OVERVIEW

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City; therefore, there is a strong incentive to retain this valuable asset.

One of the largest strains on city budgets is the steady growth in personnel costs, specifically, maintaining competitive salaries and health insurance coverage. Along with employees, the City is contributing a greater amount of financial resources to maintain a competitive and financially sound benefits package by increasing the funding to the City's health insurance plan. The priorities for FY 2016/2017 are to maintain a competitive medical plan as well as continue participation in the City's retirement system with the same level of benefits as offered in FY 2015/2016.

It is very important to keep employee morale high throughout the year and the City Council has been generous in funding programs throughout the years that help in that area. The FY 2016/2017 Budget includes funding for a merit based increase, a pay range adjustment, as well as the Attendance Rebate and Stability Pay. These programs reward employees for their commitment to working for the City.

Health insurance costs continue to increase. The City has recently experienced increasing costs, as well as an increase in the number of large loss claims. Other factors contributing to the increase in costs include prescription expenses, participants seeking out of network facilities for elective procedures and an increase in retiree and dependent medical expenses. Health insurance costs covered by the General Fund Adopted Budget total \$500,928, an increase of 10%.

Police and Fire sworn salaries increased \$486,884. This increase is due to the inclusion of a full step system with a defined path through the pay range that will keep salaries competitive for both entry level and experienced employees. Each year a salary survey is completed with 18 comparable cities. This year indicated that the City has fallen behind in several positions. For example Police Officers were 4.6% lower than the market average. Other Fire and Police positions ranged from 2.85% to 3.79% below the survey average. This large budgetary increase accounts for adjustments to bring these positions back in range with the market and to re-implement a step system. This increase in expenditures is seen as necessary to avoid losing trained employees to other police departments and to be able to effectively compete for well qualified new employees.

As previously mentioned, the unemployment rate in Tarrant County remains low and the labor market is competitive. While this is great for the local economy and city revenue, it does make it more challenging to recruit and retain qualified employees. A survey of area cities indicates that the vast majority plan to give a salary increase of some form in the upcoming year. Employee compensation adjustments are included in the FY 2016/2017 Budget. The city is planning salary range adjustments and employees will receive the equivalent of a 4% merit increase. The total cost to the General Fund is projected to be \$280,277.

Expenditures in Planning and Development for FY2016/2017 are increasing by \$107,762. Due to an increase in demand on the Planning Department, the department requested a Planning Technician position beginning in the new fiscal year. Planning Technicians offer administrative, clerical, and technical support to planning departments by processing development applications and public hearing notifications,

# BUDGET OVERVIEW

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preparing for and attending public meetings and acting as Recording Secretary for meeting minutes, as well as being the entry point of contact for planning-related inquiries from developers and the general public. The full year cost of a planning technician is \$65,371.

\$50,000 is included in FY2016/2017 adopted budget to fund the continued creation of a Strategic Plan. Funding for this project will allow staff to seek a qualified traffic engineering consultant and land planning consultant to facilitate the Mobility Plan portion of this project and provide corridor plans centered on transportation improvements. To reduce overall costs of the project, updates to the Comprehensive Land Use Plan would be conducted in-house by Planning Department staff.

Expenditures in the Neighborhood Services Department are increasing by \$57,366. Expenses related to environmental resources are increasing by \$14,892 due to the elimination of the vouchers for residents to drop off items at the Environmental Collection Center, and the addition of a mobile collection event. Animal Services expenditures have increased by \$20,410 mainly due to an increase in the number of spay and neuter procedures due to an increase in the number of animals being adopted out of the Animal Adoption and Rescue Center.

There is a significant decrease in Public Works expenditures in the amount of \$902,297. This is primarily the result of funding preventive street maintenance with certificates of obligation, rather than funding street projects with General Fund Revenue. The funding typically used for the preventive street maintenance program will be placed in reserves. An additional \$10,000 has been included in the budget for Sign, Fence and Sidewalk materials to purchase additional regulatory, warning, street name and miscellaneous sign materials. In addition, \$10,000 has also been included for contracted pavement striping services to help meet the department's goal of restriping approximately 120,000 linear feet a year.

The projected expenditures for the Police Department increase by \$586,583. Most of this increase is due to the inclusion of the salary plan adjustments described above and the increase in health insurance. This new pay program accounts for \$213,695 of the increase to the Police Department's budget. Increased health insurance costs of \$186,124 is also included. In addition, funding for the replacement of the Department's trauma kits in the amount of \$9,588 is included, as well as \$4,675 for the replacement of bicycles and bicycle racks.

The change in the Emergency Management budget is due to the removal of the console software upgrade being moved to the shared services budget, and the increase in radio count and cost per radio per year for the radio infrastructure agreement causing an overall net increase. The remainder of the \$18,724 increase is due to adding the Active 911 subscription, an increase to the satellite service for the command post, internal service allocations and personnel costs increasing.

The Fire Department's adopted budget increased \$548,126 over the Fiscal Year 2015/2016 Adopted Budget. Part of this increase is due to the implementation of the pay plan adjustments, which accounts for an increase of \$272,919. Also contributing to the difference is an increase in the department's internal service allocation for fleet as

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well as computers. The fleet allocation is estimated to increase in the amount of \$87,581 to reimburse the Fleet Fund for the purchase of self-contained breathing apparatus (SCBA's) over a five year pay-back period. The increase in computer allocation of \$34,772 will reimburse the Information Technology Fund over a five year pay-back period for the purchase of the department's mobile data computers (MDC's).

## Parks and Recreation Facilities Development Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$8,379,961	\$8,585,424	\$8,825,391
Expenditures	\$8,379,961	\$8,585,424	\$8,825,391
Balance	\$0	\$0	\$0

### FY 2015/2016 Revised

The largest source of revenue in the Parks and Recreation Facilities Development Fund is sales tax. The FY 2015/2016 Revised Budget is estimated Sales Tax to be \$7,134 over the adopted budget. Revenue related to Park Impact Fees increased by \$10,000, which is directly related to an increase in development. Other Income also increased by \$205,943. Included in this category is a grant in the amount of \$92,000 that was received and is being used to fund part of the 2016 Trail Head Gateways. Revenue in the amount of \$95,686 was paid to the City by the State of Texas. This is the final retainage for the grant that helped fund the Calloway Branch Trail and the Little Bear Creek Trail. The Tennis Center has had a good year and revenues are projected to increase over the FY 2015/2016 Adopted Budget by \$3,100.

The revenues from the NRH Centre are to come in just under the FY 2015/2016 Adopted Budget. There was a decrease of \$48,156 in revenue related to Recreation/Sports and Catering & Event Fees; however, this is offset by increases in revenue related to Fitness, Grand Hall Rental and Aquatic Programs. Prior year encumbrances account for \$8,767, which is primarily being used for facility improvements.

Total expenditures in this fund are expected to increase from the FY 2015/2016 Adopted Budget by \$205,463. Expenditures related to Operations and the NRH Centre are in line with the adopted budget, with just small increases. An increase in Non-Departmental expenditures related to legal settlements brought that category up to \$101,176, an increase of \$57,046. The contribution to the Reserve for NRH Centre is expected to decrease by \$17,095. This reserve is based on NRH Centre revenues in excess of operating costs. The FY 2015/2016 revised budget includes an increase in the Transfer to Capital Projects of \$218,795, with \$61,535 of that increase due to a capital project PK1609 for unforeseen park damage. Beginning in FY 2015/2016 unspent Impact Fees received during the year will no longer be grouped in operating reserves, but identified in their own category. This year \$25,000 will be placed in impact fee reserves.

# BUDGET OVERVIEW

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## FY 2016/2017 Adopted

Sales Tax revenues are projected to increase \$103,295 over the FY 2015/2016 Adopted Budget, and Tennis Center revenue is increasing by \$16,800. A grant in the amount of \$50,000 from the Barfield Family Foundation to be used for improvements along the Little Bear Creek Corridor is also included in the FY 2016/2017 Adopted Budget. Revenue from the NRH Centre is expected to increase by \$145,610 over the FY 2015/2016 Adopted Budget. This is attributed to an increase in revenues from Memberships/Drop-In Passes and recreational program revenue, Grand Hall Rental revenue and Aquatic Program revenue. In addition, the NRH Centre purchased in excess of the \$90,000 of the replacement fitness equipment that was included in the adopted budget, which caused the FY2015/2016 reserves to be lower. An appropriation of Park Impact Fee Reserves in the amount of \$130,000 is being used to cover projects in excess of revenue.

Expenditures are increasing by \$445,430 over the FY 2015/2016 Adopted Budget. After replacing many pieces of equipment in FY 2015/2016, expenses related to NRH Centre equipment have decreased significantly. Additional NRH Centre expenses for FY 2015/2016 include: the replacement of the water fountains and the installation of an additional mirror in the east fitness area. In addition there were increases in mowing and tree service costs related to parks and public grounds. \$736,000 is being transferred to Capital Projects to fund the following projects: Park System Signage (PK1606), Park Infrastructure Maintenance (PK1703), Richland Tennis Center Infrastructure Maintenance (PK1704), Trail Identification and 911 Emergency Response Signage (PK1705) and the Green Valley Playground Replacement and Shade Structure Project (PK1702). The contribution to NRH Centre Reserves is also increasing by \$70,931 over the FY 2015/2016 Adopted Budget.

## **Crime Control and Prevention District Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$5,070,278	\$5,245,331	\$6,363,357
Expenditures	\$5,020,512	\$5,245,331	\$6,363,357
Balance	\$49,766	\$0	\$0

## FY 2015/2016 Revised Budget

Like the previous fund, the largest revenue source in the Crime Control and Prevention District Fund is sales tax. Sales tax is projected to decrease by \$4,671. Total revenues are projected to increase by \$175,053 over the FY 2015/2016 Adopted Budget; with \$152,219 being prior year encumbrances including equipment for city hall, audio visual equipment and a rifle buyback program.

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## FY 2016/2017 Adopted Budget

In FY 2016/2017, revenues in the Crime Control District Fund are projected to increase from FY 2015/2016 adopted revenues by \$1,293,079. The increase in revenues is primarily driven by an appropriation of fund balance in the amount of \$1,197,160, of which \$1,076,000 is funding the Public Safety Technology capital project. An increase of \$90,870 in sales tax is also projected.

The bulk of the increase in expenditure is related to the transfer of funding to Capital Projects included in IS1702 Public Safety Technology. This project consists of replacing the mobile video in-car systems, purchasing body cameras and video data storage for the Police Department and it funds the replacement of the mobile data computers for the department as well. Expenditures in the amount of \$94,305 are related to the implementation of the pay plan adjustments. Also included is funding for part of the Crime Victim Liaison in the amount of \$12,529 and \$3,476 for increased costs related to the new K-9 Unit.

## **Promotional Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$227,300	\$258,943	\$258,089
Expenditures	\$226,302	\$258,943	\$258,089
Balance	\$998	\$0	\$0

## FY 2015/2016 Revised Budget

The Promotional Fund accounts for the operations and expenditures for which hotel/motel occupancy taxes are used. Occupancy tax revenues are used primarily to attract tourists and new businesses to the City. Occupancy Tax Proceeds are projected to be \$25,848 over what was budgeted in the FY 2015/2016 Adopted Budget. Expenditures are expected to remain flat to the Adopted Budget; therefore a contribution of \$26,641 is being placed into the reserves in the FY 2015/2016 Revised Budget.

## FY 2016/2017 Adopted Budget

Occupancy tax revenues increasing by \$30,853 from the FY 2015/2016 Adopted Budget. Expenditures remain in line with revenues with no significant changes from the previous year; however, twenty percent (20%) of the Parks Department's Communications and Events Manager position has been moved from the General Fund to the Promotional Fund, accounting for \$19,327 of the increase in Promotional Fund expenditures. The Adopted Budget includes \$6,619 in funds being contributed to reserves.

# BUDGET OVERVIEW

## Donations Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$282,515	\$297,227	\$316,537
Expenditures	\$275,581	\$247,155	\$275,033
Balance	\$6,934	\$50,072	\$41,504

### FY 2015/2016 Revised Budget

There is an overall increase of \$14,712 in the Donations Fund compared to the FY 2015/2016 Adopted Budget. There is a large decrease in revenues related to donations made to the Shelter Fund of \$36,442 which is based on projections of where the revenue level stands currently. All other revenues fall in line with the Adopted Budget. Expenditures related to the Police donations increased by \$9,022. Because of the decrease in donations made to the Shelter Fund, expenditures related to Transfer to Capital were reduced to account for this decrease. This brings the ending balance up to \$50,072, which is \$43,138 more than what was included in the FY 2015/2016 Adopted Budget balance.

### FY 2016/2017 Adopted Budget

There is a \$34,022 increase in revenues expected in the Donations Fund in FY 2016/2017 over the previous year's adopted budget. Donations and contributions are expected to remain in line with the FY 2015/2016 Revised Budget, with donations from the Shelter decreasing \$34,000 in comparison to the FY 2015/2016 Adopted Budget. Appropriations of fund balance related to Teen Court, the Library, Neighborhood Services, Park and Recreation and Police are increasing collectively by \$30,186 in order to cover expenditures directly related to those departments. Expenditures remain relatively flat to the FY 2015/2016 Adopted Budget. Included in the expenditures is the purchase of a new Disc Repair System for the Library in the amount of \$12,360.

## Special Investigation Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$133,600	\$354,483	\$447,000
Expenditures	\$129,500	\$354,483	\$447,000
Balance	\$4,100	\$0	\$0

### FY 2015/2016 Revised Budget

Revenues for this fund are derived from Federal and State forfeited funds and reimbursements from neighboring cities involved in the automated fingerprint identification system (AFIS) program. The increase in revenues over the FY 2015/2016 Adopted budget is due to an additional Appropriation of Fund Balance of \$117,713 which consists of forfeited funds that have been awarded in past years but not expended.

# BUDGET OVERVIEW

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Expenditures are expected to increase over the FY 2015/2016 Adopted Budget. There is an increase in expenditures of \$70,799 in Federal Forfeited Funds, an increase in AFIS Maintenance and Equipment of \$6,611 and a \$54,950 expenditure for 911 Telecom. The total increase in expenditures is \$224,983 over the FY 2015/2016 Adopted Budget.

## FY 2016/2017 Adopted Budget

Revenues are \$313,400 more than what was forecasted in the FY 2015/2016 Adopted Budget. It is estimated that the City will be awarded a total of \$111,000 in forfeited funds in FY 2016/2017. Forfeited funds are dependent on which cases go to court and whether or not a judge releases any cases involving actual court awards; therefore, making them difficult to predict. Other increases are expected in income from interest and an appropriation of fund balance.

Expenditures of \$447,000 include significant increases in expenses related to forfeited funds, AFIS Maintenance and 911 Telecom. Overall, expenditures are up by \$317,500 over the FY 2015/2016 Adopted Budget.

## **Drainage Utility Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$885,100	\$866,090	\$1,172,197
Expenditures	\$678,789	\$866,090	\$1,172,197
Balance	\$206,311	\$0	\$0

## FY 2015/2016 Revised Budget

This fund accounts for the monthly fees charged to residents and businesses to pay for the cost of storm drainage improvements throughout the City. Revenues are either transferred to the Debt Service Fund to pay for principal and interest on bonds approved for drainage improvements or used to fund drainage capital projects. Revised revenues are expected to decrease by approximately \$19,010 due to a decrease in drainage fees, while revised expenditures are expected to increase by \$187,301. \$100,000 is being used to fund the Main Street Drainage Improvements (DR1501) in the Capital Budget. \$87,301 is being contributed to the Drainage Utility Reserve.

## FY 2016/2017 Adopted Budget

Revenues are increasing by \$287,097 from the FY 2015/2016 Adopted Budget. Drainage Fee revenue is expected to decrease by \$19,100 and the adopted budget includes an Appropriation of Fund Balance of \$305,928. Expenditures are \$493,408 higher than the FY 2015/2016 Adopted Budget. \$695,000 is slated to be transferred to capital projects, including: \$600,000 for the Calloway Branch Channel Repair Project (DR1503) and \$95,000 for the Walker Branch Gabion Repair Project (DR1701).

# BUDGET OVERVIEW

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## Gas Development Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$662,000	\$6,249,918	\$257,196
Expenditures	\$0	\$6,249,918	\$257,196
Balance	\$662,000	\$0	\$0

### FY 2015/2016 Revised Budget

There is a increase in revenues of \$5,587,918. Royalties and Overrides are projected to be \$407,351 less than what was projected in the adopted budget due to a slowdown in the oil and gas market. While proceeds from the sale of property increased by \$3,202,805 for the sale of Home Depot Expo building. Expenditures increased to \$6,249,918; of which \$2,796,070 is being transferred to the capital project – ED1601 City Point Infrastructure and ED1602 Loop 820 Redevelopment 2016. In addition an Inter-fund Loan will be repaid to the Utility Fund in the amount of \$3,226,239. Gas Development Fund Reserves will receive \$227,609.

### FY 2016/2017 Adopted Budget

A projected decrease in revenues of \$404,804 is expected in the FY 2016/2017 Adopted Budget. Expenditures included in this fund are \$0 and therefore \$257,196 is being transferred to Gas Development Reserves.

## Traffic Safety Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$993,060	\$1,122,053	\$1,105,044
Expenditures	\$933,309	\$1,122,053	\$1,105,044
Balance	\$59,751	\$0	\$0

### FY 2015/2016 Revised Budget

Revised revenues are expected to increase by \$128,993 over what was adopted in FY 2015/2016. This increase is primarily due to an increase in gross red light camera fine revenues. Expenditures are expected to increase by \$188,744. A large portion of this increase is due to expenditures related to Payments to the State, which receives half of all program revenue after deducting contractor payments and program administration costs. \$151,619 was contributed to the Traffic Safety Fund Reserves.

# BUDGET OVERVIEW

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## FY 2016/2017 Adopted Budget

The FY 2016/2017 Adopted Budget estimates gross red light camera fine revenues of \$1,096,776 anticipated from nine cameras located at seven intersections along Rufe Snow Drive and Davis Boulevard. Per State law these revenues, less program costs, must be split 50/50 with the State, leaving \$126,791 available for traffic safety activities and projects in the City. Anticipated expenditures are up from the FY 2015/2016 Adopted Budget by \$171,735. This increase is accounted for in the increased Program Administration expenditures and increases in the payment to the State based on projected revenues. Included in expenditures is the purchase of Traffic Safety LED for \$37,000, the purchase of a Traffic Officer vehicle for \$51,000 and funding the purchase Emergency Vehicle Preemption Equipment in the amount of \$13,767 for each of the next three years, ending in FY 2018/2019.

## Utility Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$31,078,921	\$37,194,345	\$34,259,275
Expenditures	\$31,067,824	\$37,194,345	\$34,259,275
Balance	\$11,097	\$0	\$0

## FY 2015/2016 Revised Budget

Revised Revenues in the Utility Fund are up overall, however revenues related to water and sewer sales are down by \$1,018,645. There has been a leveling of water usage due to a higher amount of rain over the past two years, in addition to people changing their watering habits relative to water conservation efforts such as watering restrictions. Most of the decrease in revenues is related to Sewer Sales; which were down \$708,069. The City did receive higher than anticipated Water and Sewer Tap Fee revenue as a result of several new housing developments under construction. An Appropriation of Fund Balance of \$2,926,396 is included, of which \$43,824 is to cover prior year encumbrances; \$1,115,000 is going toward payment of an inter-fund loan for economic development incentives and \$1,238,930 is being used to cover the operating shortfall. The remainder is being transferred to capital projects. Also included in revenue is the repayment of a loan from the Gas Development Fund to was used to purchase the Home Depot Expo building several years ago.

On the expense side, expenditures related to Water Services remained relatively flat to the FY 2015/216 Budget, with a decrease in Water Operations Expenditures in the amount of \$166,527. Sewer Services expenditures are expected to increase by \$605,004 over the adopted budget. Most of this increase is due to an increase in Trinity River Authority Sewer Treatment costs, which accounts for \$484,068 of the increase. Other operational expense reductions were made in response to the decline in water revenue and projected additional sewer cost.

# BUDGET OVERVIEW

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## FY 2016/2017 Adopted Budget

Water sales and charges generated from the North Richland Hills system for FY 2016/2017 are projected to be \$20,610,083, a 4.6% increase from the FY 2015/2016 Adopted Budget. Sewer sales and charges are projected to be \$11,036,874, an increase of \$493,312, or 4.7%, over adopted FY 2015/2016. While no City rate increase is proposed, a \$0.41 pass-through increase is needed to offset purchase costs from the City’s water and sewer suppliers, TRA and the City of Fort Worth. An appropriation of fund balance is included with \$1,600,000 being transferred to fund capital projects and \$152,804 funding the revenue shortfall for the year. There has not been a city rate increase since 2013, and staff believes that a rate study should be conducted in the near future.

Total expenses are projected to be \$3,191,452 more than the FY 2015/2016 Adopted Budget. Included in the budget is \$15,672,893 in water and sewer treatment costs charged by the City of Fort Worth and TRA, which is an additional \$1,078,554 in cost. The TRA rate includes a charge for the Walker-Calloway Branch Trunk Line project. In addition to market/salary adjustments, additional expenditures to highlight are \$23,750 for the purchase of automatic dead end flushing devices and \$5,495 for a water analyzer. Capital projects funded by the Utility Fund include the following: UT1701 College Hill Ground Storage Tank Stand Pipe in the amount of \$85,000, UT1702 Miscellaneous Water/Sewer Main Replacements (2017) in the amount of \$420,000, UT1703 Sanitary Sewer System Rehabilitation in the amount of \$150,000, UT1704 Sanitary Sewer System Trunk Line Rehabilitation in the amount of \$125,000, UT1705 Small Water Main Replacements (2017) in the amount of \$420,000 and UT1706 Telemetric Water Meter Annual Maintenance (2017) in the amount of \$400,000.

## **Aquatic Park Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$4,667,197	\$5,050,829	\$5,449,375
Expenditures	\$4,667,197	\$5,050,829	\$5,449,375
Balance	\$0	\$0	\$0

## FY 2015/2016 Revised Budget

Revised revenues are \$5,050,829, an increase of 8.2% from the adopted budget. A good portion of this revenue increase is due to an appropriation of fund balance of \$100,000, which has an offsetting expenditure for a transfer to capital projects. In addition increases in revenue related to Other Income and Bond Refunding Proceeds accounts for an additional \$405,206 in revenue. Operating income for NRH<sub>2</sub>O is down by \$100,229. Attendance is projected to reach 245,000; this is 10,000 less visitors than what was predicted in the FY 2015/2016 Adopted Budget. The single biggest impact to park financial performance is the weather. Hot, dry weather lends itself to success and wet weather creates challenges. Periods of rain during May and June caused lower attendance numbers which resulted in revenue declines.

# BUDGET OVERVIEW

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When the Park is shut down due to severe weather, it is possible to decrease expenses to partially offset the lower revenues. Expenses were reduced where possible and did not exceed revenue. Expenditures related to Capital Projects increased by \$288,675 in order to cover expenses related to the NRH<sub>2</sub>O Slide Tower (WP1503) that were above what was originally adopted in the budget, as well as \$100,000 for General Facility Improvements (2016) (WP1601) which was not reflected in the FY 2015/2016 Adopted Budget. In addition, expenditures related to the Bond Defeasance/Refunding total \$209,105 and \$41,521 was transferred to the Reserve for Infrastructure and Major Repairs.

## FY 2016/2017 Adopted Budget

Attendance for the 2017 season at NRH<sub>2</sub>O is expected to reach 250,000 visitors. Total operating revenues for NRH<sub>2</sub>O are projected to be \$4,859,475 for FY 2016/2017, which is a \$222,078 increase over the FY 2015/2016 Adopted Budget. Admissions revenue is expected to be on par with the revenue budgeted in FY 2015/2016 Adopted. This is a \$135,453 increase over the FY 2015/2016 Revised Budget, which was impacted by the weather during the earlier part of the season. Other operating revenues are expected to increase over the FY 2015/2016 Adopted Budget. These increases can be attributed to opening of the new attraction in FY 2015/2016 and impacts of the park's new branding and marketing campaign.

Inclusive of the market/merit increases for employees, projected expenditures include \$3,646,228 in operating expenditures, \$956,140 for debt service, \$166,631 in indirect costs, a transfer to the Reserve for Infrastructure and Major Repairs of \$18,025 and \$131,351 in other expenses. In addition to the above expenditures, \$531,000 is being transferred out of the fund for capital projects in FY 2016/2017. Adopted capital projects funded through the Aquatic Fund include: WP1701 Beachside Bay Cabana Project in the amount of \$196,000, WP1702 Endless River Bridge Replacements in the amount of \$235,000 and WP1703 General Facility Improvements in the amount of \$100,000.

## **Golf Course Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$2,434,328	\$2,586,779	\$2,486,459
Expenditures	\$2,434,082	\$2,586,779	\$2,486,459
Balance	\$246	\$0	\$0

## FY 2015/2016 Revised Budget

Rounds for the FY 2015/2016 Revised Budget are expected to reach 49,500. Revised revenues for Iron Horse Golf Course are expected to increase by \$152,451 in comparison to the FY 2015/2016 Adopted Budget. Green Fees are estimated to increase by \$23,558. Food and Beverage revenues are expected to make a significant improvement, \$80,903. There are no other substantial changes in revenue included.

# BUDGET OVERVIEW

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There are no real significant increases in expenditures; however, there are two interdepartmental loan payments that will be made in the FY 2015/2016 revised budget. The first payment will be made to the General Fund and was accounted for in the Adopted Budget. The second payment in the amount of \$84,628 will be made to the Water Fund. \$30,085 is being contributed to the Golf Course Fund Reserves.

## FY 2016/2017 Adopted Budget

Rounds are expected to reach 51,000 a decrease of 300 rounds from the FY 2015/2016 Adopted Budget, but an increase of 1,500 rounds over the FY 2015/2016 Revised Budget. Revenues are expected to increase by \$52,131. Green Fee Revenues are expected to increase by \$35,100 compared to FY 2014/2015 Adopted. Revenue related to Food and Beverage services is expected to increase by \$35,488.

Expenditures are in line with revenues. An expense of \$130,707 in capital is being estimated in the budget for course maintenance equipment. This will cover the cost of equipment replacement including the purchase of mowers and mower blades. Beginning in FY 2011/2012 the golf course started repaying loans provided by the General Fund at a rate of \$147,760 annually for 6 years. This is the final year of the repayment schedule.

## **Facilities/Construction Management Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$3,080,996	\$3,594,223	\$3,123,951
Expenditures	\$3,080,996	\$3,594,223	\$3,123,951
Balance	\$0	\$0	\$0

## FY 2015/2016 Revised Budget

Revenues are increasing by \$513,227, with most of that increase due to Appropriations of Fund Balance for Prior Year Encumbrances of \$170,786 and an increase of \$345,922 in funds from the Building Services Fund Reserves which cover increased expenses related to rental property renovation and facility capital projects. Other sources of revenue remained relatively flat compared to the FY 2015/2016 Adopted Budget.

Expenditures are increasing by \$513,227 as well, with a significant portion of that increase coming from Building Services expenditures. This appropriation is to cover the purchase of US Flags, modifications to city buildings and the purchase of equipment. There was an increase of \$80,650 in expenditures related to the Rental Property Program, which stem from the renovation of the City's rental homes. Also an additional \$274,116 is being transferred to the Capital Budget to cover increased costs in the project that covers demolition of buildings (FC 1602). \$8,112 is being contributed to Facility Reserves.

# BUDGET OVERVIEW

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## FY 2016/2017 Adopted Budget

Most revenues in the Facilities/Construction Management Fund come as charges for service transfers from the General Fund, Park Development Fund and the Utility Fund; these transfers account for \$3,011,566 of revenue in this fund. Other revenues such as rental income and income earned from interest contribute \$83,446. Combined revenues are \$42,955 over the revenues projected in the FY 2015/2016 Adopted Budget. Most of this is attributed to a transfer from the Building Services Reserve to cover additional facility and construction costs over what revenue is projected to be.

The total budget of \$3,123,951 includes operating expenditures in the amount of \$3,077,236. \$120,800 is being transferred to the Capital Budget to complete projects FC1701 Overhead Door Replacement at Fire Station #5 in the amount of \$52,000 and FC1702 Overhead Door Safety Edges and Remote Control Assemblies at multiple City facilities in the amount of \$68,800. In addition to market/merit increases and small projects, highlights contained within in the FY 2016/2017 Adopted Budget include: \$17,000 in increased costs related to fire alarm inspections, \$43,620 in increased costs related to elevator inspections, \$66,000 for an annual UPS service agreement, \$31,000 for a building management system service agreement, \$11,000 for chiller private maintenance, \$10,000 for a sprinkler system upgrade in the first floor shell space at the Library and \$10,000 allocated toward repairing and restriping City owned parking lots and sidewalks.

## **Fleet Services Fund**

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$3,931,493	\$3,998,555	\$4,541,264
Expenditures	\$3,902,219	\$3,998,555	\$4,541,264
Balance	\$29,274	\$0	\$

## FY 2015/2016 Revised

FY 2015/2016 revised revenues are projected to increase by \$67,062, while Revised Expenditures are expected to increase by \$96,336. The increase in revised revenues is due to an increase in Prior Year Encumbrances in the amount of \$79,535, as well as an increase of \$12,434 received for the sale of city vehicles. Prior Year Encumbrances include the replacement of a Chevy Pickup Truck, painting the Police Department Tahoes, emergency vehicle build-out and equipment removal and graphic installation on 7 Police Department Tahoes. All other expenditures in the Revised Budget are in line with the FY 2015/2016 Adopted Budget.

## FY 2016/2017 Adopted

This fund provides for fleet operations, maintenance and equipment replacement for all City vehicles. Each department that has vehicles or equipment pays its pro-rata cost for operations and maintenance of the equipment. Revenues are

# BUDGET OVERVIEW

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expected to increase over the FY 2015/2016 Adopted Budget by \$609,771. Most of this increase is due to the proceeds from the sale of the Fire Department equipment, in the amount of \$494,408. This money will be transferred to the Capital Budget to offset the purchase of the new Fire Department vehicles. In addition, \$70,000 of the increase in the General Fund allocation is paying back the Fleet Services Fund for the Fire Department's purchase of the SCBA's. The payback period for this project is five years, starting in FY 2016/2017 and ending in FY 2020/2021.

Expenditures are estimated to increase by \$639,045. In addition to the funding being transferred to the capital budget related to Fire capital projects, other highlights include funding for a tool allowance for both Equipment Services and Fire Maintenance employees for a cost of approximately \$8,503, \$4,800 for welding training for the mechanics in the department, a hydraulic hose crimper for \$4,700, replacement of two post vehicle lifts in the amount of \$6,500, the make ready for the three new fire apparatus in the amount of \$99,393. The budget includes a contribution to the Equipment Services Reserve in the amount of \$156,681.

## Information Technology Fund

	<u>FY 15/16 Adopted</u>	<u>FY 15/16 Revised</u>	<u>FY 16/17 Adopted</u>
Revenue	\$3,229,743	\$3,337,196	\$3,291,150
Expenditures	\$3,229,743	\$3,337,196	\$3,291,150
Balance	\$0	\$0	\$0

### FY 2015/2016 Revised

The Information Technology Fund pays City wide expenses associated with the operation and maintenance of major computers, microcomputers, data network, Geographical Information System, and telecommunications services. Departments pay their pro-rata share of these costs. The Information Technology Fund revised revenues compared to the FY 2015/2016 Adopted Budget increased \$107,453. This is attributed to prior year encumbrances of \$110,429, which includes \$95,000 for consulting services related to the replacement of the City's financial system.

As with revised revenues, there is also an increase of \$107,453 in expenses in the Information Services Fund as well. The largest increase in Major Computer System expenditures is \$84,354 which is part of a transfer to capital project IS1701 Enterprise Computer System Replacement. In addition, there is an increase in expenditures related to Data Network in the amount of \$70,979 for the cost of hiring contract labor to assist with the move to new City Hall. \$15,000 has been included to cover the cost of video conferencing equipment and software for the Fire Department. \$83,834 is slated to go toward the Reserve for System Improvements.

### FY 2016/2017 Adopted

The Information Technology revenue totals \$3,291,150, which is a \$61,607 increase from FY 2015/2016 Adopted Budget. The majority of this increase is the

# BUDGET OVERVIEW

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result of increases to the Computer and Telecommunications internal services allocations utilized to provide a revenue source to this fund. Included is an increase an appropriation of fund balance that will cover the purchase of the Fire Department's MDC's (IS1702) in the amount of \$156,000 which will be paid back over 5 years, at a rate of \$30,000 per year through FY 2020/2021.

Total expenses have increased by \$61,607 compared to Fiscal Year 2015/2016. As with the other funds, both the merit and market increases are included in the FY 2016/2017 Adopted Budget. Included in the Information Technology Fund budget is also the purchase of Archive Social for \$4,800, which will allow for record retention for the City's social media accounts. Also included is \$50,000 allocated for the software maintenance of the Spillman CAD/RMS software. \$11,920 is being proposed to fund the replacement of the Planning Inspectors' laptops and an additional \$2,230 for the purchase of a Surface for the Police Department's Mental Health Officer. Lastly, \$24,709 was allocated to the Reserve for System Improvements.

## Self-Insurance Fund

	<i>FY 15/16 Adopted</i>	<i>FY 15/16 Revised</i>	<i>FY 16/17 Adopted</i>
Revenue	\$11,640,086	\$13,640,209	\$12,898,383
Expenditures	\$11,639,573	\$13,640,209	\$12,898,383
Balance	\$513	\$0	\$0

### FY 2015/2016 Revised Budget

The Self Insurance Fund pays for City wide expenses related to major medical coverage for employees, workers compensation coverage, property and general liability coverage, life insurance and all administrative expenses associated with this program. Revenues are expected to increase by \$2,000,123 or 17.2% over the FY2015/2016 Adopted Budget. Expenditure reimbursements in the amount of \$417,252 are expected to be received from stop loss insurance. Stop loss coverage is purchased to insure the plan against catastrophic claims. The stop loss carrier reimburses the City for any participant whose claims exceed \$175,000 in a calendar year. In order to cover the higher than average health and medical claims \$1,751,858 was moved from the Self-Insurance Fund Reserves. Health and Medical expenditures are \$1,911,670 higher than the FY 2015/2016 Adopted Budget.

### FY 2016/2017 Adopted Budget

The Self Insurance Fund revenues for FY 2016/2017 are expected to increase by \$1,258,297 over the FY 2015/2016 Adopted Budget. The largest increase in expenses related to the Self Insurance fund for FY 2015/2016 is in Health/Medical. This category is up \$1,195,147 or 12.1% over the FY 2015/2016 Adopted Budget. A 10% increase in employee rates and city contribution rates are anticipated for FY 2016/2017. Stop-loss reimbursement is expected to reach \$400,000.

# BUDGET OVERVIEW

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## Future Issues

### Future Street Improvements

Addressing the condition of city streets and improving the public perception of the general condition of the roadways is a future issue to consider. The 2015 Citizens Survey results showed that 67.4% of individuals ranked our major roadways as excellent or good, while 54.9% ranked the condition of our residential streets as excellent or good. These numbers have trended down since the 2011 Citizens Survey. Over the past several years it has become apparent that we are not able to keep up with the decline of the major city streets with just the Preventive Street Maintenance program. Although this program helps with the major streets, the biggest impact is to residential streets because they are smaller and more can be improved with the available funding. In regards to streets the size of Glenview Drive, Meadow Lakes Drive and Iron Horse Boulevard the funding for the preventive maintenance program would only be enough to complete one or two of them. A major bond program is needed in order to fund the street projects needed.

### 5-Year Equipment Replacement

Each year, staff evaluates equipment for replacement according to a schedule maintained by Fleet Services. In cases where the equipment remains in suitable working condition, the replacement is delayed and it is reevaluated the following year. If the equipment is not in suitable working condition, it is replaced. The City typically cash funds equipment with a cost of \$125,000 or less. Replacements in excess of \$125,000 are typically financed through the issuance of certificates of obligation (CO's).

In the last three years, NRH has averaged roughly \$1 million in pay-as-you-go (PAYGo) replacements. These replacements included police vehicles, pickups, trailers and other equipment. During that same period, NRH averaged roughly \$334,000 in financed replacements. These included the replacement of a Fire apparatus (\$613k) in 2013, an ambulance (\$190k) in 2014, and an asphalt paver (\$198k) in 2015.

In the near future, the PAYGo replacements remain relatively consistent with the City's annual average. The financed replacements increase noticeably. Planned financed replacements in FY16 include a Gradall, a street sweeper, and an ambulance. The planned financed replacements in FY17 currently include the replacement of a loader, a Fire Engine, and a Fire Quint.

### H.T.E. System Replacement

In 1997 the City purchased the H.T.E. system, which has served as the primary software system for many City operations. Since the original purchase, for approximately \$1,000,000, the City has continued to pay anywhere from \$100,000 to \$180,000 for annual support and upgrades that have been installed as they became available. H.T.E has served the city well; however, because of it being an "all in one"

# BUDGET OVERVIEW

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type solution it has and will never do everything to the full level of our expectations. Each year the Information Technology Department receives requests from departments that have identified a solution that better meets their business needs. Additionally, there have been requests to automate functions to move the City's processes closer to being totally electronic (paperless). Given the age of the system and its declining usefulness it is time to move toward a replacement. Replacing H.T.E. with a new system, or combination of systems, is estimated to cost between \$2,000,000 and \$3,500,000. This expense is not projected to hit in the upcoming year; however, financial considerations need to be addressed. Similar to the process for replacing the Public Safety Computer Aided Dispatch / Record Management System (CAD/RMS), staff will be proposing the utilization of a consultant to guide the selection process and possibly help with the implementation.

## Permanent Location for Fire Station #5

Fire Station # 5 was reactivated in 2016 to reduce response times in the central part of the city, primarily along Mid-Cities Boulevard. Modifications were made to old Fire Station #4 at 7202 Dick Fisher Drive to create a temporary home for Fire Station #5. While this is sufficient on a short term basis a long term solution is needed that will require either substantial modifications to this facility or construction of a new facility. The decision will be based primarily on placing the station where it can best balance the call load and lower response times.

## Conclusion

North Richland Hills is fortunate to be experiencing economic growth and prosperity. While major revenue sources are projected to grow in FY 2016/2017, staff continues to take a conservative approach in projecting these numbers. The FY 2016/201 Adopted Budget is balanced and reflects the City Council's commitment to responsible fiscal management, while enhancing the services that improve the quality of life for all citizens of North Richland Hills.

# CITY COUNCIL

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North Richland Hills operates under a council-manager form of government. The City Council is composed of a mayor and seven council members. The mayor and council members are elected at-large and serve two-year terms. The council enacts local legislation, adopts the annual operating budget and sets policy. The city manager is responsible for the day-to-day operations of the city and reports directly to the council.

The City Council also serves as the Crime Control and Prevention District Board, the Sign Review Board and the Landscape Review Board. Council subcommittees include the Naming Board and Capital Improvement Projects (CIP) Committee.



[\*T. Oscar Trevino Jr.\*](#)  
Mayor



[\*Tim Welch\*](#)  
Mayor Pro Tem



[\*Tito Rodriguez\*](#)  
Councilman, Place 1



[\*Rita Wright Oujesky\*](#)  
Councilwoman, Place 2



[\*Tom Lombard\*](#)  
Councilman, Place 3



[\*Dr. Tim Barth\*](#)  
Councilman, Place 4



[\*David Whitson\*](#)  
Councilman, Place 5



[\*Scott Turnage\*](#)  
Councilman, Place 6

# COUNCIL GOALS

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## Mission, Vision, Goals and Values

### *City of North Richland Hills Mission*

To ensure an exceptional quality of life and long-term viability of North Richland Hills through local leadership and regional cooperation.

### *City of North Richland Hills Vision 2020*

The City of Choice to Live, Work and Play

A community for:

- Quality neighborhoods (sustainable and revitalized)
- Exceptional family living and leisure activities
- Access to great businesses and job opportunities

The North Richland Hills City Council is dedicated to making NRH the city of choice to live, work and play. To accomplish this, the Council has adopted a strategic plan which provides a clear vision for the City's future. The City Council reviews and updates the plan biannually to respond to the changing needs in the community. The strategic plan is the roadmap that directs the City toward positive change and serves as the policy direction for City staff.

In February 2015, Council met to review and update their goals. All nine goals were reaffirmed, with some of the objectives tied to the goals modified to reflect the current reality. The next goals session is planned for early 2017, and the FY 2017/2018 budget will reflect any changes that result from that meeting.

The goals and objectives also serve as a guide for developing the City's budget. All plans and projects for the coming year have been evaluated and prioritized based on these goals.

# COUNCIL GOALS

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These goals serve as a foundation for each year's budget.

1. Quality Community Development and Revitalization
2. Efficient, Effective Transportation System
3. Safety and Security
4. Financial Stability
5. Positive City Image
6. A Sense of Community
7. Targeted Economic Development
8. Local and Regional Leadership
9. Efficient, Effective Delivery of City Services

# COUNCIL GOALS

	Quality Community Development & Revitalization	Efficient Effective Transportation System	Safety And Security	Financial Stability	Positive City Image	A Sense Of Community	Targeted Economic Development	Local and Regional Leadership	Efficient and Effective Delivery of City Services
City Council	✓	✓	✓	✓	✓	✓	✓	✓	✓
City Manager's Office	✓	✓	✓	✓	✓	✓	✓	✓	✓
Communications				✓	✓	✓	✓		✓
Human Resources	✓			✓	✓				✓
Finance				✓	✓				✓
Budget & Research				✓	✓	✓			
City Secretary					✓	✓			✓
Legal									
Municipal Court	✓		✓	✓	✓	✓			✓
Building Permits									
Planning & Development	✓				✓				
Economic Development	✓						✓		
Library					✓	✓			
Neighborhood Services / Animal Services	✓		✓	✓	✓	✓		✓	✓
Public Works	✓	✓	✓	✓	✓				✓
Facilities			✓	✓	✓				✓
Fleet			✓	✓	✓				✓
Information Services	✓		✓	✓	✓				✓
Parks & Recreation	✓		✓	✓	✓	✓			✓
Police			✓	✓	✓	✓		✓	✓
Emergency Mgmt.			✓	✓					✓
Fire	✓		✓					✓	✓

✓ = Meets Council Goal

# COUNCIL GOALS

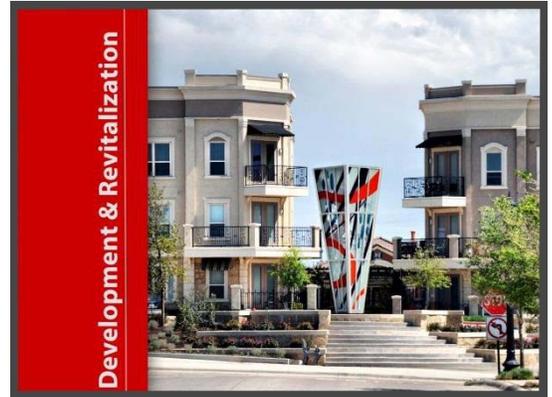
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## COUNCIL GOAL 1:

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### QUALITY COMMUNITY DEVELOPMENT & REVITALIZATION

*Strive to plan for the development of remaining vacant property and improve the quality of older areas and infrastructure.*



### Objectives:

- Develop City Point Area
- Create and implement a strategic plan for key transportation corridors
- Revitalize residential neighborhoods
- Ensure compliance with quality housing standards

### Accomplishments:

- The city issued 164 single family permits and 4,326 total permits through May (which is 96 and 994 more than last year, respectively)
- The Home Improvement Rebate Program assisted five homeowners to complete \$23,673 worth of home improvements to their homes, adding significant worth to their resale value.
- Over 400 community volunteers made the 11th year of the Neighborhood Initiative Program (NIP) very successful. Ninety-two NIP projects were completed throughout the year. North Richland Hills employees and community Fix It Blitz volunteers completed 16 NIP projects on November 7, 2015
- Plans are underway for a mixed-use development at the future Tex-Rail station near Iron Horse that will include an estimated 469 high end apartments along with commercial leasing.
- Nine homes have completed the Neighborhood Revitalization Program for a total increased value of over \$700,000 for the target area. An additional four homes are under construction which should bring a total market value increase for the year of over \$1 million.

# COUNCIL GOALS

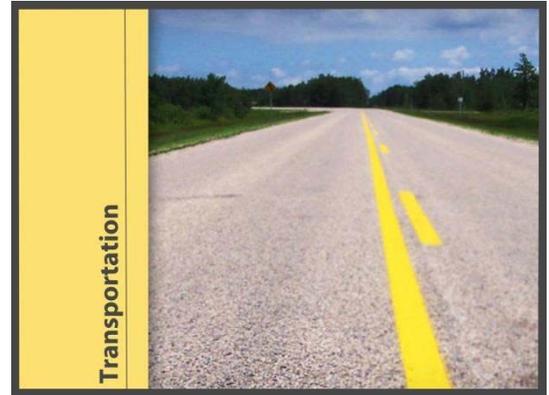
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## COUNCIL GOAL 2:

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### EFFICIENT, EFFECTIVE TRANSPORTATION SYSTEM

*Strive to provide improved traffic flow and mass transit opportunities for our growing community.*



### Objectives:

- Maintain leadership role on regional transportation issues
- Continue to address congestion as it relates to local traffic flow
- Continue to address street conditions
- Develop local rail stations

### Accomplishments:

- With the completion of the North Tarrant Expressway project Loop 820 capacity has been nearly doubled, helping meet our current and future traffic needs, as well as revitalizing the area's businesses.
- The City invested more than \$1 million in residential street maintenance, helping keep the roads smooth as the number of cars annually increases.
- After the opening of the John Barfield Trail and the Calloway Branch Trail, There are now more than 30 miles of trails in North Richland Hills for walkers, runners and bicyclists to enjoy. Future plans call for even more interconnected city as more bike paths are designated
- The City entered into an agreement with The Fort Worth Transportation Authority to participate in the TEX Rail commuter rail project and ensure that the two stops planned for North Richland Hills come to fruition.
- Freeway congestion resulting from non-recurrent events (crash, stalled vehicle, flat tire) can be quickly mitigated, provided the right equipment is available. The Police Department applied for and received grant funding to purchase a Courtesy Patrol Vehicle to be utilized on the multi-jurisdictional patrol route along Northeast Loop 820, SH 121, and SH 183.
- The City approved 3 separate mixed-used developments within the Iron Horse Transit Oriented Development (TOD) representing over 1,000 residential units and over 100,000 square feet of office/retail commercial space.

# COUNCIL GOALS

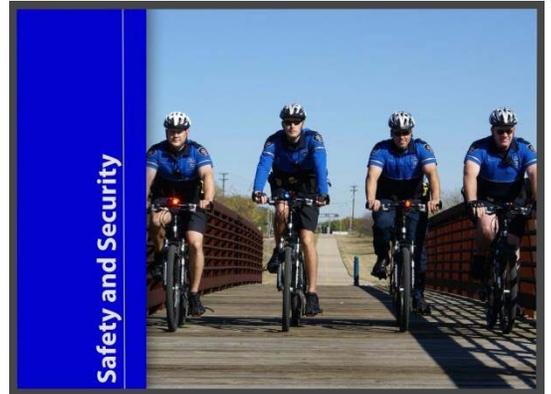
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## COUNCIL GOAL 3:

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### SAFETY & SECURITY

*Strive to be the safest community in Tarrant County and to be prepared for potential natural and man-made disasters.*



### Objectives:

- Maintain a low response time
- Maintain low crime rate
- Provide effective and efficient police, fire and EMS
- Engage community in public safety programs and initiatives
- Maintain the City's ability to respond to all large-scale emergencies

### Accomplishments:

- The NRH Police Department has been awarded "Recognized" status by the Texas Police Chiefs Association Law Enforcement Recognition Program. The recognition program evaluates a Police Department's compliance with 166 best business practices for Texas law enforcement.
- The Police Department officially announced the launch of its Twitter account (NRH Police@NRHPD) and Facebook page (North Richland Hills PD). These online networking mediums have become a very popular means to share news and interact directly with the community.
- The City has added three new BG Sentinel Traps to monitor for Aedes mosquitoes that carry Zika, Dengue, and Chikungunya.
- The Fire Department has added automatic CPR devices (Lucas) to front line ambulances, which has been a tremendous aide to first responders ability to save lives.
- The reactivation of Fire Station 5 on Mid Cities and Iron Horse has helped significantly alleviate calls being made to Fire Station 4, reducing wait times and increasing first responders efficiency.

# COUNCIL GOALS

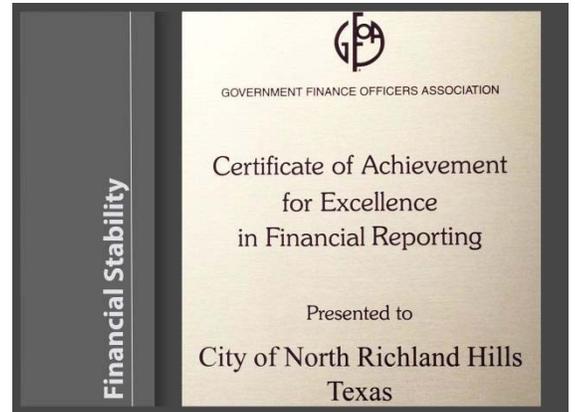
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## COUNCIL GOAL 4:

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### FINANCIAL STABILITY

*Strive to get the best value for taxpayer dollars and to ensure that the City has the financial resources available to invest in community priorities.*



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### Objectives:

- Continue pay-as-you go where possible
- Maintain a stable tax rate and predictable income stream
- Update the long-range financial plan annually
- Maintain cash reserve policies
- Maximize targeted grant funding
- Identify and evaluate funding alternatives for achieving our strategic vision

### Accomplishments:

- In 2014 the City's good credit ratings were reaffirmed. Because of this, the City was able to refinance bonds at an interest rate of 1.89% which will save more than \$1 million dollars in interest expense.
- The City also earned awards from the Government Finance Officers Association and the National Purchasing Institute for continued efforts to be fiscally responsible.
- The Budget Department has received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2015-2016 annual budget for the 25<sup>th</sup> year in a row.
- Funding received in the amount of \$23,625 from Atmos Energy was used to provide energy efficiency upgrades to 19 single family residences.

# COUNCIL GOALS

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## COUNCIL GOAL 5:

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### POSITIVE CITY IMAGE

*Strive to maintain a positive City image and reputation for being a great community.*



### Objectives:

- Continue and enhance communication flow with citizens
- Focus on and recognize city successes
- Promote and initiate environmentally responsible programs
- Continue Public Art Program
- Increase regional branding and marketing activities that promote our positive city image

### Accomplishments:

- 96.5% of residents rated the quality of life in North Richland Hills as excellent or good and 97.6% said they would recommend NRH to a friend or family member as a good place to live.
- NRH<sub>2</sub>O Family Water Park upheld its reputation as one of the top water parks in the United States by being selected by Fox News as the 7<sup>th</sup> best waterpark in the nation in 2016.
- The Library received an excellent or good rating from 97% of the Citizen's Survey respondents.
- The NRH Library has been recognized with the Texas Municipal Library Director's Excellence in Library Services Award for 2015, representing the top 7% of the public libraries in the state.

# COUNCIL GOALS

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## **COUNCIL GOAL 6:**

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### **A SENSE OF COMMUNITY**

*Strive to support programs and events that our support our citizens and the community as a whole.*



### **Objectives:**

- Continue the vibrant, award-winning park and recreation facilities and programs
- Encourage volunteerism and community wide involvement
- Maintain cultural arts program
- Enhance quality of life through innovative library services
- Embrace demographic changes to maintain our sense of community
- Pursue development of the TCC performing arts facility
- Cultivate the next generation of community leaders
- Encourage community support of local businesses

### **Accomplishments:**

- In 2016 the City hosted several special events for families to enjoy including Arbor Day, the Mayor's monthly bike rides, Sounds of Spring Concert Series, summer reading club, Family 4<sup>th</sup> Fireworks Show, Pop Up Art Galleries, National Night Out, and Night of Holiday Magic, just to name a few.
- Keep NRH Beautiful was awarded the Governor's Community Achievement Award in the amount of \$250,000. The award provided by the Texas Department of Transportation will be used for a landscaping project in a designated area of state highway in our community.
- Volunteers for the Keep NRH Beautiful programs performed services valued at \$34,555 to keep our community clean. This program is recognized as one of the best grassroots environmental programs in the State.

# COUNCIL GOALS

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- There was a 25% increase in adoptions with the opening of the new and larger Animal Adoption and Rescue Center, as well as 71 animals who were adopted during the Clear the Shelter event.
- UNIDOS was created this past year. This is a community program geared toward improving the quality of life for Spanish-speaking residents. This is accomplished by providing assistance in areas of relevance to the Hispanic Community and focusing on being a resource center to meet the needs of residents whose first language is Spanish.
- Since opening in August, The Maker Spot has had 17,265 visitors and trained 1,070 people on the use of The Maker Spot equipment. Also during that time, The Maker Spot has had 3,563 hours of equipment use and provided 83 tours of The Maker Spot to groups and organizations.

# COUNCIL GOALS

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## COUNCIL GOAL 7:

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### TARGETED ECONOMIC DEVELOPMENT

*Strive to maintain and build our vibrant and diverse economic base.*



### **Objectives:**

- Attract businesses and higher wage, high-skill primary jobs that positively contribute to our community
- Promote diversity in economic development
- Maximize use of underutilized real estate and business locations through strategic land planning and management
- Retain and grow our current businesses

### **Accomplishments:**

- The Economic Development Department received a Certificate of Economic Excellence from the Texas Economic Development Council for the 6<sup>th</sup> straight year.
- Over 65 acres within a 2 square mile area between Rufe Snow, Boulevard 26 and south of Loop 820 has seen over 330,000 square feet demolished to develop over 600,000 square feet of new commercial.
- Vacant for the last 10 years, the former Home Depot Expo located at 7901 Boulevard 26 will be home to Total Shooting Sports, the largest indoor range and retail facility in DFW.
- Successful recruitment of two full service restaurants, Babe's Chicken Dinner House and Sweetie Pie's Ribeye, to the Loop 820 corridor.

Facilitated over \$87 million in new commercial development.

# COUNCIL GOALS

## COUNCIL GOAL 8:

### LOCAL AND REGIONAL LEADERSHIP

*Strive to continue to build relationships among other cities and parties with similar interests, sit on committees that set the direction for our region and be proactive to influence the direction of key issues.*



### Objectives:

- Continue to be involved in setting direction for the region
- Build and maintain relationships that influence decisions in areas where we have an interest
- Promote service and involvement that brings prominence as leaders that influence the direction in key issues
- Lead by example, do it right
- Maintain leadership role on legislative issues

### Accomplishments:

- Mayor Oscar Trevino was named Businessman of the Year by the Fort Worth Hispanic Chamber of Commerce.
- Assistant City Manager Paulette Hartman was named President of the Texas City Management Association (TCMA).
- Vickie Loftice, Managing Director of Community Services, was recently named President of the DFW Park And Recreation Directors Association.
- The Director of Economic Development chaired the NCTCOG's Comprehensive Economic Development Strategy submission to, and later approval from the U.S Economic Development Administration.
- Craig Hulse, Director of Economic Development, achieved the designation of Certified Economic Developer from the International Economic Development Council, one of 1,500 active and 2,500 professionals to achieve such a designation.

# COUNCIL GOALS

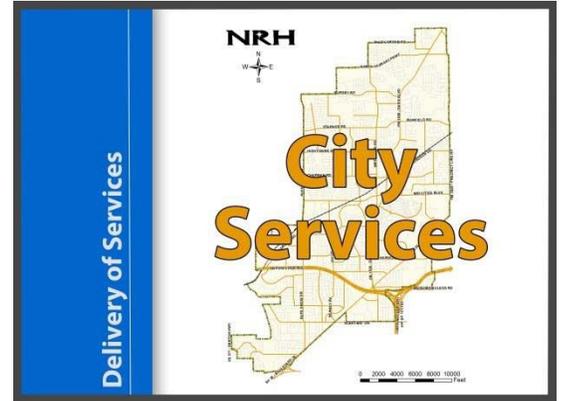
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## COUNCIL GOAL 9:

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### EFFICIENT, EFFECTIVE DELIVERY OF CITY SERVICES

*Strive to improve efficiency, cost savings, effectiveness through shared services.*



### Objectives:

- Maintain quality public facilities that meet the City's image
- Instill an engaged, service-driven organizational culture that embodies R-SPIRIT values
- Maintain infrastructure that can meet current and future needs
- Explore improved efficiency, cost savings, and effectiveness through shared services

### Accomplishments:

- The City's new Animal Adoption & Rescue Center provides more space and modern features to care for the four legged members of the community. Since opening, adoptions have increased by more than 25%.
- Construction has been completed on the new City Hall, which has consolidated many city operations into one convenient location to provide for more efficient and effective delivery of services.

# R-SPIRIT CORE VALUES

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## City of North Richland Hills Core Values – R-SPIRIT

As a supplement to these goals, the City Council established a set of core organizational values and assigned specific meaning to each value to inspire City employees to strive toward excellence in the provision of services to the City's citizens. These core values are:

### 1. *Respect*

- Treating others in a courteous, fair and equitable manner
- Valuing differences: points of view, style
- Honoring the organization's chain of command
- Acknowledging successes and the contribution of others
- Following up with feedback

### 2. *Service*

- Providing services to our community and others
- Solving problems
- Helping the customer to understand
- Sensitive to the needs and feelings of others
- Taking action, providing a timely response

### 3. *Productivity*

- Producing results, completing projects on time, at or under budget
- Planning work activities to achieve goals
- Meeting or exceeding job standards and expectations
- Looking for ways to be more productive while being cost effective

### 4. *Integrity*

- Honest communication
- Being trustworthy
- Following through on commitments
- Acting with high professional, moral and ethical standards
- Supporting the City of North Richland Hills goals, values and decisions

### 5. *Responsibility*

- Being knowledgeable and skilled in your job
- Holding yourself and others accountable for actions and results
- Being loyal and taking ownership in the City goals, values, services and departmental work program
- Taking pride in your work
- Willingness to take command and initiative when appropriate

# R-SPIRIT CORE VALUES

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## 6. *Innovation*

- Looking for better ways to do your job
- Willingness to learn
- Being open to new ideas, new approaches
- Willingness to take reasonable risks
- Thinking creatively and evaluating options

## 7. *Teamwork*

- Participating and involving others in team efforts
- Listening to and understanding the other's viewpoint
- Willingness to cooperate with others and share resources
- Fulfilling defined roles and responsibilities
- Working and resolving differences and disagreements

## R-SPIRIT CORE VALUE WINNERS

Employees illustrate the core values in the quality of their work day to day. The core values campaign and employee recognition program continue to be a success. The program has been in place for many years and still gets a positive response.

NRH employees are recognized for incorporating these values into their daily activities with "On-the-Spot Awards," which are presented throughout the year by directors and supervisors. Employees may also be nominated by their peers for the Employee's Choice Award and the annual R-SPIRIT Award.



2016 R-SPIRIT Award Winner

Eva Ramirez  
Buyer  
Purchasing



# R-SPIRIT CORE VALUES

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## Employee Choice Award Winners:

### *Spring 2016 Winners*

<b>Employee</b>	<b>Department</b>	<b>Value</b>
Jessica Browning	Municipal Court	Responsibility
Kevin Parsons	Parks and Recreation	Teamwork
Gina Pastre	City Manager's Office	Teamwork
Adrien Pekurney	Parks and Recreation	Teamwork

### *Fall 2016 Winners*

<b>Employee</b>	<b>Department</b>	<b>Value</b>
Tina Earle	Parks and Recreation	Productivity
Megan Fendley	Neighborhood Services	Service
James Fowler	Parks and Recreation	Responsibility
Marie Jones	Information Technology	Responsibility
Christine Lopez	Parks and Recreation	Service
Justin Smith	Police	Responsibility
Rowlette Williams	Police	Responsibility

# HISTORY/PROFILE

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## HISTORY/PROFILE

North Richland Hills began when W.S. Peters agreed to bring 600 families into the area within a three year period as part of a land grant. The families began arriving in the summer of 1848. In 1849 Tarrant County was established and named for General Edward H. Tarrant. The area later known as North Richland Hills was predominantly dairy farms.

In 1953 the North Richland Hills Civic League sought to have the area annexed to Richland Hills, but voted to form their own city when annexation was denied. An election was held, and 268 acres of Jones farm, with a population of 500, became officially incorporated as the City of North Richland Hills. By 1957, the North Richland Hills' boundary was within two miles of Smithfield. By 1960, Smithfield was annexed by North Richland Hills.

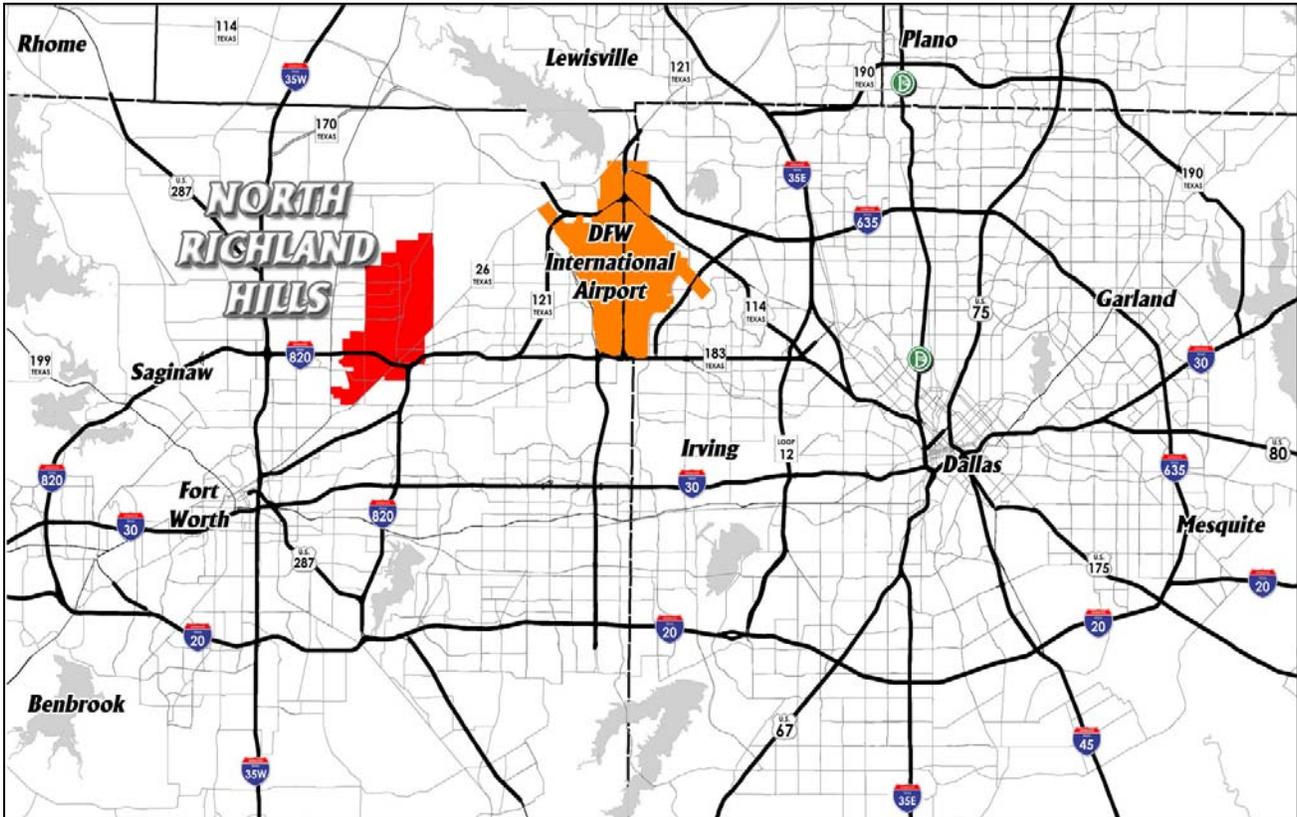
North Richland Hills operates under a Charter adopted in 1964 which provides for a "Council-Manager" form of government. The Mayor and seven Council members are elected at large. The City Council is responsible for all policy matters. The Council has the authority to levy taxes, secure revenues, authorize expenditures of City funds, and incur debt. The City Manager is directly responsible to the City Council.

On July 6, 1996, the City Council passed an ordinance forming a Historical Committee. This committee had the task of publishing a written history of the City, producing a videotaped history, and making recommendations for the preservation of history for the City of North Richland Hills. The book was published October, 1998.

For further information about the City of North Richland Hills, please visit the City's website at [www.nrhtx.com](http://www.nrhtx.com).

# LOCATION MAP

## Dallas/Fort Worth Metroplex



North Richland Hills is a growing community of approximately 69,204 people located in the heart of the Dallas/Fort Worth area metroplex. The city is also home to over 1,200 commercial and industrial businesses. The third largest city in Tarrant County, North Richland Hills is only 10 minutes from downtown Fort Worth and 25 minutes from downtown Dallas. Interstate Loop 820 and Texas 121/183 (Airport Freeway) traverse the City, providing freeway access to five additional interstates and numerous US and state highways.

The City is also conveniently located 10 minutes from Dallas/Fort Worth International Airport and 15 minutes from Alliance Airport. D/FW International Airport has flights daily with non-stop service to all major North American Cities and many overseas destinations. The Alliance development facilitates the transport of merchandise through both the airport and the Burlington Northern/Santa Fe Intermodal Facility.

# INTRODUCTION

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## BUDGET OVERVIEW

### Introduction

Many organizations produce budgets. As a general rule, they each try to fulfill similar criteria. First, they seek to communicate a message to the reader. Second, they try to produce a document that shows the financial condition of the organization. Third, they develop a policy-oriented budget that sets goals and objectives, and allows for the measurement of performance for each program. Finally, as an operations guide, the budget gives direction to the organization as a whole. The City of North Richland Hills' budget strives to meet each of these criteria.

### Financial Structure

The many funds and cost centers that make up the budget are divided into two major groupings: Governmental Funds and Proprietary Funds. A fund is an independent fiscal entity with assets, liabilities, reserves, a residual balance or equity, and revenues and expenditures for undertaking activities. Governmental funds are used for most governmental activities, while proprietary funds are based on the premise that they should conduct the city service as a business with user fees covering expenditures. Listed below is a description of the funds maintained by the City and included in this document.

### Governmental Funds

**General Fund** - accounts for all financial resources except those to be accounted for in another fund. Resources are generated by property tax, sales tax and other general taxes, franchise fees, fines, licenses and fees for services. Operating expenditures provide support for most traditional tax-supported municipal services such as Police, Fire, Parks and Recreation, Libraries, Neighborhood Services, Planning and Development, and Public Works operations.

**Special Revenue Funds** - account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds in this category include Park & Recreation Facilities Development Fund, Crime Control & Prevention District Fund, Promotional Fund, Special Investigation Fund, Drainage Utility Fund, Donations Fund, Gas Utility Fund and Traffic Safety Fund.

**Debt Service Funds** - account for the accumulation of monies that are set aside to pay principal and interest on debt incurred through the sale of bonds and other debt instruments. These bonds finance long-term capital improvements to streets, utilities, and buildings.

**Capital Project Funds** - account for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from the sale of general obligation bonds, revenue bonds, and certificates of obligation.

### Proprietary Funds

**Enterprise Funds** - account for operations financed and operated in a manner similar to private business. The intent of the City is that the cost of providing the goods or services to the general public on a continuing basis will be financed or recovered through user charges. The City maintains the following enterprise funds: Utility Fund (Water & Sewer), Golf Course Fund, and the Aquatic Park Fund.

**Internal Service Funds** - funds designed to account for charging fees to user departments to recover the full cost of services rendered. The City's internal service funds include the Equipment Services Fund, Building Services Fund, Information Services Fund, and the Self Insurance Fund.

# INTRODUCTION

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## Organization of Budget Document

The **City Manager's Budget Message** is a narrative representation of the entire budget, discussing key budget decisions and major initiatives of the 2016-2017 Budget. The budget message also serves as a formal transmittal letter in describing significant changes from the previous year and explains the factors leading to these changes. This message serves as an overview of the revenues and expenditures for all funds budgeted for fiscal year 2016-2017.

The **Introduction** section provides information to the reader about the budget, budget process and calendar, describes the City's fund structure, describes the structure of the City's finances, and lists the major financial and budgetary policies for the City of North Richland Hills.

The **Budget Summaries** section gives historical and graphical comparisons and budgeted projections for revenues and expenditures. These summaries provide a concise analysis of revenues and expenditures for each fund. This allows the reader to review funding sources and expenditures for each fund in a one-page summary.

The next section is **Debt Service**. Resources are set aside to pay principal and interest on debt incurred through sale of bonds and other debt instruments. These bonds finance capital improvements to streets, utilities, parks, and buildings.

The **Capital Projects** section in the operating book provides summary information regarding the capital projects in progress or those planned for the 2016-2017 budget year. This section includes both General and Utility capital projects and the Park Facilities Development Fund capital projects. More detailed information can be found in the Capital Projects Budget document where summary reports, detail narratives, financial information and location maps are provided for each project. The Capital Projects budget is printed as a separate document to help strengthen the planning process for the Capital Projects Funds, and to provide pertinent data to decision makers for the uses of these resources. This section also emphasizes the operating impact of capital projects on the operating budget.

The **Appendix** contains the following information: ordinances adopting the budget and establishing the tax rate for the current fiscal year, a community profile, a listing of detailed capital replacements, a personnel distribution report, glossary and an alphabetical index.

# INTRODUCTION

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## **GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

The format of the budget document includes reporting the operational objectives of activities within each department. Citywide goals are set by City Council on a biannual basis. Each department develops programmatic goals based on the Council's citywide goals. To meet each goal, short term and finite objectives are established. Finally, to measure the efficiency, effectiveness, and outcome of these objectives in meeting the goals performance measures are tracked and analyzed.

The Budget Department assisted departments in enhancing and improving the quality of performance reporting. This year, the Budget Department educated numerous departments regarding developing and emphasizing performance measures that measure core activities, and connecting developing departmental measures to objectives, program goals and ultimately Council goals. This departmental program-oriented approach will help management and Council in making decisions about how best to allocate the City's resources. Later in the Introduction section, a matrix has been included for easy reference when comparing Council goals with departmental program goals.

Our goal is to establish a comprehensive reporting system that will give the public, City Council, and Department Directors the ability to evaluate the level and value of service provided to the citizens of North Richland Hills. We will continue to look for ways to improve our reporting system.

### **Monitoring Goals, Objectives, Activity & Performance Measures**

Within each department, activity descriptions provide detailed information regarding the functions performed and services provided. This information enables readers of this document to understand the program elements included in each particular budgetary division. Along with these functional descriptions are the Goals, Objectives, and Performance Measures each departmental activity created to strive for accomplishment of the major goals established by the City Council.

Goals describe the purpose or benefit the division/department plans to provide to the community and/or the organization. Goals identify the end result the division or department desires to achieve with its activities, and they are generally ongoing and not achievable in one year.

Objectives are quantifiable steps used to accomplish goals. They have a specific time frame or measurable achievement. They can 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 for achieving established goals.

Activity and Performance Measures are also provided in the budget document. Within each department, each activity will have specific measures that deal with workload and productivity. Activity measures reflect major activities of the division/department. They indicate the amount of work that has been done in the past and projected workload levels for the current fiscal year. Activity measures can be tracked with a reasonable amount of time and effort. Performance Measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure efficiency, effectiveness, or outcome of the service provided. Activity measures indicate "how much" the division or department is providing. Performance measures identify "how well" the division/department is performing.

## **FINANCIAL POLICIES & BUDGET GUIDELINES**

Many financial policy guidelines are followed for the fiscal management of the City and to enable the City to maintain financial stability. They are reviewed annually. These policies are long-standing and provide guidelines for current decision-making processes and future plans. Budgeting is an essential element of financial planning.

# INTRODUCTION

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## **Operating Budget Policies**

The City's operating budget is the annual financial operating plan. It comprises governmental, enterprise, and internal service funds. The operating budget will be submitted to the Government Finance Officer's Association annually for evaluation and consideration for the Distinguished Budget Presentation Award. Some of the most significant guidelines pertaining to the budget are as follows:

- The Operating Budget will be balanced with current revenues, and a portion of beginning resources, greater than or equal to current expenditures or expenses.
- Annual estimates of revenues in all Funds will be based on historical trends and reasonable expectations and assumptions regarding growth, the state of the economy, and other relevant factors. A conservative approach will be observed in estimating revenues.
- If at any time during a fiscal year it is estimated by the City Manager that current year expenditures in any fund will exceed available revenues, the City Manager will notify City Council and propose a plan, if necessary, to deal with potential problems.
- Expenditures in all funds will be managed so as to ensure the obligations of each fund are met when due. Expenditures in the General Fund will remain within each department's original appropriation level unless a budget transfer is approved by the City Manager's office in accordance with the Budget Transfer Policy.
- The City will follow a policy of aggressively pursuing the collection of current and delinquent ad valorem taxes, and will strive to maintain a current ad valorem tax collection rate of 98.5%. The tax rate should be within the reasonable range of comparable cities and should be adequate to produce the revenues needed to pay for City services, as approved by City Council. Guidelines are that the tax rate not exceeds the rollback rate and, at a minimum, be the inflation rate as computed by Truth in Taxation laws.
- The City will grant tax exemptions: 15% homestead, \$36,000 senior citizen, \$36,000 for disability, and a tax freeze for senior and disabled residents to relieve certain taxpayers from the property tax burden. The City will also grant a senior/disabled property tax ceiling.
- The budget process is coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date so proper decisions are made. The budget review process includes City Council participation, and a public hearing to allow for citizen participation in the budget process. The budget will span sufficient time to allow Council to address policy and fiscal issues.
- A copy of the proposed budget will be filed with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter. Copies may also be viewed in the office of the Budget Director, and the City Library.
- Revenues actually received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the monthly budget reports prepared by the Budget Department and submitted to all departments for review. Revenue reports are provided to City Council on a quarterly basis.
- Funds budgeted in accounts for the purchase of capital items will not be used for other purposes unless approved by the City Manager and moved by a budget transfer. Any savings from the purchase of budgeted capital items will be used only with the approval of the City Manager's office.
- The level of budgetary control is at the department level in all funds. When budget adjustments between funds are necessary, they must be approved by the City Council. Budget appropriation amendments at

# INTRODUCTION

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lower levels of control will be made in accordance with the budget transfer policy.

- All City purchases exceeding \$50,000 will comply with statutory procedures for competitive bidding process set forth by the City's Purchasing Policy and the Texas Local Government Code. Recommendations on purchases and contracts for more than \$50,000 will be submitted to the City Council for approval. The purchase of goods and services at a total cost of \$3,000 or more must be made through the electronic purchase order system. Purchase of goods or services that are less than \$3,000 should be made with an approved City issued Purchase Card.
- Monthly financial reports are prepared comparing actual expenditures to the original budget. These reports are distributed to departments for review. Monthly budget to actual reports are distributed to all Department Heads to enable more precise management of their respective departmental budgets. A summary of revenues and expenditures is provided to City Council quarterly.
- Each Department Head is responsible for ensuring proper budgetary procedures are followed throughout his or her department.
- Revenue projections, where appropriate, are based on a combination of trend analysis, input from departments with responsibility for collection of each revenue, and an assessment of current and projected economic factors and conditions within the local economy. A conservative approach is taken, particularly when projecting revenues that are economically sensitive such as sales tax and construction related permits.
- Investments made by the City of North Richland Hills will be in compliance with policies contained in the City of North Richland Hills Investment Policy. All investments address safety, liquidity, and yield. Interest earned from investment of available funds is based on ownership of the invested dollars.
- The General Fund should be compensated by the Utility Fund, the Park and Recreation Facilities Development Fund, the Crime Control and Prevention District Fund, and the Aquatic Park Fund. The reimbursement is for general and administrative services provided these funds, such as management, finance, and personnel, as well as the use of City streets. These reimbursements are reviewed during the budget process each year and changes are made to reflect current data.
- No unrecognized or significant salary or capital budgetary savings in any department will be spent by the Department Director without the prior authorization of the City Manager's Office.

## FINANCIAL PLAN

### Purpose of Financial Plan

The main purpose of a financial plan is to guide the City in financing cost effective services, programs, and capital needs; and at the same time focus on a stabilized tax rate and appropriate levels for fees and service charges as prescribed by approved financial objectives. The annual audit, internal audits, and review of monthly financial reports ensure the compliance of financial objectives.

# INTRODUCTION

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The City develops long range financial plans that encompass the major funds. A five-year financial forecast is developed for the General Fund, Parks and Recreation Facility Development Fund, Crime Control District Fund, and Utility Fund. Ten year plans inclusive of current and projected capital project expenditures are developed for the Parks and Recreation Facilities Development Fund, Aquatic Park Fund, Facility and Construction Management Fund, and the Fleet Services Fund. Long range plans outlining planned capital projects for Streets, Drainage and Utility projects are also developed.

## **Fund Accounting**

City accounts are organized on the basis of funds, or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Using these accounts, the revenues and expenditures (expenses) are budgeted and approved before the beginning of each fiscal year by an ordinance passed by the City Council. Funds are grouped in two types: governmental and proprietary fund types. Governmental funds are those through which most governmental functions of the City are financed, and include the General Fund, Special Revenue Funds, Debt Service Fund and Capital Projects Funds. Proprietary funds are used to account for the City organizations and activities that are similar to those often found in the private sector. The Enterprise Funds and the Internal Service Funds are the City's proprietary funds.

## **Accounting Basis**

The City's accounting records for general governmental funds and the agency fund operations are maintained on a modified accrual basis according to Generally Accepted Accounting Principles (GAAP). The revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period. "Measurable" means the amount of the transaction that can be determined and "available" means it can be collected within the current period or soon enough thereafter to be used to pay liabilities for the current period. Revenues not considered available are recorded as deferred revenue. Expenditures are recorded when the related fund liability is incurred except for (1) interest on general long-term obligations, which is recorded when due or when amounts have been accumulated in the Debt Service Fund for payments to be made early in the following year; and, (2) a portion of accrued vacation leave, which is recorded in the general long-term debt account group. Operating records for the City's utilities and other proprietary funds are maintained on the accrual basis.

The City provides for an independent annual audit of all city accounts and may provide for more frequent audits, as it deems necessary. Such audits are made by a certified public accounting firm who has no personal interest, direct or indirect, in the fiscal affairs of the city government or any of its officers. Subsequently, the general-purpose financial statements of the City are prepared in conformity with Generally Accepted Accounting Principles applicable to governmental units. Generally accepted accounting principles for local governments include those principles prescribed by the Governmental Accounting Standards Board.

The City Manager keeps the City Council fully advised as to the financial condition and needs of the City by providing them with monthly financial reports for all funds except the Capital Projects Fund. The Capital Projects Fund financial statements are presented on a quarterly basis. The City's financial accounting system has the necessary internal controls to provide safeguarding of assets, and a reasonable assurance of the reliability of the financial records used for preparing financial statements and maintaining accountability.

# INTRODUCTION

Basis of Accounting		
Fund Type	Modified Accrual	Accrual
<b>Governmental Funds</b>		
<b>General Fund</b>	x	
<b>Special Revenue</b>		
Promotional Fund	x	
Donations Fund	x	
Special Investigation Fund	x	
Drainage Utility Fund	x	
Parks/Facilities Dev Fund	x	
Crime Control District	x	
Grant Fund	x	
Gas Exploration Fund	x	
Traffic Safety Fund	x	
<b>Debt Service Funds</b>		
x		
<b>Capital Projects Funds</b>		
x		
TIF District #1	x	
TIF District #1A	x	
TIF District #2	x	
Permanent Street Maintenance	x	
<b>Proprietary Funds</b>		
<b>Enterprise Funds</b>		
Impact Fee Fund		x
Utility Fund		x
Utility CIP Personnel Fund		x
Utility Construction Crew Fund		x
Aquatic Park Fund		x
Golf Course Fund		x
<b>Internal Service Funds</b>		
Facilities Construction Management Fund		x
Fleet Services Fund		x
Insurance Fund		x
Information Services Fund		x
<b>Fiduciary Funds</b>		
Private Purpose Trust		x
Investment Trust		x
Pension Trust		x
Agency		x

# INTRODUCTION

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## BUDGETARY CONTROL

The budget is a vital tool for establishing public policy and maintaining control over the management of public resources. Budgets for the General Fund, Special Revenue Funds, and the Debt Service Fund are adopted on a modified accrual basis, which is consistent with generally accepted accounting principles. For governmental funds, comparisons of appropriated annual budgets are included in the general-purpose financial statements at fiscal year end. Capital project budgets are adopted annually, and the funding may span more than one fiscal year. Each operational fund in the 2016-2017 Budget is prepared and controlled on a line item basis. The comprehensive budgetary process requires line item justification by departments each year. The City Manager then presents special budget programs or needs to the City Council in the form of Service and Program Enhancements. Public hearings are conducted to obtain taxpayer comments, and the comprehensive budget process requires final approval by City Council.

Appropriations made in the General Fund, Special Revenue Funds, Proprietary Funds, and Debt Service Fund lapse at year-end. Any excess revenues over expenditures for the General Fund are put into fund balance at the end of the fiscal year. An encumbrance system is used to reserve appropriations that are obligated through purchase orders, or through other contractual documents. Appropriations in the Capital Projects Funds are carried forward until completion of the project. Budget transfers between activities are permitted. This allows flexibility and provides budgetary control for supervisors. The policy is intended to lessen the required paperwork, but continues to emphasize the importance of bottom-line budget management. Each year, according to State law, the City Council sets an ad valorem tax levy for a sinking fund (Debt Service) which with cash and investments in the fund, would be sufficient to pay all the bonded indebtedness and interest due in the following fiscal year.

Each operational fund is comprised of departments or major organizational units of the City which indicate overall management responsibility for one or more activities. For each departmental activity, a description stating responsibilities, duties, goals, objectives, and performance measures where possible indicate progress. A Departmental Summary is included for each department.

## BOND RATING INFORMATION

In the past several years the City has experienced terrific improvement in its credit ratings. In 1997 the rating agencies of Moody's Investors Service and Standard and Poor's Corporation increased the credit rating of the City's general obligation bonds (G.O.'s) and certificates of obligations (C.O.'s). At that time, Standard and Poor's raised their rating from A+ to AA-, Moody's improved from A to A<sub>1</sub>. Again in 1998 Moody's reviewed all TRA cities and upgraded the City's revenue bond rating from A to A<sub>1</sub>. Moody's outlook went from stable to favorable on the G.O.'s and C.O.'s in 1999. Moody's upgraded the 2000 issue from A<sub>1</sub> to Aa<sub>3</sub>. Moody's upgraded our credit rating in 2010 to Aa<sub>2</sub>. In 2008 Standard and Poor's upgraded the City's credit rating from AA- to AA. Again in 2010 Standard and Poor's upgraded the City's credit rating from AA to AA+. AA+ is the second highest credit rating Standard and Poor's assigns to bonds. The Standard and Poor's AA+ and Moody's AA2 ratings were reaffirmed in February 2016.

## BUDGET PROCESS

### Definition and Authority

The budget is a financial plan for a fiscal year of operations that matches all planned revenues and expenditures with the services provided the residents of the City based on established budgetary policies. The City Charter establishes the City of North Richland Hills' fiscal year as October 1 through September 30. The Charter requires that the City Manager submit the proposed budget and budget message for the upcoming fiscal year to the City Council at least 45 days prior to October 1 of each year. Upon receipt of the proposed budget, the City Council is required to set a date and place for a public hearing to discuss the budget. At the hearing, the Council gives all interested persons an opportunity to be heard for, or against, any expenditure

# INTRODUCTION

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account or revenue estimate. The Charter binds the City Council to adopt a budget prior to the beginning of the fiscal year. The City Council will normally approve the tax rate for the coming fiscal year and adopt the budget ordinance during the same meeting.

## **Budget Amendment Process**

Amendments to the budget can be made after adoption. According to Article XII, Section 4 of the City Charter, the City Manager shall authorize no expenditure over the total funds for expenditure in the overall budget unless the budget is amended by the same public notice procedure called for in adopting the budget.

## **Budget Preparation**

The functions of preparing, analyzing, and monitoring the 2016-2017 budget are performed by the Budget and Research Department with final approval by the City Manager's office. A budget calendar is established each year. This allows the City Manager and Budget staff to prepare a proposed budget which will meet all the provisions of the Charter, and at the same time provide the City Council with a thorough, informative description of the level and cost of proposed municipal services. The City Council utilizes information provided in the proposed budget to facilitate its decision-making process, and to aid in charting a course of action for the upcoming fiscal year. The budget process is initiated in March with the distribution of a Budget Preparation Manual to all Department Directors. Basic line-item budgets to continue the current level of service are returned by departments to the Budget Department in April, at which time the City Manager's office reviews these with the Budget Director, and makes recommendations for changes. During the review process, budgets for the current fiscal year may also be submitted for revision by the City Manager. Any new programs departments want considered for funding are submitted as budgetary program enhancements. Program enhancement requests are submitted to the Budget Department with line item detail which are prioritized by the departments and reviewed by the City Managers.

If needed, the City Manager is available for department level appeals, and this process is usually scheduled for a week at the end of June. Department Directors are required to submit any changes to the non-monetary information updating departmental descriptions and performance measures to the Budget Department in April.

Certified property tax values are received from Tarrant Appraisal District on July 25<sup>th</sup>. Preliminary budget packages are delivered to City Council in late July, and a budget work session is held for members of the City Council, the City Managers, and Budget Department staff to review the proposed budget and establish priority issues for the next fiscal year. Final tax roll figures are received from Tarrant Appraisal District on September 1st.

## **Public Hearing and Budget Adoption**

On July 29, 2016, the City Council reviewed the Proposed Budget. The City Council set dates for public hearings on the proposed budget and tax rate. Notices of budget and tax rate public hearings were published in the local newspaper, posted at City Hall, aired on Citicable and posted on the City website ([www.nrhtx.com](http://www.nrhtx.com)). The tax rate public hearings were held on August 22, 2016. The 1<sup>st</sup> budget public hearing was on August 22, 2016, the 2<sup>nd</sup> budget public hearing was held September 12, 2016 and the 3<sup>rd</sup> budget public hearing was held September 19, 2016. The City Council voted on and approved the budget on September 26, 2016. Also on September 26, 2016, the Council voted to accept the tax roll from the appraisal district and set the tax rate at \$0.61 per \$100 per valuation.

# BUDGET PROCESS CHART

Outlined below is the City of North Richland Hills' budget process. The City's fiscal year begins October 1<sup>st</sup> each calendar cycle. While the budget process is detailed and thorough, the gantt chart below provides a summary of the major milestones that the City Manager's Office, Budget Department and city departments strive to meet to ensure the timeliness of the production of the upcoming year's budget.

ID	Task Name	2016											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
1	City Council issue development	█											
2	New Fiscal Year projections	█											
3	Budget Instruction Manual	█											
4	Preliminary request forms prepared by depts		█										
5	Capital Budget preparation, analysis and review by City		█										
6	Departments develop goals/objectives		█										
7	Budget Instruction manual and materials distributed	█											
8	Operation budget preparation, analysis, and review			█									
9	Analysis of forecasts, projections, & budget requests			█									
10	Mid-Year budget review work session with City Council						█						
11	Proposed budget to City Council, City Manager, Depts.ager, Depts.							█					
12	Final Adjustments, public hearings & notices published								█				
13	Budget Adopted, Tax Roll Certified, Tax Rate Adopted									█			
14	Compilation of adopted printed budget document										█		

## Budget Preparation Calendar

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### Fiscal Year 2016-2017

Mon, Oct 26	Distribute following to departments: <ul style="list-style-type: none"> <li>• Facility Request Form</li> <li>• Fleet Services Request Form</li> <li>• Information Services Request Form</li> </ul>	Budget Dept.
Fri, Nov 13	Return the following forms to Budget: <ul style="list-style-type: none"> <li>• Facility Requests</li> <li>• Information Services Requests</li> </ul>	Departments
Fri, Nov 13	Capital Budget Kickoff Distribute following to departments: <ul style="list-style-type: none"> <li>• Distribute Capital Budget Information</li> <li>• Capital Budget database open for entry</li> </ul>	Budget Dept. Departments
Fri, Jan 8	Capital Projects budgets due to Budget Department	Departments
Mon, Jan 25	HTE open for data entry	Departments
Fri, Jan 29	Distribute Worksheets to Departments <ul style="list-style-type: none"> <li>• Goals, Objective and Performance Measure forms</li> <li>• Travel Request Form</li> <li>• Overtime Request Form</li> <li>• Tuition Reimbursement Request Form</li> </ul>	Budget Dept.
Fri, Jan 29	Distribute Capital Budget Review material for Assistant City Manager Capital Review	Budget Dept.
Mon Feb 1 – Fri, Feb 12	Assistant City Managers review of Capital Project budgets with departments	Assistant CMs Departments
Fri, Feb 19	HTE training videos for budget process and HTE data entry available on intranet	Budget Dept. Departments
Fri, Feb 26	Distribute Capital Budget Review material for City Manager Capital Review	Budget Dept.
Mon, Feb 29 – Fri, Mar 25	City Manager review of Capital Project budgets with departments	City Managers Budget Dept. Dept. Directors
Wed, Mar 2	Budget Kickoff Meeting with Department Directors Distribute the following to departments: <ul style="list-style-type: none"> <li>• Budget Manual</li> <li>• Target Number Projections</li> <li>• Personnel Projection Reports</li> <li>• Personnel Inventory Forms</li> <li>• Adjustment to Base Form</li> </ul>	City Managers Dept. Directors
Wed, Mar 30	Return the following to Budget: <ul style="list-style-type: none"> <li>• Proposed line-item expenditures budgets for 2016/17</li> <li>• Revised expenditure budgets for 2015/16</li> <li>• Proposed revenue projections for 2016/2017</li> <li>• Revised revenue projections for 2015/2016</li> <li>• Travel Request</li> <li>• Overtime Request</li> <li>• Adjustment to Base Forms</li> <li>• Tuition Reimbursement Request</li> <li>• Personnel Inventory Forms</li> <li>• Goals, Objectives &amp; Performance Measures</li> </ul>	Departments

## Budget Preparation Calendar

### Fiscal Year 2016-2017

Mon, Apr 4	Distribute 2016/17 proposed line item detail summaries to departments	Budget Dept.
Fri, Apr 8	Summaries of increase and decrease due to Budget Dept.	Departments
Fri, Apr 22	Distribute material to City Manager's Office for Assistant City Manager Operating Budget Review	Budget Dept.
Mon, Apr 25 – Fri, May 6	Assistant City Managers review of Operating Budget	Assistant CMs Dept. Directors
Fri, May 15	Preliminary tax roll received from Tarrant Appraisal District with taxable values	Budget Dept.
Fri, May 20	Distribute material to City Manager's Office for City Manager Operating Budget Review	
Mon, May 23 – Wed, Jun 15	City Manager review of departmental line-item, adjustment-to-base requests, goals, objectives, performance measures and revenue projections	City Managers Budget Dept. Dept. Directors
Mon, Jun 13	Mid-Year Budget Work Session	City Council City Managers Budget Dept.
Fri, Jun 17	Final CIP updates due to Budget Department	Departments
Mon, Jun 24	City Manager final review of Capital Projects budget	City Managers Budget Dept.
Fri, Jul 8	All budget decisions finalized	City Managers
Wed, Jul 20	Transmittal letter completed	City Managers Budget Dept.
Fri, Jul 22	Distribute Budget Work Session material to City Council, City Manager's Office	City Managers Budget Dept.
Mon, Jul 25	Proposed Budget filed with City Secretary	Budget Dept.
Mon, Jul 25	Distribute Budget Work Session material to Department Directors and Citizens (copy placed at public library)	Budget Dept.
Mon, Jul 25	Certified tax roll received from Tarrant Appraisal District- calculate effective tax rate	Finance Dept.
Mon, Jul 25 – Thu, Jul 28	Budget Work Session presentation rehearsals	City Managers Budget Dept.
Fri, Jul 29	Budget Work Session	City Council City Managers Budget Dept.
Fri, Jul 29	Crime Control and Prevention District Board review of proposed budget	CCD Board City Managers Budget Dept.

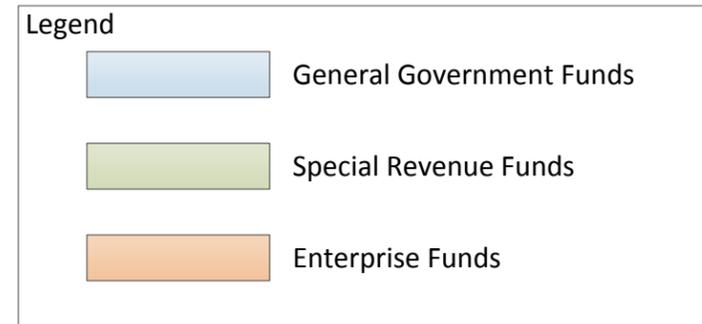
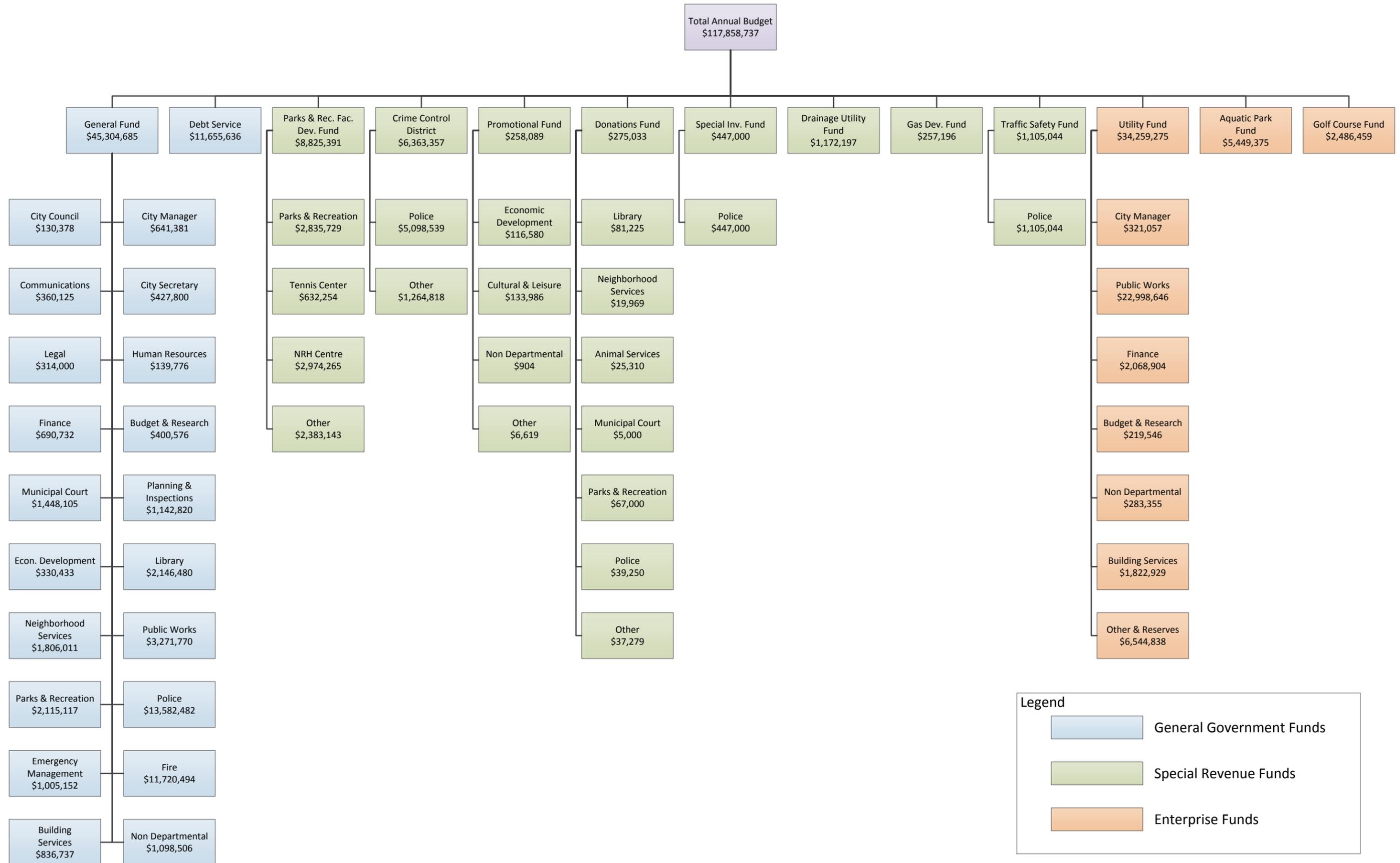
## Budget Preparation Calendar

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### Fiscal Year 2016-2017

Mon, Aug 8	City Council Meeting: <ul style="list-style-type: none"> <li>• Record vote on proposed tax rate</li> <li>• Set date for public hearings on tax rate</li> <li>• Set date for public hearing on Budget, CCD, and Park Development Corp.</li> </ul>	City Council City Managers
Wed, Aug 10	Publish Notice of Budget Hearings	Budget Dept.
Fri, Aug 12	Supplemental information to City Council for follow-up on Budget Work Session (if needed)	City Managers Budget Dept.
Mon, Aug 22	Park and Recreation Facilities Development Corporation review of proposed budget	Park Corp. City Managers Parks Dept. Budget Dept.
Mon, Aug 22	City Council Meeting: <ul style="list-style-type: none"> <li>• Tax rate public hearing</li> <li>• Budget public hearing</li> <li>• CCD budget public hearing</li> <li>• Park Development Corporation public hearing</li> </ul>	City Council City Managers Budget Dept.
Wed, Aug 24	Publish Notice of Proposed Tax Rate	Budget Dept.
Mon, Sep 12	City Council Meeting: <ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Tax Rate Public Hearing</li> </ul>	City Council City Managers Budget Dept.
Mon, Sep 19	City Council Meeting: <ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Tax Rate Public Hearing</li> </ul>	City Council City Managers Budget Dept.
Mon, Sep 26	City Council Meeting: <ul style="list-style-type: none"> <li>• Accept certified tax roll</li> <li>• Adopt proposed budgets</li> <li>• Adopt proposed tax rate</li> </ul>	City Council City Managers Budget Dept.

# FUND STRUCTURE CHART



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**FISCAL YEAR 2016-2017  
FUND BALANCE SUMMARY - ALL FUNDS**

<u>FUND</u>	AUDITED BALANCE AS OF 09/30/15	FY 2015-2016 Revised Budget Increase (Decrease)	FY 2015-2016 Revised Budget Ending Balance	FY 2016-2017 Adopted Budget Increase (Decrease)	FY 2016-2017 Adopted Budget Ending Balance
General Fund (Unreserved/Undesignated)	\$ 9,457,571	\$ (2,798,833)	\$ 6,658,738	\$ -	\$ 6,658,738
General Fund Designated for Municipal Court Technology & Security	\$ 551,593	\$ (5,750)	\$ 545,843	\$ (78,537)	\$ 467,306
General Fund Designated for Franchise Peg Fees	\$ 11,929	\$ 179,980	\$ 191,909	\$ 176,950	\$ 368,859
General Fund Designated for Record Preservation Fee	\$ 4,000	\$ -	\$ 4,000	\$ -	\$ 4,000
General Fund Designated for Savings Incentive Program	\$ 250,000	\$ (250,000)	\$ -	\$ -	\$ -
General Fund Designated for Retirement Stabilization (TMRS)	\$ 250,000	\$ (250,000)	\$ -	\$ -	\$ -
General Debt Service Fund	\$ 1,183,220	\$ (581,736)	\$ 601,484	\$ -	\$ 601,484
Utility Fund Unrestricted	\$ 11,204,226	\$ 299,843	\$ 11,504,069	\$ (1,752,804)	\$ 9,751,265
Golf Course Fund Unrestricted	\$ (32,872)	\$ 30,085	\$ (2,787)	\$ -	\$ (2,787)
Aquatic Park Fund Unrestricted	\$ 2,078,003	\$ (76,019)	\$ 2,001,984	\$ (512,975)	\$ 1,489,009
Facilities & Construction Services Fund	\$ 1,302,193	\$ (523,952)	\$ 778,241	\$ (28,939)	\$ 749,302
Fleet Services Fund	\$ 1,520,601	\$ (63,087)	\$ 1,457,514	\$ 156,681	\$ 1,614,195
Self Insurance Fund	\$ 5,517,266	\$ (1,851,858)	\$ 3,665,408	\$ (89,524)	\$ 3,575,884
Information Technology Fund	\$ 1,014,576	\$ (26,595)	\$ 987,981	\$ 24,709	\$ 1,012,690
Promotional Fund	\$ 528,645	\$ 20,641	\$ 549,286	\$ 6,619	\$ 555,905
Donations Fund	\$ 595,802	\$ (18,378)	\$ 577,424	\$ (53,786)	\$ 523,638
Special Investigation Fund	\$ 595,904	\$ (128,317)	\$ 467,587	\$ (96,719)	\$ 370,868
Drainage Utility Fund	\$ 969,878	\$ 87,301	\$ 1,057,179	\$ (305,928)	\$ 751,251
Gas Development Fund	\$ 2,819,430	\$ (2,568,461)	\$ 250,969	\$ 257,196	\$ 508,165
Traffic Safety Fund	\$ 355,424	\$ 151,619	\$ 507,043	\$ (5,222)	\$ 501,821
Park & Recreation Facilities Development Fund	\$ 2,384,920	\$ 16,233	\$ 2,401,153	\$ 377,088	\$ 2,778,241
Recreation Centre	\$ 1,323,690	\$ 76,561	\$ 1,400,251	\$ 164,587	\$ 1,564,838
Economic Development Fund	\$ 847,122	\$ 120,201	\$ 967,323	\$ 122,605	\$ 1,089,928
Crime Control & Prevention District Fund	\$ 1,576,555	\$ (81,399)	\$ 1,495,156	\$ (1,197,160)	\$ 297,996

**NRH**

# CHANGES IN FUND BALANCE SUMMARY

The City of North Richland Hills has a policy of maintaining within the General Fund a minimum unassigned fund balance to operate the City for a period of 60 days or 15% of the following year's appropriated budget expenditures. The policy was established to protect the City from unexpected emergencies and provide resources during times when the economy underperforms.

The Fund Balance Summary shown on the previous page illustrates an audited beginning fund balance as of September 30, 2015 for all appropriated funds. The summary also shows estimated changes (increases or decreases) occurring during FY 2015/16 and estimated for FY 2016/17 with a budget ending balance shown for the upcoming year for each fund.

Following is a summary of changes occurring from FY 2015/16 to FY 2016/17.

General Fund (Unreserved/Undesignated)	
FY 2015/16	FY 2016/17
There is an appropriation of fund balance of \$428,833 for prior year encumbrances. An additional \$3,370,000 in undesignated reserves was appropriated and transferred to a capital project to assist in facilitating development along Loop 820. These were partially offset by placing \$1,000,000 historically used for Preventive Street Maintenance in reserve. The Preventive Street Maintenance project will be funded utilizing Certificates of Obligation over the next three years, with the \$1,000,000 Preventive Street Maintenance contribution placed in reserve to assist in reestablishing General Fund Reserves.	No change.

General Fund Designated for Municipal Court Technology & Security	
FY 2015/16	FY 2016/17
There was a decrease in the balance of the Municipal Court Technology and Security Funds. As part of the FY15/16 Revised Budget, \$59,851 was appropriated from Court Technology money for the purchase of recording equipment, computer equipment, and other technology purchases.	The additional funds added to Municipal Court Technology and Security in FY16/17 are offset by the use of \$130,000 for the purchase of replacement electronic ticket writers, which were included in the FY16/17 Capital Project Budget.

General Fund Designated for Franchise Peg Fees	
FY 2015/16	FY 2016/17
The PEG fees received in FY15/16 were unutilized and placed in reserve for future use. The projected year end PEG reserve is \$191,909.	The PEG fees received in FY16/17 were unutilized and placed in reserve for future use. The projected year end PEG reserve of 368,859.

# CHANGES IN FUND BALANCE SUMMARY

General Fund Designated for Record Preservation Fee	
FY 2015/16	FY 2016/17
The City no longer collects this fee and the remaining funds were not programmed for use as part of the FY15/16 Budget.	The City no longer collects this fee and the remaining funds are not programmed for use as part of the FY16/17 Budget.

General Fund Designated for Savings Incentive Program	
FY 2015/16	FY 2016/17
The \$250,000 balance was released to the undesignated reserve and used as a capital project funding source to facilitate development along Loop 820.	No change.

General Fund Designated for Retirement Stabilization	
FY 2015/16	FY 2016/17
The \$250,000 available balance was released to the undesignated reserve and used as a capital project funding source to facilitate development along Loop 820.	No change.

General Debt Service Fund	
FY 2015/16	FY 2016/17
The appropriation of fund balance in the amount of \$581,736 is a part of the City's financing plan and is a planned draw down to cover a portion of debt service requirement for the new City Hall.	No change.

Utility Fund Unrestricted	
FY 2015/16	FY 2016/17
Fund balance in the amount of \$2,926,396 was appropriated to cover the Utility Fund transfer to capital projects, prior year encumbrances, and to assist in covering operating expenses during a year in which water and sewer revenue were below projections.	Available fund balance in the amount of \$1,752,804 is being appropriated to cover the Utility Fund transfer to capital projects and other one-time expenses within the fund.

Golf Course Fund Unrestricted	
FY 2015/16	FY 2016/17
As a result of good performance by the golf course, access revenue in the amount of \$30,085 was contributed to reserves.	No change.

# CHANGES IN FUND BALANCE SUMMARY

Aquatic Park Fund Unrestricted	
FY 2015/16	FY 2016/17
An appropriation of fund balance in the amount of \$100,000 was made and transferred to NRH <sub>2</sub> O's annual Park Maintenance Capital Project. This was partially offset by the addition of \$23,981 to reserves as a result of projected revenues in excess of projected expenses.	An appropriation of fund balance of \$531,000 is being made to cover the FY16/17 capital project costs for the water park. All three capital projects that the park will conduct this year will be cash funded. Projected revenue in excess of expenses, \$18,025, which will be added to the fund balance and partially offsets the \$531,000 reduction

Facilities & Construction Services Fund	
FY 2015/16	FY 2016/17
An appropriation of fund balance in the amount \$361,278 was made for planned projects, including the renovation of several City owned rental properties and the demolition of now vacant own facilities. Fund balance was also reduced to offset the \$170,786 required for prior year encumbrances.	An appropriation of fund balance in the amount of \$28,939 is being established to assist in funding planned projects for FY16/17.

Fleet Services Fund	
FY 2015/16	FY 2016/17
An appropriation of fund balance in the amount of \$79,535 was made to cover prior year encumbrances. An additional \$50,000 was appropriated as a contingency to cover any significant fluctuations in fuel costs that would negatively impact the Fleet Services Fund. This \$50,000 was not needed and is projected to be returned to fund balance at year in, in addition to \$16,448 in additional revenue in excess of expenses.	Based on projected revenue over projected expenses, \$156,681 will be added to fund balance for FY16/17. The funds will be placed aside and utilized in a future year to offset equipment costs.

Self-Insurance Fund	
FY 2015/16	FY 2016/17
\$1,851,858 in available fund balance was utilized as part of FY15/16. \$100,000 of these funds account for the City's annual transfer to its Retiree Health Care Fund. The remaining \$1,751,858 was utilized to offset health insurance claims for the year, which ended significantly higher than originally projected as a result of this year's claims experience.	An appropriation of \$100,000 is made to offset the City's annual contribution to its Retiree Health Care Fund. A projected contribution to reserves of \$10,476 is also planned, resulting in a net change of (\$89,524).

Information Services Fund	
FY 2015/16	FY 2016/17
An appropriation of \$110,429 was made to cover prior year encumbrances. This was partially offset by projected excess revenues over expenses of \$83,834, resulting in a net decrease of \$26,595.	There are no planned appropriations of fund balance for FY16/17. Projected revenues in excess of projected expenses for the year, \$24,709, will be added to fund balance for future projects.

# CHANGES IN FUND BALANCE SUMMARY

Promotional Fund	
FY 2015/16	FY 2016/17
There is a net increase in fund balance of \$20,641. This is the result of utilizing \$6,000 for prior year encumbrances, offset by returning projected the revenues in excess of expenditures to fund balance.	There is a net increase in fund balance of \$6,619 as a result of projected revenues over expenditures.

Donations Fund	
FY 2015/16	FY 2016/17
Appropriations of fund balance for Teen Court, Library, Neighborhood Services, Parks & Rec, and Police reduce this fund by \$68,450. This was offset by projected revenues exceeding projected expenditures by \$50,072, for a net change of \$18,378.	Appropriations of fund balance for Library, Neighborhood Services, Parks & Rec, and Police reduce this fund by \$95,290. This is being offset by projected revenues exceeding projected expenditures by \$41,504, for a net change of (\$53,786).

Special Investigations Fund	
FY 2015/16	FY 2016/17
Fund balance was used to cover \$10,604 in prior year encumbrances as well as several one-time purchases within the fund.	\$96,719 of fund balance will be utilized to cover planned expenditures for FY16. These are forfeited funds that the City had received in previous years and had not utilized to date.

Drainage Utility Fund	
FY 2015/16	FY 2016/17
There was a net increase of \$87,301 to fund balance as a result of projected revenues in excess of projected expenditures. Existing revenues were sufficient to cover projected transfers to capital project and expenditures related to debt service.	There is a decrease of \$305,928 in fund balance for FY16/17. These funds is being appropriated to cover expenditures in excess of projected revenue, primarily due to a \$695,000 transfer of funds to capital projects.

Gas Development Fund	
FY 2015/16	FY 2016/17
There is a net decrease of \$2,568,461. This resulted from transferring \$2,796,070 to capital projects, partially offset by \$227,609 in project revenue in excess of projected expenditures.	There are no planned uses of fund balance for FY16/17. Additional revenue, in excess of projected expenditures, in the amount of \$257,196 will be added to fund balance.

Traffic Safety Fund	
FY 2015/16	FY 2016/17
There was an increase to fund balance of \$151,619 resulting from excess revenues over expenditures.	There is an decrease to fund balance of \$5,222 resulting the use of fund balance to partially cover one-time expenditures made within the fund.

# CHANGES IN FUND BALANCE SUMMARY

Park & Recreation Facilities Development Fund	
FY 2015/16	FY 2016/17
There was an increase in fund balance of \$16,233 resulting from funds set aside to be used as a reserve for capital.	There is a net increase in fund balance of \$377,088. \$130,000 of reserves are being appropriated to cover the cost of a transfer to capital projects. This is offset by a planned reserve contribution of \$507,088.

Recreation Centre	
FY 2015/16	FY 2016/17
There was an increase of \$76,561 set aside as a reserve for capital. This is calculated based on projected revenue over projected expenditures.	There is an increase of \$164,587 set aside as a reserve for capital. This is calculated based on projected revenue over projected expenditures.

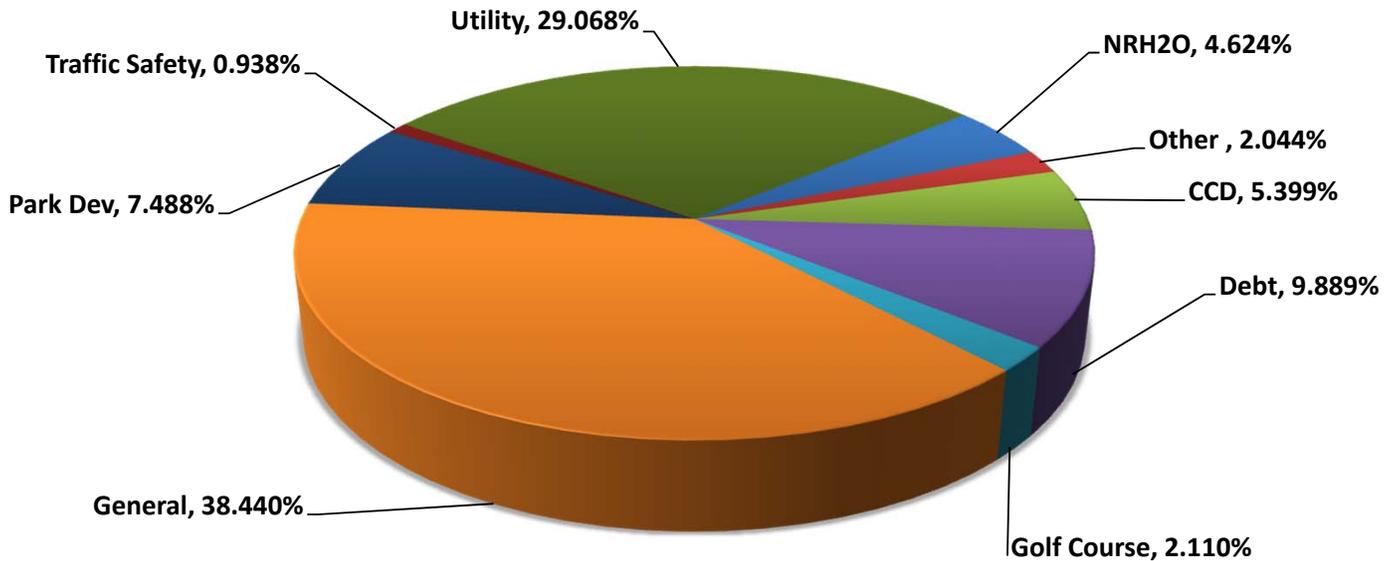
Economic Development Fund	
FY 2015/16	FY 2016/17
The Economic Development reserve was set at 2.5% of collected sales tax revenue with in the Park Development Fund. This year's contribution is projected to be \$120,201. There are no projected uses of the funds for FY15/16.	The Economic Development reserve is set at 2.5% of collected sales tax revenue with in the Park Development Fund. This year's contribution is projected to be \$122,605. There are no projected uses of the funds for FY16/17.

Crime Control & Prevention District Fund	
FY 2015/16	FY 2016/17
There was an increase of \$70,820 to fund balance resulting from an excess of revenues over expenditures.	Reserves in the amount of \$1,076,000 have been appropriated for use in FY16/17. These funds will be utilized to fund the replacement of Police MDC's, the in-car video system, and the addition of Body Worn Cameras.

**NRH**

**City of North Richland Hills  
FY 2016/17 Operating Budget  
All Funds Summary**

**\$117,858,737**



Internal Service Funds such as Fleet Services, Facilities and Construction Management, Information Services, and Self Insurance are not included in this chart. Internal Service Funds charge fees to departments of funds shown in this chart. Sources and uses of funds flow internally. Funds included in this chart are actual external uses of funds.

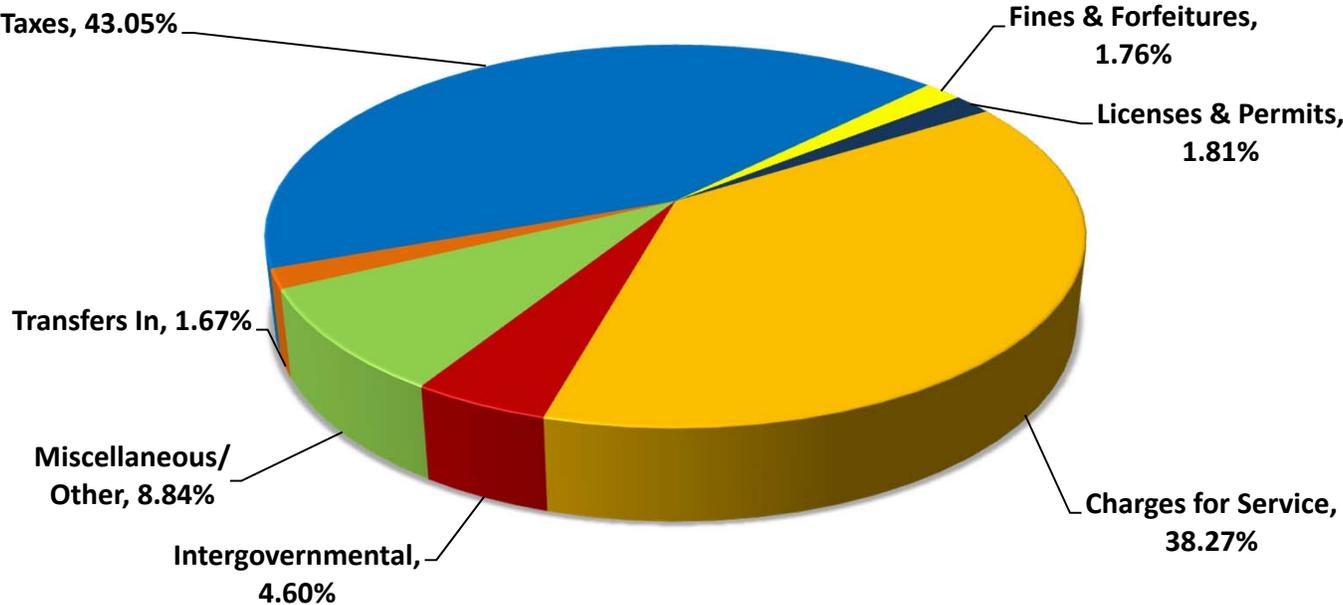
**NRH**

**FISCAL YEAR 2016-2017  
ALL FUNDS BUDGET DETAIL  
BY REVENUE/EXPENSE CATEGORY**

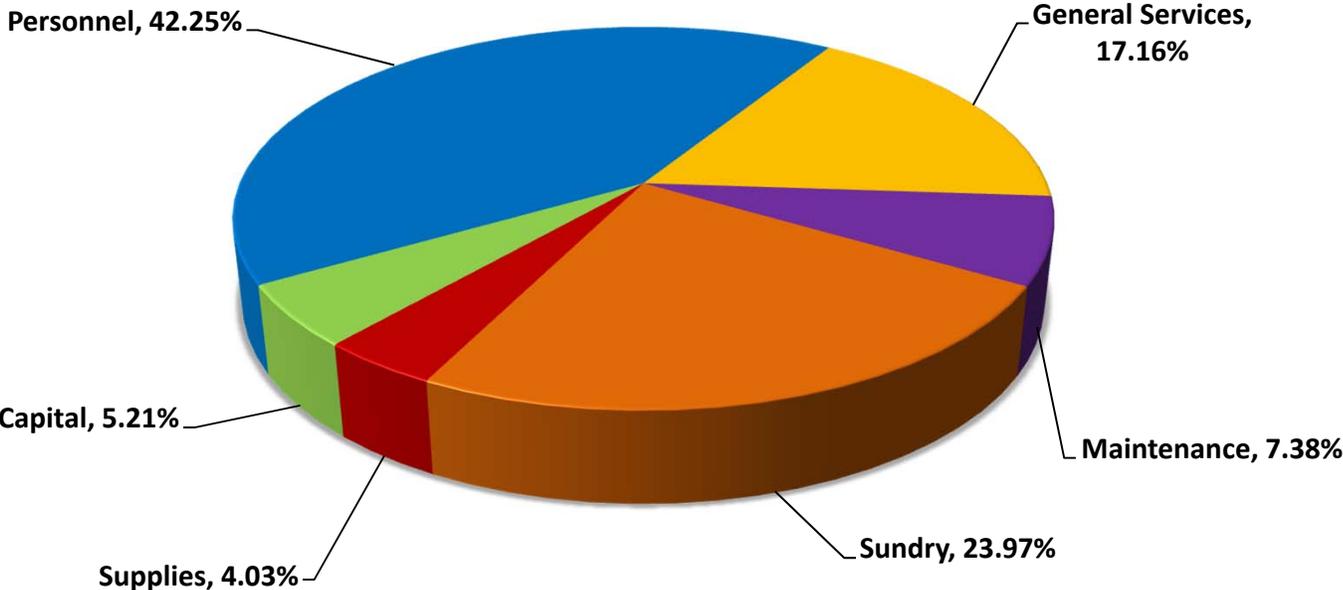
	General Debt Service Fund	Park & Rec. Facilities Development Fund	Crime Control & Prev. District Fund	Special Promotional Fund	Donations Fund	Special Investigations Fund	Drainage Utility Fund	Gas Development Fund	Traffic Safety Fund	Utility Fund	Aquatic Park Fund	Golf Course Fund	Total	% of Citywide Resources or Expenditures	
<b>REVENUES</b>															
Taxes	\$31,053,012	\$9,674,703	\$4,904,216	\$4,872,587	\$255,253	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,759,771	43.1%	
Fines & Forfeitures	2,077,475	0	0	0	0	0	0	0	0	0	0	0	2,077,475	1.8%	
Licenses & Permits	2,134,034	0	0	0	0	0	0	0	0	0	0	0	2,134,034	1.8%	
Charges for Service	2,246,492	0	3,024,100	0	0	0	861,000	0	0	31,646,957	4,859,475	2,485,550	45,123,574	38.3%	
Intergovernmental	5,413,175	0	0	0	0	0	0	0	0	0	0	0	5,413,175	4.6%	
Miscellaneous/Other	2,380,497	701,457	209,973	1,490,770	2,836	316,537	447,000	311,197	257,196	1,105,044	2,612,318	589,900	10,425,634	8.8%	
Transfers In	0	1,279,476	687,102	0	0	0	0	0	0	0	0	0	1,966,578	1.7%	
<b>TOTAL REVENUES</b>	<b>\$45,304,685</b>	<b>\$11,655,636</b>	<b>\$8,825,391</b>	<b>\$6,363,357</b>	<b>\$258,089</b>	<b>\$316,537</b>	<b>\$447,000</b>	<b>\$1,172,197</b>	<b>\$257,196</b>	<b>\$1,105,044</b>	<b>\$34,259,275</b>	<b>\$5,449,375</b>	<b>\$2,486,459</b>	<b>\$117,900,241</b>	<b>100.0%</b>
<b>Total Resources</b>	<b>\$45,304,685</b>	<b>\$11,655,636</b>	<b>\$8,825,391</b>	<b>\$6,363,357</b>	<b>\$258,089</b>	<b>\$316,537</b>	<b>\$447,000</b>	<b>\$1,172,197</b>	<b>\$257,196</b>	<b>\$1,105,044</b>	<b>\$34,259,275</b>	<b>\$5,449,375</b>	<b>\$2,486,459</b>	<b>\$117,900,241</b>	<b>100.0%</b>
<b>EXPENDITURES</b>															
Personnel	\$32,757,525	\$0	\$4,170,138	\$4,534,569	\$138,484	\$5,000	\$0	\$0	\$0	\$244,995	\$5,277,928	\$1,812,043	\$849,242	\$49,789,924	42.2%
General Services	1,932,694	0	814,659	102,515	3,500	57,269	162,000	0	0	742,245	16,236,059	99,184	80,768	20,230,893	17.2%
Maintenance	3,269,998	0	633,444	200,684	0	0	38,000	30,000	0	50,767	4,281,153	120,809	70,200	8,695,055	7.4%
Sundry	3,819,644	11,655,636	2,016,031	374,894	71,449	58,789	50,500	1,142,197	0	2,037	6,225,169	1,870,798	964,112	28,251,256	24.0%
Supplies	2,224,091	0	473,644	74,695	28,037	116,615	80,500	0	0	0	541,971	962,159	251,680	4,753,392	4.0%
Capital	1,300,733	0	717,475	1,076,000	16,619	37,360	116,000	0	257,196	65,000	1,696,995	584,382	270,457	6,138,217	5.2%
<b>TOTAL EXPENDITURES</b>	<b>\$45,304,685</b>	<b>\$11,655,636</b>	<b>\$8,825,391</b>	<b>\$6,363,357</b>	<b>\$258,089</b>	<b>\$275,033</b>	<b>\$447,000</b>	<b>\$1,172,197</b>	<b>\$257,196</b>	<b>\$1,105,044</b>	<b>\$34,259,275</b>	<b>\$5,449,375</b>	<b>\$2,486,459</b>	<b>\$117,858,737</b>	<b>100.0%</b>
<b>BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,504</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,504</b>	

**NRH**

**2016/17 City-Wide Funds Revenues**  
**\$117,900,241**  
**"Where the money comes from..."**



**2016/17 City-Wide Funds Expenditures**  
**\$117,858,737**  
**"Where the money goes..."**

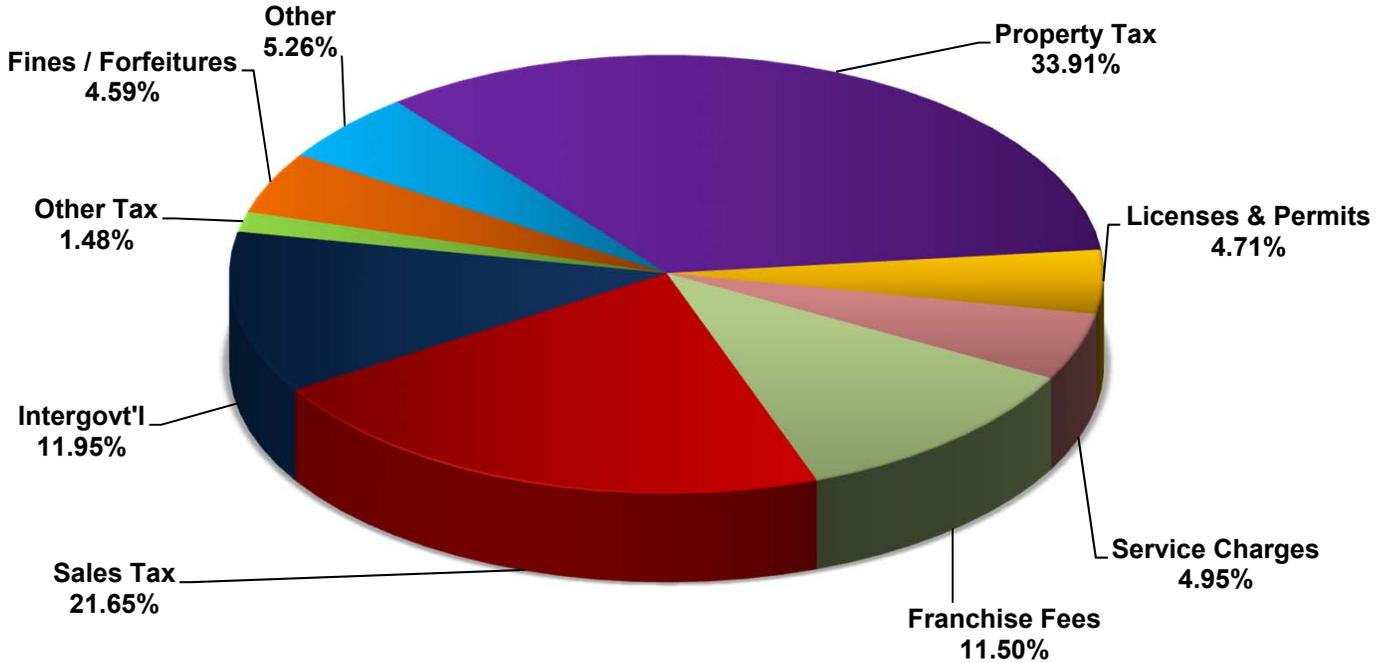


**FISCAL YEAR 2016-2017  
SUMMARY OF REVENUES AND EXPENDITURES**

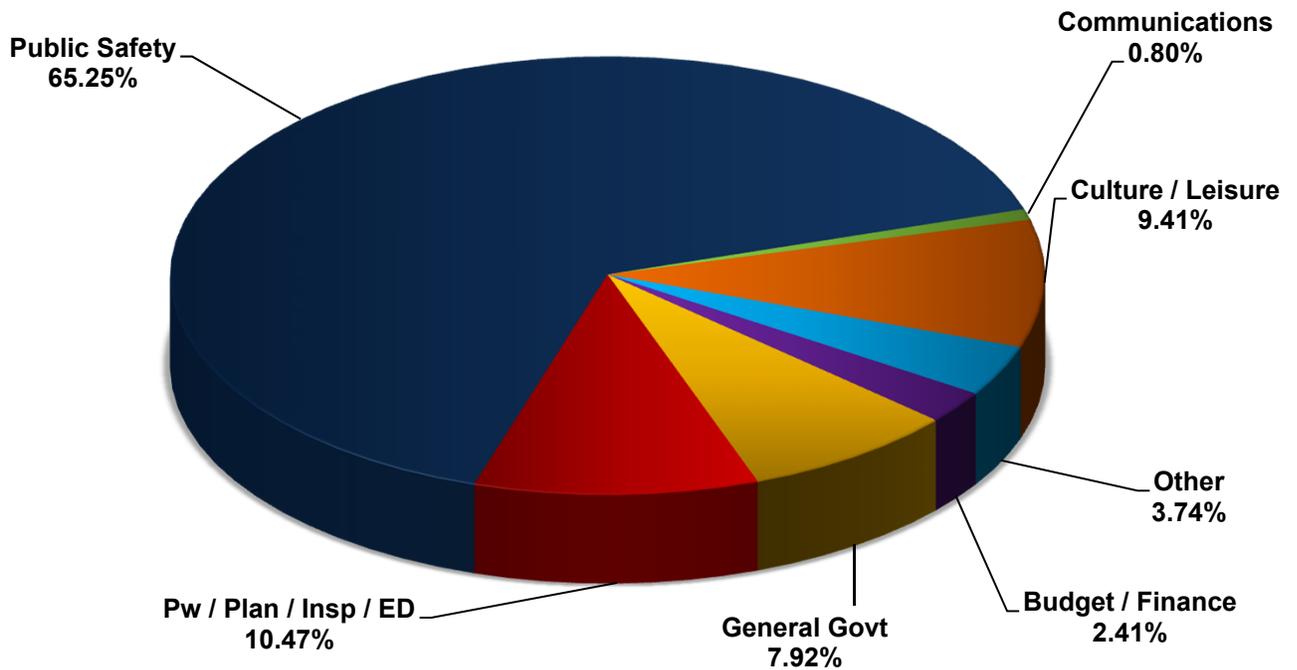
**CITY-WIDE FUND SUMMARY**

	<b>ACTUAL FY13/14</b>	<b>ACTUAL FY14/15</b>	<b>ADOPTED BUDGET FY15/16</b>	<b>REVISED BUDGET FY15/16</b>	<b>ADOPTED BUDGET FY16/17</b>
<b><u>REVENUES</u></b>					
Taxes	\$48,763,941	\$47,453,380	\$48,348,226	\$48,510,909	\$50,759,771
Fines & Forfeitures	1,990,953	2,222,995	2,278,475	1,886,694	2,077,475
Licenses & Permits	1,853,930	1,852,732	1,898,736	2,586,554	2,134,034
Charges for Service	42,727,799	42,120,879	43,256,981	42,317,946	45,123,574
Intergovernmental	4,346,702	4,556,084	5,158,535	5,159,341	5,413,175
Miscellaneous/Other	15,040,417	18,009,577	7,531,490	27,425,665	10,425,634
Transfers In	3,128,221	1,931,741	1,907,709	1,951,987	1,966,578
<b>TOTAL REVENUES</b>	<b>\$117,851,963</b>	<b>\$118,147,388</b>	<b>\$110,380,152</b>	<b>\$129,839,096</b>	<b>\$117,900,241</b>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
Personnel	\$44,485,421	\$45,740,859	\$47,541,273	\$47,345,209	\$49,789,924
General Services	17,110,209	18,504,049	18,986,388	20,192,167	20,230,893
Maintenance	7,194,332	7,683,889	8,341,385	8,350,239	8,695,055
Sundry	39,885,914	36,169,853	28,604,727	40,970,988	28,251,256
Supplies	4,366,741	4,456,023	4,892,738	5,023,340	4,753,392
Capital	746,310	2,773,421	1,012,438	7,907,081	6,138,217
<b>SUB-TOTAL</b>	<b>\$113,788,927</b>	<b>\$115,328,092</b>	<b>\$109,378,949</b>	<b>\$129,789,024</b>	<b>\$117,858,737</b>
<b>TOTAL EXPENDITURES</b>	<b>\$113,788,927</b>	<b>\$115,328,092</b>	<b>\$109,378,949</b>	<b>\$129,789,024</b>	<b>\$117,858,737</b>
<b>BALANCE</b>	<b>\$4,063,036</b>	<b>\$2,819,296</b>	<b>\$1,001,203</b>	<b>\$50,072</b>	<b>\$41,504</b>

**2016/17 General Fund Revenue**  
**\$45,304,685**  
**"Where the money comes from..."**



**2016/17 General Fund Expenditures**  
**\$45,304,685**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017**  
**SCHEDULE 1 - SUMMARY OF REVENUES AND EXPENDITURES**

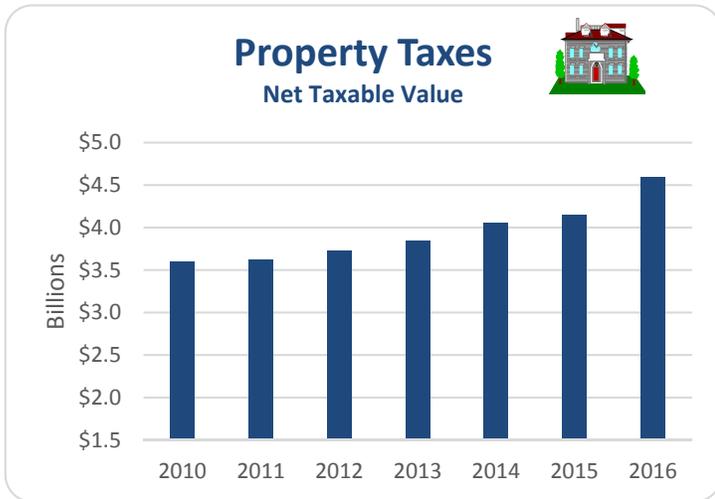
**GENERAL FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
Taxes	\$29,304,675	\$29,106,753	\$30,150,080	\$30,284,452	\$31,053,012
Fines & Forfeitures	1,990,953	2,222,995	2,278,475	1,886,694	2,077,475
Licenses & Permits	1,853,340	1,852,802	1,898,736	2,586,105	2,134,034
Charges for Service	3,137,023	2,184,223	2,191,885	2,223,133	2,243,192
Intergovernmental	4,346,518	4,556,084	5,158,535	5,155,428	5,413,175
Miscellaneous	767,724	2,634,492	1,626,723	1,610,194	2,253,797
<b>SUB-TOTAL</b>	<b>\$41,400,233</b>	<b>\$42,557,348</b>	<b>\$43,304,434</b>	<b>\$43,746,006</b>	<b>\$45,174,685</b>
<b>APPROPRIATION FROM FUND BALANCE</b>					
Legal Settlement & Litigation	\$94,000	\$0	\$0	\$0	\$0
Court Technology Fund	413,838	3,250	0	59,851	130,000
Utility Assistance Program	15,000	1,906	0	0	0
PEG Fees	650,000	5,500	0	0	0
Record Preservation Fee	60,688	8,000	0	0	0
Previous Year Encumbrances	279,902	102,079	0	428,833	0
General Fund Reserves	82,800	1,200,000	0	3,870,000	0
<b>SUB-TOTAL APPROPRIATIONS</b>	<b>\$1,596,228</b>	<b>\$1,320,735</b>	<b>\$0</b>	<b>\$4,358,684</b>	<b>\$130,000</b>
<b>TOTAL REVENUES</b>	<b>\$42,996,461</b>	<b>\$43,878,083</b>	<b>\$43,304,434</b>	<b>\$48,104,690</b>	<b>\$45,304,685</b>
<b>EXPENDITURES</b>					
City Council	\$102,844	\$116,848	\$129,470	\$129,470	\$130,378
City Manager	475,273	595,828	621,833	622,366	641,381
Communications	336,172	339,844	348,706	350,246	360,125
City Secretary	490,005	426,363	466,413	478,413	427,800
Legal	268,829	265,100	304,374	346,266	314,000
Human Resources	117,203	122,253	133,415	133,698	139,776
Finance	637,863	625,357	676,191	677,341	690,732
Budget & Research	396,715	359,536	387,080	394,501	400,576
Municipal Court	1,315,875	1,335,981	1,390,388	1,466,773	1,448,105
Planning and Inspections	1,001,317	1,030,914	1,035,058	1,037,131	1,142,820
Economic Development	289,945	310,638	322,219	323,017	330,433
Library	1,991,676	2,033,512	2,104,314	2,108,506	2,146,480
Neighborhood Services	1,621,342	1,644,081	1,748,645	1,764,524	1,806,011
Public Works	3,657,403	3,989,119	4,174,467	3,253,220	3,271,770
Parks & Recreation	2,029,723	2,024,804	2,048,728	2,061,628	2,115,117
Police	12,387,294	12,644,381	12,995,899	13,235,258	13,582,482
Emergency Management	837,840	828,451	986,428	892,645	1,005,152
Fire	10,317,975	10,664,645	11,172,368	11,225,511	11,720,494
Building Services	705,401	737,070	848,774	848,774	836,737
Non-Departmental	2,006,116	767,629	973,331	1,197,928	1,098,506
<b>SUB-TOTAL DEPARTMENTS</b>	<b>\$40,986,812</b>	<b>\$40,862,354</b>	<b>\$42,868,101</b>	<b>\$42,547,216</b>	<b>\$43,608,875</b>
<b>RESERVES &amp; OTHER EXPENDITURES</b>					
Reserves	\$382,719	\$211,929	\$179,980	\$1,179,980	\$1,176,950
Transfers Out	1,085,459	1,642,623	125,703	4,050,653	307,975
Other	94,000	28,000	130,650	326,841	210,885
<b>SUB-TOTAL RESERVES AND OTHER</b>	<b>\$1,562,178</b>	<b>\$1,882,551</b>	<b>\$436,333</b>	<b>\$5,557,474</b>	<b>\$1,695,810</b>
<b>TOTAL EXPENDITURES</b>	<b>\$42,548,990</b>	<b>\$42,744,905</b>	<b>\$43,304,434</b>	<b>\$48,104,690</b>	<b>\$45,304,685</b>
<b>BALANCE</b>	<b>\$447,471</b>	<b>\$1,133,178</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# REVENUE DESCRIPTIONS, EVALUATIONS AND PROJECTIONS

## Taxes

Revenues from taxes are classified as Property Taxes, Sales Taxes, and Franchise Fees in the General Fund Budget. These taxes are levied to provide for general municipal services and benefits to the citizens of North Richland Hills.



**Property Taxes** are assessed on real and personal property as of January of each year. A tax rate is adopted by the City Council. Property tax revenues comprise 34.21% of 2016/2017 General Fund revenue sources, inclusive of delinquent taxes and penalties and interest. Collections are projected to be approximately 98.5% of the levy. Each year, the tax rate, as approved by Council, is dependent on revaluation by Tarrant Appraisal District to reflect current market values. Net Taxable Value for fiscal year 2016/2017 is \$4,599,695,190.

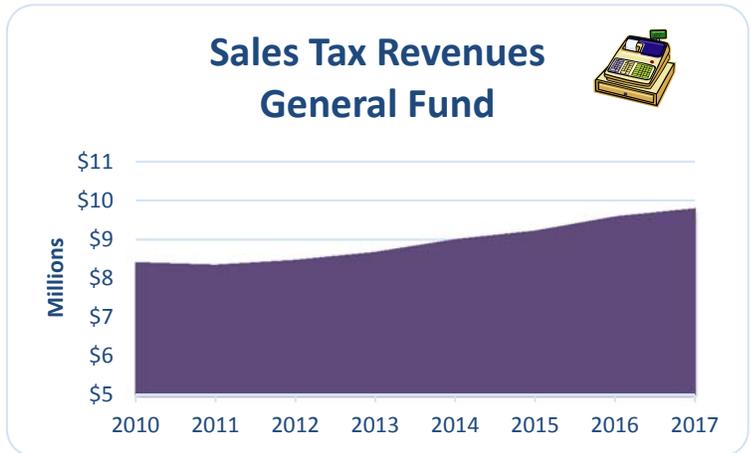
**New Construction** – A key component of the increase in Net Taxable Value is new construction and improvements to existing structures. New construction for fiscal year 2016/2017 is approximately \$ 123 million.

All tax information relative to budget decisions is not available from Tarrant Appraisal District until July 25<sup>th</sup> of each year. At this time, all revenue sources and expenditure priorities are considered in preparing a tax rate for the new budget year.

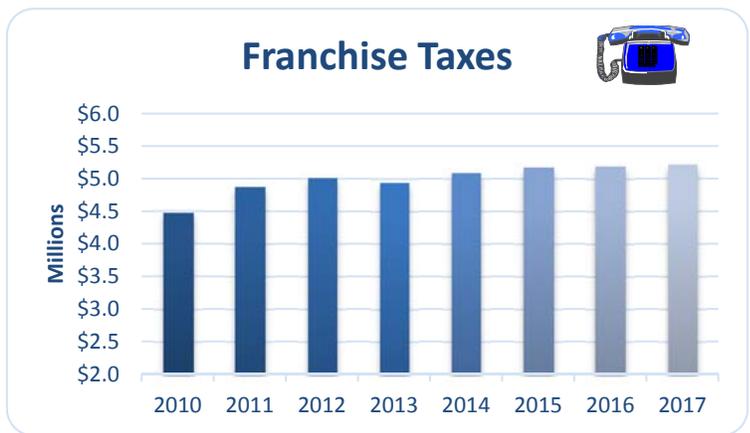


# REVENUE DESCRIPTIONS, EVALUATIONS AND PROJECTIONS

**Sales Taxes** are collected by the State from the sale of goods and services. The General Fund receives the following portions of these taxes from the State: Sales Tax – 1% of each dollar taxed within the City, and Mixed Beverage Tax – 10% of State collections within the City. Mixed Beverage Taxes for FY16/17 are projected to account for 0.32% of total General Fund Revenues. Sales tax revenues account for 21.65% of General Fund revenues. As a result of the recovering economy, the city projects sales tax collections to trend upward in FY16/17.



**Franchise Taxes** are collected primarily from utilities. They are fees charged for the use of public property. These fees account for 11.50% of General Fund revenues. Franchise payments are based on different criteria. A 4% fee on gross receipts is collected for gas and electric utilities. The sanitation system collection service pays 4% of gross receipts received from the billing of garbage collections in the City for both commercial and residential accounts. The telephone franchise agreement guarantees the City \$0.87 per residential line and \$2.41 per non-residential (business) line. Payments are also received from the cable provider amounting to 5% of gross subscriber receipts.



**Payment in Lieu of Taxes** consist of an annual appropriation from the Utility Fund for property taxes charged on infrastructure (i.e. pipelines and other utility assets) owned by the City. The appropriation for FY16/17 is projected at 0.86% of total General Fund Revenues.

Property Taxes, Sales Taxes, and Franchise Taxes account for 67.36% of General Fund revenue for 2016/2017. Even with the addition of some new businesses, the City conservatively estimates sales tax revenues. This is due to competition in the area and a recovering economy. Local economic indicators, such as the Consumer Price Index and employment data, are considered in making forecasting decisions, but actual current and historic collection trends serve as the basis for 2016/2017 revenue projections.

# REVENUE DESCRIPTIONS, EVALUATIONS AND PROJECTIONS

## Other Revenues

**Fines & Forfeitures** are primarily revenues received by the City from the Court of Record for Class “C” misdemeanor violations occurring within the City limits. Fines and forfeitures account for 4.59% of total General Fund Revenue. Library fines are also included in this category of revenue.

**Licenses & Permits** revenue includes fees charged by the City for business licenses and permits for general construction activities. Fees are charged for City inspection of electrical, plumbing, and mechanical installations. A fee is also charged for permits to drill natural gas wells. Licenses and permits account for 4.71% of General Fund revenue for fiscal year 2016/2017.



**Service Charges** include fees charged by the City for public use of services or facilities. Charges to developers for rezoning and plat review activities, and the sale of maps, are also included in this category of revenues. The Park & Recreation Department collects revenue from instructional classes, athletic events, public rentals, and sports tournaments. Ambulance fees are generated from the Mobile Intensive Care Units currently servicing the City. The EMS Division of the Fire Department coordinates the ambulance service for the City. The budgetary method for ambulance revenues was changed during FY14/15. Ambulance revenue is now shown as a net revenue, when it was previously reflected in gross revenue with an offsetting bad debt expense. Fees are established to recover some of the actual costs of providing the service. Service charges revenue projections for 2016/2017 comprise 4.95% of General Fund revenue.

**Intergovernmental** revenue sources account for 11.95% of total General Fund revenues. The Utility Fund reimburses the General Fund for a proportional share of operating costs that are absorbed by the General Fund applicable to the water and sewer services of the City. The Park Corporation reimburses the General Fund for indirect costs attributable to the Park Fund. The same is true for the General CIP funds, the Aquatic Park Enterprise Fund, and the Crime Control & Prevention District Fund. This category also includes revenue received from Haltom City, Watauga, and Richland hills for services provided as part of a consolidation of detention and communications program.

**Miscellaneous** revenues consist primarily of investment income, grants, and reimbursements. These revenue sources account for approximately 4.97% of total General Fund revenues. All funds of the City are invested according to a comprehensive investment policy. The primary objective of this policy is to protect investment principal. Interest earnings account for approximately 4.22% of this revenue source. General Fund interest is projected to be \$95,193 for fiscal year 2016/2017.

**Appropriations of Fund Balance** consists of the authorized use of designated and undesignated reserves for one-time, non-recurring expenditures. For fiscal year 2016/2017, the General Fund includes \$130,000 in appropriations of fund balance which represents 0.29% of revenues. This appropriation has been established from Court Technology Funds for the acquisition of electronic citation writers.

**FISCAL YEAR 2016-2017  
SCHEDULE 2 - SUMMARY OF REVENUES**

**GENERAL FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>TAXES</u></b>					
Current Property Taxes	\$14,444,697	\$13,773,694	\$14,580,715	\$14,766,880	\$15,254,440
Delinquent Property Taxes	105,071	114,085	114,000	58,000	110,000
Penalty and Interest	144,207	135,959	140,000	130,000	135,200
Franchise Fees	4,230,848	4,406,765	4,285,915	4,319,699	4,264,770
Utility Fund Franchise Taxes	856,215	857,706	905,116	866,271	945,688
Sales Taxes	9,009,968	9,297,668	9,601,841	9,616,109	9,808,431
Mixed Beverages	129,512	138,100	135,000	140,000	143,500
Payment in Lieu of Taxes	384,156	382,777	387,493	387,493	390,983
<b>SUB-TOTAL</b>	<b>\$29,304,675</b>	<b>\$29,106,753</b>	<b>\$30,150,080</b>	<b>\$30,284,452</b>	<b>\$31,053,012</b>
<b><u>FINES AND FORFEITURES</u></b>					
Municipal Court Fines	\$1,725,071	\$1,946,216	\$1,990,725	\$1,645,944	\$1,842,975
Warrant & Arrest Fees	196,791	212,774	215,250	174,500	174,500
Library Fines	69,091	64,005	72,500	66,250	60,000
<b>SUB-TOTAL</b>	<b>\$1,990,953</b>	<b>\$2,222,995</b>	<b>\$2,278,475</b>	<b>\$1,886,694</b>	<b>\$2,077,475</b>
<b><u>LICENSES AND PERMITS</u></b>					
Building Permits	\$720,877	\$706,248	\$775,000	\$1,444,434	\$1,000,000
Electrical Permits	54,343	43,436	60,000	70,423	70,560
Plumbing Permits	97,493	99,045	106,000	128,850	126,950
Mechanical Permits	84,933	70,977	75,500	75,500	72,480
Gas Drilling Permits	180,432	20,000	20,000	0	10,000
Burglar Alarm Permits	17,044	55,358	100,000	100,000	100,000
Miscellaneous Permits	83,904	91,467	75,306	84,045	79,410
Apartment Inspection Fees	94,319	98,279	100,000	100,000	100,000
Curb & Drainage Insp. Fees	83,169	112,179	59,000	70,058	70,058
Re-Inspection Fees	8,660	18,146	4,000	15,180	15,600
License Fees	23,333	21,970	23,100	21,373	21,600
Contractor Registration Fees	83,076	93,024	88,400	97,947	93,050
Plan/Review/Application Fee	55,385	74,734	45,000	47,986	43,780
Animal License/Adoption Fees	44,475	53,178	71,500	57,475	58,200
Animal Control Impoundment	25,543	26,250	26,000	23,451	23,000
Auto Impoundment Fees	9,629	13,856	13,000	13,000	13,000
Food Service Permits	137,648	151,286	148,230	152,583	153,346
Food Managers School	23,278	29,970	28,700	3,800	3,000
Fire Inspection/Alarm Fees	25,801	73,399	80,000	80,000	80,000
<b>SUB-TOTAL</b>	<b>\$1,853,340</b>	<b>\$1,852,802</b>	<b>\$1,898,736</b>	<b>\$2,586,105</b>	<b>\$2,134,034</b>
<b><u>CHARGES FOR SERVICE</u></b>					
Park Facility Rental	\$8,575	\$8,475	\$8,325	\$7,225	\$8,325
Ambulance Fees	2,485,543	1,527,887	1,564,500	1,572,493	1,596,000
Garbage Billing	368,400	399,090	400,415	400,415	412,427
Contributions	10,000	10,000	10,000	10,000	10,000
Recreation Fees	397	194	400	400	400
Athletic Revenue	110,747	114,306	124,245	120,105	121,805
Recreation Special Events	3,319	8,094	10,000	12,235	12,235
Planning & Zoning Fees	50,705	43,616	32,000	40,487	35,000
Sale of Accident Reports	8,417	6,389	6,000	6,000	6,000
Vital Statistics	56,925	27,453	0	0	0
Mowing	26,915	31,679	30,000	47,500	35,000
Fire Dept Certification/CPR Citizen Class	5,973	6,793	6,000	6,000	6,000
Miscellaneous	1,107	248	0	273	0
<b>SUB-TOTAL</b>	<b>\$3,137,023</b>	<b>\$2,184,223</b>	<b>\$2,191,885</b>	<b>\$2,223,133</b>	<b>\$2,243,192</b>

**FISCAL YEAR 2016-2017  
SCHEDULE 2 - SUMMARY OF REVENUES**

**GENERAL FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>INTERGOVERNMENTAL</u></b>					
Indirect Costs:					
Utility Fund	1,990,775	2,090,315	2,194,831	2,194,831	2,304,573
Park & Rec Facilities Dev. Corp.	386,017	410,189	449,959	448,406	474,033
Crime Control District	0	4,871	24,375	22,821	27,169
Aquatic Park Fund	143,942	151,139	158,696	158,696	166,631
Consolidation Reimbursements	1,825,784	1,899,570	2,330,674	2,330,674	2,440,769
<b>SUB-TOTAL</b>	<b>\$4,346,518</b>	<b>\$4,556,084</b>	<b>\$5,158,535</b>	<b>\$5,155,428</b>	<b>\$5,413,175</b>
<b><u>MISCELLANEOUS</u></b>					
Interest Income	\$109,126	\$137,172	\$113,400	\$90,434	\$95,193
Radio Reimbursement	247,966	195,467	273,609	234,422	273,609
Sale of City Property	4,047	14,424	3,000	10,701	3,000
Grant Proceeds	7,003	18,124	20,000	20,000	20,000
Overtime Reimbursements	0	15,545	0	1,400	0
Teen Court Reimbursement	20,400	20,405	21,272	21,272	21,272
Other Income	149,000	85,595	88,620	125,143	93,670
SRO Reimbursement (BISD)	82,422	0	0	0	0
Golf Course Loan Repayment	147,760	147,760	147,760	147,760	147,764
Designated Funds for City Hall Project Debt	0	2,000,000	959,062	959,062	1,599,289
<b>SUB-TOTAL</b>	<b>\$767,724</b>	<b>\$2,634,492</b>	<b>\$1,626,723</b>	<b>\$1,610,194</b>	<b>\$2,253,797</b>
<b><u>APPROPRIATION - FUND BALANCE</u></b>					
Legal Settlement & Litigation	\$94,000	\$0	\$0	\$0	\$0
Court Technology Funds	413,838	3,250	0	59,851	130,000
Utility Assistance Program	15,000	1,906	0	0	0
PEG Fees	650,000	5,500	0	0	0
Record Preservations Fee	60,688	8,000	0	0	0
Previous Year Encumbrances	279,902	102,079	0	428,833	0
General Fund Designated Reserves	0	1,200,000	0	0	0
General Fund Undesignated Reserves	82,800	0	0	3,870,000	0
<b>SUB-TOTAL</b>	<b>\$1,596,228</b>	<b>\$1,320,735</b>	<b>\$0</b>	<b>\$4,358,684</b>	<b>\$130,000</b>
<b>TOTAL REVENUES</b>	<b>\$42,996,461</b>	<b>\$43,878,083</b>	<b>\$43,304,434</b>	<b>\$48,104,690</b>	<b>\$45,304,685</b>

**FISCAL YEAR 2016-2017  
SCHEDULE 3 - SUMMARY OF EXPENDITURES**

**GENERAL FUND**

	<u>ACTUAL FY 2013/14</u>	<u>ACTUAL FY 2014/15</u>	<u>ADOPTED BUDGET FY 2015/16</u>	<u>REVISED BUDGET FY 2015/16</u>	<u>ADOPTED BUDGET FY 2016/17</u>
<b><u>EXPENDITURES</u></b>					
City Council	\$102,844	\$116,848	\$129,470	\$129,470	\$130,378
City Manager	\$475,273	\$595,828	\$621,833	\$622,366	\$641,381
Communications					
Public Information	\$217,512	\$222,562	\$231,763	\$233,303	\$238,994
Citicable	118,660	117,283	116,943	116,943	121,131
Total Communications	<u>\$336,172</u>	<u>\$339,844</u>	<u>\$348,706</u>	<u>\$350,246</u>	<u>\$360,125</u>
City Secretary					
City Secretary	\$280,116	\$272,461	\$305,639	\$308,639	\$272,047
Record Management	209,888	153,902	160,774	169,774	155,753
Total City Secretary	<u>\$490,005</u>	<u>\$426,363</u>	<u>\$466,413</u>	<u>\$478,413</u>	<u>\$427,800</u>
Legal	\$268,829	\$265,100	\$304,374	\$346,266	\$314,000
Human Resources	\$117,203	\$122,253	\$133,415	\$133,698	\$139,776
Finance					
Accounting & Administration	\$435,255	\$433,457	\$455,753	\$458,763	\$450,989
Purchasing	202,608	191,900	220,438	218,578	239,743
Total Finance	<u>\$637,863</u>	<u>\$625,357</u>	<u>\$676,191</u>	<u>\$677,341</u>	<u>\$690,732</u>
Budget & Research					
Budget	\$139,593	\$144,830	\$150,347	\$151,266	\$156,056
Tax	234,395	191,991	213,638	220,105	220,638
Internal Audit	22,727	22,716	23,095	23,130	23,882
Total Budget & Research	<u>\$396,715</u>	<u>\$359,536</u>	<u>\$387,080</u>	<u>\$394,501</u>	<u>\$400,576</u>
Municipal Court					
Administration / Prosecution	\$409,663	\$416,897	\$412,886	\$484,653	\$429,732
Court Records	432,385	433,356	467,654	471,564	494,807
Warrants	384,540	393,936	408,228	408,582	419,604
Teen Court	89,288	91,792	101,620	101,974	103,962
Total Municipal Court	<u>\$1,315,875</u>	<u>\$1,335,981</u>	<u>\$1,390,388</u>	<u>\$1,466,773</u>	<u>\$1,448,105</u>
Planning and Development					
Planning & Administration	260,192	252,651	253,258	253,557	334,523
Inspections	741,125	778,263	781,800	783,574	808,297
Total Planning and Development	<u>\$1,001,317</u>	<u>\$1,030,914</u>	<u>\$1,035,058</u>	<u>\$1,037,131</u>	<u>\$1,142,820</u>
Economic Development	\$289,945	\$310,638	\$322,219	\$323,017	\$330,433
Library					
General Services	\$211,874	\$219,866	\$230,853	\$233,305	\$318,647
Public Services	896,194	944,570	998,426	1,052,792	907,136
Technical Services	883,608	869,076	875,035	822,409	920,697
Total Library	<u>\$1,991,676</u>	<u>\$2,033,512</u>	<u>\$2,104,314</u>	<u>\$2,108,506</u>	<u>\$2,146,480</u>

**FISCAL YEAR 2016-2017  
SCHEDULE 3 - SUMMARY OF EXPENDITURES**

**GENERAL FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>Neighborhood Services</b>					
Neighborhood Resources	\$352,362	\$252,792	\$295,158	\$307,512	\$310,050
Animal Services	679,458	711,251	690,184	693,702	710,594
Consumer Health	287,816	283,853	312,868	324,342	325,311
Code Compliance	301,705	396,185	450,435	438,968	460,056
<b>Total Neighborhood Services</b>	<b>\$1,621,342</b>	<b>\$1,644,081</b>	<b>\$1,748,645</b>	<b>\$1,764,524</b>	<b>\$1,806,011</b>
<b>Public Works</b>					
General Services	\$227,721	\$313,551	\$311,760	\$312,203	\$334,625
Traffic Control	1,024,437	1,056,586	1,128,790	1,174,200	1,166,514
Street & Drainage	2,405,245	2,618,981	2,733,917	1,766,817	1,770,631
<b>Total Public Works</b>	<b>\$3,657,403</b>	<b>\$3,989,119</b>	<b>\$4,174,467</b>	<b>\$3,253,220</b>	<b>\$3,271,770</b>
<b>Parks &amp; Recreation</b>					
General Services	\$169,995	\$176,013	\$184,052	\$184,123	\$170,306
Parks Maintenance	928,343	898,649	884,943	896,708	942,460
Recreation Services	487,102	487,102	487,102	487,102	487,102
Athletic Program Services	165,771	166,711	181,461	181,815	191,236
Senior Adult Services	239,168	250,309	265,727	266,437	278,327
Youth Outreach & Cultural	39,344	46,021	45,443	45,443	45,686
<b>Total Parks &amp; Recreation</b>	<b>\$2,029,723</b>	<b>\$2,024,804</b>	<b>\$2,048,728</b>	<b>\$2,061,628</b>	<b>\$2,115,117</b>
<b>Police</b>					
General Services	\$851,890	\$1,033,408	\$1,081,382	\$1,129,856	\$1,118,932
Administrative Services	650,117	489,975	498,183	501,151	532,180
Criminal Investigations	2,238,726	2,250,625	2,333,515	2,337,417	2,476,851
Uniform Patrol	5,100,286	5,260,552	5,080,942	5,079,746	5,274,066
Detention Services	1,314,845	1,359,044	1,515,129	1,580,212	1,589,236
Property Evidence	307,072	303,640	346,446	346,623	362,264
Communications	1,924,359	1,947,137	2,140,302	2,260,253	2,228,953
<b>Total Police</b>	<b>\$12,387,294</b>	<b>\$12,644,381</b>	<b>\$12,995,899</b>	<b>\$13,235,258</b>	<b>\$13,582,482</b>
<b>Emergency Management</b>	<b>\$837,840</b>	<b>\$828,451</b>	<b>\$986,428</b>	<b>\$892,645</b>	<b>\$1,005,152</b>
<b>Fire Department</b>					
General Services	\$350,658	\$361,806	\$385,605	\$387,615	\$396,273
Operations	7,930,185	8,185,792	8,571,547	8,580,952	8,997,235
Emergency Medical	1,376,834	1,501,204	1,579,668	1,617,845	1,668,416
Fire Inspections	660,298	615,843	635,548	639,099	658,570
<b>Total Fire</b>	<b>\$10,317,975</b>	<b>\$10,664,645</b>	<b>\$11,172,368</b>	<b>\$11,225,511</b>	<b>\$11,720,494</b>
<b>Building Services</b>	<b>\$705,401</b>	<b>\$737,070</b>	<b>\$848,774</b>	<b>\$848,774</b>	<b>\$836,737</b>
<b>Non Departmental</b>	<b>\$2,006,116</b>	<b>\$767,629</b>	<b>\$973,331</b>	<b>\$1,197,928</b>	<b>\$1,098,506</b>
<b>SUB-TOTAL DEPARTMENTS</b>	<b>\$40,986,812</b>	<b>\$40,862,354</b>	<b>\$42,868,101</b>	<b>\$42,547,216</b>	<b>\$43,608,875</b>

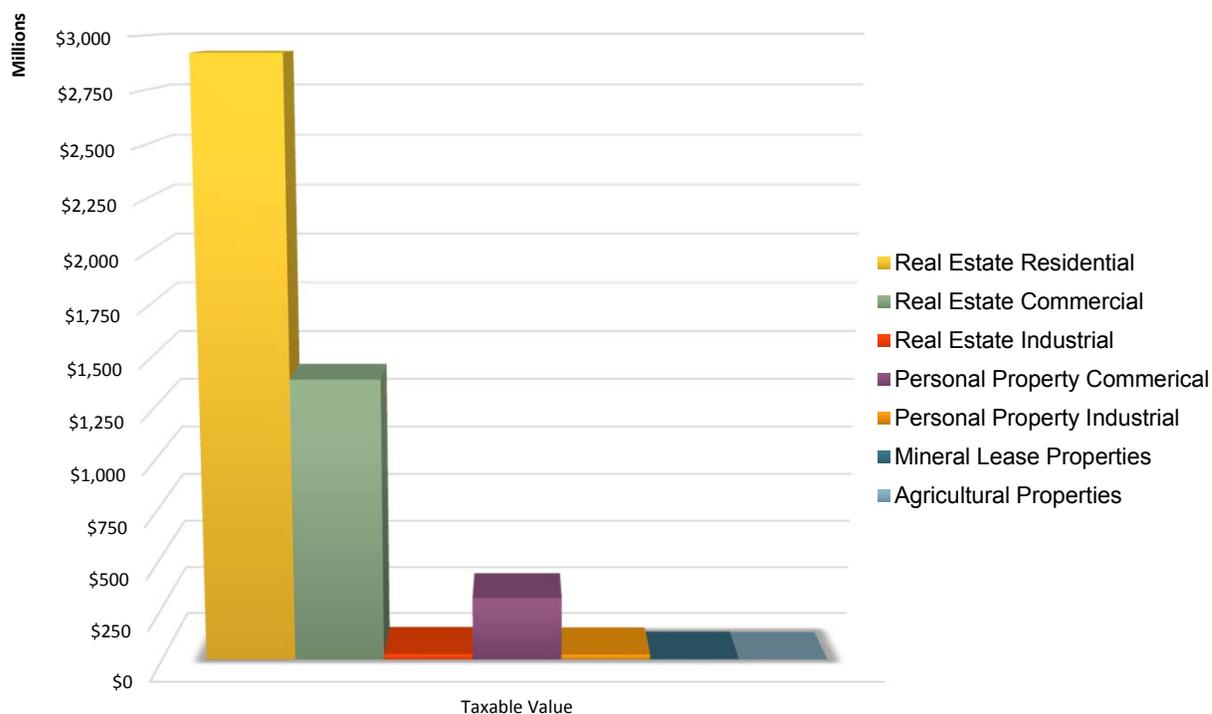
**FISCAL YEAR 2016-2017  
SCHEDULE 3 - SUMMARY OF EXPENDITURES**

**GENERAL FUND**

	<u>ACTUAL FY 2013/14</u>	<u>ACTUAL FY 2014/15</u>	<u>ADOPTED BUDGET FY 2015/16</u>	<u>REVISED BUDGET FY 2015/16</u>	<u>ADOPTED BUDGET FY 2016/17</u>
<b><u>RESERVES &amp; OTHER EXPENDITURES</u></b>					
<u>Other</u>					
Economic Development Incentives	\$0	\$28,000	\$130,650	\$176,841	\$210,885
Legal Settlement	94,000	0	0	150,000	0
Other Total	<u>\$94,000</u>	<u>\$28,000</u>	<u>\$130,650</u>	<u>\$326,841</u>	<u>\$210,885</u>
<u>Transfers</u>					
Capital Projects	\$956,649	\$1,376,198	\$0	\$3,924,950	\$180,000
Capital Projects - Sidewalk Maintenance	50,000	68,000	50,000	50,000	50,000
Fleet Services	0	21,040	0	0	0
Information Services	78,810	77,385	75,703	75,703	77,975
Neighborhood Revitalization Program	0	100,000	0	0	0
Transfers Total	<u>\$1,085,459</u>	<u>\$1,642,623</u>	<u>\$125,703</u>	<u>\$4,050,653</u>	<u>\$307,975</u>
<u>Contribution to Reserves</u>					
General Fund Reserves	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Public, Educational, Governmental (PEG) Fees	168,000	11,929	179,980	179,980	176,950
Records Preservation	4,000	0	0	0	0
Transportation Projects (Future)	210,719	200,000	0	0	0
Contribution to Reserves Total	<u>\$382,719</u>	<u>\$211,929</u>	<u>\$179,980</u>	<u>\$1,179,980</u>	<u>\$1,176,950</u>
<b>TOTAL RESERVES &amp; OTHER EXPENDITURES</b>	<u>\$1,562,178</u>	<u>\$1,882,551</u>	<u>\$436,333</u>	<u>\$5,557,474</u>	<u>\$1,695,810</u>
<b>TOTAL EXPENDITURES</b>	<u>\$42,548,990</u>	<u>\$42,744,906</u>	<u>\$43,304,434</u>	<u>\$48,104,690</u>	<u>\$45,304,685</u>
<b>BALANCE</b>	<u><u>\$447,471</u></u>	<u><u>\$1,133,178</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

# SOURCES OF AD VALOREM TAX VALUE

Tarrant Appraisal District determines property tax value for the City of North Richland Hills. As of July 25, 2016, the City's total appraised value was \$5.628 billion. The estimated net taxable value is \$4.599 billion. The estimated net taxable value is used to calculate the total tax levy for the City with the adopted tax rate of \$0.61 cents on \$100 value. As illustrated in this chart, approximately 62.52% of the City's property value is from residential property, 29.68% from commercial value and 7.18% from personal property value. The remaining 0.62% of the value is from industrial and various other types of property value



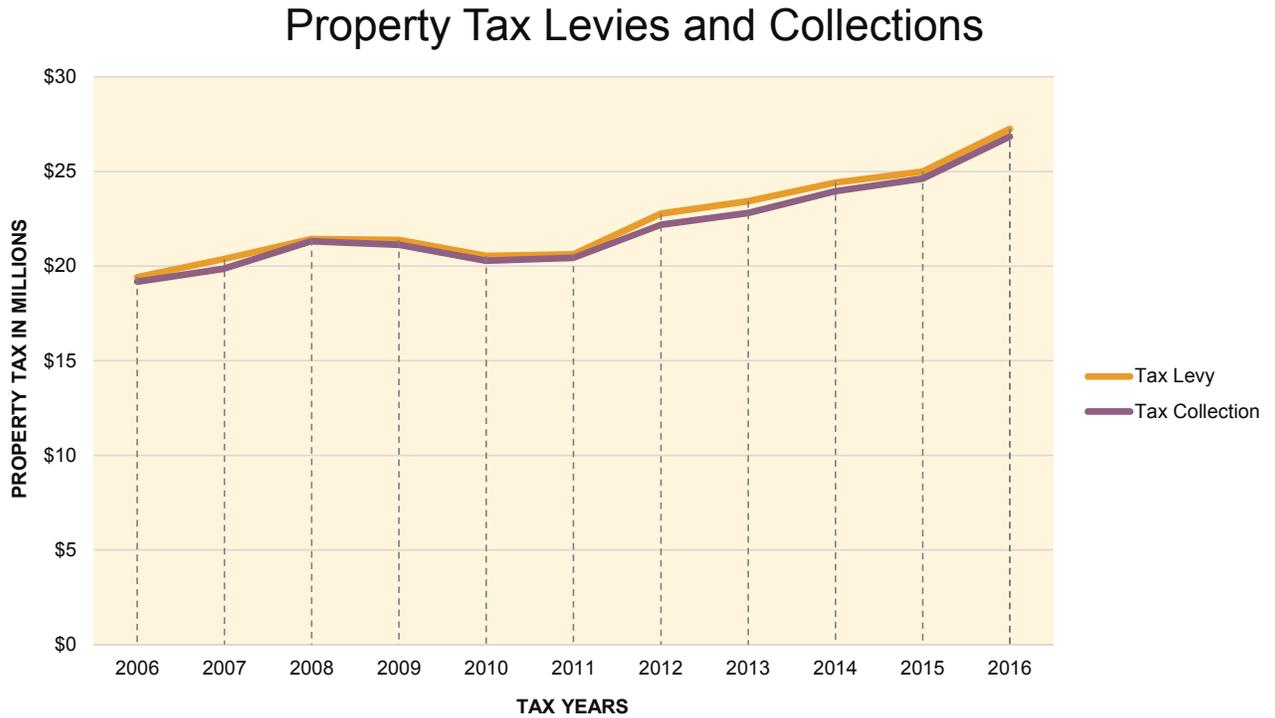
Category	Taxable Value	% of Value
Real Estate Residential	\$ 2,921,829,357	62.52%
Real Estate Commercial	1,387,228,059	29.68%
Real Estate Industrial	26,729,937	0.57%
Personal Property Commercial	311,192,462	6.66%
Personal Property Industrial	24,490,891	0.52%
Mineral Lease Properties	2,039,010	0.04%
Agricultural Properties	93,160	0.00%
<b>Total</b>	<b>\$ 4,673,602,876</b>	<b>100.00%</b>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 4 - SUMMARY OF PROPERTY TAX REVENUE AND DISTRIBUTION**

<b><u>NET TAXABLE VALUE:</u></b>	<b><u>M&amp;O</u></b>	<b><u>I&amp;S</u></b>	<b><u>TOTAL</u></b>
Total Appraised Value as of July 25th, 2016			5,628,974,889
Less:			
Absolute Exemption			(319,025,838)
Cases Before ARB			(260,050,864)
Incomplete Accounts			(108,720,602)
Disabled Veteran			(19,853,683)
Over 65			(164,764,332)
Homestead			(410,628,187)
Disabled Persons			(8,146,520)
Freeport Inventory Value Loss			(124,765)
Pollution Control			(60,904)
Solar & Wind Powered Devices			(2)
Nominal Value Accounts			(383,506)
In Process			(718,817)
Total Reduction to Values			<u>(1,292,478,020)</u>
<b>NET TAXABLE VALUE AT JULY 25th, 2016</b>			<u>4,336,496,869</u>
Add:			
Estimated Minimum ARB protested values			172,451,268
Incomplete Property			90,116,979
In Process Property			630,074
<b>ESTIMATED NET TAXABLE VALUE AT JULY 25th, 2016</b>			<u>4,599,695,190</u>
<b><u>ESTIMATED PROPERTY TAX COLLECTIONS:</u></b>			
Estimated Net Taxable Value			4,599,695,190
Less: TIF #1 Incremental Value			(7,970,455)
Less: TIF #1A Incremental Value			0
Less: TIF #2 Incremental Value			(365,284,356)
Less: Tax Ceiling Taxable Values			(532,647,433)
Net Taxable Values			<u>3,693,792,946</u>
Proposed Tax Rate per \$100 Valuation	0.348083	0.261917	0.610000
Estimated Total Tax Levy at 100% Collection	12,857,465	9,674,703	22,532,168
Less: Estimated Uncollectable (1.5%)	(192,862)		(192,862)
Less: Estimated I&S Uncollectable (1.5%)	<u>(145,121)</u>		<u>(145,121)</u>
Estimated Revenue from Property Tax	<u>12,519,482</u>	<u>9,674,703</u>	<u>22,194,185</u>
Estimated Revenue from Property Tax	12,519,482	9,674,703	22,194,185
Plus: Tax Ceiling Account Revenue	2,627,306	-	2,627,306
Less: Estimated Uncollectable (1.5%)	(39,410)	-	(39,410)
Plus: TIF Tax Rate Differential (4 cents)	149,302	-	149,302
Less: Estimated I&S Uncollectable (1.5%)	<u>(2,240)</u>	<u>-</u>	<u>(2,240)</u>
<b>ESTIMATED PROPERTY TAX DISTIRBUTION</b>	<u>15,254,440</u>	<u>9,674,703</u>	<u>24,929,143</u>

# PROPERTY TAX LEVIES AND CURRENT COLLECTIONS

As this chart indicates, the City has a very high percentage of tax collection to tax levy. In each of these years, the City has collected 97% or more of the tax levy.



Tax Year	Tax Levy	Tax Collection	% Collected
2006	19,420,705	19,179,063	98.76%
2007	20,379,252	19,869,552	97.50%
2008	21,429,065	21,316,167	99.47%
2009	21,377,437	21,137,592	98.88%
2010	20,533,211	20,284,464	98.79%
2011	20,623,649	20,433,908	99.08%
2012	22,769,664	22,182,111	97.42%
2013	23,430,493	22,806,370	97.34%
2014	24,415,313	23,959,432	98.13%
2015	25,002,765	24,627,723	98.50%
2016	27,249,218	26,840,480	98.50%

**FISCAL YEAR 2016-2017  
SCHEDULE 5 - SUMMARY OF REVENUES AND EXPENDITURES**

**GENERAL DEBT SERVICE FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
General Debt Service Taxes	\$7,074,213	\$8,840,000	\$8,391,108	\$8,391,108	\$9,674,703
TIF #1 and #2 Taxes <sup>(1)</sup>	3,180,219	0	0	0	0
<b>SUB-TOTAL AD VALOREM TAXES</b>	<b>\$10,254,432</b>	<b>\$8,840,000</b>	<b>\$8,391,108</b>	<b>\$8,391,108</b>	<b>\$9,674,703</b>
<b>Transfer in From:</b>					
Drainage Utility	\$581,441	\$565,838	\$553,789	\$553,789	\$447,197
Park & Rec. Facilities Dev. Corp	356,218	341,536	329,005	329,055	320,393
Fleet Services Fund	393,134	447,714	440,414	439,793	448,414
Facilities Services Fund	25,409	24,670	27,399	27,399	26,193
Donations Fund	0	0	0	34,849	37,279
Gas Development Fund	212,053	0	0	0	0
<b>SUB-TOTAL TRANSFER IN</b>	<b>\$1,568,255</b>	<b>\$1,379,758</b>	<b>\$1,350,607</b>	<b>\$1,384,885</b>	<b>\$1,279,476</b>
<b>Proceeds</b>					
Bond Issuance Proceeds	\$3,936,985	\$5,910,943	\$0	\$1,046,864	\$0
Interest Income	14,807	15,685	12,100	10,748	10,883
City of Watauga, CIP Participation	82,853	82,853	82,853	82,853	82,853
Miscellaneous Revenues	0	108	0	0	0
Transfer In	0	0	2,424,790	2,424,790	607,721
Appropriation of Fund Balance	994,243	648,073	0	581,736	0
<b>SUB-TOTAL OTHER</b>	<b>\$5,028,888</b>	<b>\$6,657,662</b>	<b>\$2,519,743</b>	<b>\$4,146,991</b>	<b>\$701,457</b>
<b>TOTAL REVENUES</b>	<b>\$16,851,575</b>	<b>\$16,877,420</b>	<b>\$12,261,458</b>	<b>\$13,922,984</b>	<b>\$11,655,636</b>
<b>EXPENDITURES</b>					
Existing Bonds & C.O.'s	\$9,065,998	\$10,923,172	\$12,204,458	\$12,759,015	\$11,561,900
Existing Loans	316,690	0	0	0	0
TIF #1 and #2 Funding	3,180,219	0	0	0	0
Issuance Costs / Paying Agent Fees	185,614	258,140	57,000	143,834	93,736
Bond Defeasance / Refunding	3,936,985	5,648,056	0	1,020,135	0
<b>TOTAL EXPENDITURES</b>	<b>\$16,685,505</b>	<b>\$16,829,368</b>	<b>\$12,261,458</b>	<b>\$13,922,984</b>	<b>\$11,655,636</b>
<b>BALANCE</b>	<b>\$166,069</b>	<b>\$48,052</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

<sup>(1)</sup> Beginning in Fiscal Year 2014/2015, TIF activity will be reported on Schedule 7 - Tax Increment Financing Fund

**FISCAL YEAR 2016-2017**  
**SCHEDULE 6 - SUMMARY OF TAX INCREMENT FINANCE (TIF) DISTRICT PROPERTY TAX REVENUE AND DISTRIBUTION**

**NET TAXABLE VALUE:**

**TAX INCREMENT FINANCING DISTRICT #1**

Taxable Value (2016 Tax Year)		\$9,123,384
Less: Base Taxable Value (1998 Tax Year)		1,152,929
Taxable Value Increment (2016 Tax Year)	Gain / (Loss):	\$7,970,455

**TAX INCREMENT FINANCING DISTRICT #1A**

Taxable Value (2016 Tax Year)		\$75,659,004
Less: Base Taxable Value (2008 Tax Year)		83,563,510
Taxable Value Increment (2016 Tax Year)	Gain / (Loss):	(\$7,904,506)

**TAX INCREMENT FINANCING DISTRICT #2**

Taxable Value (2016 Tax Year)		\$377,662,403
Less: Base Taxable Value (1998 Tax Year)		40,020,188
Taxable Value Increment (2016 Tax Year)	Gain / (Loss):	\$337,642,215

**ESTIMATED TAX INCREMENT FINANCING DISTRICT PROPERTY TAX REVENUE**

**TAX INCREMENT FINANCING DISTRICT #1**

Current Taxable Value Increment: TIF District #1		\$7,970,455
Tax Rate per \$100 Valuation and Inception		\$0.57
Estimated TIF District #1 Property Tax Revenue at 100%		\$45,432
Estimated Collection Rate		98.50%
Estimated TIF District #1 Property Tax Revenue		\$44,750

**TAX INCREMENT FINANCING DISTRICT #1A**

Current Taxable Value Increment: TIF District #1A		\$0
Tax Rate per \$100 Valuation and Inception		\$0.57
Estimated TIF District #1A Property Tax Revenue at 100%		\$0
Estimated Collection Rate		98.50%
Estimated TIF District #1A Property Tax Revenue		\$0

**TAX INCREMENT FINANCING DISTRICT #2**

Current Taxable Value Increment: TIF District #2		\$337,642,215
Tax Rate per \$100 Valuation and Inception		\$0.57
Estimated TIF District #2 Property Tax Revenue at 100%		\$1,924,561
Estimated Collection Rate		98.50%
Estimated TIF District #2 Property Tax Revenue		\$1,895,692

**TOTAL ESTIMATED TAX INCREMENT FINANCING DISTRICT PROPERTY TAX REVENUE <sup>(1)</sup>**

\$1,940,442

**Notes:**

<sup>(1)</sup> The information presented on this schedule represents the contribution of the City of North Richland Hills to the Tax Increment Financing Districts in which it participates. This schedule does not reflect the contribution of other entities.

**FISCAL YEAR 2016-2017  
SCHEDULE 7 - SUMMARY OF REVENUES AND EXPENDITURES**

**TAX INCREMENT FINANCING FUND**

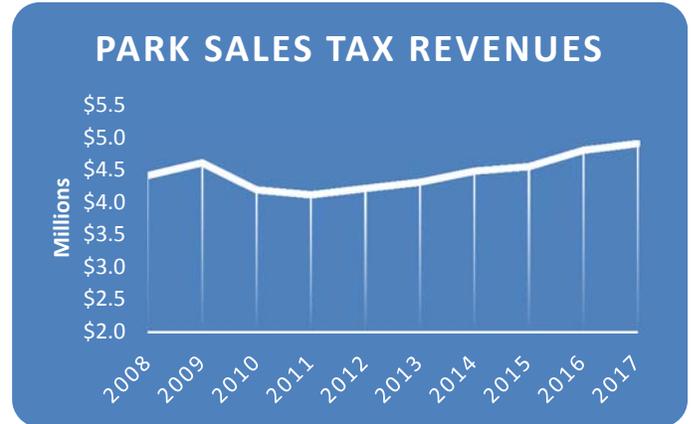
	ACTUAL FY 2013/14	ACTUAL FY 2014/15	ADOPTED BUDGET FY 2015/16	REVISED BUDGET FY 2015/16	ADOPTED BUDGET FY 2016/17
<b><u>TAX INCREMENT FINANCING DISTRICT #1</u></b>					
<b>REVENUES</b>					
<b>Tax Increment Financing District #1 Taxes</b>					
City of North Richland Hills	\$0	\$41,834	\$41,206	\$41,833	\$44,750
Tarrant County Hospital District	0	16,726	16,726	16,726	18,164
Tarrant County College District	0	10,972	10,972	10,972	11,916
Tarrant County	0	0	19,376	19,376	21,042
Birdville ISD	0	105,318	105,318	106,704	114,376
Sub-Total	<u>\$0</u>	<u>\$174,849</u>	<u>\$193,598</u>	<u>\$195,611</u>	<u>\$210,248</u>
<b>Other Funding Sources</b>					
Investment Income	\$0	\$8,287	\$0	\$3,167	\$4,500
Bond Defeasance / Refunding Proceeds	0	122,383	0	0	0
Appropriation of Fund Balance	0	512,717	487,920	482,982	451,047
Sub-Total	<u>\$0</u>	<u>\$643,387</u>	<u>\$487,920</u>	<u>\$486,149</u>	<u>\$455,547</u>
<b>TOTAL REVENUES</b>	<u>\$0</u>	<u>\$818,236</u>	<u>\$681,518</u>	<u>\$681,760</u>	<u>\$665,795</u>
<b>EXPENDITURES &amp; TRANSFERS</b>					
TIF #1 Debt Service	\$0	\$695,852	\$681,518	\$681,760	\$665,795
Bond Defeasance / Refunding	0	158,872	27,168	27,410	17,920
<b>TOTAL EXPENDITURES</b>	<u>\$0</u>	<u>\$818,235</u>	<u>\$681,518</u>	<u>\$681,760</u>	<u>\$665,795</u>
<b>BALANCE</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b><u>TAX INCREMENT FINANCING DISTRICT #2</u></b>					
<b>REVENUES</b>					
<b>Tax Increment Financing District #2 Taxes</b>					
City of North Richland Hills	\$0	\$1,412,841	\$1,614,694	\$1,601,658	\$1,895,692
Tarrant County Hospital District	0	556,250	753,805	691,531	769,476
Tarrant County College District	0	381,177	494,495	453,674	504,775
Tarrant County	0	707,616	873,222	801,082	891,375
Sub-Total	<u>\$0</u>	<u>\$3,057,885</u>	<u>\$3,736,216</u>	<u>\$3,547,945</u>	<u>\$4,061,318</u>
<b>Other Funding Sources</b>					
Investment Income	\$0	\$3,544	\$0	\$2,120	\$0
Bond Defeasance / Refunding Proceeds	\$0	\$4,646,137	\$0	\$997,157	\$0
Sub-Total	<u>\$0</u>	<u>\$4,649,681</u>	<u>\$0</u>	<u>\$999,277</u>	<u>\$0</u>
<b>TOTAL REVENUES</b>	<u>\$0</u>	<u>\$7,707,566</u>	<u>\$3,736,216</u>	<u>\$4,547,222</u>	<u>\$4,061,318</u>
<b>EXPENDITURES &amp; TRANSFERS</b>					
TIF #2 Debt Service	\$0	\$2,503,532	\$2,369,203	\$2,370,847	\$2,344,585
Bond Defeasance / Refunding	\$0	\$4,646,137	\$0	\$1,005,586	\$0
Sub-Total	<u>\$0</u>	<u>\$2,503,532</u>	<u>\$2,369,203</u>	<u>\$2,370,847</u>	<u>\$2,344,585</u>
<b>TOTAL EXPENDITURES</b>	<u>\$0</u>	<u>\$2,503,532</u>	<u>\$2,369,203</u>	<u>\$2,370,847</u>	<u>\$2,344,585</u>
<b>BALANCE</b>	<u>\$0</u>	<u>\$5,204,033</u>	<u>\$1,367,013</u>	<u>\$2,176,375</u>	<u>\$1,716,733</u>

Note:

(1) Tax Increment Financing District information was previously reflected as part of Schedule 5 - General Debt Service Fund

# OVERVIEW OF THE PARKS FACILITIES AND DEVELOPMENT FUND

Revenues for the NRH Centre are estimated at \$3,138,852 for FY 2016/2017. Expenditures for the new recreation center for that same period of time are projected to be \$2,974,265. The Park Development Fund's sales tax revenue projection for 2016/2017 is \$4,904,216. Tennis Center revenues, which are also included in this fund, are projected to be \$372,350. Tennis Center expenditures are projected to be \$632,254.

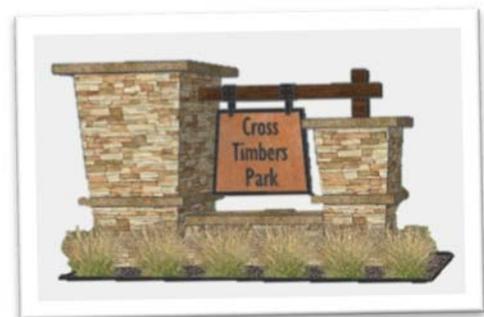


The Park Development Fund has issued approximately \$13 million in revenue bonds that are supported by sales tax revenues. The bonds were used to purchase park land and construct major facilities, such as the NRH<sub>2</sub>O, Green Valley Community Park, Stormy Plaza and Richland Tennis Center. Current and future projects, and debt service on the bonds, are financed using sales tax revenues. The City has collected over \$70 million in sales tax since 1993. Listed below are some of the projects currently under design or construction.



**Northfield Park Redevelopment** – This continuing project involves redevelopment of Northfield Park which opened in 1985. This will be the first major renovation of the park and will include a new playground, large picnic pavilion, new restrooms, more efficient use of space, new parking and an internal loop trail. Construction is expected to begin in the summer of 2017 and be completed in late summer of 2018.

**Park System Signage** – This project is a continuing project which provides for new, updated park signage that will provide a gateway to each park. The new signs will incorporate sustainable materials in a design that is in line with the City's Image Study and the Park System Master Plan. Over the next two years, all of the park identification signs throughout the park system will be replaced. The 2016/17 funding will be used to replace those signs most in need replacement.



**Parks Infrastructure Maintenance** - This project provides infrastructure maintenance and repair of parks, trails and facilities in response to use and age. Improvements for FY2016/17 include replacement of playground safety surface material, repainting of pavilions at three parks, repair of concrete trail sections and playground amenities repair.

# OVERVIEW OF THE PARKS FACILITIES AND DEVELOPMENT FUND

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Trail Identification and 9-1-1 Emergency Responses Signage- This project provides for the design and installation of updated trail identification and 9-1-1 emergency signs to be introduced along the major trails within the city. The trail identification signs will be placed at selected trail and street intersections throughout the city as a means to identify which streets trail users are crossing.

## Green Valley Playground Replacement and Shade Structure Project

This project will replace the 21 year old playground equipment at Green Valley Park. The project also includes design and installation of a shade structure over the new playground.

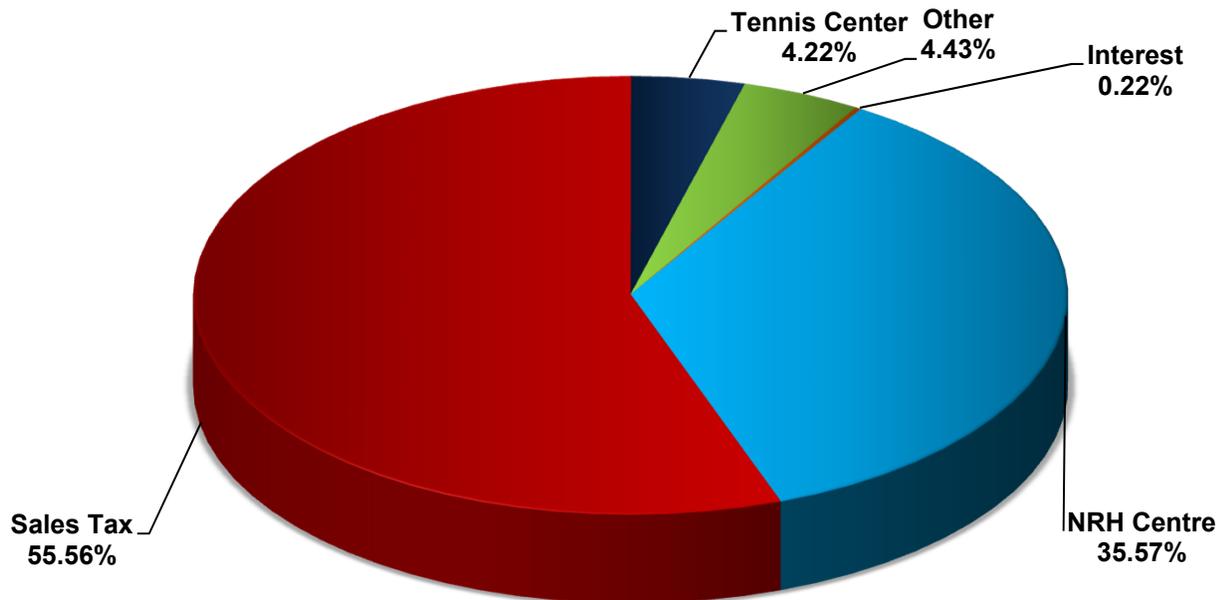


## Barfield Family Foundation Grant

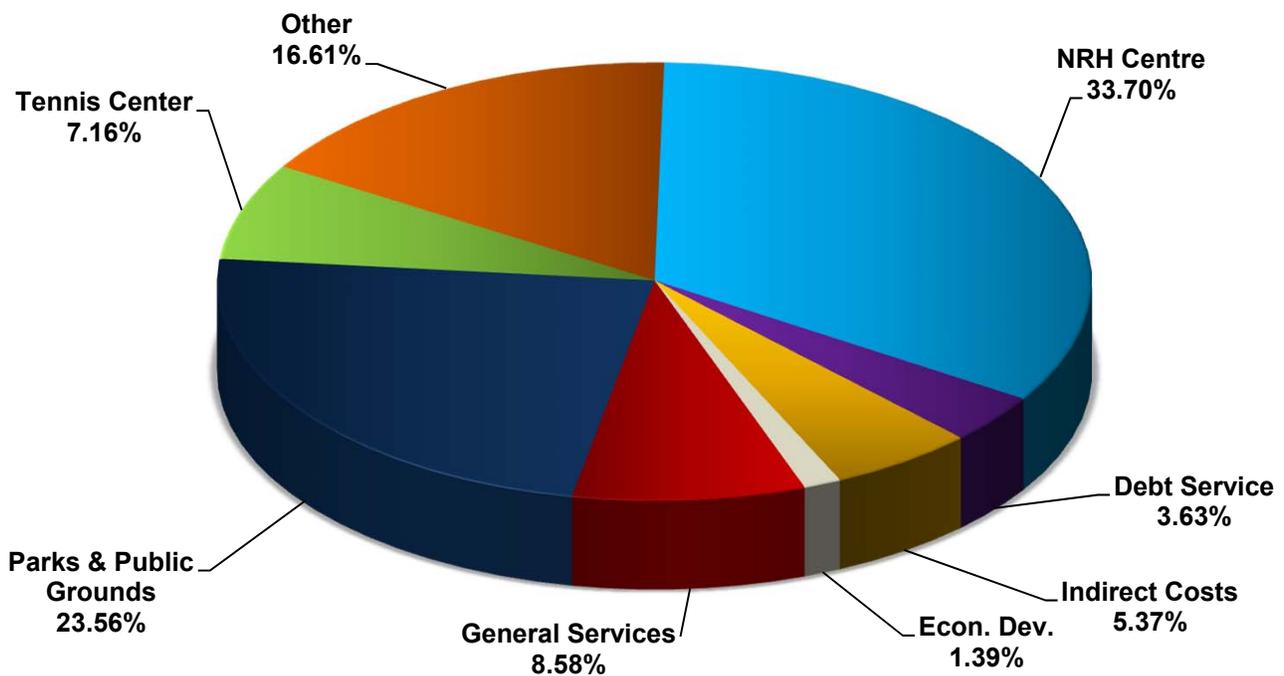
This privately funded grant program will provide funding opportunities for various enhancements along the Little Bear Creek Corridor and John Barfield Trail. Possibilities for enhancements include a wildflower development program, wildlife viewing areas and educational signage along the Little Bear Creek Corridor.



**2016/17 Park and Recreation Facilities Dev. Fund Revenue**  
**\$8,825,391**  
**"Where the money comes from..."**



**2016/17 Park and Recreation Facilities Dev. Fund Expenditures**  
**\$8,825,391**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017**  
**SCHEDULE 8 - SUMMARY OF REVENUES AND EXPENDITURES**

**PARK AND RECREATION FACILITIES DEVELOPMENT FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
Sales Tax	\$4,506,169	\$4,648,841	\$4,800,921	\$4,808,055	\$4,904,216
Interest Income	16,754	21,367	18,000	17,611	19,378
Youth Assn. Maintenance Fees	70,183	47,444	60,000	47,000	55,910
Tennis Center Revenue	358,932	329,384	355,550	358,650	372,350
Transfer in from Aquatic Park Fund	75,125	77,379	81,248	81,248	83,685
Park Impact Fees	78,513	60,635	70,000	80,000	70,000
Grants	0	0	0	187,686	50,000
Other Income	67,352	46,351	1,000	19,257	1,000
<b>SUB-TOTAL</b>	<b>\$5,173,028</b>	<b>\$5,231,402</b>	<b>\$5,386,719</b>	<b>\$5,599,507</b>	<b>\$5,556,539</b>
<b>NRH CENTRE</b>					
Memberships / Drop-In Passes	\$1,406,005	\$1,425,002	\$1,420,000	\$1,420,000	\$1,491,000
Fitness	347,181	385,800	368,000	389,000	398,260
Recreation / Sports	247,142	234,463	286,340	246,984	272,340
Grand Hall Rental	149,737	184,919	166,800	175,864	203,750
Catering & Event Fees	11,665	15,215	17,000	8,200	13,420
Aquatic Programs	182,826	218,325	189,000	191,000	212,580
Pool Rental	4,239	4,061	5,400	5,400	5,000
Gym Rental	2,592	1,991	3,100	3,100	3,100
Concessions / Merchandise	28,113	30,919	27,000	27,000	27,000
Special Events	8,635	8,374	10,000	10,000	10,000
Other	26,441	22,967	13,500	13,500	15,300
General Fund	487,102	487,102	487,102	487,102	487,102
<b>SUB-TOTAL</b>	<b>\$2,901,677</b>	<b>\$3,019,137</b>	<b>\$2,993,242</b>	<b>\$2,977,150</b>	<b>\$3,138,852</b>
<b>APPROPRIATION OF FUND BALANCE</b>					
Prior Year Encumbrances	\$0	\$0	\$0	\$8,767	\$0
Appropriation of Park Impact Fee Reserves	0	0	0	0	130,000
<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,767</b>	<b>\$130,000</b>
<b>TOTAL REVENUES</b>	<b>\$8,074,705</b>	<b>\$8,250,539</b>	<b>\$8,379,961</b>	<b>\$8,585,424</b>	<b>\$8,825,391</b>

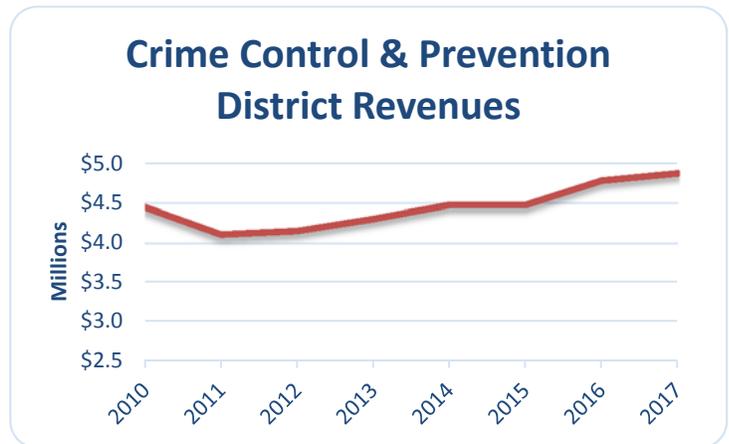
**FISCAL YEAR 2016-2017**  
**SCHEDULE 8 - SUMMARY OF REVENUES AND EXPENDITURES**

**PARK AND RECREATION FACILITIES DEVELOPMENT FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
Park Facilities Development Admin.	\$695,108	\$710,339	\$733,034	\$733,318	\$756,856
Parks & Public Grounds	1,831,093	1,883,460	2,022,335	2,033,063	2,078,873
Tennis Center Operations	538,224	550,900	625,843	627,261	632,254
<b>SUB-TOTAL</b>	<b>\$3,064,425</b>	<b>\$3,144,700</b>	<b>\$3,381,212</b>	<b>\$3,393,642</b>	<b>\$3,467,983</b>
<b><u>NRH CENTRE</u></b>					
Center Management	\$631,316	\$659,089	\$686,952	\$687,839	\$731,388
Fitness	323,072	367,092	449,656	449,833	394,551
Building Operations	184,078	197,357	209,180	209,713	211,904
Aquatic	520,878	524,000	556,618	556,934	577,321
Recreation Sports	284,362	279,766	348,561	348,561	355,033
Event Center	196,329	231,986	287,869	286,959	352,168
Building Services	331,300	320,000	360,750	360,750	351,900
<b>SUB-TOTAL</b>	<b>\$2,471,336</b>	<b>\$2,579,290</b>	<b>\$2,899,586</b>	<b>\$2,900,589</b>	<b>\$2,974,265</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Debt Services - CO's	356,218	341,536	329,055	329,055	320,393
Indirect Costs	386,017	410,189	449,959	448,405	474,033
Non-Departmental	37,354	40,319	44,130	101,176	58,437
Transfers to Capital Projects					
Capital Projects	0	407,949	972,000	1,043,795	486,000
Capital Projects - Grant / Donation	0	0	0	92,000	50,000
Capital Projects - Impact Fees	0	0	0	55,000	200,000
Contributions to Reserves					
Operating Reserve	1,255,521	726,219	90,340	0	507,088
Impact Fee Reserve	0	0	0	25,000	0
Economic Development Reserve	112,836	116,221	120,023	120,201	122,605
NRH Centre Reserve	390,999	450,999	93,656	76,561	164,587
<b>SUB-TOTAL</b>	<b>\$2,538,945</b>	<b>\$2,493,432</b>	<b>\$2,099,163</b>	<b>\$2,291,193</b>	<b>\$2,383,143</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,074,706</b>	<b>\$8,217,422</b>	<b>\$8,379,961</b>	<b>\$8,585,424</b>	<b>\$8,825,391</b>
<b>BALANCE</b>	<b>\$0</b>	<b>\$33,116</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF THE CRIME CONTROL AND PREVENTION DISTRICT

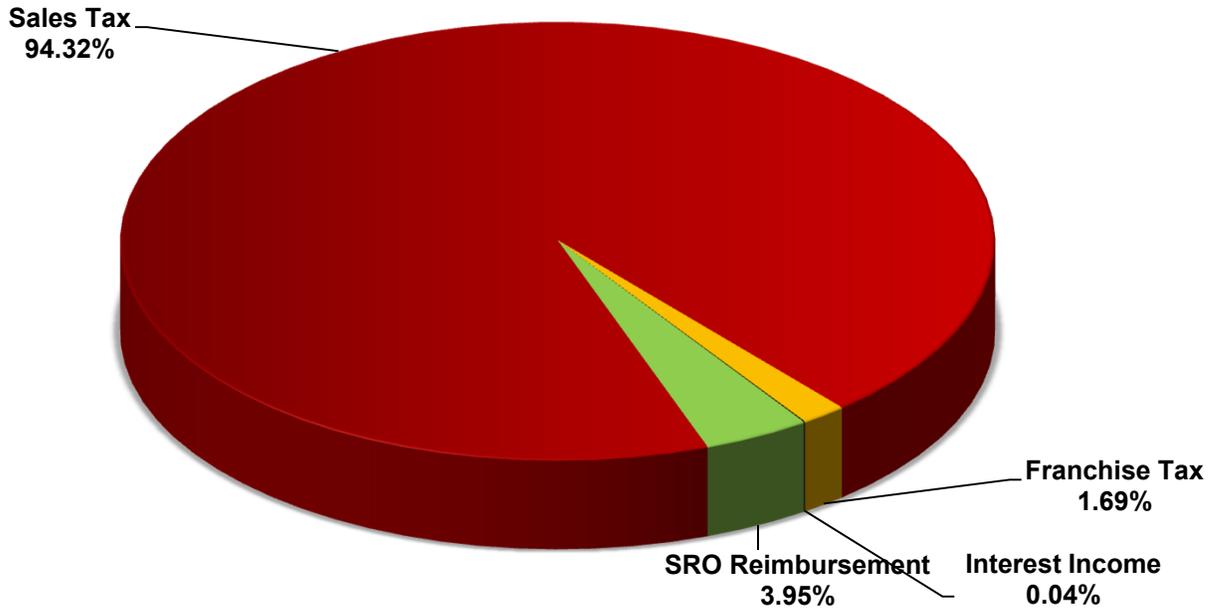
The Crime Control & Prevention District (CCD) is a sales tax supported fund. This revenue source allows the City to provide funding for Police personnel and capital equipment that would not be available through the normal budget process. Some of the benefits that our citizens receive from this tax are programs targeted to strengthen gang intervention activities, programs to enhance neighborhood and business crime watch initiatives, programs to enforce domestic violence problems and to reduce times for emergency calls. Sales tax revenues are projected to be \$4,872,587 for FY2017.



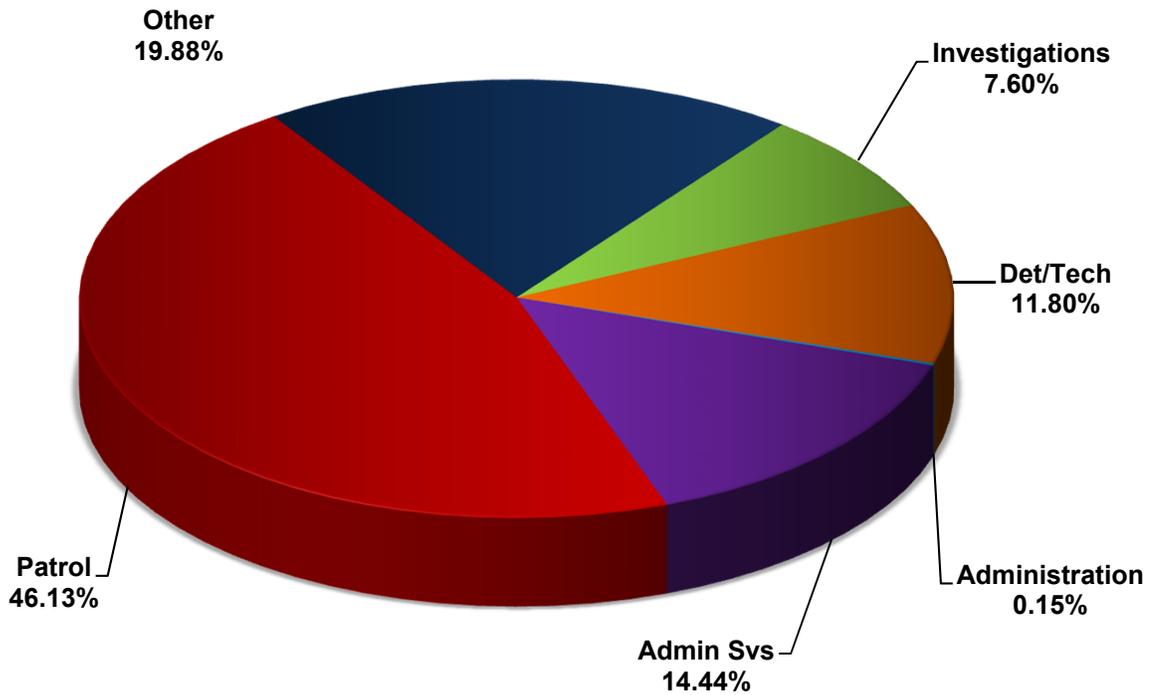
The half-cent sales tax for the CCD became effective on July 1, 1996. The City began receiving sales tax on October 1, 1996. The referendum to continue the Crime Control tax went to the voters in May 2001. The referendum passed reauthorizing the Crime Control & Prevention District for an additional ten years. The District was renewed by voters for an additional twenty years at the second continuation referendum held on May 8, 2010. Projected receipts for the Crime Control & Prevention District half cent sales tax are slightly lower than projections for the Park Development Fund half cent sales tax because residential utilities are not taxed by the CCD. A 1% increase in gas franchise fees from 4% to 5% was approved by the City Council in September 2008 and the additional 1% was dedicated to the CCD. Collection of the additional 1% in franchise fees began February 2009.

Revenues generated by the CCD provide relief to the General Fund for expanded crime prevention and enforcement activities. The tax also provides an opportunity for the City Council to maintain the ad valorem tax rate at \$0.61 per \$100 valuation.

**2016/17 Crime Control District Fund Revenue**  
**\$6,363,357**  
**"Where the money comes from..."**



**2016/17 Crime Control District Fund Expenditures**  
**\$6,363,357**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017  
SCHEDULE 9 - SUMMARY OF REVENUES AND EXPENDITURES**

**CRIME CONTROL DISTRICT**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
Sales Tax	\$4,491,735	\$4,624,993	\$4,781,717	\$4,777,046	\$4,872,587
Franchise Tax	101,908	95,538	87,711	76,443	87,248
Interest Income	1,426	2,140	2,200	1,814	2,472
SRO Reimbursement (BISD)	0	174,244	198,650	198,650	203,890
Other	0	0	0	39,159	0
Prior Year Encumbrances	0	0	0	152,219	0
Appropriation of Fund Balance	0	17,439	0	0	1,197,160
<b>SUB-TOTAL</b>	<b>\$4,595,069</b>	<b>\$4,914,354</b>	<b>\$5,070,278</b>	<b>\$5,245,331</b>	<b>\$6,363,357</b>
<b>EXPENDITURES</b>					
Administration	\$0	\$0	\$10,000	\$116,500	\$9,500
Administrative Services	564,656	710,799	795,587	845,370	918,572
Investigations	379,865	418,933	478,490	478,667	483,781
Uniform Patrol	2,626,202	2,749,387	2,865,959	2,868,797	2,935,565
Technical Services	498,409	528,698	509,612	511,189	548,783
Property Evidence	102,439	156,317	193,889	193,889	202,338
<b>SUB-TOTAL</b>	<b>\$4,171,571</b>	<b>\$4,564,135</b>	<b>\$4,853,537</b>	<b>\$5,014,412</b>	<b>\$5,098,539</b>
<b>OTHER &amp; RESERVES</b>					
Partner Agency Funding	\$46,360	\$61,146	\$59,566	\$59,566	\$73,100
Other	76,604	77,525	83,034	77,712	88,549
Indirect Costs	0	4,871	24,375	22,821	27,169
Transfer to Capital Projects	0	0	0	0	1,076,000
Reserves	80,281	0	0	70,820	0
<b>SUB-TOTAL</b>	<b>\$203,245</b>	<b>\$143,542</b>	<b>\$166,975</b>	<b>\$230,919</b>	<b>\$1,264,818</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,374,816</b>	<b>\$4,707,677</b>	<b>\$5,020,512</b>	<b>\$5,245,331</b>	<b>\$6,363,357</b>
<b>BALANCE</b>	<b>\$220,254</b>	<b>\$206,677</b>	<b>\$49,766</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF SPECIAL REVENUE FUNDS

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**Promotional Fund** - The Promotional Fund provides economic development services for the City. This fund is supported by a 7% hotel/motel occupancy tax, which was established by a state law by which municipalities are allowed to assess a tax of up to 7% for hotel/motel occupancy. This revenue source is used to promote tourism and to attract new industry and business to the City. It is estimated that the Promotional Fund will receive occupancy tax proceeds in the amount of \$255,253 for fiscal year 2016/2017. Interest income is projected to be \$2,836. Total Promotional Fund revenues for the new fiscal year are projected to be \$258,089. Total expenditures are projected to be \$258,089 with no unusual expenditures anticipated.

**Donations Fund** – The Donations Fund derives a significant portion of its revenue from a \$1.50 contribution made by citizens and commercial businesses through monthly City utility bills. Donation fund revenue also includes other donations and investment income. Revenue projections for 2016/2017 are \$316,537. These contributions are allocated for library needs, humane services, and public art. Budgeted expenditures for 2016/2017 are \$275,033.

**Special Investigation Fund** – Revenue for this fund is received from Federal and State forfeited funds and reimbursement from neighboring cities involved in the Mobile Data Terminal (MDT) program, and the Automated Fingerprint Identification System (AFIS) program. Revenues from forfeited funds are dependent on which cases go to court and whether or not a judge releases funds to the City. These revenues fluctuate year to year depending on cases involving court awards. The Special Investigation Fund includes an appropriation of fund balance of \$96,719 for fiscal year 2016/2017. These are unobligated forfeited funds received in previous years used for one-time, non-recurring expenditures. Total revenues, including the appropriation of fund balance, are projected to be \$447,000. Total expenditures are projected to be \$447,000 for fiscal year 2016/2017.

**Drainage Utility Fund** – This fund accounts for the monthly fees charged to residents and businesses to pay for the cost of drainage improvements throughout the City. The fee is based on a residential or commercial unit's usage of drainage facilities. The fee varies slightly based on zoning category. Total revenues are budgeted at \$1,172,197, which includes interest income of \$5,269. Transfers are made to the Debt Service Fund to pay for principal and interest on bonds approved by voters for drainage improvements. The estimated transfer for 2016/2017 is \$447,197.

**Gas Development Fund** – Revenue for the Gas Development Fund is generated from natural gas development. In June 2006 City Council adopted a resolution creating a conservative policy on the use of natural gas development revenues. The policy was established to avoid over-reliance on these revenues and to establish how the revenues would be used. Caution was taken in considering uses for gas revenues because it is difficult to predict well production and long term production normally means the production decreases over time. In general the policy guidelines establish three areas for using the money: (1) to bridge the gap of sales tax revenue reductions, (2) to use "one time" revenues for projects or non-recurring capital needs, and (3) to use the revenues for expanding the City's economic base and for economic development. Total revenue projected for fiscal year 2016/2017 is \$257,196.

**Traffic Safety Fund** - Revenue for the Traffic Safety Fund is generated from Red light camera fines located at nine intersections along Rufe Snow Drive and Davis Boulevard. In November 2006 City Council adopted 6 resolution creating a conservative policy on the use of traffic safety fine revenues. Per State law effective September 1, 2007 these revenues after allowable expenditures must be split fifty-fifty with the State. Total revenues for 2016/2017 are \$1,105,044. Total expenditures for 2016/2017 are estimated at \$1,105,044, which includes a payment to the State of \$123,745.

**FISCAL YEAR 2016-2017  
SCHEDULE 10 - SUMMARY OF REVENUES AND EXPENDITURES**

**PROMOTIONAL FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
Occupancy Tax Proceeds	\$206,930	\$232,793	\$224,400	\$250,248	\$255,253
Interest Income	2,738	3,436	2,900	2,695	2,836
Prior Year Encumbrances	0	0	0	6,000	0
<b>SUB-TOTAL</b>	<b>\$209,667</b>	<b>\$236,228</b>	<b>\$227,300</b>	<b>\$258,943</b>	<b>\$258,089</b>
<b>TOAL REVENUES</b>	<b>\$209,667</b>	<b>\$236,228</b>	<b>\$227,300</b>	<b>\$258,943</b>	<b>\$258,089</b>
<b><u>EXPENDITURES</u></b>					
Economic Development	\$108,822	\$98,084	\$114,627	\$114,716	\$116,580
Cultural & Leisure	84,576	90,546	111,463	111,463	133,986
Non-Departmental	254	215	212	6,123	904
Contribution to Reserves	0	0	0	26,641	6,619
<b>SUB-TOTAL</b>	<b>\$193,652</b>	<b>\$188,846</b>	<b>\$226,302</b>	<b>\$258,943</b>	<b>\$258,089</b>
<b>TOTAL EXPENDITURES</b>	<b>\$193,652</b>	<b>\$188,846</b>	<b>\$226,302</b>	<b>\$258,943</b>	<b>\$258,089</b>
<b>BALANCE</b>	<b>\$16,015</b>	<b>\$47,383</b>	<b>\$998</b>	<b>\$0</b>	<b>\$0</b>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 11 - SUMMARY OF REVENUES AND EXPENDITURES**

**DONATIONS FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
<b><u>Contributions</u></b>					
NRH Water Bills	\$61,598	\$59,251	\$52,608	\$57,183	\$57,183
<b>SUB-TOTAL</b>	<b>\$61,598</b>	<b>\$59,251</b>	<b>\$52,608</b>	<b>\$57,183</b>	<b>\$57,183</b>
<b><u>Donations</u></b>					
Spay/Neuter	\$6,609	\$18,206	\$11,000	\$13,000	\$15,000
Shelter Fund	54,646	48,958	57,500	21,058	23,500
Duncan	15,000	15,250	15,000	15,500	15,000
Santa Cops	4,394	5,000	5,000	6,122	5,500
<b>SUB-TOTAL</b>	<b>\$80,649</b>	<b>\$87,414</b>	<b>\$88,500</b>	<b>\$55,680</b>	<b>\$59,000</b>
<b><u>Proceeds</u></b>					
Library Book Sale	\$11,425	\$9,547	\$9,000	\$9,000	\$6,650
<b>SUB-TOTAL</b>	<b>\$11,425</b>	<b>\$9,547</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$6,650</b>
<b><u>Other</u></b>					
Interest Income	\$4,242	\$4,672	\$3,900	\$3,623	\$3,814
Other Income	35,563	85,595	63,403	103,291	94,600
Appropriation of Fund Balance					
Teen Court	0	0	3,000	3,000	0
Library	0	19,546	21,068	19,086	43,196
Neighborhood Services	452,000	58,500	0	4,969	4,969
Parks & Recreations	0	40,908	37,986	37,986	42,375
Police	0	1,100	3,050	3,409	4,750
<b>SUB-TOTAL</b>	<b>\$491,805</b>	<b>\$210,321</b>	<b>\$132,407</b>	<b>\$175,364</b>	<b>\$193,704</b>
<b>TOTAL REVENUES</b>	<b>\$645,477</b>	<b>\$366,532</b>	<b>\$282,515</b>	<b>\$297,227</b>	<b>\$316,537</b>
<b><u>EXPENDITURES</u></b>					
Library- Book Collection	\$34,034	\$48,682	\$58,865	\$58,865	\$81,225
Neighborhood Services					
Animal Services	24,477	31,626	15,500	20,500	25,310
Keep NRH Beautiful	9,168	9,555	19,969	20,469	19,969
Municipal Court - Teen Court	4,250	7,000	7,000	7,000	5,000
Parks - Special Events and Arts	9,078	34,987	61,000	61,000	67,000
Police Department	17,111	22,720	35,450	44,472	39,250
Transfers Out	470,900	78,500	77,797	34,849	37,279
<b>TOTAL EXPENDITURES</b>	<b>\$569,019</b>	<b>\$233,069</b>	<b>\$275,581</b>	<b>\$247,155</b>	<b>\$275,033</b>
<b>BALANCE</b>	<b>\$76,459</b>	<b>\$133,463</b>	<b>\$6,934</b>	<b>\$50,072</b>	<b>\$41,504</b>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 12 - SUMMARY OF REVENUES AND EXPENDITURES**

**SPECIAL INVESTIGATIONS FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
Forefeited Funds	\$107,275	\$67,598	\$71,000	\$92,190	\$111,000
AFIS Reimbursements	12,759	12,759	13,500	13,500	13,500
911 Telecom	178,853	178,779	0	54,950	178,000
Interest Income	3,885	4,563	4,100	4,100	2,781
Other Income	2,529	79	0	61,426	45,000
Prior Year Encumbrances	0	0	0	10,604	0
Appropriation of Fund Balance	345,923	68,296	45,000	117,713	96,719
<b>TOTAL REVENUES</b>	<b>\$651,223</b>	<b>\$332,075</b>	<b>\$133,600</b>	<b>\$354,483</b>	<b>\$447,000</b>
<b>EXPENDITURES</b>					
Federal Forefeited Funds	\$75,877	\$61,178	\$75,000	\$145,799	\$100,000
MDT Maintenance	0	0	0	13,238	0
Radio Maintenance	0	0	0	14,961	0
State Forfeited Funds	21,564	31,016	40,000	43,000	100,000
Local Forfeited Funds	3,000	1,000	1,000	62,424	46,000
AFIS Maintenance & Equipment	14,145	18,357	13,500	20,111	23,000
911 Telecom	178,204	61,058	0	54,950	178,000
Lease Contributions	886	0	0	0	0
Reserve for City Hall Project:					
911 Telecom	54,810	55,010	0	0	0
Automated Fingerprint Identification Sys. (AFIS)	75,000	0	0	0	0
Reserves	200,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$623,485</b>	<b>\$227,619</b>	<b>\$129,500</b>	<b>\$354,483</b>	<b>\$447,000</b>
<b>BALANCE</b>	<b>\$27,738</b>	<b>\$104,456</b>	<b>\$4,100</b>	<b>\$0</b>	<b>\$0</b>

**FISCAL YEAR 2016-2017  
SCHEDULE 13 - SUMMARY OF REVENUES AND EXPENDITURES**

**DRAINAGE UTILITY FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
Drainage Fees	\$861,332	\$860,836	\$880,100	\$861,084	\$861,000
Interest Income	8,751	5,948	5,000	5,006	5,269
Appropriation of Fund Balance	0	800,000	0	0	305,928
<b>SUB-TOTAL</b>	<u>\$870,083</u>	<u>\$1,666,784</u>	<u>\$885,100</u>	<u>\$866,090</u>	<u>\$1,172,197</u>
<b>TOTAL REVENUES</b>	<u>\$870,083</u>	<u>\$1,666,784</u>	<u>\$885,100</u>	<u>\$866,090</u>	<u>\$1,172,197</u>
<b><u>EXPENDITURES</u></b>					
Debt Service	\$581,441	\$565,838	\$553,789	\$553,789	\$447,197
Transfer to Capital Projects	0	800,000	95,000	195,000	695,000
Other Expenditures	67,377	33,557	30,000	30,000	30,000
Contribution to Reserves	0	0	0	87,301	0
<b>TOTAL EXPENDITURES</b>	<u>\$648,818</u>	<u>\$1,399,395</u>	<u>\$678,789</u>	<u>\$866,090</u>	<u>\$1,172,197</u>
<b>BALANCE</b>	<u>\$221,266</u>	<u>\$267,389</u>	<u>\$206,311</u>	<u>\$0</u>	<u>\$0</u>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 14 - SUMMARY OF REVENUES AND EXPENDITURES**

**GAS DEVELOPMENT FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
BONUSES					
General Fund Purposes	\$110,423	\$5,040	\$0	\$0	\$0
SUB-TOTAL	<u>\$110,423</u>	<u>\$5,040</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
ROYALTIES/OVERRIDES					
General Fund Purposes	\$1,187,340	\$664,788	\$650,000	\$242,649	\$203,061
SUB-TOTAL	<u>\$1,187,340</u>	<u>\$664,788</u>	<u>\$650,000</u>	<u>\$242,649</u>	<u>\$203,061</u>
OTHER					
Right of Way Usage Fees	\$0	\$3,160	\$0	\$0	\$0
Sales of Property	0	0	0	3,202,805	0
Interest Income	22,693	14,230	12,000	8,394	1,035
Other Income	0	0	0	0	53,100
Transfers In	0	0	0	0	0
SUB-TOTAL	<u>\$22,693</u>	<u>\$17,390</u>	<u>\$12,000</u>	<u>\$3,211,199</u>	<u>\$54,135</u>
APPROPRIATION OF RESERVES					
General Fund Purposes	\$3,226,239	\$0	\$0	\$2,796,070	\$0
SUB-TOTAL	<u>\$3,226,239</u>	<u>\$0</u>	<u>\$0</u>	<u>\$2,796,070</u>	<u>\$0</u>
<b>TOTAL REVENUES</b>	<u>\$4,546,696</u>	<u>\$687,218</u>	<u>\$662,000</u>	<u>\$6,249,918</u>	<u>\$257,196</u>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
Transfer to Debt Service	\$212,053	\$0	\$0	\$0	\$0
Transfer to Capital Projects	3,814,337	20,000	0	2,796,070	0
Interfund Loan Repayment	0	0	0	3,226,239	0
Contribution to Reserves	0	0	0	227,609	257,196
<b>TOTAL EXPENDITURES</b>	<u>\$4,026,390</u>	<u>\$20,000</u>	<u>\$0</u>	<u>\$6,249,918</u>	<u>\$257,196</u>
<b>BALANCE</b>	<u>\$520,306</u>	<u>\$667,218</u>	<u>\$662,000</u>	<u>\$0</u>	<u>\$0</u>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 15 - SUMMARY OF REVENUES AND EXPENDITURES**

**TRAFFIC SAFETY FUND**

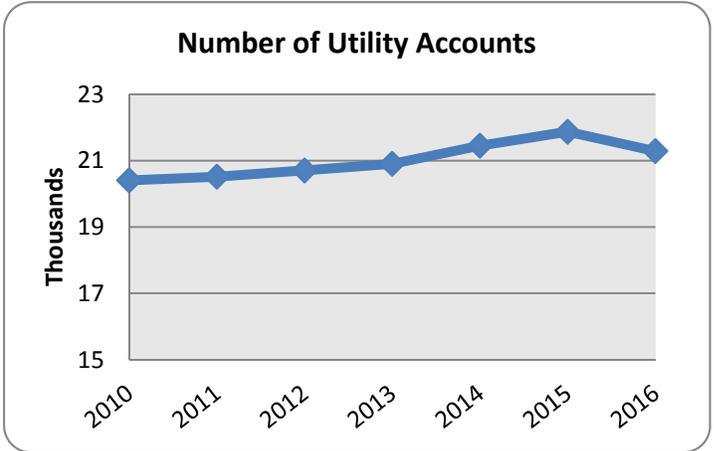
	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
Gross Fine Revenues	\$990,714	\$1,226,566	\$990,960	\$1,119,159	\$1,096,776
Interest Income	1,389	3,384	2,100	2,894	3,046
Appropriation of Fund Balance	125,000	0	0	0	5,222
<b>TOTAL REVENUES</b>	<b>\$1,117,103</b>	<b>\$1,229,950</b>	<b>\$993,060</b>	<b>\$1,122,053</b>	<b>\$1,105,044</b>
<b>EXPENDITURES</b>					
Contractor Payments	\$571,100	\$601,820	\$612,000	\$612,000	\$612,000
Program Administration	163,993	191,977	197,684	167,735	237,286
Payment to State	128,249	216,385	90,638	169,712	123,745
Traffic Enforcement / Traffic Safety	23,690	26,373	18,100	6,100	115,767
Pedestrian Safety	14,617	15,033	14,887	14,887	16,246
Transfer to Capital Projects	100,000	0	0	0	0
Contribution to Reserves	0	0	0	151,619	0
<b>SUB-TOTAL OTHER EXPENDITURES</b>	<b>\$1,001,649</b>	<b>\$1,051,588</b>	<b>\$933,309</b>	<b>\$1,122,053</b>	<b>\$1,105,044</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,001,649</b>	<b>\$1,051,588</b>	<b>\$933,309</b>	<b>\$1,122,053</b>	<b>\$1,105,044</b>
<b>BALANCE</b>	<b>\$115,453</b>	<b>\$178,362</b>	<b>\$59,751</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF UTILITY FUND

The City of North Richland Hills' Utility System has grown in size and number of customers each year. Since 2004, the Utility System has increased by about 2,158 customers to 21,287 including water, wastewater and sanitation accounts.

An estimated total of 3.522 billion gallons of treated water was purchased during fiscal year 2015-2016. This is a decrease from the prior fiscal year of 396 MG (Million Gallons). Of the 3.522 billion gallon total for 2015-2016, 2.018 billion gallons (57%) was supplied by the City of Fort Worth, and 1.504 billion gallons (43%) was supplied by the Trinity River Authority.

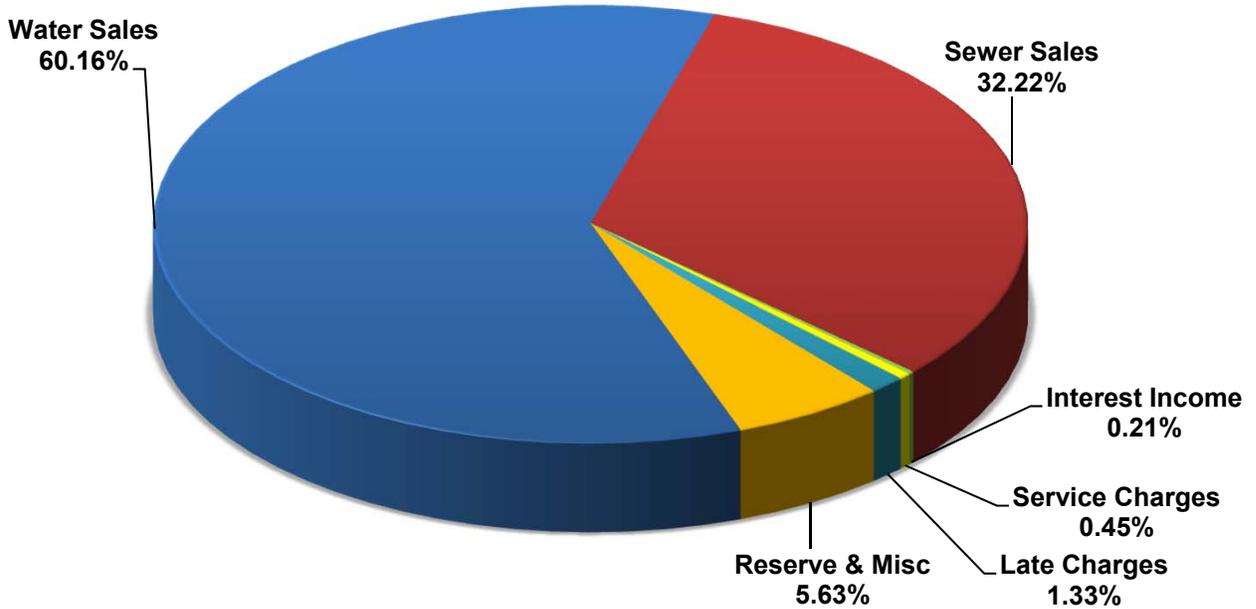
Of the 2.018 billion supplied by the City of Fort Worth, 0.672 billion gallons of treated water was purchased by our wholesale customer, the City of Watauga. Through September 2016, "average daily use" from Fort Worth decreased from a rate of 6.787 million gallons in 2015 to 6.058 million gallons in 2016.



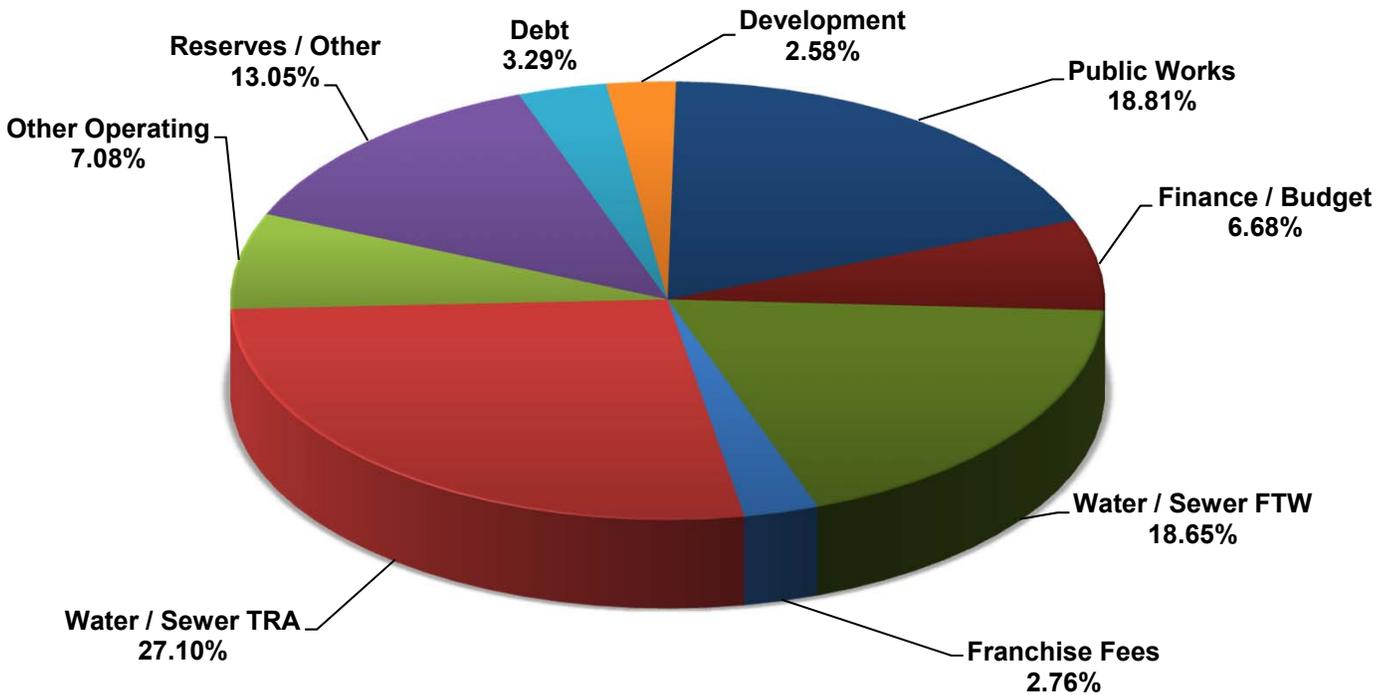
The City's water system infrastructure consists of approximately 367 miles of water mains. Five booster pump stations (three of which are located at wholesale supply points of entry) pump treated water throughout the distribution system. The systems storage capabilities consist of four elevated storage tanks and four ground storage tanks with a combined capacity of 16.5 million gallons. There are five potable water wells, seven irrigation wells, and 2,150 fire hydrants in the system.

There are approximately 251 miles of sanitary sewer collection main, 5,200 manholes, and two lift stations that comprise the wastewater collection system. Wastewater treatment is performed by the City of Fort Worth and the Trinity River Authority under wholesale customer contracts.

**2016/17 Utility Fund Revenue**  
**\$34,259,275**  
**"Where the money comes from..."**



**2016/17 Utility Fund Expenditures**  
**\$34,259,275**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017**  
**SCHEDULE 16 - SUMMARY OF REVENUES AND EXPENDITURES**

**UTILITY FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
<b><u>WATER SALES AND CHARGES</u></b>					
Water Sales	\$18,944,136	\$18,490,684	\$19,652,919	\$19,342,343	\$20,550,893
Water Taps	22,830	28,715	34,200	39,560	32,070
Water Inspection Fees	27,216	33,770	22,000	34,426	27,120
<b>SUB-TOTAL</b>	<b>\$18,994,182</b>	<b>\$18,553,169</b>	<b>\$19,709,119</b>	<b>\$19,416,329</b>	<b>\$20,610,083</b>
<b><u>SEWER SALES AND CHARGES</u></b>					
Sewer Sales	\$10,195,936	\$9,838,360	\$10,517,612	\$9,809,543	\$11,001,674
Sewer Taps	7,650	9,825	9,700	11,875	9,900
Sewer Inspection Fees	25,364	27,161	16,250	24,200	25,300
<b>SUB-TOTAL</b>	<b>\$10,228,951</b>	<b>\$9,875,346</b>	<b>\$10,543,562</b>	<b>\$9,845,618</b>	<b>\$11,036,874</b>
<b><u>MISCELLANEOUS</u></b>					
Interest Income	\$89,717	\$94,614	\$88,700	\$68,840	\$72,464
Service Charges	97,646	88,952	100,900	153,400	153,180
Late Charges	456,298	432,123	476,000	476,000	456,918
Miscellaneous	326,554	43,618	17,700	49,160	36,542
Joint Use Reimbursement - Watauga	84,842	60,439	101,440	101,440	94,700
Subdivision Meter Revenue	20,813	43,380	41,500	54,232	45,710
Bond Refunding Proceeds	187,837	107,085	0	792,063	0
Interfund Loan Repayments	0	0	0	3,310,867	0
<b>SUB-TOTAL</b>	<b>\$1,263,707</b>	<b>\$870,211</b>	<b>\$826,240</b>	<b>\$5,006,002</b>	<b>\$859,514</b>
<b><u>APPROPRIATION OF FUND BALANCE</u></b>					
Prior Year Encumbrances	\$47,577	\$63,150	\$0	\$43,824	\$0
Appropriation of Fund Balance	0	2,076,449	0	2,882,572	1,752,804
<b>SUB-TOTAL</b>	<b>\$47,577</b>	<b>\$2,139,599</b>	<b>\$0</b>	<b>\$2,926,396</b>	<b>\$1,752,804</b>
<b>TOTAL REVENUES</b>	<b>\$30,534,416</b>	<b>\$31,438,325</b>	<b>\$31,078,921</b>	<b>\$37,194,345</b>	<b>\$34,259,275</b>

**FISCAL YEAR 2016-2017**  
**SCHEDULE 16 - SUMMARY OF REVENUES AND EXPENDITURES**

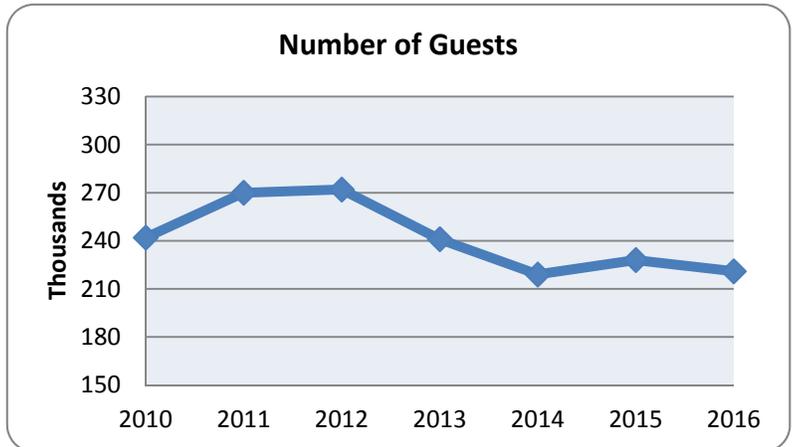
**UTILITY FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
Administration	\$283,282	\$296,621	\$318,735	\$317,149	\$321,057
Development	768,709	791,669	829,578	840,157	882,243
Right of Way Maintenance	193,756	149,328	233,754	200,000	233,754
<b>SUB-TOTAL</b>	<b>\$1,245,747</b>	<b>\$1,237,617</b>	<b>\$1,382,067</b>	<b>\$1,357,306</b>	<b>\$1,437,054</b>
<b><u>WATER SERVICES</u></b>					
Water Operations	\$3,929,562	\$4,199,796	\$4,686,004	\$4,519,477	\$4,777,957
Purchase of Water FTW	3,447,416	4,726,223	4,625,652	4,625,652	4,957,292
Purchase of Water TRA	4,804,780	5,059,788	5,236,000	5,236,000	5,328,960
<b>SUB-TOTAL</b>	<b>\$12,181,757</b>	<b>\$13,985,806</b>	<b>\$14,547,656</b>	<b>\$14,381,129</b>	<b>\$15,064,209</b>
<b><u>SEWER SERVICES</u></b>					
Sewer Operations	\$1,230,096	\$1,285,498	\$1,420,079	\$1,372,905	\$1,431,799
Sewer Treatment FTW	1,438,001	1,307,619	1,367,645	1,535,755	1,431,223
Sewer Treatment TRA	3,605,545	3,602,954	3,365,042	3,849,110	3,955,418
<b>SUB-TOTAL</b>	<b>\$6,273,642</b>	<b>\$6,196,071</b>	<b>\$6,152,766</b>	<b>\$6,757,770</b>	<b>\$6,818,440</b>
<b><u>FINANCE/UTILITY COLLECTIONS</u></b>					
Meter Reading	\$467,568	\$464,214	\$476,385	\$482,090	\$503,697
Utility Billing / Customer Service	804,039	809,496	836,432	834,644	869,621
Utility Collection Services	276,209	282,857	276,711	278,366	290,015
Accounting Services	370,773	361,333	388,424	402,125	405,571
Budget & Research	199,830	206,950	212,697	214,026	219,546
<b>SUB-TOTAL</b>	<b>\$2,118,420</b>	<b>\$2,124,850</b>	<b>\$2,190,649</b>	<b>\$2,211,251</b>	<b>\$2,288,450</b>
Building Services	\$1,493,517	\$1,598,063	\$1,752,816	\$1,752,816	\$1,822,929
Non Departmental	\$170,018	\$219,211	\$262,951	\$246,215	\$283,355
<b>SUB-TOTAL DEPARTMENTS</b>	<b>\$23,483,100</b>	<b>\$25,361,619</b>	<b>\$26,288,905</b>	<b>\$26,706,487</b>	<b>\$27,714,437</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Debt Service	\$1,017,980	\$1,091,823	\$1,066,480	\$1,066,480	\$1,128,595
Bond Defeasance / Refunding	187,837	107,085	0	798,283	0
Franchise Fees	856,215	857,706	905,116	866,271	945,688
Indirect Costs	1,990,775	2,090,315	2,194,830	2,194,830	2,304,572
Payment in Lieu of Taxes	384,156	382,777	387,493	387,493	390,983
Transfer to Information Technology	175,000	175,000	175,000	175,000	175,000
Transfer to Equipment Services	50,000	50,000	50,000	50,000	0
Transfer to Capital	0	1,322,000	0	1,723,262	1,600,000
Contribution to Reserves	137,347	0	0	3,226,239	0
<b>SUB-TOTAL</b>	<b>\$4,799,310</b>	<b>\$6,076,706</b>	<b>\$4,778,919</b>	<b>\$10,487,858</b>	<b>\$6,544,838</b>
<b>TOTAL EXPENDITURES</b>	<b>\$28,282,411</b>	<b>\$31,438,325</b>	<b>\$31,067,824</b>	<b>\$37,194,345</b>	<b>\$34,259,275</b>
<b>BALANCE</b>	<b>\$2,252,006</b>	<b>\$0</b>	<b>\$11,097</b>	<b>\$0</b>	<b>\$0</b>

# Overview of The Aquatic Park Fund

NRH<sub>2</sub>O, the City of North Richland Hills' water park, has grown in number of attractions and number of guests. The number of guests for the opening season of 1995 was 185,375, and the number of guests for the summer of 2016 was over 221,000. The total number of guests to attend the Aquatic Park since opening is over 5.2 million.

Revenue projections for fiscal year 2016/2017 are \$5,449,375. NRH<sub>2</sub>O will be focused on infrastructure projects for the upcoming season such as the addition of new cabanas, new bridges over the endless river and other projects designed to maintain the park in peak operating condition. Operating expenses for fiscal year 2016/2017 are projected to be \$3,646,228. Other expenses and reserves for fiscal year 2016/2017 are estimated to be \$1,803,147.

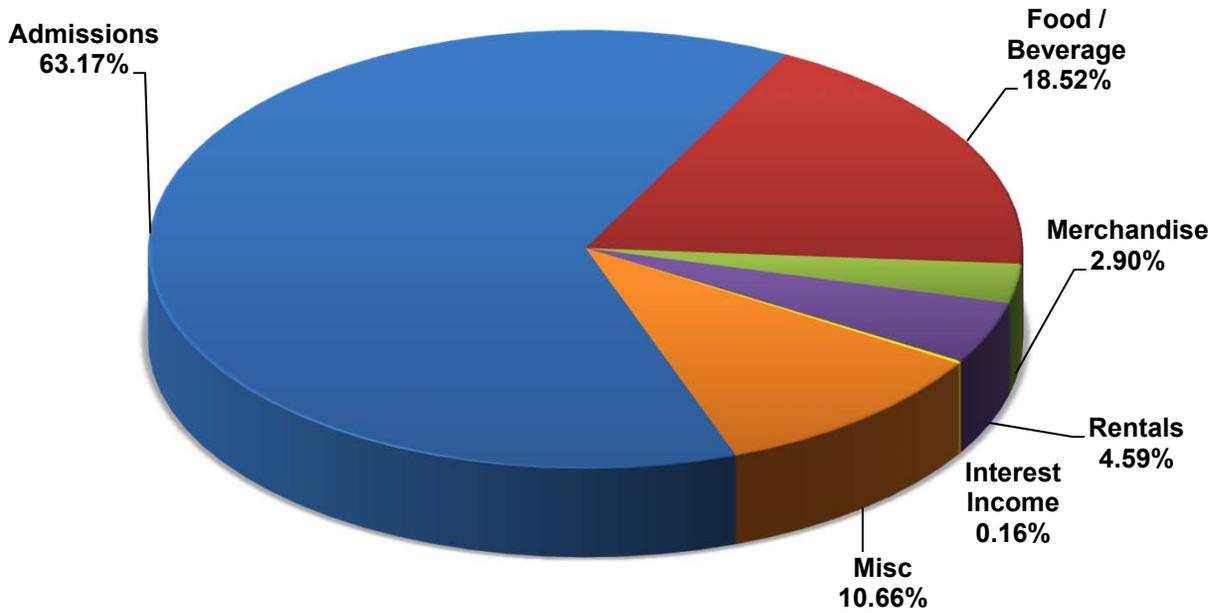


The park has added numerous improvements throughout its 22 seasons of operation. These improvements have been added to improve guest experiences, provide new thrills or to provide additional opportunities for revenue generation. Additions to the park are necessary to ensure that guests who visit NRH<sub>2</sub>O have new experiences and a reason to visit on a repeat basis. As NRH<sub>2</sub>O sees approximately 90 percent (with a slight annual variance) of its attendance from the Dallas/Fort Worth Metroplex, keeping the park fresh is paramount to its long term success. With this in mind, the 2016 season saw the installation of Boulder's Thrill Tower,

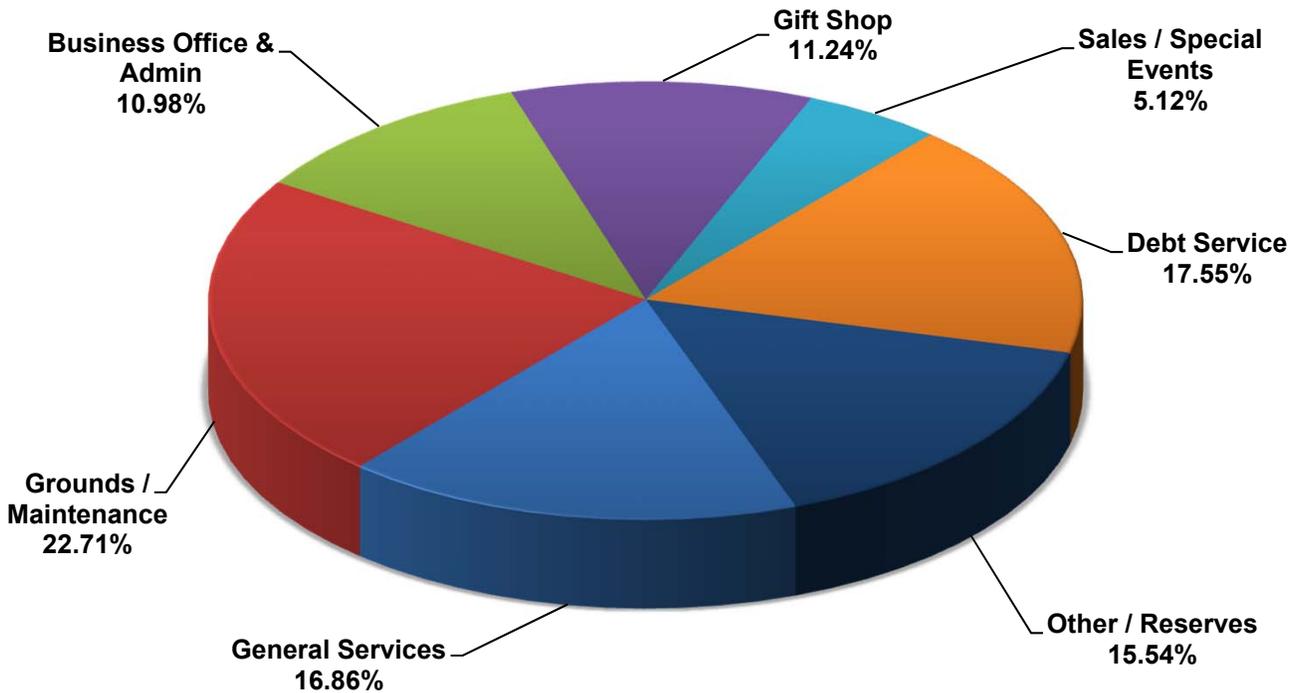
a new body slide complex with multiple body slides. This replaced the original black, white and blue body slides that had been in service since the park opened in 1995. Boulder's Thrill Tower was the first addition of an attraction since the addition of the Viper in 2011 and was well received by our park guests and season pass holders.

Additionally, in order to keep NRH<sub>2</sub>O looking great, investments in infrastructure are needed. This season NRH<sub>2</sub>O renovated parts of the main building and continued to add new, energy efficient LED lighting. The signage throughout the park was also given a facelift with the addition of new rules and attraction signs showcasing the new characters added in the branding update that will continue to showcase the "water park within a city park" feel that NRH<sub>2</sub>O has cultivated over the years. The park also completed renovations to the Viper and Green Extreme in order provide a better the experience for our guests by making the lines move quicker and more efficiently.

**2016/17 Aquatic Park Fund Revenue**  
**\$5,449,375**  
**"Where the money comes from..."**



**2016/17 Aquatic Park Fund Expenses**  
**\$5,449,375**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017  
SCHEDULE 17 - SUMMARY OF REVENUES AND EXPENDITURES**

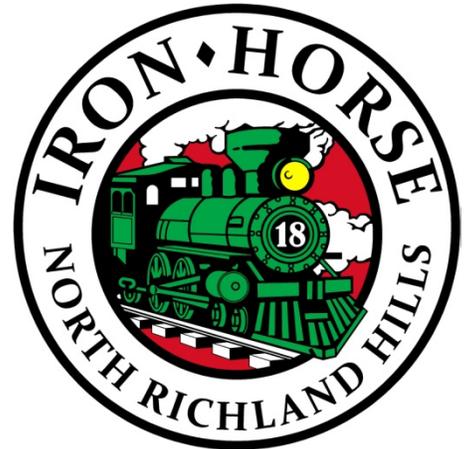
**AQUATIC PARK FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>ATTENDANCE</u></b>	219,077	227,525	255,000	245,000	250,000
<b><u>REVENUES</u></b>					
<b><u>OPERATING</u></b>					
Admissions	\$3,000,518	\$3,109,013	\$3,442,029	\$3,307,047	\$3,442,500
Food and Beverage	741,937	805,873	891,635	929,685	1,009,352
Merchandise	116,258	127,737	142,087	144,425	157,836
Rentals	139,929	148,066	161,646	154,350	249,787
Aquatic Classes / Special Events	2,913	3,823	0	1,661	0
<b>SUB-TOTAL</b>	<b>\$4,001,556</b>	<b>\$4,194,512</b>	<b>\$4,637,397</b>	<b>\$4,537,168</b>	<b>\$4,859,475</b>
<b><u>OTHER REVENUES</u></b>					
Interest Income	\$17,313	\$13,337	\$12,600	\$8,455	\$8,900
Other Income	18,414	46,201	17,200	198,294	50,000
Bond Refunding Proceeds	0	954,326	0	206,912	0
<b>SUB-TOTAL</b>	<b>\$35,727</b>	<b>\$1,013,863</b>	<b>\$29,800</b>	<b>\$413,661</b>	<b>\$58,900</b>
<b>SUB-TOTAL REVENUES</b>	<b>\$4,037,283</b>	<b>\$5,208,375</b>	<b>\$4,667,197</b>	<b>\$4,950,829</b>	<b>\$4,918,375</b>
<b><u>APPROPRIATION OF FUND BALANCE</u></b>					
Appropriation of Fund Balance	\$309,050	\$637,974	\$0	\$100,000	\$531,000
<b>SUB-TOTAL</b>	<b>\$309,050</b>	<b>\$637,974</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$531,000</b>
<b>TOTAL REVENUES</b>	<b>\$4,346,333</b>	<b>\$5,846,349</b>	<b>\$4,667,197</b>	<b>\$5,050,829</b>	<b>\$5,449,375</b>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
General Services & Utilities	\$797,200	\$790,280	\$903,246	\$878,335	\$918,666
Public Grounds / Aquatics / Maint.	1,117,098	1,155,830	1,226,141	1,237,165	1,237,395
Business & Office Administration	538,927	558,520	589,995	591,149	598,421
Gift Shop / Concessions	516,169	535,119	595,592	605,040	612,490
Sales / Special Events/ Admissions	243,275	230,591	270,282	281,954	279,256
<b>SUB-TOTAL</b>	<b>\$3,212,668</b>	<b>\$3,270,342</b>	<b>\$3,585,256</b>	<b>\$3,593,643</b>	<b>\$3,646,228</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Debt Service	\$873,487	\$776,753	\$693,718	\$653,960	\$956,140
Bond Defeasance / Refunding	0	954,326	0	209,105	0
Indirect Costs	143,942	151,139	158,696	158,696	166,631
Transfer Out - PARD	75,125	77,379	81,248	81,248	83,685
Transfer to Capital Projects	0	575,000	0	288,675	531,000
Reserve For Infrastructure & Major Repairs	0	0	104,436	23,981	18,025
Non-Departmental	41,111	41,410	43,843	41,521	47,666
<b>SUB-TOTAL</b>	<b>\$1,133,665</b>	<b>\$2,576,008</b>	<b>\$1,081,941</b>	<b>\$1,457,186</b>	<b>\$1,803,147</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,346,333</b>	<b>\$5,846,349</b>	<b>\$4,667,197</b>	<b>\$5,050,829</b>	<b>\$5,449,375</b>
<b>BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF GOLF COURSE FUND

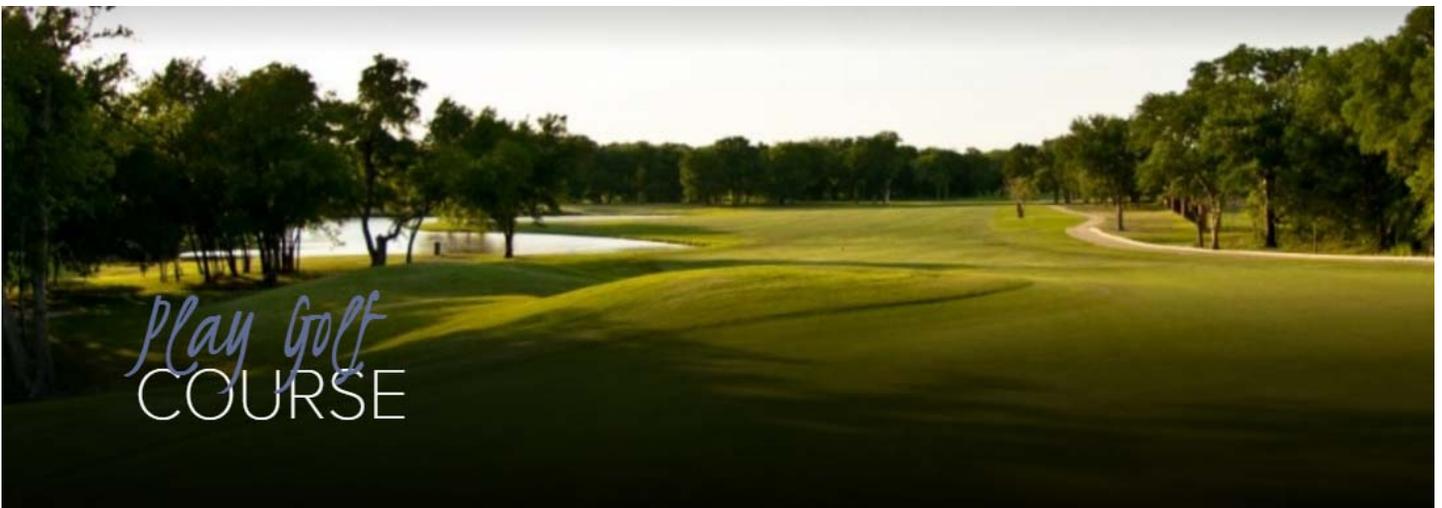
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The City of North Richland Hills offers its residents and other guests an affordable, enjoyable and high quality golfing experience through the City's Iron Horse Golf Course, which is privately managed by Arcis Golf of Dallas, Texas. Iron Horse is an 18-hole Dick Phelps designed championship course. The 6,679-yard, par-70 course traverses a hardwood forest and meanders alongside scenic creeks and the historic "Cotton Belt" railroad. Consistently rated as one of the best Municipal Golf Courses in the State of Texas, Iron Horse attracts an average of 50,000 rounds of golf each year. In addition to daily-fee public play, Iron Horse offers several community-oriented programs, junior golf programs, player development and hosts multiple tournaments sponsored by local businesses and charitable organizations.

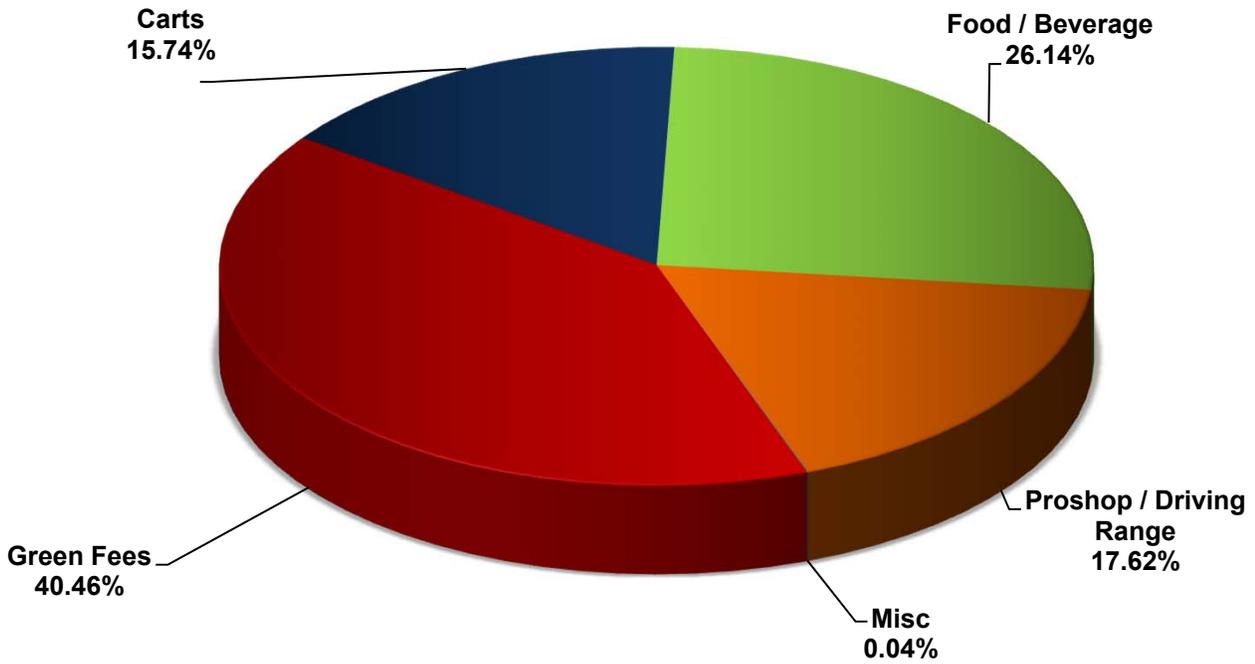


The Golf Course Fund accounts for Iron Horse operations; including, but not limited to the following: customer service, marketing, daily tee time and tournament scheduling, golf instruction, full service restaurant, off site catering, merchandise sales and facility maintenance. This fund also accounts for capital improvements and the payment of debt service related to the construction of the course. Like the Utility and Aquatic Park Funds, the Golf Course Fund is operated as an enterprise fund and is self-supported by the revenue it generates. Expenses are recovered primarily from green fees, cart fee rentals, as well as food and beverage revenues.

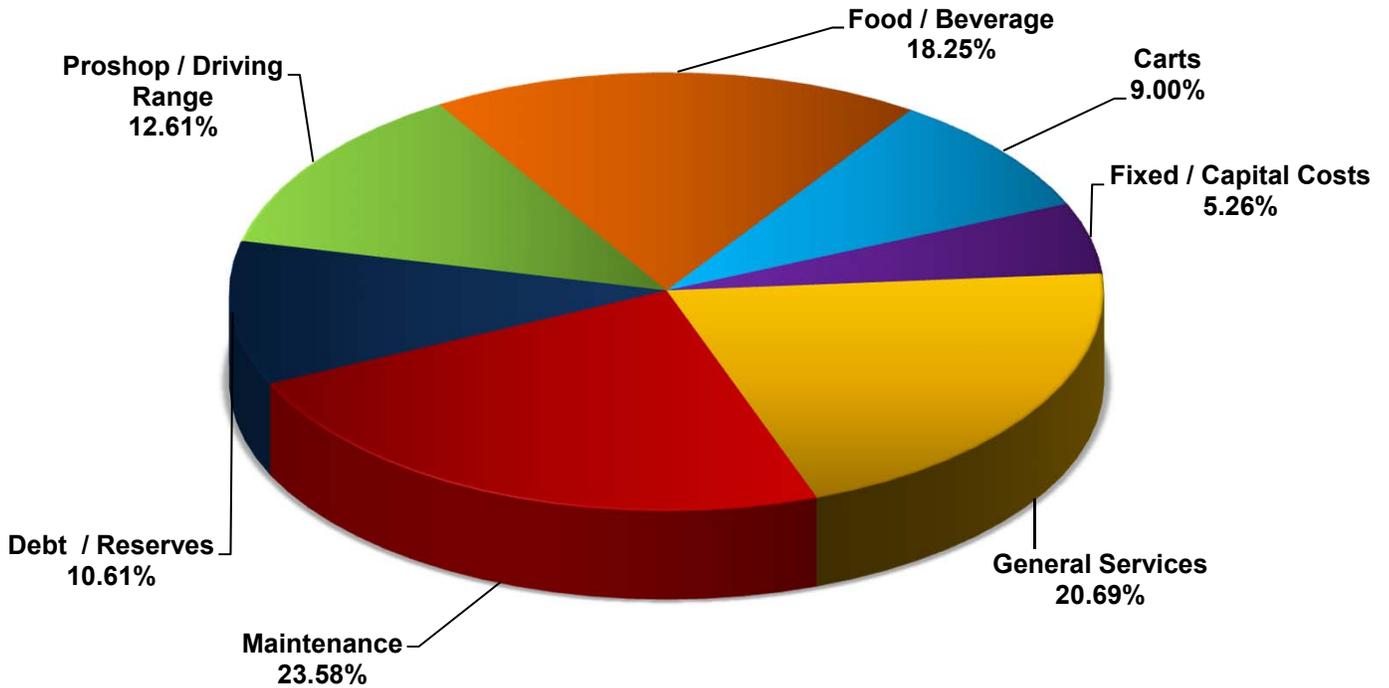
The total revenue estimate for 2016/2017 is \$2,486,459. Expenses for 2016/2017 Golf Course Fund are \$2,486,459 , which includes Cost of Goods sold and designated loan repayments.



**2016/17 Golf Course Fund Revenue**  
**\$2,486,459**  
**"Where the money comes from..."**



**2016/17 Golf Course Fund Expenses**  
**\$2,486,459**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017  
SCHEDULE 18 - SUMMARY OF REVENUES AND EXPENDITURES**

**GOLF COURSE FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>ROUNDS</u></b>	45,339	43,250	51,300	49,500	51,000
<b><u>REVENUES</u></b>					
Green Fees	\$854,791	\$870,480	\$970,924	\$994,482	\$1,006,024
Pro Shop	407,590	388,861	375,856	394,345	353,090
Driving Range	82,349	92,330	80,500	86,555	85,000
Carts	375,051	370,048	391,436	415,119	391,436
Food & Beverage	642,222	660,051	614,512	695,415	650,000
General & Administrative	1,550	405	0	0	0
Other Revenue	49,600	41,355	1,100	863	909
<b>TOTAL REVENUE</b>	<b>\$2,413,153</b>	<b>\$2,423,530</b>	<b>\$2,434,328</b>	<b>\$2,586,779</b>	<b>\$2,486,459</b>
<b><u>EXPENDITURES</u></b>					
<b><u>OPERATING</u></b>					
Pro Shop	\$158,582	\$158,563	\$162,461	\$162,500	\$162,461
Pro Shop: Cost of Goods Sold	146,135	138,415	143,140	152,140	139,750
Driving Range	9,504	8,562	10,900	11,200	11,200
Golf Carts	220,480	230,040	228,050	229,000	223,866
Course Maintenance	580,076	542,122	594,894	599,000	586,385
Food & Beverage	238,895	263,935	250,355	262,000	252,346
Food & Beverage: Cost of Goods Sold	194,675	197,226	191,434	194,186	201,500
Sales & Membership	55,424	54,682	54,370	56,500	54,370
General & Administrative	260,917	264,863	243,933	252,000	229,143
Clubhouse	113,120	126,275	123,894	118,000	121,144
Management Fees	134,452	137,560	108,891	113,780	109,698
Capital	0	0	62,400	62,400	130,707
<b>SUB-TOTAL</b>	<b>\$2,112,259</b>	<b>\$2,122,244</b>	<b>\$2,174,722</b>	<b>\$2,212,706</b>	<b>\$2,222,570</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Debt Service	\$120,414	\$119,516	\$111,600	\$111,600	\$116,125
Payment to Interdepartmental Loans					
Water Fund	0	0	0	84,628	0
General Fund	147,760	147,760	147,760	147,760	147,764
Contribution to Reserves	32,720	34,010	0	30,085	0
<b>SUB-TOTAL</b>	<b>\$300,894</b>	<b>\$301,286</b>	<b>\$259,360</b>	<b>\$374,073</b>	<b>\$263,889</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,413,153</b>	<b>\$2,423,530</b>	<b>\$2,434,082</b>	<b>\$2,586,779</b>	<b>\$2,486,459</b>
<b>BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$246</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF FACILITIES / CONSTRUCTION MANAGEMENT FUND

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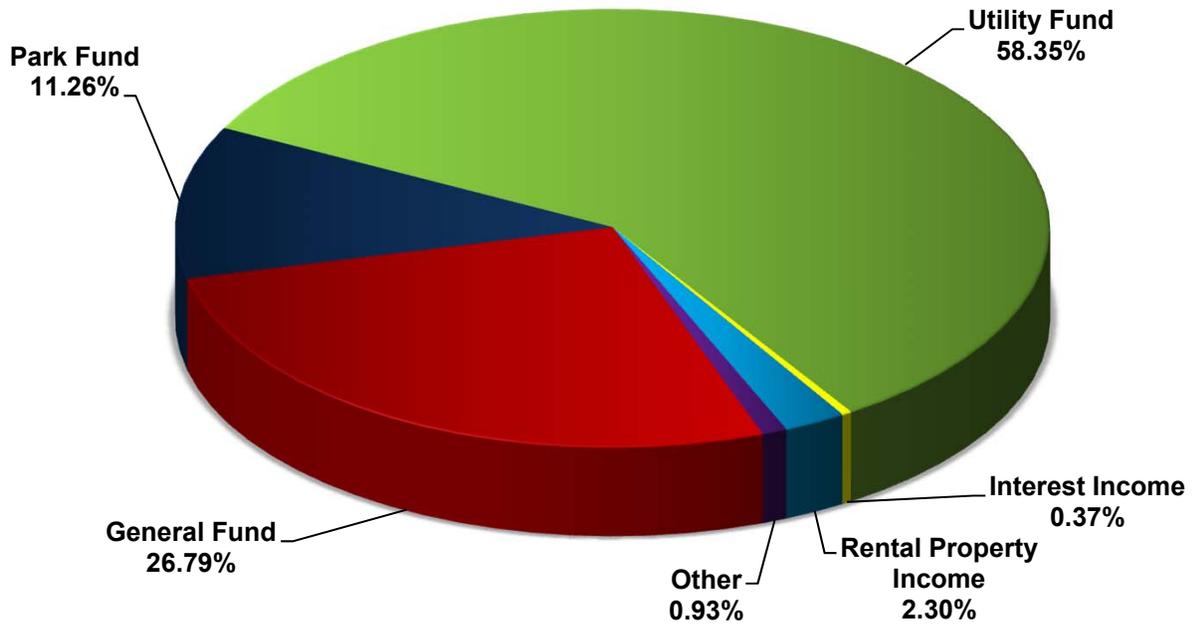
The Facilities/Construction Management Fund is an internal service fund used for the documentation of expenses for building maintenance on all city maintained facilities. Revenues in this fund are derived from allocations charged to user departments in the City. Total expenses of \$3,123,951 include operating expenses of \$3,077,236 and other expenses of \$46,715. This budget is in accordance with the Multi-Year Building Services Plan approved by City Council in 1997. The plan was updated for 2016/2017 and is included in the 2016/2017 Capital Projects Budget.



### 2016/17 Facilities Construction Mgmt Fund Revenue

\$3,123,951

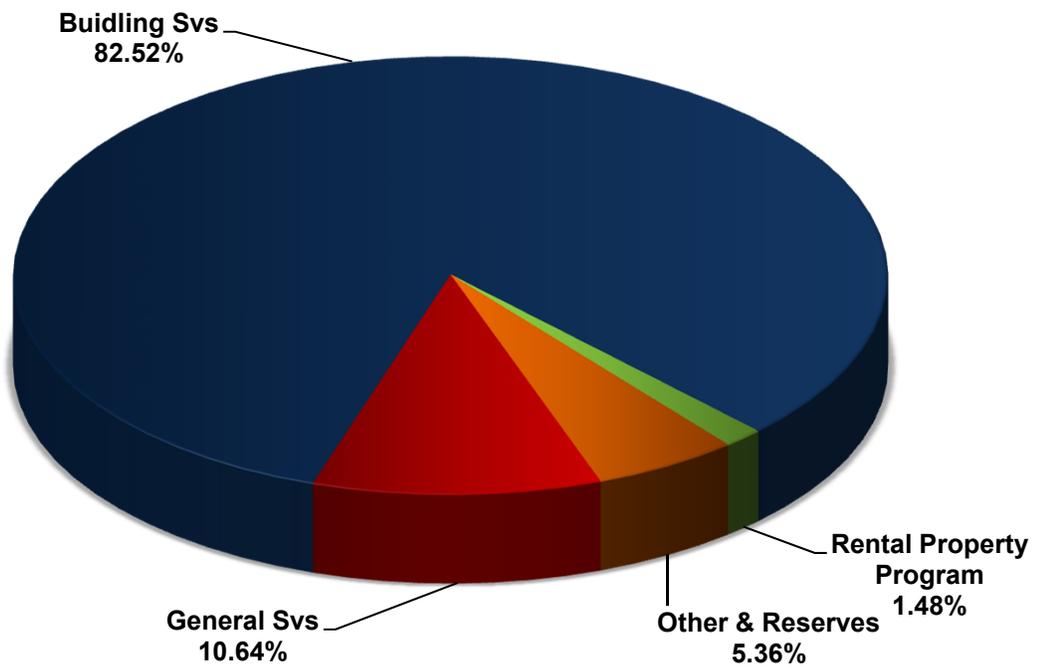
"Where the money comes from..."



### 2016/17 Facilities Construction Mgmt Fund Expenses

\$3,123,951

"Where the money comes from..."



**FISCAL YEAR 2016-2017**  
**SCHEDULE 19 - SUMMARY OF REVENUES AND EXPENDITURES**

**FACILITIES / CONSTRUCTION MANAGEMENT FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
<b><u>CHARGES FOR SERVICE</u></b>					
Transfer From:					
General Fund	\$705,401	\$737,070	\$848,774	\$848,774	\$836,737
Park Development Fund	331,300	320,000	360,750	383,940	351,900
Utility Fund	1,493,517	1,598,063	1,752,816	1,752,816	1,822,929
<b>SUB-TOTAL</b>	<b>\$2,530,218</b>	<b>\$2,655,133</b>	<b>\$2,962,340</b>	<b>\$2,985,530</b>	<b>\$3,011,566</b>
<b><u>OTHER REVENUES</u></b>					
Insurance Settlements	\$0	\$24,588	\$0	\$0	\$0
Interest Income	7,050	14,295	11,800	10,875	11,446
Rent From Rental Properties	63,240	76,804	78,000	65,754	72,000
Other Income	20,758	530	13,500	0	0
<b>SUB-TOTAL</b>	<b>\$91,048</b>	<b>\$116,217</b>	<b>\$103,300</b>	<b>\$76,629</b>	<b>\$83,446</b>
<b>SUB-TOTAL REVENUES</b>	<b>\$2,621,266</b>	<b>\$2,771,350</b>	<b>\$3,065,640</b>	<b>\$3,062,159</b>	<b>\$3,095,012</b>
<b><u>APPROPRIATION OF FUND BALANCE</u></b>					
Building Services Fund Reserves	\$40,000	\$240,485	\$15,356	\$361,278	\$28,939
Prior Year Encumbrances	\$0	\$0	\$0	\$170,786	\$0
<b>SUB-TOTAL</b>	<b>\$40,000</b>	<b>\$240,485</b>	<b>\$15,356</b>	<b>\$532,064</b>	<b>\$28,939</b>
<b>TOAL REVENUES</b>	<b>\$2,661,266</b>	<b>\$3,011,835</b>	<b>\$3,080,996</b>	<b>\$3,594,223</b>	<b>\$3,123,951</b>
<b><u>EXPENDITURES</u></b>					
General Services	\$322,209	\$324,362	\$330,194	\$330,548	\$332,468
Building Servcies	1,856,409	2,025,558	2,465,505	2,638,897	2,577,848
Rental Property Program	38,991	30,385	56,910	137,560	46,120
Transfer to Capital Budget	127,420	294,000	165,000	439,116	120,800
<b>SUB-TOTAL</b>	<b>\$2,345,029</b>	<b>\$2,674,305</b>	<b>\$3,017,609</b>	<b>\$3,546,121</b>	<b>\$3,077,236</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Debt Service	\$25,409	\$24,670	\$27,399	\$27,399	\$26,193
Other	12,860	13,079	14,898	12,591	20,522
Contribution of Facility Reserves	21,090	21,090	21,090	8,112	0
<b>SUB-TOTAL</b>	<b>\$59,359</b>	<b>\$58,839</b>	<b>\$63,387</b>	<b>\$48,102</b>	<b>\$46,715</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,404,388</b>	<b>\$2,733,144</b>	<b>\$3,080,996</b>	<b>\$3,594,223</b>	<b>\$3,123,951</b>
<b>BALANCE</b>	<b>\$256,878</b>	<b>\$278,691</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

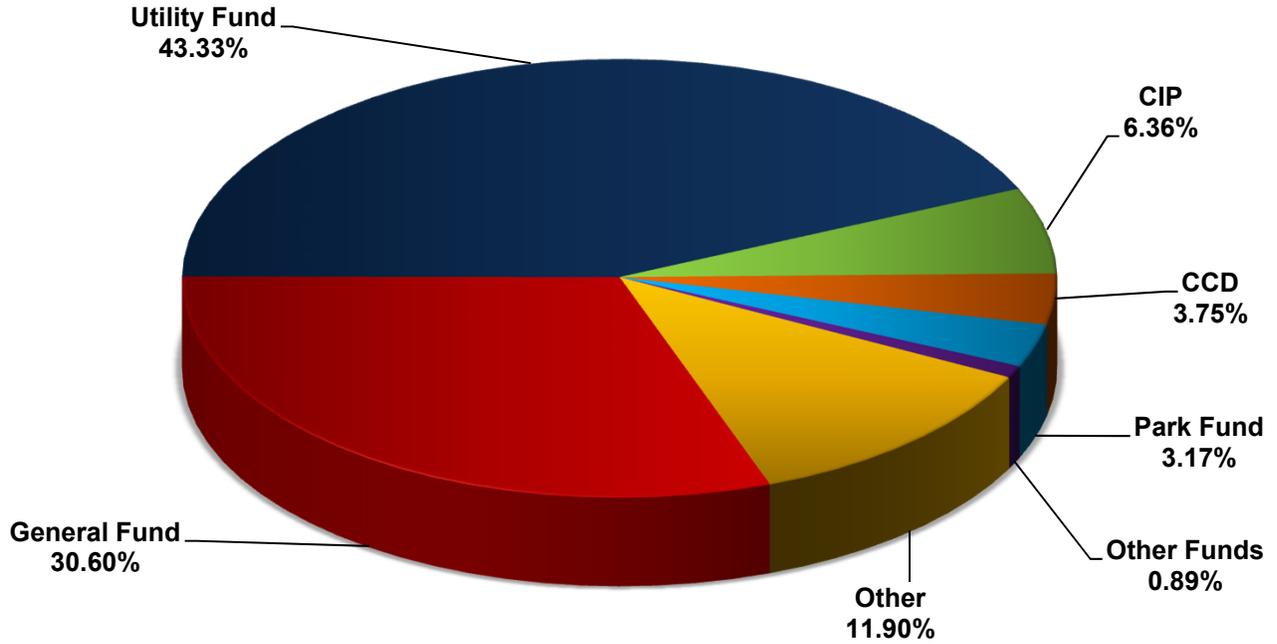
# OVERVIEW OF FLEET SERVICES FUND

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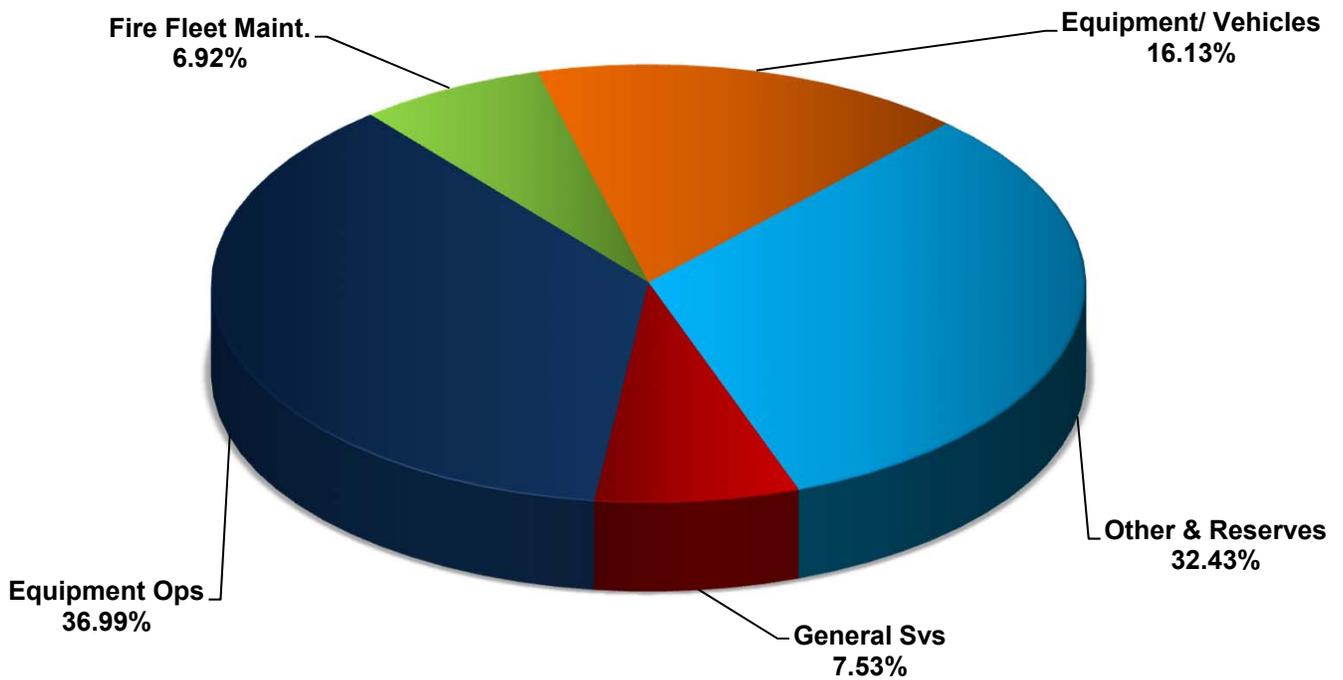
The Fleet Services Fund is an internal service fund used for the acquisition and financing of replacement vehicles, and the maintenance, repair, and operating expenses for all vehicles. Fleet Services revenues are derived from reimbursements charged to user departments in the City. Total expenses of \$4,541,264 include general services, operations and maintenance of \$2,335,865, fire/police vehicle and equipment replacements of \$732,705, and other expenses of \$1,472,694. The remaining equipment and vehicle replacements can be found in the Major Capital Equipment section of the 2016/2017 Capital Projects Budget. The fiscal year 2016/2017 budget is in accordance with the Multi-Year Equipment Services Plan approved by City Council in 1997. This plan was updated for 2016/2017 and is included in the 2016/2017 Capital Projects Budget.



**2016/17 Fleet Services Fund Revenue  
\$4,541,264  
"Where the money comes from..."**



**2016/17 Fleet Services Fund Expenses  
\$4,541,264  
"Where the money goes..."**



**FISCAL YEAR 2016-2017**  
**SCHEDULE 20 - SUMMARY OF REVENUES AND EXPENDITURES**

**FLEET SERVICES FUND**

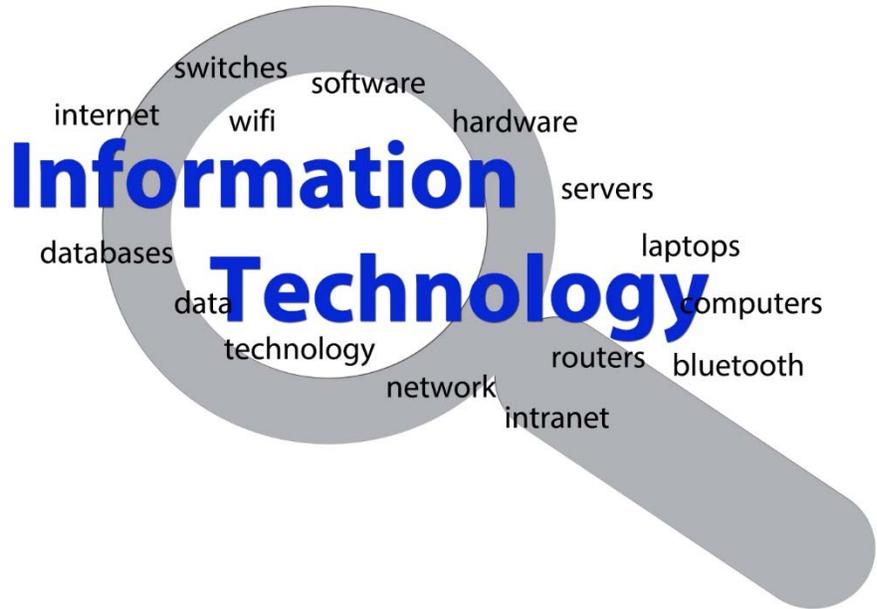
	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
<b>CHARGES FOR SERVICE</b>					
Transfer From:					
General Fund	\$1,082,422	\$1,190,157	\$1,273,468	\$1,273,468	\$1,389,677
Utility Fund	1,636,780	1,751,354	1,873,949	1,873,949	1,967,647
Utility CIP / Utility Construction	240,135	256,945	274,931	274,931	288,678
Crime Control District	141,768	151,692	162,310	162,310	170,426
Park & Recreation Dev. Fund	119,735	128,117	137,085	137,085	143,939
Other Funds	48,293	35,851	38,360	38,360	40,278
<b>SUB-TOTAL</b>	<b>\$3,269,133</b>	<b>\$3,514,116</b>	<b>\$3,760,103</b>	<b>\$3,760,103</b>	<b>\$4,000,645</b>
<b>OTHER REVENUES</b>					
Interst Income	\$17,257	\$16,805	\$14,300	\$13,823	\$14,551
Sale of City Property	51,467	55,214	25,000	37,434	519,408
Other Income	51,562	30,488	32,090	7,660	6,660
Transfer from General Fund	0	21,040	0	0	0
Transfer from Utility Fund	50,000	50,000	50,000	50,000	0
<b>SUB-TOTAL</b>	<b>\$170,286</b>	<b>\$173,548</b>	<b>\$121,390</b>	<b>\$108,917</b>	<b>\$540,619</b>
<b>SUB-TOTAL REVENUES</b>	<b>\$3,439,419</b>	<b>\$3,687,664</b>	<b>\$3,881,493</b>	<b>\$3,869,020</b>	<b>\$4,541,264</b>
<b>APPROPRIATION OF FUND BALANCE</b>					
Equipment Services Fund Reserves	\$359,663	\$542,264	\$50,000	\$50,000	\$0
Appropriation - PY Encumbrances	0	0	0	79,535	0
<b>SUB-TOTAL</b>	<b>\$359,663</b>	<b>\$542,264</b>	<b>\$50,000</b>	<b>\$129,535</b>	<b>\$0</b>
<b>TOAL REVENUES</b>	<b>\$3,799,082</b>	<b>\$4,229,928</b>	<b>\$3,931,493</b>	<b>\$3,998,555</b>	<b>\$4,541,264</b>
<b>EXPENDITURES</b>					
General Services	\$344,853	\$297,282	\$325,187	\$328,611	\$342,021
Equipment Services Operations	1,639,640	1,481,835	1,624,748	1,626,699	1,679,639
Fire Fleet Maintenance	316,505	252,134	302,432	303,142	314,205
Equipment Purchases	321,224	300,096	675,660	719,743	314,111
Fire Vehicles / Equipment	178,058	36,638	0	0	190,815
Police Vehicles / Equipment	342,104	438,780	429,347	461,374	227,779
<b>SUB-TOTAL</b>	<b>\$3,142,385</b>	<b>\$2,806,765</b>	<b>\$3,357,374</b>	<b>\$3,439,569</b>	<b>\$3,068,570</b>
<b>OTHER &amp; RESERVES</b>					
Debt Service	\$393,134	\$447,714	\$480,406	\$480,406	\$448,414
Transfer to Capital Projects	0	330,000	0	0	849,000
Other	12,428	12,506	14,439	12,132	18,599
Equipment Services Reserve	50,000	49,173	50,000	66,448	156,681
<b>SUB-TOTAL</b>	<b>\$455,562</b>	<b>\$839,393</b>	<b>\$544,845</b>	<b>\$558,986</b>	<b>\$1,472,694</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,597,947</b>	<b>\$3,646,158</b>	<b>\$3,902,219</b>	<b>\$3,998,555</b>	<b>\$4,541,264</b>
<b>BALANCE</b>	<b>\$201,135</b>	<b>\$583,770</b>	<b>\$29,274</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF INFORMATION TECHNOLOGY FUND

---

The Information Technology Fund is an internal service fund established in fiscal year 1995/1996. In July 1994, an extensive evaluation of the information technology capabilities of the City led to the creation of a separate fund for these activities. The Information Services Fund was established to combine the costs of desktop, network infrastructure, mobile and the telecommunications technology. These costs are charged back to user departments in the City based on criteria determined by usage of these services and replacement costs of the equipment.

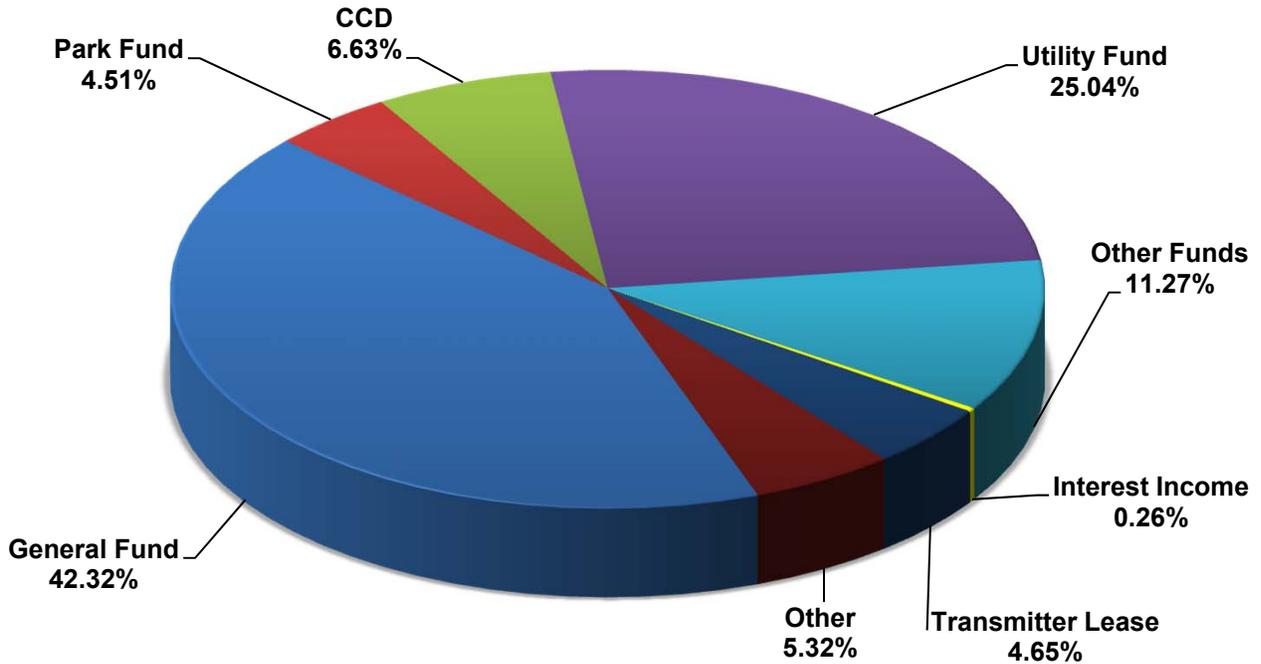
The 2016/2017 budget reflects costs associated with maintenance of the computer system and citywide network, and replacement of personal computers. The 2016/2017 total adopted budget for Information Technology is \$3,291,350.



## 2016/17 Information Technology Fund Revenue

\$3,291,350

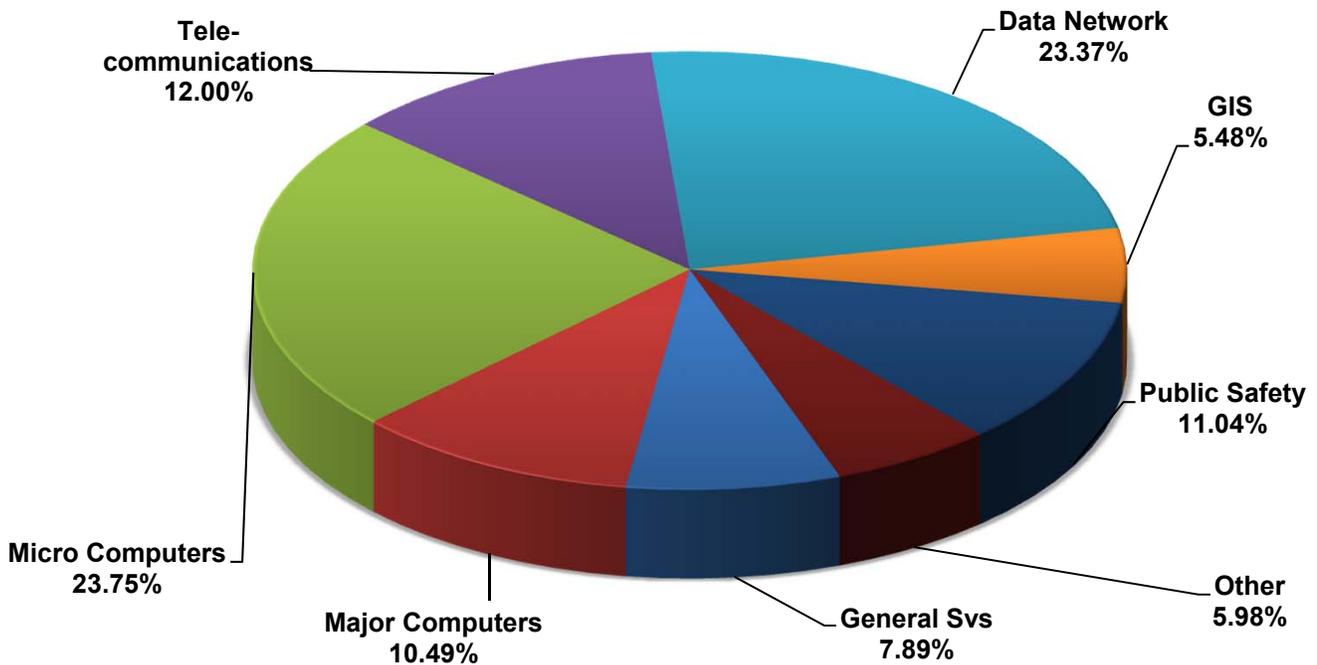
"Where the money comes from..."



## 2016/17 Information Technology Fund Expenses

\$3,291,350

"Where the money goes..."



**FISCAL YEAR 2016-2017**  
**SCHEDULE 21 - SUMMARY OF REVENUES AND EXPENDITURES**

**INFORMATION TECHNOLOGY FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b>REVENUES</b>					
<b>TELECOMMUNICATIONS</b>					
Transfer From:					
General Fund	\$288,487	\$321,798	\$337,942	\$337,942	\$353,038
Park Fund	31,594	32,387	34,007	34,007	35,708
Crime Control District	26,071	26,592	27,922	27,922	29,318
Utility Fund	77,930	81,168	85,226	85,226	89,489
Other Funds	51,727	58,297	61,220	61,220	64,273
<b>SUB-TOTAL</b>	<b>\$475,809</b>	<b>\$520,242</b>	<b>\$546,317</b>	<b>\$546,317</b>	<b>\$571,826</b>
<b>COMPUTERS</b>					
Transfer From:					
General Fund	\$914,506	\$932,796	\$979,436	\$979,436	\$1,039,779
Park Fund	100,363	102,370	107,489	107,489	112,863
Crime Control District	167,732	171,086	179,640	179,640	188,622
Utility Fund	653,435	666,505	699,831	699,831	734,822
Other Funds	275,641	281,155	295,212	295,212	306,823
<b>SUB-TOTAL</b>	<b>\$2,111,677</b>	<b>\$2,153,912</b>	<b>\$2,261,608</b>	<b>\$2,261,608</b>	<b>\$2,382,909</b>
<b>OTHER REVENUES</b>					
Interest Income	\$14,495	\$12,055	\$11,200	\$8,224	\$8,657
Transmitter Lease	151,957	136,940	145,012	145,012	152,958
Other Income	21,314	35,796	14,903	14,903	0
Transfer from General Fund	78,810	77,385	75,703	75,703	0
Transfer from Utility Fund	175,000	175,000	175,000	175,000	175,000
<b>SUB-TOTAL</b>	<b>\$441,575</b>	<b>\$437,177</b>	<b>\$421,818</b>	<b>\$418,842</b>	<b>\$336,615</b>
<b>SUB-TOTAL REVENUES</b>	<b>\$3,029,061</b>	<b>\$3,111,331</b>	<b>\$3,229,743</b>	<b>\$3,226,767</b>	<b>\$3,291,350</b>
<b>APPROPRIATION OF FUND BALANCE</b>					
Prior Year Encumbrances	\$0	\$0	\$0	\$110,429	\$0
Appropriation of Information Systems Reserves	79,203	1,339,373	0	0	0
<b>SUB-TOTAL</b>	<b>\$79,203</b>	<b>\$1,339,373</b>	<b>\$0</b>	<b>\$110,429</b>	<b>\$0</b>
<b>TOAL REVENUES</b>	<b>\$3,108,264</b>	<b>\$4,450,704</b>	<b>\$3,229,743</b>	<b>\$3,337,196</b>	<b>\$3,291,350</b>
<b>EXPENDITURES</b>					
General Services	\$237,121	\$245,714	\$254,881	\$255,235	\$259,577
Major Computer Systems	287,808	298,297	330,392	414,746	345,448
Microcomputer Systems	649,216	605,516	729,128	724,838	781,808
Telecommunications	291,717	354,386	378,640	378,817	394,875
Data Network	685,456	588,592	651,668	722,647	769,206
GIS System	163,435	178,592	182,804	178,804	180,523
Public Safety	448,481	382,167	464,333	475,018	363,222
<b>SUB-TOTAL</b>	<b>\$2,763,234</b>	<b>\$2,653,264</b>	<b>\$2,991,846</b>	<b>\$3,150,105</b>	<b>\$3,094,659</b>
<b>OTHER &amp; RESERVES</b>					
Other	\$8,238	\$8,614	\$10,387	\$8,257	\$15,982
Transfer to Capital Projects	0	1,228,944	0	95,000	156,000
Reserve for System Improvements	1,610	0	227,510	83,834	24,709
<b>SUB-TOTAL</b>	<b>\$9,848</b>	<b>\$1,237,558</b>	<b>\$237,897</b>	<b>\$187,091</b>	<b>\$196,691</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,773,082</b>	<b>\$3,890,822</b>	<b>\$3,229,743</b>	<b>\$3,337,196</b>	<b>\$3,291,350</b>
<b>BALANCE</b>	<b>\$335,182</b>	<b>\$559,881</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# OVERVIEW OF THE SELF INSURANCE FUND

---

The Self-Insurance Fund is an internal service fund established July 27, 1987. This fund pays for city-wide expenses related to medical coverage for employees, retirees and dependents, workers' compensation coverage, property and casualty coverage, life insurance and all administrative expenses associated with the City's self-insurance program. Revenues come from charges to other City funds, employee and retiree insurance premiums, and reimbursement from insurance carriers such as medical stop loss or for property losses.

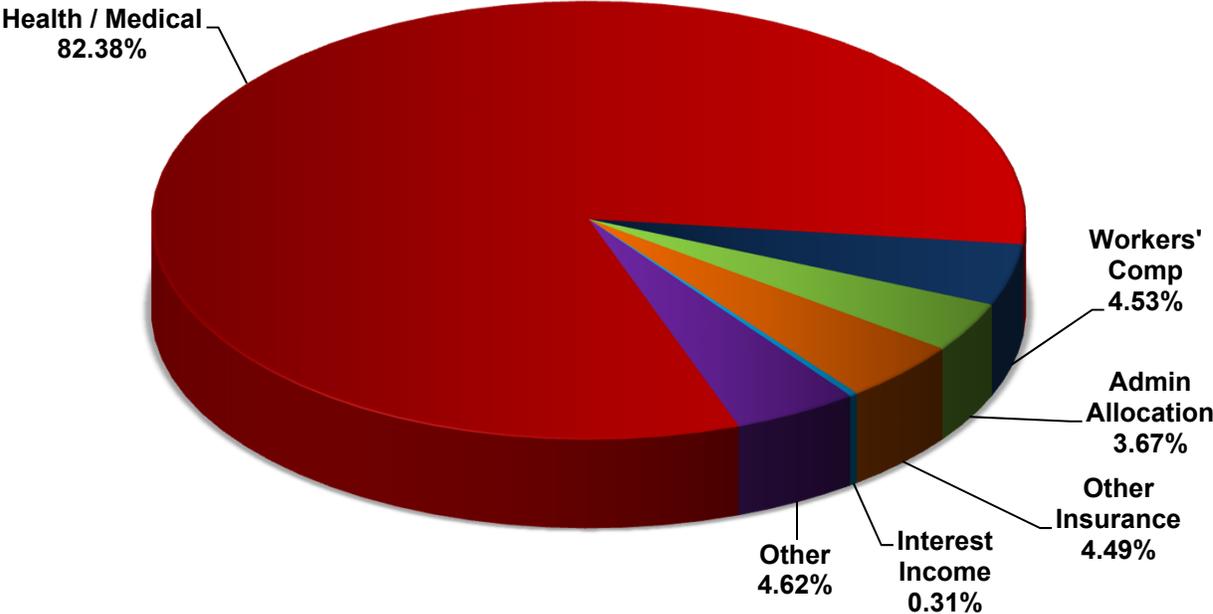
The total Self-Insurance Fund budget for 2016/2017 is \$12,898,383. Of the total, 85.5% is for health and medical expenses including prescription costs, 3.8% for personnel expenses, 4.5% for workers' compensation expenses, and 6.09% for other insurance related expenses.

For plan year 2017, several changes were made to the health plan, including: an increase to deductibles and out of pocket maximums, elimination of out of network medical coverage, implementation of medical necessity on the medical and prescription plan, adoption of a new prescription drug list, an increase in copays, and an increase to employee and retiree medical and dental premiums. As we do each year, HR staff met with the City's compensation and benefits committee (made up of 12 employees from a variety of departments) to discuss the proposed changes to the City's health plan. Options were discussed and committee members input was sought before finalizing our recommendation.

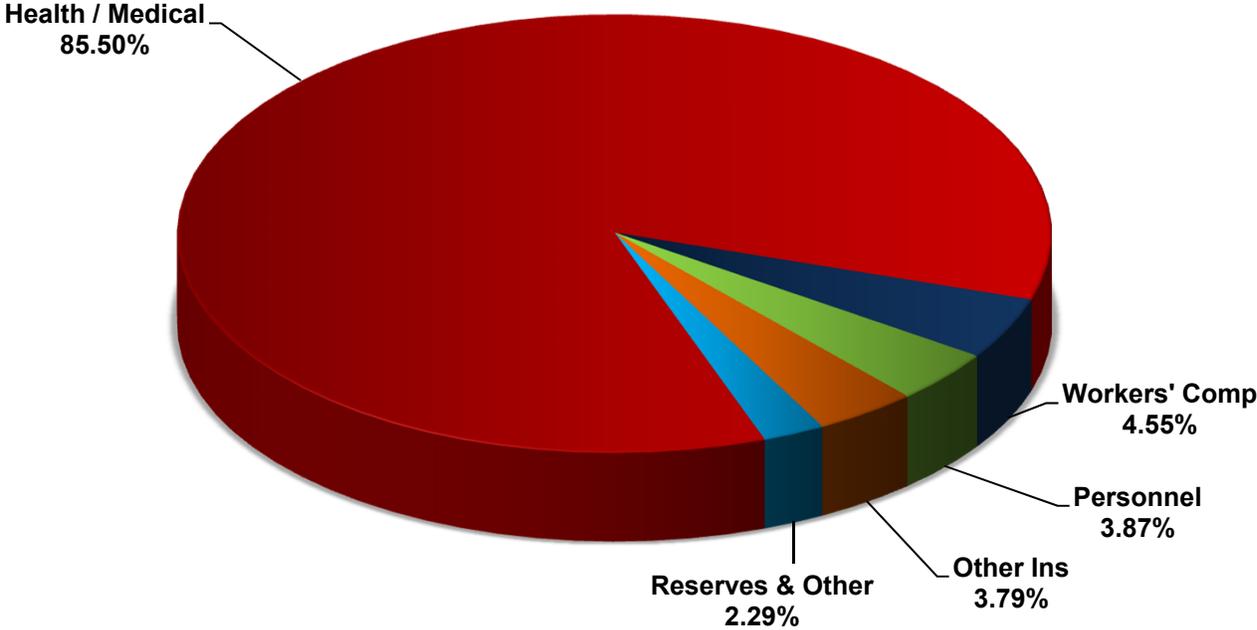
The City will continue to aggressively implement wellness programs to help slow the increase in our health insurance costs. This year's wellness strategy once again includes the "NRH Can Do Wellness" program utilizing an online portal to track participant health and wellness activities such as annual health screenings or exercise. On-going wellness initiatives include, skin cancer screenings, biometric screenings, a weight loss and fitness program, health and benefits fair, and annual flu shots for employees, retirees and dependents.



**2016/17 Self Insurance Fund Revenue**  
**\$12,898,383**  
**"Where the money comes from..."**



**2016/17 Self Insurance Fund Expenses**  
**\$12,898,383**  
**"Where the money goes..."**



**FISCAL YEAR 2016-2017**  
**SCHEDULE 22 - SUMMARY OF REVENUES AND EXPENDITURES**

**SELF INSURANCE FUND**

	<b>ACTUAL FY 2013/14</b>	<b>ACTUAL FY 2014/15</b>	<b>ADOPTED BUDGET FY 2015/16</b>	<b>REVISED BUDGET FY 2015/16</b>	<b>ADOPTED BUDGET FY 2016/17</b>
<b><u>REVENUES</u></b>					
<b><u>ALLOCATIONS</u></b>					
Health/Medical	\$8,747,608	\$9,234,574	\$9,632,358	\$9,632,358	\$10,626,219
Worker's Compensation	531,480	500,390	591,441	591,441	584,920
Administration Allocation	486,621	568,619	414,122	414,122	472,832
Other Insurance	572,841	576,360	557,920	557,920	579,182
<b>SUB-TOTAL</b>	<b>\$10,338,550</b>	<b>\$10,879,943</b>	<b>\$11,195,841</b>	<b>\$11,195,841</b>	<b>\$12,263,153</b>
<b><u>OTHER REVENUES</u></b>					
Interest Income	\$46,440	\$54,014	\$48,445	\$37,458	\$39,430
Other Income	99,497	110,060	95,800	137,800	95,800
Expenditure Reimbursement	370,394	633,327	200,000	417,252	400,000
<b>SUB-TOTAL</b>	<b>\$516,332</b>	<b>\$797,401</b>	<b>\$344,245</b>	<b>\$592,510</b>	<b>\$535,230</b>
<b>SUB-TOTAL REVENUES</b>	<b>\$10,854,882</b>	<b>\$11,677,345</b>	<b>\$11,540,086</b>	<b>\$11,788,351</b>	<b>\$12,798,383</b>
<b><u>APPROPRIATION OF FUND BALANCE</u></b>					
Self Insurance Fund Reserves	\$423,968	\$439,392	\$100,000	\$1,851,858	\$100,000
<b>SUB-TOTAL</b>	<b>\$423,968</b>	<b>\$439,392</b>	<b>\$100,000</b>	<b>\$1,851,858</b>	<b>\$100,000</b>
<b>TOAL REVENUES</b>	<b>\$11,278,850</b>	<b>\$12,116,737</b>	<b>\$11,640,086</b>	<b>\$13,640,209</b>	<b>\$12,898,383</b>
<b><u>EXPENDITURES</u></b>					
Health/Medical	\$9,298,369	\$10,096,330	\$9,832,358	\$11,744,028	\$11,027,505
Worker's Compensation	610,942	840,925	583,470	583,470	586,463
Personnel Expenses	457,773	449,136	470,025	470,165	498,956
Other Insurance	512,022	397,704	472,920	519,746	489,183
Reserve for Insurance Claims	0	0	0	0	10,476
Other Expenses	91,088	145,906	95,800	137,800	95,800
Life Insurance Premium	94,196	86,736	85,000	85,000	90,000
<b>SUB-TOTAL</b>	<b>\$11,064,390</b>	<b>\$12,016,737</b>	<b>\$11,539,573</b>	<b>\$13,540,209</b>	<b>\$12,798,383</b>
<b><u>OTHER &amp; RESERVES</u></b>					
Transfer to Retiree Health Care Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>SUB-TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$11,164,390</b>	<b>\$12,116,737</b>	<b>\$11,639,573</b>	<b>\$13,640,209</b>	<b>\$12,898,383</b>
<b>BALANCE</b>	<b>\$114,460</b>	<b>\$0</b>	<b>\$513</b>	<b>\$0</b>	<b>\$0</b>

**NRH**

# DEPARTMENTS

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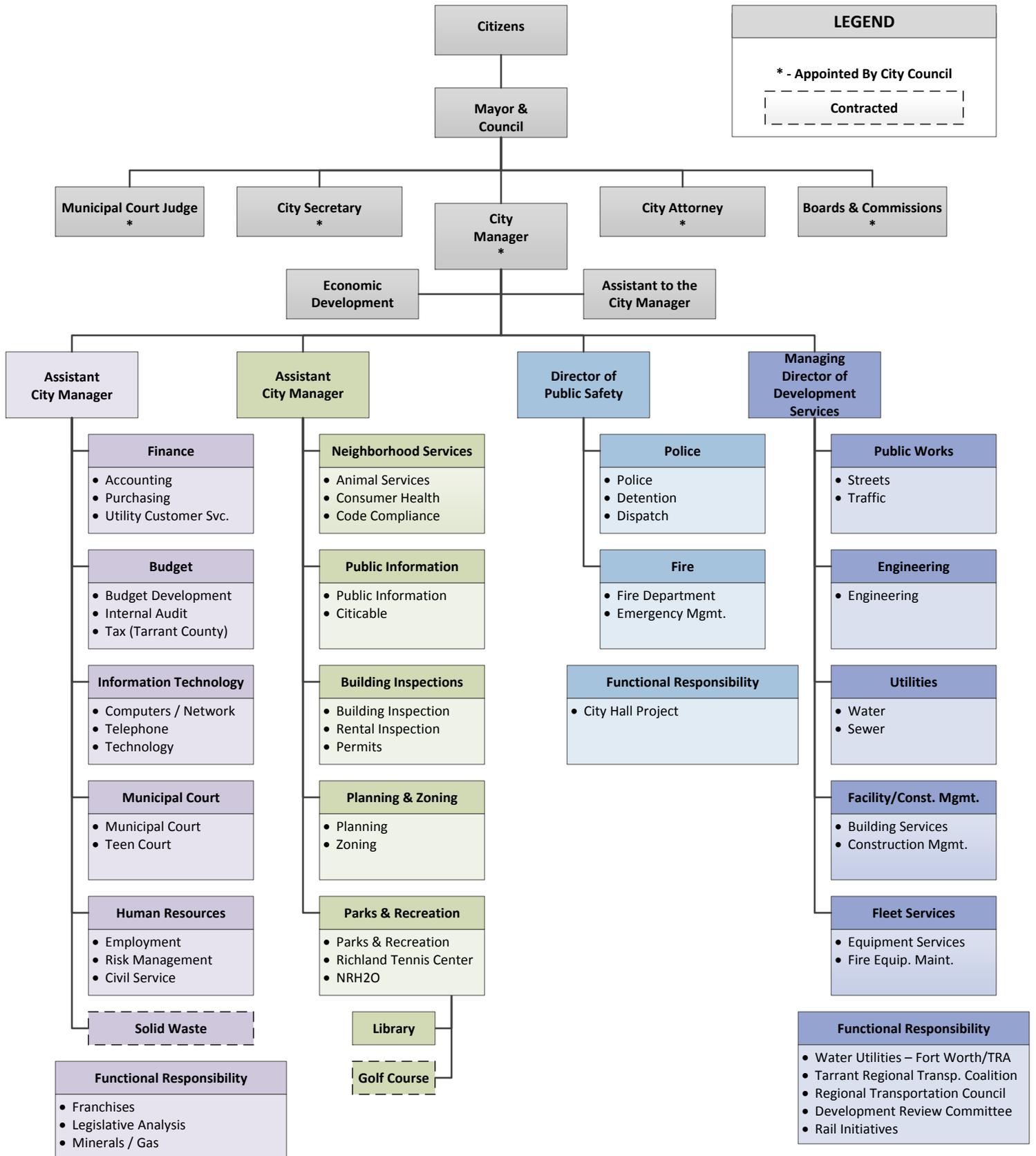
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# ORGANIZATION CHART



# CITY COUNCIL

North Richland Hills operates under a council-manager form of government. The City Council is composed of a mayor and seven council members. The mayor and council members are elected at-large and serve two-year terms. The council enacts local legislation, adopts the annual operating budget and sets policy. The city manager is responsible for the day-to-day operations of the city and reports directly to the council.

The City Council also serves as the Crime Control & Prevention District Board, the Sign Review Board and the Landscape Review Board. Council subcommittees include the Naming Board and Capital Improvement Projects (CIP) Committee.

FY 2016/2017	Adopted Budget	General Fund
Salaries		\$ 12,057
General Services		43,800
Maintenance		-
Sundry		54,786
Supplies		19,735
Capital		-
Total		<u>\$ 130,378</u>



DEPARTMENT CITY COUNCIL		FUND GENERAL		
<b>ACTIVITIES</b>	<b>2014-15 ACTUAL</b>	<b>2015/16 ADOPTED</b>	<b>2015-16 REVISED</b>	<b>2016-17 ADOPTED</b>
Administration	\$116,848	\$129,470	\$129,470	\$130,378
<b>TOTAL</b>	<b>\$116,848</b>	<b>\$129,470</b>	<b>\$129,470</b>	<b>\$130,378</b>
<b>EXPENSE GROUPS</b>	<b>2014-15 ACTUAL</b>	<b>2015/16 ADOPTED</b>	<b>2015-16 REVISED</b>	<b>2016-17 ADOPTED</b>
Salaries	\$7,550	\$12,057	\$12,057	\$12,057
General Services	11,962	43,800	27,894	43,800
Maintenance	0	0	0	0
Sundry	82,450	54,878	70,784	54,786
Supplies	14,886	18,735	18,735	19,735
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$116,848</b>	<b>\$129,470</b>	<b>\$129,470</b>	<b>\$130,378</b>
<b>PERSONNEL SUMMARY</b>	<b>2014-15 ACTUAL</b>	<b>2015/16 ADOPTED</b>	<b>2015-16 REVISED</b>	<b>2016-17 ADOPTED</b>
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values and reinvest in the community through development.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete build out strategy. (Quality Community Development &amp; Revitalization)</li> <li>• To expedite redevelopment of Calloway Creek Retail Area. (Quality Community Development &amp; Revitalization)</li> <li>• To implement Loop 820 study objectives. (Quality Community Development &amp; Revitalization)</li> <li>• To implement Boulevard 26 Study. (Quality Community Development &amp; Revitalization)</li> <li>• To revitalize residential neighborhoods. (Quality Community Development &amp; Revitalization)</li> <li>• To create rail station land use development plan. (Quality Community Development &amp; Revitalization)</li> <li>• To ensure compliance with quality housing standards. (Quality Community Development &amp; Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Place landscaping/intersection improvements at some intersections along Davis Boulevard.</li> <li>• Provide redevelopment incentives/opportunities for potential owners or developers of the Calloway Creek Commercial Area.</li> <li>• Continue to purchase property to prepare for impacts Loop 820 widening will have on City Hall.</li> <li>• Get concurrence on the Loop 820 Corridor Access Plan from TxDOT.</li> <li>• Develop landscape, planter box and retaining wall regulations for Loop 820 frontage properties.</li> <li>• Expand TIF #1.</li> <li>• Continue funding sidewalk replacement/construction program.</li> <li>• Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.</li> <li>• Develop multiyear Neighborhood Revitalization Plan with initial pilot project in specific neighborhood area south of Loop 820.</li> <li>• Identify landscaping and intersection improvements at Rufe Snow Drive and Glenview Drive.</li> <li>• Continue to seek CDBG funding.</li> <li>• Acquire land for proposed rail stations.</li> <li>• Adopt TOD plans and rezone properties around Iron Horse and Smithfield station areas.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of new businesses in NRH	77	95	95
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	102	106	116

DEPARTMENT / DIVISION CITY COUNCIL – ADMINISTRATION		FUND GENERAL	
PROGRAM NAME EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain leadership role on regional transportation issues.</li> <li>• To continue to address congestion and street conditions as it relates to local traffic flow.</li> <li>• To ensure future local rail stations.</li> <li>• To coordinate Loop 820 expansion with multi-modal transportation needs.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.</li> <li>• Continue to keep traffic timing optimized as traffic volumes and patterns change.</li> <li>• Monitor key CIP projects such as North Tarrant Parkway and Rufe Snow Drive and keep them progressing towards construction.</li> <li>• Continue to fund the preventive street maintenance program at the current level and expand when possible.</li> <li>• Update Master Thoroughfare Plan to reflect changes in Home Town, Loop 820 and TOD districts.</li> <li>• Conduct a traffic analysis of the area surrounding the post office located on Davis Boulevard.</li> <li>• Work closely with NCTCOG and all committees including the Rail North Texas Initiative and the SW to NE Rail Corridor Initiative.</li> <li>• Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.</li> <li>• Coordinate with the “T” and TxDOT for double tracking rail line over Loop 820.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Transportation System</b>			
% Of people who believe traffic flow on major city streets is excellent or good	55.90%	59.20%	60.00%
% Of people who believe traffic signal timing on major city streets are excellent or good	55.30%	55.70%	60.00%
Amount of funding for Preventive Street Maintenance Program	\$1,270,015	\$1,289,973	\$1,266,776
Mileage of street lanes receiving preventative maintenance	19 miles	20 miles	21 miles
Material cost per square feet of pavement repaired	\$1.60	\$1.56	\$1.65
Average condition rating of streets (0-100 with 100 being excellent)	83	83	82

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> SAFETY AND SECURITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain low response time.</li> <li>• To maintain low crime rate.</li> <li>• To provide effective and efficient police, fire and emergency medical services.</li> <li>• To engage community in public safety programs and initiatives.</li> <li>• To maintain the City's ability to respond to all large scale emergencies.</li> <li>• To implement shared regional core public safety services where possible.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to monitor all phases of response times and improve them where possible.</li> <li>• Continue to provide and maintain state of the art public safety communications.</li> <li>• Provide quarterly live fire training for all operating fire fighters.</li> <li>• Hold Police Department Community Meetings.</li> <li>• Continue training staff to meet all federal and state guidelines for emergency management operations.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of audible outdoor warning siren tests	9	9	9
# Of total calls for EMS response	5,268	5,311	5,400
# Of structure fire response	44	38	40
# Of officers per 1,000 population	1.68	1.67	1.64
Total # of Dispatch Calls for Service	122,610	136,097	138,819
Total # of Traffic Stops	55,216	53,049	54,110
Total # of 9-1-1 Calls	85,161	85,508	87,218
Response times (fire)			
Average turnout time in minutes	01:01	00:55	00:55
Average travel time in minutes	04:06	03:55	03:55
Average # of monthly cases processed	621	590	602
Average time to process and dispatch			
Police Priority 1 calls	2:11	3:38	2:00
Police Priority 2 calls	3:09	3:31	4:00
Fire/EMS calls	1:54	2:08	1:30
% phone calls answered within 10 seconds	87.00%	83.00%	90.00%
% of fires confined to object, area or room of origin	38.63%	28.94%	25.00%

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> FINANCIAL STABILITY			
<b>DESCRIPTION / MISSION</b>			
During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To continue pay-as-you go where possible.</li> <li>• To maintain a stable tax rate and predictable income stream.</li> <li>• To update the long-range financial plan annually.</li> <li>• To maintain cash reserve policies.</li> <li>• To maximize grant funding.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.</li> <li>• Continue aggressive debt payment structure to ensure a manageable debt property tax rate.</li> <li>• Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.</li> <li>• Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.</li> <li>• Continue to maintain/build cash reserves.</li> <li>• Seek grant funding where feasible for all departments.</li> <li>• Identify all possible revenue sources for existing and proposed programs.</li> <li>• Explore and implement funding alternatives for proactive land acquisition and management.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Property tax rate	61¢	61¢	61¢
Bond Ratings:			
Standard & Poor's	Aa2	Aa2	Aa2
Moody's	AA+	AA+	AA+

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> POSITIVE CITY IMAGE			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To enhance public information initiatives.</li> <li>• To continue and enhance communication flow with citizens.</li> <li>• To maintain quality public facilities.</li> <li>• To focus on and recognize City successes.</li> <li>• To promote and initiate environmentally responsible programs.</li> <li>• To enhance Public Art Program.</li> <li>• To increase regional awareness of our positive city image.</li> <li>• To implement the facilities study.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.</li> <li>• Conduct a Citizen Survey to measure residents' opinions about our community and city services.</li> <li>• Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.</li> <li>• Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.</li> <li>• Continue to educate employees on city and departmental policies and procedures.</li> <li>• Submit City initiatives to multiple organizations for awards and other recognition.</li> <li>• Continue to look for and implement energy saving ideas.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of city newsletters produced	3	3	3
# Of utility bill inserts produced	13	14	13
# Of press releases	72	86	90
# Of media inquiries	43	54	60
# Of employee newsletters produced	12	12	12
# Of e-newsletters produced	24	24	24
# Of city Facebook pages	12	12	12
# Of city twitter accounts	7	7	7
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	90.00%	95.00%	95.00%
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	87.00%	87.00%	90.00%

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> A SENSE OF COMMUNITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete and implement trails plan.</li> <li>• To enhance parks and recreation facilities and programs at current high level.</li> <li>• To encourage volunteerism and community wide involvement.</li> <li>• To maintain cultural arts program.</li> <li>• To promote life long learning through library services.</li> <li>• To prepare for demographic changes to maintain our sense of community.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.</li> <li>• Design and construct the Recreation Center.</li> <li>• Continue the implementation of the Park, Recreation and Open Space Master Plan.</li> <li>• Improve aesthetics of Iron Horse.</li> <li>• Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.</li> <li>• Continue with A Night of Holiday Magic.</li> <li>• Promote/increase health and wellness programs.</li> <li>• Continue recognizing community leaders, businesses and employees at city facilities and events.</li> <li>• Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.</li> <li>• Continue to collaborate with community partners on events, programming and volunteers.</li> <li>• Attract new users to the NRH Library and provide them with state-of-the-art services and materials.</li> <li>• Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of visits to the library	266,054	275,000	280,000
# Of special events	5	6	7
NRH2O Guest survey score (out of a possible 10)	9.51	9.40	9.40
Parks and Recreation % Of citizens concerns/requests acted upon			
Customer satisfaction rating for youth programs (scale 1-4)	3.86	4.00	4.00

DEPARTMENT / DIVISION CITY COUNCIL – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME TARGETED ECONOMIC DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To attract the types of businesses we want to our community.</li> <li>• To promote diversity in economic development.</li> <li>• To encourage developers to maximize use of existing real estate and locations.</li> <li>• To have proactive strategic land acquisition and management.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Research market to determine business opportunities.</li> <li>• Support small business development.</li> <li>• Work with businesses to assist in finding locations within our City.</li> <li>• Maintain inventory of available, non residential tracts and vacant buildings.</li> <li>• Continue BIG program.</li> <li>• Sell unneeded city property.</li> <li>• Manage property acquisitions, dispositions and incentives that increase taxable revenue.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Amount of total taxable sales	\$929,764,900	\$960,184,300	\$991,598,940
# Of new businesses	77	95	95
# Of BIG Program participants	21	22	25

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> LOCAL AND REGIONAL LEADERSHIP			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Continue to be involved on committees setting direction for the region.</li> <li>• Build and maintain relationships that influence decisions in areas where we have an interest.</li> <li>• Promote service and involvement that brings prominence as leaders that influence the direction in key issues.</li> <li>• Lead by example, do it better.</li> <li>• Maintain leadership role on legislative issues.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain active participation in regional committees.</li> <li>• Continue encouraging employee relationships and leadership positions in professional organizations.</li> <li>• Provide staff support services to Mayor and Council and their regional leadership roles.</li> <li>• Participate and hold leadership roles in National and State organizations that advocate for cities.</li> <li>• Participate in regional efforts involving state and federal legislation that can impact our city and area.</li> <li>• Monitor and lobby the federal and state legislatures.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	8	8
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

<b>DEPARTMENT / DIVISION</b> CITY COUNCIL – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municipal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Maintain quality public facilities.</li> <li>• Address critical present and future municipal facility needs.</li> <li>• Maintain an effective workforce and infrastructure that can meet current and future needs.</li> <li>• Explore improved efficiency, cost savings, and effectiveness through shared services.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to maintain city facilities beyond the city's current standards</li> <li>• Continue to assess the current and present facility needs</li> <li>• Continue to hire and maintain a quality, motivated workforce</li> <li>• Continue to explore opportunities for shared services with our neighboring communities</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Funds expended on new facilities and projects	\$433,883.00	\$278,108.00	\$208,800.00
Other funds expended on facility projects	\$4,583,619.00	\$1,453,024.00	\$95,500.00
# Of facility projects completed	32	16	12
# Of facilities where projects were completed	18	14	16

DEPARTMENT CITY COUNCIL - ADMINISTRATION - 0101		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$7,550	\$12,057	\$12,057	\$12,057
General Services	11,962	43,800	27,894	43,800
Maintenance	0	0	0	0
Sundry	82,450	54,878	70,784	54,786
Supplies	14,886	18,735	18,735	19,735
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$116,848</b>	<b>\$129,470</b>	<b>\$129,470</b>	<b>\$130,378</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
*These are elected positions.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# CITY MANAGER'S OFFICE

The City Manager's Office oversees the daily operations of the city, which include, but are not limited to, the coordinating, directing and reviewing of departmental functions. The City Manager's Office implements policy directives as provided by the mayor and City Council and prepares the city budget for Council approval. The City Manager's Office also provides the overall management philosophy and direction to the organization to maintain efficient and effective delivery of municipal services. In addition, the office provides the mayor and City Council with recommendations on current and future issues through timely, complete and accurate information and reports.

FY 2016/2017	Adopted Budget		
	General Fund	Utility Fund	Total
Salaries	\$ 573,477	\$ 296,545	\$ 870,022
General Services	4,000	-	4,000
Maintenance	-	-	-
Sundry	60,904	18,562	79,466
Supplies	3,000	5,950	8,950
Capital	-	-	-
<b>Total</b>	<b>\$ 641,381</b>	<b>\$ 321,057</b>	<b>\$ 962,438</b>

FY 2016-2017

## City Manager's Office



ADOPTED CITY MANAGER		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$595,828	\$621,833	\$622,906	\$641,381
<b>TOTAL</b>	<b>\$595,828</b>	<b>\$621,833</b>	<b>\$622,906</b>	<b>\$641,381</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$530,206	\$555,820	\$556,353	\$573,477
General Services	315	0	540	4,000
Maintenance	0	0	0	0
Sundry	58,982	59,513	59,513	60,904
Supplies	6,325	6,500	6,500	3,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$595,828</b>	<b>\$621,833</b>	<b>\$622,906</b>	<b>\$641,381</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
City Manager	0.50	0.50	0.50	0.50
Assistant City Manager	1.30	1.50	1.50	1.50
Executive Secretary	0.50	0.50	0.50	0.50
Assistant to the City Manager	1.00	1.00	1.00	1.00
* This is position partially funded from this activity.				
<b>Full-Time</b>	<b>3.30</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.30</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values, and reinvest in the community through development.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete build out strategy.</li> <li>• To expedite redevelopment of Calloway Creek Commercial Area.</li> <li>• To implement Loop 820 study objectives.</li> <li>• To implement Boulevard 26 Study.</li> <li>• To revitalize residential neighborhoods.</li> <li>• To create rail station land use development plan.</li> <li>• To ensure compliance with quality housing standards.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide redevelopment incentives/opportunities for potential owners or developers.</li> <li>• Complete intersection improvements along Boulevard 26.</li> <li>• Bury utilities along the North Richland Hills' side of Boulevard 26.</li> <li>• Continue funding sidewalk replacement/construction program.</li> <li>• Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.</li> <li>• Continue the expanded Neighborhood Initiative Program.</li> <li>• Continue to seek CDBG funding.</li> <li>• Utilize the Substandard Building Board in addressing/eliminating substandard structures within the City.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of new businesses in NRH	77	95	95
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	102	106	116

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain leadership role on regional transportation issues.</li> <li>• To continue to address congestion and street conditions as it relates to local traffic flow.</li> <li>• To ensure future local rail stations.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.</li> <li>• Continue to fund the preventive street maintenance program at the current level and expand when possible.</li> <li>• Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Amount of funding for Preventive Street Maintenance Program	\$1,270,015	\$1,289,973	\$1,266,776
Mileage of street lanes receiving preventative maintenance	19 miles	20 miles	21 miles
Material cost per square feet of pavement repaired	\$1.60	\$1.56	\$1.65
Average condition rating of streets (0-100 with 100 being excellent)	83	83	82
% Of citizens rating the city traffic flow as good or excellent	55.90%	59.20%	60.00%
% Of citizens rating signal timing as good or excellent	55.30%	55.70%	60.00%

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> SAFETY AND SECURITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain low response time.</li> <li>• To maintain low crime rate.</li> <li>• To provide effective and efficient police, fire and emergency medical services.</li> <li>• To engage community in public safety programs and initiatives.</li> <li>• To maintain the City's ability to respond to all large scale emergencies.</li> <li>• To implement shared regional core public safety services where possible.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to monitor all phases of response times and improve them where possible.</li> <li>• Continue to provide and maintain state of the art public safety communications.</li> <li>• Provide quarterly live fire training for all operating fire fighters.</li> <li>• Hold Police Department Community Meetings.</li> <li>• Continue training staff to meet all federal and state guidelines for emergency management operations.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of audible outdoor warning siren tests	9	9	9
# Of total calls for EMS response	5,268	5,311	5,400
# Of structure fire response	44	38	40
# Of officers per 1,000 population	1.68	1.67	1.64
Total # of Dispatch Calls for Service	122,610	136,097	138,819
Total # of Traffic Stops	55,216	53,049	54,110
Total # of 9-1-1 Calls	85,161	85,508	87,218
Response times (fire)			
Average turnout time in minutes	01:01	00:55	00:55
Average travel time in minutes	04:06	03:55	03:55
Average # of monthly cases processed	621	590	602
Average time to process and dispatch			
Police Priority 1 calls	2:11	3:38	2:00
Police Priority 2 calls	3:09	3:31	4:00
Fire/EMS calls	1:54	2:08	1:30
% phone calls answered within 10 seconds	87.00%	83.00%	90.00%
% of fires confined to object, area or room of origin	38.63%	28.94%	25.00%

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> FINANCIAL STABILITY			
<b>DESCRIPTION / MISSION</b>			
During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To continue pay-as-you go where possible.</li> <li>• To maintain a stable tax rate and predictable income stream.</li> <li>• To update the long-range financial plan annually.</li> <li>• To maintain cash reserve policies.</li> <li>• To maximize grant funding.</li> <li>• To identify and evaluate funding alternatives for achieving our strategic vision.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.</li> <li>• Continue aggressive debt payment structure to ensure a manageable debt property tax rate.</li> <li>• Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.</li> <li>• Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.</li> <li>• Continue to standardize equipment when possible.</li> <li>• Continue to maintain/build cash reserves.</li> <li>• Seek grant funding where feasible for all departments.</li> <li>• Identify all possible revenue sources for existing and proposed programs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Property tax rate	61¢	61¢	61¢
Bond Ratings:			
Standard & Poor's	Aa2	Aa2	Aa2
Moody's	AA+	AA+	AA+

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> POSITIVE CITY IMAGE			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To enhance public information initiatives.</li> <li>• To continue and enhance communication flow with citizens.</li> <li>• To maintain quality public facilities.</li> <li>• To focus on and recognize City successes.</li> <li>• To promote and initiate environmentally responsible programs.</li> <li>• To enhance Public Art Program.</li> <li>• To increase regional awareness of our positive city image.</li> <li>• To implement the facilities study.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.</li> <li>• Conduct a Citizen Survey to measure residents' opinions about our community and city services.</li> <li>• Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.</li> <li>• Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.</li> <li>• Continue to educate employees on city and departmental policies and procedures.</li> <li>• Submit City initiatives to multiple organizations for awards and other recognition.</li> <li>• Continue to look for and implement energy saving ideas.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of city newsletters produced	3	3	3
# Of utility bill inserts produced	13	14	13
# Of press releases	72	86	90
# Of media inquiries	43	54	60
# Of employee newsletters produced	12	12	12
# Of e-newsletters produced	24	24	24
# Of city Facebook pages	12	12	12
# Of city twitter accounts	7	7	7
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	90.00%	95.00%	95.00%
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	87.00%	87.00%	90.00%

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> A SENSE OF COMMUNITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete and implement trails plan.</li> <li>• To enhance parks and recreation facilities and programs at current high level.</li> <li>• To encourage volunteerism and community wide involvement.</li> <li>• To maintain cultural arts program.</li> <li>• To promote life long learning through library services.</li> <li>• To prepare for demographic changes to maintain our sense of community.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.</li> <li>• Design and construct the Recreation Center.</li> <li>• Continue the implementation of the Park, Recreation and Open Space Master Plan.</li> <li>• Improve aesthetics of Iron Horse.</li> <li>• Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.</li> <li>• Continue with A Night of Holiday Magic.</li> <li>• Promote/increase health and wellness programs.</li> <li>• Continue recognizing community leaders, businesses and employees at city facilities and events.</li> <li>• Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.</li> <li>• Continue to collaborate with community partners on events, programming and volunteers.</li> <li>• Attract new users to the NRH Library and provide them with state-of-the-art services and materials.</li> <li>• Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of visits to the library	266,054	275,000	280,000
# Of special events	5	6	7
NRH2O Guest survey score (out of a possible 10)	9.51	9.40	9.40
Customer satisfaction rating for youth programs (scale 1-4)	3.86	4.00	4.00

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> TARGETED ECONOMIC DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To attract the types of businesses we want to our community.</li> <li>• To promote diversity in economic development.</li> <li>• To encourage developers to maximize use of existing real estate and locations (e.g. Loop 820, Blvd. 26, Cotton Belt, existing buildings and real estate).</li> <li>• To have proactive strategic land acquisition and management.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Research market to determine business opportunities.</li> <li>• Work with businesses to assist in finding locations within our City.</li> <li>• Maintain inventory of available, non residential tracts and vacant buildings.</li> <li>• Continue BIG program.</li> <li>• Manage property acquisitions, dispositions and incentives that increase taxable revenue.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Amount of total taxable sales	\$929,764,900	\$960,184,300	\$991,598,940
# Of new businesses	77	95	95
# Of BIG Program participants	21	22	25

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> LOCAL AND REGIONAL LEADERSHIP			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Continue to be involved on committees setting direction for the region.</li> <li>• Build and maintain relationships that influence decisions in areas where we have an interest.</li> <li>• Promote service and involvement that brings prominence as leaders that influence the direction in key issues.</li> <li>• Lead by example, do it better.</li> <li>• Maintain leadership role on legislative issues.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain active participation in regional committees.</li> <li>• Continue encouraging employee relationships and leadership positions in professional organizations.</li> <li>• Provide staff support services to Mayor and Council and their regional leadership roles.</li> <li>• Participate in regional efforts involving state and federal legislation that can impact our city and area.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	8	8
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municipal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Maintain quality public facilities.</li> <li>• Address critical present and future municipal facility needs.</li> <li>• Maintain an effective workforce and infrastructure that can meet current and future needs.</li> <li>• Explore improved efficiency, cost savings, and effectiveness through shared services.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to maintain city facilities beyond the city's current standards</li> <li>• Continue to assess the current and present facility needs</li> <li>• Continue to hire and maintain a quality, motivated workforce</li> <li>• Continue to explore opportunities for shared services with our neighboring communities</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Funds expended on new facilities and projects	\$433,883.00	\$278,108.00	\$208,800.00
Other funds expended on facility projects	\$4,583,619.00	\$1,453,024.00	\$95,500.00
# Of facility projects completed	32	16	12
# Of facilities where projects were completed	18	14	16

DEPARTMENT CITY MANAGER		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$530,206	\$555,820	\$556,353	\$573,477
General Services	315	0	540	4,000
Maintenance	0	0	0	0
Sundry	58,982	59,513	59,513	60,904
Supplies	6,325	6,500	6,500	3,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$595,828</b>	<b>\$621,833</b>	<b>\$622,906</b>	<b>\$641,381</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
City Manager	0.50	0.50	0.50	0.50
Assistant City Manager	1.30	1.50	1.50	1.50
Executive Secretary	0.50	0.50	0.50	0.50
Assistant to the City Manager	1.00	1.00	1.00	1.00
* This is position partially funded from this activity.				
<b>Full-Time</b>	<b>3.30</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.30</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

DEPARTMENT CITY MANAGER		FUND UTILITY			
ACTIVITIES		2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration		\$296,621	\$318,735	\$317,149	\$321,057
<b>TOTAL</b>		<b>\$296,621</b>	<b>\$318,735</b>	<b>\$317,149</b>	<b>\$321,057</b>
EXPENSE GROUPS		2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries		\$278,050	\$294,787	\$293,201	\$296,545
General Services		0	0	0	0
Maintenance		0	0	0	0
Sundry		17,591	18,049	18,049	18,562
Supplies		980	5,899	5,899	5,950
Capital		0	0	0	0
<b>TOTAL</b>		<b>\$296,621</b>	<b>\$318,735</b>	<b>\$317,149</b>	<b>\$321,057</b>
PERSONNEL SUMMARY		2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>					
City Manager*		0.50	0.50	0.50	0.50
Assistant City Manager*		0.50	0.50	0.50	0.50
Executive Secretary*		0.50	0.50	0.50	0.50
* Position partially funded in this activity.					
<b>Full-Time</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Part-Time (Full-Time Equivalents)</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values, and reinvest in the community through development.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete build out strategy.</li> <li>• To expedite redevelopment of Calloway Creek Commercial Area.</li> <li>• To implement Loop 820 study objectives.</li> <li>• To implement Boulevard 26 Study.</li> <li>• To revitalize residential neighborhoods.</li> <li>• To create rail station land use development plan.</li> <li>• To ensure compliance with quality housing standards.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide redevelopment incentives/opportunities for potential owners or developers.</li> <li>• Complete intersection improvements along Boulevard 26.</li> <li>• Bury utilities along the North Richland Hills' side of Boulevard 26.</li> <li>• Continue funding sidewalk replacement/construction program.</li> <li>• Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.</li> <li>• Continue the expanded Neighborhood Initiative Program.</li> <li>• Continue to seek CDBG funding.</li> <li>• Utilize the Substandard Building Board in addressing/eliminating substandard structures within the City.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of new businesses in NRH	77	95	95
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	102	106	116

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain leadership role on regional transportation issues.</li> <li>• To continue to address congestion and street conditions as it relates to local traffic flow.</li> <li>• To ensure future local rail stations.</li> <li>• To coordinate Loop 820 expansion with multi-modal transportation needs.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.</li> <li>• Continue to fund the preventive street maintenance program at the current level and expand when possible.</li> <li>• Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Transportation System</b>			
% Of citizens rating the city traffic flow as good or excellent	55.90%	59.20%	60.00%
% Of citizens rating signal timing as good or excellent	55.30%	55.70%	60.00%
Amount of funding for Preventive Street Maintenance Program	\$1,270,015	\$1,289,973	\$1,266,776
Mileage of street lanes receiving preventative maintenance	19 miles	20 miles	21 miles
Average condition rating of streets (0-100 with 100 being excellent)	83	83	82

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> SAFETY AND SECURITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain low response time.</li> <li>• To maintain low crime rate.</li> <li>• To provide effective and efficient police, fire and emergency medical services.</li> <li>• To engage community in public safety programs and initiatives.</li> <li>• To maintain the City's ability to respond to all large scale emergencies.</li> <li>• To implement shared regional core public safety services where possible.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to monitor all phases of response times and improve them where possible.</li> <li>• Continue to provide and maintain state of the art public safety communications.</li> <li>• Provide quarterly live fire training for all operating fire fighters.</li> <li>• Hold Police Department Community Meetings.</li> <li>• Continue training staff to meet all federal and state guidelines for emergency management operations.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of audible outdoor warning siren tests	9	9	9
# Of total calls for EMS response	5,268	5,311	5,400
# Of structure fire response	44	38	40
# Of officers per 1,000 population	1.68	1.67	1.64
Total # of Dispatch Calls for Service	122,610	136,097	138,819
Total # of Traffic Stops	55,216	53,049	54,110
Total # of 9-1-1 Calls	85,161	85,508	87,218
Response times (fire)			
Average turnout time in minutes	01:01	00:55	00:55
Average travel time in minutes	04:06	03:55	03:55
Average # of monthly cases processed	621	590	602
Average time to process and dispatch			
Police Priority 1 calls	2:11	3:38	2:00
Police Priority 2 calls	3:09	3:31	4:00
Fire/EMS calls	1:54	2:08	1:30
% phone calls answered within 10 seconds	87%	83%	90%
% of fires confined to object, area or room of origin	39%	29%	25%

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> FINANCIAL STABILITY			
<b>DESCRIPTION / MISSION</b>			
During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To continue pay-as-you go where possible.</li> <li>• To maintain a stable tax rate and predictable income stream.</li> <li>• To update the long-range financial plan annually.</li> <li>• To maintain cash reserve policies.</li> <li>• To maximize grant funding.</li> <li>• To identify and evaluate funding alternatives for achieving our strategic vision.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.</li> <li>• Continue aggressive debt payment structure to ensure a manageable debt property tax rate.</li> <li>• Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.</li> <li>• Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.</li> <li>• Continue to standardize equipment when possible.</li> <li>• Continue to maintain/build cash reserves.</li> <li>• Seek grant funding where feasible for all departments.</li> <li>• Identify all possible revenue sources for existing and proposed programs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Property tax rate	61¢	61¢	61¢
Bond Ratings:			
Standard & Poor's	Aa2	Aa2	Aa2
Moody's	AA+	AA+	AA+

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> POSITIVE CITY IMAGE			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To enhance public information initiatives.</li> <li>• To continue and enhance communication flow with citizens.</li> <li>• To maintain quality public facilities.</li> <li>• To focus on and recognize City successes.</li> <li>• To promote and initiate environmentally responsible programs.</li> <li>• To enhance Public Art Program.</li> <li>• To increase regional awareness of our positive city image.</li> <li>• To implement the facilities study.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.</li> <li>• Conduct a Citizen Survey to measure residents' opinions about our community and city services.</li> <li>• Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.</li> <li>• Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.</li> <li>• Continue to educate employees on city and departmental policies and procedures.</li> <li>• Submit City initiatives to multiple organizations for awards and other recognition.</li> <li>• Continue to look for and implement energy saving ideas.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of city newsletters produced	3	3	3
# Of utility bill inserts produced	13	14	13
# Of press releases	72	86	90
# Of media inquiries	43	54	60
# Of employee newsletters produced	12	12	12
# Of e-newsletters produced	24	24	24
# Of city Facebook pages	12	12	12
# Of city twitter accounts	7	7	7
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	90.00%	95.00%	95.00%
% Of residents surveyed who said they get enough information	87.00%	87.00%	90.00%

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> A SENSE OF COMMUNITY			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To complete and implement trails plan.</li> <li>• To enhance parks and recreation facilities and programs at current high level.</li> <li>• To encourage volunteerism and community wide involvement.</li> <li>• To maintain cultural arts program.</li> <li>• To promote life long learning through library services.</li> <li>• To prepare for demographic changes to maintain our sense of community.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.</li> <li>• Design and construct the Recreation Center.</li> <li>• Continue the implementation of the Park, Recreation and Open Space Master Plan.</li> <li>• Improve aesthetics of Iron Horse.</li> <li>• Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.</li> <li>• Continue with A Night of Holiday Magic.</li> <li>• Promote/increase health and wellness programs.</li> <li>• Continue recognizing community leaders, businesses and employees at city facilities and events.</li> <li>• Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.</li> <li>• Continue to collaborate with community partners on events, programming and volunteers.</li> <li>• Attract new users to the NRH Library and provide them with state-of-the-art services and materials.</li> <li>• Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of visits to the library	266,054	275,000	280,000
# Of special events	5	6	7
NRH2O Guest survey score (out of a possible 10)	9.51	9.40	9.40
Parks and Recreation % Of citizens concerns/requests acted upon			
Customer satisfaction rating for youth programs (scale 1-4)	3.86	4.00	4.00

DEPARTMENT / DIVISION CITY MANAGER – ADMINISTRATION	FUND UTILITY		
PROGRAM NAME TARGETED ECONOMIC DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To attract the types of businesses we want to our community.</li> <li>• To promote diversity in economic development.</li> <li>• To encourage developers to maximize use of existing real estate and locations (e.g. Loop 820, Blvd. 26, Cotton Belt, existing buildings and real estate).</li> <li>• To have proactive strategic land acquisition and management.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Research market to determine business opportunities.</li> <li>• Work with businesses to assist in finding locations within our City.</li> <li>• Maintain inventory of available, non residential tracts and vacant buildings.</li> <li>• Continue BIG program.</li> <li>• Manage property acquisitions, dispositions and incentives that increase taxable revenue.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Amount of total taxable sales	\$929,764,900	\$960,184,300	\$991,598,940
# Of new businesses	77	95	95
# Of BIG Program participants	21	22	25

DEPARTMENT / DIVISION CITY MANAGER – ADMINISTRATION	FUND UTILITY		
PROGRAM NAME LOCAL AND REGIONAL LEADERSHIP			
<b>DESCRIPTION / MISSION</b>			
<p>During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Continue to be involved on committees setting direction for the region.</li> <li>• Build and maintain relationships that influence decisions in areas where we have an interest.</li> <li>• Promote service and involvement that brings prominence as leaders that influence the direction in key issues.</li> <li>• Lead by example, do it better.</li> <li>• Maintain leadership role on legislative issues.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain active participation in regional committees.</li> <li>• Continue encouraging employee relationships and leadership positions in professional organizations.</li> <li>• Provide staff support services to Mayor and Council and their regional leadership roles.</li> <li>• Participate in regional efforts involving state and federal legislation that can impact our city and area.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	8	8
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

<b>DEPARTMENT / DIVISION</b> CITY MANAGER – ADMINISTRATION		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES			
<b>DESCRIPTION / MISSION</b>			
During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municipal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Maintain quality public facilities.</li> <li>• Address critical present and future municipal facility needs.</li> <li>• Maintain an effective workforce and infrastructure that can meet current and future needs.</li> <li>• Explore improved efficiency, cost savings, and effectiveness through shared services.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to maintain city facilities beyond the city's current standards</li> <li>• Continue to assess the current and present facility needs</li> <li>• Continue to hire and maintain a quality, motivated workforce</li> <li>• Continue to explore opportunities for shared services with our neighboring communities</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
Funds expended on new facilities and projects	\$433,883.00	\$278,108.00	\$208,800.00
Other funds expended on facility projects	\$4,583,619.00	\$1,453,024.00	\$95,500.00
# Of facility projects completed	32	16	12
# Of facilities where projects were completed	18	14	16



**NRH**

# COMMUNICATIONS

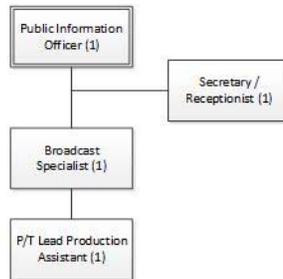
The Communications Department works with all city departments and the City Council to provide current information to residents about local government services and programs. This includes video, print and electronic communications. The Communications Department produces press releases, printed newsletters, e-newsletters, monthly water bill inserts, brochures and other printed and electronic communications. The department works with all other city departments to coordinate content on the city's website. Visitors to the website are encouraged to stay informed by signing up for Notify Me.

The Communications Department also oversees operations of Citicable NRH, North Richland Hills' local government access channel. Citicable NRH broadcasts local government meetings and information 24/7 on Charter Cable Channel 190, AT&T U-Verse Channel 99 and online.

FY 2016/2017	Adopted Budget
	General Fund
Salaries	\$253,252
General Services	2,079
Maintenance	17,672
Sundry	77,325
Supplies	9,797
Capital	-
<b>Total</b>	<b>\$ 360,125</b>

FY 2016-2017

Communications



DEPARTMENT COMMUNICATIONS		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Public Information	\$222,562	\$231,763	\$234,778	\$238,994
Citicable	117,283	116,943	115,468	121,131
<b>TOTAL</b>	<b>\$339,844</b>	<b>\$348,706</b>	<b>\$350,246</b>	<b>\$360,125</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$237,213	\$243,403	\$243,911	\$253,252
General Services	505	640	1,180	2,079
Maintenance	17,937	19,053	19,053	17,672
Sundry	71,279	76,011	78,054	77,325
Supplies	12,910	9,599	8,048	9,797
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$339,844</b>	<b>\$348,706</b>	<b>\$350,246</b>	<b>\$360,125</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Public Information Officer	1.00	1.00	1.00	1.00
Secretary/Receptionist	1.00	1.00	1.00	1.00
Broadcast Specialist	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Lead Production Assistant	0.73	0.50	0.50	0.50
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.73</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL</b>	<b>3.73</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

DEPARTMENT / DIVISION COMMUNICATIONS – ADMINISTRATION		FUND GENERAL	
PROGRAM NAME ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
The Communications Department is dedicated to promoting the City's positive image and enhancing citizens' understanding of their local government. The Communications Administration staff works with all City Departments to develop effective communication tools including video, print and electronic communications and to encourage citizen involvement in their community.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To improve citizens' awareness and understanding of the City, its programs and its services by producing quality printed materials. (Positive City Image)</li> <li>• To promote a positive image of the organization to citizens and surrounding communities by maintaining an attractive and informative City Web Site. (Positive City Image)</li> <li>• To communicate effectively with the media and provide local news organizations with accurate and timely information. (Positive City Image)</li> <li>• To encourage community participation and involvement by maintaining a City calendar and assisting City departments in planning and promoting special events. (Sense of Community)</li> <li>• To provide professional, timely and accurate responses to e-mails, letters and other inquiries from NRH residents and customers. (Positive City Image / Sense of Community)</li> <li>• To promote a positive city image and increase regional awareness about North Richland Hills through the use of social media applications. (Positive City Image)</li> <li>• To encourage the community to support local businesses. (Targeted Economic Development / Financial Stability)</li> <li>• To provide services in a manner that is both timely and cost effective</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Produce 3 citizen newsletters, 12 utility bill inserts, 24 e-newsletters and other printed and electronic materials that provide quality and timely information for citizens.</li> <li>• Work with all departments to update all sections of the web site on a monthly basis and encourage residents to utilize the web site and online services.</li> <li>• Issue press releases as needed and respond to all media calls in a timely manner.</li> <li>• Maintain a weekly City calendar and online City calendar to keep staff and the public informed about upcoming City events and activities and encourage their involvement.</li> <li>• Post timely updates on the city's intranet and produce monthly employee newsletters to keep employees informed of the City's activities, goals and accomplishments.</li> <li>• Maintain a positive presence for the city on social media sites.</li> <li>• Encourage citizens to shop locally by including a new business list in monthly water bill inserts and by devoting a portion each City newsletter to economic development</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Positive City Image</b>			
# Of city newsletters produced	3	3	3
# Of utility bill inserts produced	13	14	13
# Of press releases	72	86	90
# Of media inquiries	43	54	60
# Of e-newsletters produced	24	24	24
# Of city Facebook pages	12	12	12
# Of city twitter accounts	7	7	7
% Of web site updated with current information	90.00%	95.00%	95.00%
Average # of visits to the city web site each month	49,557	47,732	50,000
# Of NRH City Hall e-newsletter subscribers	1,679	1,726	2,000
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	87.00%	87.00%	90.00%
<b>Goal: Sense of Community</b>			
% Of special events promoted	100.00%	100.00%	100.00%
# Of Notify Me website subscriptions	14,852	15,000	15,500
# Of NRH City Hall followers on Facebook	3,190	4,000	4,500
# Of NRH City Hall followers on Twitter	2,185	2,593	3,000

DEPARTMENT / DIVISION COMMUNICATIONS – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME ADMINISTRATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Efficient and Effective Delivery of City Services</b> % Of media calls responded to within 24 hours # Of employee newsletters produced City newsletter costs - print and mail (per piece) Utility bill insert costs (per piece)	99.00% 12 \$0.33 \$0.05	99.00% 12 \$0.33 \$0.05	100.00% 12 \$0.33 \$0.05

DEPARTMENT COMMUNICATIONS - PUBLIC INFORMATION - 1201		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$164,481	\$167,749	\$168,103	\$174,089
General Services	505	640	1,180	2,079
Maintenance	0	0	0	0
Sundry	53,339	57,174	59,217	57,876
Supplies	4,236	6,200	6,278	4,950
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$222,562</b>	<b>\$231,763</b>	<b>\$234,778</b>	<b>\$238,994</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Public Information Officer	1.00	1.00	1.00	1.00
Secretary/Receptionist	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

DEPARTMENT / DIVISION COMMUNICATIONS – CITICABLE	FUND GENERAL		
PROGRAM NAME CITICABLE			
<b>DESCRIPTION / MISSION</b>			
Citicable is North Richland Hill's local government access channel. Citicable broadcasts municipal information 24 hours a day on Charter Cable Channel 27, AT&T U-Verse Channel 99 and online through the City's web site, www.nrhtx.com. Citicable's mission is to communicate current and relevant information about City meetings, services, events, goals and achievements to the citizens of North Richland Hills. Citicable also assists city departments that require audio, video or other technical assistance.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To promote a positive image of the City and improve citizens' awareness and understanding of their local government by broadcasting local government meetings and other relevant government information. (Positive City Image)</li> <li>• To encourage community participation and involvement by promoting upcoming public meetings and special events. (Sense of Community)</li> <li>• To encourage increased viewership of Citicable through the City's web site and other online media. (Sense of Community)</li> <li>• To maintain the quality of all broadcasts by properly maintaining video production equipment. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Broadcast 100% of City Council meetings and Planning &amp; Zoning meetings on cable television and online; maintain video archives of those meetings.</li> <li>• Produce informational programs on a periodic basis with relevant city news and information.</li> <li>• Advertise all public meetings and special events via informational pages and/or PSAs to encourage community participation.</li> <li>• Provide audio and video assistance to other City departments.</li> <li>• Schedule maintenance, calibration and replacement of video production and broadcasting equipment.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Positive City Image</b>			
# Of public meetings, events and announcements advertised on video pager system	305	300	325
# Of public service announcements	20	24	24
# Of City Council meetings	21	22	22
# Of Planning & Zoning meetings	16	21	22
# Of special projects / events	12	9	12
% Of City Council and Planning & Zoning meetings broadcast	100.00%	100.00%	100.00%
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	87.00%	87.00%	90.00%
<b>Goal: Sense of Community</b>			
% Of special events promoted on Citicable	100.00%	100.00%	100.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of times helped other departments with audio video projects	18	24	24
# Of hours - full time employees	2,080	2,080	2,080
# Of hours - part time employees	890	1,040	1,040
% Of time broadcasting 24 hours on Charter Cable and AT&T U-Verse	99.00%	100.00%	100.00%
% Of programming available for viewing online	100.00%	100.00%	100.00%
Average time spent producing each video page	1 hours	1 hours	1 hours
Average time spent on each PSA	19 hours	16 hours	16 hours
Average time spent on each public meeting	5 hours	5 hours	5 hours
Average # of visits to Citicable online each month	84	93	120
# Of maintenance tasks performed	7	6	6

DEPARTMENT COMMUNICATIONS - CITICABLE - 1203		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$72,732	\$75,654	\$75,808	\$79,163
General Services	0	0	0	0
Maintenance	17,937	19,053	19,053	17,672
Sundry	17,940	18,837	18,837	19,449
Supplies	8,674	3,399	1,770	4,847
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$117,283</b>	<b>\$116,943</b>	<b>\$115,468</b>	<b>\$121,131</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Broadcast Specialist	1.00	1.00	1.00	1.00
<i>Part-Time:</i> Lead Production Assistant	0.73	0.50	0.50	0.50
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.73	0.50	0.50	0.50
<b>TOTAL</b>	<b>1.73</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**NRH**

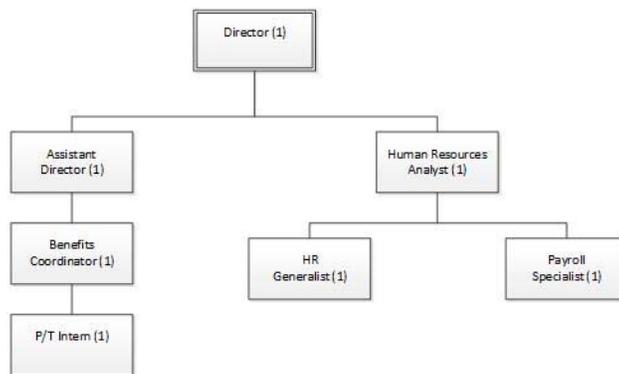
# HUMAN RESOURCES

The Human Resources Department ensures effective selection, development and retention of the city's workforce through: communication and employee relations, compliance with federal and state employment guidelines, employee counseling, organizational development, policy and procedure development, property and liability claims management, recognition and incentive programs, recruitment, safety and loss-control, programs, salary and benefit administration, testing and selection, training programs, and worker's compensation.

FY 2016/2017	Adopted Budget		
	General Fund	Self Ins. Fund	Total
Salaries	\$101,163	\$ 442,227	\$ 543,390
General Services	23,672	49,690	73,362
Maintenance	-	-	-
Sundry	14,831	12,398,306	12,413,137
Supplies	110	8,160	8,270
Capital	-	-	-
<b>Total</b>	<b>\$ 139,776</b>	<b>\$ 12,898,383</b>	<b>\$ 13,038,159</b>

FY 2016-2017

## Human Resources



DEPARTMENT		FUND		
HUMAN RESOURCES		GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$122,253	\$133,415	\$133,698	\$139,776
<b>TOTAL</b>	<b>\$122,253</b>	<b>\$133,415</b>	<b>\$133,698</b>	<b>\$139,776</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$95,315	\$97,550	\$97,833	\$101,163
General Services	12,545	19,927	20,096	23,672
Maintenance	1,050	1,092	1,092	0
Sundry	12,985	14,429	14,260	14,831
Supplies	358	417	417	110
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$122,253</b>	<b>\$133,415</b>	<b>\$133,698</b>	<b>\$139,776</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Human Resources*	0.20	0.20	0.20	0.20
Asst. Dir. of Human Resources*	0.20	0.20	0.20	0.20
Human Resources Analyst*	0.20	0.20	0.20	0.20
Payroll Specialist*	0.20	0.20	0.20	0.20
Human Resources Generalist*	0.20	0.20	0.20	0.20
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>DEPARTMENT / DIVISION</b> HUMAN RESOURCES – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> EMPLOYEE RELATIONS			
<b>DESCRIPTION / MISSION</b>			
With the City's Core Values as our model for service, ensure that all employment related information is effectively and efficiently communicated to all City employees and interested parties outside of the City. In an effort to maintain a productive and pleasant working environment, serve as an internal consultant to management and employees regarding employment related information.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To effectively communicate policies and procedures to all employees. (Efficient and Effective Delivery of City Services)</li> <li>• In coordination with both employee committees recommend appropriate revisions to the City's policies governing labor and employment issues. (Efficient and Effective Delivery of City Services)</li> <li>• To consult and advise with managers and supervisors to effectively manage employee issues. (Efficient and Effective Delivery of City Services)</li> <li>• To provide relevant employment data to departments (i.e. cost of hire, employment turnover or absence rates) improving their ability to make strategic employment related decisions. (Financial Stability)</li> <li>• To continuously monitor the external business environment for trends / issues that will impact the effectiveness of City operations and make recommendations for changes to City programs when appropriate. (Efficient and Effective Delivery of City Services)</li> <li>• To provide exceptional customer service to internal and external customers regarding all employment related matters. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Effectively facilitate employee committee meetings to recommend changes to the City's employment policies and procedures to the City's management team.</li> <li>• Respond to 100% of Open Records requests within 10 business days of receipt.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full-time personnel devoted to employee relations (FTEs)	2.00	2.00	2.00
# Of grievances reviewed by the civil service commission	0	0	0
# Of civil service commission meetings	1	1	1
% of open records requests responded to within 10 business days	100.00%	100.00%	100.00%
Full-time employee turnover rate	11.00%	12.00%	12.00%

<b>DEPARTMENT / DIVISION</b> HUMAN RESOURCES – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> RECRUITMENT / ASSESSMENT			
<b>DESCRIPTION / MISSION</b>			
With the City's Core Values as our selection standard, ensure that the recruitment and assessment process is fast, efficient, and fair giving us the ability to attract and retain the best qualified workforce to serve and protect the visitors and citizens of North Richland Hills.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To promote, recruit and hire the best qualified people. (Preserve Positive City Image)</li> <li>• To provide applicants with an easy to understand pre-employment process and the necessary information when exploring the potential employment opportunities with the City of North Richland Hills. (Efficient and Effective Delivery of City Services)</li> <li>• To consult with hiring departments in an effort to coordinate effective recruitment strategies by identifying key characteristics needed for each job. (Efficient and Effective Delivery of City Services)</li> <li>• To consider all relevant recruiting sources having the best chance of reaching qualified candidates when determining the appropriate recruiting strategies for open positions. (Financial Stability)</li> <li>• To effectively utilize job specific pre-employment testing to assist with matching applicant skills to available employment opportunities. (Efficient and Effective Delivery of City Services)</li> <li>• To continue expanding the use of innovative technology in the recruitment and assessment of applicants. (Financial Stability)</li> <li>• To successfully market the City of North Richland Hills as the community to live, work and play. (Preserve Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain a score of 4.7 or greater on the "Applicant Satisfaction Survey".</li> <li>• Through a targeted recruitment strategy, effectively utilize new technology to find qualified applicants such as advertising on social networks.</li> <li>• Through training, educational opportunities and on-the-job work experience, provide employees with the skills necessary to compete for open positions within or outside of their department.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# of full-time positions devoted to recruiting efforts (FTEs)	2.00	2.00	2.00
# Of full-time positions filled (external)	61	60	60
# Of full-time positions filled (promotional)	37	30	33
# Of part-time positions filled (external)	112	100	105
# Of annual visits to the City's Human Resources webpage	105,000	100,000	102,000
% Of On-line applications of total applications	99.00%	99.00%	99.00%
Overall applicant satisfaction rating with service (measured on a 5 point scale)	4.8	4.8	4.8
Total # of applications processed	4,088	4,000	4,000
Average # of applications per filled position	20	21	20
Average time to fill a position (posting date to start date)	70 days	60 days	60 days

DEPARTMENT / DIVISION HUMAN RESOURCES – ADMINISTRATION		FUND GENERAL	
PROGRAM NAME TOTAL REWARDS			
<b>DESCRIPTION / MISSION</b>			
With the City's Core Values as our model for service, utilize, manage and effectively communicate employee compensation, benefits, employee recognition and employee wellness programs so as to retain and motivate the City's workforce.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To continuously monitor the external business environment for trends / issues related to employee compensation and benefits that will impact the effectiveness of City operations and make recommendations for changes to City programs when appropriate. (Financial Stability)</li> <li>• To effectively communicate the City's benefits to all employees and dependents as well as provide adequate resources to encourage consumerism when making health care decisions. (Financial Stability)</li> <li>• To effectively communicate the City's compensation programs to all employees ensuring a high level of understanding and acceptance. (Efficient and Effective Delivery of City Services)</li> <li>• To effectively manage the City's benefit programs ensuring their financial viability. (Financial Stability)</li> <li>• To provide high-quality assistance to employees and dependents regarding all employee compensation and benefit issues. (Efficient and Effective Delivery of City Services)</li> <li>• Partnering with the City's Compensation and Benefits Review Committee, recommend appropriate changes to the compensation and benefit programs that balance the value of employee contributions and the City's fiscal responsibility to our citizens. (Efficient and Effective Delivery of City Services)</li> <li>• Along with the advice and counsel given by the City's Employee Wellness Committee, facilitate, promote and encourage participation in City-sponsored wellness activities. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Conduct an annual market analysis of the City's compensation and benefit programs and partner with the Compensation and Benefits Review Committee to provide recommendations for adjustments as appropriate.</li> <li>• Resolve all benefit-related issues where assistance from the Human Resources Department is requested within 10 days.</li> <li>• Increase overall participation in City sponsored wellness programs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # Of full-time personnel devoted to the city's total rewards program (compensation and benefits) 3.00 # Of participants in the city's group medical plan (annual average) 1,431 # Of participants in the city's wellness program (i.e. Flu shots, health check, health fair, "Can Do" Wellness program, etc.) * 1,609 # Of employees attending benefit related meetings (i.e. annual retirement seminars, open enrollment meetings, etc.) 580 % Of compensation (base salary + FICA) from revenue 28.00% % Of benefit cost (health, life insurance, TMRS) from revenue 10.00% % Of health claims issues brought to the attention of human resources resolved within 10 business days 95.00% *Increase due to biometric and skin cancer screenings offered every other year.			

DEPARTMENT		FUND		
HUMAN RESOURCES - ADMINISTRATION - 1501		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$95,315	\$97,550	\$97,833	\$101,163
General Services	12,545	19,927	20,096	23,672
Maintenance	1,050	1,092	1,092	0
Sundry	12,985	14,429	14,260	14,831
Supplies	358	417	417	110
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$122,253</b>	<b>\$133,415</b>	<b>\$133,698</b>	<b>\$139,776</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Human Resources*	0.20	0.20	0.20	0.20
Asst. Dir. of Human Resources*	0.20	0.20	0.20	0.20
Human Resources Analyst*	0.20	0.20	0.20	0.20
Payroll Specialist*	0.20	0.20	0.20	0.20
Human Resources Generalist*	0.20	0.20	0.20	0.20
* These positions partially funded from this activity				
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

DEPARTMENT		FUND		
HUMAN RESOURCES		SELF INSURANCE		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Health/Medical	\$10,096,330	\$9,832,358	\$11,744,028	\$11,027,505
Health Claim Offset (ERRP) Funds	0	0	0	0
Worker's Compensation	840,925	583,470	583,470	586,463
Personnel Expenses	449,717	468,853	470,165	496,144
Non Departmental	24,419	1,172	0	2,812
Other Insurance	397,704	472,920	519,746	489,183
Reserves	0	0	0	10,476
Other Expenses	120,906	95,800	137,800	95,800
Life Insurance Premiums	86,736	85,000	85,000	90,000
Transfer to Park Development	0	0	0	0
Transfer to CIP	0	0	0	0
Transfer to Retiree Health Care Fund	100,000	100,000	100,000	100,000
<b>TOTAL</b>	<b>\$12,116,737</b>	<b>\$11,639,573</b>	<b>\$13,640,209</b>	<b>\$12,898,383</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$416,683	\$431,385	\$431,525	\$442,227
General Services	50,352	31,230	31,230	49,690
Maintenance	4,359	4,368	4,368	0
Sundry	11,642,714	11,165,063	13,166,559	12,398,306
Supplies	2,629	7,527	6,527	8,160
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$12,116,737</b>	<b>\$11,639,573</b>	<b>\$13,640,209</b>	<b>\$12,898,383</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager*	0.10	0.10	0.10	0.00
Director of Human Resources*	0.80	0.80	0.80	0.80
Asst. Dir. of Human Resources*	0.80	0.80	0.80	0.80
Human Resources Analyst*	0.80	0.80	0.80	0.80
Payroll Specialist*	0.80	0.80	0.80	0.80
Human Resources Generalist*	0.80	0.80	0.80	0.80
Benefits Coordinator	1.00	1.00	1.00	1.00
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.00</b>

<b>DEPARTMENT / DIVISION</b> HUMAN RESOURCES – ADMINISTRATION	<b>FUND</b> SELF INSURANCE		
<b>PROGRAM NAME</b> RISK MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
With the City's Core Values as our model for service, aggressively strive to protect the City's human, physical and financial assets. Continually identify and analyze all potential risk exposures as well as assess, evaluate and implement appropriate risk control methods and risk financing techniques.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To develop and provide centralized injury and risk reduction programs assuring a safe and healthy work environment. (Efficient and Effective Delivery of City Services)</li> <li>• To perform a thorough ongoing review of all exposures and claim histories, reduce the severity and frequency of all accidents and work-related injuries. (Efficient and Effective Delivery of City Services)</li> <li>• To ensure compliance with Federal, State and local laws relating to the Risk Management function. (Financial Stability)</li> <li>• To ensure injured employees receive adequate and appropriate medical care through an effective claims management process.</li> <li>• To manage workers' compensation claims to quickly return employees to a productive work status and reduce claims costs. (Efficient and Effective Delivery of City Services)</li> <li>• To continually identify viable risk control and risk financing options. (Financial Stability)</li> <li>• To resolve all liability claims in a consistent and expedient manner. (Efficient and Effective Delivery of City Services)</li> <li>• To negotiate with vendors to obtain quality services and/or products at a competitive cost for claims adjusting, occupational healthcare, employee training and insurance. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Return injured employees to work as soon as possible.</li> <li>• Provide practical and useful departmental loss information to supervisors to assist with preventing employee injuries and equipment accidents.</li> <li>• Create a workplace safety library making safety training resources easily accessible for departments and employees.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full-time personnel devoted to the risk management function	3.00	3.00	3.00
# Of lost-time and medical only worker's compensation claims	78	70	70
# Of auto and general liability claims processed	44	45	45
# Of medical only injuries	60	50	55
# Of lost-time injuries	18	15	15
# Of incident only injuries	42	50	50
# Of vehicle/equipment accidents (all damages regardless of cost and/or repairs made)	38	40	40
% Of workers compensation claims reported to claims adjuster within 2 business days	99.00%	99.00%	99.00%
% Of auto and general liability claims reported to claims adjuster within 2 business days	99.00%	99.00%	99.00%
Lost-time injury rate (per 100 employees)	2.26	2.25	2.00
Injury frequency rate (per 100 employees)	15.09	15.00	14.00

DEPARTMENT		FUND		
HUMAN RESOURCES - ADMINISTRATION - 1501		SELF INSURANCE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$377,587	\$386,263	\$387,575	\$396,969
General Services	25,933	31,230	31,230	49,690
Maintenance	4,359	4,368	4,368	0
Sundry	39,209	39,465	40,465	41,325
Supplies	2,629	7,527	6,527	8,160
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$449,717</b>	<b>\$468,853</b>	<b>\$470,165</b>	<b>\$496,144</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager	0.10	0.10	0.10	0.00
Director of Human Resources*	0.80	0.80	0.80	0.80
Asst. Dir. of Human Resources*	0.80	0.80	0.80	0.80
Human Resources Analyst*	0.80	0.80	0.80	0.80
Payroll Specialist*	0.80	0.80	0.80	0.80
Human Resources Generalist*	0.80	0.80	0.80	0.80
Benefits Coordinator	1.00	1.00	1.00	1.00
* These positions partially funded by this activity.				
<b>Full-Time</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.00</b>



DEPARTMENT		FUND		
HUMAN RESOURCES - WORKER'S COMP. - 9210		SELF INSURANCE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	840,925	583,470	583,470	586,463
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$840,925</b>	<b>\$583,470</b>	<b>\$583,470</b>	<b>\$586,463</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
* These positions partially funded by this activity.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
HUMAN RESOURCES - OTHER INSURANCE - 9310		SELF INSURANCE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	397,704	472,920	519,746	489,183
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$397,704</b>	<b>\$472,920</b>	<b>\$519,746</b>	<b>\$489,183</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
* These positions partially funded by this activity.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
HUMAN RESOURCES - OTHER INSURANCE - 9360		SELF INSURANCE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	120,906	95,800	137,800	95,800
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$120,906</b>	<b>\$95,800</b>	<b>\$137,800</b>	<b>\$95,800</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
* These positions partially funded by this activity.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
HUMAN RESOURCES - NON DEPARTMENTAL - 9898		SELF INSURANCE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$1,172	\$0	\$1,308
General Services	24,419	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	1,504
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$24,419</b>	<b>\$1,172</b>	<b>\$0</b>	<b>\$2,812</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
* These positions partially funded by this activity.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

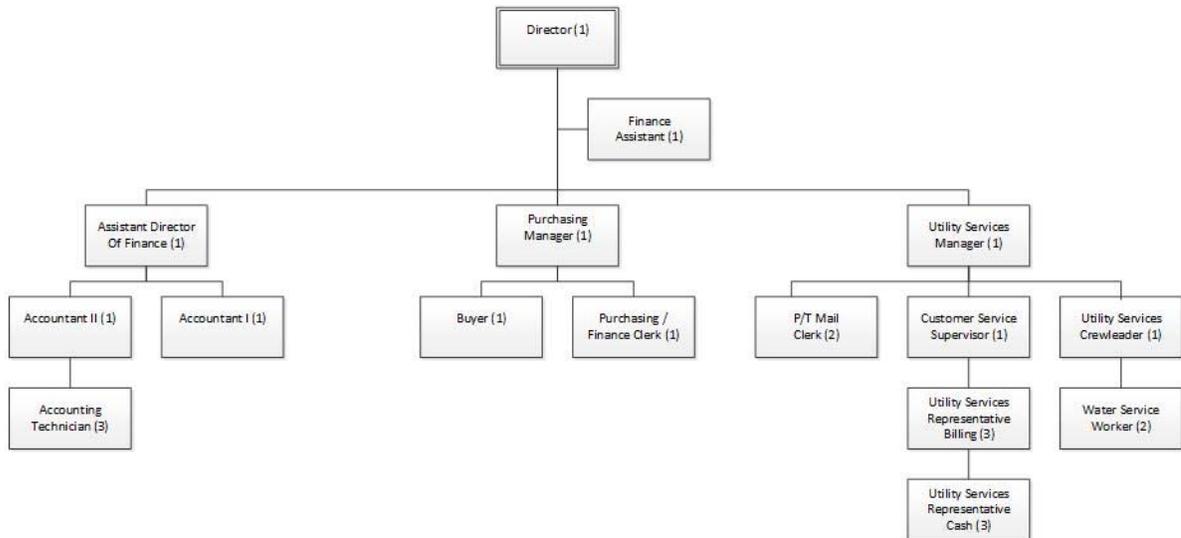
# FINANCE

The Finance Department is responsible for managing all of the accounting, accounts payable / receivable, purchasing, utility billing and the Capital Asset Management Program, investing of city funds in accordance with the Public Funds Investment Act, and administering the city's contract for ambulance billing.

FY 2016/2017	Adopted Budget		
	General Fund	Utility Fund	Total
Salaries	\$ 562,923	\$ 1,249,417	\$ 1,812,340
General Services	11,056	66,146	77,202
Maintenance	-	103,840	103,840
Sundry	109,750	619,299	729,049
Supplies	7,003	30,202	37,205
Capital	-	-	-
<b>Total</b>	<b>\$ 690,732</b>	<b>\$ 2,068,904</b>	<b>\$ 2,759,636</b>

FY 2016-2017

## Finance



NRH Org Chart

DEPARTMENT FINANCE		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration / Accounting	\$433,457	\$455,753	\$458,763	\$450,989
Purchasing	191,900	220,438	218,578	239,743
<b>TOTAL</b>	<b>\$625,357</b>	<b>\$676,191</b>	<b>\$677,341</b>	<b>\$690,732</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 PROPOSED
Salaries	\$520,707	\$554,194	\$564,381	\$562,923
General Services	3,675	6,992	6,517	11,056
Maintenance	0	0	0	0
Sundry	96,814	107,018	102,418	109,750
Supplies	4,160	7,987	4,025	7,003
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$625,357</b>	<b>\$676,191</b>	<b>\$677,341</b>	<b>\$690,732</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 PROPOSED
<i>Full-Time:</i>				
Finance Director*	0.50	0.50	0.50	0.50
Asst. Finance Director*	0.25	0.50	0.50	0.50
Finance Assistant	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accounting Technician	1.75	1.50	1.50	1.50
Purchasing Manager	0.75	0.75	0.75	0.75
Buyer	1.00	1.00	1.00	1.00
Assistant Buyer	0.00	0.00	1.00	1.00
Purchasing/Finance Clerk	1.00	1.00	0.00	0.00
<i>Part-Time:</i>				
* Position partially funded in this activity.				
<b>Full-Time</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>

DEPARTMENT / DIVISION FINANCE – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME GENERAL ACCOUNTING			
<b>DESCRIPTION / MISSION</b>			
<p>The General Accounting Program is responsible for collecting, recording, summarizing and reporting the results of all financial transactions of the City in a timely manner and in accordance with generally accepted accounting principles, ensuring compliance with applicable state and federal statutes, bond covenants, grant contracts, and management policies by reviewing financial data for special projects, such as capital projects and special events, and the timely reporting thereof. Major responsibilities of this program include the general ledger function, chart of accounts maintenance, verification and submission of payroll taxes and employee retirement contributions and preparation of related reports, validation and reporting of various other payroll processes and payments, preparation and distribution of employee W-2 statements, the collection of accounting data for projects / events, data integrity assurance, funding source maintenance, reconciliation of restricted cash accounts, ambulance billing maintenance and posting of expense and revenues, reconciliation of bond issues to bond elections, and maintenance of systems software designed specifically for capturing project / event data, preparation for and coordination of annual external financial audit, and preparation and issuance of the Comprehensive Annual Financial Report (“CAFR”).</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide City Council, management, departments, and citizens with accurate and timely financial records and reports in the most efficient manner. (Financial Stability)</li> <li>• To report financial transactions in conformity with Generally Accepted Accounting Principles and Government Accounting Standards Board (GASB) requirements. (Financial Stability)</li> <li>• To receive the Government Finance Officers Association’s (GFOA) Certificate of Achievement in Financial Reporting for the 2015 Comprehensive Annual Financial Report. (Financial Stability)</li> <li>• To ensure timely and accurate reporting and payment of payroll taxes and employee retirement contributions. (Financial Stability)</li>   <li>• To ensure timely and accurate issuance of employee W-2 statements. (Financial Stability)</li> <li>• To ensure compliance with applicable state and federal statutes, bond covenants, grant contracts, and management policies pertaining to projects, events, and grants. (Financial Stability)</li> <li>• To establish and maintain project information in the computer system in a timely manner. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Issue a CAFR that communicates and fairly presents the financial condition of the City of North Richland Hills and meets GFOA certificate standards and minimizes the number of ‘major’ comments by the GFOA reviewer.</li> <li>• Receive an unqualified audit opinion on the 2015 CAFR.</li> <li>• Limit the number of audit adjustments to 10% or less of period 13 closing entries processed.</li> <li>• Prepare annual reconciliation of actual bond issues with bond elections.</li> <li>• Prepare and submit financial reports in compliance with grant contracts.</li> <li>• Ensure arbitrage rebate calculations are prepared and issued as required by the Internal Revenue Service.</li> <li>• Minimize cost of arbitrage calculation services and associated liability by reducing the number of bond issues with remaining funds.</li> <li>• Develop an Accounting policy and procedures manual.</li> <li>• Setup new projects and process continuing project adjustments in accordance with the approved CIP Budget within 60 days of receiving the printed budget.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # Of FTE for journal entry processing # Of FTE for payroll processing # Of FTE for general accounting # Of FTE for project/grant accounting # Of FTE for ambulance accounting # Of journal entries (JE’s) processed # Of journal lines processed # Of manually-created JE’s # Of hand-keyed journal lines # Of period 13 closing entries processed # Of monthly closings completed on time # Of W-2 statements issued # Of audit adjustments	0.70 0.31 2.24 0.70 0.40 12,268 234,494 5,486 183,214 467 12 1,227 15	0.70 0.31 2.24 0.70 0.40 12,075 225,000 5,400 175,796 400 12 1,250 15	0.70 0.31 2.24 0.70 0.40 12,000 220,000 5,366 171,890 350 12 1,250 10

DEPARTMENT / DIVISION	FUND		
FINANCE – ADMINISTRATION	GENERAL		
PROGRAM NAME			
GENERAL ACCOUNTING			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Financial Stability Continued</b>			
# Of new projects established	31	31	31
# Of project closures	52	40	40
# Of open projects	102	114	120
# Of open projects with no activity within last 12 months	34	42	45
# Of bond issues with funds remaining	27	27	25
# Of debt issues outstanding	20	20	20
# Of journal entries processed per FTE	1,261	1,241	1,234
# Of journal lines processed per FTE	42,118	40,413	39,515
# Of financial statement audit findings	0	0	0
# Of single audit findings	0	0	0
# Of major GFOA reviewer comments	0	0	0
# Of minor GFOA reviewer comments	8	7	5
% Of monthly closings completed on time	100.00%	100.00%	100.00%
% Of arbitrage calculations submitted on time	100.00%	100.00%	100.00%
% Of single audit reports issued on time	100.00%	100.00%	100.00%
% Of audit adjustments to period 13 closing entries	3.21%	3.75%	2.86%
% Of W-2 statements issued on time	100.00%	100.00%	100.00%
% Of bond issues w/ negative or zero arbitrage	100.00%	100.00%	100.00%
% Of bond issues with funds remaining	100.00%	100.00%	100.00%
CAFR issued to city council on time	Yes	Yes	Yes
CAFR submitted to GFOA on time	Yes	Yes	Yes
Received unqualified audit opinion	Yes	Yes	Yes
Received GFOA Certificate of Achievement	Yes	Yes	Yes
Total FTEs	4.35	4.35	4.35
Arbitrage rebate services cost (for prior years)	\$15,555.00	\$16,555.00	\$17,555.00

DEPARTMENT / DIVISION FINANCE – ADMINISTRATION/ADMINISTRATION		FUND GENERAL	
PROGRAM NAME CAPITAL ASSET MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
<p>The Capital Asset Management Program is responsible for ensuring the acquisition and construction of capital assets are in compliance with the City's capitalization policy and occur within the budgetary constraints approved by City Council. Capital assets, formerly referred to as fixed assets, are long-lived assets purchased or constructed that meet capitalization levels established by the City and belong to one of the general classes of property which are usually considered capital assets under generally accepted accounting principles. The primary duties of the capital asset management function are to ensure proper capitalization and retirement of capital assets, calculation of depreciation thereon, reporting thereof, and to ensure proper care, safeguarding, and control of City property.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure the proper recording of the acquisition or construction, depreciation, and disposal of capital assets. (Financial Stability)</li> <li>• To maintain an accurate capital asset ledger in compliance with Generally Accepted Accounting Principles (GAAP) and City policy. (Financial Stability)</li> <li>• To ensure proper care, safeguarding, and control of capital assets. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Monitor general ledger activity to ensure the acquisition or construction of capital assets is in compliance with GAAP and the city's capitalization policy.</li> <li>• Verify 100% of capital asset sub-ledger balances agree with general ledger balances.</li> <li>• Verify 100% of fixed asset sub-ledger annual depreciation calculations and ensure proper recording in the general ledger.</li> <li>• Properly record capital asset disposals and remove from sub-ledger within 30 days of disposal.</li> <li>• Prepare capital asset schedules for presentation in the Comprehensive Annual Financial Report.</li> <li>• Annually review, update, and distribute capitalization policy as necessary.</li> <li>• Prepare capital asset policies and procedures manual.</li> <li>• Annually perform physical inventory of at least 15% of portable assets and verify to sub-ledger detail.</li> <li>• Maintain number of capital asset findings per audit to less than 5% of total assets audited.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full time equivalents for fixed asset processing	1	1	1
# Of staff hours for fixed asset processing	1,040	1,040	1,040
# Of depreciation calculations processed	1,342	1,362	1,362
# Of capital asset additions processed	65	65	65
# Of capital asset disposals processed	32	35	35
# Of capital asset correcting entries prepared	3	3	3
# Of capital asset findings per audit	0	0	0
% Of fixed asset transactions processed	100.00%	100.00%	100.00%
% Of cost of capital asset management program to value of assets	0.01%	0.01%	0.01%
% Of depreciation calculations verified	100.00%	100.00%	100.00%
% Of capital asset correcting entries processed to total calendar year fixed capital transactions	0.00%	0.00%	0.00%
% Of disposals processed within 30 days	100.00%	100.00%	100.00%
% Of requested departmental assets inventoried	100.00%	100.00%	100.00%
% Of capital asset records matching departmental physical	100.00%	100.00%	100.00%
% Of portable assets audited	100.00%	100.00%	100.00%
% Of audit findings to assets audited	0.00%	0.00%	0.00%
Personnel cost for fixed asset processing	36,718.00	37,694.00	37,803
Value of capital assets (in millions)	505	515	530
Total # of current year capital asset transactions	1,442	1,465	1,465
Total # of asset records maintained	1,807	1,837	1,867

<b>DEPARTMENT / DIVISION</b> FINANCE – ACCOUNTING	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> TREASURY MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
The Treasury Management Program is responsible for the investment of city funds in accordance with the Public Funds Investment Act (“PFIA”), applicable bond covenants, the City’s adopted investment policy and adopted investment strategies, and reporting the results thereof to City Council, City Management, and the Investment Committee. Considerations or objectives, in order of priority, for any given investment are: security of investments and city funds, preservation of capital and protection of principal, maintenance of sufficient liquidity to meet operating needs, diversification of investments to avoid unreasonable or avoidable risks, and lastly, maximization of portfolio yield. Responsibilities include overseeing banking relations, reporting daily cash, preparing cash flow projections, ensuring availability of funds, ensuring proper collateralization of bank balances, monitoring market conditions, investing excess funds in accordance with established procedures, and reporting investment activity, with assistance from the City’s contracted investment firm.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To adhere to policies established by the PFIA, applicable bond covenants, the City’s adopted investment policy and adopted investment strategies. (Financial Stability)</li> <li>• To ensure availability of funds for day-to-day operating expenditures / expenses and capital purchases. (Financial Stability)</li> <li>• To ensure proper collateralization of bank deposits. (Financial Stability)</li> <li>• To ensure diversification of investment portfolio. (Financial Stability)</li> <li>• To maximize return on investment while attaining remaining investment objectives. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Prepare daily cash flow analysis to reflect deposits and overnight balances.</li> <li>• Conduct quarterly Investment Committee meetings within 30 days of quarter end.</li> <li>• Issue quarterly reports to City Council within 35 days of quarter end.</li> <li>• Prepare reliable cash flow forecast and update quarterly.</li> <li>• Update the City’s investment policy and investment strategies annually and present to City Council for approval.</li> <li>• Maintain minimum bank balances while ensuring adequate availability of resources for anticipated payments.</li> <li>• Compare collateralization levels to bank balances daily to ensure adequate levels of coverage (102%).</li> <li>• Maximize yield on bond funds while not exceeding arbitrage yield limits.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full time equivalents (FTEs) for treasury management	1.10	1.10	1.10
# Of staff hours for treasury management	2,288 hours	2,288 hours	2,288 hours
# Of monthly overnight interest posted on time	12	12	12
# Of investment committee meetings conducted on time	4	4	4
# Of quarterly informal investment reports issued to city council on time	4	4	4
# Of cash flow forecasts prepared	4	4	4
# Of days daily bank balance was negative	0	0	0
# Of days city funds under collateralized	1	0	0
% Of informal investment reports submitted to city council within 35 days of quarter end	100.00%	100.00%	100.00%
% Of investment committee meetings conducted within 30 days of quarter end	100.00%	100.00%	100.00%
% Investment policy/strategy updated presented to City Council annually on time	100.00%	100.00%	100.00%
Average collateralization %	102.00%	102.00%	102.00%
% Of portfolio invested in overnight pools	47.79%	47.00%	47.00%
% Of portfolio invested short-term (matures in < 1 yr.)	11.54%	10.00%	10.00%
% Of portfolio invested long-term (matures in > 1 yr.)	40.67%	43.00%	43.00%
FTE cost for treasury management	\$80,779.60	\$82,927.49	\$83,167.43
Annual banking fees & investment firm fees	\$79,072.22	\$55,029.56	\$53,500.00
Average bank balance <sup>1,2</sup>	7.2 M	9.9 M	10 M
Average portfolio balance (in millions)	\$142.12	\$135.00	\$125.00
Portfolio yield	0.60%	0.60%	0.60%
Texpool annual yield	0.05%	0.19%	0.19%

DEPARTMENT / DIVISION FINANCE – ACCOUNTING	FUND GENERAL		
PROGRAM NAME TREASURY MANAGEMENT			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Financial Stability Continued</b>			
Weighted average maturity in days	260 days	260 days	260 days
Total interest earnings	\$756,635.29	\$760,000.00	\$765,000.00
Cost of banking fees compared to interest earnings	10.45%	7.24%	6.99%
Cost of treasury management program compared to total interest earnings	10.68%	10.91%	10.87%
Compliance with applicable laws/provisions	Yes	Yes	Yes
Benchmark one-year U.S. Treasury exceeded	Yes	Yes	Yes
<p>1. FDIC has insured up to \$250,000 of all deposits held in noninterest-bearing accounts indefinitely.</p> <p>2. FY2015 &amp; FY2016- larger bank balance off-sets bank fee resulting in larger savings than interest earnings for this amount.</p>			

DEPARTMENT / DIVISION FINANCE – ACCOUNTING/ADMINISTRATION	FUND GENERAL		
PROGRAM NAME DEBT MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
The Debt Management Program is responsible for ensuring the attainability of a variety of long-term debt instruments with competitive rates of interest without exceeding the city's predetermined debt capacity and ensuring resource availability for the subsequent and timely repayment thereof. The primary responsibilities of the debt management program include: determining the city's debt capacity; ensuring timely payment of principal and interest on debt obligations; maintaining or improving the city's bond ratings; determining the viability of potential debt refunding; compiling, organizing, and assimilating an assortment of information for the bond rating presentations; preparing official statements for debt issuances; and issuing continuing disclosure documents for all applicable bond issues in compliance with the requirements established by the Securities and Exchange Commission ("SEC").			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide reliable, up-to-date reporting of the City's annual debt capacity. (Financial Stability)</li> <li>• To ensure compliance with legal requirements applicable to outstanding debt obligations. (Financial Stability)</li> <li>• To maintain the or upgrade the City's current bond ratings with Moody's and Standard &amp; Poor's. (Financial Stability)</li> <li>• To determine the feasibility of potential debt refunding. (Financial Stability)</li> <li>• To maintain aggressive debt retirement schedule. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Annually review and update the calculation of the City's debt capacity.</li> <li>• Issue continuing disclosure documents in compliance with SEC requirements for all applicable debt issues by March 31st deadline.</li> <li>• Ensure timely payment of principal and interest on all long-term debt obligations.</li> <li>• Ensure legally-required balance of and timely deposit to reserve funds.</li> <li>• Maintain 70-80% principal repayment within ten years by utilizing equal principal payment restructure.</li> <li>• Prepare accurate and timely official statements for scheduled bond issuances.</li> <li>• Prepare and organize, useful, and professional bond rating presentation by established deadline.</li> <li>• Monitor lending markets to determine refunding viability.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full time equivalents (FTEs) for debt management	0.70	0.70	0.70
# Of staff hours for debt management	1,456 hours	1,456 hours	1,456 hours
# Of debt service payments processed on time	44	40	40
# Of debt issues outstanding with balances	20	20	20
% Of debt service payments paid in a timely manner	100.00%	100.00%	100.00%
% Of continuing disclosure documents issued by March 31st	100.00%	100.00%	100.00%
% Of issuance costs to debt principal issued	100.00%	100.00%	100.00%
% Of debt retired to debt issued	100.00%	100.00%	100.00%
% Of debt scheduled for retirement within ten years	100.00%	100.00%	100.00%
FTE cost for fixed debt management	\$51,405	\$52,772	\$52,925
Bond presentation preparation costs	\$600	\$600	\$600
Bond issuance costs	\$220,127	\$124,687	\$125,000
Debt principal issued	\$32,825,000	\$8,545,000	\$8,500,000
Debt principal retired	\$9,580,000	\$12,285,000	\$12,110,000
Total interest savings from refunding (if applicable)		\$214,203	
<b>Goal: Positive City Image</b>			
# Of official statements issued on time	1	1	1
# Of continuing disclosure documents issued on time	1	1	1
# Of bond rating presentations presented on time	1	1	1
% Of official statements issued in a timely manner	100.00%	100.00%	100.00%
Bond rating from Moody's	Aa2	Aa2	Aa2
Bond rating from Standard & Poor's	AA	AA	AA

DEPARTMENT FINANCE - ADMINISTRATION/ACCOUNTING - 2001		FUND GENERAL - 001		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$362,083	\$374,126	\$384,136	\$368,544
General Services	446	2,557	757	3,721
Maintenance	0	0	0	0
Sundry	67,486	72,822	71,222	73,574
Supplies	3,443	6,248	2,648	5,150
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$433,457</b>	<b>\$455,753</b>	<b>\$458,763</b>	<b>\$450,989</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Finance Director*	0.50	0.50	0.50	0.50
Asst. Finance Director*	0.25	0.50	0.50	0.50
Finance Assistant	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accounting Technician	1.75	1.50	1.50	1.50
<i>Part-Time:</i>				
* This position partially funded from this activity.				
<b>Full-Time</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

DEPARTMENT / DIVISION FINANCE – PURCHASING	FUND GENERAL		
PROGRAM NAME PURCHASING			
<b>DESCRIPTION / MISSION</b>			
The Purchasing Division is responsible for coordinating all procurements and disposition of assets in compliance with the guidelines and statutes by the City of North Richland Hills and the State of Texas. The Purchasing Division assists departments in acquiring quality goods and services at a competitive price and ensures those goods and services are delivered as expediently as possible. Purchasing is responsible for the efficient disposition of City assets which are no longer usable because of depreciation, obsolescence or impairment. Purchasing monitors the inventory of items used by operating departments of the City in delivering various services to citizens, customers or City departments.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide the City of North Richland Hills user departments with needed materials and services in a timely manner at a competitive price.</li> <li>• Work to increase the amount of invoices paid via City Procurement Cards.</li> <li>• Encourage staffs professional development through training and experience and urge them to pursue certification in the field of Purchasing.</li> <li>• Develop a Vendor Training Program</li> <li>• Increase the use of Shared Services</li> <li>• Train departments to use Public Purchase to solicit quotes for their department.</li> <li>• Apply for the NPI Achievement of Excellence in Procurement Award.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Issue all purchase orders within three (3) days after receipt of departmental requisitions.</li> <li>• Before issuing purchase orders ensure product or service was either competitively bid or had the appropriate number of quotes solicited.</li> <li>• Work with the Accounting Department to develop a procedure for paying invoices via City Procurement Card to take advantage of the 2% rebate received for Procurement Card Purchases.</li> <li>• Encourage staffs professional development through training and experience and urge them to pursue certification in the field of Purchasing.</li> <li>• Examine in detail what it takes to do business with the City of North Richland Hills. Take those results of that research and create a Vendor training program. Vendors would be able to attend scheduled training events to learn about doing business with NRH.</li> <li>• Examine areas of opportunity where NRH can partner with neighboring cities to share services thus maximizing savings and efficiencies and minimizing costs through economies of scale.</li> <li>• Create step by step instruction on how a user department can use Public Purchase to solicit quotes and hold training for departments.</li> <li>• Continue to perform all procurement functions at the best practices level and document those practices with examples. Submit these examples to NPI for the opportunity to receive the Award of Excellence in Procurement Award.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
Amount earned from purchasing card rebate program	\$37,667.80	\$34,255.60	\$36,300.00
Amount earned from on-line auction	\$87,356.42	\$90,000.00	\$85,000.00
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of purchasing personnel (FTEs)	3.00	3.00	3.00
# Of requisitions received	1,241	1,780	1,800
# Of purchase orders issued	515	494	500
# Of blanket purchase orders issued	485	484	500
# Of blanket and regular purchase orders	1,000	978	1,000
# Of purchase orders exceeding \$50,000	82	118	110
# Of purchase orders from \$25,000 and \$50,000	57	76	75
# Of purchase orders from \$3,000 and \$25,000	438	506	500
# Of purchase orders less than \$3,000	422	730	700
# Of Procurement Card Transactions	15,251	12,768	13,000
# Of field purchase orders issued <b>ADDED</b>	2,992	5,647	5,700
# Of On-line auctions conducted	6.0	5.0	4.0
# Of Formal Bids Managed by Purchasing	28.0	33.0	34.0
# Of Informal Bids Managed by Purchasing	12.0	12.0	12.0

DEPARTMENT / DIVISION FINANCE – PURCHASING	FUND GENERAL		
PROGRAM NAME PURCHASING			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Efficient and Effective Delivery of City Services Cont'd</b> % Of purchase orders processed within target date of receipt of the requisition Dollar amount of purchases using city purchase orders <sup>3</sup> Average # of days from receipt of requisition to issuance of purchase order Average # Of vendor submittals received per Formal Bid <sup>1</sup> Average # Of vendor submittals received per Informal Bid <sup>2</sup> Total Dollar Amount of Procurement Card Transactions	71.50% \$ 56,149,381.88 2.00 days 4.5 3.6 \$3,111,012	76.20% \$43,250,173.76 2.00 days 4.6 4.0 \$2,831,044	80.00% \$ 45,000,000.00 2.00 days 4.5 4.0 \$3,000,000
<sup>1</sup> A bid that is expected to be in excess of \$50,000 and therefore subject to State Statute. <sup>2</sup> A bid that is expected to be less than \$50,000. <sup>3</sup> The FY 2016 spend numbers reflect a decrease as the majority of New City Hall Construction spend appears to have took place in FY2015. I would anticipate FY17 to remain flat as the majority of spending for the new City Hall Construction should be completed and paid for.			

DEPARTMENT FINANCE - PURCHASING - 2002		FUND GENERAL - 001		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$158,624	\$180,068	\$180,245	\$194,379
General Services	3,230	4,435	5,760	7,335
Maintenance	0	0	0	0
Sundry	29,328	34,196	31,196	36,176
Supplies	718	1,739	1,377	1,853
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$191,900</b>	<b>\$220,438</b>	<b>\$218,578</b>	<b>\$239,743</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Purchasing Manager	0.75	0.75	0.75	0.75
Buyer	1.00	1.00	1.00	1.00
Assistant Buyer	0.00	0.00	1.00	1.00
Purchasing/Finance Clerk	1.00	1.00	0.00	0.00
<b>Full-Time</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>

DEPARTMENT FINANCE		FUND UTILITY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Accounting Services	\$361,333	\$388,424	\$402,125	\$405,571
Customer Service	809,496	836,432	834,644	869,621
Water Service	464,214	476,385	482,090	503,697
Revenue Collection	282,857	276,711	278,366	290,015
<b>TOTAL</b>	<b>\$1,917,900</b>	<b>\$1,977,952</b>	<b>\$1,997,225</b>	<b>\$2,068,904</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,183,594	\$1,195,965	\$1,216,437	\$1,249,417
General Services	65,522	63,484	66,976	66,146
Maintenance	91,980	98,919	98,919	103,840
Sundry	559,101	587,807	594,507	619,299
Supplies	17,704	31,777	20,386	30,202
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$1,917,900</b>	<b>\$1,977,952</b>	<b>\$1,997,225</b>	<b>\$2,068,904</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Finance Director*	0.50	0.50	0.50	0.50
Assistant Finance Director*	0.50	0.50	0.50	0.50
Purchasing Manager	0.25	0.25	0.25	0.25
Accountant	1.00	1.00	1.00	1.00
Accounting Technician	1.50	1.50	1.50	1.50
Utility Service Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Utility Service Representative Billing	6.00	6.00	6.00	6.00
Utility Service Crewleader	1.00	1.00	1.00	1.00
Utility Service Worker	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Mail Clerk (2)	1.00	1.00	1.00	1.00
*Positions partially funded from this activity.				
<b>Full-Time</b>	<b>14.75</b>	<b>14.75</b>	<b>14.75</b>	<b>14.75</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>

DEPARTMENT / DIVISION FINANCE – ACCOUNTING		FUND UTILITY	
PROGRAM NAME ACCOUNTS PAYABLE (A/P)			
<b>DESCRIPTION / MISSION</b>			
Accounts Payable is responsible for the timely and accurate payment of city vendors for goods and services received, for the proper accounting for vendor payments and for the maintenance of vendor files. Primary activities of the program include the entire accounts payable process from data entry to mailing of payments, and maintenance of all vendor payment files.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide for the timely and accurate payment of City vendors in compliance with state statutes. (Financial Stability)</li> <li>• To establish and maintain vendor payment files in a timely manner. (Financial Stability)</li> <li>• To maintain unfiled documents in an organized and easily understandable manner. (Financial Stability)</li> <li>• To maintain and streamline the year-end accrual process to accurately account for year-end expenses. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue training of back up personnel in the accounts payable process to ensure availability of resources to assure timely payment of vendors.</li> <li>• Process vendor payments within 30 days of the latter of invoice/receipt date.</li> <li>• Process payments to vendors within 12 day processing average.</li> <li>• Encourage vendors to receive ACH payments for cost savings and efficiency of vendor payments.</li> <li>• File vendor payment documents within 7 days of payment issuance.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full time equivalents (FTEs)	1.35	1.35	1.35
# Of vendor invoices processed in total	19,964	19,500	19,000
# Of invoices processed by purchase authorization	3,680	3,510	3,420
# Of invoices processed by field purchase order	5,645	5,655	5,510
# Of invoices processed by purchase order	10,639	10,335	10,070
# Of A/P checks issued	5,014	5,000	5,000
# Of ACH payments issued	3,453	3,400	3,400
# Of A/P payments voided	52	48	44
# Of documents filed within 7days	8,044	7,980	7,980
# Of documents total filed	8,467	8,400	8,400
% of A/P payments voided	100.000%	100.000%	100.000%
% Of vendor invoices paid within 12 processing days	99.00%	99.00%	99.00%
% Of vendor invoices paid within 30 invoice days	90.00%	90.00%	90.00%
% Of purchase order lines to invoice lines	53.00%	53.00%	53.00%
% Of field purchase order lines to invoice lines	28.00%	29.00%	29.00%
% Of vendor payment documents filed within 7 days	95.00%	95.00%	95.00%
% Of vendors ACH payments to total payments	41.00%	40.00%	40.00%
Average # of invoices per A/P payment	2.36	2.32	2.26
Average # of days for approval process	4	4	4
Average # of days in A/P office	7	7	7
Average # of total processing days	11	11	11



<b>DEPARTMENT / DIVISION</b> FINANCE – Water Department	<b>FUND</b> UTILITY		
<b>PROGRAM NAME</b> WATER DEPARTMENT PROGRAM			
<b>DESCRIPTION / MISSION</b>			
<p>The Water Department Program provides the commercial and residential customers of the City of North Richland Hills with a billing product for water, wastewater and solid waste that is timely and accurate. The program receives, counts and deposits revenues collected from customers and other departments throughout the City. The program provides assistance with water bills, account set up, disconnection of services, toll tag purchases and general information to our internal and external customers. In addition, the program provides quality customer service through meter reading, maintenance and annual auditing of the meter devices and field investigations. In conjunction with its other duties, the Water Department Program acts as the collection agency for the City by collecting utility accounts receivables, returned items and write off accounts that are ninety days or older. The Water Department Program reviews annually the water and sewer rates to aid in meeting the goal of a Financially Responsible City Government.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure the upkeep and reliability of the metering system. (Financial Stability)</li> <li>• To ensure that water, sewer, garbage and other billed charges comply with City ordinances and reflect the cost of doing business. (Financial Stability)</li> <li>• To use all means available to collect payments due in a timely, efficient manner. (Financial Stability)</li> <li>• To receive, count and deposit daily departmental collections on time and accurately. (Financial Stability)</li> <li>• To communicate utility services and promote water conservation to customers verbally, on-line and through printed materials. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Measure water usage on time and accurately.</li> <li>• Bill customers in a timely, accurate manner.</li> <li>• Perform annual analysis of rates and service charges by September 1st and make adjustments as needed to ensure fairness to customers and recover costs of doing business.</li> <li>• Annually inspect 3% of total meters to ensure accurate measurement of water distribution.</li> <li>• Maintain 99.9% accuracy level on approximately 268,800 bills and delinquency notices processed.</li> <li>• Balance cash receipts to system postings on a daily basis to ensure that the payments collected from utility customers and City departments are deposited in a timely, and accurate manner.</li> <li>• Achieve 97% customer satisfaction results from customer surveys as a measure of quality of service delivered and a tool for making improvements in performance.</li> <li>• Increase the number of electronic bill notifications and bank draft payments to reduce the total costs of utility billing.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Collections</b>			
<b>Goal: Financial Stability</b>			
# Of collection representatives	3	3	3
# Of employees	4	4	4
# Of lockbox collections	46,646	44,650	42,445
# Of bank draft collections	25,389	26,000	26,650
# Of credit card collections (Online and IVR)	84,401	91,656	102,125
# Of credit card collections (in-house, fax)	4,112	4,100	4,100
# Of in-house utility customer collections	41,192	38,400	36,480
# Of in-house interdepartmental transactions	15,212	15,200	15,200
# Of third party electronic payments	51,788	54,377	57,100
# Of Fidelity Express payments	313	320	320
# Of returned utility payments	124	125	125
Cost of lockbox	\$14,644	\$16,074	\$15,280
Cost of bank draft service	\$1,820	\$1,820	\$1,866
Cost of credit card service (Online & IVR)	\$91,295	\$98,988	\$110,295
Cost of credit card service (in-house)	\$4,218	\$4,223	\$4,223
Cost of in-house collections	\$347,522	\$354,122	\$354,202
Cost of electronic payments	\$9,429	\$9,788	\$10,278
Cost per lockbox transaction	\$0.31	\$0.36	\$0.36
Cost per bank draft collection	\$0.07	\$0.07	\$0.07
Cost per credit card collection (web, ivr)	\$1.08	\$1.08	\$1.08
Cost per credit card collection (in-house)	\$1.03	\$1.03	\$1.03

DEPARTMENT / DIVISION	FUND		
FINANCE – Water Department	UTILITY		
PROGRAM NAME			
WATER DEPARTMENT PROGRAM			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Financial Stability Continued</b>			
Cost per in-house transaction	\$6.16	\$6.61	\$6.85
Cost per electronic payments	0.18	0.18	0.18
# of utility returned payments recovered	116	119	119
% Of returned utility payments collected	94.00%	95.00%	95.00%
% Daily cash receipts balanced to system postings	94.00%	95.00%	95.00%
<b>Goal: Positive City Image</b>			
# Students public education (water conservation BISD)	327	485	485
Cost per student for education program	\$17.25	\$17.25	\$17.25
<b>Billings</b>			
<b>Goal: Financial Stability</b>			
# Of billing representatives	3	3	3
# Of employees (FTEs)	4	4	4
# Of bills/delinquent notices printed annually	268,588	268,600	268,600
# Of e-bill notifications	43,749	45,936	48,232
# Of bills/delinquent notices generated per clerk per month	7,461	7,461	7,461
# Of bills corrected	25	25	25
% Of cycles mailed on schedule	100.00%	100.00%	100.00%
% Of accuracy of bills mailed	99.99%	99.99%	99.99%
% Of collections on write offs over 90 days	20.00%	20.00%	20.00%
Cost of billing services	\$552,379	\$584,493	\$588,693
Cost of printing and mailing service (budgeted in is)	\$30,448	\$35,314	\$35,314
Cost to bill customer	\$2.06	\$2.18	\$2.19
Cost to print and mail a bill/delinquent notice	\$0.11	\$0.13	\$0.13
Amount written off over 90 days	\$81,529	\$90,000	\$90,000
Amount of write offs collected, over 90 days	\$16,145	\$18,000	\$18,000
<b>Metering</b>			
<b>Goal: Financial Stability</b>			
# Of service workers	3	3	
# Of employees (FTEs)	4	4	
# Of meters read	258,559	259,000	259,000
# Of work orders completed	18,430	21,000	21,000
# Of meters inspected	7,511	10,000	10,000
% Billing cycles read on schedule	100.00%	100.00%	100.00%
% Of investigations completed prior to billing	100.00%	100.00%	100.00%
% Of customer/billing investigations to meters read	3.00%	4.00%	4.00%
Cost of metering service	\$486,011	\$498,321	\$521,613
Cost per meter read	\$1.88	\$1.92	\$2.01
Hours to read meters annually	1,772	1,800	1,800
Hours to complete work orders annually	3,394	3,900	3,900
Meters read per hour	146	144	144
Average meter reading hours per service worker per month (3)	49 hours	50 hours	50 hours
Average # of work orders completed per service worker per month (3)	512	583	583
Average number of hours to complete work orders per service worker per month (3)	94 hours	108 hours	108 hours
Days to respond to customer investigations	1 day	1 day	1 day

DEPARTMENT / DIVISION	FUND		
FINANCE – Water Department	UTILITY		
PROGRAM NAME			
WATER DEPARTMENT PROGRAM			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Entire Customer Service Program</b>			
<b>Goal: Positive City Image</b>			
Number of online customer satisfaction surveys submitted	250	250	250
Less than a year	42	43	43
1-3 years	48	35	35
4-10 years	41	43	43
10+ years	119	129	129
Age group of customer:			
18-24	3	2	2
25-34	21	26	26
35-44	41	37	37
45-54	70	71	71
55-64	65	70	70
65+	50	44	44
Bill type:			
Paper	161	176	176
Electronic Notification	89	74	74
Reason for customer contact:			
New water service	25	23	23
Pay water bill	52	54	54
High bill dispute	6	7	7
Disconnect service	2	5	5
Payment extension	3	2	2
Reconnect service after disconnect	4	4	4
Other	16	22	22
Did not contact office	125	112	112
% Of customers that indicate bill is easy to read	94.00%	96.00%	96.00%
% Of customers that indicate bill contains necessary info.	92.00%	94.00%	94.00%
% Of customers that indicate bill needs improvement	28.00%	30.00%	30.00%
% Of customers that indicate they were greeted properly	97.00%	95.00%	95.00%
% Of customers that indicate the quality of service was excellent	88.00%	95.00%	95.00%
% Of customers that indicate staff is knowledgeable	95.00%	95.00%	95.00%
% Of customers that indicate they received an adequate resolution	87.00%	95.00%	95.00%
% Of customers that indicated overall staff does a good job.	90.00%	95.00%	95.00%

DEPARTMENT FINANCE - CUSTOMER SERVICE - 2005		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$400,982	\$405,749	\$401,837	\$421,450
General Services	53,212	53,553	53,553	51,669
Maintenance	0	500	500	500
Sundry	348,944	366,454	371,454	386,277
Supplies	6,358	10,176	7,300	9,725
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$809,496</b>	<b>\$836,432</b>	<b>\$834,644</b>	<b>\$869,621</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Utility Service Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Utility Service Representative Billing	3.00	3.00	3.00	3.00
<b>Full-Time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>DEPARTMENT / DIVISION</b> FINANCE – UTILITY CUSTOMER SERVICE		<b>FUND</b> UTILITY	
<b>PROGRAM NAME</b> MAIL COURIER PROGRAM			
<b>DESCRIPTION / MISSION</b>			
The purpose of the Mail Courier Program is to provide timely pick up and delivery of interdepartmental mail, collect lockbox correspondence and to deliver deposits to the bank for our internal customers within the municipal boundaries of the City of North Richland Hills in order to minimize downtime and increase productivity levels.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To deliver mail and other correspondence in a timely and efficient manner. (Efficient and Effective Delivery of City Services)</li> <li>• To assist Utility Services Department in other tasks as needed. (Efficient and Effective Delivery of City Services)</li> <li>• To perform all tasks in a courteous and friendly manner. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Mail pickup and deliveries completed must be 100% or higher.</li> <li>• Complete outside deliveries with one or less accidents reported annually.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of part-time employees	1	1	1
# Of full-time employees	0	0	0
# Of hours	2,080 hours	2,080 hours	2,080 hours
Amount budgeted			
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of trips to post office per year	520	520	520
# Of trips to the bank per year	390	390	390
# Of interdepartmental deliveries per year	520	520	520
# Of municipal deliveries per year	520	520	520
# Of accidents	0	0	0
% Of deliveries completed	100.00%	100.00%	100.00%
Average # of outside trips per month per courier	60	60	60
Average # of municipal deliveries per courier	22	22	22
Cost per trip/delivery	\$23.41	\$24.60	\$24.36

DEPARTMENT FINANCE - WATER SERVICE - 2006		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$240,070	\$240,294	\$242,507	\$251,958
General Services	11,657	9,249	12,741	13,992
Maintenance	91,980	98,419	98,419	103,340
Sundry	115,881	121,674	121,674	127,758
Supplies	4,626	6,749	6,749	6,649
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$464,214</b>	<b>\$476,385</b>	<b>\$482,090</b>	<b>\$503,697</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Utility Service Crewleader	1.00	1.00	1.00	1.00
Utility Service Worker	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Mail Clerk (2)	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

DEPARTMENT FINANCE - REVENUE COLLECTION - 2007		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$191,499	\$180,199	\$181,854	\$189,130
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	89,979	94,475	94,475	98,848
Supplies	1,379	2,037	2,037	2,037
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$282,857</b>	<b>\$276,711</b>	<b>\$278,366</b>	<b>\$290,015</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Utility Service Worker	3.00	3.00	3.00	3.00
<b>Full-Time</b>	3.00	3.00	3.00	3.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# BUDGET & RESEARCH

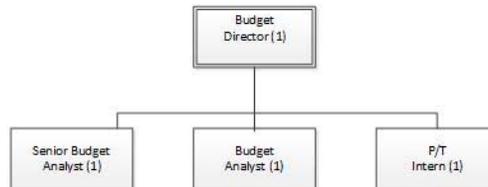
The Budget Department is responsible for:

- Developing and publishing of the city's annual operating and capital budgets.
- Managing revenue, expenditure and performance trends and special projects assigned by city management.
- Monitoring the progress of the city's property tax collections, adjusting as required by changes in federal and state law.
- Conducting internal audits examining and evaluating the activities of the city with the objective of assisting management, at all levels, in the effective discharge of their duties.

FY 2016/2017	Adopted Budget		
	General Fund	Utility Fund	Total
Salaries	\$ 145,077	\$ 166,968	\$ 312,045
General Services	222,817	2,114	224,931
Maintenance	-	-	-
Sundry	31,486	49,268	80,754
Supplies	1,196	1,196	2,392
Capital	-	-	-
<b>Total</b>	<b>\$ 400,576</b>	<b>\$ 219,546</b>	<b>\$ 620,122</b>

FY 2016-2017

## Budget Department



DEPARTMENT BUDGET & RESEARCH		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Budget	\$144,830	\$150,347	\$151,266	\$156,056
Tax	191,991	213,638	220,105	220,638
Internal Audit	22,716	23,095	23,130	23,882
<b>TOTAL</b>	<b>\$359,536</b>	<b>\$387,080</b>	<b>\$394,501</b>	<b>\$400,576</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$136,286	\$139,607	\$139,955	\$145,077
General Services	194,845	214,773	221,240	222,817
Maintenance	298	0	0	0
Sundry	25,901	29,459	30,059	31,486
Supplies	2,206	3,241	3,247	1,196
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$359,536</b>	<b>\$387,080</b>	<b>\$394,501</b>	<b>\$400,576</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Budget Director*	0.50	0.50	0.50	0.50
Budget Analyst*	0.50	0.50	0.50	0.50
Senior Budget Analyst	0.00	0.50	0.50	0.50
<i>* Positions partially funded in this activity.</i>				
<b>Full-Time</b>	<b>1.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

DEPARTMENT / DIVISION BUDGET & RESEARCH – BUDGET	FUND GENERAL		
PROGRAM NAME ANNUAL BUDGET PREPARATION AND MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Budget Department is responsible for the development and communication of the City's service, policy, operations, and financial plans through the publication of the Annual Budget & Plan of Municipal Services and the Capital Projects Budget. The Budget Department monitors and projects the City of North Richland Hills' revenue, expenditure and performance trends. Other functions include special projects assigned by City management.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide the highest level of service in administering operating and capital budgets, monitoring performance measurements, and implementing innovative approaches toward budgeting. (Financial Stability)</li> <li>• To prepare budget in a timely manner with a high level of quality. (Positive City Image)</li> <li>• To continue improving efficiency of the budget preparation process. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Obtain the Distinguished Budget Award from the Government Finance Officer's Association's (GFOA).</li> <li>• Prepare monthly and quarterly financial reports for Council and departmental review within 20 days of accounting period close.</li> <li>• Meet all budget calendar deadlines determined by State statute, City Charter, and Council and management direction.</li> <li>• Review and sign purchase requisitions/authorizations within 1 day and ensure conformity with Council approved budget.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of full-time equivalent positions (FTEs)	1.40	1.40	1.40
# Of financial reports produced	50	50	50
# Of council items reviewed	55	60	60
# Of budget transfers/revisions processed	117	100	100
% Of financial statements/reports completed within 20 days of accounting period close	95.00%	95.00%	95.00%
% Of budget calendar deadlines met	100.00%	100.00%	100.00%
Receive GFOA Distinguished Budget Award	Yes	Yes	Yes
Reports produced per FTE	16.7	16.7	16.7

DEPARTMENT BUDGET & RESEARCH - Budget - 2301		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$123,561	\$127,067	\$127,380	\$132,094
General Services	3,152	1,070	1,070	2,114
Maintenance	0	0	0	0
Sundry	15,911	18,969	19,569	20,652
Supplies	2,206	3,241	3,247	1,196
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$144,830</b>	<b>\$150,347</b>	<b>\$151,266</b>	<b>\$156,056</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Budget Director*	0.50	0.40	0.40	0.40
Budget Analyst*	0.50	0.50	0.50	0.50
Senior Budget Analyst	0.00	0.50	0.50	0.50
* These positions partially funded from this activity.				
<b>Full-Time</b>	1.00	1.40	1.40	1.40
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>

DEPARTMENT / DIVISION BUDGET & RESEARCH – TAX	FUND GENERAL		
PROGRAM NAME PROPERTY AND SALES TAX COLLECTIONS			
<b>DESCRIPTION / MISSION</b>			
<p>This division monitors the progress of property and sales tax collections, adjusting as required by changes in Federal And State law. This division also responds to citizen inquiries. The State of Texas collects all sales taxes and sends the City its share of sales tax revenue monthly. The Tarrant County Tax Office bills and collects the City's current and delinquent tax payments and forwards these to the City on a daily basis. Property values are determined by the Tarrant Appraisal District. The City also utilizes the services of a delinquent tax attorney. The City receives all delinquent taxes, penalties, and interest collected by the tax attorney. The tax attorney is compensated by the delinquent account holder at 20% of the delinquent amount at the time of collection.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain communication between this division and Tarrant Appraisal District, the County, and the delinquent tax attorney. (Financial Stability)</li> <li>• To respond to citizen tax inquiries in a timely, friendly, informative, and professional manner. (Positive City Image)</li> <li>• To maintain an understanding of citizens' and the City's tax rights and obligations. (Sense of Community)</li> <li>• To ensure collection rates remain as high as possible. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Coordinate with the tax attorney to transfer uncorrectable accounts to an uncollectible roll.</li> <li>• Attend the Tarrant Appraisal Board meetings to gain a better understanding of fair market value and property tax revenues.</li> <li>• Work with Internal Audit to complete a property tax and sales tax audit according to established procedures.</li> <li>• Ensure that franchisees are correctly calculating gross revenues as defined in franchise agreements on which their payments to the City are made.</li> <li>• Answer all citizen inquiries within 1 day.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Financial Stability</b></p> <ul style="list-style-type: none"> <li># Of citizen inquiries answered</li> <li># Of Tarrant appraisal district board meeting attended</li> <li># Of property tax audits completed</li> <li># Of sales tax audits completed</li> <li># Of hotel occupancy tax reviews completed</li> <li>% Of citizen inquiries answered within 1 day</li> </ul>	<p>20</p> <p>1</p> <p>1</p> <p>1</p> <p>3</p> <p>100.00%</p>	<p>20</p> <p>1</p> <p>1</p> <p>1</p> <p>3</p> <p>100.00%</p>	<p>20</p> <p>1</p> <p>1</p> <p>1</p> <p>3</p> <p>100.00%</p>

DEPARTMENT BUDGET & RESEARCH - Tax - 2302		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	191,693	213,638	220,105	220,638
Maintenance	298	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$191,991</b>	<b>\$213,638</b>	<b>\$220,105</b>	<b>\$220,638</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
* This position partially funded from this activity.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / DIVISION BUDGET & RESEARCH – INTERNAL AUDIT	FUND GENERAL		
PROGRAM NAME INTERNAL AUDIT			
<b>DESCRIPTION / MISSION</b>			
This division is responsible for examining and evaluating the activities of the City with the objective of assisting management, at all levels, in the effective discharge of their duties. The scope of audit includes all activities performed by and for the City of North Richland Hills.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To perform objective and professional reviews. (Positive City Image)</li> <li>• To complete special audit projects requested by management. (Financial Stability)</li> <li>• To ensure compliance with City, State and Federal regulations by staying updated on current issues. (Positive City Image)</li> <li>• To provide quality reviews and audits throughout City operations. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Develop and maintain a comprehensive annual audit plan to ensure audits are planned considering risk factors, cost/benefit and current issues.</li> <li>• Select and complete at least 2 major audit issues for the fiscal year.</li> <li>• Select and complete at least 2 performance evaluation audits to find ways to manage assets more efficiently and eliminate waste.</li> <li>• Complete all special projects requested by management.</li> <li>• Attend continuing education courses to remain up to date on current issues.</li> <li>• Conduct year end inventory and cash handling reviews.</li> <li>• Conduct property, sales tax and hotel occupancy audits with Tax division.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # of full-time employees (FTEs) # Of inventory audits # Of petty cash audits # Of purchasing card transaction reviews # Of special projects completed	0.10 1 1 1 5	0.10 1 1 1 5	0.10 1 1 1 5

DEPARTMENT BUDGET & RESEARCH - Internal Audit - 2303		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$12,726	\$12,540	\$12,575	\$12,983
General Services	0	65	65	65
Maintenance	0	0	0	0
Sundry	9,990	10,490	10,490	10,834
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$22,716</b>	<b>\$23,095</b>	<b>\$23,130</b>	<b>\$23,882</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
#REF!	0.50	0.00	0.00	0.00
Budget Director*	0.00	0.10	0.10	0.10
* This position partially funded from this activity.				
<b>Full-Time</b>	0.50	0.10	0.10	0.10
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.50</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

DEPARTMENT BUDGET & RESEARCH		FUND UTILITY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Budget	\$174,267	\$182,054	\$183,264	\$187,637
Internal Audit	32,683	30,643	30,762	31,909
<b>TOTAL</b>	<b>\$206,950</b>	<b>\$212,697</b>	<b>\$214,026</b>	<b>\$219,546</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$159,968	\$160,666	\$162,995	\$166,968
General Services	3,152	895	1,195	2,114
Maintenance	0	0	0	0
Sundry	41,633	47,775	47,775	49,268
Supplies	2,197	3,361	2,061	1,196
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$206,950</b>	<b>\$212,697</b>	<b>\$214,026</b>	<b>\$219,546</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Budget Director*	0.50	0.50	0.50	0.50
Senior Budget Analyst*	0.00	0.50	0.50	0.50
Budget Analyst*	0.50	0.50	0.50	0.50
Internal Auditor / Financial Analyst*	0.50	0.00	0.00	0.00
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

DEPARTMENT / DIVISION BUDGET & RESEARCH – BUDGET	FUND UTILITY		
PROGRAM NAME ANNUAL BUDGET PREPARATION AND MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Budget Department is responsible for the development and communication of the City's service, policy, operations, and financial plans through the publication of the Annual Budget & Plan of Municipal Services and the Capital Projects Budget. The Budget Department monitors and projects the City of North Richland Hills' revenue, expenditure and performance trends. Other functions include special projects assigned by City management.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide the highest level of service in administering operating and capital budgets, monitoring performance measurements, and implementing innovative approaches toward budgeting. (Financial Stability)</li> <li>• To prepare budget in a timely manner with a high level of quality. (Positive City Image)</li> <li>• To continue improving efficiency of the budget preparation process. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Obtain the Distinguished Budget Award from the Government Finance Officer's Association's (GFOA).</li> <li>• Prepare monthly and quarterly financial reports for Council and departmental review within 20 days of accounting period close.</li> <li>• Meet all budget calendar deadlines determined by State statute, City Charter, and Council and management direction.</li> <li>• Review and sign purchase requisitions/authorizations within 1 day and ensure conformity with Council approved budget.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # Of full-time equivalent positions (FTEs) # Of financial reports produced # Of council items reviewed # Of budget transfers/revisions processed % Of financial statements/reports completed within 20 days of accounting period close % Of budget calendar deadlines met Receive GFOA Distinguished Budget Award Reports produced per FTE	1.40 50 55 117 95.00% 100.00% 100.00% Yes 17	1.40 50 60 100 95.00% 100.00% 100.00% Yes 17	1.40 50 60 100 95.00% 100.00% 100.00% Yes 17

DEPARTMENT BUDGET & RESEARCH - Budget - 2301		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$123,561	\$127,067	\$128,357	\$132,094
General Services	3,152	1,070	1,747	2,114
Maintenance	0	0	0	0
Sundry	15,911	18,969	19,733	20,652
Supplies	2,206	3,241	3,247	1,196
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$144,830</b>	<b>\$150,347</b>	<b>\$153,084</b>	<b>\$156,056</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Budget Director*	0.50	0.40	0.40	0.40
Budget Analyst*	0.50	0.50	0.50	0.50
Senior Budget Analyst	0.00	0.50	0.50	0.50
* These positions partially funded from this activity.				
<b>Full-Time</b>	1.00	1.40	1.40	1.40
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>

DEPARTMENT / DIVISION BUDGET & RESEARCH – INTERNAL AUDIT	FUND UTILITY		
PROGRAM NAME INTERNAL AUDIT			
<b>DESCRIPTION / MISSION</b>			
This division is responsible for examining and evaluating the activities of the City with the objective of assisting management, at all levels, in the effective discharge of their duties. The scope of audit includes all activities performed by and for the City of North Richland Hills.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To perform objective and professional reviews. (Positive City Image)</li> <li>• To complete special audit projects requested by management. (Financial Stability)</li> <li>• To ensure compliance with City, State and Federal regulations by staying updated on current issues. (Positive City Image)</li> <li>• To provide quality reviews and audits throughout City operations. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Develop and maintain a comprehensive annual audit plan to ensure audits are planned considering risk factors, cost/benefit and current issues.</li> <li>• Select and complete at least 2 major audit issues for the fiscal year.</li> <li>• Select and complete at least 2 performance evaluation audits to find ways to manage assets more efficiently and eliminate waste.</li> <li>• Complete all special projects requested by management.</li> <li>• Attend continuing education courses to remain up to date on current issues.</li> <li>• Conduct year end inventory and cash handling reviews.</li> <li>• Conduct property, sales tax and hotel occupancy audits with Tax division.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # of full-time employees (FTEs) # Of inventory audits # Of petty cash audits # Of purchasing card transaction reviews # Of special projects completed	0.10 1 1 1 5	0.10 1 1 1 5	0.10 1 1 1 5

DEPARTMENT BUDGET & RESEARCH - INTERNAL AUDIT - 2303		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$16,840	\$13,943	\$14,062	\$14,442
General Services	0	65	65	0
Maintenance	0	0	0	0
Sundry	15,843	16,635	16,635	17,467
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$32,683</b>	<b>\$30,643</b>	<b>\$30,762</b>	<b>\$31,909</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Internal Auditor / Financial Analyst*	0.50	0.00	0.00	0.00
Budget Director*	0.00	0.10	0.10	0.10
* This position partially funded by this activity.				
<b>Full-Time</b>	<b>0.50</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.50</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

**NRH**

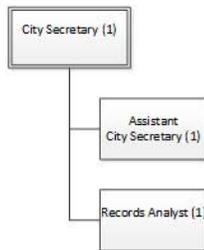
# CITY SECRETARY'S OFFICE

The City Secretary is an officer of the City, appointed by the Mayor and City Council. The position of City Secretary is a statutory position required by State Law and the City Charter. In addition to the statutory duties of the position, the City Secretary oversees the functions of the City Secretary's Office, records management program, and vital statistics operations.

FY 2016/2017	Adopted Budget	
		General Fund
Salaries	\$	282,067
General Services		52,565
Maintenance		2,800
Sundry		78,328
Supplies		11,040
Capital		1,000
Total	\$	<u>427,800</u>

FY 2016-2017

## City Secretary's Office



ADOPTED CITY SECRETARY		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
City Secretary	\$272,461	\$305,639	\$314,251	\$300,584
Records Management	153,902	160,774	164,162	127,216
<b>TOTAL</b>	<b>\$426,363</b>	<b>\$466,413</b>	<b>\$478,413</b>	<b>\$427,800</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$316,428	\$323,659	\$318,197	\$282,067
General Services	20,259	50,945	22,233	52,565
Maintenance	2,369	2,800	19,800	2,800
Sundry	71,739	67,654	74,347	78,328
Supplies	15,568	21,355	21,849	11,040
Capital	0	0	21,987	1,000
<b>TOTAL</b>	<b>\$426,363</b>	<b>\$466,413</b>	<b>\$478,413</b>	<b>\$427,800</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
City Secretary	1.00	1.00	1.00	1.00
Assistant City Secretary	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION CITY SECRETARY – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
The mission of the City Secretary's Office is committed to uphold the legislative process, increase community involvement within city government and deliver exceptional support to the City Council and administrative offices.			
The City Secretary is an officer of the City, appointed by and directly accountable to the City Council. The City Secretary's Office performs duties set forth by the City Charter, ordinances, federal and state laws and administrative direction. The City Secretary's Office is responsible for enhancing governmental excellence and transparency to serve the public, elected officials and city departments. The City Secretary serves as the official records management officer for the City. In this role, the office is accountable for the integrity, protection, compliance, availability, retention, disposition and transparency of the records for the City. The office administers and maintains the official records of the City to ensure accessibility to the public, Council and staff. The City Secretary serves as elections administrator for all city elections and is the Official responsible for responding to requests for public information pursuant to the Texas Public Information Act. The City Secretary's Office also manages the recruitment and appointment of citizens to become involved in city business.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Recruit and coordinate appointment of quality trained volunteers</li> <li>• Enhance sense of community by providing excellent customer service and citizen engagement</li> <li>• Administer a responsive, effective and legally compliant recordkeeping system</li> <li>• Coordinate convenient, efficient and sound municipal elections</li> <li>• Enhance governmental excellence and transparency</li> <li>• Deliver exceptional administrative support to the governing body</li> <li>• Provide high value services through efficient management of resources</li> <li>• Build a positive, productive and engaged workforce that supports the City's mission and strategic goals</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Market upcoming board/committee opportunities</li> <li>• Enhance and streamline board and commission appointment process</li> <li>• Efficiently process forms and applications for businesses opening in the city</li> <li>• Promote transparency by providing electronic access to city legislation records through the city's website in an understandable manner for the public</li> <li>• Expeditious in response to open record requests</li> <li>• Ensure city's compliance with the Texas Open Meetings Act and Public Information Act</li> <li>• Conduct and administer City Elections working with Tarrant County Elections to provide the voters and City with accurate and impartial election services</li> <li>• Provide administrative and technical support to the City Council in an expeditious manner to facilitate the legislative process and city business</li> <li>• Enhance service delivery through continual process improvement</li> <li>• Utilize partnerships to provide quality services to the public, City Council and staff</li> <li>• Develop and enhance partnerships that provide the best value and service to the community</li> <li>• Provide guidance and training to city staff on the City's records management program and monitor compliance with policies and procedures</li> </ul> <p>Educate and empower employees to effectively serve the public through training and educational opportunities</p>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> 95-100% departmental operating expenditures, budget vs actual	N/A	TBD	1
<b>Goal: Positive City Image</b> >80% of volunteers complete required training within 60 days of initial appointment	N/A	TBD	95.00%

DEPARTMENT / DIVISION CITY SECRETARY – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME ADMINISTRATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Positive City Image Continued</b>			
>80% agreement that employee represented City in a positive manner	N/A	N/A	85.00%
>80% agreement that employee showed pride and concern for the quality of work	N/A	N/A	85.00%
>20% voter turnout	Election canceled	Election canceled	0
< 1 complaint filed with Secretary of State	Election canceled	Election canceled	0
> 2 training/educational opportunities per quarter	N/A	TBD	8
<b>Goal: Sense of Community</b>			
2:1 ratio of applications to openings	N/A	TBD	
>80% of board and commission members satisfied with term (board)	N/A	N/A	85.00%
>95% satisfaction with board and commission appointment process	N/A	N/A	100.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
>95% approved action by City Council provided to departments the day following meeting	N/A	TBD	100.00%
>95% approved minutes available to public day following approval (City Council)	N/A	TBD	100.00%
>85% approved minutes available to public day following approval (boards and commissions)	N/A	N/A	80.00%
>75% city legislative documents received from departments for execution prior to City Council meeting	N/A	N/A	85.00%
>90% minutes approved without correction	100%	TBD	100.00%

DEPARTMENT CITY SECRETARY - CITY SECRETARY - 2501		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$205,579	\$210,286	\$211,051	\$200,792
General Services	10,416	38,945	9,693	38,265
Maintenance	0	0	8,000	0
Sundry	47,353	43,398	50,510	53,887
Supplies	9,114	13,010	13,010	7,640
Capital	0	0	21,987	0
<b>TOTAL</b>	<b>\$272,461</b>	<b>\$305,639</b>	<b>\$314,251</b>	<b>\$300,584</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
City Secretary	1.00	1.00	1.00	1.00
Assistant City Secretary	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

DEPARTMENT / DIVISION CITY SECRETARY – RECORDS		FUND GENERAL		
PROGRAM NAME MUNICIPAL RECORDS				
<b>DESCRIPTION / MISSION</b>				
The mission of the Records Management Division is to provide systematic control of records regardless of their medium from creation through final disposition or archival retention, including storage, retrieval, protection and preservation to reduce the cost and liability associated with records and information management relative to space, litigation, privacy and regulatory non-compliance. The division ensures the organization is creating and maintaining records that are essential and continue to be deemed essential over the passage of time and are quickly located for the successful flow of governmental operations.				
<b>GOALS</b>				
<ul style="list-style-type: none"> <li>• Develop effective records and information management strategies which achieve both compliance and cost savings for the City of North Richland Hills</li> <li>• Provide the framework for information management education, awareness and innovation across all levels of the organization</li> <li>• Serve as model records management program for other municipalities, counties, and entities</li> </ul>				
<b>OBJECTIVES</b>				
<ul style="list-style-type: none"> <li>• Identify and take adequate steps to protect confidential and vital records</li> <li>• Design training that provide departments with records management guidance and the proper disposition of records</li> <li>• Establish rules that provide guidance on the management of electronic records</li> <li>• Effectively record and automate business activities and transactions of the organization for efficient retrieval by users</li> <li>• Develop best practices for management of electronic messages</li> <li>• Expeditious in response to open record requests</li> <li>• Encourage creativity and invest in innovation to enhance government transparency increasing customer satisfaction with accessibility to city documents</li> </ul>				
<b>PERFORMANCE MEASURES</b>		<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>				
95-100% departmental operating expenditures, budget vs actual		N/A	TBD	98.00%
≥ one (1) security audit - Laserfiche users		N/A	N/A	1
≥ 75% records destroyed within 60 days of eligibility for destruction (off-site)		N/A	N/A	80.00%
<b>Goal: Positive City Image</b>				
> four (4) training/education classes for city departments		N/A	N/A	4
> 80% turn around time to respond to applications within 5 days of receipt		N/A	N/A	85.00%
≥ conduct two (2) inventory and audit of departmental records		N/A	N/A	2
>75% of permit applications processed within 5 days		N/A	TBD	80.00%
< 3 complaints filed with Attorney General		0	0	0
<b>Goal: Efficient and Effective Delivery of City Services</b>				
≥ two (2) innovative solutions to streamline/automate business		N/A	N/A	2
>80% of open record responses provided within five (5) business days (routine)		N/A	TBD	85.00%
>70% of open record responses provided within eight (8) business days (non-routine)				80.00%
>70% city legislative documents stored electronically within two (2) business days following Council approval		N/A	TBD	70.00%
>70% city legislative documents stored electronically within twenty (20) business days following Council approval		N/A	N/A	75.00%
>90% of adopted ordinances codified and posted to online Code of Ordinances in 30 days		N/A	TBD	95.00%
> four (4) educational articles (employee newsletter)		N/A	N/A	4

DEPARTMENT		FUND		
CITY SECRETARY - RECORDS MANAGEMENT - 2503		GENERAL - 001		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$110,849	\$113,373	\$107,146	\$81,275
General Services	9,843	12,000	12,540	14,300
Maintenance	2,369	2,800	11,800	2,800
Sundry	24,387	24,256	23,837	24,441
Supplies	6,454	8,345	8,839	3,400
Capital	0	0	0	1,000
<b>TOTAL</b>	<b>\$153,902</b>	<b>\$160,774</b>	<b>\$164,162</b>	<b>\$127,216</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Customer Service Clerk	2.00	1.00	1.00	1.00
<b>Full-Time</b>	2.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**NRH**

# LEGAL

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The Office of the City Attorney represents the City in judicial, legislative, and administrative proceedings, advises City officials and representatives with respect to City policies, programs, and operations, and provides in-house legal services.

FY 2016/2017	Adopted Budget
	General Fund
Salaries	\$ 213,297
General Services	85,000
Maintenance	-
Sundry	15,703
Supplies	-
Capital	-
Total	<u>\$ 314,000</u>

DEPARTMENT LEGAL		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$265,100	\$304,374	\$346,266	\$314,000
<b>TOTAL</b>	<b>\$265,100</b>	<b>\$304,374</b>	<b>\$346,266</b>	<b>\$314,000</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$16,392	\$213,297
General Services	256,172	295,000	319,995	85,000
Maintenance	0	0	0	0
Sundry	8,928	9,374	9,874	15,703
Supplies	1	0	5	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$265,100</b>	<b>\$304,374</b>	<b>\$346,266</b>	<b>\$314,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Full-Time City Attorney	0.00	0.00	0.00	1.00
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>

DEPARTMENT LEGAL - ADMINISTRATION - 3501		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$16,392	\$213,297
General Services	256,172	295,000	319,995	85,000
Maintenance	0	0	0	0
Sundry	8,928	9,374	9,874	15,703
Supplies	1	0	5	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$265,100</b>	<b>\$304,374</b>	<b>\$346,266</b>	<b>\$314,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Full-Time City Attorney	0.00	0.00	0.00	1.00
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>

**NRH**

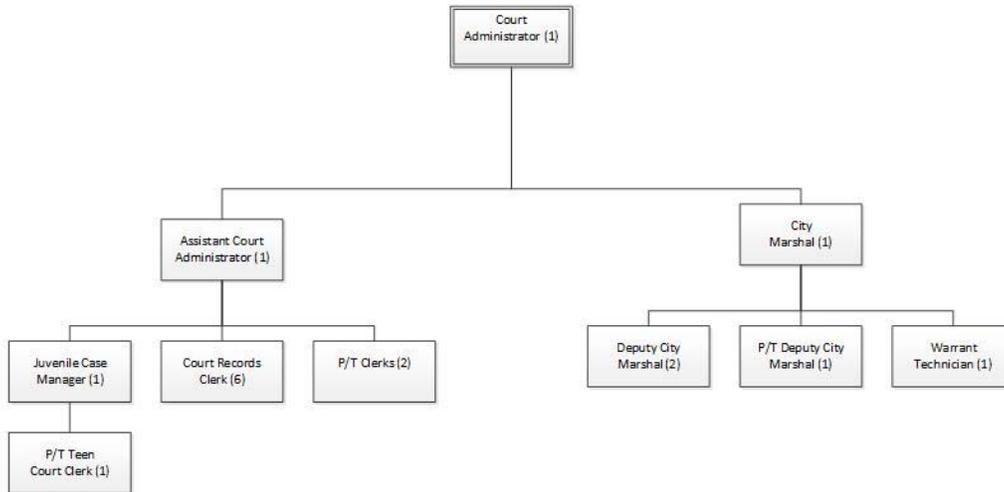
# MUNICIPAL COURT

The mission of the North Richland Hills Municipal Court is to serve its citizens, and guests within the community, in a courteous, efficient and professional manner. The court and its officers are dedicated to the principles of fair and impartial justice administered with respect and equality.

FY 2016/2017	Adopted Budget		
	General Fund	Donations Fund	Total
Salaries	\$ 1,036,646	\$ 5,000	\$ 1,041,646
General Services	145,506	-	145,506
Maintenance	42,970	-	42,970
Sundry	174,493	-	174,493
Supplies	38,490	-	38,490
Capital	10,000	-	10,000
<b>Total</b>	<b>\$ 1,448,105</b>	<b>\$ 5,000</b>	<b>\$ 1,453,105</b>

FY 2016-2017

## Municipal Court



DEPARTMENT MUNICIPAL COURT		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration/Prosecution	\$416,897	\$412,886	\$484,653	\$429,732
Court Records	433,356	467,654	471,564	494,807
Warrants	393,936	408,228	408,582	419,604
Teen Court	91,792	101,620	101,974	103,962
<b>TOTAL</b>	<b>\$1,335,981</b>	<b>\$1,390,388</b>	<b>\$1,466,773</b>	<b>\$1,448,105</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$961,309	\$996,477	\$998,249	\$1,036,646
General Services	136,635	139,277	139,277	145,506
Maintenance	38,753	41,466	41,466	42,970
Sundry	159,790	169,062	172,133	174,493
Supplies	31,244	44,106	58,868	38,490
Capital	8,250	0	56,780	10,000
<b>TOTAL</b>	<b>\$1,335,981</b>	<b>\$1,390,388</b>	<b>\$1,466,773</b>	<b>\$1,448,105</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Court Administrator	1.00	1.00	1.00	1.00
Assistant Court Administrator	1.00	1.00	1.00	1.00
Court Records Clerk	6.00	6.00	6.00	6.00
City Marshal	1.00	1.00	1.00	1.00
Deputy City Marshal	2.00	2.00	2.00	2.00
Warrant Technician	1.00	1.00	1.00	1.00
Teen Court Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
File Clerk (2)	1.00	1.00	1.00	1.00
Bailiff (1)	0.50	0.50	0.50	0.50
Teen Court Clerk (1)	0.50	0.50	0.50	0.50
*City Judge is a contracted position.				
<b>Full-Time</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

<b>DEPARTMENT / DIVISION</b> MUNICIPAL COURT – ADMINISTRATION	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
The Municipal Court is a court of record that has jurisdiction within the City of North Richland Hills' territorial limits over all Class C misdemeanor cases brought under City ordinances and the Texas State Statutes. The cases filed in this Court are punishable by fine only. The Administration Division is responsible for overseeing the daily operations of the court; this includes supervising the divisional operations of the Municipal Court which include the Court Records Division, Warrant/Court Security Division, the Teen Court/Community Outreach Division and th Fastrack Training Diversion Program. The Administration Division also deals with issues relating to judicial administration.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure all Court personnel are courteous and responsive to the public and accord respect to all with whom they come in contact. (Preserve Positive City Image)</li> <li>• To maintain facilities that are safe, accessible and convenient for the public to access and use. (Safety &amp; Security)</li> <li>• To maintain compliance with recognized guidelines for timely case processing, while at the same time, keeping current with incoming caseload. (Preserve Positive City Image)</li> <li>• To ensure accountability and safeguards for public funds. (Financial Responsibility)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide an opportunity for all who appear before the Court to participate effectively, without undue hardship or inconvenience.</li> <li>• Provide precise monthly reporting on Court funds as required by State law.</li> <li>• Promptly implement changes in law and procedures. (Efficient and effective delivery of City services)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> Amount of total revenue received (state & local collections)	\$3,371,813.00	\$2,900,000.00	\$2,900,000.00
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of personnel in department (FTEs)	15	15	15
# Of prosecutor hours (contracted)	416 hours	416 hours	416 hours
# Of non-attorney cases handled by prosecutor	1,025	1,025	1,025
# Of attorney cases handled by prosecutor	4,479	4,757	4,757
# Of violations filed in court	21,500	18,000	18,000
# Of red light camera appeals	1	3	3
# Of trials prosecutor/judge:	697	583	583
Bench trials	120	100	100
Jury trials	63	52	52
Pre-trials	514	431	431
# Of open records requests processed	611	557	557
# Of cases appealed to county court	0	0	0
% Of total cases set for prosecutor docket	4.80%	5.30%	5.30%
% Of total cases set for trial	3.20%	3.20%	3.20%
% Of total cases set for attorney docket	21.00%	26.00%	26.00%
% Of total cases resolved prior to trial	99.15%	99.15%	99.15%

DEPARTMENT MUNICIPAL COURT - ADMINISTRATION - 4001		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$130,993	\$132,821	\$133,175	\$136,880
General Services	130,269	132,100	132,100	131,993
Maintenance	0	0	0	0
Sundry	146,601	146,209	149,280	149,103
Supplies	785	1,756	13,318	1,756
Capital	8,250	0	56,780	10,000
<b>TOTAL</b>	<b>\$416,897</b>	<b>\$412,886</b>	<b>\$484,653</b>	<b>\$429,732</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Court Administrator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

DEPARTMENT / DIVISION MUNICIPAL COURT – RECORDS	FUND GENERAL		
PROGRAM NAME COURT RECORDS			
<b>DESCRIPTION / MISSION</b>			
The Court Records Division is the primary customer service contact for the Municipal Court offices. This Division processes all Class C offenses and ordinance violations issued within the City of North Richland Hills. This process includes receiving and posting payments for fines, distribution of fines and court costs into state and local government accounts as required by State Law, daily cash reconciliation, customer correspondence and scheduling of all court dockets to include: Bench Trials, Jury Trials, Pre-Trials, Prosecutor Hearings, Attorney Hearings, Bond Hearings, Show Cause Hearings, Juvenile Hearings, Contempt Hearings, Red Light Camera Appeals, Dangerous Dog Hearings, and Property Hearings. A representative from the Court Records Division attends every court session and enters dispositions from court proceedings into the official court record. The Division also maintains closed court cases in accordance with State archival policies.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure compliance with departmental financial guidelines and Judicial Standing Orders. (Financial Responsibility)</li> <li>• To seek and evaluate alternative programs to enhance customer service. (Positive City Image)</li> <li>• To provide efficient and expeditious case flow management. (Positive City Image)</li> <li>• To move towards a paper light Court. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue integration of Laserfiche Workflow for document imaging and case management.</li> <li>• Implement Courtesy Phone Notifications as case pending reminders for defendants</li> <li>• Manage dockets to ensure final disposition of cases is achieved in a timely and judicious manner.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of phone calls per clerk (7 FTE)	6,726	6,800	6,800
# of payment transactions processed per clerk (3 FTE)	5,906	4,796	4,796
# Of telephone calls handled by court records	47,082	48,000	48,000
% Of cases set for court hearings/trials	40.00%	45.00%	45.00%
% Of violations entered manually	5.68%	4.65%	4.65%
% Of total payments by credit card (in person & online)	61.00%	60.00%	60.00%
Average length of telephone transactions (minutes)	0:01:29	0:01:27	0:01:27
<b>Goal: Financial Stability</b>			
Total # of violations	21,500	18,000	18,000
Total # of payment transactions processed	17,719	14,388	14,388
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of violations downloaded- Brazos	18,886	16,174	16,174
# Of violations entered manually	1,393	835	835
# Of probable cause affidavits entered manually	1,221	991	991
# Of cases set for hearings on dockets:	8,643	8,026	8,026
Prosecutor docket	1,025	1,025	1,025
Attorney docket	4,479	4,757	4,757
Trial docket	697	583	583
Show cause/juvenile docket/truancy/teen court	2,442	1,759	1,759
# Of cases dismissed after defensive driving completed	1,039	1,207	1,207
# Of cases dismissed after deferred disposition completed	8,003	6,862	6,862
# Of compliance dismissals/inspection/registration/ins/license	1,624	1,721	1,721
\$ Amount of Total Revenue	\$3,371,813	\$2,900,000	\$2,900,000
Total # of online payments processed	5,856	4,663	4,663
Total # of credit card payments processed in-house	5,037	3,970	3,970

DEPARTMENT MUNICIPAL COURT - COURT RECORDS - 4002		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$400,170	\$423,744	\$424,454	\$449,090
General Services	891	1,502	1,502	5,431
Maintenance	0	0	0	0
Sundry	9,666	13,577	13,577	14,234
Supplies	22,628	28,831	32,031	26,052
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$433,356</b>	<b>\$467,654</b>	<b>\$471,564</b>	<b>\$494,807</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant Court Administrator	1.00	1.00	1.00	1.00
Court Records Clerk	6.00	6.00	6.00	6.00
<i>Part-Time</i>				
File Clerk (2)	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>DEPARTMENT / DIVISION</b> MUNICIPAL COURT – WARRANT	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> WARRANT & COMPLIANCE DIVISION			
<b>DESCRIPTION / MISSION</b>			
The Warrant Division is responsible for the issuance and service of Class C Misdemeanor warrants, subpoenas and summons. This division also provides building security during operational hours and courtroom security for all courtroom dockets. Security is provided with video surveillance, security screening through a metal detector, and the presence of a certified peace officer in the building. The City Marshal's Office transfers prisoners arrested on North Richland Hills warrants from the arresting region agency to the North Richland Hills Jail. The City Marshals do initial research for claims of wrong identity, as well as insurance verifications and assigning L3 videos to contested cases.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide a safe and secure working environment for Municipal Court operations. (Safety and Security)</li> <li>• To provide safe and secure transportation for prisoners and Marshals. (Safety and Security)</li> <li>• To provide effective resources to assist Marshals in serving warrants. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Participate in Annual Statewide Warrant Roundup. (Safety and Security)</li> <li>• Continue work to finalize policy and procedures manual for Warrant Division. (Safety and Security)</li> <li>• Continue to utilize Laserfiche in the day to day operations to reduce paper usage. (Positive City Image)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b> Dollar value of time served credit	\$866,267.00	\$789,106.00	\$789,106.00
<b>Goal: Safety and Security</b>			
# Of warrants issued	6,485	5,513	5,513
# Of persons screened through security	22,449	17,626	17,626
# Of warrants served / cleared	5,551	4,934	4,934
# Of prisoners transferred to NRH jail	459	370	370
# Of cases given time served credit (jail / indigent)	2,781	2,429	2,429
# Of persons screened through security per court day (2 days per week)	216	169	169
<b>Goal: Financial Stability</b>			
# of cases set for compliance appointments-payment plans	213	108	108
# Of cases scheduled on payment plans	121	72	72
\$ Of revenue generated from warrant fees	\$212,812.00	\$175,330.00	\$175,330.00
# Of warrants referred to Linebarger collections	3,264	3,515	3,515
# of cases appeared for compliance appointments-payment plans	155	86	86
# Of cases successfully completed compliance -payment plan	78	41	41
% Of Linebarger collection cases resolved	63.85%	63.31%	63.31%
% of cases appeared for compliance appointments-payment plans	73.00%	80.00%	80.00%
% Of compliance cases completed successfully-payment plans	64.00%	57.00%	57.00%

DEPARTMENT		FUND		
MUNICIPAL COURT - WARRANTS - 4003		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$348,369	\$354,063	\$354,417	\$361,853
General Services	250	0	0	0
Maintenance	38,753	41,466	41,466	42,970
Sundry	3,084	6,147	6,147	8,299
Supplies	3,480	6,552	6,552	6,482
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$393,936</b>	<b>\$408,228</b>	<b>\$408,582</b>	<b>\$419,604</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
City Marshal	1.00	1.00	1.00	1.00
Deputy City Marshal	2.00	2.00	2.00	2.00
Warrant Technician	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Bailiff (1)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

DEPARTMENT / DIVISION MUNICIPAL COURT – COMMUNITY OUTREACH		FUND GENERAL	
PROGRAM NAME COMMUNITY OUTREACH PROGRAM			
<b>DESCRIPTION / MISSION</b>			
This division provides youth and adults with programs that assist in education, recidivism and/or community resources needed by offenders. The community service aspect allows youth and adults to handle their citations, while learning and giving back to the community. The Northeast Tarrant Teen Court (NETTC) is a collaboration of North Richland Hills, Haltom City, Watauga and Richland Hills. This program oversees many areas that involve youth and their parents, volunteers, and community members working through the judicial system. Participants from four cities that include NRH, Haltom City, Watauga, Richland Hills are involved, which allows the program to reach more people. Youth who receive Minor Alcohol citations are referred to state mandated classes and community service, both of which are alcohol education related. Our program also coordinates substance abuse treatment for youth when ordered by the Court, and tracks adult offenders as needed for indigent community service. The NETTC Board members, made up of appointees from all four cities, grant scholarships annually. This gives incentive for youth to volunteer in Teen Court, gives recognition for their time and service and invests in their future.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To offer sentencing alternatives in lieu of fines to include local education programs for youth and adults.(Sense of Community)</li> <li>• To increase involvement in community programs and projects that are increasing public safety initiatives. (Safety and Security)</li> <li>• To reinvest in our youth by facilitating a scholarship program, which assists them in furthering their education. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Oversee completion of all community service, special conditions and education classes. (Positive City Image)</li> <li>• Manage a professional, effective Teen Court Program that reflects positively on all cities involved in the program. (Positive City Image)</li> <li>• Continue networking to provide alternative services and community outreach. (Sense of Community)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of community service placement agencies - NETTC	55	55	55
# Of volunteers managed (youth and adult) - NETTC	74	74	74
Dollar value of a volunteer hour (new.independantsector.org (for TX))	\$24.66	\$24.66	\$24.66
# Of cases with court ordered community service	519	446	446
Teen Court - NETTC	441	401	401
Teen Court (NRH)(included in NETTC)	259	235	235
Minor alcohol (state mandated)	68	34	34
Adult Indigent	10	12	12
# Of community service hours ordered	18,367 hours	16,874 hours	16,874 hours
Teen Court - NETTC	17,426 hours	15,982 hours	15,982 hours
Teen Court (NRH)(included in NETTC)	9,775 hours	9,706 hours	9,706 hours
Minor alcohol (state mandated)	723 hours	629 hours	629 hours
Adult Indigent	218 hours	264 hours	264 hours
# Of cases completed community service successfully	358	287	287
Teen Court - NETTC	307	242	242
Teen Court (NRH)(included in NETTC)	194	157	157
Minor alcohol	41	20	20
Adult Indigent	10	12	12
# Of community service hours completed successfully	12,179 hours	10,281 hours	10,281 hours
Teen court - NETTC	11,438 hours	9,640 hours	9,640 hours
Teen Court (NRH)(included in NETTC)	6,928 hours	6,470 hours	6,470 hours
Minor alcohol (state mandated)	504 hours	377 hours	377 hours
Adult Indigent	237 hours	264 hours	264 hours
Average time to complete teen court requirements	102 days	88 days	88 days
Average time to complete minor alcohol requirements	122 days	74 days	74 days
Average time to complete indigent community service	57 days	19 days	19 days
% Of Teen Court NETTC cases completed successfully	70.00%	60.00%	60.00%

DEPARTMENT / DIVISION MUNICIPAL COURT – COMMUNITY OUTREACH	FUND GENERAL		
PROGRAM NAME COMMUNITY OUTREACH PROGRAM			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Quality Development and Revitalization Continued</b>			
% of Teen Court (NRH)(included in NETTC) cases completed successfully	75.00%	67.00%	67.00%
% Of minor alcohol cases completed successfully	60.00%	60.00%	60.00%
% Of indigent cases completed successfully	100.00%	100.00%	100.00%
Total value of completed community service hours (NETTC, Minor Alcohol and Indigent)	\$300,334.00	\$253,529.00	\$253,529.00

DEPARTMENT / DIVISION MUNICIPAL COURT- OUTREACH PROGRAM		FUND GENERAL	
PROGRAM NAME FASTRACK DIVERSION PROGRAM			
<b>DESCRIPTION / MISSION</b>			
<p>The Juvenile Case Manager Position (JCM) performs several duties to include those of a court clerk, probation officer, and mentor/social worker. The goal of the JCM is to assist youth and families in crisis with the primary caseload being Truancy cases, but also assisting with a collage of other offenses and family issues. Truancy often is a symptom of more serious problems. Successful results are achieved by staying current on training of issues affecting at-risk youth, taking an individual interest in defendants and their families and recommending options to the Judge for defendants based on their individual needs. For those in the Truancy FastTrack Program, it also involves continuous communication with the Attendance Officers and other School staff to co-manage cases. Our FastTrack Truancy Program works closely with BISD to manage at risk youth who are not attending school. Truancy affects the community by decreasing earning ability and in time may decrease involvement in daytime crime and gangs. The risk of not obtaining a higher education is two and a half times more likely to result in dependence on welfare. Early intervention is key to providing the direction and tools for student aged individuals to become successful adults.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To offer creative sentencing alternatives to include local education programs for youth and adults. (Positive City Image)</li> <li>• To increase involvement in community programs and projects involving public safety initiatives. (Safety and Security)</li> <li>• To reinvest in our youth by identifying problems, referring solutions and mentoring behaviors, which assists them in furthering their education. (Sense of Community)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Reach out to BISD students who are at risk of truant behavior and or dropping out of School. (Positive City Image)</li> <li>• Manage BISD Truancy cases referred to the Court by working as liaisons to Students, Parents and BISD staff. (Positive City Image)</li> <li>• Continue networking to provide alternative services and community outreach opportunities.(Positive City Image)</li> <li>• Promoting positive reassurance and encouragement to students participating in the FastTrack Program. (Positive City Image)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of school attendance cases filed	346	191	191
Student	283	144	144
Parent	40	31	31
Contempt of Court	23	16	16
# of cases to straight judgment/subsequent filings	54	30	30
# of school attendance cases ordered to truancy monitoring	167	122	122
# of cases dismissed	81	15	15
# of cases pending/No-Show	44	157	157
<b>Goal: Positive City Image</b>			
# of FastTrack classes held during school year	9	5	5
# of Parents/Students ordered to FastTrack Classes	104	114	114
# of Parents/Students participating in Alternative Classes	63	12	12
# of contacts with school attendance case student and parent (during the 9 months school is in session)	1,088	371	371
# of contacts from defendant to Juvenile Case Manager	556	168	168
# of contacts from def's parent to Juvenile Case Manager	222	72	72
# of contacts from Juvenile Case Manager to student/parent	310	131	131
Average time to complete truancy program case	199	180	180
% of truancy program cases completed successfully	57.00%	8.00%	8.00%
<p>**09/01/15 a change in the law affected the way school attendance cases are processed. Cases are now handled civilly and all prosecution of previously filed/pending cases ceased and cases were dismissed.</p>			

DEPARTMENT MUNICIPAL COURT - TEEN COURT - 4004		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$81,777	\$85,849	\$86,203	\$88,823
General Services	5,225	5,675	5,675	8,082
Maintenance	0	0	0	0
Sundry	439	3,129	3,129	2,857
Supplies	4,351	6,967	6,967	4,200
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$91,792</b>	<b>\$101,620</b>	<b>\$101,974</b>	<b>\$103,962</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Teen Court Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i> Teen Court Clerk (1)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

DEPARTMENT DONATIONS - MUNICIPAL COURT - 4000		FUND DONATIONS		
<b>ACTIVITIES</b>	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Municipal Court	\$7,000	\$7,000	\$7,000	\$5,000
<b>TOTAL</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$5,000</b>
<b>EXPENSE GROUPS</b>	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$7,000	\$7,000	\$7,000	\$5,000
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$5,000</b>
<b>PERSONNEL SUMMARY</b>	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT DONATIONS - MUNICIPAL COURT - 4004		FUND DONATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$7,000	\$7,000	\$7,000	\$5,000
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$5,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

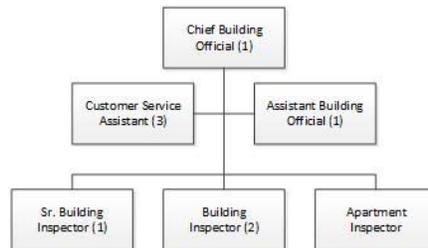
# BUILDING PERMITS & INSPECTIONS

Pursuant to the City Council's goal to provide our citizenry with quality development and revitalization, this program provides customer service to the community while ensuring that requests for construction and development meet minimum life-safety, building and development standards. The program also furnishes accurate and timely information concerning development of the community via public records and a centralized office able to perform multiple functions. In pursuit of the City Council goal to maintain quality development, this program provides for the protection of health, safety and welfare of the general public by assuring that all buildings and related equipment are constructed, installed and maintained in compliance with established standards as adopted by the City of North Richland Hills and the State of Texas.

FY 2016/2017	Adopted Budget
	General Fund
Salaries	\$ 682,158
General Services	3,200
Maintenance	37,095
Sundry	78,104
Supplies	7,740
Capital	-
Total	<u>\$ 808,297</u>

FY 2016-2017

## Building Permits & Zoning



DEPARTMENT BUILDING PERMITS AND INSPECTIONS		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Inspections/Permits/Codes	778,263	781,800	783,574	808,297
<b>TOTAL</b>	<b>\$778,263</b>	<b>\$781,800</b>	<b>\$783,574</b>	<b>\$808,297</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$667,484	\$658,097	\$659,871	\$682,158
General Services	0	0	0	3,200
Maintenance	37,125	39,996	39,996	37,095
Sundry	67,887	75,527	75,527	78,104
Supplies	5,767	8,180	8,180	7,740
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$778,263</b>	<b>\$781,800</b>	<b>\$783,574</b>	<b>\$808,297</b>
<i>Full-Time:</i>				
Building Official	1.00	1.00	1.00	1.00
Assistant Building Official	1.00	1.00	1.00	1.00
Commercial Building Inspector	1.00	1.00	1.00	1.00
General Building Inspector	3.00	3.00	3.00	3.00
Customer Service Assistant	2.00	2.00	2.00	2.00
*Position partially funded in this department				
<b>Full-Time</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>DEPARTMENT / DIVISION</b> PLANNING & DEVELOPMENT – INSPECTIONS		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> BUILDING PERMIT SERVICES			
<b>DESCRIPTION / MISSION</b>			
Pursuant to the City Council's goal to provide our citizenry with quality development and revitalization, this program provides customer service to the community while ensuring that requests for construction and development meet minimum life-safety, building and development standards. The program also furnishes accurate and timely information concerning development of the community via public records and a centralized office able to perform multiple functions.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide timely and accurate plan review for contractors and developers. (Quality Community Development and Revitalization)</li> <li>• To enhance technical knowledge of plan review staff through in-house and outside training sources. (Quality Community Development and Revitalization)</li> <li>• To promote the construction of "Green Buildings" by providing resources that encourage owners/builders to utilize construction techniques and materials that facilitate sustainability, use renewable resources, contain low carbon footprints and lessen energy consumption. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Issue new residential construction, residential remodel and additions plans reviewed within 7 working days.</li> <li>• Review commercial building projects within 15 working days.</li> <li>• Encourage LEED Certified Buildings.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
Total # of annual permits issued	5,525	6,500	5,900
# Of new single family permits	122	210	175
# Of single family additions/remodels	261	300	275
# Of new & add-on commercial buildings	65	30	30
# Of commercial remodels and finish out	141	70	70
# Of rental permits issued	700	700	700
# Of LEED certified buildings	0	1	1
# Of commercial plan reviews	488	400	400
# Of residential plan reviews	798	850	750
Total dollar value of permits (in millions)*	\$74.50	\$175.00	\$125.00
# Of permits issued per staff member per month (2005-2008 baseline average # permits per staff per month = 112)	115	135	123
% Of residential plans reviewed by staff in seven working days or less	75.00%	70.00%	75.00%
% Of commercial plans reviewed by staff in 15 working days or less	69.00%	65.00%	70.00%
Average working days for first review of residential plans	8	10	9
Average working days for first review of commercial plans	19.9	22	22

<b>DEPARTMENT / DIVISION</b> PLANNING & DEVELOPMENT – INSPECTIONS		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> BUILDING STANDARDS & INSPECTIONS			
<b>DESCRIPTION / MISSION</b>			
In pursuit of the City Council goal to maintain quality development, this program is to provide for the protection of health, safety and welfare of the general public by assuring that all buildings and related equipment are constructed, installed and maintained in compliance with established standards as adopted by the City of North Richland Hills and the State of Texas.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To enhance professionalism and technical knowledge of staff through continued education. (Quality Community Development and Revitalization)</li> <li>• To continue to provide timely and accurate building inspections through training, time management and the use of available technology such as the IVR (Interactive Voice Response unit) and mobile laptop computers. (Quality Community Development and Revitalization)</li> <li>• To ensure compliance with the intent of construction regulations with minimal impact on owners and builders by encouraging voluntary compliance through public awareness of construction regulations and their purpose; using a helpful, creative approach in assisting members of the public to solve their construction problems; and administering regulations in a thorough, fair, and unbiased manner. (Quality Community Development and Revitalization)</li> <li>• To encourage the construction of “Green Buildings” by providing resources that encourage owners/builders to utilize construction techniques and materials that facilitate sustainability, use renewable resources, contain low carbon footprints and lessen energy consumption. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Respond to 95% of inspection requests within 24 hours or less.</li> <li>• Obtain certification of all building inspectors in all disciplines related to their inspection duties.</li> <li>• Encourage LEED certified buildings.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of new single family homes	122	210	175
Total # of building inspections per year	9,771	11,250	10,250
Total # inspections per inspector per month	271.0	312.0	284.0
Total # inspections per inspector per day	12.5	14.4	13.1
# Of single family rental inspections	1,221	1,150	1,100
% Of inspections responded to within 24 hours	98.00%	97.00%	98.00%

<b>DEPARTMENT / DIVISION</b> PLANNING & DEVELOPMENT – INSPECTIONS		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> MULTI-FAMILY HOUSING STANDARDS			
<b>DESCRIPTION / MISSION</b>			
This program provides quality customer service to apartment / hotel residents while ensuring that life-safety and minimum amenities are provided and maintained by building owners and their management. The program provides annual inspection and licensing of existing apartment communities and hotels.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Provide quality inspection and licensing of existing North Richland Hills apartment communities and hotels through professional, consistent, inspection techniques, and thorough follow up. (Quality Community Development and Revitalization)</li> <li>• Provide timely and accurate complaint response from apartment / hotel occupant complaints. (Quality Community Development and Revitalization)</li> <li>• Ensure apartment / hotel ordinance compliance. (Quality Community Development and Revitalization)</li> <li>• Coordinate other city departments to assist in fire, police, health and code related issues. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Conduct at least two inspections of all 34 apartment communities and 7 hotels.</li> <li>• Conduct annual question and answer meeting with apartment managers at least once a year.</li> <li>• Respond to apartment complaints within 24 hours or less.</li> <li>• Resolve 95% of apartment complaints within 5 to 7 days or less.</li> <li>• Obtain monthly occupancy rate from each community by the 8th of each month. Share data with key city departments.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of apartment unit inspections / year	4,200	4,375	4,532
# Of apartment buildings inspected / year	735	753	759
# Of apartment communities inspected / year	36	37	37
# Of apartment/hotel complaints / year	350	365	350
# Of apartment unit inspections per month	350	375	375
% Of apartment communities inspected twice during fiscal year	90.00%	90.00%	90.00%
% Of complaints responded to within 24 hours	99.00%	99.00%	99.00%
% Of resident complaints resolved within 5 to 7 days	0.00%	99.00%	99.00%
% Increase/decrease apartment value to previous FY		+6.71%	+15.00%
% Increase/decrease hotel value to previous FY		+1.99%	+10.00%
Total property value of apartments	\$425,265,167	\$461,623,414	\$53,086,688
Total property value of hotels	\$11,892,123	\$12,304,416	\$13,534,857
Total multi-family units	7,550	7,703	7,861
Amount of fees collected			
Average annual occupancy rate	94.00%	96.00%	96.00%

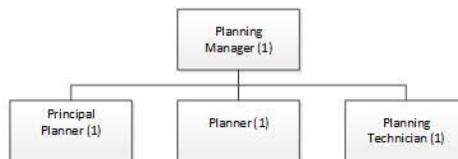
DEPARTMENT		FUND		
BUILDING PERMITS AND INSPECTIONS - 4502		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$667,484	\$658,097	\$659,871	\$682,158
General Services	0	0	0	3,200
Maintenance	37,125	39,996	39,996	37,095
Sundry	67,887	75,527	75,527	78,104
Supplies	5,767	8,180	8,180	7,740
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$778,263</b>	<b>\$781,800</b>	<b>\$783,574</b>	<b>\$808,297</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Building Official	1.00	1.00	1.00	1.00
Assistant Building Official	1.00	1.00	1.00	1.00
Commercial Building Inspector	1.00	1.00	1.00	1.00
General Building Inspector	3.00	3.00	3.00	3.00
Customer Service Assistant	2.00	2.00	2.00	2.00
<b>Full-Time</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

# PLANNING & DEVELOPMENT

This program provides for the overall quality in development and revitalization throughout the city. To enhance and maximize the value of commercial and residential properties by seeking to revitalize older areas and promote active reuse and proper build out of the community. Key components of this program include review, analysis and processing of development projects impacting the physical growth of the community. The purpose of this review process is to ensure that proposed developments follow adopted plans, guidelines and policies that are beneficial to the community as a whole. The Planning Department is the primary contact for property owners, developers, surveyors and engineers who desire to develop property in the City. Primary activities include the review and recommendation of proposed subdivision plans, rezoning, special use permit, site plan, thoroughfare plan, variances and landscape requests to the Planning and Zoning Commission, Zoning Board of Adjustment, Landscape Review Board and City Council.

FY 2016/2017	Adopted Budget	
		General Fund
Salaries	\$	313,645
General Services		-
Maintenance		-
Sundry		14,295
Supplies		6,583
Capital		-
<b>Total</b>		<u><u>\$ 334,523</u></u>

## FY 2016-2017 Planning & Development



DEPARTMENT PLANNING		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$57,423	\$0	\$0	\$0
Planning	195,228	253,258	253,557	334,523
<b>TOTAL</b>	<b>\$252,651</b>	<b>\$253,258</b>	<b>\$253,557</b>	<b>\$334,523</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$235,105	\$235,994	\$236,833	\$313,645
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	12,452	13,014	11,757	14,295
Supplies	5,095	4,250	4,967	6,583
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$252,651</b>	<b>\$253,258</b>	<b>\$253,557</b>	<b>\$334,523</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Planning & Development	0.50	0.50	0.00	0.00
Senior Planner	0.90	0.90	0.00	0.00
Assistant Planner	0.90	0.90	0.00	0.00
Planning Manager	0.00	0.00	0.90	0.90
Principal Planner	0.00	0.00	0.90	0.90
Planner	0.00	0.00	0.90	0.90
Planning Technician	0.00	0.00	0.00	1.00
*Position partially funded in this department				
<b>Full-Time</b>	<b>2.30</b>	<b>2.30</b>	<b>2.70</b>	<b>3.70</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.30</b>	<b>2.30</b>	<b>2.70</b>	<b>3.70</b>

<b>DEPARTMENT / DIVISION</b> PLANNING & DEVELOPMENT – ADMINISTRATION	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> COMPREHENSIVE PLANNING & DEVELOPMENT REVIEW			
<b>DESCRIPTION / MISSION</b>			
This program provides for the overall quality in development and revitalization throughout the city. To enhance and maximize the value of commercial and residential properties by seeking to revitalize older areas and promote active reuse and proper build out of the community. Key components of this program include review, analysis and processing of development projects impacting the physical growth of the community. The purpose of this review process is to ensure that proposed developments follow adopted plans, guidelines and policies that are beneficial to the community as a whole. The Planning Department is the primary contact for property owners, developers, surveyors and engineers who desire to develop property in the City. Primary activities include the review and recommendation of proposed subdivision plans, rezoning, special use permit, site plan, thoroughfare plan, variances and landscape requests to the Planning and Zoning Commission, Zoning Board of Adjustment, Landscape Review Board and City Council.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To support the goals and objectives of the Comprehensive Land Use Plan and other adopted area plans or development guides (i.e. Loop 820, Boulevard 26, Home Town, Iron Horse, Smithfield). (Quality Community Development and Revitalization)</li> <li>• To provide a review process for the development community that is timely and efficient. (Quality Community Development and Revitalization)</li> <li>• To on an ongoing basis, ensure that the Zoning, Landscaping and Subdivision Ordinances reflect current Council policies or changes in state law. (Quality Community Development and Revitalization)</li> </ul> <p>* Updating the Comprehensive Plan</p>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Implementation of Loop 820, Boulevard 26, Home Town, Transit Oriented Development Plans.</li> <li>• Amend, as needed, the Zoning and Subdivision ordinances to reflect Council policies.</li> <li>• Continue to support the Planning and Zoning Commission, Zoning Board of Adjustment, and City Council by providing agenda support, reports, analysis, recommendations and meeting minutes concerning development matters.</li> <li>• To process 95% of all Development Review Committee (DRC) requests for zoning/re-plats/final plats/PD/SUP review within a 14 week time frame.</li> <li>• To process 95% of all Development Review Committee (DRC) requests for preliminary plats within a 10 week time frame.</li> <li>• To process 95% of all Commercial Site Plan requests within an 8 week time frame.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of development Review Committee meetings	50	50	50
# Of Zoning Board Of Adjustment meetings	4	2	3
# Of Zoning Board Of Adjustment requests	4	2	3
# Of Planning & Zoning Commission meetings	17	19	18
# Of final plats processed	23	20	17
# Of preliminary plats processed	6	6	4
# Of zoning/site plans/special use permit requests	24	30	25
# Of commercial site plans processed	22	14	15
# Of ordinance revisions	2	4	5
# Of landscape/sign variance requests	5	4	4
# Of gas drilling permits	1	0	1
# Of Gas Board meetings	1	1	2
# Of Community meetings	1	2	2
# Of major code and plan updates (i.e. Comp Plan, Tod, Town Center, Gas, Signs, Tif, Blvd. 26, Loop 820)	1	2	1
Average # of weeks for zoning/replats/final plats/pd/sup review:			
Total time	12 weeks	12 weeks	12 weeks
Staff review	3 weeks	3 weeks	3 weeks

DEPARTMENT / DIVISION PLANNING & DEVELOPMENT – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME COMPREHENSIVE PLANNING & DEVELOPMENT REVIEW			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Quality Development and Revitalization Continued</b> Applicant response time Scheduling time Average # of weeks for preliminary plat review: Total time Staff review Applicant response time Scheduling time Average # of weeks for commercial site plan review: Total time % Of staff time/scheduling for zoning/plats/pd/sup reviews completed within 14 weeks % Of staff time/scheduling for preliminary plat reviews completed within 10 weeks % Of staff time for commercial site plan reviews completed within 8 weeks	3 weeks 6 weeks  10 weeks 3 weeks 4 weeks 3 weeks  11 weeks 95.00% 90.00% 65.00%	3 weeks 6 weeks  9 weeks 3 weeks 3 weeks 3 weeks  10 weeks 95.00% 95.00% 75.00%	3 weeks 6 weeks  9 weeks 3 weeks 3 weeks 3 weeks  10 weeks 95.00% 95.00% 80.00%

DEPARTMENT BUILDING PERMITS AND INSPECTIONS - ADMIN- 4501		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$56,561	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	862	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$57,423</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Director of Planning & Development	0.50	0.50	0.00	0.00
*Position partially funded in this activity.				
<b>Full-Time</b>	0.50	0.50	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>



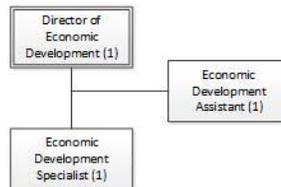
# ECONOMIC DEVELOPMENT

The Economic Development department strives to constantly protect and grow the economic well-being of North Richland Hills. The department does this by attracting high quality business development and employment opportunities, facilitating the success of existing businesses, protecting and increasing property values, and revitalizing aging areas of the City. The department promotes balanced development, puts forward a pro-active business image and differentiates North Richland Hills as a progressive and diversified community. The three overriding strategies for the Economic Development Department are: redeveloping and reusing vacant and underutilized properties; promoting a positive business climate; and developing and promoting an attractive, diversified and thriving community.

FY 2016/2017	Adopted Budget		
	General Fund	Promotional Fund	Total
Salaries	\$ 271,692	\$ 138,484	\$ 410,176
General Services	20,128	3,500	23,628
Maintenance	-	-	-
Sundry	31,136	78,068	109,204
Supplies	7,477	28,037	35,514
Capital	-	10,000	10,000
<b>Total</b>	<b>\$ 330,433</b>	<b>\$ 258,089</b>	<b>\$ 588,522</b>

FY 2016-2017

## Economic Development





<b>DEPARTMENT / DIVISION</b> ECONOMIC DEVELOPMENT – ADMINISTRATION	<b>FUND</b> GENERAL FUND		
<b>PROGRAM NAME</b> ECONOMIC DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
The Economic Development department strives to constantly protect and grow the economic well-being of North Richland Hills. The department does this by attracting high quality business development and employment opportunities, facilitating the success of existing businesses, protecting and increasing property values, and revitalizing aging areas of the City. The department promotes balanced development, puts forward a pro-active business image and differentiates North Richland Hills as a progressive and diversified community. The three overriding strategies for the Economic Development Department are: redeveloping and reusing vacant and underutilized properties; promoting a positive business climate; and developing and promoting an attractive, diversified and thriving community.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Develop City Point area</li> <li>• Create and implement a Strategic Plan for key transportation corridors</li> <li>• Revitalize residential neighborhoods</li> <li>• Develop local rail stations</li> <li>• Maintain a stable tax rate and predictable income stream</li> <li>• Increase regional branding and marketing activities that promote our positive city image</li> <li>• Encourage community support of local businesses</li> <li>• Attract businesses and higher wage, high-skill primary jobs that positively contribute to our community</li> <li>• Promote diversity in economic development</li> <li>• Maximize use of underutilized real estate and business locations through strategic land planning and management</li> <li>• Retain and grow our current businesses</li> <li>• Continue to be involved in setting direction for the region</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to facilitate development opportunities in the City Point area</li> <li>• Target commercial areas where City is revitalizing infrastructure</li> <li>• Update the Economic Development Strategic Plan as part of City’s Strategic Plan update for key transportation corridors</li> <li>• Identify properties and private businesses to facilitate single family development and existing single family renovations</li> <li>• Explore financial, economic and development alternatives to support commuter rail</li> <li>• Establish plans, secure funds and obtain NTEMP and TxDOT approvals to add a 2nd Bedford-Eules Exit off-ramp</li> <li>• Monitor existing local business performance to ensure stable tax revenues</li> <li>• Monitor state and federal legislation to protect existing revenue streams</li> <li>• Promote NRH in regional tourism, real estate, development and business publications</li> <li>• Continue to promote ShopNRH campaign through social media and City sponsored events</li> <li>• Continue to facilitate property acquisitions, dispositions, leases, renewals and incentives that increase taxable revenue</li> <li>• Continue to utilize Buxton and GIS analytics to review and update targeted businesses for our community</li> <li>• Continue participation in local, regional and national trade organizations to attract/retain business</li> <li>• Ensure undeveloped and vacant commercial property is marketed within the developer and broker community</li> <li>• Continue to implement the BIG program’s financial assistance for façade and signage improvements</li> <li>• Leverage technology to maximize business recruitment, retention, development and redevelopment efforts</li> <li>• Continue to utilize SCORE and the Small Business Development Center (SBDC) for counseling and loan assistance</li> <li>• Continue to Chair the NCTCOG Comprehensive Economic Development Strategy committee</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of new residential units	121	200	200
Total population	65,690	66,300	69,204
Labor force	38,038	38,400	38,900
Taxable residential property value	\$2,497,770,972	\$2,559,951,216	\$2,689,748,776
Single family appraised property value	\$162,693	\$166,255	\$169,000
Taxable residential property value (increase/decrease)	6.10%	2.50%	5.00%

DEPARTMENT / DIVISION	FUND		
ECONOMIC DEVELOPMENT – ADMINISTRATION	GENERAL FUND		
PROGRAM NAME			
ECONOMIC DEVELOPMENT			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Targeted Economic Development</b>			
Budget Amount	\$ 431,840	\$ 436,846	\$ 440,881
# Of staff	3.00	3.00	3.00
Total # of brick n mortar businesses	1,290	1,305	1,320
# of new brick n mortar businesses	77	95	95
# of closed brick n mortar businesses	74	80	80
Net business count	+3	+15	+15
Total # of BIG program participants	21	22	25
Total taxable sales	\$929,764,900	\$960,184,300	\$991,598,940
Taxable sales (increase/decrease)	+3.2%	+3.2%	+3.2%
Taxable sales per person (total population)	\$14,153.83	\$14,482.42	\$14,328.64
Taxable sales per business	\$720,748	\$735,773	\$751,211
Taxable commercial real property value	\$1,206,585,648	\$1,264,387,375	\$1,287,169,129
"New" taxable commercial property value	\$31,067,379	\$64,847,005	\$30,000,000
Taxable commercial property (increase/decrease)	+3.1%	+4.8%	+2.0%
Taxable business property value	\$321,003,212	\$328,314,014	\$335,000,000
Gross retail square footage (in millions)	5.24 sq ft	5.55 sq ft	5.65 sq ft
Gross office square footage (in millions)	2.21 sq ft	2.22 sq ft	2.23 sq ft
# Of unique visitors to Economic Development website	11,880	12,000	12,500
# Of Economic Development website page views	37,582	38,218	39,810
# Of direct business visits	80	80	80
# Of direct business visits per staff	40	40	40
# Of unique visitors to Economic Development website per day	32	33	34
# Of Economic Development website page views per day	103	105	109
Taxable property value per \$1 Economic Development budget	\$9,321	\$9,506	\$9,780
Taxable sales per \$1 Economic Development budget	\$2,153	\$2,198	\$2,249





<b>DEPARTMENT / DIVISION</b> ECONOMIC DEVELOPMENT – ADMINISTRATION	<b>FUND</b> PROMOTIONAL FUND		
<b>PROGRAM NAME</b> ECONOMIC DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
<p>The Economic Development department strives to constantly protect and grow the economic well-being of North Richland Hills. The department does this by attracting high quality business development and employment opportunities, facilitating the success of existing businesses, protecting and increasing property values, and revitalizing aging areas of the City. The department promotes balanced development, puts forward a pro-active business image and differentiates North Richland Hills as a progressive and diversified community. The three overriding strategies for the Economic Development Department are: redeveloping and reusing vacant and underutilized properties; promoting a positive business climate; and developing and promoting an attractive, diversified and thriving community.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Develop City Point area</li> <li>• Create and implement a Strategic Plan for key transportation corridors</li> <li>• Revitalize residential neighborhoods</li> <li>• Develop local rail stations</li> <li>• Maintain a stable tax rate and predictable income stream</li> <li>• Increase regional branding and marketing activities that promote our positive city image</li> <li>• Encourage community support of local businesses</li> <li>• Attract businesses and higher wage, high-skill primary jobs that positively contribute to our community</li> <li>• Promote diversity in economic development</li> <li>• Maximize use of underutilized real estate and business locations through strategic land planning and management</li> <li>• Retain and grow our current businesses</li> <li>• Continue to be involved in setting direction for the region</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to facilitate development opportunities in the City Point area</li> <li>• Target commercial areas where City is revitalizing infrastructure</li> <li>• Update the Economic Development Strategic Plan as part of City's Strategic Plan update for key transportation corridors</li> <li>• Identify properties and private businesses to facilitate single family development and existing single family renovations</li> <li>• Explore financial, economic and development alternatives to support commuter rail</li> <li>• Establish plans, secure funds and obtain NTEMP and TxDOT approvals to add a 2nd Bedford-Eules Exit off-ramp</li> <li>• Monitor existing local business performance to ensure stable tax revenues</li> <li>• Monitor state and federal legislation to protect existing revenue streams</li> <li>• Promote NRH in regional tourism, real estate, development and business publications</li> <li>• Continue to promote ShopNRH campaign through social media and City sponsored events</li> <li>• Continue to facilitate property acquisitions, dispositions, leases, renewals and incentives that increase taxable revenue</li> <li>• Continue to utilize Buxton and GIS analytics to review and update targeted businesses for our community</li> <li>• Continue participation in local, regional and national trade organizations to attract/retain business</li> <li>• Ensure undeveloped and vacant commercial property is marketed within the developer and broker community</li> <li>• Continue to implement the BIG program's financial assistance for façade and signage improvements</li> <li>• Leverage technology to maximize business recruitment, retention, development and redevelopment efforts</li> <li>• Continue to utilize SCORE and the Small Business Development Center (SBDC) for counseling and loan assistance</li> <li>• Continue to Chair the NCTCOG Comprehensive Economic Development Strategy committee</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
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DEPARTMENT / DIVISION	FUND		
ECONOMIC DEVELOPMENT – ADMINISTRATION	PROMOTIONAL FUND		
PROGRAM NAME			
ECONOMIC DEVELOPMENT			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Targeted Economic Development</b>			
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Taxable sales per \$1 Economic Development budget	\$2,153	\$2,198	\$2,249

DEPARTMENT ECONOMIC DEV. - ECONOMIC DEV. - 0501		FUND PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$40,372	\$41,126	\$41,215	\$42,270
General Services	0	0	0	3,500
Maintenance	0	0	0	0
Sundry	57,712	73,501	73,501	70,810
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$98,084</b>	<b>\$114,627</b>	<b>\$114,716</b>	<b>\$116,580</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Development Director*	0.25	0.25	0.25	0.25
*Position partially funded in this activity.				
<b>Full-Time</b>	0.25	0.25	0.25	0.25
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

DEPARTMENT		FUND		
ECONOMIC DEV. - PARKS AND RECREATION. - 7501		PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$19,297
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,297</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Development Director*	0.25	0.25	0.25	0.25
*Position partially funded in this activity.				
<b>Full-Time</b>	0.25	0.25	0.25	0.25
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

DEPARTMENT		FUND		
ECON. DEV - CULTURAL & LEISURE - 7508		PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$68,102	\$73,426	\$73,426	\$76,652
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	20,644	28,037	28,037	28,037
Capital	1,800	10,000	10,000	10,000
<b>TOTAL</b>	<b>\$90,546</b>	<b>\$111,463</b>	<b>\$111,463</b>	<b>\$114,689</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Cultural Arts Coordinator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

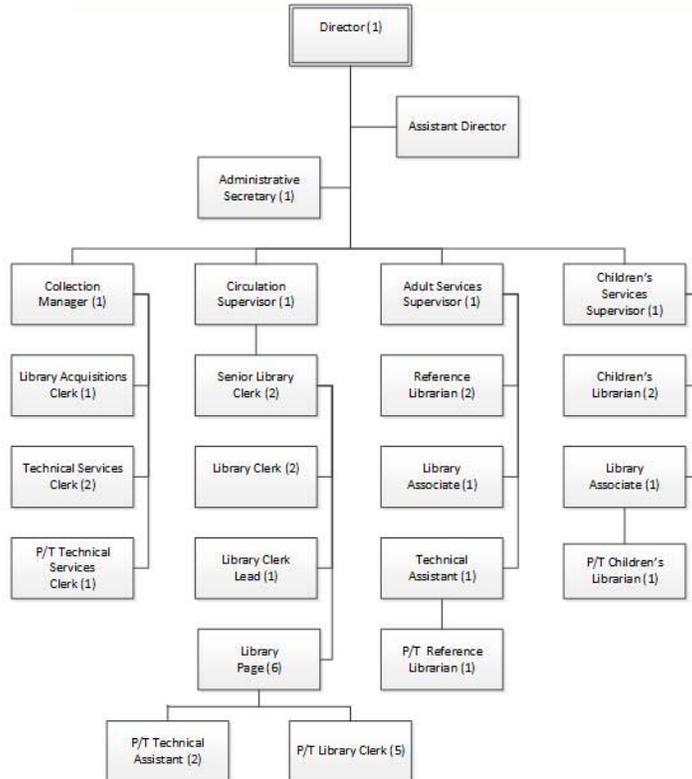
DEPARTMENT ECONOMIC DEV. - NON DEPARTMENTAL. - 9898		FUND PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$89	\$0	\$265
General Services	0	0	6,000	0
Maintenance	0	0	0	0
Sundry	215	123	123	639
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$215</b>	<b>\$212</b>	<b>\$6,123</b>	<b>\$904</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# LIBRARY

Library General Services is responsible for implementing policies and procedures established under the leadership of the City Council, Library Board and City Administration. The Library Director administers budget expenditures, supervises and evaluates operational divisions, provides professional guidance to staff, maintains a positive public image and establishes policy. Responsibilities include planning, directing, coordinating and evaluating all Library areas of responsibility.

FY 2016/2017	Adopted Budget		
	General Fund	Donations Fund	Total
Salaries	\$ 1,647,216	\$ -	\$ 1,647,216
General Services	23,019	15,000	38,019
Maintenance	29,944	-	29,944
Sundry	151,291	53,865	205,156
Supplies	293,360	12,360	305,720
Capital	1,650	-	1,650
<b>Total</b>	<b>\$ 2,146,480</b>	<b>\$ 81,225</b>	<b>\$ 2,227,705</b>

FY 2016-2017
Library



DEPARTMENT LIBRARY		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$219,866	\$230,853	\$301,364	\$318,647
Public Services	944,570	998,426	931,640	907,136
Technical Services	869,076	875,035	875,502	920,697
<b>TOTAL</b>	<b>\$2,033,512</b>	<b>\$2,104,314</b>	<b>\$2,108,506</b>	<b>\$2,146,480</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,570,218	\$1,613,258	\$1,613,220	\$1,647,216
General Services	15,154	14,901	18,034	23,019
Maintenance	20,856	25,244	25,244	29,944
Sundry	134,560	143,402	145,351	151,291
Supplies	292,725	300,892	300,040	293,360
Capital	0	6,617	6,617	1,650
<b>TOTAL</b>	<b>\$2,033,512</b>	<b>\$2,104,314</b>	<b>\$2,108,506</b>	<b>\$2,146,480</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Library Director	1.00	1.00	1.00	1.00
Assistant Library Director	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Library Services Supervisor	3.00	3.00	3.00	3.00
Librarian	4.00	4.00	4.00	4.00
Circulation Supervisor	1.00	1.00	1.00	1.00
Senior Library Clerk	1.00	1.00	1.00	1.00
Library Clerk	6.00	6.00	6.00	6.00
Library Acquisition Clerk	1.00	1.00	1.00	1.00
Library Technician*	1.00	0.00	0.00	0.00
<i>Part-Time:</i>				
Librarian (PT-2)	0.95	0.95	0.95	0.95
Library Associate (PT-2)	0.95	0.95	0.95	0.95
Library Technical Assistant (PT-1)	0.48	0.48	0.48	0.48
Library Clerk (PT-8)	2.88	2.88	2.88	3.80
Library Page (PT-6)	2.85	2.85	2.85	2.85
*Position unfunded.				
<b>Full-Time</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>8.11</b>	<b>8.11</b>	<b>8.11</b>	<b>9.03</b>
<b>TOTAL</b>	<b>27.11</b>	<b>27.11</b>	<b>27.11</b>	<b>28.03</b>

DEPARTMENT / DIVISION LIBRARY – PUBLIC SERVICES	FUND GENERAL		
PROGRAM NAME GENERAL SERVICES			
<b>DESCRIPTION / MISSION</b>			
Library General Services is responsible for implementing policies and procedures established under the leadership of the City Council, Library Board and City Administration. The Library Director administers budget expenditures, supervises and evaluates operational divisions, provides professional guidance to staff, maintains a positive public image, and establishes policy. Responsibilities include planning, directing, coordinating, and evaluating all Library areas of responsibility.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide exemplary customer service to all Library patrons.</li> <li>• To plan, implement, market, and manage <b>The Year of the Book</b> campaign to increase circulation to 1,000,000 items.</li> <li>• To attract greater numbers of users to the Library.</li> <li>• To direct programming, access to technology, and community engagement opportunities that contribute to a dynamic Library place.</li> <li>• To review, revise, and adopt Library policies and procedures that meet community needs and standards.</li> <li>• To ensure that staff has the support, motivation, knowledge, skills, and abilities to perform effectively.</li> <li>• To assess the effectiveness of Library services, collections, and programs.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• To attract new library users through Library and The Maker Spots programs and services.</li> <li>• Create and implement a comprehensive marketing campaign for <b>The Year of the Book</b>.</li> <li>• Design, implement, and manage <b>The Year of the Book</b> goals, outcomes, services, classes, and events.</li> <li>• Evaluate and assess <b>The Year of the Book</b> campaign outcomes.</li> <li>• Increase Library outreach and marketing efforts incorporating off site visits, social media and an enhanced mobile presence.</li> <li>• Increase the number of active Library cardholders and program attendees.</li> <li>• Achieve "Enhanced" benchmark for Administration Standards of "Standards for Texas Public Libraries."</li> <li>• Provide at least one continuing education opportunity for all staff members.</li> <li>• Develop and conduct assessments of Library services, collections and programs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Positive City Image</b> % Of NRH residents who say Library service is "excellent" or "good" <sup>1</sup>  <b>Goal: Sense of Community</b> # Of visits to the Library # Of Library visits per capita vs. Texas average of 3.49 # Of newly registered cardholders # Of programs offered # of circulations	 96.70%  266,054 3.95 4,893 463 830,435	 98.00%  275,000 4.08 4,900 600 900,000	 98.00%  280,000 4.15 5,000 650 1,000,000

DEPARTMENT LIBRARY - GENERAL SERVICES - 5001		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$178,598	\$183,091	\$248,017	\$265,922
General Services	7,914	11,222	14,355	13,873
Maintenance	0	1,000	1,000	1,000
Sundry	21,341	23,627	25,079	27,140
Supplies	12,012	11,913	12,913	10,712
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$219,866</b>	<b>\$230,853</b>	<b>\$301,364</b>	<b>\$318,647</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Library Director	1.00	1.00	1.00	1.00
Assistant Library Director	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION LIBRARY – PUBLIC SERVICES	FUND GENERAL		
PROGRAM NAME ADULT SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Adult Services staff provides professional and friendly assistance to library patrons, helping them satisfy their informational, educational and recreational goals. Adult Services selects and manages the adult collections in a broad range of subjects and formats, provides professional information and referral assistance, offers reader's advisory service, markets the collection, prepares resource guides, coordinates programs and assists patrons in the use of library resources.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide exemplary service to all Library patrons.</li> <li>• To circulate 1,000,000 items during the designated <b>Year of the Book</b>.</li> <li>• Maintain current and accurate collections that meet the "Exemplary" benchmark of <i>Standards for Texas Public Libraries</i>.</li> <li>• To inspire and reinforce reading and lifelong learning that will support library's designated <b>Year of the Book</b>.</li> <li>• To provide a well-selected and maintained collection of materials in various formats to meet the needs of the North Richland Hills community.</li> <li>• To offer classes and programs for information, igniting curiosity, and encouraging the enjoyment for reading.</li> <li>• To provide electronic access to books, information, and cultural resources on site and for remote users.</li> <li>• To provide informational materials and books to support The Maker Spot.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Selectors will complete three continuing education classes on collection development or collection management.</li> <li>• Continue to provide "Behind the Book" series which brings award-winning and well-known authors to Northeast Tarrant County.</li> <li>• Plan and implement customized reader's advisory service.</li> <li>• Provide one-on-one computer classes and two public computer classes for our patrons.</li> <li>• Increase the number of stimulating and informative programs offered for the community.</li> <li>• Examine ways to make local historical photos available online at Portal to Texas History.</li> <li>• Increase the number of items to download to circulate to support the Maker Spot.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Outputs:</b> # Of reference questions # Of adults attending Library programs # Of programs offered for adults # Of reader's advisory requests # Of adults attending computer classes <b>Efficiency:</b> Annual turnover rate for books and AV items Annual turnover rate for eBooks and audiobooks	6,151 6,364 102   3.30 2.34	6,600 6,500 105   3.5 2.50	7,100 6,700 110 50 50   4.00 3.00

DEPARTMENT / DIVISION LIBRARY – PUBLIC SERVICES	FUND GENERAL		
PROGRAM NAME CHILDRENS SERVICES			
<b>DESCRIPTION / MISSION</b>			
<p>The Children's Services staff provides professional and friendly assistance to young library patrons and their caregivers, helping them to meet their personal informational, educational, and recreational goals. Children's Services provides an attractive collection of books and other resources designed to stimulate young readers. They provide reading guidance to young readers through about age 17, and present regular Storytime and toddler activities that teach creative expression, social skills, listening, comprehension, and the foundations of reading. They plan and conduct an annual summer reading program to encourage children to keep learning during their summer school break. The staff works with area schools to provide support for students and the curriculum.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide exemplary customer service to Library patrons.</li> <li>• To circulate 1,000,000 items during the designated <b>Year of the Book</b>.</li> <li>• Maintain current and accurate collections that meet the "Exemplary" benchmark of <i>Standards for Texas Public Libraries</i>.</li> <li>• To provide stimulating library service to children, from infants through young adult, seeking to place the right book in the right individual's hands at the right time to ignite a lifelong love of reading.</li> <li>• To provide learning resources and support for young students.</li> <li>• To promote closer working relationships with area schools and home-schoolers.</li> <li>• To plan and conduct a successful summer reading program designed to improve children's readiness to start school each year.</li> <li>• To conduct annual Outcomes-Based Evaluation (OBE) review of the Mayor's Summer Reading Club.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Selectors will complete three continuing education classes on collection development or collection management.</li> <li>• Conduct regular Story Time, Toddler Time, and Babygarten programs for very young children to encourage a love of reading.</li> <li>• Present six programs for young adults and a special Young Adult author program to promote reading among teen age patrons.</li> <li>• Add an additional Babygarten program for ages 13 - 24 months.</li> <li>• Provide library tours for schools and daycare centers in the community.</li> <li>• Plan, conduct, schedule, and evaluate outcome measures for an eight week Mayor's Summer Reading Club program. Maintain high enrollment in the program. Provide annual report.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Outputs:</b></p> <p>Circulation of children's materials</p> <p>Circulation of young adult materials</p> <p># Of children's program attendees</p> <p># Of young adult program attendees</p> <p>Total # of participants enrolled in the Mayor's Summer Reading</p> <p><b>Efficiency:</b></p> <p>Annual turnover of children's collection</p> <p>Annual turnover of young adult collection</p> <p><b>Outcomes:</b></p> <p>% Of participants in the Mayor's Summer Reading Club who respond "always or sometimes" to the question "reading is fun."</p>	<p>339,854</p> <p>30,764</p> <p>9,842</p> <p>679</p> <p>2,931</p> <p>5.5</p> <p>5.3</p> <p>99.00%</p>	<p>347,600</p> <p>31,000</p> <p>10,500</p> <p>900</p> <p>2,511</p> <p>5.6</p> <p>5.4</p> <p>99.00%</p>	<p>375,408</p> <p>32,400</p> <p>10,815</p> <p>927</p> <p>2,590</p> <p>5.7</p> <p>5.5</p> <p>99.00%</p>

DEPARTMENT LIBRARY -PUBLIC SERVICES - 5002		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$625,063	\$662,982	\$595,796	\$589,679
General Services	7,240	3,679	3,679	7,892
Maintenance	1,962	3,446	3,446	1,000
Sundry	55,924	60,796	61,196	62,447
Supplies	254,383	260,906	260,906	244,468
Capital	0	6,617	6,617	1,650
<b>TOTAL</b>	<b>\$944,570</b>	<b>\$998,426</b>	<b>\$931,640</b>	<b>\$907,136</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Library Services Supervisor	2.00	2.00	2.00	2.00
Librarian	4.00	4.00	4.00	4.00
<i>Part-Time:</i>				
Librarian (PT-2)	0.95	0.95	0.95	0.95
Library Associate (PT-2)	0.95	0.95	0.95	0.95
Library Technical Assistant (PT-1)	0.48	0.48	0.48	0.48
<b>Full-Time</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>2.38</b>	<b>2.38</b>	<b>2.38</b>	<b>2.38</b>
<b>TOTAL</b>	<b>8.38</b>	<b>8.38</b>	<b>8.38</b>	<b>8.38</b>

DEPARTMENT / DIVISION LIBRARY – PUBLIC SERVICES	FUND GENERAL		
PROGRAM NAME CIRCULATION SERVICES			
<b>DESCRIPTION / MISSION</b>			
Circulation Services is the first point of contact for most patrons. Quality customer service enhances patron satisfaction. Circulation manages loan services. This includes assisting patrons at the checkout desk, checking out materials to patrons, registering new patrons, and maintaining the patron database. Circulation manages consortium and interlibrary loans, manages overdue materials, checks and clears materials returned to the library, and maintains the shelves in accessible order to facilitate the library wide goal of increasing circulation during our designated Year of the Book.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide exemplary customer service to Library patrons.</li> <li>• To circulate 1,000,000 items during our designated <b>Year of the Book</b>.</li> <li>• To process consortium and interlibrary loans in a timely manner.</li> <li>• To maintain the collection in good order so that patrons can easily find items.</li> <li>• To resshelf materials in a timely manner so items are easily found by the next patron.</li> <li>• To encourage volunteerism by providing rewarding opportunities for citizen involvement.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Engage patrons by greeting them, thanking them, and sharing information about programs and services with them.</li> <li>• Straighten shelves so they are in accessible order to facilitate the goal of increased circulation during our designated <b>Year of the Book</b>.</li> <li>• Provide customer service training to all Circulation employees.</li> <li>• Serve patrons at the first point of contact for better customer satisfaction.</li> <li>• Coordinate, train and schedule citizens who volunteer their time and service at the library.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Inputs:</b> # Of volunteer hours	3,635	3,800	3,900
<b>Outputs:</b> Total # of library materials circulated Total # of interlibrary loans processed	830,435 6,573	900,000 6,900	1,000,000 7,200
<b>Efficiency:</b> Annual circulation per FTE Circulation employee Cost savings through volunteerism	72,212 \$36,895	78,261 \$38,570	86,957 \$39,585
<b>Effectiveness:</b> % of total volunteer hours directed toward reshelving materials	39.00%	40.00%	42.00%

DEPARTMENT / DIVISION LIBRARY – TECHNICAL SERVICES	FUND GENERAL		
PROGRAM NAME TECHNICAL SERVICES			
<b>DESCRIPTION / MISSION</b>			
<p>The Technical Services Division organizes and manages the Library's collections to enable Library patrons to effectively locate and access Library materials. Functions of Technical Services include ordering and receiving all Library materials; cataloging, classifying, and preparing materials for circulation; maintaining the quality and accuracy of the Library's bibliographic database; administering the Library's automated systems; and providing guidance to collection selectors. The Acquisitions Clerk also maintains financial and accounting procedures for the Library.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide exemplary customer service to all Library patrons.</li> <li>• To circulate 1,000,000 items during designated <b>Year of the Book</b>.</li> <li>• To maintain current and accurate collections that meet the "Exemplary" benchmark of <i>Standards for Texas Public Libraries</i>.</li> <li>• To provide rapid access to new materials added to the collection by ordering, cataloging, and processing them in an efficient and cost effective manner.</li> <li>• To equip public service divisions with data and tools to develop a collection tailored to the Library's community.</li> <li>• To evaluate and maintain the collection for maximum relevancy and attractiveness.</li> <li>• To manage the Library's automation system so that it provides effective public service.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain rapid turnaround time for processing of Library materials from receipt to addition to the collection: 24 hours or less for high demand materials and two weeks for all other materials.</li> <li>• Utilize spending targets and monthly reports to sustain an effective purchasing process for acquiring Library materials.</li> <li>• Identify collection development tools and training opportunities for selectors.</li> <li>• Establish a schedule of routine collection evaluation and maintenance.</li> <li>• Develop a collection description document to define the scope of specific Library collections.</li> <li>• Implement Patron Driven Acquisition (PDA) by developing a system to notify patrons when suggested items are purchased.</li> <li>• Maintain an accurate and current online catalog of Library materials so patrons can identify items of interest.</li> <li>• Repair worn and damaged items when possible to enhance the visual appeal of the materials and minimize replacement costs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Outputs:</b> # Of new items processed for the collection # Of items repaired and returned to the collection  <b>Effectiveness:</b> Annual collection turnover rate vs. Texas average of 2.98 Total circulation per capita vs. Texas average of 4.85 Cost savings through materials repairs	14,049 5,892  3.96 12.33 \$42,160	14,100 6,000  4.20 13.30 \$40,500	14,300 6,100  4.40 14.50 \$41,300

DEPARTMENT LIBRARY - TECHNICAL SERVICES - 5004		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$766,558	\$767,185	\$769,407	\$791,615
General Services	0	0	0	1,254
Maintenance	18,894	20,798	20,798	27,944
Sundry	57,295	58,979	59,076	61,704
Supplies	26,329	28,073	26,221	38,180
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$869,076</b>	<b>\$875,035</b>	<b>\$875,502</b>	<b>\$920,697</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Library Services Supervisor	1.00	1.00	1.00	1.00
Circulation Supervisor	1.00	1.00	1.00	1.00
Senior Library Clerk	1.00	1.00	1.00	1.00
Library Clerk	6.00	6.00	6.00	6.00
Library Acquisition Clerk	1.00	1.00	1.00	1.00
Library Technician*	1.00	0.00	0.00	0.00
<i>Part-Time:</i>				
Library Clerk (PT-8)	2.88	2.88	2.88	3.80
Library Page (PT-6)	2.85	2.85	2.85	2.85
*Position unfunded.				
<b>Full-Time</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>5.73</b>	<b>5.73</b>	<b>5.73</b>	<b>6.65</b>
<b>TOTAL</b>	<b>16.73</b>	<b>15.73</b>	<b>15.73</b>	<b>16.65</b>

DEPARTMENT DONATIONS - LIBRARY - 5006		FUND DONATIONS		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Library	\$48,682	\$58,865	\$58,865	\$81,225
<b>TOTAL</b>	<b>\$48,682</b>	<b>\$58,865</b>	<b>\$58,865</b>	<b>\$81,225</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	4,993	11,750	11,750	15,000
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	43,689	47,115	47,115	53,865
Capital	0	0	0	12,360
<b>TOTAL</b>	<b>\$48,682</b>	<b>\$58,865</b>	<b>\$58,865</b>	<b>\$81,225</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT DONATIONS - LIBRARY - 5006		FUND DONATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	4,993	11,750	11,750	15,000
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	43,689	47,115	47,115	53,865
Capital	0	0	0	12,360
<b>TOTAL</b>	<b>\$48,682</b>	<b>\$58,865</b>	<b>\$58,865</b>	<b>\$81,225</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

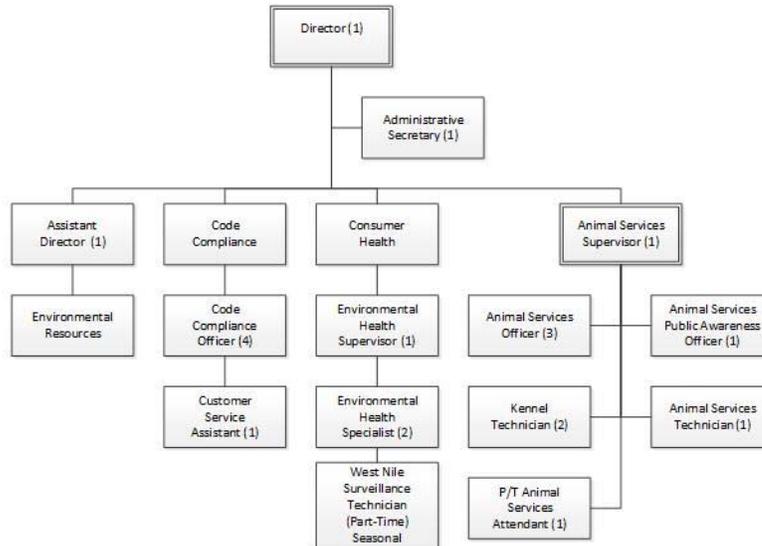
# NEIGHBORHOOD SERVICES

The Neighborhood Services Department is committed to protecting public health and safety, preserving natural resources and enhancing the quality of life in all North Richland Hills neighborhoods.

FY 2016/2017	Adopted Budget	General Fund
Salaries		\$ 1,390,428
General Services		113,845
Maintenance		56,557
Sundry		191,852
Supplies		53,329
Capital		-
<b>Total</b>		<b><u>\$ 1,806,011</u></b>

FY 2016-2017

## Neighborhood Services



NRH Org Chart

DEPARTMENT NEIGHBORHOOD SERVICES		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$252,791	\$295,158	\$307,317	\$310,050
Animal Services	\$711,251	\$690,184	\$693,702	\$710,594
Consumer Health	283,853	312,868	324,537	325,311
Code Compliance	396,185	450,435	438,968	460,056
Special Projects	0	0	0	0
<b>TOTAL</b>	<b>\$1,644,081</b>	<b>\$1,748,645</b>	<b>\$1,764,524</b>	<b>\$1,806,011</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,236,225	\$1,346,629	\$1,349,534	\$1,390,428
General Services	85,541	105,243	107,343	113,845
Maintenance	56,268	60,346	58,305	56,557
Sundry	200,957	179,819	186,820	191,852
Supplies	50,798	56,608	62,522	53,329
Capital	14,292	0	0	0
<b>TOTAL</b>	<b>\$1,644,081</b>	<b>\$1,748,645</b>	<b>\$1,764,524</b>	<b>\$1,806,011</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Neighborhood Services	1.00	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Environmental Health Supervisor	1.00	1.00	1.00	1.00
Environmental Health Specialist	2.00	2.00	2.00	2.00
Code Enforcement Officer	3.00	4.00	4.00	4.00
Customer Service Assistant	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Seasonal West Nile Surveillance Tech PT/S	0.30	0.30	0.30	0.30
<b>Full-Time</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>
<b>TOTAL</b>	<b>10.30</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>

DEPARTMENT NEIGHBORHOOD SVC. - ENV RESOURCES - 5501			FUND GENERAL	
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$233,339	\$272,932	\$273,286	\$283,093
General Services	6,486	6,500	19,600	15,412
Maintenance	2,736	2,736	2,406	0
Sundry	6,065	8,762	8,287	9,007
Supplies	4,166	4,228	3,738	2,538
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$252,791</b>	<b>\$295,158</b>	<b>\$307,317</b>	<b>\$310,050</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Neighborhood Services	1.00	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION NEIGHBORHOOD SERVICES – ENVIRONMENT RESOURCES	FUND GENERAL		
PROGRAM NAME ENVIRONMENTAL PUBLIC EDUCATION			
<b>DESCRIPTION / MISSION</b>			
The Environmental Resource Division is responsible for providing resources and information on environmental issues affecting the quality of life of the community. The Environmental Resource Division staff coordinates the programs / projects and volunteers for the Keep NRH Beautiful Commission and the Neighborhood Initiative Program. The purpose of these programs is to provide a clean, healthy community where citizens, prospective businesses and visitors will want to stay.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure a safe environment for citizens through quality environmental public awareness programs. (Safety and Security/Sense of Community)</li> <li>• To assist citizens in proper trash, recycling and household hazardous waste disposal. (Safety and Security)</li> <li>• To work with Keep NRH Beautiful Commission to encourage residents to take responsibility for litter prevention, waste minimization, beautification and property improvement. (Positive City Image)</li> <li>• To subsidize program funding through grants. (Financial Stability)</li> <li>• To assist residents in need with property maintenance to ensure safe, healthy and clean neighborhoods.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide quality environmental education programs, materials and events on issues such as air quality, recycling, water conservation, water quality, energy conservation and household hazardous waste disposal.</li> <li>• Maintain partnerships with businesses for support of all environmental education programs.</li> <li>• Encourage and gain support of volunteers to participate in Keep NRH Beautiful programs.</li> <li>• Apply for grants for community improvement and environmental education projects.</li> <li>• Continue to create partnerships with volunteer and faith based groups to encourage and assist with property maintenance to those in need</li> <li>• Coordinate annual Fix It Blitz program with 6 Stones</li> <li>• Increase public awareness of NIP projects and resources</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of homes provided with energy efficiency upgrades	21	19	20
% Of increase in volunteers	2.85%	2.00%	2.25%
% Of program work supplied by volunteers	85.00%	85.00%	85.00%
<b>Goal: Safety and Security</b>			
# Of participants in Household Hazardous Waste Disposal Program	135	138	270
Household hazardous waste disposal expense	6,486	6,486	12,690
# Of participants in Bi-Annual Community Clean-up Program	647	642	730
# of participants in the Household Hazardous Waste Disposal Collection	138	308	400
<b>Goal: Financial Stability</b>			
Value Of donations received	\$650.00	\$650.00	\$700.00
Cost per household to dispose of household hazardous waste	\$47.00	\$47.00	\$47.00
Value of volunteer work	\$32,453.00	\$34,555.00	\$36,005.00
Cost per home for energy efficiency upgrades	\$1,076.00	\$1,100.00	\$1,100.00
Amount of monetary achievement awards/grants earned (Atmos)	\$23,735.00	\$23,625.00	\$23,625.00
<b>Goal: Positive City Image</b>			
# Of Keep NRH Beautiful awards presented	106	52	60
# Of Adopt-a-Spots	21	25	30
# Of businesses donating to keep NRH beautiful	10	10	15
# Of NIP Projects completed	71	75	80
# of Neighborhood Revitalization Projects (NRP) completed	1	7	10
% Increase in market value for NRP Projects completed	47.00%	47.00%	47.00%
# Of Home Improvement Rebate Projects completed	5	10	10
Number of Fix It Blitz projects completed	16	20	25
Number of NIP Volunteers	305	415	500
% Increase in NIP Projects completed*	80.00%	5.00%	5.00%
% Increase in NIP Volunteers	1.00%	36.00%	20.00%

DEPARTMENT / DIVISION NEIGHBORHOOD SERVICES – ENVIRONMENT RESOURCES	FUND GENERAL		
PROGRAM NAME ENVIRONMENTAL PUBLIC EDUCATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<p><b>Goal: A Sense of Community</b></p> <p># Of volunteer hours worked</p> <p># Of volunteers</p> <p>Fix it Blitz</p> <p>*Not all eligible projects are chosen by volunteer groups each year. Those projects remain on the list until chosen.</p>	<p>3,710 hours</p> <p>1,440</p>	<p>3,804 hours</p>	<p>4,200 hours</p> <p>1,450</p>

DEPARTMENT NEIGHBORHOOD SVC. - ENV RESOURCES - 5501			FUND GENERAL	
EXPENDITURES	2013-14 ACTUAL	2014-15 ADOPTED	2014-15 REVISED	2015-16 PROPOSED
Salaries	\$331,403	\$290,371	\$260,549	\$272,932
General Services	6,251	6,345	6,345	6,500
Maintenance	2,736	2,986	2,986	2,736
Sundry	9,921	14,127	14,127	8,762
Supplies	2,052	5,706	5,706	4,228
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$352,362</b>	<b>\$319,535</b>	<b>\$289,713</b>	<b>\$295,158</b>
PERSONNEL SUMMARY	2013-14 ACTUAL	2014-15 ADOPTED	2014-15 REVISED	2015-16 PROPOSED
<i>Full-Time:</i>				
Director of Neighborhood Services	1.00	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<b>DEPARTMENT / DIVISION</b> ANIMAL SERVICES	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> ANIMAL ADOPTION AND RESCUE			
<b>DESCRIPTION / MISSION</b>			
Animal Services is responsible for responding to all calls for animal related calls for service including pets, wildlife, livestock and exotics; actively investigating all cruelty allegations toward animals; enforcing all City and State laws pertaining to animals; handling nuisance calls concerning stray animals; excessive barking; nuisance by odor; responding to animal bite complaints; supervising quarantine procedures as set forth in State law; operating pet cremation services; providing adoption services both at shelter and through off-site adoption services; providing education and public relations programs to the community and promote responsible pet ownership including spay/neuter & low cost assistance programs.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure animals are treated humanely but are not a nuisance or a safety risk to the public. (Safety and Security)</li> <li>• To provide a safe, healthy and humane shelter for stray animals. (Efficient and Effective Delivery of City Services)</li> <li>• To reduce the number of animals euthanized solely for a treatable illness, injury or lack of space by returning pets to owners and increasing adoptions. (Efficient and Effective Delivery of City Services)</li> <li>• To educate citizens to services provided by the North Richland Hills Animal Adoption &amp; Rescue Center. (Positive City Image)</li> <li>• To promote good will in the community, encourage responsible pet ownership and encourage financial support for the NRH AARC. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to respond to emergency calls (Priority 1 – Human in Danger, Priority 2 – Animal in danger) within 60 minutes of call dispatched.</li> <li>• Continue to strive to reduce the number of animals entering the shelter per year by promoting city registration and responsible pet ownership education.</li> <li>• Continue our efforts to become a zero euthanasia shelter of adoptable dogs and cats, by increasing the number of adoptable dogs and cats not euthanized from 69% to 71%.</li> <li>• Increase public awareness of responsible pet ownership &amp; shelter events.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of responses to calls for services	3,540	3,647	3,700
# Of emergency calls (respond with in 60 min.)	156	95	120
Average response time to priority calls (in minutes)	13 min	15 min	15 min
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of deceased animal calls	402	417	430
# Of wildlife calls	588	592	600
# Of barking calls	227	308	325
# Of total animals handled <sup>1</sup>	2,552	2,614	2,670
# Of live adoptable dogs & cats handled	1,882	1,932	1,976
# Of online requests through CivicPlus	159	172	185
# Of online pet registrations through CivicPlus	348	358	375
# Of pet registrations	2,239	2,392	2,440
% Dogs & cats adopted	26.56%	36.64%	40.00%
% Dogs & cats returned to owner	24.01%	28.15%	32.00%
% Adoptable dogs and cats not euthanized	68.01%	69.89%	71.00%
% of people polled that frequently/sometimes saw dead animals in the roadway <sup>3</sup>	N/A	19.00%	N/A
% of people polled that frequently/sometimes saw stray animals in the city <sup>3</sup>	N/A	31.00%	N/A
<p>1. Includes all live and dead animals, livestock, pocket pets, reptiles, etc.</p> <p>2. The Citizen Survey is not performed annually. 2013/14 avail..</p>			

DEPARTMENT ANIMAL SERVICES - 5502		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$475,077	\$489,222	\$490,640	\$498,398
General Services	946	2,222	3,222	2,616
Maintenance	28,792	31,280	29,469	31,475
Sundry	157,251	127,388	135,719	139,494
Supplies	34,892	40,072	34,652	38,611
Capital	14,292	0	0	0
<b>TOTAL</b>	<b>\$711,251</b>	<b>\$690,184</b>	<b>\$693,702</b>	<b>\$710,594</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Animal Services Supervisor	1.00	1.00	1.00	1.00
Animal Services Officer	4.00	4.00	4.00	4.00
Animal Services Clerk	1.00	1.00	1.00	1.00
Shelter Attendant II	0.00	0.00	0.00	0.00
Kennel Technician	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Shelter Attendant I	0.00	0.00	0.00	0.00
Animal Services Attendant P/T	0.75	0.73	0.73	0.73
<b>Full-Time</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.75</b>	<b>0.73</b>	<b>0.73</b>	<b>0.73</b>
<b>TOTAL</b>	<b>8.75</b>	<b>8.73</b>	<b>8.73</b>	<b>8.73</b>

DEPARTMENT / DIVISION NEIGHBORHOOD SERVICES – CONSUMER HEALTH	FUND GENERAL		
PROGRAM NAME CONSUMER HEALTH INSPECTION AND CLASSES			
<b>DESCRIPTION / MISSION</b>			
The Consumer Health Division protects the health of the public through routine inspections, education, monitoring and enforcement of all food establishments, child care facilities, public/semi-public pools and waste haulers, as well as providing educational classes for Food Handlers and Child Care workers.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To ensure that every regulated food service establishment, child care facility, public/semi-public pool and waste hauler is safe and sanitary. (Safety and Security)</li> <li>To provide education for every North Richland Hills Food Handler and Child Care Worker. (Safety and Security)</li> <li>To provide streamlined permitting for all businesses. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>To complete 100% of required food establishment, child care, and public/semi-public pool inspections annually.</li> <li>To maintain current number of English Food Handler and Child Care classes and offer Spanish or non-English and on-site classes as needed.</li> <li>To invoice and permit all regulated facilities with a maximum 90 day turnaround.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of inspections performed (all programs)	1,959	1,975	2,000
# Of follow-up inspections performed (all programs)	200	275	330
# Of food establishment inspections completed	1,100	1,140	1,150
# Of pool inspections completed	749	770	780
# Of child care inspections completed	62	65	70
# Of English food handler classes <sup>2</sup>	11	10	11
# Of Spanish food handler classes	11	8	11
# Of on-site food handler classes <sup>4</sup>	16	10	10
# Of child care classes <sup>3</sup>	2	2	0
# Confirmed food borne illness cases	0	0	0
# Complaints received about regulated businesses	85	75	65
Average # English food handler class participants per month <sup>2</sup>	19	15	16
Average # Spanish food handler class participants per month <sup>2</sup>	12	12	12
Average # online food handler class participants per month <sup>2</sup>	50	40	42
Average # participants per child care class <sup>3</sup>	42	29	0
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of permits issued (all programs)	576	580	585
Average # of inspections per staff member per day	3.0	2.5	2.6
% Food est. Inspections completed	96.00%	100.00%	100.00%
% Pool inspections completed	99.00%	100.00%	100.00%
% Child care inspections completed <sup>6</sup>	87.00%	100.00%	100.00%
<p>1. (1.5) Env. Health Specialists due to vacancy and training new inspector</p> <p>2. Food Handler classes were delayed in 2016 due to State accreditation process.</p> <p>3. One Child Care class in FY 16-17; 2016 NRH online class launch should replace classes.</p> <p>4. Greater than usual number of onsite classes taught for FY 14-15.</p> <p>5. June 2015 State law requiring Food Handler Card reciprocity may decrease attendance.</p> <p>6. Significantly fewer child care than food establishments; 100% was not achieved due to 7 delinquent inspections.</p>			

DEPARTMENT NEIGHBORHOOD SVC. - CONSUMER HEALTH - 5503			FUND GENERAL	
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$235,797	\$259,333	\$259,933	\$271,711
General Services	550	1,000	1,000	1,000
Maintenance	11,894	12,865	12,965	13,316
Sundry	26,298	32,153	31,698	31,895
Supplies	9,314	7,517	18,941	7,389
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$283,853</b>	<b>\$312,868</b>	<b>\$324,537</b>	<b>\$325,311</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Environmental Health Supervisor	1.00	1.00	1.00	1.00
Environmental Health Specialist	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Seasonal West Nile Surveillance Tech PT/S	0.30	0.30	0.30	0.30
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>
<b>TOTAL</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>

<b>DEPARTMENT / DIVISION</b> NEIGHBORHOOD SERVICES – CODE COMPLIANCE		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> CODE COMPLIANCE			
<b>DESCRIPTION / MISSION</b>			
The Code Compliance Division provides for the health, safety and general welfare of the community through implementation and enforcement of local zoning, nuisance, junk vehicle and high grass ordinances. The code compliance officers proactively address code violations. They are also charged with responding to citizen complaints, including West Nile complaints, high grass, inoperable vehicles, illegal signs and excessive trash and debris on private property. The enforcement and compliance to city ordinances and zoning regulations elevates the quality of life by ensuring a clean and healthy environment for the citizens and visitors of North Richland Hills.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To educate citizens regarding code violations. (Positive City Image)</li> <li>• To eliminate code violations. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Increase the number of proactive inspections. (Efficient &amp; Effective Delivery of Services)</li> <li>• Reduce the number of citizen complaints. (Positive City Image)</li> <li>• Respond to CMO, Council and citizen complaints within 24 hours. (Safety and Security)</li> <li>• Increase citizen understanding of code violations. (Efficient and Effective Delivery of Services)</li> <li>• Improve the appearance of neighborhoods by reducing the number of code violations. (A Sense of Community/Quality)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of cases brought into voluntary compliance	4,761	6,174	6,400
# Of inspections per year 2	18,910	20,580	21,000
# Of Request Tracker Complaints/MyGov resolved	214	214	200
# of cases resolved within a period of time 21 days	2,651	2,000	2,800
# Of citations issued	0	0	12
# Of probable cause affidavits completed	41	40	28
# Of cases resolved	5,061	5,304	5,600
% Of voluntary compliance	94.00%	90.00%	90.00%
% Of cases issued citations	0.00%	0.00%	0.02%
% Of cases issued probable cause affidavits	0.05%	0.06%	0.05%
% Excellent or good overall appearance of the City	N/A	78.00%	78.00%
% Of high grass- frequently or sometimes <sup>1</sup>	N/A	46.00%	46.00%
% Of junk vehicles- rarely or never <sup>1</sup>	N/A	25.00%	25.00%
<p>1. The Citizen Survey is not performed annually. 2013/14 avail..</p> <p>2. MyGov software requires each violation be entered separately</p>			

<b>DEPARTMENT / DIVISION</b> NEIGHBORHOOD SERVICES – CODE COMPLIANCE		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> SUBSTANDARD HOUSING			
<b>DESCRIPTION / MISSION</b>			
The Code Compliance Division is charged with identifying substandard structures within the city and ensuring that they are repaired to meet the minimum standards or demolished.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To ensure the safety of occupants and the public by eliminating unsafe structures within the City of North Richland Hills. (Quality Community Development and Revitalization)</li> <li>To reduce the number of substandard structures within the City. (Quality Community Development and Revitalization)</li> <li>To cause the overall condition of housing to improve by reducing the number of substandard homes. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Achieve 92% voluntary compliance through education, communication and cooperation.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of substandard building board cases/year	7	9	9
# Of substandard structures worked/year	172	180	190
# Of structures brought into compliance	112	135	142
# Of structures/ unoccupied-demolished by owner	1	3	2
# Of structures/unoccupied-demolished by the city/year	4	2	3
# Of occupied structures demolished	0	0	0
% Of structures brought into compliance	65.00%	75.00%	75.00%
Substandard/deteriorating housing- rarely or never <sup>2</sup>	N/A	86.00%	N/A
<p>1. The Housing Survey is not performed annually.</p> <p>2. The Citizen Survey is not performed annually. 2013/14 survey avail.</p>			

DEPARTMENT / DIVISION NEIGHBORHOOD SERVICES – CODE COMPLIANCE	FUND GENERAL		
PROGRAM NAME COMMUNITY CLEANUP			
<b>DESCRIPTION / MISSION</b>			
The Code Compliance Division is charged with ensuring that all properties meet minimum standards as outlined in the Zoning and Nuisance Ordinances, and are maintained in a safe and healthy condition. The Community Cleanup offers citizens an opportunity to discard large items and large quantities of items in excess of what Duncan Disposal would typically pick up during regular trash pick-up. This helps many citizens who have an accumulation of waste on their properties to resolve ordinance violations and it assists in reducing the number of properties which harbor an accumulation of junk and debris.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To ensure the health and safety of the occupants and the public. (Quality Community Development and Revitalization)</li> <li>To reduce the amount of trash, junk, and debris accumulation in the city. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Schedule two Community Cleanup events each year.</li> <li>Complete one cleanup in the spring and the second in the fall.</li> <li>Increase awareness of this program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 REVISED</b>	<b>2015-16 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of 30-yard roll-offs filled:	10	9	10
Fall	6	4	5
Spring	4	5	5
# Of compactors used:	11	10	10
Fall	6	5	5
Spring	5	5	5
# Of citizens benefiting from event:	508	718	750
Fall	325	368	375
Spring	183	350	375
<b>Goal: Positive City Image</b>			
# Of cleanup events	2.00	2.00	2.00
% Excellent or good condition of NRH community (cleanliness, quality of homes and general appearance <sup>1</sup>			
% Of city officials were courteous and helpful <sup>1</sup>			
% Of litter- frequently or sometimes <sup>1</sup>			
% Of illegal dumping- frequently or sometimes <sup>2</sup>			
Code Enforcement Officers	3.00	4.00	4.00
Customer Service Assistant	1.00	1.00	1.00
Director Of Neighborhood Services	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00
Public Works Volunteers	10.00	10.00	10.00
<b>Goal: A Sense of Community</b>			
Cost per fall event	\$207.00	\$330.00	\$350.00
Cost per spring event	\$450.00	\$400.00	\$400.00
1.The Citizen Survey is not performed annually. FY13/14 survey.			

DEPARTMENT / DIVISION NEIGHBORHOOD SERVICES – CODE COMPLIANCE	FUND GENERAL		
PROGRAM NAME NEIGHBORHOOD INITIATIVE PROGRAM			
<b>DESCRIPTION / MISSION</b>			
The Code Enforcement Division is charged with ensuring that all properties meet minimum standards as outlined in the Zoning and Nuisance Ordinances, and are maintained in a safe and healthy condition. The purpose of the NIP program is to provide assistance with property maintenance issues to senior citizens, disabled, and those with demonstrated need.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To ensure the health and safety of the occupants and the public by identifying zoning, nuisance violations and substandard housing conditions. (Quality Community Development and Revitalization/Positive City Image)</li> <li>To assist residents in need with property maintenance to ensure safe, healthy, and clean neighborhoods.</li> <li>To assist NRH residents in need with property maintenance to ensure safe, healthy and clean neighborhoods (Safety &amp; Security/Positive City Image/A Sense of Community)</li> <li>To assist citizens in maintaining their homes, accessory structures and emergency housing repairs. (Quality Community Development and Revitalization/Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Bring low income, elderly, mentally / physically disabled and single parent property into compliance through volunteerism.</li> <li>Assist neighborhood revitalization through community involvement and incentives.</li> <li>Encourage and gain community support and funding for the program.</li> <li>Encourage volunteerism to assist with projects.</li> <li>Educate citizens regarding the Neighborhood Initiative Program.</li> <li>Identify citizens who are eligible for assistance through the Neighborhood Initiative Program.</li> <li>Increase number of Neighborhood Initiative Program projects.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of volunteers	305	415	500
# Of businesses donating funds/materials	17	25	25
# Of projects requested (types of NIP defined at the bottom:			
M-NIP miscellaneous (yard work, cleanup)	35	40	45
H-NIP home projects (HUD low-income- 25% city match)	0	4	4
E-NIP emergency home repairs	2	2	2
V-NIP other (20% above HUD low-income limits)	49	50	55
R-NIP Home Improvement Rebate program	16	10	10
% Of M-NIP miscellaneous projects completed	100.00%	100.00%	100.00%
% Of H-NIP projects completed	0.00%	100.00%	100.00%
% Of E-NIP emergency projects completed	100.00%	100.00%	100.00%
% Of R-NIP cash rebate projects completed	31.00%	65.00%	65.00%
% Of V-NIP volunteer projects completed *	80.00%	85.00%	90.00%
% Of total projects completed	78.00%	85.00%	90.00%
% Of increase/decrease in NIP project requests	62.00%	4.00%	5.00%
Value Of Business donations (money & supplies)	\$9,959.00	\$12,000.00	\$15,000.00
Total # of project hours	1,200 hours	1,600 hours	1,700 hours
Cost per project:			
M-NIP miscellaneous (minor repairs, yard work, cleanup)	\$50.00	\$50.00	\$50.00
H-NIP HOME program projects (HUD- 25% city match)	\$0.00	\$9,000.00	\$9,000.00
E-NIP emergency home repairs	\$1,350.00	\$1,000.00	\$1,000.00
V-NIP Volunteer Program	\$399.00	\$500.00	\$500.00
R-NIP Home Improvement Rebate program	\$1,320.00	\$2,000.00	\$2,000.00
Citizens reporting substandard or deteriorating homes/structures sometimes	N/A	11.00%	N/A
Citizens reporting substandard or deteriorating homes/structures frequently	N/A	3.00%	N/A
* Projects not chosen by volunteer groups during the fiscal year remain on the list until chosen.			

DEPARTMENT NEIGHBORHOOD SVC. - CODE COMPLIANCE- 5507			FUND GENERAL	
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$292,013	\$325,142	\$325,675	\$337,226
General Services	77,559	95,521	83,521	94,817
Maintenance	12,846	13,465	13,465	11,766
Sundry	11,342	11,516	11,116	11,456
Supplies	2,426	4,791	5,191	4,791
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$396,185</b>	<b>\$450,435</b>	<b>\$438,968</b>	<b>\$460,056</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Code Enforcement Officer	3.00	4.00	4.00	4.00
Customer Service Assistant	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

DEPARTMENT NEIGHBORHOOD SVC. - SPECIAL PROJECTS- 5508			FUND GENERAL	
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT DONATIONS - ANIMAL SERVICES - 5502		FUND DONATIONS		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Animal Shelter	\$41,181	\$35,469	\$40,969	\$45,279
<b>TOTAL</b>	<b>\$41,181</b>	<b>\$35,469</b>	<b>\$40,969</b>	<b>\$45,279</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	28,237	31,959	37,459	41,769
Maintenance	0	0	0	0
Sundry	5,118	3,510	3,510	3,510
Supplies	0	0	0	0
Capital	7,827	0	0	0
<b>TOTAL</b>	<b>\$41,181</b>	<b>\$35,469</b>	<b>\$40,969</b>	<b>\$45,279</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

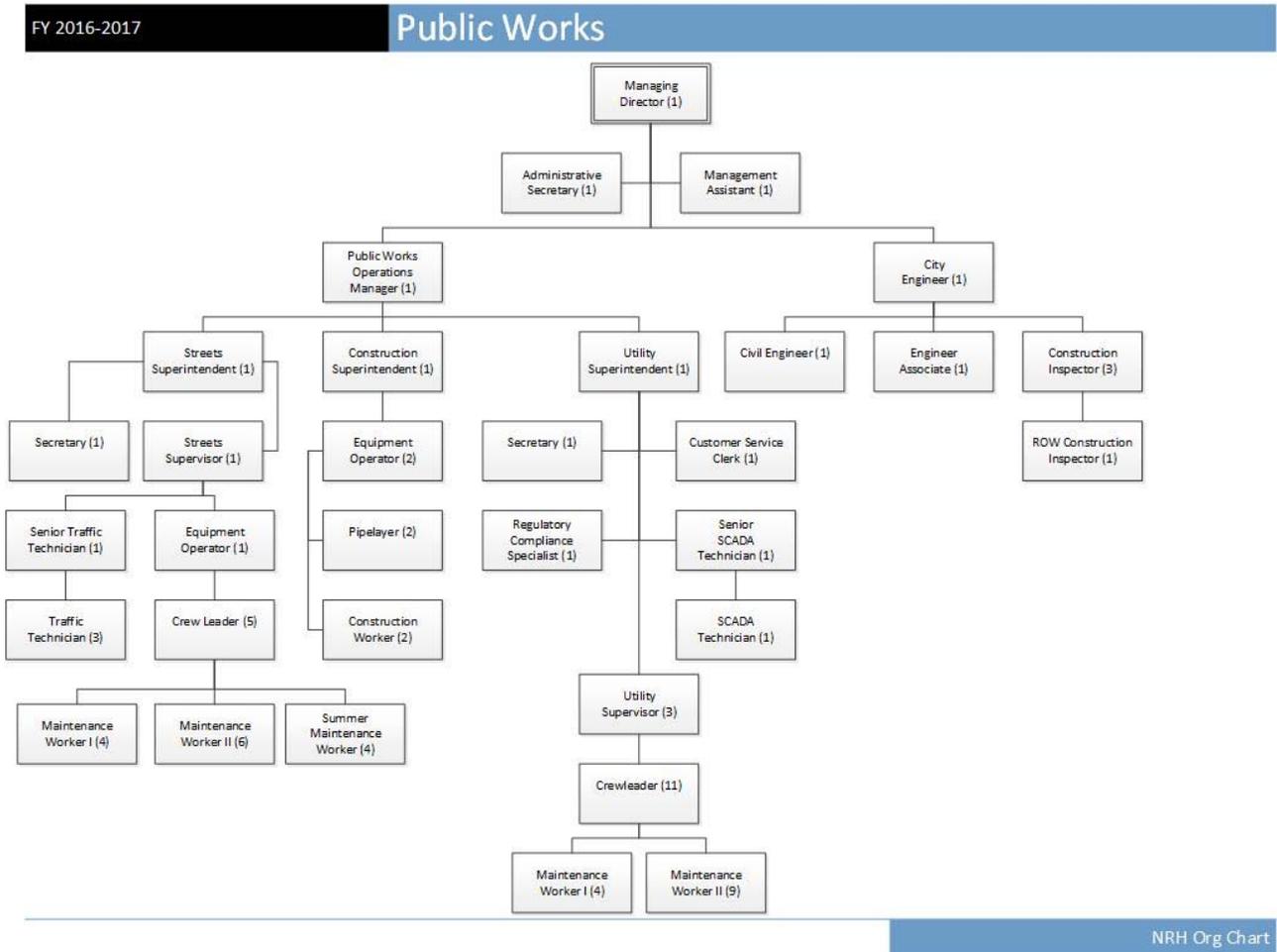
DEPARTMENT DONATIONS - ANIMAL SERVICES - 5502		FUND DONATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	28,237	31,959	37,459	41,769
Maintenance	0	0	0	0
Sundry	5,118	3,510	3,510	3,510
Supplies	0	0	0	0
Capital	7,827	0	0	0
<b>TOTAL</b>	<b>\$41,181</b>	<b>\$35,469</b>	<b>\$40,969</b>	<b>\$45,279</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# PUBLIC WORKS

Administration and Engineering encompasses two areas. Administration provides overall administrative support and direction for the Public Works Department. Engineering provides public service, project review, review of plats and plans for developments, capital planning, project development, construction management and all inspections affecting public works improvements.

Public Works is made up of the following divisions: streets and drainage, traffic, water, and wastewater. Public Works oversees the daily operations and maintenance activities of North Richland Hills' streets, water distribution, sanitary sewer, transportation system and storm drainage systems.

FY 2016/2017	Adopted Budget			
	General Fund	Utility Fund	Utility CIP Fund	Total
Salaries	\$ 1,832,012	\$ 3,540,907	\$ 491,231	\$ 5,864,150
General Services	53,100	15,858,545	5,000	15,916,645
Maintenance	644,800	2,588,138	226,150	3,459,088
Sundry	61,050	3,659,698	5,205	3,725,953
Supplies	680,808	504,623	5,170	1,190,601
Capital	-	96,995	117,311	214,306
<b>Total</b>	<b>\$ 3,271,770</b>	<b>\$ 26,248,906</b>	<b>\$ 850,067</b>	<b>\$ 30,370,743</b>



DEPARTMENT		FUND		
PUBLIC WORKS		GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$313,551	\$311,760	\$313,882	\$334,625
Traffic Control	1,056,586	1,128,790	1,197,204	1,166,514
Street & Drainage	1,618,981	1,733,917	1,742,134	1,770,631
Street Maintenance	1,000,000	1,000,000	0	0
<b>TOTAL</b>	<b>\$3,989,119</b>	<b>\$4,174,467</b>	<b>\$3,253,220</b>	<b>\$3,271,770</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,688,922	\$1,767,981	\$1,747,801	\$1,832,012
General Services	40,360	44,000	45,698	53,100
Maintenance	1,562,548	1,625,806	672,007	644,800
Sundry	47,781	57,499	57,499	61,050
Supplies	623,983	679,181	701,315	680,808
Capital	25,525	0	28,900	0
<b>TOTAL</b>	<b>\$3,989,119</b>	<b>\$4,174,467</b>	<b>\$3,253,220</b>	<b>\$3,271,770</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director	0.25	0.25	0.25	0.25
Assistant Director	0.50	0.50	0.00	0.00
City Engineer	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50
Management Assistant	0.50	0.50	0.50	0.50
Engineer Associate	0.50	0.50	1.00	1.00
Senior Traffic Technician	1.00	1.00	1.00	1.00
Traffic Technician	2.00	3.00	3.00	3.00
Operations Manager	0.25	0.25	0.00	0.00
Public Works Manager	0.00	0.00	0.25	0.25
Superintendent	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00
Street Secretary	1.00	1.00	1.00	1.00
Equipment Operator	1.00	1.00	1.00	1.00
Crewleader	5.00	5.00	5.00	5.00
Maintenance Worker II	6.00	6.00	6.00	6.00
Maintenance Worker I	4.00	4.00	4.00	4.00
Construction Inspector	0.50	0.50	0.50	0.50
<i>Part-Time:</i>				
Summer Part-Time (4)	0.98	0.98	0.98	0.98
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>25.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>
<b>TOTAL</b>	<b>26.48</b>	<b>27.48</b>	<b>27.48</b>	<b>27.48</b>

<b>DEPARTMENT / DIVISION</b> PUBLIC WORKS – ADMINISTRATION		<b>FUND</b> GENERAL	
<b>PROGRAM NAME</b> PUBLIC WORKS ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
Administration is responsible for the leadership and vision necessary to effectively and efficiently direct, advise and assist the Public Works Department staff in providing high quality public services. This includes the overall administration and supervision of activities concerning maintenance, restoration and new construction of all public infrastructure. All plans and engineering plans are reviewed by this department for compliance with the City's ordinances and adopted policies. The mission for Public Works Administration is to provide the vision and leadership for the department so that the citizens are better served, Council goals are achieved and public infrastructure is maintained.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide administrative leadership and planning for the Public Works Operations and Engineering Divisions. (Positive City Image)</li> <li>• To evaluate and provide future planning for the maintenance and reconstruction of the City's streets, drainage facilities, water distribution and wastewater collection systems. (Quality Community Development and Revitalization)</li> <li>• To provide quality customer service and timely responses to all requests. (Positive City Image)</li> <li>• To minimize flooding of public and private property. (Safety and Security)</li> <li>• To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Ensure each division budget is within adopted expenditures.</li> <li>• Conduct formal staff meetings on a regular basis with division managers.</li> <li>• Consistently review staffing and service levels to determine future needs.</li> <li>• Comply with all Environmental Protection Agency (EPA) and Texas Commission on Environmental Quality (TCEQ) required mandates for storm water, water testing, and wastewater flows.</li> <li>• Continue the implementation of a storm water pollution prevention program as required by the National Pollutant Discharge Elimination System (NPDES) permit.</li> <li>• Respond in a reasonable time frame to requests from citizens, developers and other City departments.</li> <li>• Promote creativity and innovation in all divisions of the department through an employee incentive and reward program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of administrative personnel (FTE's):			
Managing Director	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
# Of public information notifications sent to citizens	15	15	15
# Of citizen concerns/requests received	150	150	150
% Of departmental objectives met	100.00%	100.00%	100.00%
% Of citizen concerns/requests acted upon	100.00%	100.00%	100.00%
% Of objectives completed by target date	100.00%	100.00%	100.00%
% Of citizens concerns/requests responded to within 24 hours	100.00%	100.00%	100.00%
% Of citizens concerns resolved within 48 hours	100.00%	100.00%	100.00%
Water system designation (state)	Superior	Superior	Superior
Community rating system	6	6	6
Change in water system designation	0	0	0
Change in community rating system (+/-)	+0	+0	+0

DEPARTMENT PUBLIC WORKS - GENERAL SERVICES - 6001		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$280,098	\$278,788	\$279,831	\$293,543
General Services	4,225	0	1,079	5,000
Maintenance	0	0	0	0
Sundry	20,926	22,037	22,037	25,147
Supplies	8,302	10,935	10,935	10,935
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$313,551</b>	<b>\$311,760</b>	<b>\$313,882</b>	<b>\$334,625</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director	0.25	0.25	0.25	0.25
Assistant Director	0.50	0.50	0.00	0.00
City Engineer	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50
Management Assistant	0.50	0.50	0.50	0.50
Engineer Associate	0.50	0.50	1.00	1.00
* These positions partially funded from this activity.				
<b>Full-Time</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>

DEPARTMENT / DIVISION PUBLIC WORKS – TRAFFIC	FUND GENERAL		
PROGRAM NAME TRAFFIC CONTROL DEVICES MAINTENANCE PROGRAM			
<b>DESCRIPTION / MISSION</b>			
This program involves the maintenance/installation of traffic control signal lights, street signs and pavement markings to enhance the safe and efficient movement of traffic along public streets in the city.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To maintain an efficient and effective transportation system by updating and optimizing traffic signal light timing plans. (Efficient and Effective Transportation System)</li> <li>To maintain a safe transportation system by maintaining traffic control devices (traffic signal lights, pavement markings, and traffic signs) on public streets. (Efficient and Effective Transportation System)</li> <li>To continue to update the street sign management asset system to enhance the safety of motorists and to meet all Federal regulations. (Efficient and Effective Transportation System)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Repair and replace 1,150 traffic signs in the city.</li> <li>Perform preventive maintenance on 30 city and 30 TxDOT traffic signal lights.</li> <li>Update and optimize signal timing plans for traffic signal lights depending on project approval CIP.</li> <li>Perform preventive maintenance on 69 school flashers.</li> <li>Perform preventive maintenance on 120,000 L.F. year of the city's pavement markings.</li> <li>Continue the number of traffic count locations on streets such as Rufe Snow Drive, Davis Boulevard, Mid-Cities Boulevard and Boulevard 26.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of traffic calming staff hours (includes traffic calming and traffic studies)	35 hours	40 hours	40 hours
** % Of people who believe traffic flow on major city streets is excellent or good	55.90%	59.20%	60.00%
** % Of people who believe traffic signal timing on major city streets are excellent or good	55.30%	55.70%	60.00%
<b>Goal: Efficient and Effective Transportation System</b>			
Division budget	\$1,024,437.00	\$1,093,394.00	\$939,262.00
# Of staff hours ( 4 Traffic Employees)	6,240 hours	8,320 hours	8,320 hours
# Of overtime hours	376 hours	400 hours	400 hours
# Of traffic signals receiving preventative maintenance out of 60	57	60	60
# Of actual school zone flashers maintained	72	72	72
# Of actual signs fabricated	997	975	975
# Of actual signal timing plans optimized (CIP Project NCTCOG)*	28	28	0
# Of actual traffic count locations	27	55	40
# Of signs fabricated per hour per employee	6	6	6
Funding for signal timing synchronization- Grant Funded NCTCOG*	\$0.00	\$0.00	\$0.00
Linear feet of pavement markings replaced/painted	75,626 ft	103,000 ft	103,000 ft
Cost per signalized intersection maintained (labor/materials)	\$1,450.00	\$1,450.00	\$1,450.00
Cost per sign fabricated	\$32.09	\$35.89	\$35.89
Traffic signal operation complaints checked (signal not working properly)	459	948	550
<b>Goal: Efficient and Effective Delivery of City Services</b>			
% Of citizen requests for sign maintenance responded to within 7 days**	99.00%	99.00%	100.00%
% Of signals receiving full preventive maintenance	95.00%	100.00%	100.00%
<p>* The city of NRH received a grant through NCTCOG that will improve timing at 28 intersections. TXDOT is providing the local match.</p> <p>** Data is from the Citizens Survey: 2015-16 data is from the 2016 survey</p>			

DEPARTMENT PUBLIC WORKS - TRAFFIC - 6002		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$195,955	\$243,804	\$244,691	\$259,184
General Services	5,288	7,000	7,000	7,000
Maintenance	234,012	233,226	256,230	247,723
Sundry	16,997	18,922	18,922	20,795
Supplies	582,691	625,838	647,861	631,812
Capital	21,643	0	22,500	0
<b>TOTAL</b>	<b>\$1,056,586</b>	<b>\$1,128,790</b>	<b>\$1,197,204</b>	<b>\$1,166,514</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Senior Traffic Technician	1.00	1.00	1.00	1.00
Traffic Technician	2.00	3.00	3.00	3.00
<b>Full-Time</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

DEPARTMENT / DIVISION PUBLIC WORKS – STREET	FUND GENERAL		
PROGRAM NAME CHANNEL CLEANING / DRAINAGE IMPROVEMENTS			
<b>DESCRIPTION / MISSION</b>			
An annual program that consists of cleaning out sediment that has built up significantly throughout the years in some of the city's earthen channels. This project also consists of repairing curb and gutter sections on streets that have standing water problems.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To remove sediment and re-establish the flow capacity of earthen channels to meet the requirements of the city's Flood Damage Protection Ordinance No. 2061. (Safety and Security)</li> <li>To maximize the street pavement life and improve drainage along public right-of-ways by repairing curb and gutters that have standing water problems. (Efficient and Effective Transportation System)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Maintain, mow and clean designated city owned drainage channels as scheduled in the Public Works Drainage Program.</li> <li>Repair isolated curb and gutter sections that stand in water on various streets throughout the city.(Have 229 different location identified.)</li> <li>Inspect 300 drainage inlets throughout the city. Clean and add, or repair damaged "No Dumping" markers on the drainage inlets.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of city staff	3.00	3.00	3.00
<b>Goal: Efficient and Effective Transportation System</b>			
# Of streets with isolated standing water curb and gutters repaired by contractor	21	20	20
Total # complaints concerning standing water problems on streets	28	32	30
Cost per mile for drainage channel mowing/cleaning by city staff	\$4,454.64	\$4,460.16	\$4,683.17
<b>Goal: Safety and Security</b>			
# Of drainage inlet inspection, cleaning, and marking by city staff	130	300	300
Total # of mosquito spray requests	300	30	50
Total # of request for channel cleaning/drainage improvements	40	30	30
% Of earthen channels cleaned and mowed	100.00%	100.00%	100.00%
Budgeted CIP project funds to dredge/clean streams and to repair standing water problems on public streets using contractor services	\$0.00	\$0.00	\$100,000.00
Miles of earthen drainage channels cleaned/mowed/maintained by city staff	25 miles	25 miles	25 miles
<b>Goal: Efficient and Effective Delivery of City Services</b>			
General operating expenses to mow and clean drainage streams by city staff (salaries, equipment, fuel and materials)	\$75,854.00	\$76,000.00	\$76,000.00

DEPARTMENT / DIVISION PUBLIC WORKS – STREET	FUND GENERAL		
PROGRAM NAME PREVENTIVE STREET MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
This program provides the city with an effective preventive street maintenance program to protect the public investment on all public streets, thoroughfares and public ways within the City of North Richland Hills. This program consists of minor reconstruction, resurfacing, overlaying, slurry sealing and patching of public streets to preserve and to extend the life of the pavement. This program keeps the city from having higher street repair costs in the future by repairing the minor problems and preventing them from becoming significant and more costly to repair.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To protect the investment in public streets by utilizing a Preventive Maintenance Program to ensure maximum street pavement life. (Efficient Effective Transportation System)</li> <li>To increase the condition ratings of street pavement by utilizing a Pavement Management System. (Efficient Effective Transportation System)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Resurface 5 lane miles of street pavement with a 2" thick hot-mix asphalt overlay.</li> <li>Resurface 6 lane miles of street pavement with a micro slurry seal application.</li> <li>Repair 186,000 square feet of deteriorated street pavement (including pothole patching).</li> <li>Crack seal 10 miles of street pavement.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Transportation System</b>			
# Of streets rated poor (0-55 with 0 as bad)	160	150	142
% Of street lane miles receiving preventive maintenance (as of January 2014, 536 lane miles of street pavement)	3.36%	4.00%	4.00%
Budgeted fund (materials only)	\$1,270,015.00	\$1,289,973.00	\$1,266,776.00
Lane miles of street pavement overlaid with 2" hot-mix asphalt	4 miles	4 miles	5 miles
Lane miles of street pavement slurry sealed	5 miles	6 miles	6 miles
Lane miles of street pavement crack sealed	10 miles	10 miles	10 miles
Square feet of street pavement repaired	307,201 sq ft	200,000 sq ft	200,000 sq ft
Average overall condition rating of streets (0-100 with 100 as excellent)	83	83	82
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of staff hours (2" hot-mix asphalt overlay)	1,410 hours	1,410 hours	1,410 hours
# Of skilled field labor employees assigned to program	15.00	15.00	15.00
# Of administrative staff assigned to program	3.00	3.00	3.00
% Of people who believe non-residential street conditions are excellent or good*	77.00%	67.40%	75.00%
% of people who believe residential streets are excellent or good*	66.80%	54.90%	65.00%
Cost per lane mile of 2" hot-mix asphalt overlay (includes pavement repair and curb/gutter repair)	\$165,193.20	\$199,673.67	\$165,000.00
Cost per lane mile of slurry seal	\$14,705.00	\$16,492.00	\$16,000.00
Material cost per square feet of pavement repaired	\$1.60	\$1.56	\$1.65
*Data is from the Citizen Survey: 2015-16 data is from the 2016 survey			

DEPARTMENT / DIVISION PUBLIC WORKS – STREET	FUND GENERAL		
PROGRAM NAME STREET RIGHTS-OF-WAY MOWING PROGRAM			
<b>DESCRIPTION / MISSION</b>			
An annual program that consists of mowing vegetation along public street rights-of-way. This program is contracted to an outside mowing contractor and is managed by the Public Works Department. It includes the mowing of rights-of-way along major thoroughfares, drainage ditches, and street medians.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide a safe public transportation system with few sight visibility problems. (Efficient and Effective Transportation System)</li> <li>• To provide an aesthetically pleasing corridor along major city thoroughfares. (Positive City Image)</li> <li>• To ensure that city rights-of-way meet the same code restrictions placed on private property owners. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain and mow vegetation along public street right-of-ways utilizing contracted services.</li> <li>• Maintain a master listing of all public street rights-of-way mowing for scheduling purposes and location identity.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Transportation System</b>			
Total # of complaints concerning motorist visibility due to high	1	0	0
growth vegetation at street intersections			
Amount of budgeted fund	\$200,000.00	\$233,754.00	\$245,442.00
<b>Goal: Positive City Image</b>			
# Of overall mowing acreage	3,150 acres	3,150 acres	3,150 acres
Total # of complaints concerning vegetation along public street			
rights-of-way	20	25	25
<b>Goal: Efficient and Effective Delivery of City Services</b>			
Cost per acreage of public street rights-of-way mowing	\$63.50	\$74.21	\$74.21

DEPARTMENT / DIVISION PUBLIC WORKS – STREET	FUND GENERAL		
PROGRAM NAME SIDEWALK CONSTRUCTION			
<b>DESCRIPTION / MISSION</b>			
The intent of the program is to encourage the construction and/or reconstruction of sidewalks throughout the city for the safety and convenience of pedestrians. The program allows staff to construct sidewalks that are requested by citizens' petitions or by staff. The construction and reconstruction of new sidewalks helps to revitalize residential neighborhoods.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Provide quality Community Development and Revitalization by improving pedestrian transportation and safety in developed residential neighborhoods by constructing new sidewalks. (Efficient and Effective Transportation System)</li> <li>• Improve public awareness of the City's Sidewalk Construction Program. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Use 50% of funding to install new sidewalks.</li> <li>• Use 50% of funding to replace deteriorated sidewalks in older developed neighborhoods.</li> <li>• Increase the number of requests for sidewalk construction by utilizing the Public Works web page for informational purposes about the program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Transportation System</b>			
Amount of budgeted funds	\$50,000.00	\$50,000.00	\$50,000.00
Linear feet of new sidewalk constructed	400 ft	892 ft	833 ft
# Of sidewalk repairs completed	17 ft	7 ft	20 ft
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of staff <sup>1</sup>	3.00	3.00	3.00
# Of staff hours <sup>1</sup>	60 hours	60 hours	60 hours
# Of citizens' requests for new sidewalk construction	3	3	3
# Of approved requests for sidewalk installation	2	2	2
# Of new sidewalk installation constructed	2	1	2
Cost per linear feet of sidewalk repair	\$26.00	\$28.00	\$30.00
Cost per linear feet of new sidewalk constructed <sup>2</sup>	\$25.00	\$27.00	\$30.00
1. Staff assigned to this program also work with other programs such as the preventive street maintenance program.			
2. Cost reflects sidewalk installation and related items such as wheelchair ramps and curb/gutter replacement at sidewalk/street connection points.			

DEPARTMENT PUBLIC WORKS - STREETS - 6003		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,212,869	\$1,245,389	\$1,223,279	\$1,279,285
General Services	30,847	37,000	37,619	41,100
Maintenance	328,536	392,580	415,777	397,077
Sundry	9,859	16,540	16,540	15,108
Supplies	32,989	42,408	42,519	38,061
Capital	3,882	0	6,400	0
<b>TOTAL</b>	<b>\$1,618,981</b>	<b>\$1,733,917</b>	<b>\$1,742,134</b>	<b>\$1,770,631</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Operations Manager	0.25	0.25	0.00	0.00
Public Works Manager	0.00	0.00	0.25	0.25
Superintendent	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00
Street Secretary	1.00	1.00	1.00	1.00
Equipment Operator	1.00	1.00	1.00	1.00
Crewleader	5.00	5.00	5.00	5.00
Maintenance Worker II	6.00	6.00	6.00	6.00
Maintenance Worker I	4.00	4.00	4.00	4.00
Construction Inspector	0.50	0.50	0.50	0.50
<i>Part-Time:</i>				
Summer Part-Time (4)	0.98	0.98	0.98	0.98
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>19.75</b>	<b>19.75</b>	<b>19.75</b>	<b>19.75</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>
<b>TOTAL</b>	<b>20.73</b>	<b>20.73</b>	<b>20.73</b>	<b>20.73</b>

DEPARTMENT	FUND			
PUBLIC WORKS	UTILITY			
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Water	\$13,897,546	\$14,446,656	\$14,305,129	\$14,963,209
Sewer	6,196,071	6,152,766	6,757,770	6,818,440
Development	791,669	829,578	840,157	882,243
Right-of-Way Maintenance	149,328	233,754	200,000	233,754
Franchise Fees	857,706	905,116	866,271	945,688
Joint Use Pump	88,261	101,000	76,000	101,000
Indirect Costs	2,090,315	2,194,830	2,194,830	2,304,572
<b>TOTAL</b>	<b>\$24,070,895</b>	<b>\$24,863,700</b>	<b>\$25,240,157</b>	<b>\$26,248,906</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$3,258,387	\$3,447,377	\$3,302,011	\$3,540,907
General Services	14,817,805	14,782,946	15,423,926	15,858,545
Maintenance	2,220,460	2,477,461	2,435,749	2,588,138
Sundry	3,307,406	3,499,987	3,450,115	3,659,698
Supplies	409,713	566,429	536,356	504,623
Capital	57,124	89,500	92,000	96,995
<b>TOTAL</b>	<b>\$24,070,895</b>	<b>\$24,863,700</b>	<b>\$25,240,157</b>	<b>\$26,248,906</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director	0.50	0.50	0.50	0.50
Assistant Director	0.00	0.00	0.00	0.00
City Engineer	0.25	0.25	0.25	0.25
Management Assistant	0.50	0.50	0.50	0.50
Operations Mgr.	0.00	0.00	0.00	0.00
Public Works Manager	0.50	0.50	0.50	0.50
Utility Superintendent	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Administrative Clerk	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Utility Supervisor	2.00	2.00	2.00	2.00
Crewleader	11.00	11.00	11.00	11.00
Maintenance Worker II	9.00	9.00	9.00	9.00
Maintenance Worker I	5.00	5.00	5.00	5.00
Senior SCADA Technician	1.00	1.00	1.00	1.00
SCADA Technician	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00
Regulatory Compliance Specialist	1.00	1.00	1.00	1.00
Engineer Associate	0.50	0.50	0.50	0.50
Construction Inspector	3.00	3.00	3.00	3.00
Director of Planning & Development	0.00	0.00	0.00	0.00
Planning Manager	0.10	0.10	0.10	0.10
Senior Planner	0.00	0.00	0.00	0.00
Principal Planner	0.10	0.10	0.10	0.10
Planner	0.10	0.10	0.10	0.10
Assistant Planner	0.00	0.00	0.00	0.00
Customer Service Assistant (Planning)	1.00	1.00	1.00	1.00
Engineering Aide (Part time)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	<b>42.55</b>	<b>42.55</b>	<b>42.55</b>	<b>42.55</b>
<b>Part-Time (Full-Time Equivalent)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL</b>	<b>43.05</b>	<b>43.05</b>	<b>43.05</b>	<b>43.05</b>

<b>DEPARTMENT / DIVISION</b> PUBLIC WORKS – WATER	<b>FUND</b> UTILITY		
<b>PROGRAM NAME</b> WATER OPERATIONS			
<b>DESCRIPTION / MISSION</b>			
<p>The Public Works Water Operations Division is responsible for providing the city's 18.2 square mile service area with a safe, reliable water distribution system. The water distribution system is comprised of approximately 365 miles of various size water lines, 2,162 fire hydrants, 7,370 valves, 4 elevated storage tanks, 4 ground storage tanks, 4 potable wells, 7 irrigation wells, and 5 booster pump stations. The systems total storage capacity is 16 million gallons. In addition, North Richland Hills provides wholesale water service to the City of Watauga, which has an approximate service area of 4.5 square miles and uses an average of 1,000 MG a year. Our mission is to provide safe quality water to our community and to exceed the minimum standards required by the Texas Commission on Environmental Quality (TCEQ). This is done by providing excellent customer service in a professional manner, accepting accountability and promoting water resource conservation through education and public awareness as well as consistently monitoring and analyzing the system to anticipate future water supply needs of the community.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain a safe and reliable water distribution system that meets or exceeds all federal, state and local regulations. (Safety and Security)</li> <li>• To minimize unbillable water loss. (Financial Stability)</li> <li>• To ensure adequate water pressure is delivered throughout the city for fire protection. (Safety and Security)</li> <li>• To prepare and plan for emergency operations for catastrophic conditions. (Safety and Security)</li> <li>• To maintain public confidence in drinking water. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain standard number of 30 minutes to respond to complaints and water leaks.</li> <li>• Maintain and upgrade pump station operational components such as valves, pumps, motors, and tank structures.</li> <li>• Perform Unidirectional Flushing Program to ensure water quality assurance.</li> <li>• Continue to regulate water conservation methods and enforce current ordinance requirements.</li> <li>• Perform 10-year meter and transponder replacement program.</li> <li>• Inspect and maintain valve and fire hydrants to ensure adequate operation for fire protection and water quality assurance.</li> <li>• Maintain preparedness for electrical configuration at water pump stations to allow for the use of auxiliary power in the event of loss of primary power supply.</li> <li>• Continue customer job survey evaluation program to work on improving interaction and communications with those affected with impact of utility maintenance and repairs.</li> <li>• Develop and distribute Consumer Confidence Reports by electronic methods and implement new and additional public awareness on web page.</li> <li>• Educate public on water conservation awareness to preserve water supply for future generations.</li> <li>• Maintain positive attitude when dealing with citizens and encourage feedback for improving operations.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of employee time off due to on-the-job injury (hours)	596 hours	150 hours	150 hours
# Of safety meetings (monthly meetings)	12	12	12
# Of fire hydrants maintained/repared (each)	593	300	300
# Of water valves maintained, repaired, installed (each)	2,215	1,200	1,200
# Of monthly testing for auxiliary power operations at pump stations	12	12	12
% Of fire hydrants maintained in the city (AWWA and TCEQ recommend annual maintenance on 100%)	11.00%	9.50%	9.50%
% Of water valves maintained in the city (AWWA recommends all valves inspected every 2 to 3 years)	23.00%	15.00%	15.00%
<b>Goal: Financial Stability</b>			
# Of water meters installed (each)	1,131	1,400	1,400
# Of telemetric transponders changed/installed (each)	961	1,400	1,400
Amount of division budget – excludes water purchases	\$4,199,796.00	\$4,519,477.00	\$4,777,957.00
Amount of water purchases (TRA / Fort Worth)	\$9,786,011.00	\$9,861,652.00	\$10,286,252.00
Water purchased (TRA / Fort Worth) (in gallons)	3,977,361,930	3,400,000,000	3,433,000,000
Amount of overtime	\$88,437.98	\$103,620.00	\$103,620.00
Funding amount of telemetric meter replacement program	\$400,000.00	\$400,000.00	\$400,000.00
Metered water (NRH only) (in gallons)	2,203,611,273	2,300,000,000	2,334,440,000

DEPARTMENT / DIVISION PUBLIC WORKS – WATER	FUND UTILITY		
PROGRAM NAME WATER OPERATIONS			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Financial Stability Continued</b>			
Amount of estimated replacement value of water system (in millions)	\$210.19	\$215.00	\$220.00
Gallons of Unmetered water (in millions)	54 Gallons	37 Gallons	37 Gallons
Gallons of estimated water loss due to main breaks (in millions)	19 Gallons	25 Gallons	25 Gallons
Gallons of Water loss due to flushing (in millions)	35 Gallons	30 Gallons	30 Gallons
Gallons of Facility water usage (in millions)	76 Gallons	85 Gallons	85 Gallons
Gallons of unauthorized usage/unmetered water	137,273	150,000	150,000
<b>Goal: Positive City Image</b>			
# Of post job surveys issued to the public	355	400	400
# Of water conservation (web posting each)	3	3	3
# Of taste and odor complaints	48	50	50
# Of customers personally informed/educated on water restrictions. (The City provides public speaking at area schools and several free water conservation educational pamphlets available at the Utility Billing and Utility Maintenance facilities year round)	14	15	15
Average # of minutes to respond to complaints	30 mins	30 mins	30 mins
Average repair time for water main breaks	7 hours	7 hours	7 hours
Average score from homeowner job surveys (1 = poor to 3 = excellent)	3	3	3
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of field operation employees	18.00	18.00	18.00
# Of water storage tanks inspected/maintained (each)	9	8	8
# Of pump stations maintained (each)	5	5	5
# Of water main breaks repaired installed or replaced (each)	91	100	100
# Of dead end mains flushed (each)	1,253	1,200	1,200
# Of customer accounts per employee (note that 486 is national median of AWWA benchmarking)	949	955	960

DEPARTMENT PUBLIC WORKS - WATER - 6004		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,991,202	\$2,146,886	\$2,023,749	\$2,187,220
General Services	9,859,343	9,969,968	9,968,743	10,404,395
Maintenance	1,659,859	1,764,113	1,756,155	1,856,686
Sundry	1,865,159	1,978,007	1,954,788	2,067,727
Supplies	288,513	404,668	399,547	349,456
Capital	46,942	89,500	92,000	96,995
<b>TOTAL</b>	<b>\$15,711,018</b>	<b>\$16,353,142</b>	<b>\$16,194,982</b>	<b>\$16,962,479</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director	0.50	0.50	0.50	0.50
Management Assistant	0.50	0.50	0.50	0.50
Operations Mgr.	0.50	0.50	0.00	0.00
Public Works Manager	0.00	0.00	0.50	0.50
Utility Superintendent	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Administrative Clerk	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Utility Supervisor	2.00	2.00	2.00	2.00
Crewleader	8.00	8.00	8.00	8.00
Maintenance Worker II	4.00	4.00	4.00	4.00
Maintenance Worker I	4.00	4.00	4.00	4.00
Senior SCADA Technician	1.00	1.00	1.00	1.00
SCADA Technician	1.00	1.00	1.00	1.00
Engineer Associate	0.25	0.25	0.25	0.25
* Position partially funded from this activity.				
<b>Full-Time</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>

<b>DEPARTMENT / DIVISION</b> PUBLIC WORKS – SEWER	<b>FUND</b> UTILITY		
<b>PROGRAM NAME</b> WASTEWATER OPERATIONS			
<b>DESCRIPTION / MISSION</b>			
Public Works Wastewater Operations Division is responsible for providing the city's 18.2 square mile service area with a safe, reliable system for the collection and disposal of wastewater. The wastewater collection system is comprised of approximately 292 miles of various size lines. The collection system also has approximately 5,188 manholes and 2 mechanical lift stations. Our mission involves a commitment to maintaining a superior wastewater service that focuses on the interest of the city, the citizens it serves, and the protection of the environment. Comprehensive training, constant monitoring and assessment of the collection system provide for an efficient and accountable operation. In addition, newly developed standards and technologies are routinely explored for cost effectiveness and improved service.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain a safe and reliable wastewater collection system that meets or exceeds all federal, state and local regulations with safe methods. (Safety and Security)</li> <li>• To decrease infiltration and inflow (I &amp; I) to the collection system. (Financial Stability)</li> <li>• To prepare and implement emergency operations for catastrophic conditions. (Safety and Security)</li> <li>• To maintain public confidence in wastewater maintenance and reliability. (Positive City Image)</li> <li>• To continue to be in compliance with the city's Sanitary Sewer Overflow (SSO) Initiative Program with the Texas Commission on Environmental Quality (TCEQ). (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain standard number of 30 minutes to respond to complaints and wastewater backups during normal business hours.</li> <li>• Continue the identification process and repairs to known or suspected points in the collection system, which have been compromised.</li> <li>• To decrease Inflow and Infiltration (I&amp;I) to the collection system by performing manhole and cleanout repairs and replacements identified in the sanitary sewer assessment study performed in the southern portion of the city.</li> <li>• Maintain program system to ensure routine cleaning of at least 40% of the wastewater collection system lines annually, and cleaning all noticed trouble spots on a monthly basis.</li> <li>• Utilize flow meter devices to monitor inflow/infiltration in the wastewater collection system to make necessary repairs to points of entry.</li> <li>• Maintain preparedness for electrical configuration at sewer lift stations to allow for the use of auxiliary power in the event of loss of primary power supply.</li> <li>• Maintain positive attitude when dealing with citizens and encourage feedback for improving operations.</li> <li>• Meet annual reporting requirements for the SSO Initiative Program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of safety meetings (monthly meetings)	12	12	12
# Of test and maintenance checks on auxiliary power generators (monthly checks)	12	12	12
# Of manholes inspected	536	400	450
<b>Goal: Financial Stability</b>			
# of manhole and clean out repairs and replacements at identified sources of Inflow & Infiltration	141	80	80
# Of employee time off due to on-the-job injury (in hours)	200 hours	150 hours	150 hours
% Of SSO agreement plan with TCEQ reporting parameters met	100.00%	100.00%	100.00%
Amount of budget (excludes FTW/TRA cost for sewer)	\$1,285,498.00	\$1,372,905.00	\$1,431,799.00
Amount of sewer treated (in gallons)	2,161,309,500	2,050,000,000	2,050,000,000
Total cost of sewer treatment (FTW/TRA)	\$4,910,573.00	\$5,384,865.00	\$5,386,641.00
Amount of overtime	\$18,507.71	\$35,301.00	\$35,301.00
Estimated replacement value of sewer system (In Millions)	\$106,850,000.00	\$108,000,000.00	\$110,000,000.00
<b>Goal: Positive City Image</b>			
# Of job surveys issued to the public to evaluate utility crews job performance on sewer related excavations in their neighborhood or on their property	42	50	60
Average response time to calls concerning wastewater problems in homes or businesses (in minutes):			
Normal business hours	30 mins	30 mins	30 mins
After hours (nights/weekends)	60 mins	60 mins	60 mins

DEPARTMENT / DIVISION PUBLIC WORKS – SEWER	FUND UTILITY		
PROGRAM NAME WASTEWATER OPERATIONS			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Positive City Image Continued</b>			
Average homeowner score of maintenance operation. Post construction comment forms left at homeowners. (1=poor to 3=excellent)	3	3	3
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of field operations employees	12.00	12.00	12.00
# Of Manholes installed/repaired	2	10	10
% Of wastewater collection system line cleaning	42.00%	40.00%	50.00%
Wastewater lines installed/replaced (feet)	1,299 ft	1,000 ft	1,000 ft
Total wastewater stoppages	289	296	300
Wastewater lines TV inspected (feet)	49,851 ft	52,000 ft	40,000 ft
Storm Drain lines TV inspected (feet)	495 ft	700 ft	600 ft
Ratio of customer connections per employee (national median is 509 of AWWA benchmarking)	1,920	1,925	1,930
Wastewater overflow rate (SSO) (calculation – 100 x overflows/miles of piping. Note that 4.3 is national median of AWWA benchmarking)	17.4	12.6	13.0
Collection System Integrity-Failure Rate = 100x (total number of collection system failures during the year) / total miles of collection system piping (note that 9.05 is national median of AWWA benchmarking)	22.2	25.3	25.0

DEPARTMENT / DIVISION PUBLIC WORKS – SEWER	FUND UTILITY		
PROGRAM NAME ENVIRONMENTAL REGULATIONS MANAGEMENT PROGRAM			
<b>DESCRIPTION / MISSION</b>			
This program is designed to meet all local, state and federal environmental regulations as it relates to water quality, storm water, and wastewater. This program will administer the wastewater program (WW), cross-connection control, backflow prevention program, grease and oil management program, storm water management program (SW) and state mandated water quality testing (WQ).			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To meet or exceed all local, state, and federal water, wastewater and storm water environmental regulations. (Safety and Security)</li> <li>• To control pollutants in wastewater collection system which in turn will reduce treatment cost. (Financial Stability)</li> <li>• To maintain integrity of water distribution system by ensuring no contaminants allowed to backflow from water users to city system. (Safety and Security)</li> <li>• To regulate and monitor all required grease and oil traps and minimize potential stoppages in the wastewater collection system. (Safety and Security)</li> <li>• To minimize inflow into the wastewater collection system and reduce the amount of wastewater treated. (Financial Stability)</li> <li>• To protect water quality and satisfy the appropriate water quality of the U.S. Clean Water Act. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Monitor and regulate all significant industrial users for categorical pretreatment pollutants discharging to the city's wastewater collection system.</li> <li>• Monitor entities that discharge to wastewater collection system to ensure proper revenue generation for payment of treatment cost.</li> <li>• Ensure registration of certified backflow prevention testers with Planning and Inspection Department to maintain protection of water distribution system.</li> <li>• Monitor and regulate all required backflow prevention devices to ensure testing is completed within specified time parameters.</li> <li>• Monitor and regulate all required grease and oil trap devices to ensure minimal risk discharges into the wastewater collection system.</li> <li>• Administer and manage all state mandated water quality testing to ensure compliance with state and federal laws.</li> <li>• Reduce the discharge of pollutants to "maximum extent practicable" by using Best Management Practices from the city's Storm Water Management Plan.</li> <li>• Educate the citizens, businesses, and staff on the proper disposal of fats, oils, and grease to reduce the impact of FOG into the sanitary sewer system.</li> <li>• Monitor and report all city owned water well usage to the Northern Trinity Groundwater Conservation District.</li> <li>• Administer and manage the city wastewater program with the City of Fort Worth per contract.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of daily chlorine water test reviewed and reported (each) (WQ)	365	365	365
<b>Goal: Financial Stability</b>			
Training, supplies, and materials	\$3,000	\$3,000	\$3,000
<b>Goal: Positive City Image</b>			
Hours of time spent training city staff (also includes time spent in public education outreach programs WQ, WW, SW)	400 hours	400 hours	400 hours
# Of investigated/review illicit discharge incidents (each) (WW)	5	5	5
# Of investigative/reporting of sanitary sewer overflows (SSO's each) (WW)	25	20	20
# Of significant industrial users (SIU) inspections (each) (WW)	3	3	3
# Of investigated / review of storm water discharge issues (each) (SW)	15	15	15
# Of gallons of oil / grease recycled from FOG program (WW)	272	274	320
% Of positive total coloriform results during Bac-T testing (<5% is excellent) (WQ)	0.35%	0.35%	0.00%
# Of water contamination due to backflow incidents (0 is excellent) (WQ)	0	0	0
# Of clean water act violations (0 is excellent) (WQ)	0	0	0

DEPARTMENT / DIVISION PUBLIC WORKS – SEWER	FUND UTILITY		
PROGRAM NAME ENVIRONMENTAL REGULATIONS MANAGEMENT PROGRAM			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Efficient and Effective Delivery of City Services</b>			
Public Works - Regulatory Compliance Specialist	2,080 hours	2,080 hours	2,080 hours
# Of hours on semi-annual reports to TCEQ for wastewater regulation compliance (WW) <sup>1</sup>	30 hours	30 hours	30 hours
<b>Goal: Efficient and Effective Delivery of City Services Continued</b>			
# Of wastewater testing done (each) (WW) <sup>1</sup>	0	0	0
# Of reviews for wastewater laboratory reports (hours) (WW) <sup>1</sup>	30 hours	30 hours	30 hours
# Of water bacteriological test (Bac-T) conducted and reviewed (each) (WQ)	840	840	840
Annual hours spent on storm water management report	200 hours	250 hours	250 hours
# Of class surcharge tests performed (each) (WW)	3	3	3
# Of liquid waste trip tickets reviewed (each) (WW)	590	630	650
# Of backflow prevention devices report reviewed for compliance (each) (WQ)	390	420	450
# Of state mandated test reviewed: DBP, HAA5, TTHM (each) (WQ)	72	72	72
% Of city department's BMP goals met for the storm water management plan (SW)	100.00%	100.00%	100.00%
% Of water well usage monitored (WQ)	100.00%	100.00%	100.00%
Hours of field testing and sampling (WW) <sup>1</sup>	0 hours	0 hours	0 hours
<p><u>Legend:</u>  WQ = water  WW = wastewater  SW = storm water</p>			

DEPARTMENT PUBLIC WORKS - SEWER - 6005		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$798,318	\$824,282	\$789,851	\$843,731
General Services	4,926,409	4,775,478	5,414,865	5,408,492
Maintenance	373,094	436,767	436,767	452,965
Sundry	1,192,442	1,254,138	1,231,926	1,314,675
Supplies	30,174	55,561	55,609	49,567
Capital	10,182	0	0	0
<b>TOTAL</b>	<b>\$7,330,619</b>	<b>\$7,346,226</b>	<b>\$7,929,018</b>	<b>\$8,069,430</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Supervisor	1.00	1.00	1.00	1.00
Regulatory Compliance Specialist	1.00	1.00	1.00	1.00
Crewleader	3.00	3.00	3.00	3.00
Maintenance Worker II	3.00	3.00	3.00	3.00
Maintenance Worker I	3.00	3.00	3.00	3.00
<b>Full-Time</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

DEPARTMENT / DIVISION PUBLIC WORKS – CONSTRUCTION		FUND UTILITY	
PROGRAM NAME UTILITY CONSTRUCTION			
<b>DESCRIPTION / MISSION</b>			
The Utility Construction Program provides a safe and efficient program for construction of water, sewer and drainage pipelines in the city. This program replaces old 2-inch and 4-inch water mains with 6-inch and larger mains to provide adequate pressure and fire hydrant coverage to areas that are currently without adequate coverage. The program also consists of the replacement of water mains that are old and have a high operation and maintenance (O&M) cost.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To efficiently install or replace water, wastewater and storm sewer facilities utilizing the most current construction methods in a professional and safe manner. (Safety and Security)</li> <li>To improve the utility infrastructure by replacing old pipelines that are undersized and/or have high operating and maintenance costs. (Financial Stability)</li> <li>To increase the water system capacity and provide adequate volume for fire protection through replacement of 2" and 4" water lines with 6" and 8" water lines. (Safety and Security)</li> <li>To maintain and improve the city's ability to respond to large scale emergencies through the replacement of old fire hydrants and increasing the number of new fire hydrants in the system. (Safety and Security)</li> <li>To maintain customer service by providing multiple avenues of communication from residents Satisfaction Surveys, phone contact, e-mail, city website. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Keep construction sites "cleaner" than private sources by use of customer feedback.</li> <li>Have all Construction Division employees attend monthly general workplace safety meetings.</li> <li>Develop utility construction crew employee methods, procedures or techniques to become more productive and efficient.</li> <li>Develop priority schedules within the 5 year funding plan for replacement of problematic/undersized water and sewer lines in the city.</li> <li>Provide city contact name, telephone number and address in all project notification letters and encourage citizens to express their needs and concerns.</li> <li>Decrease the number of sanitary sewer overflows in the city by replacing old and broken vitrified clay sewer mains with PVC.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of man hours worked (includes vacancy hours)	14,560 hours	14,560 hours	14,560 hours
# Of water valves installed/replaced	36	36	36
# Of fire hydrants installed/replaced	14	14	14
# Of manholes installed	0	0	0
# Of construction safety meetings attended	16	16	16
# Of customer water meter replacements	0	0	0
% Of project scheduling of asset replacement complete (10 year plan)	100.00%	100.00%	100.00%
Amount of overtime expenditure	\$9,000.00	\$9,000.00	\$9,000.00
Amount of salaries (regular and overtime, plus benefits)	\$463,562.00	\$463,562.00	\$334,405.00
Amount of parts, supplies and rental equipment	\$160,076.00	\$160,076.00	\$160,076.00
Amount of overhead (uniforms, vehicle maintenance, etc.)	\$198,362.00	\$198,362.00	\$198,362.00
Superintendent's time in the field (hours)	1,414 hours	1,414 hours	1,414 hours
Superintendent's time in the field (percentage)	68.00%	68.00%	68.00%
Linear feet of PVC water line installed	7,860 ft	8,545 ft	8,880 ft
Linear feet of PVC sanitary sewer line installed	1,600 ft	1,000 ft	2,550 ft
Linear feet of storm drain line installed	0 ft	0 ft	0 ft
Linear feet of 2",4", 6" & 8" main lines abandoned due to main line replacement	9,460 ft	9,545 ft	9,050 ft
Amount of construction division's cost to replace 6" pvc water line (per linear feet)	\$84.00	\$90.00	\$90.00
Amount of industry average to replace 6" pvc water line per bid tabulation report (per linear feet)	\$124.00	\$124.00	\$124.00
Amount of construction division's cost to replace 6" pvc sewer line (per linear feet)	\$65.00	\$65.00	\$65.00
Amount of industry average to replace 6" pvc sewer line per bid tabulation report (per-linear feet)	\$111.00	\$111.00	\$111.00



DEPARTMENT / DIVISION PUBLIC WORKS – ENGINEERING	FUND UTILITY																																																																										
PROGRAM NAME DEVELOPMENT																																																																											
<b>DESCRIPTION / MISSION</b>																																																																											
The Development Division is responsible for providing quality, timely review of plats and plans for improvements to the City's infrastructure systems along with inspection services. This includes plan reviews for all developers and CIP construction projects, as-built plan retention, and engineering support for other activities. This division also assists residents and other City departments with technical issues relating to drainage, traffic, water and sanitary sewer. This Division coordinates with TxDOT and other outside agencies on projects constructed within the City limits of North Richland Hills.																																																																											
<b>GOALS</b>																																																																											
<ul style="list-style-type: none"> <li>• To meet or exceed review times for plats and construction plan submittals as specified with the development review schedule. (Quality Community Development and Revitalization)</li> <li>• To provide timely responses to all drainage complaints. (Positive City Image)</li> <li>• To maintain high quality inspection services and to make improvements where possible. (Quality Community Development and Revitalization)</li> <li>• To improve customer services by providing more avenues of communication from citizens. (Positive City Image)</li> <li>• To improve interdepartmental communication. (Quality Community Development and Revitalization)</li> <li>• To meet FEMA's changing requirements by improving citizen awareness of the existence of floodplains and to provide information and resources related to flooding and floodplain management. (Quality Community Development and Revitalization)</li> </ul>																																																																											
<b>OBJECTIVES</b>																																																																											
<ul style="list-style-type: none"> <li>• Reduce the amount of time necessary to issue final acceptance letters and final plan review letters for developer projects.</li> <li>• Carefully track the progress of all reviews, communicate progress internally and utilize all available resources as necessary to meet deadlines.</li> <li>• Respond to all drainage complaints within one business day.</li> <li>• Obtain Texas Engineering Extension Service (TEEX) Construction Certification for all Public Works Construction Inspectors.</li> <li>• Train Development staff to review flood plain studies.</li> <li>• Utilize the Public Works link on the City's web page to provide another source of communication between the Public Works Department and citizens.</li> <li>• Follow-up on issues discussed during the Development Review Committee meetings within 5 business days.</li> <li>• Continue to manage FEMA identified flood hazard areas to insure that the City obtains a reasonable FEMA Community Rating System (CRS) ranking.</li> </ul>																																																																											
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>																																																																								
<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="4" data-bbox="99 1367 1521 1398"><b>Goal: Quality Development and Revitalization</b></td> </tr> <tr> <td data-bbox="99 1398 865 1430"># Of staff hours available:</td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="99 1430 865 1461">    City Engineer (.25 Fte)</td> <td data-bbox="865 1430 1084 1461" style="text-align: right;">520 hours</td> <td data-bbox="1084 1430 1304 1461" style="text-align: right;">520 hours</td> <td data-bbox="1304 1430 1521 1461" style="text-align: right;">520 hours</td> </tr> <tr> <td data-bbox="99 1461 865 1493">    Civil Engineer (.25 Fte)</td> <td data-bbox="865 1461 1084 1493" style="text-align: right;">520 hours</td> <td data-bbox="1084 1461 1304 1493" style="text-align: right;">520 hours</td> <td data-bbox="1304 1461 1521 1493" style="text-align: right;">520 hours</td> </tr> <tr> <td data-bbox="99 1493 865 1524">    Engineer Associate (.25 Fte)</td> <td data-bbox="865 1493 1084 1524" style="text-align: right;">520 hours</td> <td data-bbox="1084 1493 1304 1524" style="text-align: right;">520 hours</td> <td data-bbox="1304 1493 1521 1524" style="text-align: right;">520 hours</td> </tr> <tr> <td data-bbox="99 1524 865 1556">    Engineering Aide (.50 Fte)</td> <td data-bbox="865 1524 1084 1556" style="text-align: right;">0 hours</td> <td data-bbox="1084 1524 1304 1556" style="text-align: right;">0 hours</td> <td data-bbox="1304 1524 1521 1556" style="text-align: right;">0 hours</td> </tr> <tr> <td data-bbox="99 1556 865 1587"># Of plats (preliminary &amp; final) reviewed:</td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="99 1587 865 1619">    First submittals (including rough proportionality determinations)</td> <td data-bbox="865 1587 1084 1619" style="text-align: right;">29</td> <td data-bbox="1084 1587 1304 1619" style="text-align: right;">26</td> <td data-bbox="1304 1587 1521 1619" style="text-align: right;">21</td> </tr> <tr> <td data-bbox="99 1619 865 1650">    Second submittals</td> <td data-bbox="865 1619 1084 1650" style="text-align: right;">15</td> <td data-bbox="1084 1619 1304 1650" style="text-align: right;">13</td> <td data-bbox="1304 1619 1521 1650" style="text-align: right;">9</td> </tr> <tr> <td data-bbox="99 1650 865 1682"># Of "development" construction reviewed:</td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="99 1682 865 1713">    First submittals</td> <td data-bbox="865 1682 1084 1713" style="text-align: right;">35</td> <td data-bbox="1084 1682 1304 1713" style="text-align: right;">30</td> <td data-bbox="1304 1682 1521 1713" style="text-align: right;">25</td> </tr> <tr> <td data-bbox="99 1713 865 1745">    Second submittals</td> <td data-bbox="865 1713 1084 1745" style="text-align: right;">20</td> <td data-bbox="1084 1713 1304 1745" style="text-align: right;">25</td> <td data-bbox="1304 1713 1521 1745" style="text-align: right;">25</td> </tr> <tr> <td data-bbox="99 1745 865 1776">    Second submittals</td> <td data-bbox="865 1745 1084 1776" style="text-align: right;">16</td> <td data-bbox="1084 1745 1304 1776" style="text-align: right;">20</td> <td data-bbox="1304 1745 1521 1776" style="text-align: right;">20</td> </tr> <tr> <td data-bbox="99 1776 865 1808"># Of traffic impact analyses (TIAS) reviewed</td> <td data-bbox="865 1776 1084 1808" style="text-align: right;">2</td> <td data-bbox="1084 1776 1304 1808" style="text-align: right;">3</td> <td data-bbox="1304 1776 1521 1808" style="text-align: right;">2</td> </tr> <tr> <td data-bbox="99 1808 865 1839"># Of flood studies (LOMR, CLOMR, etc.) reviewed</td> <td data-bbox="865 1808 1084 1839" style="text-align: right;">2</td> <td data-bbox="1084 1808 1304 1839" style="text-align: right;">3</td> <td data-bbox="1304 1808 1521 1839" style="text-align: right;">2</td> </tr> <tr> <td data-bbox="99 1839 865 1871">Amount of development projects reviewed and under construction (in millions)</td> <td data-bbox="865 1839 1084 1871" style="text-align: right;">\$4.6M</td> <td data-bbox="1084 1839 1304 1871" style="text-align: right;">\$2.5M</td> <td data-bbox="1304 1839 1521 1871" style="text-align: right;">\$2.5M</td> </tr> <tr> <td data-bbox="99 1871 865 1902"># Of floodplain determinations</td> <td data-bbox="865 1871 1084 1902" style="text-align: right;">8</td> <td data-bbox="1084 1871 1304 1902" style="text-align: right;">10</td> <td data-bbox="1304 1871 1521 1902" style="text-align: right;">10</td> </tr> <tr> <td data-bbox="99 1902 865 1915"># Of drainage complaint site visits</td> <td data-bbox="865 1902 1084 1915" style="text-align: right;">5</td> <td data-bbox="1084 1902 1304 1915" style="text-align: right;">8</td> <td data-bbox="1304 1902 1521 1915" style="text-align: right;">8</td> </tr> </table>				<b>Goal: Quality Development and Revitalization</b>				# Of staff hours available:				City Engineer (.25 Fte)	520 hours	520 hours	520 hours	Civil Engineer (.25 Fte)	520 hours	520 hours	520 hours	Engineer Associate (.25 Fte)	520 hours	520 hours	520 hours	Engineering Aide (.50 Fte)	0 hours	0 hours	0 hours	# Of plats (preliminary & final) reviewed:				First submittals (including rough proportionality determinations)	29	26	21	Second submittals	15	13	9	# Of "development" construction reviewed:				First submittals	35	30	25	Second submittals	20	25	25	Second submittals	16	20	20	# Of traffic impact analyses (TIAS) reviewed	2	3	2	# Of flood studies (LOMR, CLOMR, etc.) reviewed	2	3	2	Amount of development projects reviewed and under construction (in millions)	\$4.6M	\$2.5M	\$2.5M	# Of floodplain determinations	8	10	10	# Of drainage complaint site visits	5	8	8
<b>Goal: Quality Development and Revitalization</b>																																																																											
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DEPARTMENT / DIVISION PUBLIC WORKS – ENGINEERING	FUND UTILITY		
PROGRAM NAME DEVELOPMENT			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Quality Development and Revitalization Continued</b> # Of staff hours per plat review (including rough proportionality determinations) # Of staff hours per construction plan review # Of staff hours per floodplain related issues # Of staff hours per engineering questions # Of staff hours per drainage complaint # Of staff hours per tia reviews % Of time spent on plat reviews % Of time spent on plan reviews % Of floodplain management % Of time spent addressing engineering questions (other than plat & plan review) % Of time spent on miscellaneous reviews (TIA, grading, site plan, etc.)	 4 hours 12 hours 2 hours 1 hours 2 hours 4 hours 15.00% 50.00% 15.00% 15.00% 5.00%	 4 hours 12 hours 2 hours 1 hours 2 hours 4 hours 15.00% 50.00% 15.00% 15.00% 5.00%	 4 hours 12 hours 2 hours 1 hours 2 hours 4 hours 15.00% 50.00% 15.00% 15.00% 5.00%

DEPARTMENT PUBLIC WORKS - DEVELOPMENT - 6006		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$468,867	\$476,209	\$488,411	\$509,956
General Services	32,052	37,500	40,318	45,658
Maintenance	38,179	41,827	41,827	43,733
Sundry	249,804	267,842	263,401	277,296
Supplies	2,766	6,200	6,200	5,600
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$791,669</b>	<b>\$829,578</b>	<b>\$840,157</b>	<b>\$882,243</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant Director	0.00	0.00	0.00	0.00
City Engineer	0.25	0.25	0.25	0.25
Engineer Associate	0.25	0.25	0.25	0.25
Construction Inspector	3.00	3.00	3.00	3.00
Director of Planning & Development	0.00	0.00	0.00	0.00
Planning Manager	0.10	0.10	0.10	0.10
Principal Planner	0.10	0.10	0.10	0.10
Senior Planner	0.00	0.00	0.00	0.00
Planner	0.10	0.10	0.10	0.10
Assistant Planner	0.00	0.00	0.00	0.00
Customer Service Assistant (Planning)	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Engineering Aide (Part time)	0.50	0.50	0.50	0.50
* Positions partially funded from this activity.				
<b>Full-Time</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>

DEPARTMENT PUBLIC WORKS - ROW MAINTENANCE - 6009		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	0	0	0	0
General Services	0	0	0	0
Maintenance	149,328	233,754	200,000	233,754
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$149,328</b>	<b>\$233,754</b>	<b>\$200,000</b>	<b>\$233,754</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>DEPARTMENT / DIVISION</b> PUBLIC WORKS – ENGINEERING		<b>FUND</b> UTILITY CIP PERSONNEL	
<b>PROGRAM NAME</b> ENGINEERING			
<b>DESCRIPTION / MISSION</b>			
The Public Works Capital Improvements Program (CIP) Division is responsible for effective and efficient use of the Capital Improvement Funds for water and wastewater projects. This includes the management of the design, plan reviews, budgets, right-of-way and easement acquisitions, construction administration and construction inspection.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To sustain easy availability of status reports on the Capital Improvements Program. (Financial Stability)</li> <li>• To maintain a high quality of infrastructure construction. (Quality Community Development and Revitalization)</li> <li>• To ensure franchise utilities complete relocations for NRH CIP projects to meet NRH schedule. (Quality Community Development and Revitalization)</li> <li>• To improve customer service by providing more avenues of communication for citizens. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain a monthly status report on the computer network.</li> <li>• Obtain TEEX Construction Certification for all Public Works Construction Inspectors.</li> <li>• Continually remind the franchise utilities of the City's schedules using several methods including letters and meetings.</li> <li>• Utilize the Public Works link on the City's web page to provide another source of communication between the Public Works Department and citizens.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of staff hours available:			
Managing Director (.25)	520 hours	520 hours	520 hours
City Engineer (.25)	520 hours	520 hours	520 hours
Assistant Director-Engineering (.25)	520 hours		
Engineer Associate (.25)		520 hours	520 hours
Engineer Associate (.25)	520 hours	520 hours	520 hours
Management Assistant (.50)	1,040 hours	1,040 hours	1,040 hours
Construction Inspector (.50)	1,040 hours	1,040 hours	1,040 hours
# Of utility projects managed (including data base CIP budget maintenance & project coordination with all parties)	9 hours	10 hours	10 hours
# Of utility CIP project plans reviewed	8 hours	8 hours	8 hours
# Of utility easements acquired	1 hours	2 hours	2 hours
# Of questions/concerns on utility projects	20 hours	18 hours	18 hours
# Of designs completed "in house"	0 hours	0 hours	0 hours
# Of staff hours per project managed	120 hours	120 hours	120 hours
# Of staff hours per construction plan review	40 hours	40 hours	40 hours
# Of staff hours per utility easement acquired	3 hours	3 hours	3 hours
# Of staff hours per question	1 hours	1 hours	1 hours
# Of staff hours per in-house design	160 hours	160 hours	160 hours
# Of projects over budget	0 hours	0 hours	0 hours
# Of projects behind schedule at bidding	0 hours	0 hours	0 hours
% Of time spent on project management (including budget preparation & database updating)	1 hours	1 hours	1 hours
% Of time spent on plan review	0 hours	0 hours	0 hours
% Of time spent on utility easements	0 hours	0 hours	0 hours
% Of time spent on addressing questions	0 hours	0 hours	0 hours
% Of time spent on in-house designs	0 hours	0 hours	0 hours
% Of time spent on miscellaneous reviews	0 hours	0 hours	0 hours

DEPARTMENT		FUND		
PUBLIC WORKS - UTILITY CONST. CREW - 6007		UTILITY CIP PERSONNEL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$425,613	\$483,491	\$483,845	\$491,231
General Services	3,400	5,000	5,000	5,000
Maintenance	236,815	216,050	216,050	226,150
Sundry	8,956	11,106	5,106	5,205
Supplies	2,330	4,482	4,482	5,170
Capital	63,648	122,055	128,055	117,311
<b>TOTAL</b>	<b>\$740,762</b>	<b>\$842,184</b>	<b>\$842,538</b>	<b>\$850,067</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Construction Superintendent	1.00	1.00	1.00	1.00
Equipment Operator	2.00	2.00	2.00	2.00
Pipelayer	2.00	2.00	2.00	2.00
Construction Worker	2.00	2.00	2.00	2.00
<b>Full-Time</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

DEPARTMENT		FUND		
PUBLIC WORKS - CIP PERSONNEL - 6008		UTILITY CIP PERSONNEL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$201,947	\$211,594	\$211,948	\$200,759
General Services	0	0	0	0
Maintenance	68,169	73,166	73,166	76,813
Sundry	23,641	28,756	28,756	29,117
Supplies	1,342	1,600	1,600	1,600
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$295,099</b>	<b>\$315,116</b>	<b>\$315,470</b>	<b>\$308,289</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director	0.25	0.25	0.25	0.25
Assistant Director	0.00	0.00	0.00	0.00
City Engineer	0.25	0.25	0.25	0.25
Engineer Associate	0.50	0.50	0.50	0.50
Civil Engineer	0.00	0.00	0.00	0.00
Management Assistant	0.00	0.00	0.00	0.00
Senior Management Assistant	0.00	0.00	0.00	0.00
Operations Manager	0.00	0.00	0.00	0.00
Construction Inspector	0.50	0.50	0.50	0.50
Public Works Director	0.00	0.00	0.00	0.00
Public Works Manager	0.00	0.25	0.25	0.25
<b>Full-Time</b>	<b>1.50</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.50</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

**NRH**

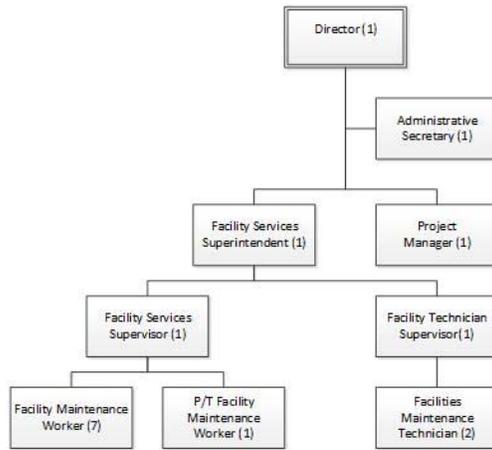
# FACILITIES AND CONST. MGMT.

The Facility & Construction Management Department provides services for construction, expansions and renovations for City facilities. This includes both scheduled and specifically requested projects by user departments.

FY 2016/2017	Adopted Budget	Facilities Fund
Salaries		\$ 1,080,738
General Services		18,125
Maintenance		587,110
Sundry		127,532
Supplies		1,184,446
Capital		126,000
Total		\$ 3,123,951

FY 2016-2017

## Facilities and Construction Management



DEPARTMENT		FUND		
FACILITIES/CONSTRUCTION MGMT		FACILITIES/CONST MGMT SERVICES		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$324,362	\$330,194	\$330,548	\$332,468
Facility Services	2,025,558	2,465,505	2,638,897	2,577,848
Rental Property Program	30,385	56,910	137,560	46,120
Transfer to Capital Budget	294,000	165,000	439,116	120,800
Debt Service	24,670	27,399	27,399	26,193
Other	13,079	14,898	12,591	20,522
Reserve for Capital Projects	0	0	0	0
Reserve for Rental Property	21,090	21,090	8,112	0
<b>TOTAL</b>	<b>\$2,733,144</b>	<b>\$3,080,996</b>	<b>\$3,594,223</b>	<b>\$3,123,951</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,048,925	\$1,079,079	\$1,069,732	\$1,080,738
General Services	12,027	15,900	34,679	18,125
Maintenance	326,980	366,980	611,291	587,110
Sundry	136,380	148,316	135,338	127,532
Supplies	889,106	1,295,721	1,294,067	1,184,446
Capital	319,727	175,000	449,116	126,000
<b>TOTAL</b>	<b>\$2,733,144</b>	<b>\$3,080,996</b>	<b>\$3,594,223</b>	<b>\$3,123,951</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager*	0.10	0.10	0.10	0.00
Director of Facilities & Construction	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Building Services Superintendent	1.00	1.00	1.00	1.00
Building Services Supervisor	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Building Maintenance Technician	2.00	2.00	2.00	2.00
Building Maintenance Worker	7.00	7.00	7.00	7.00
<i>Part-Time:</i>				
Building Maintenance Worker (PT-1)	0.63	0.63	0.63	0.63
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>15.10</b>	<b>15.10</b>	<b>15.10</b>	<b>15.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.63</b>	<b>0.63</b>	<b>0.63</b>	<b>0.63</b>
<b>TOTAL</b>	<b>15.73</b>	<b>15.73</b>	<b>15.73</b>	<b>15.63</b>

<b>DEPARTMENT / DIVISION</b> FACILITIES/CONSTRUCTION MGMT – ADMINISTRATION	<b>FUND</b> FACILITIES/CONSTRUCTION MGMT		
<b>PROGRAM NAME</b> CONSTRUCTION MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
The Facility & Construction Management Department provides services for construction, expansions and renovations for City facilities. This includes both scheduled and specifically requested projects by user departments.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To deliver projects to the customer within specified timeline and budgetary constraints. (Financial Stability)</li> <li>• To coordinate with departmental key personnel throughout the duration of project. (Positive City Image)</li> <li>• To improve building operations and energy efficiency as well as building aesthetics. (Efficient and Effective Delivery of City Services)</li> <li>• To improve personnel safety and security in City facilities. (Safety and Security)</li> <li>• To maintain compliance with mandated State and Federal legislation pertaining to building codes as related to City facilities, energy conservation, and indoor air quality. (Positive City Image)</li> <li>• To continue long range facility improvement program. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Conduct pre-construction, progress updates and post-construction meetings with key personnel.</li> <li>• Continue the implementation of cost effective improvements in areas of energy reduction for City facilities.</li> <li>• Installation of security items including lighting, securing employee work areas and entry / exit points.</li> <li>• Evaluation of new building products and equipment for sustainability, efficiency and cost savings.</li> <li>• Prepare project specifications with a clearly defined scope ensuring all materials and equipment, codes and industry standards are referenced.</li> <li>• Continue utilization of the project checklist for management, documenting realistic cost analysis and planning schedules.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of projects within allocated budget	32	16	12
Total # of facilities involved	18	14	16
% Of funds expended on new facilities and projects	99.00%	99.00%	100.00%
% Of projects within allocated budget	100.00%	100.00%	100.00%
Allocated funds for new facilities and projects (Includes Rental)	\$434,837.00	\$278,730.00	\$208,800.00
<b>Goal: Positive City Image</b>			
# Of facilities where projects were completed	18	14	16
# Of projects initiated with Adjustment to Base or another city department	14	5	5
# Of projects initiated by Facilities/Construction Management	18	9	3
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of projects completed	32	16	12
# Of projects on schedule	32	16	12
% Of projects on schedule	100.00%	100.00%	100.00%
Funds expended on new facilities and projects (includes Rental)	\$433,883.00	\$278,108.00	\$208,800.00
Other funds expended on projects	\$4,583,619.00	\$1,453,024.00	\$95,500.00

DEPARTMENT		FUND		
FACILITIES/CONST MGMT - ADMIN - 7001		BUILDING SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$308,450	\$315,269	\$315,623	\$317,479
General Services	2,000	500	926	1,175
Maintenance	196	210	100	0
Sundry	12,004	12,377	12,377	12,601
Supplies	1,712	1,838	1,522	1,213
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$324,362</b>	<b>\$330,194</b>	<b>\$330,548</b>	<b>\$332,468</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager*	0.10	0.10	0.10	0.00
Director of Facilities & Construction	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.00</b>

<b>DEPARTMENT / DIVISION</b> FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	<b>FUND</b> FACILITIES/CONSTRUCTION MGMT		
<b>PROGRAM NAME</b> BUILDING MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Facility Services Division is responsible for facility maintenance of 24 City Owned facilities covering 604,456 square feet. Through the use of an effective preventive maintenance program and employee training, Facility Services ensures the structural integrity and efficiency of the facilities, providing a safe and functional environment for the public and City staff.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To continue implementing energy conservation programs to reduce operational cost. (Efficient and Effective Delivery of City Services)</li> <li>• To reduce the number of unscheduled work orders for better customer service. (Efficient and Effective Delivery of City Services)</li> <li>• To continue adding buildings and equipment (New City Hall) to the preventive maintenance program. (Efficient and Effective Delivery of City Services)</li> <li>• To better educate employees on City and Departmental policies and procedures. (Efficient and Effective Delivery of City Services)</li> <li>• To keep on the job injuries to a minimum</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to install efficient lighting and fixtures.</li> <li>• Implement the TMA (The Maintenance Authority) facility maintenance management software IServer Desk program.</li> <li>• Add more buildings and equipment to TMA maintenance management software PM (Preventive Maintenance) scheduler.</li> <li>• Continue to conduct meetings on City and Departmental policies and procedures.</li> <li>• Continue the esafety online training program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of routine general maintenance work orders	838	750	800
# Of routine plumbing work orders	189	200	250
# Of routine electrical work orders	327	300	350
# Of emergency/on call work orders	34	25	35
# Of in-house maintenance work orders	1,388	1,275	1,435
# Of in-house preventive maintenance work orders	771	1,180	1,180
# Of outside contracted inspections/preventive maintenance work orders	185	251	251
# Of contracted repair work orders	83	120	130
# Of in-house routine work orders completed same day	907	938	910
# Of in-house routine work orders completed within 2 days or less	1,164	1,063	1,190
% of safety training completed	67.50%	100.00%	100.00%
# of employee hours off due to on the job injury	106.25	0.00	0.00
Total # of facilities maintained	23	24	24
Total square footage of facilities maintained	412,276 sq ft	604,456 sq ft	604,456 sq ft
Total # of maintenance technicians	2	2	2
% Of all in-house routine work orders completed same day	67.00%	75.00%	65.00%
% Of all in-house routine work orders completed within 2 days or less	84.00%	85.00%	75.00%
% Of preventive maintenance/inspection work orders	40.00%	51.00%	48.00%
% Of contracted repair work orders	4.00%	5.00%	5.00%
Square Footage maintained per maintenance technician	206,138 sq. ft.	302,228 sq. ft.	302,228 sq. ft.

<b>DEPARTMENT / DIVISION</b> FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	<b>FUND</b> FACILITIES/CONSTRUCTION MGMT		
<b>PROGRAM NAME</b> HVAC SERVICE / MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Facility Services Division is responsible for maintaining 793 independently operated Heating, Ventilating and Air Conditioning (HVAC) systems for 24 City owned facilities. Through the use of an effective preventive maintenance program and employee training, Facility Services ensures that all City owned facilities are kept efficient, comfortable and safe for use by the public and City staff.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To reduce the number of unscheduled HVAC work orders. (Efficient and Effective Delivery of City Services)</li> <li>• To continue use of the HVAC preventive maintenance program maximizing the life and efficiency of the equipment. (Efficient and Effective Delivery of City Services)</li> <li>• To continue improving the skills of the Maintenance Technicians in the field of HVAC and Generators. (Efficient and Effective Delivery of City Services)</li> <li>• To better educate employees on City and Departmental policies</li> <li>• To keep on the job injuries to a minimum.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Use TMA facility management software to ensure proper preventive maintenance of HVAC equipment.</li> <li>• Schedule a more effective routine maintenance program of HVAC equipment using TMA facility management software.</li> <li>• Cross train Maintenance Technicians in HVAC field and continue training the HVAC technician.</li> <li>• Continue to conduct staff meetings on team work and R-Spirit Core Value Program.</li> <li>• Continue to conduct staff meetings on City and Departmental policies and procedures.</li> <li>• Continue the esafety online training program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of unscheduled HVAC work orders	345	300	300
# Of in-house preventative maintenance work orders	392	1,104	1,445
# Of contracted preventive maintenance work orders	353	865	1,247
# Of contracted repair work orders	2	10	10
# Of unscheduled HVAC work orders completed same day	252	225	225
# Of unscheduled HVAC work orders completed within 2 days or less	304	255	255
% of safety training complete	30.00%	100.00%	100.00%
# of employee hours off due to on the job injuries	0.00	0.00	0.00
Total # of facilities with HVAC equipment	23	24	24
Total # of HVAC technicians	1.00	1.00	1.00
Total # of HVAC systems	402	793	793
% Of unscheduled HVAC work orders completed same day	73.00%	75.00%	75.00%
% Of unscheduled HVAC work orders completed within 2 days or less	88.00%	85.00%	85.00%
% Of work orders that are preventative maintenance	69.00%	87.00%	90.00%

<b>DEPARTMENT / DIVISION</b> FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	<b>FUND</b> FACILITIES/CONSTRUCTION MGMT		
<b>PROGRAM NAME</b> CUSTODIAL SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Facility Services Custodial Division is responsible for cleaning approximately 206,019 square feet of 11 City owned facilities. Through daily routine cleaning, inspections and restroom / break room supply replenishment, Facility Services ensures that all the facilities are kept clean, sanitized, comfortable and safe for the public and City Staff.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain and improve the quality of the custodial services. (Efficient and Effective Delivery of City Services)</li> <li>• To improve the knowledge and skills of custodial supervisor and staff by improving effectiveness and efficiency. (Efficient and Effective Delivery of City Services)</li> <li>• To continue incorporating Green cleaning into our programs. (Efficient and Effective Delivery of City Services)</li> <li>• To continue to evaluate our service level and needs. (Efficient and Effective Delivery of City Services)</li> <li>• To keep on the job injuries to a minimum.</li> <li>• To better educate employees on City and Departmental policies and procedures. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Track deficiency work orders in TMA's facility management software to measure problem areas.</li> <li>• Continue to have custodians certified through Cleaning Management Institute.</li> <li>• Continue training on various topics, which include safety, skill improvement and Green cleaning.</li> <li>• Green cleaning seminars for supervisor.</li> <li>• Continue incorporating Green cleaning products into our cleaning program.</li> <li>• Vendor (Green cleaning) product and equipment training for custodial staff.</li> <li>• Continue the esafety online training.</li> <li>• Continue to conduct meetings on City and departmental policies and procedures.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of custodial maintenance employees (FTEs)	7.50	7.50	7.50
% of safety training completed	100.00%	100.00%	100.00%
# of employee hours off due to on the job injuries	304.0	0.0	0.0
Total square feet cleaned daily by custodial staff	145,046 sq. ft.	145,046 sq. ft.	206,019 sq. ft.
Total # of facilities cleaned daily	13	13	11
Total # of restrooms cleaned daily	56	56	81
Total # of deficiency work orders reported	12	30	30
Average # of restrooms cleaned per employee daily	8.00	8.00	12.00
Average square feet cleaned per employee daily	20,720 sq. ft.	20,720 sq. ft.	29,431 sq. ft.

DEPARTMENT		FUND		
FACILITIES/CONST MGMT - BUILDING SERVICES - 70		BUILDING SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$740,475	\$761,503	\$754,109	\$760,257
General Services	10,027	15,400	33,753	16,950
Maintenance	311,273	331,770	496,191	557,110
Sundry	51,202	54,069	54,069	56,218
Supplies	886,854	1,292,763	1,290,775	1,182,113
Capital	25,727	10,000	10,000	5,200
<b>TOTAL</b>	<b>\$2,025,558</b>	<b>\$2,465,505</b>	<b>\$2,638,897</b>	<b>\$2,577,848</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Building Services Superintendent	1.00	1.00	1.00	1.00
Building Services Supervisor	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Building Maintenance Technician	2.00	2.00	2.00	2.00
Building Maintenance Worker	7.00	7.00	7.00	7.00
<i>Part-Time:</i>				
Building Maintenance Worker (PT-1)	0.63	0.63	0.63	0.63
<b>Full-Time</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.63</b>	<b>0.63</b>	<b>0.63</b>	<b>0.63</b>
<b>TOTAL</b>	<b>12.63</b>	<b>12.63</b>	<b>12.63</b>	<b>12.63</b>

<b>DEPARTMENT / DIVISION</b> FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	<b>FUND</b> FACILITIES/CONSTRUCTION MGMT		
<b>PROGRAM NAME</b> RENTAL PROPERTY			
<b>DESCRIPTION / MISSION</b>			
The Facility & Construction Management Department is responsible for rental property maintenance of 11 City-owned properties. Total square footage maintained is approximately 12,000 square feet. The Facility & Construction Management Department ensures the structural integrity and efficiency of the properties, providing a safe and functional environment for tenants.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To deliver projects to the customer within specified timeline and budgetary constraints. (Financial Stability)</li> <li>• To coordinate with key personnel throughout the duration of a project. (Positive City Image)</li> <li>• To improve property aesthetics. (Positive City Image)</li> <li>• To maintain compliance with City and State building codes. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Review requests for maintenance with key personnel.</li> <li>• Coordinate maintenance requests with Facility Services or contractors.</li> <li>• Inspect properties to ensure repairs and/or maintenance is completed.</li> <li>• Coordinate with compliance departments for all code-related issues.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of routine general maintenance work orders	18	21	21
# Of routine plumbing work orders	20	21	21
# Of routine electrical work orders	6	14	14
# Of emergency/on call work orders	1	7	7
# Of HVAC work orders	4	7	7
# Of in-house preventive maintenance work orders	96	105	105
# Of outside contracted repair/maintenance work orders	6	21	21
# Of in-house routine work orders completed same day	39	47	47
# Of in-house routine work orders completed within 2 days or less	45	54	54
Total # of properties maintained	11	11	11
Total # of maintenance technicians	3.00	3.00	3.00
Total # of in-house maintenance work orders	49	70	70
% Of all in-house routine work orders completed same day	82.00%	75.00%	75.00%
% Of all in-house routine work orders completed within 2 days or less	93.00%	85.00%	85.00%
% Of preventive maintenance/inspection work orders	64.00%	54.00%	54.00%
% Of contracted repair/maintenance work orders	4.00%	11.00%	11.00%
Square feet maintained per maintenance technician	4,000 sq. ft	3,500 sq. ft	3,500 sq. ft
Total square footage of properties maintained	12,000 sq. ft.	10,500 sq. ft.	10,500 sq. ft.

DEPARTMENT		FUND		
FACILITIES/CONST MGMT - Rental Property - 7024		BUILDING SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	15,510	35,000	115,000	30,000
Sundry	14,335	20,790	20,790	15,000
Supplies	539	1,120	1,770	1,120
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$30,385</b>	<b>\$56,910</b>	<b>\$137,560</b>	<b>\$46,120</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
FACILITIES/CONST MGMT - Non Departmental - 9898		BUILDING SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$2,307	\$0	\$3,002
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	13,079	12,591	12,591	17,520
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$13,079</b>	<b>\$14,898</b>	<b>\$12,591</b>	<b>\$20,522</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**NRH**

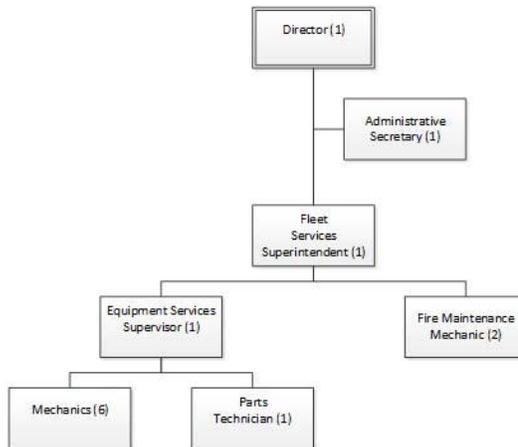
# FLEET SERVICES

The Fleet Services department is an internal service department responsible for the acquisition and financing of replacement vehicles, and the maintenance, repair, and operating expenses for all vehicles. The department consists of three divisions Administration, Equipment Services, and Fire Maintenance. Fleet Services administration is responsible for annual budgets, providing financial information for vehicle and equipment replacements, preparing bid specifications, and meeting Federal and State legislative mandates as related to fleet operations. The Equipment Services Division is responsible for the maintenance of vehicles and equipment except for large fire apparatus. The division performs scheduled preventative maintenance service, unscheduled repairs, road service, and coordinates body shop repairs and new vehicle build-outs for 346 vehicles and other pieces of equipment. The Fire Maintenance Division is responsible for the maintenance of large fire apparatus. The division provides scheduled preventative maintenance service and unscheduled repairs for 21 pieces of fire apparatus.

FY 2016/2017	Adopted Budget	Fleet Svs Fund
Salaries		\$ 1,038,767
General Services		23,434
Maintenance		231,257
Sundry		739,056
Supplies		939,895
Capital		1,568,855
Total		\$ 4,541,264

FY 2016-2017

## Fleet Services



DEPARTMENT		FUND		
FLEET SERVICES		FLEET SERVICES		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$297,282	\$325,187	\$328,611	\$342,021
Equipment Services	1,481,835	1,624,748	1,626,699	1,679,639
Fire Fleet Maintenance	252,134	302,432	303,142	413,598
Equipment Purchases	300,096	675,660	719,743	314,111
Fire Vehicles/Equipment	36,638	0	0	91,422
Police Vehicles/Equipment	438,780	429,347	461,374	227,779
Debt Service	447,714	480,406	480,406	448,414
Non Departmental	12,506	14,439	12,132	18,599
Equipment Services Reserve	49,173	50,000	66,448	156,681
Transfer to Capital Projects	330,000	0	0	849,000
<b>TOTAL</b>	<b>\$3,646,158</b>	<b>\$3,902,219</b>	<b>\$3,998,555</b>	<b>\$4,541,264</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$946,437	\$991,728	\$994,389	\$1,038,767
General Services	14,582	20,950	22,705	23,434
Maintenance	188,266	236,857	260,040	231,257
Sundry	599,054	655,138	669,279	739,056
Supplies	807,185	901,499	879,985	939,895
Capital	1,090,635	1,096,047	1,172,157	1,568,855
<b>TOTAL</b>	<b>\$3,646,158</b>	<b>\$3,902,219</b>	<b>\$3,998,555</b>	<b>\$4,541,264</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Fleet Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Fleet Services Superintendent	1.00	1.00	1.00	1.00
Equipment Services Supervisor	1.00	1.00	1.00	1.00
Mechanic	7.00	7.00	7.00	8.00
Service Mechanic	1.00	1.00	1.00	0.00
Parts Technician	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

DEPARTMENT / DIVISION FLEET SERVICES – ADMINISTRATION	FUND FLEET SERVICES		
PROGRAM NAME ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
This is the administrative area of Fleet Services. Administration is responsible for annual budgets, providing financial information for vehicle and equipment replacements, preparing bid specifications, and meeting Federal and State legislative mandates as related to fleet operations.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide accurate financial information necessary for the vehicle replacement program. (Financial Stability)</li> <li>• To maintain compliance with mandated State and Federal programs. (Financial Stability)</li> <li>• To purchase vehicles and equipment that meet the needs of the City while complying with clean air mandates. (Safety &amp; Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Stay current on new legislation and technology pertaining to energy conservation and new equipment .</li> <li>• Evaluate needs of user department before starting procurement procedures for replacement vehicles and equipment.</li> <li>• Update vehicle and equipment replacement schedules based on current pricing and projected cost increases.</li> <li>• Purchase vehicles and equipment within allocated budgets.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of Police Department vehicles scheduled to be purchased	9	10	8
# Of Police Department vehicles purchased	9	10	8
<b>Goal: Financial Stability</b>			
# Of vehicles and equipment scheduled to be purchased in Fleet Services budget	25	33	20
# Of vehicles and equipment scheduled to be purchased in Iron Horse budget	0	2	28
# Of vehicles and equipment scheduled to be purchased in Fleet Services CIP budget	3	3	2
# Of vehicles and equipment budgeted by user department	2	0	0
# Of vehicles and equipment purchased in Fleet Services budget	25	33	20
# Of vehicles and equipment purchased for Iron Horse	0	2	20
# Of vehicles and equipment purchased in Fleet Services CIP	3	3	2
# Of vehicles and equipment purchased by user department	2	0	0
# Of vehicles and equipment purchased within the Fleet Services total budgeted amount	25	33	20
# Of vehicles and equipment purchased within the Iron Horse total budgeted amount	1	2	20
# Of vehicles and equipment purchased within the CIP individual budgeted amount	3	3	2
% Of vehicles and equipment purchased within the Fleet Services total budgeted amount	100.00%	100.00%	100.00%
% Of vehicles and equipment purchased within the Iron Horse total budgeted amount	100.00%	100.00%	100.00%
% Of vehicles and equipment purchased within the individual CIP budgeted amount	100.00%	100.00%	100.00%

DEPARTMENT FLEET SERVICES - ADMINISTRATION - 7001		FUND FLEET SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$282,839	\$303,037	\$303,037	\$320,407
General Services	0	0	426	675
Maintenance	196	210	100	0
Sundry	12,205	19,615	19,615	19,239
Supplies	2,041	2,325	5,433	1,700
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$297,282</b>	<b>\$325,187</b>	<b>\$328,611</b>	<b>\$342,021</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Fleet Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Fleet Services Superintendent	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<b>DEPARTMENT / DIVISION</b> FLEET SERVICES – EQUIPMENT SERVICES	<b>FUND</b> FLEET SERVICES		
<b>PROGRAM NAME</b> EQUIPMENT SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Equipment Services Division is responsible for the maintenance of vehicles and equipment except for large fire apparatus. The division performs scheduled preventative maintenance service, unscheduled repairs, road service, and coordinates body shop repairs and new vehicle build-outs for 346 vehicles and other pieces of equipment.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure user departments have vehicles and equipment to perform their duties. (Safety and Security)</li> <li>• To reduce engine oil waste and costs associated with preventative maintenance. (Financial Stability)</li> <li>• To ensure vehicles pass the Texas Department of Public Safety annual emissions test. (Safety and Security)</li> <li>• To maintain Automotive Service Excellence Blue Seal Recognition Certification. (Safety and Security)</li> <li>• Evaluate ways to reduce vehicle replacement costs. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Coordinate preventive maintenance during off peak periods and during winter months when possible.</li> <li>• Meet with user departments to discuss seasonal needs and equipment utilization.</li> <li>• Continue to provide user departments with follow-up operator training for older equipment.</li> <li>• Continue to utilize the oil-life monitoring systems provided on newer General Motors light duty vehicles to determine oil change intervals.</li> <li>• Conduct oil analyses to determine condition and expected life of engine oil.</li> <li>• Inspect and repair vehicle emissions system when performing scheduled preventative maintenance.</li> <li>• Provide staff with the resources and training to achieve ASE certifications necessary for Fleet Services to maintain the Automotive Service Excellence Blue Seal Recognition Certification.</li> <li>• Evaluate vehicles and equipment being replaced and right-size when possible.</li> <li>• Evaluate refurbishing of dump truck bodies, fire equipment, and ambulance bodies.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of service calls responded by staff	40	35	40
# Of service calls contracted to wrecker company	10	14	12
# Of service calls contracted to tire service company	22	15	20
# Of preventive maintenance work orders generated	520	480	500
# Of unscheduled work orders generated	1,100	1,000	1,000
# Of staff hours involved for service calls	45 hours	30 hours	35 hours
Total # of mechanics	6	6	6
Total # of support staff	2	2	2
Annual total # of service calls	72	60	65
Annual # of work orders generated	1,700	1,600	1,650
Total # of vehicles	267	264	273
Total # equipment maintained	95	96	99
% Of service calls due to flat tires	31%	25%	33%
% Of service calls which require towing	14%	23%	20%
% Of preventive maintenance work orders	31%	30%	31%
% Of unscheduled work orders	65%	63%	63%
Mechanic to work order ratio	1:283	1:267	1:275
Mechanic to equipment ratio (1:35 recommended)	1:56	1:60	1:62
Average staff time per service call	1.6 hours	2.0 hours	1.9 hours
Average replacement years for passenger cars, light trucks	14 years	13 years	14 years
Average replacement years for heavy truck and equipment	17 years	17 years	17 years

DEPARTMENT FLEET SERVICES - EQUIPMENT SERVICES - 7032		FUND FLEET SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$518,981	\$539,929	\$541,880	\$564,817
General Services	13,782	17,950	19,279	19,759
Maintenance	159,064	178,497	201,790	172,207
Sundry	75,239	85,907	85,907	85,530
Supplies	729,649	811,425	786,803	850,176
Capital	760,635	1,096,047	1,172,157	620,462
<b>TOTAL</b>	<b>\$2,257,349</b>	<b>\$2,729,755</b>	<b>\$2,807,816</b>	<b>\$2,312,951</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Equipment Services Supervisor	1.00	1.00	1.00	1.00
Mechanic	6.00	5.00	5.00	6.00
Service Mechanic	0.00	1.00	1.00	0.00
Parts Technician	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>DEPARTMENT / DIVISION</b> FLEET SERVICES – FIRE MAINTENANCE	<b>FUND</b> FLEET SERVICES		
<b>PROGRAM NAME</b> FIRE MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Fire Maintenance Division is responsible for the maintenance of large fire apparatus. The division provides scheduled preventative maintenance service and unscheduled repairs for 21 pieces of fire apparatus.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure fire apparatus meets the Underwriters Laboratories, Inc. requirements during the annual certification testing. (Safety and Security)</li> <li>• To provide the Fire Department with the necessary equipment for performing assigned duties. (Safety and Security)</li> <li>• To maintain Automotive Service Excellence Blue Seal Recognition Certification. (Safety and Security)</li> <li>• Evaluate ways to reduce fire apparatus costs. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Perform necessary maintenance and repairs of fire apparatus prior to the annual Underwriters Laboratories Inc. testing.</li> <li>• Utilize apparatus tracking board for monitoring the storage location and status of fire apparatus.</li> <li>• Fire Department staff to utilize the Fire Maintenance e-mail address for reporting maintenance requests.</li> <li>• Develop an aggressive preventative maintenance schedule based off oil analysis recommendations.</li> <li>• Provide staff with the resources and training to achieve ASE certifications necessary for Fleet Services to maintain the Automotive Service Excellence Blue Seal Recognition Certification.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of service calls responded by staff	8	5	5
# Of service calls contracted to wrecker company	2	2	2
# Of service calls contracted to tire service company	17	14	15
# Of preventive maintenance work orders generated	82	72	75
# Of unscheduled work orders generated	325	240	275
# Of staff hours involved for service calls	18 hours	11 hours	14 hours
Total # of mechanics	2	2	2
Total # of vehicles and equipment maintained	21	20	20
Annual # of work orders generated	410	360	390
% Of service calls due to flat tires	57.00%	64.00%	60.00%
% Of service calls which require towing	7.00%	9.00%	8.00%
% Of preventive maintenance work orders	20.00%	20.00%	19.00%
% Of unscheduled work orders	79.00%	67.00%	71.00%
Mechanic to work order ratio	1:205	1:180	1:195
Average time per service call	1.7 hours	2.0 hours	1.8 hours
Annual total # of service calls	30	22	25

DEPARTMENT		FUND		
FLEET SERVICES - PUBLIC SAFETY - 7016		FLEET SERVICES		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$144,617	\$148,762	\$149,472	\$153,543
General Services	800	3,000	3,000	3,000
Maintenance	29,006	58,150	58,150	59,050
Sundry	2,216	4,771	4,771	10,593
Supplies	75,494	87,749	87,749	88,019
Capital	0	0	0	99,393
<b>TOTAL</b>	<b>\$252,134</b>	<b>\$302,432</b>	<b>\$303,142</b>	<b>\$413,598</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Mechanic	1.00	2.00	2.00	2.00
Service Mechanic	1.00	0.00	0.00	0.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

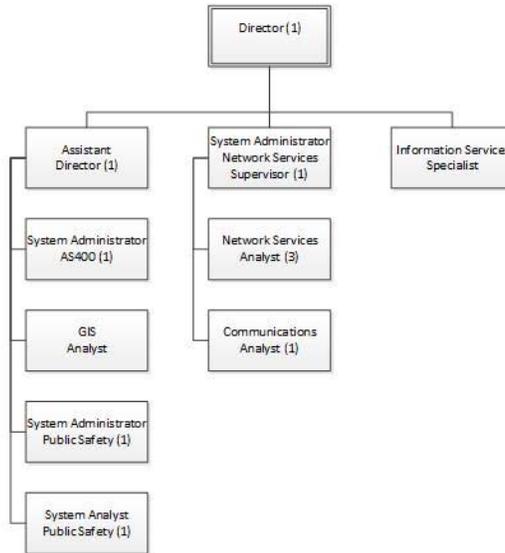
# INFORMATION TECHNOLOGY

The Information Services department strives to provide strategic planning, technical direction and leadership for all technology related items throughout the City of North Richland Hills. And, to develop and administer management policies that support the efficient and effective utilization of the City's technology resources. The department is divided into seven divisions: General Services, Data Networks, Microcomputer Systems, Telecommunications, Major Computers, Geographical Information Systems, and Public Safety.

FY 2016/2017	Adopted Budget	
		Info Tech Fund
Salaries	\$	1,132,202
General Services		87,050
Maintenance		1,300,910
Sundry		355,053
Supplies		41,055
Capital		375,080
Total	<u>\$</u>	<u>3,291,350</u>

FY 2016-2017

## Information Technology



DEPARTMENT INFORMATION TECHNOLOGY		FUND INFORMATION TECHNOLOGY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$245,714	\$254,881	\$256,317	\$259,577
Major Computer Systems	298,297	330,392	323,147	345,448
Microcomputer Services	605,516	729,128	740,107	781,808
Telecommunications	354,386	378,640	464,837	394,875
Data Network	588,592	651,668	841,976	769,206
GIS System	178,592	182,804	178,513	180,523
Public Safety	382,167	464,333	408,518	363,222
Reserve for Systems Improvements	0	227,510	20,524	24,709
Non Departmental	8,614	10,387	8,257	15,982
Transfer to Capital Projects	1,228,944	0	95,000	156,000
<b>TOTAL</b>	<b>\$3,890,822</b>	<b>\$3,229,743</b>	<b>\$3,337,196</b>	<b>\$3,291,350</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,045,936	\$1,109,280	\$1,113,143	\$1,132,202
General Services	52,015	85,100	323,767	87,050
Maintenance	1,095,709	1,108,061	1,060,300	1,300,910
Sundry	302,529	566,360	439,744	355,053
Supplies	21,144	44,442	40,242	41,055
Capital	1,373,490	316,500	360,000	375,080
<b>TOTAL</b>	<b>\$3,890,822</b>	<b>\$3,229,743</b>	<b>\$3,337,196</b>	<b>\$3,291,350</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Information Services Director	1.00	1.00	1.00	1.00
Asst. Director of Info. Services	1.00	1.00	1.00	1.00
Information System Specialist	1.00	1.00	1.00	1.00
System Administrator	2.00	2.00	1.00	1.00
System Analyst Public Safety	1.00	1.00	1.00	1.00
Network System Administrator	1.00	1.00	1.00	1.00
Network Services Analyst	3.00	3.00	3.00	3.00
Communications Analyst	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Sr. System Analyst Public Safety	0.00	0.00	1.00	1.00
<i>Part-Time:</i>				
<b>Full-Time</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

DEPARTMENT / DIVISION INFORMATION TECHNOLOGY – ADMINISTRATION	FUND INFORMATION TECHNOLOGY		
PROGRAM NAME GENERAL SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Administration program strives to provide strategic planning, technical direction and leadership for all technology related items throughout the City of North Richland Hills. And, to develop and administer management policies that support the efficient and effective utilization of the City's technology resources.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide technology and data analysis that supports the accomplishment of the goals and objectives set forth by the City Council, City Management and City Departments. (Efficient and Effective Delivery of City Services / Financial Stability)</li> <li>• To provide quality customer service to City Council, City Management and City Departments. (Efficient and Effective Delivery of City Services)</li> <li>• To improve productivity by increasing technical skills of Information Services staff. (Financial Stability)</li> <li>• To improve the image of the Information Services Department. (Positive City Image)</li> <li>• To provide superior maintenance and support of all technology systems. (Financial Stability)</li> <li>• To improve management of projects and timelines by Information Services staff. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• To practice timely and accurate technology scoping and purchasing. (Financial Stability)</li> <li>• To focus Information Services staff on projects directly supporting the goals and objectives of City Council. (Financial Stability / Quality of Life / Safety and Security)</li> <li>• To provide a Customer Service program supporting the City's RSPiRiT program (Positive City Image).</li> <li>• To cross-train Information Services staff to support multiple systems. (Financial Stability)</li> <li>• To develop departmental policies and management techniques improving system support and project management. (Financial Stability)</li> <li>• To develop Information Services management team by providing direction and training. (Financial Stability)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of invoices processed	825	875	800
% Of staff evaluations completed on schedule	95.00%	95.00%	95.00%
<b>Goal: Positive City Image</b>			
# Of major systems implementations	40	43	50
% Of staff evaluations at meets or exceeds expectations	95.00%	95.00%	95.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of calls placed to I.S. Help desk	4,619	4,887	4,500
# Of I.S. positions	12	12	14
# Of pc workstations	550	550	650
# Of staff development meetings	7	9	12
# Of calls per I.S. employee	428	542	500
# Of desktops per I.S. employee	46	46	54
Resolution rate of assigned help desk calls by I.S. specialist	100.00%	100.00%	100.00%

DEPARTMENT INFO. TECHNOLOGY - GENERAL SERVICES - 7001		FUND INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$231,067	\$237,456	\$237,810	\$242,477
General Services	1,354	2,750	3,592	4,700
Maintenance	0	0	0	0
Sundry	5,621	7,050	7,050	7,050
Supplies	7,673	7,625	7,865	5,350
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$245,714</b>	<b>\$254,881</b>	<b>\$256,317</b>	<b>\$259,577</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Information Services Director	1.00	1.00	1.00	1.00
Information System Specialist	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>DEPARTMENT / DIVISION</b> INFORMATION TECHNOLOGY – MAJOR COMPUTERS	<b>FUND</b> INFORMATION TECHNOLOGY		
<b>PROGRAM NAME</b> MAJOR COMPUTERS			
<b>DESCRIPTION / MISSION</b>			
The Major Computer program strives to work in partnership with all City Departments to provide technology services for all HTE applications. Primary services focus on strategic planning, development and implementation of enterprise related applications, quality system administration and a superior level of support that will assist these departments in delivering quality services to their customers in a secure, reliable environment.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide installation, administration and general support of the iSeries hardware, HTE software and third party vendor applications. (Financial Stability)</li> <li>• To provide or coordinate internal and external user training. (Financial Stability)</li> <li>• To continually evaluate processes and trends to ensure efficiency and accuracy. (Financial Stability)</li> <li>• To provide procurement of hardware and software consistent with City policy and State laws. (Financial Stability)</li> <li>• To provide financially responsible management of the division budget. (Financial Stability)</li> <li>• To provide timely implementation of technology applications. (Financial Stability)</li> <li>• To provide strategic analysis, design and procurement or development of new applications and systems beneficial to departments. (Financial Stability)</li> <li>• To apply sound security principles and practices to appropriately secure data and systems. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• To perform regular administration and monitoring of systems to allow for proactive measures to be applied. (Financial Stability / Safety and Security).</li> <li>• To maintain and monitor daily backups of systems to ensure that data is backed up and recoverable. (Financial Stability / Safety and Security).</li> <li>• To work with software and hardware vendors to maintain the availability and security of all systems. (Financial Stability/Safety and Security).</li> <li>• To create project plans for all new technology projects and achieve the goals and deadlines set in the project plans. (Financial Stability).</li> <li>• To maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability).</li> <li>• To implement new technologies and projects. (Financial Stability).</li> <li>• To attend HTE User's Group annual conference to stay updated on developments. (Financial Stability).</li> <li>• To assist in the gathering of data required for city, state and federal reporting. (Financial Stability).</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of users of the HTE system	220	220	220
# Of bills output	291,642	322,251	323,000
# Of payroll distribution	27	26	26
# Of HTE upgrades installed	1	1	1
% Of bills processed	100.00%	100.00%	100.00%
% Of payroll cycles completed	100.00%	100.00%	100.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of employees (FTEs)	1.00	1.00	1.00
# Of help desk, email and oral requests	726	669	700
# Of Operating System upgrades installed	1	1	1
% Of system downtime	1.00%	1.00%	1.00%
% Of successful application upgrades	100.00%	100.00%	100.00%
% Of successful os upgrades	100.00%	100.00%	100.00%
% Of assigned requests resolved by system administrator	100.00%	100.00%	100.00%
% Of system availability	99.00%	99.00%	99.00%
Average response time (in seconds)	<1	<1	<1

DEPARTMENT INFO. TECHNOLOGY - MAJOR COMPUTERS - 7011		FUND INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$96,248	\$98,868	\$100,247	\$102,248
General Services	27,842	37,350	37,350	37,350
Maintenance	166,195	185,176	176,552	196,597
Sundry	7,738	8,730	8,730	9,097
Supplies	274	268	268	156
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$298,297</b>	<b>\$330,392</b>	<b>\$323,147</b>	<b>\$345,448</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> System Administrator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>DEPARTMENT / DIVISION</b> INFORMATION TECHNOLOGY – MICROCOMPUTER	<b>FUND</b> INFORMATION TECHNOLOGY		
<b>PROGRAM NAME</b> MICROCOMPUTER SYSTEMS			
<b>DESCRIPTION / MISSION</b>			
The Microcomputer Systems program strives to provide efficient and effective desktop technologies and related services by working in partnership with City departments, management and council. This program exists to provide a secure, reliable technological environment and quality service to assist customers in performing their job responsibilities.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide installation, administration and general support of technology. (Financial Stability)</li> <li>• To provide procurement of hardware and software consistent with City policy and State laws. (Financial Stability)</li> <li>• To provide training to extend the customers' knowledge of their systems in order to meet their particular needs. (Positive City Image)</li> <li>• To provide timely implementation of systems and applications. (Financial Stability)</li> <li>• To provide financially responsible management of the division budget. (Financial Stability)</li> <li>• To apply sound security principles and practices to appropriately secure data and systems. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Implement innovative training programs to further the customers' knowledge of provided software applications and assist them in more efficient and effective ways. (Preserve Positive City Image)</li> <li>• Implement online training programs to assist customers to train at their convenience. (Preserve Positive City Image)</li> <li>• Utilize remote desktop assistance to solve customer problems. (Financial Stability)</li> <li>• Utilize new tools and programs to deliver software installations and updates, monitor systems allowing proactive measures to reduce downtime. (Financial Stability)</li> <li>• Deliver superior customer service and implementation of technology in a timely manner. (Financial Stability)</li> <li>• Implement and manage a detailed inventory for all systems. (Financial Stability)</li> <li>• Provide reports to management. (Financial Stability)</li> <li>• Manage the division expenditures to meet budgeted goals. (Financial Stability)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
% Of viruses detected and deleted	99.99%	99.99%	99.99%
% Of desktops kept current with virus and security patches	99.99%	99.99%	99.99%
<b>Goals: Financial Stability</b>			
% Of hardware reported in inventory	100.00%	100.00%	100.00%
% Of software reported in inventory	75.00%	75.00%	75.00%
% Of expenditures budgeted	95.00%	85.00%	90.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of assigned personnel	3	3	3
# Of help desk call assigned	2,088	2,300	2,000
# Of desktops supported	550	600	630
# Of printers supported	250	200	150
# Of pc's added or replaced	85	130	75
# Of printers added or replaced	8	12	5
# Of technical training classes attended	5	0	4
# Of help desk calls resolved	1,320	1,530	1,500
# Of help desk call resolved remotely	990	1,148	1,125
# Of training classes held for customers	17	12	48
% Of calls resolved within 0-2 days	54.00%	53.00%	56.00%
% Of calls resolved within 3-5 days	13.00%	13.00%	15.00%
% Of calls resolved within 6-10 days	13.00%	16.00%	13.00%
% Of calls with resolution over 10 days	20.00%	18.00%	16.00%
% Of calls resolved remotely	75.00%	75.00%	75.00%
% Of software packages delivered remotely	75.00%	75.00%	75.00%

DEPARTMENT		FUND		
INFO. TECHNOLOGY - MICROCOMPUTERS - 7012		INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$231,330	\$241,088	\$241,798	\$244,835
General Services	0	0	0	0
Maintenance	254,558	293,831	278,831	327,384
Sundry	1,407	11,500	11,500	11,500
Supplies	11,845	29,209	24,478	28,209
Capital	106,377	153,500	183,500	169,880
<b>TOTAL</b>	<b>\$605,516</b>	<b>\$729,128</b>	<b>\$740,107</b>	<b>\$781,808</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Network System Administrator	1.00	0.00	0.00	0.00
Network Services Analyst	3.00	3.00	3.00	3.00
<b>Full-Time</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<b>DEPARTMENT / DIVISION</b> INFORMATION TECHNOLOGY – TELECOMMUNICATIONS	<b>FUND</b> INFORMATION TECHNOLOGY		
<b>PROGRAM NAME</b> TELECOMMUNICATIONS			
<b>DESCRIPTION / MISSION</b>			
The Communications program strives to provide efficient and effective land and mobile based services for the City of North Richland Hills by performing administration and management of all communication systems, infrastructure, voice mail, mobile services, vendors and billing.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To utilize call accounting reporting software to keep management informed of communication issues. (Financial Stability)</li> <li>• To implement communication systems as required. (Positive City Image)</li> <li>• To coordinate with Tarrant County 911 services to maintain the E911 database for the City of North Richland Hills. (Safety and Security)</li> <li>• To provide efficient and cost effective solutions for communication services. (Financial Stability)</li> <li>• To minimize downtime due to communications failure. (Positive City Image)</li> <li>• To provide efficient automated call routing for City departments. (Financial Stability/Safety and Security/Positive City Image)</li> <li>• To ensure end users are properly trained in the use of all communication systems. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide communication usage reports to city management and departments. (Financial Stability)</li> <li>• Maintain 100% accuracy of E911 database to reflect called number and location. (Safety and Security)</li> <li>• Manage vendor contract(s) to ensure the most cost effective solution. (Financial Stability)</li> <li>• Audit all communication invoices for accuracy. (Financial Stability)</li> <li>• Conduct regularly scheduled maintenance on all communications systems. (Financial Stability)</li> <li>• Evaluate technology to provide efficient wireless solutions. (Financial Stability)</li> <li>• Maintain adequate communication inventories to ensure timely replacement. (Safety and Security)</li> <li>• Provide individual and group training for each department on communication systems provided by the city.(Preserve Positive City Image)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of invoices audited and processed	266	240	250
# Of invoices audited and processed per FTE	266	240	250
<b>Goal: Positive City Image</b>			
# Of desk phones	524	548	600
# Of communications lines maintained	108	98	115
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of employees (FTEs)	1	1	1
# Of communication systems	1	1	1
# Of wireless data cards	108	136	150
# Of wireless phones	109	132	135
# Of work order requests	649	674	600
# Of work order requests resolved	350	375	475
# Of communication reports created	57	50	60
% Of work order requests resolved	100.00%	100.00%	100.00%
% Of successful calls processed	99.00%	99.00%	99.00%
% Of system availability	99.00%	99.00%	99.00%

DEPARTMENT		FUND		
INFO. TECHNOLOGY - TELECOMMUNICATIONS - 701		INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$77,754	\$81,200	\$81,377	\$82,635
General Services	0	5,000	5,000	5,000
Maintenance	6,499	7,000	9,938	36,400
Sundry	269,889	284,940	367,731	270,340
Supplies	243	500	791	500
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$354,386</b>	<b>\$378,640</b>	<b>\$464,837</b>	<b>\$394,875</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Communications Analyst	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>DEPARTMENT / DIVISION</b> INFORMATION TECHNOLOGY – DATA NETWORK	<b>FUND</b> INFORMATION TECHNOLOGY		
<b>PROGRAM NAME</b> DATA NETWORKS			
<b>DESCRIPTION / MISSION</b>			
The data network program provides strategic planning, design, management and administration of the City's technology infrastructure. Propose/establish enterprise technology standards and policies. To create and maintain a reliable, secure infrastructure providing access to technological resources enhancing city staffs' ability to deliver services to citizens. To provide and support elected and appointed officials the technology to effectively and efficiently serve the city and the citizens of North Richland Hills. To support city initiatives to furnish citizens access to technology in designated locations.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide installation, administration and general support of network systems and software. (Financial Stability)</li> <li>• To provide procurement of network-related hardware and software consistent with City policy and State laws. (Financial Stability)</li>   <li>• To provide financially responsible management of the division budget. (Financial Stability)</li> <li>• To provide timely implementation of network systems and applications. (Financial Stability)</li> <li>• To provide strategic analysis, design, and procurement of new systems. (Financial Stability)</li> <li>• To apply security principles and practices to appropriately secure data and systems. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain a secure network by monitoring equipment and servers for possible intrusive activity. This maintenance includes applying security patches to correct vulnerabilities. (Financial Stability)</li> <li>• Perform regular administration of systems to allow proactive measures to be applied before system failures can occur. (Financial Stability)</li> <li>• Maintain daily backups of systems to ensure 100% of data recoverable. (Financial Stability)</li> <li>• Create comprehensive plans for all new technology projects achieving the goals set in the plans to meet specified deadlines. (Financial Stability)</li> <li>• Maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of security breaches reported	5	0	0
% Of spam blocked	99.00%	97.00%	99.00%
% Of servers kept current with virus and security patches	100.00%	100.00%	100.00%
% Of servers successfully backed up daily	100.00%	100.00%	100.00%
<b>Goal: Financial Stability</b>			
% Of expenditures budgeted	95.00%	95.00%	95.00%
<b>Goal: Positive City Image</b>			
% Of email downtime	1.00%	1.00%	1.00%
% Of internet downtime	1.00%	1.00%	1.00%
% Of systems that maintain 99% availability	99.00%	99.00%	99.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of assigned personnel	2	2	2
# Of servers supported	58	54	55
# Of major software systems supported	40	43	50
# Of network switches supported	65	122	102
# Of network users supported	590	595	600
# Of email boxes supported	920	1,012	1,025
# Of server upgrades performed	58	54	55
# Of major software system upgrades performed	8	15	4
% Of projects delivered on time	90.00%	95.00%	95.00%

DEPARTMENT INFO. TECHNOLOGY - DATA NETWORK- 7014		FUND INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$191,505	\$197,538	\$198,071	\$201,376
General Services	3,319	20,000	252,850	20,000
Maintenance	350,752	387,830	359,755	490,330
Sundry	4,819	4,800	4,800	4,800
Supplies	28	3,500	3,500	3,500
Capital	38,169	38,000	23,000	49,200
<b>TOTAL</b>	<b>\$588,592</b>	<b>\$651,668</b>	<b>\$841,976</b>	<b>\$769,206</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Asst. Director of Info. Services	1.00	1.00	1.00	1.00
Network System Administrator	0.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

DEPARTMENT / DIVISION INFORMATION TECHNOLOGY – GIS	FUND INFORMATION TECHNOLOGY		
PROGRAM NAME GEOGRAPHICAL INFORMATION SYSTEM			
<b>DESCRIPTION / MISSION</b>			
The GIS program strives to promote the effective management and access to GIS data through technology, by partnering with City departments and other agencies to improve departmental work flows and business practices. Additionally, the program strives to provide a centrally managed document imaging system allowing departments to file and manage documents electronically.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To optimize management and access of spatial data. (Efficient and Effective Delivery of City Services)</li> <li>• To provide quality services and products supporting city council, management, and citizens in a timely and cost effective manner. (Financial Stability)</li> <li>• To provide strategic planning for GIS. (Efficient and Effective Delivery of City Services)</li> <li>• To enhance productivity of departments by utilizing new and existing GIS technology. (Financial Stability)</li> <li>• To plan, design and implement integration of GIS with other City applications and systems. (Efficient and Effective Delivery of City Services/Safety and Security/Financial Stability)</li> <li>• To provide access to GIS data sets empowering City departments to create maps and perform spatial analysis. (Positive City Image/Financial Stability)</li> <li>• To optimize the management and retention of city documents. (Financial Stability)</li> <li>• To provide increased accessibility to city documents. (Efficient and Effective Delivery of City Services)</li> <li>• To facilitate the processing of documents within departments. (Financial Stability/Efficient and Effective Delivery of City Services)</li> <li>• To facilitate efficiency of document imaging. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• To develop improved methods for updating and maintaining spatial data. (Financial Stability/Quality of Life)</li> <li>• To enter and monitor GIS work orders through GroupLink, the departmental work order system, to ensure timely completion of customer requests. (Financial Stability)</li> <li>• To update GIS data sets and facilitate posting of data to iCommunities on the NCTCOG website. (Quality of Life)</li> <li>• To perform quality control and data cleanup on parcel / property data to ensure integration with HTE, Excelligent and other applications. (Financial Stability)</li> <li>• To implement field data collection tools to increase efficiency and productivity of departments such as Public Works, Neighborhood Services, and Fire. (Efficient and Effective Delivery of City Services)</li> <li>• To implement web-based access to specific documents as directed by departments. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
# Of zoning changes	25	30	35
# Of properties updated	350	350	350
# Of zoning cases updated	30	35	35
<b>Goal: Positive City Image</b>			
# Of water / wastewater plan sets	20	20	20
% Of datasets current in Icommunities	100.00%	100.00%	100.00%
Miles of water/wastewater updates	3.00%	3.00%	3.00%
<b>Goal: A Sense of Community</b>			
# Of subdivision plats	30	35	35
<b>Goal: Local and Regional Leadership</b>			
# Of data sets supplied to other agencies	40	45	45
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of full time equivalents (FTEs)	1.00	1.00	1.00
# Of customer requests	279	294	300
# Of pages inputted to document imaging	4,000,000	4,787,494	5,500,000
# Of GIS datasets	120	155	160
# Of requested and standard maps	230	200	250
# Of Data analysis	45	65	65
% Of datasets updated	95.00%	95.00%	95.00%
% Of core datasets meet defined user needs	95.00%	95.00%	95.00%
% Of requests completed within allotted timeframe	96.00%	96.00%	96.00%

DEPARTMENT INFO. TECHNOLOGY - GIS - 7015		FUND INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$91,514	\$94,464	\$94,464	\$96,208
General Services	9,900	10,000	10,000	10,000
Maintenance	74,264	69,625	65,625	65,600
Sundry	1,833	5,375	5,084	5,375
Supplies	1,080	3,340	3,340	3,340
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$178,592</b>	<b>\$182,804</b>	<b>\$178,513</b>	<b>\$180,523</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> GIS Analyst	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>DEPARTMENT / DIVISION</b> INFORMATION TECHNOLOGY – PUBLIC SAFETY	<b>FUND</b> INFORMATION TECHNOLOGY		
<b>PROGRAM NAME</b> PUBLIC SAFETY			
<b>DESCRIPTION / MISSION</b>			
The Public Safety program strives to work with Police, Fire, Municipal Court and Consolidated Cities to provide an effective partnership for technology services in the community. Primary focus is on development and implementation of computer applications, system administration and support that will assist in delivering quality services to their customers in a secure, reliable environment.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide installation, administration and support of Public Safety, Municipal Court and Consolidated Cities technology and software. (Safety and Security/Financial Stability)</li> <li>• To provide Public Safety and Municipal Court the technology, communications, security and integration to consolidated Cities necessary to support interlocal agreements.</li> <li>• To provide procurement of technology consistent with City policy and State laws. (Financial Stability)</li> <li>• To provide training that will allow customers to extend their knowledge in order to enhance efficiency. (Safety and Security)</li> <li>• To provide financially responsible management of the division budget. (Financial Stability)</li> <li>• To provide analysis, design and procurement or development of new applications and technology that are beneficial to the Public Safety departments and Municipal Court. (Safety and Security / Financial Stability)</li> <li>• To meet or exceed State mandated requirements to appropriately secure data and systems. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Perform regular administration and monitoring of technology to provide superior reliability and consistency. (Safety and Security/Financial Stability).</li> <li>• Maintain and monitor daily backups of Public Safety systems to ensure recoverability of data. (Safety and Security/Financial Stability)</li> <li>• Provide training for users allowing them to create reports needed to analyze data within their systems. (Safety and Security/Financial Stability).</li> <li>• Work with software vendors to maintain the availability and security of all systems. (Safety and Security/Financial Stability)</li> <li>• Research, plan and implement all Public Safety technology in an effort to achieve efficient and effective goals and objectives. (Financial Stability)</li> <li>• Maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability)</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b> % Of servers successfully backed up daily	99.00%	99.00%	99.00%
<b>Goal: Financial Stability</b> % Of expenditures budgeted	95.00%	95.00%	95.00%
<b>Goal: Efficient and Effective Delivery of City Services</b> # Of assigned personnel	2.00	2.00	2.00
# Of servers supported	17	22	22
# Of major software systems supported	17	17	23
# Of server upgrades performed	4	11	15
# Of major software upgrades performed	11	15	15
# Of customers trained to create and maintain reports	10	30	30
% Of hours devoted to training users	10.00%	10.00%	10.00%
% Of hours devoted to customer support	60.00%	70.00%	70.00%
% Of hours devoted to system administration	30.00%	20.00%	20.00%
% Of projects delivered on time	90.00%	90.00%	90.00%
% Of systems that maintain 99% availability	97.00%	97.00%	97.00%

DEPARTMENT INFO. TECHNOLOGY - PUBLIC SAFETY - 7016		FUND INFORMATION TECHNOLOGY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$126,519	\$158,666	\$159,376	\$162,423
General Services	9,600	10,000	14,975	10,000
Maintenance	243,441	164,599	169,599	184,599
Sundry	2,608	6,068	6,068	6,200
Supplies	0	0	0	0
Capital	0	125,000	58,500	0
<b>TOTAL</b>	<b>\$382,167</b>	<b>\$464,333</b>	<b>\$408,518</b>	<b>\$363,222</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
System Administrator	1.00	1.00	0.00	0.00
System Analyst Public Safety	1.00	1.00	1.00	1.00
Sr. System Analyst Public Safety	0.00	0.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

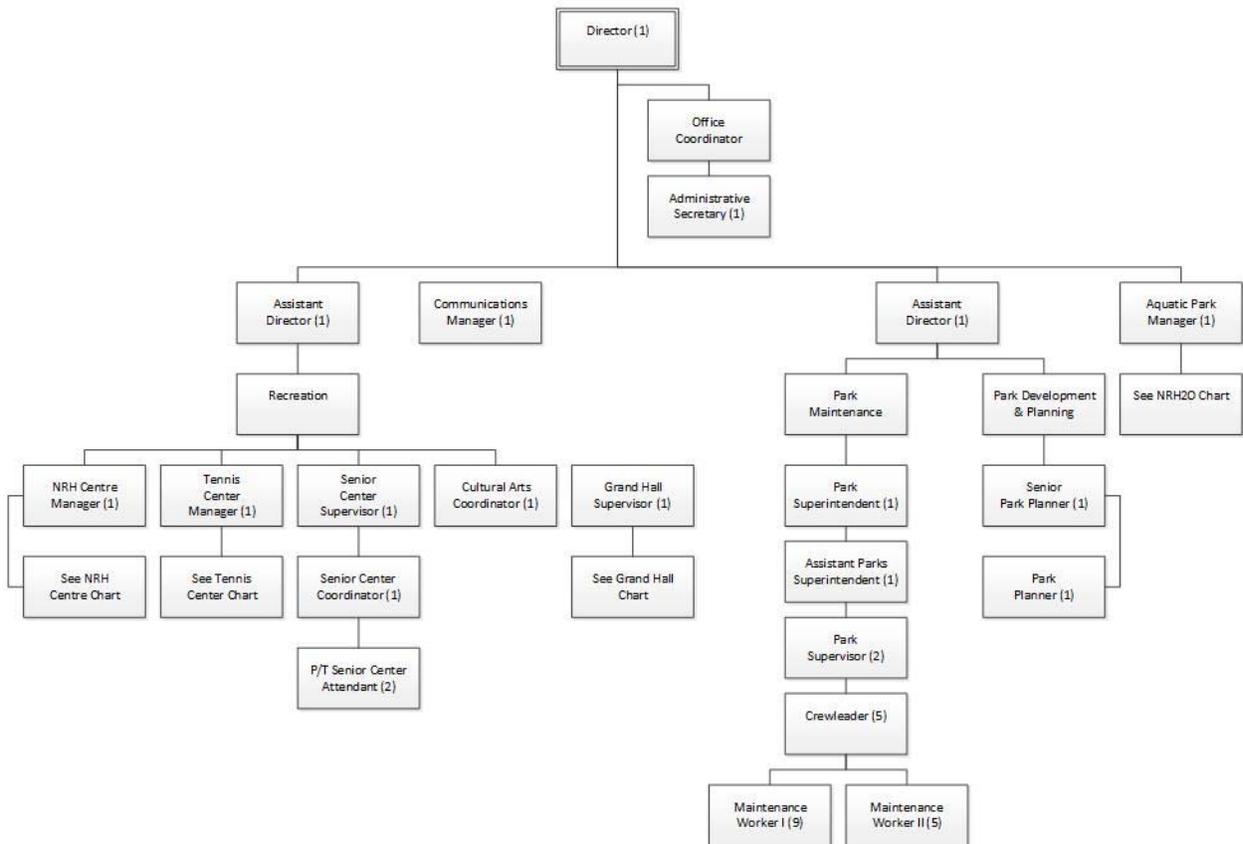
# PARKS & RECREATION

The North Richland Hills Parks and Recreation Department offers a wide variety of facilities, activities, parks and open spaces to enhance the city's sense of community and the quality of life for our citizens. Additionally, the city offers many athletic opportunities, community events, public art pieces and cultural arts programs. The mission of the North Richland Hills Parks and Recreation department is to provide the community with innovative and high quality programs, parks and facilities, service excellence and life enrichment.

FY 2016/2017	Adopted Budget			
	General Fund	Parks Fund	Donations Fund	Total
Salaries	\$ 856,797	\$ 4,178,264	\$ -	\$ 5,035,061
General Services	175,525	802,659	-	978,184
Maintenance	191,875	633,444	-	825,319
Sundry	702,626	1,448,492	-	2,151,118
Supplies	188,294	473,644	42,000	703,938
Capital	-	1,288,888	25,000	1,313,888
<b>Total</b>	<b>\$ 2,115,117</b>	<b>\$ 8,825,391</b>	<b>\$ 67,000</b>	<b>\$ 11,007,508</b>

FY 2016-2017

## Parks & Recreation



NRH Org Chart

DEPARTMENT PARKS & RECREATION		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Services	\$176,013	\$184,052	\$184,123	\$170,306
Parks Maintenance	898,649	884,943	896,708	942,460
Athletic Program Services	166,711	181,461	183,213	191,236
Senior Adult Services	250,309	265,727	266,437	278,327
Youth Outreach & Cultural	46,021	45,443	44,045	45,686
Recreation Services	487,102	487,102	487,102	487,102
<b>TOTAL</b>	<b>\$2,024,804</b>	<b>\$2,048,728</b>	<b>\$2,061,628</b>	<b>\$2,115,117</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$807,061	\$807,465	\$810,267	\$856,797
General Services	148,364	152,600	155,162	175,525
Maintenance	190,542	188,274	196,650	191,875
Sundry	686,118	693,102	692,471	702,626
Supplies	190,268	207,287	207,078	188,294
Capital	2,450	0	0	0
<b>TOTAL</b>	<b>\$2,024,804</b>	<b>\$2,048,728</b>	<b>\$2,061,628</b>	<b>\$2,115,117</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director*	0.40	0.40	0.40	0.40
Assistant Director of Recreation*	0.20	0.20	0.20	0.20
Office Coordinator*	0.20	0.20	0.20	0.20
Secretary*	0.20	0.20	0.20	0.20
Marketing/Special Projects Coordinator*	0.00	0.00	0.00	0.00
Communications/Events Manager	0.20	0.20	0.20	0.20
Parks Superintendent*	0.20	0.20	0.20	0.20
Parks Supervisor	1.00	1.00	1.00	1.00
Crewleader	3.00	3.00	3.00	3.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Maintenance Worker I*	3.00	3.00	3.00	3.00
Landscape Horticulturist	0.20	0.20	0.00	0.00
Parks Assistant Superintendent	0.00	0.00	0.20	0.20
Athletic / Events Coordinator	1.00	1.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	1.00
Senior Center Coordinator	1.00	1.00	1.00	1.00
Building Maintenance Worker	0.00	0.00	1.00	1.00
Cultural Arts / Special Events Coordinator	0.00	0.00	0.00	0.00
Cultural Arts Coordinator	1.00	0.00	0.00	0.00
<i>Part-Time:</i>				
Senior Center Attendants (PT-2)	0.98	0.98	0.98	0.98
* Positions partially funded in this area.				
<b>Full-Time</b>	<b>13.60</b>	<b>12.60</b>	<b>13.60</b>	<b>13.60</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>
<b>TOTAL</b>	<b>14.58</b>	<b>13.58</b>	<b>14.58</b>	<b>14.58</b>

DEPARTMENT / DIVISION PARKS & RECREATION – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME PARKS AND RECREATION ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
<p>Administration is responsible for the direction, leadership and progressive vision necessary to effectively and efficiently direct, advise and assist the Parks and Recreation Department and NRH2O Family Water Park staff in providing innovative and quality parks and recreation services. The Parks System is comprised of 34 parks, trails, recreation facilities and municipal properties totaling 789 acres. The Department provides recreational, cultural and life enriching activities, which contribute to quality of life and a sense of community for our residents. Administration also manages and oversees the Parks Capital Improvement Program and provides oversight of Iron Horse Golf Course.</p> <p>Parks and Recreation Vision Statement - To create a healthy, connected community where everyone matters.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide administrative direction and support for Park Operations &amp; Maintenance, Park Development &amp; Planning, Recreation, Athletics, Cultural Arts, Senior Adult Services, Richland Tennis Center, NRH2O Family Water Park and Iron Horse Golf Course. (Sense of Community)</li> <li>• To build community partnerships and agreements with other agencies and community organizations to enhance and expand resources. (Financial Stability)</li> <li>• To support economic development efforts and other city departments. (Financial Stability)</li> <li>• To provide quality customer service, innovative programs and well maintained parks and facilities that contribute to quality of life and a healthy community. (Sense of Community)</li> <li>• To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)</li> <li>• To support City Council Goals and Objectives. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Monitor all Parks and Recreation division budgets to ensure appropriate allocation, budget compliance accountability and efficient use of resources.</li> <li>• Ensure each divisions budget is within adopted expenditures.</li> <li>• Respond in a reasonable time frame to requests from citizens and other City Departments.</li> <li>• Continue to work with the Park and Recreation Board by coordinating six meetings each year and by providing the Board with bi-weekly written updates.</li> <li>• Conduct formal staff meetings on a regular basis with division managers.</li> <li>• Implement the Parks and Recreation Strategic Plan.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Efficient and Effective Delivery of City Services</b></p> <ul style="list-style-type: none"> <li># Of park/facility visits</li> <li># Of citizen concerns/requests received</li> <li># Of Park Board bi-weekly updates</li> <li>% Of citizens concerns/requests acted upon</li> </ul>	<p>286</p> <p>21</p> <p>100.00%</p>	<p>250</p> <p>22</p> <p>100.00%</p>	<p>225</p> <p>22</p> <p>100.00%</p>

DEPARTMENT PARKS & RECREATION - ADMINISTRATION - 7501		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$138,125	\$140,778	\$140,849	\$126,283
General Services	1,695	1,680	5,280	5,280
Maintenance	3,440	3,600	0	0
Sundry	29,163	29,355	29,355	30,554
Supplies	3,589	8,639	8,639	8,189
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$176,013</b>	<b>\$184,052</b>	<b>\$184,123</b>	<b>\$170,306</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Managing Director*	0.40	0.40	0.40	0.40
Assistant Director of Recreation*	0.20	0.20	0.20	0.20
Office Coordinator*	0.20	0.20	0.20	0.20
Secretary*	0.20	0.20	0.20	0.20
Marketing/Special Projects Coordinator*	0.00	0.00	0.00	0.00
Communications/Events Manager	0.20	0.20	0.20	0.20
* These positions partially funded in this activity.				
<b>Full-Time</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>

DEPARTMENT / DIVISION PARKS & RECREATION – PARKS	FUND GENERAL		
PROGRAM NAME PARK MAINTENANCE AND OPERATIONS			
<b>DESCRIPTION / MISSION</b>			
The mission of the Park Maintenance and Operations Division is to achieve established City Council Goals by ensuring safe, well maintained and aesthetically appealing parks, trails, recreation, municipal and open space properties with a high level of customer service. The division incorporates progressive, innovative and environmentally responsible methods for maintaining 789 park acres, parks, facilities, trails, open spaces and municipal properties.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide well maintained, safe, clean and aesthetically pleasing parks, trails, open spaces and public grounds providing for a positive city image.</li> <li>• To develop and employ lean strategic initiatives and techniques of identifying and maximizing all available resources to provide the highest level of maintenance standards possible for the citizens of North Richland Hills ensuring financial stability.</li> <li>• To enhance opportunities of capitalizing on performance levels by creating a well organized, rewarding and productive work environment in a manner consistent with the public's expectations for safety and security.</li> <li>• To employ sustainable maintenance practices designed to achieve adopted maintenance standards while preserving and protecting the environment and providing educational opportunities to our citizens, enhancing a positive city image.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• We will work to accomplish the Council Goal of Financial Stability by continuing to research and implement maintenance contract services for cost savings while still providing quality parks and services to the citizens.</li> <li>• We will work to accomplish the Council Goal of Positive City Image by re-examining, adopting and prioritizing of all daily park maintenance tasks and standards and by ensuring that park irrigation systems operate at optimum levels as water restrictions become integrated into our culture.</li> <li>• We will work to accomplish the Council Goal of Safety and Security by conducting and documenting monthly inspections of playgrounds to ensure 100% compliance with National Playground Safety Institute (NSPI) standards and ADA requirements.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Positive City Image</b> Total Contract Services (mowing, landscape, trees services) Percent Change of Total Contract Services Percentage of Budget Funding Contract Services	\$512,389.00 0.00% 17.60%	\$546,811.00 6.70% 18.75%	\$554,643.00 1.40% 18.90%
<b>Goal: Positive City Image</b> Total Acres Maintained Acres Maintained per FTE	786 acres 41 acres	802 acres 42 acres	800 acres 42 acres
<b>Goal: Safety and Security</b> Total Citizen Tracker Requests Total Time to Complete Citizen Tracker Requests Percent Change in Time to Complete Citizen Tracker Requests	67 10.2 days N/A	60 7 days 31.40%	60 5 days 28.60%
Measuring Achievement of Council Goals NRH Citizen Survey – Park Maintenance: Excellent/Good Rating	93.00%	93.00%	95.00%



DEPARTMENT PARKS & RECREATION - RECREATION - 7503		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	487,102	487,102	487,102	487,102
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$487,102</b>	<b>\$487,102</b>	<b>\$487,102</b>	<b>\$487,102</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
<i>Part-Time:</i>				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / DIVISION PARKS & RECREATION – ATHLETICS	FUND GENERAL		
PROGRAM NAME ATHLETICS			
<b>DESCRIPTION / MISSION</b>			
The Athletic Division plans, organizes and manages adult sports leagues, tournaments and athletic special events, which contribute to quality of life and economic development by attracting outside visitors, athletic participants, and spectators to our community. All indoor sports are coordinated through the NRH Centre. All adult softball, adult kickball, local tournaments, and all outdoor athletic events will continue to be managed by the Athletic Division.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide quality athletic leagues, tournaments, and special events for the community. (Efficient and Effective Delivery of City Services)</li> <li>• To provide opportunities for business sponsorships in athletic leagues and special events. (Financial Stability)</li> <li>• To program new sports and events for both adults and youth. (Efficient and Effective Delivery of City Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Offer three adult kickball leagues, 39 softball leagues annually, 2 outdoor summer sports camps/clinics, and 2 softball tournaments.</li> <li>• Conduct community-wide fitness focused fun runs/walks or bike events starting in the spring and concluding in December. Assist with the planning and coordination of city-wide special events.</li> <li>• Obtain sponsorships and partnerships for athletic programs and community special events.</li> <li>• Evaluate and make changes to develop leagues offered through satisfaction surveys, online e-surveys, and national trends.</li> <li>• Provide support and assistance to the three Youth Sports Associations.</li> <li>• Coordinate indoor athletic leagues and 5 summer sports camps at the NRH Centre.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
Athletic division revenue <sup>1</sup>	\$92,225.00	\$99,000.00	\$100,700.00
Amount of revenue per FTE <sup>1</sup>	\$92,225.00	\$99,000.00	\$100,700.00
<b>Goal: Positive City Image</b>			
# Of youth sports associations	3	3	3
<b>Goal: A Sense of Community</b>			
# Of special events/tournaments offered	14	14	17
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of teams per FTE	484	494	519
Total # of teams registered	484	494	519
Total # of athletic division participants <sup>1</sup>	184,900	198,000	205,000
Customer satisfaction rating (scale of 1-4)	3.8	3.8	3.9
<p><i>* feedback and comments received through email at the conclusion of each calendar year.</i></p>			
<p><sup>1</sup>Data reflects numbers from all outdoor sports leagues. Outdoor sports attendance only: October 1- September 30 Avg. # of players x (1 spectator x Avg. # of players) x # Games x # of Teams.</p>			

DEPARTMENT PARKS & RECREATION - ATHLETICS - 7504		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$65,036	\$67,272	\$67,626	\$70,060
General Services	3,438	4,000	4,098	4,602
Maintenance	790	1,530	1,302	1,530
Sundry	80,671	88,938	91,936	94,932
Supplies	16,776	19,721	18,251	20,112
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$166,711</b>	<b>\$181,461</b>	<b>\$183,213</b>	<b>\$191,236</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Athletic / Events Coordinator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

DEPARTMENT / DIVISION PARKS & RECREATION – SENIORS		FUND GENERAL	
PROGRAM NAME SENIOR SERVICES			
<b>DESCRIPTION / MISSION</b>			
The NRH Senior Center provides recreational and educational programs and services that allow opportunities for seniors to stay independent, active and social. Weekly activities are offered at the facility including numerous classes, programs, services, special events, trips and entertainment. The NRH Senior Center records approximately 36,000 visits a year with the assistance of an active volunteer program.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To improve the quality of life for seniors through health, wellness and recreational programs and services.</li> <li>• To provide quality and affordable programs and services for seniors ages 55 and over.</li> <li>• To provide socialization opportunities to reduce social isolation.</li> <li>• To develop volunteer opportunities to augment the staffing levels at the center and to assist with community service projects. (Financial Stability)</li> <li>• To develop opportunities and collaborate with local business partners and organizations for assistance in sponsorships for programs. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide staff training on new program registration software Activenet.</li> <li>• Increase existing business partnerships by 5%. Currently the center partners with 60 different businesses that help support programs and special activities.</li> <li>• Continue to manage the Senior Volunteer Program. The program identifies volunteer opportunities and include an application process, training, responsibilities and volunteer hour accountability.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: A Sense of Community</b>			
# of volunteers	120	130	130
# of volunteer hours	7,500 hours	7,556 hours	7,600 hours
Amount of savings from volunteer hours (\$7.25 per hour)	\$54,375.00	\$54,781.00	\$55,100.00
<b>Goal: Financial Stability</b>			
Amount of donations	\$70,640.00	\$70,640.00	\$61,660.00
Cost per participant visits	\$7.93	\$7.79	\$7.36
Volunteers / FTE	40	44	43
<b>Goal: Efficient, Effective Delivery of City Services</b>			
Total number of program participants and visitors	32,500	34,125	36,107
Average weekly number of programs offered	50	53	65
Average daily attendance	130	130	135
Total number of resident members	397	368	370
Total number of non-resident members	308	336	340
<b>Goal: Positive City Image</b>			
Customer Satisfaction Rating (scale 1-5)	4.80	4.80	4.85
1. Based on budget divided by participant/visitor participants			

DEPARTMENT PARKS & RECREATION - SENIORS - 7505		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$207,617	\$217,448	\$218,158	\$227,773
General Services	0	0	680	1,355
Maintenance	9,798	10,705	10,345	11,399
Sundry	22,099	24,047	22,946	24,273
Supplies	10,794	13,527	14,308	13,527
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$250,309</b>	<b>\$265,727</b>	<b>\$266,437</b>	<b>\$278,327</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time</i>				
Senior Center Supervisor	1.00	1.00	1.00	1.00
Senior Center Coordinator	1.00	1.00	1.00	1.00
Building Maintenance Worker	0.00	0.00	1.00	1.00
<i>Part-Time:</i>				
Senior Center Attendants (PT-2)	0.98	0.98	0.98	0.98
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>
<b>TOTAL</b>	<b>2.98</b>	<b>2.98</b>	<b>3.98</b>	<b>3.98</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – CULTURAL ARTS/SPECIAL	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> CULTURAL ARTS / SPECIAL EVENTS			
<b>DESCRIPTION / MISSION</b>			
The Cultural Arts Division provides community-wide cultural arts programming and special events, as well as branding & marketing materials for the department. This division provides cultural arts and special event opportunities to the citizens of North Richland Hills through: performing art programs, art collections, educational opportunities, curated exhibits and family oriented special events. The Cultural Arts Division creates advertising, logos, illustrations, brand identities, collateral and promotional materials for programs and events provided by the City. The Cultural Arts division works collaboratively and serves as a liaison with area businesses, other city departments and local and national arts organizations.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To develop and promote a diverse offering of cultural arts including visual and performing arts.</li> <li>• To creatively facilitate departmental and city-wide special events that help create a sense of place within the community and supports quality of life.</li> <li>• To provide high quality branding, promotional and logo development materials and messages for events, programs and services.</li> <li>• To assist in repurposing aging works in the City's public art collection, by reconfiguring locations and placement.</li> <li>• To provide a safe and positive community experience for people of all ages and abilities.</li> <li>• To assist and support the development of the public art program, which creates a sense of identity for the community.</li> <li>• To establish NRH as a leader in art initiatives and increase the overall recognition of the City.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Implement programs that encourage exposure and participation in the Arts, for both youth and adults.</li> <li>• Develop partnerships with local area artists to provide cultural arts opportunities to North Richland Hills.</li> <li>• Produce, or assist with, twelve (12) Cultural Events and six (6) Special Events for the community.</li> <li>• Secure a minimum of three (3) new corporate sponsorships, partnerships and grants that support new cultural arts programs and special events.</li> <li>• Identify one new loaned art piece for the Art in Public Spaces Program.</li> <li>• Develop branding and promotional materials for events and programs.</li> <li>• Increase the recognition of NRH as a leader in Arts initiatives in North Texas.</li> <li>• Coordinate the acquisition and implementation of (7) new Signal Art Program artworks.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
Amount of cash sponsorships and grant money awarded	\$14,450.00	\$17,250.00	\$19,250.00
Number of sponsorships/grants	8	10	12
<b>Goals: Positive City Image</b>			
Amount of in-kind sponsorships	\$3,000.00	\$3,000.00	\$3,000.00
Amount of in-kind sponsorships	\$3,000.00	\$3,000.00	\$3,000.00
Customer satisfaction rating (scale of 1-4)	3.40	3.50	3.60
# Of additional public art pieces	0	0	1
# Of loaned art selections	0	2	1
# Of additional signal art pieces	3	7	5
Total # of campaign/events designed	350	400	425
<b>Goal: A Sense of Community</b>			
# Of cultural events	7	11	12
Number of community volunteers at events	320	350	370
# Of special events	5	6	7
Concert series attendance	6,200	7,000	7,000
Attendance for special events produced	54,000	60,050	62,000

DEPARTMENT PARKS & RECREATION - CULTURAL ARTS- 7508		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	5,683	8,000	8,000	8,000
Maintenance	0	0	0	0
Sundry	16,556	18,505	18,505	18,748
Supplies	23,783	18,938	17,540	18,938
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$46,021</b>	<b>\$45,443</b>	<b>\$44,045</b>	<b>\$45,686</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Cultural Arts / Special Events Coordinator	0.00	0.00	0.00	0.00
Cultural Arts Coordinator	1.00	0.00	0.00	0.00
<b>Full-Time</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT ECONOMIC DEV. - ECONOMIC DEV. - 0501		FUND PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$40,372	\$41,126	\$41,215	\$42,270
General Services	0	0	0	3,500
Maintenance	0	0	0	0
Sundry	57,712	73,501	73,501	70,810
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$98,084</b>	<b>\$114,627</b>	<b>\$114,716</b>	<b>\$116,580</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Development Director*	0.25	0.25	0.25	0.25
*Position partially funded in this activity.				
<b>Full-Time</b>	0.25	0.25	0.25	0.25
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

DEPARTMENT		FUND		
ECON. DEV - CULTURAL & LEISURE - 7508		PROMOTIONAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$68,102	\$73,426	\$73,426	\$76,652
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	20,644	28,037	28,037	28,037
Capital	1,800	10,000	10,000	10,000
<b>TOTAL</b>	<b>\$90,546</b>	<b>\$111,463</b>	<b>\$111,463</b>	<b>\$114,689</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Cultural Arts Coordinator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

DEPARTMENT		FUND		
DONATIONS - PARKS & RECREATION - 9897		DONATIONS		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Public Improvements	\$34,987	\$61,000	\$61,000	\$67,000
<b>TOTAL</b>	<b>\$34,987</b>	<b>\$61,000</b>	<b>\$61,000</b>	<b>\$67,000</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	34,987	36,000	36,000	42,000
Capital	0	25,000	25,000	25,000
<b>TOTAL</b>	<b>\$34,987</b>	<b>\$61,000</b>	<b>\$61,000</b>	<b>\$67,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT DONATIONS - PARKS & RECREATION - 9897		FUND DONATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	34,987	36,000	36,000	42,000
Capital	0	25,000	25,000	25,000
<b>TOTAL</b>	<b>\$34,987</b>	<b>\$61,000</b>	<b>\$61,000</b>	<b>\$67,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
PARKS & RECREATION		PARK FACILITIES DEVELOPMENT		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$710,339	\$733,034	\$733,318	\$756,856
Operations & Maintenance	1,883,460	2,022,335	1,993,063	2,078,873
Tennis Center	550,900	625,843	625,954	632,254
Recreation Expenditures Prior to 4/2011	0	0	0	0
Center Management	659,089	686,952	687,839	731,388
Fitness	367,092	449,656	482,833	394,551
Building Operations	197,357	209,180	206,713	211,904
Aquatic / Indoor	524,000	556,618	556,934	577,321
Recreation / Sports	279,766	348,561	318,561	355,033
Event Center	231,986	287,869	286,959	352,168
Building Services	320,000	360,750	360,750	351,900
Indirect Costs/Market Adjustment	410,189	449,959	448,405	474,033
Non Departmental	40,319	44,130	142,483	58,437
Debt Service Transfer	341,536	329,055	329,055	320,393
Transfer to Capital Projects	407,949	972,000	1,135,795	536,000
Capital Projects - Impact Fees	0	0	55,000	200,000
Impact Fee Reserve	0	0	25,000	0
Reserve for Economic Development	116,221	120,023	120,201	122,605
Reserve for Capital	726,219	90,340	0	507,088
Reserve for NRH Centre	450,999	93,656	76,561	164,587
<b>TOTAL</b>	<b>\$8,217,422</b>	<b>\$8,379,961</b>	<b>\$8,585,424</b>	<b>\$8,825,391</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$3,718,812	\$3,972,870	\$3,921,789	\$4,178,264
General Services	694,510	761,207	790,746	802,659
Maintenance	608,741	641,809	647,508	633,444
Sundry	1,644,500	1,337,964	1,436,846	1,448,492
Supplies	394,332	481,694	475,663	473,644
Capital	1,156,527	1,184,417	1,312,872	1,288,888
<b>TOTAL</b>	<b>\$8,217,422</b>	<b>\$8,379,961</b>	<b>\$8,585,424</b>	<b>\$8,825,391</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager*	0.10	0.00	0.00	0.00
Managing Director*	0.60	0.60	0.60	0.60
Assistant Director of Parks	1.00	1.00	1.00	1.00
Assistant Director of Recreation*	0.80	0.80	0.80	0.80
Office Coordinator*	0.80	0.80	0.80	0.80
Secretary*	0.80	0.80	0.80	0.80
Secretary/Receptionist	1.00	1.00	1.00	1.00
Marketing/Special Projects Coordinator*	0.00	0.00	0.00	0.00
Communications/Events Manager	0.80	0.80	0.80	0.80
Senior Park Planner	1.00	1.00	1.00	1.00
Park Planner	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Crewleader	2.00	2.00	2.00	2.00
Maintenance Worker II	4.00	4.00	4.00	4.00

DEPARTMENT		FUND			
PARKS & RECREATION		PARK FACILITIES DEVELOPMENT			
PERSONNEL SUMMARY		2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Maintenance Worker I		11.00	11.00	11.00	11.00
Parks Superintendent*		0.80	0.80	0.80	0.80
Landscape Horticulturist*		0.80	0.80	0.00	0.00
Parks Assistant Superintendent*		0.00	0.00	0.80	0.80
Tennis Center Manager		1.00	1.00	1.00	1.00
Head Tennis Professional		1.00	1.00	1.00	1.00
Assistant Tennis Professional		2.00	2.00	2.00	2.00
Recreation Center Manager		1.00	1.00	1.00	1.00
Assistant Manager		1.00	1.00	0.00	0.00
Customer Service Clerk		0.00	0.00	0.00	0.00
Fitness/Wellness Coordinator		0.00	0.00	0.00	0.00
Fitness Coordinator		1.00	1.00	1.00	1.00
Building Operations Supervisor		1.00	1.00	1.00	1.00
Building Maintenance Worker		1.00	1.00	1.00	1.00
Aquatics Supervisor		1.00	1.00	1.00	0.00
Aquatics Program Coordinator		1.00	1.00	1.00	1.00
Recreation/Sports Coordinator		0.00	0.00	0.00	0.00
Recreation Coordinator		1.00	1.00	1.00	1.00
Grand Hall Manager		0.00	0.00	1.00	1.00
Event Center Supervisor		0.00	0.00	0.00	0.00
Banquet & Hospitality Supervisor		1.00	1.00	0.00	0.00
Sales & Marketing Coordinator		0.00	0.00	1.00	1.00
Seasonal Maintenance Worker	PT/S	0.23	0.23	0.23	0.23
Court Maintenance	PT-1	0.49	0.49	0.49	0.49
Tennis Pro Shop Staff	PT-5	1.61	1.61	1.61	1.61
Tennis Instructors	PT-4	0.61	0.61	0.61	0.61
Tennis Instructor II	PT-1	0.50	0.50	0.50	0.50
Guest Service Leads	PT-5	3.11	3.18	3.18	3.18
Guest Service Attendants	PT-14	5.38	5.45	5.45	5.45
Fitness Attendants	PT-7	1.95	1.95	1.95	1.95
Building Maintenance Workers	PT-3	1.05	1.20	1.20	1.30
Lead Lifeguards	PT-6	3.11	3.14	3.14	3.22
Lifeguards	PT-38	10.31	10.44	10.87	10.87
Swim Instructors	PT-10	1.88	1.88	2.06	2.06
Water Slide Attendant	PT-12	2.29	2.29	2.35	2.35
Play Time Attendants	PT-4	2.80	2.80	2.80	2.80
Summer Camp Director	PT/S	0.27	0.27	0.27	0.27
Summer Camp Counselors	PT/S	2.18	2.18	2.18	2.18
PT Catering and Sales Coordinator	PT-1	0.00	0.50	0.50	0.63
Banquet & Hospitality Assistant Coord	PT-2	1.05	0.90	0.90	1.00
Banquet & Hospitality Attendants	PT-4	2.10	1.75	1.75	2.00
Banquet & Hospitality Lead	PT-1	0.00	0.50	0.63	0.63
Office and Sales Coordinator		0.00	0.00	0.00	0.00
<b>Full-Time</b>		<b>40.50</b>	<b>39.90</b>	<b>38.90</b>	<b>38.40</b>
<b>Part-Time (Full-Time Equivalents)</b>		<b>40.92</b>	<b>41.87</b>	<b>42.67</b>	<b>43.32</b>
<b>TOTAL</b>		<b>81.42</b>	<b>81.77</b>	<b>81.57</b>	<b>81.72</b>

DEPARTMENT / DIVISION PARKS & RECREATION – ADMINISTRATION	FUND PARK FACILITIES DEVELOPMENT		
PROGRAM NAME PARKS AND RECREATION ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
<p>Administration is responsible for the direction, leadership and progressive vision necessary to effectively and efficiently direct, advise and assist the Parks and Recreation Department and NRH2O Family Water Park staff in providing innovative and quality parks and recreation services. The Parks System is comprised of 34 parks, trails, recreation facilities and municipal properties totaling 789 acres. The Department provides recreational, cultural and life enriching activities, which contribute to quality of life and a sense of community for our residents. Administration also manages and oversees the Parks Capital Improvement Program and provides oversight of Iron Horse Golf Course.</p> <p>Parks and Recreation Vision Statement - To create a healthy, connected community where everyone matters.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide administrative direction and support for Park Operations &amp; Maintenance, Park Development &amp; Planning, Recreation, Athletics, Cultural Arts, Senior Adult Services, Richland Tennis Center, NRH2O Family Water Park and Iron Horse Golf Course. (Sense of Community)</li> <li>• To build community partnerships and agreements with other agencies and community organizations to enhance and expand resources. (Financial Stability)</li> <li>• To support economic development efforts and other city departments. (Financial Stability)</li> <li>• To provide quality customer service, innovative programs and well maintained parks and facilities that contribute to quality of life and a healthy community. (Sense of Community)</li> <li>• To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)</li> <li>• To Support City Council Goals and Objectives.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Monitor all Parks and Recreation division budgets to ensure appropriate allocation, budget compliance accountability and efficient use of resources.</li> <li>• Ensure each division budget is within adopted expenditures.</li> <li>• Respond in a reasonable time frame to requests from citizens and other City Departments.</li> <li>• Continue to work with the Park and Recreation Board by coordinating six meetings each year and by providing the Board with bi-weekly written updates.</li> <li>• Conduct formal staff meetings on a regular basis with division managers.</li> <li>• Implement the Parks and Recreation Strategic Plan.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Quality Development and Revitalization</b> # Of capital projects managed</p> <p><b>Goal: Efficient and Effective Delivery of City Services</b> # Of park/facility visits # Of citizen concerns/requests received # Of Park Board bi-weekly updates % Of citizens concerns/requests acted upon</p>	    286 21 100.00%	    250 22 100.00%	    225 22 100.00%

DEPARTMENT PARD - ADMINISTRATION - 7501		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$532,280	\$541,093	\$541,376	\$555,454
General Services	660	800	4,608	4,384
Maintenance	126,263	135,928	132,121	138,593
Sundry	49,967	51,457	51,457	54,435
Supplies	1,168	3,756	3,756	3,990
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$710,339</b>	<b>\$733,034</b>	<b>\$733,318</b>	<b>\$756,856</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant City Manager*	0.10	0.00	0.00	0.00
Managing Director*	0.60	0.60	0.60	0.60
Assistant Director of Parks	1.00	1.00	1.00	1.00
Assistant Director of Recreation*	0.80	0.80	0.80	0.80
Office Coordinator*	0.80	0.80	0.80	0.80
Secretary*	0.80	0.80	0.80	0.80
Marketing/Special Projects Coordinator*	0.00	0.00	0.00	0.00
Communications/Events Manager	0.80	0.80	0.80	0.80
* Positions partially funded in this activity.				
<b>Full-Time</b>	<b>4.90</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.90</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>

DEPARTMENT / DIVISION PARKS & RECREATION – PARKS	FUND PARK FACILITIES DEVELOPMENT		
PROGRAM NAME PARK MAINTENANCE AND OPERATIONS			
<b>DESCRIPTION / MISSION</b>			
<p>Park Maintenance and Operations provides safe, well maintained and aesthetically appealing parks, recreation, municipal and open space properties with a high level of customer service achieved through skilled landscape maintenance and construction professionals. The division incorporates progressive, innovative and environmentally responsible methods for maintaining 789 park acres, parks, facilities, trails, open spaces and municipal properties. Included in the maintenance responsibilities are 30 competitive sport fields, 30 playground structures, more than 5 acres of landscape beds and more than 15,000 park irrigation heads. The division is also responsible for maintaining and caring for the city's public tree inventory.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide well maintained, safe, clean and aesthetically pleasing parks, trails, open spaces and public grounds. (Positive City Image)</li> <li>• To develop and employ lean strategic initiatives and techniques of identifying and maximizing all available resources to provide the highest level of maintenance standards possible for the citizens of North Richland Hills. (Financial Stability)</li> <li>• To enhance opportunities of capitalizing on performance levels by creating a well organized, rewarding and productive work environment in a manner consistent with the public's expectations. (Safety and Security)</li> <li>• To employ sustainable maintenance practices designed to achieve adopted maintenance standards while preserving and protecting the environment and providing educational opportunities to our citizens. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to research and implement maintenance contract services for cost savings while still providing quality parks and services to the citizens.</li> <li>• Examine, Re-examine, adopted and prioritize all daily park maintenance tasks and standards as well as Ensure the park irrigation systems operate at optimum levels as water restrictions become integrated into our culture..</li> <li>• Conduct and document monthly inspections of playgrounds to ensure 100% compliance with National Playground Safety Institute (NSPI) standards and ADA requirements.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
Total Citizen Tracker Requests	67	60	60
Total Time to Complete Citizen Tracker Request	10.20 days	7.00 days	5.00 days
% Change in Time to Complete Citizen Tracker Request	N/A	31.40%	18.90%
<b>Goal: Financial Stability</b>			
Total Contract Services (mowing, landscape, tree service)	\$512,389.00	\$546,811.00	\$554,643.00
% Of budgeted contract services	0.00%	6.70%	1.40%
% Change of budgeted contract services	17.60%	18.75%	18.90%
<b>Goal: Positive City Image</b>			
# Of acres per FTE field labor employee	41 acres	42 acres	42 acres
Total park/facilities acres maintained	786 acres	802 acres	800 acres
NRH citizen survey – park maintenance: excellent/good rating	93.00%	93.00%	95.00%

DEPARTMENT PARD - OPERATIONS - 7502		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,213,184	\$1,292,298	\$1,254,276	\$1,348,687
General Services	362,220	407,873	398,457	417,873
Maintenance	105,815	66,058	91,071	75,707
Sundry	32,772	33,897	30,897	31,397
Supplies	169,470	222,209	218,362	205,209
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$1,883,460</b>	<b>\$2,022,335</b>	<b>\$1,993,063</b>	<b>\$2,078,873</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Senior Park Planner	1.00	1.00	1.00	1.00
Park Planner	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Crewleader	2.00	2.00	2.00	2.00
Maintenance Worker II	4.00	4.00	4.00	4.00
Maintenance Worker I	11.00	11.00	11.00	11.00
Parks Superintendent*	0.80	0.80	0.80	0.80
Landscape Horticulturist*	0.80	0.80	0.00	0.00
<i>Part-Time:</i>				
Seasonal Maintenance Worker	0.23	0.23	0.23	0.23
* Position partially funded in this activity.				
<b>Full-Time</b>	<b>21.60</b>	<b>21.60</b>	<b>20.80</b>	<b>20.80</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.23</b>	<b>0.23</b>	<b>0.23</b>	<b>0.23</b>
<b>TOTAL</b>	<b>21.83</b>	<b>21.83</b>	<b>21.03</b>	<b>21.03</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – RICHLAND TENNIS COURTS		<b>FUND</b> PARK FACILITIES DEVELOPMENT	
<b>PROGRAM NAME</b> RICHLAND TENNIS CENTER			
<b>DESCRIPTION / MISSION</b>			
The Richland Tennis Center provides tennis programs, classes, camps, leagues and tournaments for North Richland Hills and area communities. This program is responsible for the overall operations and management of the Richland Tennis Center, which includes 16 lighted courts, a pro shop, locker rooms and a meeting room. It is responsible for the administration, facility maintenance and general supervision of all tennis center activities such as ball machine rentals, public court rentals, facility rentals and team rentals by the United States Tennis Association, Tennis Competitors of Dallas and the Northeast Tarrant Tennis Association. This program also manages the Joint Use Agreement with the Birdville Independent School District for the use of eight courts during the school year and the use of all courts for school tournaments.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide innovative and a wide range of quality tennis programs including group and private lessons, drills, tournaments and camps that promote tennis as a lifetime sport. (Sense of Community)</li> <li>• To collaborate with BISD, regional and national tennis associations to promote adult and youth participation in tennis. (Positive City Image)</li> <li>• To contribute to city wide economic development efforts by coordinating tournaments and special events. (Financial Stability)</li> <li>• To provide quality and responsive customer service. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Increase the number of group and private lessons and drills taught from 2,056 to 2,097 (2%).</li> <li>• Increase the number of league participants from 8,373 to 8,456 (1%).</li> <li>• Coordinate home matches of 125 teams (USTA, NETT, TCD) for the three (3) playing seasons (Fall, Winter/Spring, &amp; Summer seasons).</li> <li>• Provide a wide variety of items for resale including apparel, racquets, accessories and strings.</li> <li>• Plan, coordinate and implement two (2) USTA sanctioned tournaments, three (3) Mid-Cities circuit tournaments and five (5) special events.</li> <li>• Coordinate Richland High School court use for daily practices and the use of RTC by BISD for five (5) tournaments per year.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
Richland Tennis Center revenue <sup>1</sup>	\$325,539.00	\$359,550.00	\$368,000.00
Revenue from merchandise sales	\$39,938.00	\$46,000.00	\$46,000.00
<b>Goal: Positive City Image</b>			
Customer satisfaction rating (scale 1-4)	3.5	3.5	3.5
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of leagues held	61	61	61
# Of league participants	8,340	8,423	8,423
# Of lessons taught (group, private, drills)	1,997	2,056	2,097
# Of tournaments/special events	25	25	25
# Of usta, nett, tcd matches coordinated	331	340	350
# Of usta, nett, tcd participants	4,812	4,956	5,116
# BISD yearly participation	17,000	17,000	17,000
# Of leagues offered/number of leagues played	61/61	61/61	61/61
% Of league growth	1.00%	1.00%	1.00%
Facility hours of operation	4,468 hours	4,468 hours	4,468 hours
Total tennis center revenue/FTE	\$45,151.00	\$49,862.00	\$51,040.00
Cost recovery ratio for merchandise sales	24.00%	24.00%	25.00%
Tennis center participation/visits	41,097	49,000	49,500

DEPARTMENT PARD - TENNIS CENTER- 7506		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$390,560	\$432,380	\$417,491	\$438,540
General Services	5,139	6,350	24,357	9,357
Maintenance	10,286	19,602	16,595	16,595
Sundry	41,293	47,432	47,432	47,683
Supplies	98,889	114,279	114,279	114,279
Capital	4,733	5,800	5,800	5,800
<b>TOTAL</b>	<b>\$550,900</b>	<b>\$625,843</b>	<b>\$625,954</b>	<b>\$632,254</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Tennis Center Manager	1.00	1.00	1.00	1.00
Head Tennis Professional	1.00	1.00	1.00	1.00
Assistant Tennis Professional	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Court Maintenance	0.49	0.49	0.49	0.49
Tennis Pro Shop Staff	1.61	1.61	1.61	1.61
Tennis Instructors	0.61	0.61	0.61	0.61
Tennis Instructor II	0.50	0.50	0.50	0.50
<b>Full-Time</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.21</b>	<b>3.21</b>	<b>3.21</b>	<b>3.21</b>
<b>TOTAL</b>	<b>7.21</b>	<b>7.21</b>	<b>7.21</b>	<b>7.21</b>

DEPARTMENT / DIVISION PARKS & RECREATION – PARKS & PUBLIC GROUND	FUND PARK FACILITIES DEVELOPMENT		
PROGRAM NAME PARK DEVELOPMENT AND PLANNING			
<b>DESCRIPTION / MISSION</b>			
The mission of the Park Development and Planning Division is to achieve established City Council Goals by providing the expertise and professional services necessary to plan for, design and build a high quality park and recreation system and to offer a wide range of indirect services to other city-wide departments and the Development Review Committee.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide superior planning, design and construction for development of all CIP projects to include Park System Infrastructure Maintenance, and to continue to provide indirect services to city-wide departments to create <b>quality community development &amp; revitalization</b>.</li> <li>• To enhance and augment the existing Capital Improvement Program budget with grant funding and in-kind contributions for <b>financial stability</b>.</li> <li>• Continue to plan and develop active transportation connections for off road trails, parks, schools and transit oriented developments through the on road transportation system, providing for <b>effective and efficient transportation</b> and <b>safety and security</b> of NRH citizens.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• We will work to accomplish the Council Goals of <b>Quality Community Development and Revitalization</b> and <b>Positive City Image</b> by completing the plans and specifications and providing construction management for the following CIP projects: Northfield Park Redevelopment, Park System Signage 2017, Green Valley Playground Replacement and Shade Structure Project, Park Infrastructure Maintenance 2017, Park System Playground Amenities Replacement 2017, Richland Tennis Center Infrastructure Maintenance 2017 and NRH<sub>2</sub>O Endless River Bridge Replacement.</li> <li>• We will work to accomplish the Council Goal of <b>Financial Stability</b> by completing the plans and specifications and providing construction management for the following CIP projects: Barfield Family Foundation Grant Program and NRH<sub>2</sub>O Beachside Bay Cabana Project. We will continue to ensure adherence to project budgets and accurate record keeping of all projects and seeking grant reimbursements in a timely manner.</li> <li>• We will work to accomplish the City Council Goals of <b>Effective and Efficient Transportation System</b> and <b>Safety and Security</b> by completing the plans and specifications and providing construction management for the following CIP projects: Trail and Route System Plan Phase 1 and Trail Identification and 911 Emergency Response Signage.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b> Percentage of CIP Budget Addressing Infrastructure Percentage of Time Dedicated to Indirect Services and DRC	37.00% 12.00%	80.00% 15.00%	90.00% 15.00%
<b>Goal: Financial Stability</b> Percentage of CIP Budget Funded by Grant Revenue	38.00%	1.00%	1.00%
<b>Goal: Efficient and Effective Transportation</b> Percentage of CIP Budget Dedicated to Projects Addressing Active Transportation	60.00%	8.00%	6.00%
<b>Goal: Safety and Security</b> Percentage of CIP Budget Dedicated to Projects Addressing Safety and Security	9.00%	6.00%	11.00%

DEPARTMENT PARD - RECREATION CENTER - 7531		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$462,482	\$477,915	\$478,802	\$517,305
General Services	11,925	14,844	22,144	20,635
Maintenance	9,849	9,699	2,399	2,519
Sundry	147,725	154,344	154,344	159,679
Supplies	27,108	30,150	30,150	26,250
Capital	0	0	0	5,000
<b>TOTAL</b>	<b>\$659,089</b>	<b>\$686,952</b>	<b>\$687,839</b>	<b>\$731,388</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Recreation Center Manager	1.00	1.00	1.00	1.00
Assistant Manager	1.00	1.00	0.00	0.00
Secretary/Receptionist	1.00	1.00	1.00	1.00
Customer Service Clerk	0.00	0.00	0.00	0.00
<i>Part-Time:</i>				
Guest Service Leads	3.11	3.18	3.18	3.18
Guest Service Attendants	5.38	5.45	5.45	5.45
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>8.49</b>	<b>8.63</b>	<b>8.63</b>	<b>8.63</b>
<b>TOTAL</b>	<b>11.49</b>	<b>11.63</b>	<b>10.63</b>	<b>10.63</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – NRH CENTRE	<b>FUND</b> PARK FACILITIES DEVELOPMENT		
<b>PROGRAM NAME</b> FITNESS PROGRAMS AND SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Fitness Programs and Services division implements a thorough wellness program that encourages a healthy lifestyle through general wellness, fitness pursuits, exercise and nutrition education. In addition, this division meets the needs of those seeking sport-specific training, conditioning and physical therapeutic needs. This division recruits, hires, and evaluates part-time Fitness Attendants, health/wellness instructors, contract and certified group fitness instructors, personal trainers, dietitians and massage/yoga therapists.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To promote and provide innovative wellness programs and services to the community. (A Sense of Community)</li> <li>• To recruit, hire and retain high quality part-time Fitness Attendants, contract certified group fitness instructors, personal trainers, dietitians, massage/yoga therapists and instructors for wellness programs and services. (Efficient and Effective Delivery of City Services)</li> <li>• To manage revenues and expenses to achieve targeted net revenue goals. (Financial Stability)</li> <li>• To manage and coordinate the lifespan of all fitness equipment inventory. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Provide exceptional guest service through timely response within 24 hours of receiving questions, comments or feedback.</li> <li>• Research current trends and customer service evaluations for redeveloping and implementing an innovative and well- balanced fitness and wellness program.</li> <li>• Offer 120 health/wellness classes with 80% of the offered classes conducted beyond the minimum per class enrollment.</li> <li>• Complete 4,000 hours of personal training and 600 hours of massage therapy.</li> <li>• Coordination of Fitness Orientations with Fitness Attendants providing an overview of equipment and wellness services, facility policies and procedures, proper equipment usage, and basic exercise guidelines.</li> <li>• Average 4,600 SilverSneakers visits per month.</li> <li>• Conduct internal marketing promotions 12 times per year. (visit drivers, frequent buyer, renewal discounts, etc.)</li> <li>• Coordinate and facilitate an active and creative Group Fitness schedule by offering a variety of 52 classes per week.</li> <li>• Fiscally manage all Fitness Cost Center operations through weekly reporting, timely updates with changes to programming and daily communication with all Fitness personnel.</li> <li>• Research and develop best practices for promotion and guest registrations and bookings of Personal Training, Nutrition and Massage/Yoga Service sessions.</li> <li>• Schedule external detailed preventative maintenance on fitness equipment 12 times per year; with internal maintenance checks conducted daily; including development of internal maintenance reporting and tracking system.</li> <li>• Continued research and coordination of the NRH Centre Fitness Equipment Replacement Plan.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
Total fitness programs/services revenue	\$385,800.00	\$383,000.00	\$384,000.00
Direct cost recovery ratio (includes contract instructor pay)	1.93	1.91	1.92
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of health and wellness classes offered	124	120	120
# Of massage therapy hours	611	611	611
# Of personal training hours	3,924	4,000	4,000
# Of annual add-on group fitness passes sold	643	650	675
# Of daily drop-in group fitness passes sold	571	600	650
# Of SilverSneakers® participant visits/scans	52,874	55,200	55,200
# Of health and wellness classes made	75	96	96
# Of group fitness classes offered weekly	52	52	52
# Of health/wellness enrolled program registrants	444	576	576
% Health/wellness classes made	60.00%	80.00%	80.00%
Total contract instructor pay	\$200,409.00	\$200,500.00	\$200,500.00
Average # of monthly Group Fitness participants	1,921	1,920	1,920
Average # of SilverSneakers® visits/scans per month	4,606	4,600	4,600
Customer satisfaction rating (scale 1-4; moving to 1-5 in FY16)	3.75%	4.75%	4.75%

DEPARTMENT PARD - FITNESS - 7532		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$129,846	\$133,159	\$133,336	\$139,211
General Services	200,409	182,000	215,000	200,000
Maintenance	16,458	14,000	14,000	14,000
Sundry	65	620	620	840
Supplies	3,292	3,600	3,600	5,500
Capital	17,022	116,277	116,277	35,000
<b>TOTAL</b>	<b>\$367,092</b>	<b>\$449,656</b>	<b>\$482,833</b>	<b>\$394,551</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Fitness/Wellness Coordinator	0.00	0.00	0.00	0.00
Fitness Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Fitness Attendants	1.95	1.95	1.95	1.95
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>
<b>TOTAL</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – NRH CENTRE	<b>FUND</b> PARK FACILITIES DEVELOPMENT		
<b>PROGRAM NAME</b> BUILDING OPERATIONS AND MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
The Building Operations and Maintenance division coordinates all daily janitorial and facility service needs for the 86,000 square foot NRH Centre complex. The primary mission of this division is to maintain all areas within the NRH Centre and provide regular preventative maintenance on all equipment used to operate the NRH Centre on a daily basis. The emphasis for Building Operations and Maintenance staff is to coordinate the highest level of cleanliness with the least amount of impact to the daily facility user while constantly adhering to all safety and facility system guidelines through sound and thorough maintenance and facility operation standards incorporating LEED practices and Green products within daily operations when available.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To manage and provide a safe, clean and attractive facility. (Safety and Security)</li> <li>• To provide remarkable guest service with attention to guest responsiveness and communications. (Positive City Image)</li> <li>• To develop and maintain a thorough and successful building maintenance risk management program. (Safety and Security)</li> <li>• To manage custodial expenses for all areas within the NRH Centre. (Financial Stability)</li> <li>• To manage all mechanical systems including Aquatics, Plumbing, and Electrical features impacting daily operations. (Efficient and Effective Delivery of City Services)</li> <li>• To recruit, hire and train building maintenance staff to provide efficient and high quality internal and external services. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Coordinate training and certification for the Building Maintenance personnel through Safety Matter, Inc/Esafety Online. In addition, incorporate "green" cleaning training within all NRH Centre operations.</li> <li>• Track all janitorial supply usage and costs to provide insight in to the next fiscal year facility operating needs through implementing and utilizing the 5S Organizational system for inventory of products and equipment.</li> <li>• Complete daily facility system and equipment checks for each area of the building.</li> <li>• Monitor and complete weekly inventory of all janitorial supplies.</li> <li>• Coordinate and communicate bi-weekly ordering system for janitorial supplies.</li> <li>• Coordinate and lead weekly staff briefings on the upcoming facility schedules with the coordination of all janitorial needs that are identified in each area of the facility: Aquatics, Locker areas, restrooms, classrooms, fitness areas, gymnasium, event center and senior center.</li> <li>• Review, monitor, and train on janitorial guidelines for all areas within the NRH Centre that provide efficient completion of tasks for maximum effectiveness of sanitizing and keeping all areas in aesthetically pleasing order.</li> <li>• Coordinate, report and record daily work orders for routine repairs.</li> <li>• Develop and coordinate in-house carpet cleaning routine maintenance schedule with minimal impact to operating hours.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
Total # of routine work orders reported (after warranties end)	550	550	550
<b>Goal: Safety and Security</b>			
# Of monthly safety meetings	12	12	12
# Of routine work orders completed by outside dept or vendor	24	24	24
# Of repair calls made monthly outside of the NRH Centre building	3	3	3
% Of routine work orders completed by outside dept or vendor	5%	5%	5%
<b>Goal: Positive City Image</b>			
Average # of days equipment is inoperable once identified "OUT"	2	2	2
# Of square feet cleaned and maintained (based on total FTE)	26,875 sq ft	26,875 sq ft	26,875 sq ft
# Of restrooms cleaned and maintained daily	16	16	16
# of Square Feet cleaned and maintained	86,000 sq ft	86,000 sq ft	86,000 sq ft
Customer satisfaction rating of facility (scale 1-5)	n/a	4.50	4.50
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of routine work orders completed in-house	523	523	523
% Of routine work orders completed in-house	95%	95%	95%

DEPARTMENT PARD - BUILDING OPERATIONS - 7533		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$146,309	\$152,051	\$152,584	\$155,767
General Services	882	1,000	1,000	1,000
Maintenance	16,315	24,122	21,122	23,130
Sundry	417	407	407	407
Supplies	33,434	31,600	31,600	31,600
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$197,357</b>	<b>\$209,180</b>	<b>\$206,713</b>	<b>\$211,904</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Building Operations Supervisor	1.00	1.00	1.00	1.00
Building Maintenance Worker	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Building Maintenance Workers	1.05	1.20	1.20	1.30
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.05</b>	<b>1.20</b>	<b>1.20</b>	<b>1.30</b>
<b>TOTAL</b>	<b>3.05</b>	<b>3.20</b>	<b>3.20</b>	<b>3.30</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – NRH CENTRE	<b>FUND</b> PARK FACILITIES DEVELOPMENT		
<b>PROGRAM NAME</b> AQUATICS – INDOOR			
<b>DESCRIPTION / MISSION</b>			
The NRH Centre Aquatics division provides aquatic programming and recreational swimming opportunities for members and guests. The Aquatics division is charged with providing the highest level of safety while emphasizing an environment that is positive, clean, safe and fun. The Aquatics division of the NRH Centre coordinates all Learn to Swim programs, aquatic special events, birthday parties, rental of the indoor aquatics facility and open swim scheduling. The aquatics team coordinates all safety training for aquatics personnel. The indoor aquatics facility includes three 25 yard lap lanes, a rock climbing wall with plunge pool, shallow open water play areas, a body tube slide, current channel for fitness walking and several shallow water play features.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide innovative and quality classes, programs, and events for the community. (Sense of Community)</li> <li>• To develop and maintain a thorough and successful risk management program. (Safety and Security)</li> <li>• To provide remarkable service with attention to member/guest relationships and responsive communications. (Positive City Image)</li> <li>• To manage and provide a safe, clean and attractive facility. (Safety and Security)</li> <li>• To manage revenues and expenses from all aquatic programs and services conducted through the Aquatics division. (Financial Stability)</li> <li>• To recruit, hire and train aquatic staff to provide high quality swimming programs and services. (Sense of Community)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Annually offer 500 all-inclusive learn to swim classes and private lessons with 86% of classes conducted at an average of 5 enrolled registrants per class made.</li> <li>• Uphold the Consulting Agreement for Professional Aquatic Safety and Risk Management with Ellis and Associates; pertaining to safety standards, lifeguard training and annual licensing.</li> <li>• Offer 20 indoor aquatic special events incorporating family activities and membership appreciation.</li> <li>• Continue to research and update the NRH Centre Aquatics risk management program to comply with local, state, and federal standards. Additionally, incorporate guest service training specific to the aquatic environment.</li> <li>• Fiscally manage all Aquatics Cost Center operations through weekly reporting, timely updates and changes as needed.</li> <li>• Establish an ongoing training and recognition program for all part-time Aquatics personnel that include test ready skills, weekly in-service, with monthly and seasonal audits, as well as maintaining required licenses and certifications.</li> <li>• Assist in the coordination and implementation of the NRH WS365 Community Water Safety Initiative incorporating goals and strategies within NRH Special Events and the NRH Centre Aquatics Programs.</li> <li>• Book an average of 10 out of 15 aquatic birthday parties per weekend and 25 pool rentals per year.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of lifeguard in-service training hours required	2,400	2,400	2,400
# Staff attending in-service training	40	40	40
<b>Goal: A Sense of Community</b>			
# Of aquatic special events	18	18	20
# Of aquatic special event participants	510	550	600
% Of special events made	100.00%	100.00%	100.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of learn to swim classes offered	500	500	500
# Of swim lesson enrolled registrants	1,925	2,435	2,435
# Of available aquatic birthday party bookings	750	750	750
# Of learn to swim classes made	401	445	475
# Of aquatic birthday parties booked	575	575	575
# Of aquatic pool rental booked	18	20	22
Average # of aquatic birthday parties per weekend	11	11	11
% Of learn to swim classes made	80.00%	83.00%	86.00%
Total Birthday Party and Pool Rental Revenue	\$115,650.60	\$103,400.00	\$105,400.00
Total Aquatics Program Revenue	\$222,385.73	\$196,400.00	\$201,400.00
Customer satisfaction rating (scale 1-4) (scale change in FY2017 (1-5))	3.75	4.75	4.75

DEPARTMENT PAR - AQUATIC/INDOOR - 7534		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$482,302	\$508,973	\$509,273	\$527,680
General Services	16,612	16,340	16,340	18,000
Maintenance	3,259	4,000	4,000	4,000
Sundry	310	505	505	825
Supplies	20,914	26,800	26,816	26,816
Capital	604	0	0	0
<b>TOTAL</b>	<b>\$524,000</b>	<b>\$556,618</b>	<b>\$556,934</b>	<b>\$577,321</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Aquatics Supervisor	1.00	1.00	1.00	0.00
Aquatics Program Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Lead Lifeguards	3.11	3.14	3.14	3.22
Lifeguards	10.31	10.44	10.87	10.87
Swim Instructors	1.88	1.88	2.06	2.06
Water Slide Attendant	2.29	2.29	2.35	2.35
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>17.59</b>	<b>17.75</b>	<b>18.42</b>	<b>18.50</b>
<b>TOTAL</b>	<b>19.59</b>	<b>19.75</b>	<b>20.42</b>	<b>19.50</b>

DEPARTMENT / DIVISION PARKS & RECREATION – NRH CENTRE	FUND PARK FACILITIES DEVELOPMENT		
PROGRAM NAME RECREATION – SPORTS PROGRAMS AND SERVICES			
<b>DESCRIPTION / MISSION</b>			
The Recreation and Sports division of the NRH Centre provides recreation programming for children, spring break/summer day camps, and youth sports camps. Youth recreational programming includes classes and activities to enhance the emotional, physical, social and educational development of our youngest community members while encompassing fun and hands-on learning for ages one to fifteen years. In the area of sports programs, this division organizes and manages non-competitive and introductions to sports and related events.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide quality recreation and educational programs to children and youth. (Sense of Community)</li> <li>• To provide quality indoor sports programs for youth and adult. (Sense of Community)</li> <li>• To offer quality service and instruction to program participants. (Sense of Community)</li> <li>• To provide safe and engaging programs that allow families to become more physically active together. (Sense of Community)</li> <li>• To operate with the highest possible standards of guest service, continually evaluating satisfaction and quality of service performance. (Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Offer 333 youth classes with 80% of youth classes offered being conducted beyond the per class minimum enrollment.</li> <li>• Fiscally manage all Recreation/Sports Cost Center operations through weekly reporting, timely updates with changes to programming and daily communication with instructors, officials and staff.</li> <li>• Coordinate family programs with the Aquatics and Fitness Divisions that promote health and wellness through “family nights” and family classes.</li> <li>• Offer 11 weeks of Camp NRH meeting 95% registration capacity. Develop Friday drop-in option for summer Camp NRH.</li> <li>• Regularly evaluate programs and leagues through participant feedback forms, talking to guests about their experience, providing electronic program assessments and updating Facebook page to market recreation and sports programs.</li> <li>• Provide exceptional guest service through timely response within 24 hours of receiving guest correspondences.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> Total Recreation and Sports revenue <b>Goal: Efficient and Effective Delivery of City Services</b> # Of youth programs offered # Of family programs offered # Of summer Camp NRH participants # Of play time participant attendance # Of youth sports camps offered # Of youth program sessions made # Of enrolled participants in classes # Of new programs offered # Of family event/program participants % Of youth program sessions made % Of Camp NRH registration capacity Amount of youth contract instructor pay Amount of summer camp staff pay Amount of Camp NRH supplies/equipment Amount of sports officials payments Amount of sports camp instructor payments Average # of weekly Kids Club play time participants Customer satisfaction rating for youth programs (scale 1-4)	 \$259,419.90  262 11 650 6,507 7 206 2,263 21 58 82.00% 94.00% \$65,012.00 \$51,008.70 \$10,000.00 \$22,655.00 \$3,034.13 125 4	 \$301,440.00  250 10 680 6,400 7 200 2,200 45 200 80.00% 95.00% \$65,000.00 \$57,537.00 \$11,000.00 \$24,000.00 \$5,000.00 125 4	 \$311,440.00  265 10 680 6,500 8 212 2,332 45 200 80.00% 95.00% \$67,000.00 \$57,248.00 \$11,000.00 \$25,000.00 \$5,500.00 125 4

DEPARTMENT PARD - RECREATION SPORTS - 7535		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$171,400	\$199,775	\$199,775	\$206,158
General Services	92,590	125,000	95,000	125,000
Maintenance	496	4,000	4,000	4,000
Sundry	355	786	786	875
Supplies	14,924	19,000	19,000	19,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$279,766</b>	<b>\$348,561</b>	<b>\$318,561</b>	<b>\$355,033</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Recreation/Sports Coordinator	0.00	0.00	0.00	0.00
Recreation Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Play Time Attendants	2.80	2.80	2.80	2.80
Summer Camp Director	0.27	0.27	0.27	0.27
Summer Camp Counselors	2.18	2.18	2.18	2.18
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>5.25</b>	<b>5.25</b>	<b>5.25</b>	<b>5.25</b>
<b>TOTAL</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>

DEPARTMENT / DIVISION PARKS & RECREATION – COMMUNICATIONS & EVENTS	FUND PARK FACILITIES DEVELOPMENT		
PROGRAM NAME NRH EVENT CENTER			
<b>DESCRIPTION / MISSION</b>			
<p>The Grand Hall at the NRH Centre, a 9,500 square foot distinctive up-scale facility, provides accommodations for both private and public functions. The facility accommodates up to 325 people in the main ballroom, which can be subdivided into three spaces. The Grand Hall also includes a second floor terrace, which accommodates 75 people and a connecting civic plaza that holds an additional 1,000 people. Use of the Grand Hall includes: meetings, weddings, social events, banquets, exhibits, trade shows or any large rental. In addition the Grand Hall also plays host to many community and city functions such as awards banquets, business appreciation luncheon, chamber of commerce events, and a number of interdepartmental events. The purpose of this facility is to provide the community with an upscale venue to host rental functions in any of the flexible use spaces of the Grand Hall.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To increase bookings through concious sales effort in which all enquires are followed through to conclusion. Resulting in trackable data for future marketing and stragic planning. (Financial Stability)</li> <li>• To manage all expenses and payroll through growth period to ensure budget concious growth. (Financial Stability)</li> <li>• To operate with highest standards of customer service, utilizing guest surveys to evaluate and contanantly improve. (Positive City Image)</li> <li>• To promote a high quality and affordable venue for community partners to host events. (A Sense of Community)</li> <li>• To serve as host for a variety of city functions, representing our city to the highest level for all citizens, guests, and city coworkers. (A Sense of Community)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Generate \$353,800 in Grand Hall Revenue. (12 months)</li> <li>• Manage 260 paid rental bookings at the Grand Hall. (12 months)</li> <li>• Serve over 30,000 attendees at events annually.</li> <li>• Persue new and future clients through active sales and marketing efforts</li> <li>• Develop consistent training and standards, to improve guest experience beginning at the sales process</li> <li>• Conduct customer surveys after each event to obtain feedback on service and facility operations.</li> <li>• Coordinate with community partners for rentals to further enhance relations for the City and showcase the facilities.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # of paid rental bookings # of paid rental bookings # recreation program bookings # hosted bookings (internal & external) # of total bookings all categories # of walk-in and site tour inquiries Grand Hall revenue Grand Hall expenses Average Revenue per each paid event	 210 210 20 31 261 500 \$200,134 \$231,986 \$953.02	 200 200 30 30 260 520 \$183,800 \$286,959 \$919.00	 260 260 20 30 310 500 \$353,800 \$388,784 \$1,360.77
<b>Goal: Positive City Image</b> Total event center annual attendance Average weekly event center attendance Average number of paid events per week Average number of total events per week	 26,450 509 4.0 5.0	 25,000 481 3.8 5.0	 30,000 577 5.0 6.0

DEPARTMENT PARD - EVENT CENTER - 7536		FUND PARK FACILITIES DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$190,448	\$235,226	\$234,876	\$289,462
General Services	4,073	7,000	13,840	6,410
Maintenance	0	3,650	1,450	3,000
Sundry	12,331	11,693	8,693	12,296
Supplies	25,133	30,300	28,100	41,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$231,986</b>	<b>\$287,869</b>	<b>\$286,959</b>	<b>\$352,168</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Grand Hall Manager	0.00	0.00	1.00	1.00
Event Center Supervisor	0.00	0.00	0.00	0.00
Banquet & Hospitality Supervisor	1.00	1.00	0.00	0.00
Sales & Marketing Coordinator	0.00	0.00	1.00	1.00
<i>Part-Time:</i>				
PT Catering and Sales Coordinator	0.00	0.50	0.50	0.63
Banquet & Hospitality Assistant Coordinators	1.05	0.90	0.90	1.00
Banquet & Hospitality Attendants	2.10	1.75	1.75	2.00
Banquet & Hospitality Lead	0.00	0.50	0.63	0.63
Office and Sales Coordinator	0.00	0.00	0.00	0.00
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.15</b>	<b>3.65</b>	<b>3.78</b>	<b>4.25</b>
<b>TOTAL</b>	<b>4.15</b>	<b>4.65</b>	<b>5.78</b>	<b>6.25</b>

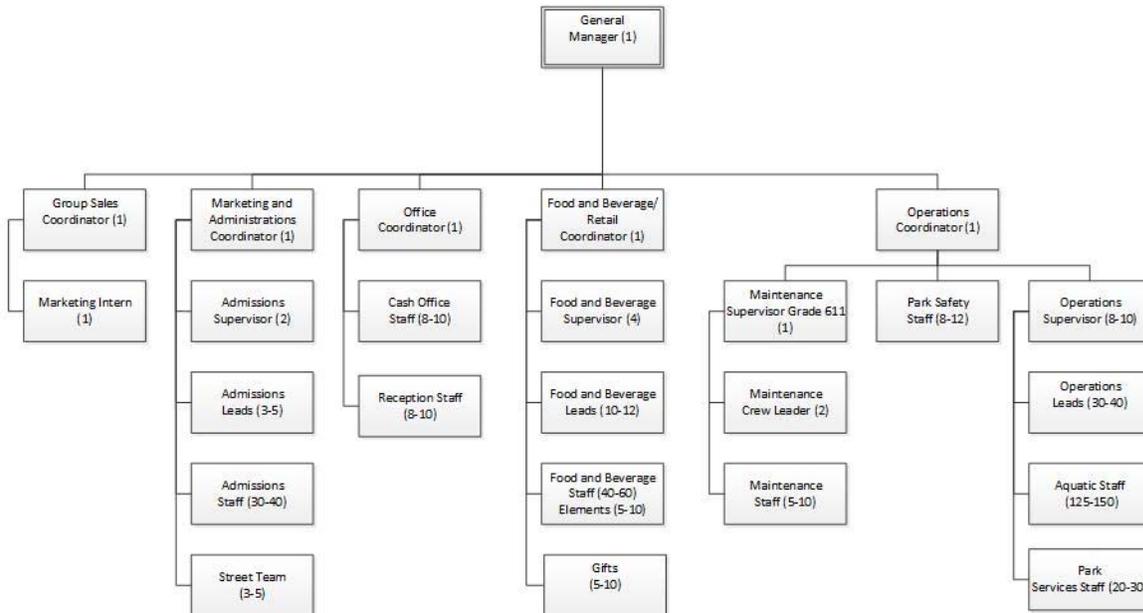
**NRH**

# AQUATIC PARK

The Administration Division is charged with the overall management and leadership of NRH2O Family Water Park in a safe, clean, guest-friendly environment. This division examines the entire operation from the guests' perspective and seeks to improve this experience, under the premise that a guest who is taken care of and has a good experience will be a loyal guest. This activity specifically concentrates on the total park revenue versus expenses, maintaining a positive cash flow with which to operate. This activity plays an important role in the continuing development of the park from attraction selection and design, to actual construction and commissioning of projects. This activity also ensures that all other activities are performing in a team-oriented environment and that communication exists to keep NRH2O, "Exceeding Expectations".

FY 2016/2017	Adopted Budget	Aquatic Park Fund
Salaries		\$ 1,809,747
General Services		99,184
Maintenance		120,809
Sundry		1,873,094
Supplies		962,159
Capital		584,382
<b>Total</b>		<b>\$ 5,449,375</b>

FY 2016-2017
Aquatic Park



DEPARTMENT PARKS & RECREATION		FUND AQUATIC PARK		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$790,280	\$903,246	\$878,335	\$918,666
<i>General Services &amp; Utilities</i>	\$790,280	\$903,246	\$878,335	\$918,666
Business Office	132,264	144,640	145,617	149,477
Marketing / Advertising	426,256	445,355	445,532	448,944
<i>Business &amp; Office Administration</i>	558,520	589,995	591,149	598,421
Park/Pub. Grounds Maintenance	86,153	93,063	93,098	93,411
Aquatics	527,322	593,895	586,001	594,795
Maintenance	542,356	539,183	558,066	549,189
<i>Public Grounds/Aquatics/Maintenance</i>	1,155,830	1,226,141	1,237,165	1,237,395
Gift Shop	108,837	121,008	121,097	121,940
Food	141,168	151,489	139,419	145,111
Ice Cream Shop	115,616	136,733	138,283	137,563
Food Service Building	169,499	186,362	165,549	171,245
Funnel Cake	0	0	40,692	36,631
<i>Gift Shop/Concessions</i>	535,119	595,592	605,040	612,490
Group Sales	46,811	63,552	63,552	65,255
Admissions	118,793	134,075	134,252	135,871
Elements of Fun	5,931	8,840	8,840	9,088
Birthday Parties	19,060	23,977	24,437	23,829
Catering	29,271	29,015	40,015	34,010
Rentals	10,726	10,823	10,858	11,203
<i>Sales/Special Events/Admissions</i>	230,591	270,282	281,954	279,256
Library Concessions	0	0	0	0
<i>Library Concessions</i>	0	0	0	0
Debt Service Expense/Transfers	776,753	693,718	653,960	956,140
Indirect Costs	151,139	158,696	158,696	166,631
Transfer Out - PARD	77,379	81,248	81,248	83,685
Transfer to Capital Projects	575,000	0	288,675	531,000
Infrastructure & Major Repairs	0	104,436	23,981	18,025
Bond Defeasance/Refunding	954,326	0	209,105	0
Insurance	0	0	0	0
Non-Departmental	41,410	43,843	41,521	47,666
<b>TOTAL</b>	<b>\$5,846,349</b>	<b>\$4,667,197</b>	<b>\$5,050,829</b>	<b>\$5,449,375</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,613,564	\$1,756,206	\$1,760,218	\$1,809,747
General Services	55,581	102,900	94,360	99,184
Maintenance	145,302	122,728	149,243	120,809
Sundry	2,565,505	1,676,387	1,765,357	1,873,094
Supplies	863,340	952,381	963,856	962,159
Capital	603,056	56,595	317,795	584,382
<b>TOTAL</b>	<b>\$5,846,349</b>	<b>\$4,667,197</b>	<b>\$5,050,829</b>	<b>\$5,449,375</b>

DEPARTMENT PARKS & RECREATION		FUND AQUATIC PARK			
PERSONNEL SUMMARY		2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>					
Aquatic Manager		1.00	1.00	1.00	1.00
Office Coordinator		1.00	1.00	1.00	1.00
Marketing Specialist		1.00	0.00	0.00	0.00
Admissions & Promotions Coordinator		0.00	1.00	1.00	1.00
Sales & Marketing Coordinator		0.00	1.00	1.00	1.00
Operations Coordinator		1.00	1.00	1.00	1.00
Maintenance Supervisor		1.00	1.00	1.00	1.00
Group Sales Representative		1.00	0.00	0.00	0.00
Food, Beverage & Retail Coordinator		1.00	1.00	1.00	1.00
Aquatics Maintenance Technician		2.00	2.00	2.00	2.00
<i>Part-Time:</i>					
Intern	PT-S	0.19	0.19	0.19	0.19
Park Services Lead	PT-S	1.00	1.00	1.00	1.00
Park Services Staff	PT-S	2.34	2.34	2.34	2.34
Office Team	PT-S	1.47	1.37	1.37	1.37
Marketing Intern	PT-S	0.22	0.08	0.08	0.08
Marketing Street Team	PT-S	0.20	0.20	0.20	0.20
Operations Supervisor	PT-S	2.19	2.19	2.19	2.19
Aquatics Leads	PT-S	5.30	5.30	5.30	5.30
Deep Water Lifeguards	PT-S	7.16	7.16	7.16	7.16
Swim Instructors	PT-S	0.96	0.96	0.96	0.96
Park Safety	PT-S	0.57	0.57	0.57	0.57
Shallow Water Lifeguards	PT-S	10.37	11.94	11.94	11.94
Maintenance Crew Leader	PT-S	0.50	0.50	0.50	0.50
Maintenance Staff	PT-S	2.98	2.59	2.59	2.59
Revenue Supervisor	PT-S	1.09	1.00	1.00	1.00
Gift Shop Leads	PT-S	1.02	0.85	0.85	0.85
Gift Shop Staff	PT-S	0.87	0.73	0.73	0.73
Food Service Supervisor	PT-S	0.85	0.81	0.81	0.81
Food Service Leads	PT-S	1.97	1.49	1.49	1.49
Food Service Team Members	PT-S	4.01	3.13	3.13	3.13
Group Sales Supervisor	PT-S	0.34	0.34	0.34	0.34
Group Sales Team	PT-S	1.12	1.12	1.15	1.15
Front Gate Leads	PT-S	1.18	1.18	1.18	1.18
Front Gate Team Members	PT-S	3.21	3.00	3.00	3.00
Elements of Fun Lead	PT-S	0.24	0.26	0.26	0.26
Elements of Fun Team	PT-S	0.56	0.93	0.93	0.93
Cup and Chaucer Staff	PT-S	3.35	3.35	3.35	3.35
<b>Full-Time</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Part-Time (F/T Equivalents)</b>		<b>55.26</b>	<b>54.58</b>	<b>54.61</b>	<b>54.61</b>
<b>TOTAL</b>		<b>64.26</b>	<b>63.58</b>	<b>63.61</b>	<b>63.61</b>

DEPARTMENT / DIVISION PARKS & RECREATION – ADMINISTRATION	FUND AQUATIC PARK		
PROGRAM NAME ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
<p>The Administration Division is charged with the overall management and leadership of NRH2O Family Water Park in a safe, clean, guest-friendly environment. This division examines the entire operation from the guests perspective and seeks to improve this experience, under the premise that a guest who is taken care of and has a good experience will be a loyal guest. This activity specifically concentrates on the total park revenue versus expenses, maintaining a positive cash flow with which to operate. This activity plays an important role in the continuing development of the park from attraction selection and design, to actual construction and commissioning of projects. This activity also ensures that all other activities are performing in a team-oriented environment and that communication exists to keep NRH2O, “Exceeding Expectations”.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Keep NRH2O guest friendly by examining overall operations looking for ways to improve the guest experience. (Preserve Positive City Image)</li> <li>• Maximize park revenues by managing NRH2O as an entrepreneurial, enterprise-oriented facility. (Financial Stability)</li> <li>• Minimize park expenses by continuously examining the operation of the park taking advantage of opportunities to lower costs or combine costs within operation activities. (Financial Stability)</li> <li>• Retain NRH2O’s successful risk management program. (Safety and Security)</li> <li>• Continue to maximize economic viability and impact on local economy of NRH2O through market pricing and efficient management. (Preserve Positive City Image)</li> <li>• Participate in the development of NRH2O’s Master Plan implementation. (Quality Community Development and Revitalization)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continuously monitor NRH2O’s presence on the Internet, noting discussions and sentiment towards the park.</li> <li>• Sustain park cost recovery percentage at over 100 percent.</li> <li>• Review all incident reports and hold weekly safety meetings during operating season.</li> <li>• Continuously monitor and evaluate external changes that may have an impact on the park’s reputation or foundations for operations.</li> <li>• Monitor and evaluate Strategic Plan implementation strategies on an ongoing basis ensuring harmonization exists between the plan and actual park strategies.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b> # Of weekly safety meetings # Of weather suspensions <b>Goal: Financial Stability</b> # Of park operating days (general admission) Total # of days with precipitation detected % change in cost recovery from prior year % change in operating income Amount of park operating expenses Amount of park operating revenues Cost recovery Amount of operating income <b>Goal: Positive City Image</b> Guest survey score (out of a possible 10)	 12 5  101 19 days +2.00% +14.00% \$3,477,296.00 \$4,254,049.00 1.22 \$776,753.00  9.51	 12 5  95 15 days -3.00% -11.00% \$3,894,389.00 \$4,588,107.00 1.18 \$693,718.00  9.40	 12 5  105 15 days +4.00% +32.00% \$3,943,328.00 \$4,856,075.00 1.23 \$912,747.00  9.40

DEPARTMENT PARKS & REC - General Services - 7501		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$139,359	\$139,846	\$140,200	\$149,453
General Services	53,693	92,900	90,860	95,684
Maintenance	27,597	29,078	29,078	27,159
Sundry	206,631	222,836	225,236	230,947
Supplies	334,944	361,991	363,841	362,041
Capital	28,056	56,595	29,120	53,382
<b>TOTAL</b>	<b>\$790,280</b>	<b>\$903,246</b>	<b>\$878,335</b>	<b>\$918,666</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Aquatic Manager	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Intern	0.19	0.19	0.19	0.19
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.19</b>	<b>0.19</b>	<b>0.19</b>	<b>0.19</b>
<b>TOTAL</b>	<b>1.19</b>	<b>1.19</b>	<b>1.19</b>	<b>1.19</b>

DEPARTMENT PARKS & REC - Parks & Public Grounds - 7502		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$66,082	\$67,431	\$67,466	\$67,779
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	20,071	25,632	25,632	25,632
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$86,153</b>	<b>\$93,063</b>	<b>\$93,098</b>	<b>\$93,411</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Operations Coordinator	0.10	0.10	0.10	0.10
<i>Part-Time:</i>				
Park Services Lead	1.00	1.00	1.00	1.00
Park Services Staff	2.34	2.34	2.34	2.34
<b>Full-Time</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.34</b>	<b>3.34</b>	<b>3.34</b>	<b>3.34</b>
<b>TOTAL</b>	<b>3.44</b>	<b>3.44</b>	<b>3.44</b>	<b>3.44</b>

DEPARTMENT / DIVISION PARKS & RECREATION – BUSINESS OFFICE	FUND AQUATIC PARK		
PROGRAM NAME BUSINESS OFFICE			
<b>DESCRIPTION / MISSION</b>			
The Business Office of NRH2O Family Water Park is charged with tracking all money, accounts receivable and accounts payable. It is also responsible for coordinating all aspects of the park budget; being the main contact for all City departments; the hiring and discharge of 400 seasonal team members and all associated paperwork, including payroll functions.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Operate the cash office in a manner to ensure high security. (Safety and Security)</li> <li>• Process all purchase order requests in an efficient and timely manner. (Financial Stability)</li> <li>• Process all hiring and discharge paperwork in an efficient and timely manner. (Financial Stability)</li> <li>• Accurately account for all park revenues. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Hold two training sessions to increase team members' awareness of new policies and procedures and to work on internal improvements to provide better service to its internal guests (park cashiers).</li> <li>• Maintain cash over/shorts at (\$250).</li> <li>• Process all purchase order requests within 2 business days.</li> <li>• Terminate and process all associated paperwork for seasonal team members by November 15<sup>th</sup>.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # Of purchase orders submitted # Of deposits # Of purchase orders processed in 2 days % Of error free deposits % Of purchase orders processed within 2 days % Of change in cash over/short from prior year % Of change in error free deposits from prior year \$ Of revenue accounted for Total hourly labor (in dollars) Cash over/short for fiscal year	49 149 43 80.00% 88.00% 137.00% -5.80% \$4,254,048.00 \$29,927.00 \$4,201.67	100 160 96 98.50% 96.00% 106.00% -12.00% \$4,588,107.00 \$39,778.00 -\$250.00	100 160 96 98.50% 96.00% 0.00% 0.00% \$4,856,075.00 \$39,778.00 -\$250.00

DEPARTMENT PARKS & REC - Business Office - 7514		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$128,361	\$139,058	\$139,235	\$143,095
General Services	1,888	2,700	3,500	3,500
Maintenance	0	0	0	0
Sundry	1,379	1,610	1,610	1,610
Supplies	636	1,272	1,272	1,272
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$132,264</b>	<b>\$144,640</b>	<b>\$145,617</b>	<b>\$149,477</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Office Coordinator	1.00	1.00	1.00	1.00
<i>Part-Time:</i>				
Office Team	1.47	1.37	1.37	1.37
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.47</b>	<b>1.37</b>	<b>1.37</b>	<b>1.37</b>
<b>TOTAL</b>	<b>2.47</b>	<b>2.37</b>	<b>2.37</b>	<b>2.37</b>

DEPARTMENT / DIVISION PARKS & RECREATION – MARKETING		FUND AQUATIC PARK	
PROGRAM NAME MARKETING			
<b>DESCRIPTION / MISSION</b>			
The Marketing Division of NRH2O Family Water Park coordinates all advertising, public relations and marketing initiatives. Through creative special events, promotions, advertisements, special interest articles, publications and social media, this division promotes the safe and fun atmosphere that has made NRH2O the Metroplex's family water park. This division plays a vital role in servicing NRH2O's guests and is the external "voice" of NRH2O.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Successfully utilize all viable media and advertising outlets to effectively reach NRH2O's target market. (Financial Stability)</li> <li>• Continue to establish and maintain effective partnerships with local and national family-oriented attractions and businesses to effectively cross promote both entities. (Preserve Positive City Image)</li> <li>• Gain a better understanding of the individuals who make up NRH2O's target market in order to continue to provide the best services and market to the appropriate audience. (Financial Stability)</li> <li>• Establish and maintain an updated and consistent brand image for the park. (Preserve Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Develop an annual media plan to successfully reach NRH2O's target market in a cost-effective manner.</li> <li>• Continue to develop relationships within the business community and become involved in the community by attending/distributing information at least six community events with the Marketing Street Team.</li> <li>• Maintain park attendance at current levels or higher.</li> <li>• Schedule eight Dive-In Movies and three Fireworks Shows.</li> <li>• Schedule and plan eight additional Special Events</li> <li>• Continue to advertise and promote NRH2O through online and social media outlets, including, but not limited to Search Engine Optimization, Facebook, Twitter, Instagram, and YouTube.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b>			
# Of TV spots aired	12,152	10,871	10,871
# Of radio spots aired	915	915	915
# Of print advertisements published	19	19	19
# Of local advertisements published (Digital OOH)	21	21	21
# Of online impressions purchased	3,593,770	3,593,770	3,593,770
# Of guests based on staff estimates	227,525	245,000	255,000
# Of exposures for all TV spots aired	1,780,107	1,780,107	1,780,107
# Of exposures for all Radio spots aired	10,608,818	10,608,818	10,608,818
# Of exposures for all Print advertisements published	1,326,069	1,326,069	1,326,069
# Of exposures for all Local advertisements published	6,929,984	6,929,984	6,929,984
# Of exposures for all Online impressions purchased	3,593,770	3,593,770	3,593,770
Amount of TV advertising costs	\$84,249.00	\$85,000.00	\$85,000.00
Amount of radio advertising costs	\$67,649.00	\$67,649.00	\$67,649.00
Amount of print advertising costs	\$7,695.00	\$7,695.00	\$7,695.00
Amount of local advertising costs (Digital OOH)	\$15,000.00	\$15,000.00	\$15,000.00
Amount of online advertising costs	\$22,359.00	\$24,656.00	\$24,656.00
Cost per TV spot	\$6.93	\$7.82	\$7.82
Cost per radio spot	\$73.93	\$73.93	\$73.93
Cost per print advertisement	\$405.00	\$405.00	\$405.00
Cost per local advertisement published	\$714.29	\$714.29	\$714.29
Cost per online impression purchased	\$0.01	\$0.01	\$0.01
Cost per guest based on major advertising vehicles	\$0.87	\$0.82	\$0.78
Attendance (Based on Staff Estimates)	227,525	245,000	255,000

DEPARTMENT PARKS & REC - Marketing - 7515		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$77,234	\$86,545	\$86,722	\$90,134
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	345,238	353,810	353,810	353,810
Supplies	3,783	5,000	5,000	5,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$426,256</b>	<b>\$445,355</b>	<b>\$445,532</b>	<b>\$448,944</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Marketing Specialist	1.00	0.00	0.00	0.00
Admissions & Promotions Coordinator	0.00	1.00	0.50	0.50
Sales & Marketing Coordinator	0.00	1.00	0.50	0.50
<i>Part-Time:</i>				
Marketing Intern	0.22	0.08	0.08	0.08
Marketing Street Team	0.20	0.20	0.20	0.20
<b>Full-Time</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.42</b>	<b>0.28</b>	<b>0.28</b>	<b>0.28</b>
<b>TOTAL</b>	<b>1.42</b>	<b>0.28</b>	<b>0.28</b>	<b>0.28</b>

<b>DEPARTMENT / DIVISION</b> PARKS & RECREATION – OPERATIONS	<b>FUND</b> AQUATIC PARK		
<b>PROGRAM NAME</b> PARKS AND PUBLIC GROUNDS, AQUATICS, MAINTENANCE			
<b>DESCRIPTION / MISSION</b>			
<p>The Operations Division of NRH2O Family Water Park consists of the park service staff, aquatic and first aid staff, and the maintenance staff. Its main responsibilities include upkeep and maintenance of buildings, attractions and grounds, and the cleanliness and safety of NRH2O attractions, staff and guests. Respectively, these responsibilities are achieved by the parks and public grounds staff via constant patrolling of the park and parking lot and cleaning of facilities; by the aquatics staff assisting NRH2O guests in a friendly, timely and appropriate manner should the need arise; and by the maintenance staff checking all park attractions and buildings daily for safety concerns. It is through these responsibilities that the Operations Division ensures guest satisfaction and enjoyment by presenting them with the best looking, cleanest and safest park possible.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Provide a positive guest experience by ensuring park cleanliness throughout the operating season. (Preserve Positive City Image)</li> <li>• Maximize ride usage by stocking adequate critical parts for park attractions. (Safety and Security)</li> <li>• Ensure water quality with various levels of attendance according to city, state and national codes. (Safety and Security)</li> <li>• Utilize the off season park rehabilitation program proactively in order to keep park attractions and facilities operating in peak condition. (Financial Stability)</li> <li>• Recognize and reward team members who go above and beyond in providing service to park guests. (Preserve Positive City Image)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Create and maintain staffing requirements to ensure that safety and cleanliness exceed expectations and help maintain or exceed our current guest satisfaction rating level.</li> <li>• Review all incident and duty reports weekly and continue our proactive safety program in order to reduce our current level of park incidents.</li> <li>• Maintain the Ellis and Associates Risk Management Gold award level.</li> <li>• Continue to review duty and maintenance reports to identify challenges prior to them causing downtime, allowing the park to maintain our current level of attraction downtime.</li> <li>• Maintain our current level of operating hours lost to inadequate water quality at zero.</li> <li>• Maintain or decrease park downtime to zero percent by stocking adequate critical parts for park attractions.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of instructor hours	436 hours	436 hours	436 hours
# Of maintenance staff hours per operating season	9,872 hours	9,872 hours	9,872 hours
# Of lifeguards trained	152	210	210
# Of rescues performed	58	70	70
# Of pumps maintained	41	43	43
# Of motors maintained	43	45	45
# Of inspections performed internally	452	452	452
# Of inspections performed externally	5	5	5
# Of feet of fiberglass maintained	5,015	5,990	5,990
# Of rescues performed per lifeguard	0.36	0.33	0.33
% Of maintenance staff hours spent dealing with water chemistry	2.50%	2.50%	2.50%
% change in # of rescues performed per lifeguard from prior year	(12.00%)	0.00%	0.00%
Gallons of water maintained	940,250 gallons	940,250 gallons	940,250 gallons
Attraction downtime in hours	36 hours	5 hours	5 hours
Response time to critical attraction conditions in hours	1	1	1
Operating hours lost to inadequate water quality	0	0	0
Ellis and Associates award level	Gold	Gold	Gold

DEPARTMENT PARKS & REC - Aquatics - 7516		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$482,195	\$543,085	\$535,191	\$543,985
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	848	1,610	1,610	1,610
Supplies	44,279	49,200	49,200	49,200
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$527,322</b>	<b>\$593,895</b>	<b>\$586,001</b>	<b>\$594,795</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Operations Coordinator	0.30	0.30	0.30	0.30
<i>Part-Time:</i>				
Operations Supervisor	2.19	2.19	2.19	2.19
Aquatics Leads	5.30	5.30	5.30	5.30
Deep Water Lifeguards	7.16	7.16	7.16	7.16
Swim Instructors	0.96	0.96	0.96	0.96
Park Safety	0.57	0.57	0.57	0.57
Shallow Water Lifeguards	10.37	11.94	11.94	11.94
<b>Full-Time</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>26.55</b>	<b>28.12</b>	<b>28.13</b>	<b>28.13</b>
<b>TOTAL</b>	<b>26.85</b>	<b>28.42</b>	<b>28.43</b>	<b>28.43</b>

DEPARTMENT PARKS & REC - Maintenance - 7517			FUND AQUATIC PARK - 415	
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$289,492	\$308,607	\$306,175	\$320,223
General Services	0	0	0	0
Maintenance	113,709	89,150	115,665	89,150
Sundry	4,904	4,910	4,910	3,300
Supplies	134,252	136,516	131,316	136,516
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$542,356</b>	<b>\$539,183</b>	<b>\$558,066</b>	<b>\$549,189</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Operations Coordinator	0.60	0.60	0.60	0.60
Maintenance Supervisor	1.00	1.00	1.00	1.00
Aquatics Maintenance Technician	2.00	2.00	2.00	2.00
<i>Part-Time:</i>				
Maintenance Crew Leader	0.50	0.50	0.50	0.50
Maintenance Staff	2.98	2.59	2.59	2.59
<b>Full-Time</b>	<b>3.60</b>	<b>3.60</b>	<b>3.60</b>	<b>3.60</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.48</b>	<b>3.09</b>	<b>3.09</b>	<b>3.09</b>
<b>TOTAL</b>	<b>7.08</b>	<b>6.69</b>	<b>6.69</b>	<b>6.69</b>

DEPARTMENT PARKS & REC - Gift Shop - 7518		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$46,117	\$52,986	\$53,075	\$53,918
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	1,768	1,610	1,610	1,610
Supplies	60,951	66,412	66,412	66,412
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$108,837</b>	<b>\$121,008</b>	<b>\$121,097</b>	<b>\$121,940</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Food, Beverage & Retail Coordinator	0.25	0.25	0.25	0.25
<i>Part-Time:</i>				
Revenue Supervisor	0.12	0.12	0.12	0.12
Gift Shop Leads	0.83	0.83	0.85	0.85
Gift Shop Staff	0.68	0.68	0.73	0.73
<b>Full-Time</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.63</b>	<b>1.63</b>	<b>1.70</b>	<b>1.70</b>
<b>TOTAL</b>	<b>1.88</b>	<b>1.88</b>	<b>1.95</b>	<b>1.95</b>

DEPARTMENT PARKS & REC - Food - 7519		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$73,957	\$69,191	\$69,280	\$70,113
General Services	0	7,300	0	0
Maintenance	3,997	4,000	4,000	4,000
Sundry	0	0	0	0
Supplies	63,214	70,998	66,139	70,998
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$141,168</b>	<b>\$151,489</b>	<b>\$139,419</b>	<b>\$145,111</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Food, Beverage & Retail Coordinator	0.25	0.25	0.25	0.25
<i>Part-Time:</i>				
Food Service Supervisor	0.74	0.73	0.73	0.73
Food Service Leads	1.08	1.08	1.31	0.83
Food Service Team Members	2.43	2.43	2.43	1.32
<b>Full-Time</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>4.25</b>	<b>4.24</b>	<b>4.47</b>	<b>2.88</b>
<b>TOTAL</b>	<b>4.50</b>	<b>4.49</b>	<b>4.72</b>	<b>3.13</b>

DEPARTMENT PARKS & REC - Ice Cream Shop - 7520		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$46,637	\$56,333	\$56,387	\$57,163
General Services	0	0	0	0
Maintenance	0	500	500	500
Sundry	0	0	0	0
Supplies	68,980	79,900	81,396	79,900
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$115,616</b>	<b>\$136,733</b>	<b>\$138,283</b>	<b>\$137,563</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Food, Beverage & Retail Coordinator	0.15	0.15	0.15	0.15
<i>Part-Time:</i>				
Revenue Supervisor	0.25	0.25	0.25	0.25
Food Service Leads	0.61	0.61	0.61	0.61
Food Service Team Members	1.32	1.32	1.47	1.70
<b>Full-Time</b>	<b>0.15</b>	<b>0.15</b>	<b>0.15</b>	<b>0.15</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>2.18</b>	<b>2.18</b>	<b>2.33</b>	<b>2.56</b>
<b>TOTAL</b>	<b>2.33</b>	<b>2.33</b>	<b>2.48</b>	<b>2.71</b>

DEPARTMENT / DIVISION PARKS & RECREATION – GROUP SALES	FUND AQUATIC PARK		
PROGRAM NAME GROUP SALES PROGRAM			
<b>DESCRIPTION / MISSION</b>			
<p>The Group Sales Division of NRH2O Family Water Park is responsible for group and birthday activities, including the marketing and promoting of these events. More specifically, the division handles consignment tickets and coordinating large corporate and group outings, ensuring guests an enjoyable experience. This division experiences a high level of guest contact through answering inbound park phone calls, organizing and executing group events and giving tours. The group sales team is responsible for ensuring that guests have all the information they need for birthday parties, as well as booking the parties. They work directly with the birthday party team to ensure satisfaction. They also handle distributing surveys to all birthday parties, groups, and secret shoppers that visit the park. The information derived from these surveys is vital to future park development and also is a helpful tool for measuring guest service scores. The surveys also provide information, such as guest demographics, which are useful in future marketing endeavors.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Provide the best marketing data for future spending trends by tracking the most effective way to reach groups via survey responses. (Financial Stability)</li> <li>• Provide a positive experience through increased guest service to ensure return visits at good value to the consumer. (Preserve)</li> <li>• Provide accurate information with regard to all park programming, pricing and services through phone calls, print media, publications and responses to emails. (Preserve Positive City Image)</li> <li>• Hire and train team members to work autonomously, with the ability to make decisions that best serve the guest. (Financial Stability)</li> <li>• Utilize online reservation programs and Centaman's group sales features to enhance guest service and increase bookings. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Monitor budget weekly to ensure proper allocation and efficient expenditures of funds.</li> <li>• Increase the number of groups and birthdays that book outings by four percent using new marketing and advertising strategies as well as referrals.</li> <li>• Increase the average number of dollars spent by each group or birthday by three percent by creating awareness of all programming.</li> <li>• Increase the number of corporate events and exclusives by scheduling ten presentation sales calls at companies with an employee count of over 250.</li> <li>• Increase the number of groups and birthdays by four percent by utilizing online booking opportunities.</li> <li>• Increase the number of consignment accounts by two percent by utilizing the e.Agent module.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Financial Stability</b> # Of sales calls placed # Of new bookings (Exclusive) # Of retained bookings (Exclusive) Total # of tickets sold Total # of advertising pieces printed Total # of bookings (All Categories) Cost of labor Amount of advertising dollars spent Cost of advertising spent per total bookings Cost of labor per booking Average dollars spent by each booking Increased revenue Increased number of bookings Increased number of ticket sales Park Survey (average score) Total revenue for department	 250 1 27 61,972 500 2,074 \$19,846.98 \$2,791.00 \$1.35 \$9.57 \$423.06 1.50% -384 -3,108 9.51% \$877,422.39	 300 5 28 72,740 2,000 2,744 \$34,350.00 \$5,100.00 \$1.86 \$12.52 \$352.02 11.70% 286 7,660 9.40% \$965,944.00	 300 5 28 75,705 2,000 2,856 \$34,350.00 \$5,100.00 \$1.76 \$12.03 \$352.02 4.09% 112 2,965 9.40% \$1,005,371.00
<b>Goal: Positive City Image</b> # Of guest surveys	 504	 1,000	 1,000

DEPARTMENT PARKS & REC - Group Sales - 7521		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$40,024	\$51,442	\$51,442	\$53,145
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	3,729	8,060	8,060	8,060
Supplies	3,058	4,050	4,050	4,050
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$46,811</b>	<b>\$63,552</b>	<b>\$63,552</b>	<b>\$65,255</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Group Sales Representative	1.00	0.00	0.00	0.00
Sales & Marketing Coordinator	0.00	1.00	0.50	0.50
<i>Part-Time:</i>				
Group Sales Supervisor	0.34	0.34	0.34	0.34
Group Sales Team	1.12	1.12	1.15	1.15
<b>Full-Time</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.46</b>	<b>1.46</b>	<b>1.49</b>	<b>1.49</b>
<b>TOTAL</b>	<b>2.46</b>	<b>1.46</b>	<b>1.49</b>	<b>1.49</b>

DEPARTMENT		FUND		
PARKS & REC - Admissions - 7522		AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$117,411	\$129,075	\$129,252	\$130,871
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	1,382	5,000	5,000	5,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$118,793</b>	<b>\$134,075</b>	<b>\$134,252</b>	<b>\$135,871</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Group Sales Representative	0.25	(0.75)	0.00	0.00
Admissions & Promotions Coordinator	0.00	1.00	0.50	0.50
<i>Part-Time:</i>				
Revenue Supervisor	0.71	0.71	0.63	0.63
Front Gate Leads	1.31	1.31	1.18	1.18
Front Gate Team Members	3.29	3.29	3.21	3.00
<b>Full-Time</b>	<b>0.25</b>	<b>(0.75)</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>5.31</b>	<b>5.31</b>	<b>5.02</b>	<b>4.81</b>
<b>TOTAL</b>	<b>5.56</b>	<b>4.56</b>	<b>5.02</b>	<b>4.81</b>

DEPARTMENT PARKS & REC - Elements of Fun - 7523		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$6,049	\$7,991	\$7,991	\$8,239
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	(118)	849	849	849
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$5,931</b>	<b>\$8,840</b>	<b>\$8,840</b>	<b>\$9,088</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i>				
Elements of Fun Lead	0.11	0.11	0.11	0.13
Elements of Fun Team	0.15	0.15	0.15	0.52
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.65</b>
<b>TOTAL</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.65</b>

DEPARTMENT PARKS & REC - Birthday Parties - 7524		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$6,630	\$11,977	\$11,977	\$11,829
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	12,429	12,000	12,460	12,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$19,060</b>	<b>\$23,977</b>	<b>\$24,437</b>	<b>\$23,829</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i>				
Elements of Fun Lead	0.13	0.13	0.13	0.13
Elements of Fun Team	0.40	0.40	0.40	0.40
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>
<b>TOTAL</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>

DEPARTMENT PARKS & REC - Food Service Building - 7525		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$81,843	\$79,801	\$79,890	\$79,586
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	87,655	106,561	85,659	91,659
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$169,499</b>	<b>\$186,362</b>	<b>\$165,549</b>	<b>\$171,245</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
<i>Food, Beverage &amp; Retail Coordinator</i>	0.25	0.25	0.25	0.25
<i>Part-Time:</i>				
Elements of Fun Lead	0.13	0.13	0.13	0.13
Elements of Fun Team	0.40	0.40	0.40	0.40
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>
<b>TOTAL</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>	<b>0.53</b>

DEPARTMENT PARKS & REC - Catering - 7526		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$3,792	\$4,515	\$4,515	\$4,510
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	25,479	24,500	35,500	29,500
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$29,271</b>	<b>\$29,015</b>	<b>\$40,015</b>	<b>\$34,010</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i>				
Food Service Supervisor	0.12	0.12	0.12	0.08
Food Service Leads	0.06	0.06	0.05	0.05
Food Service Team Members	0.11	0.11	0.11	0.11
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.29</b>	<b>0.29</b>	<b>0.28</b>	<b>0.24</b>
<b>TOTAL</b>	<b>0.29</b>	<b>0.29</b>	<b>0.28</b>	<b>0.24</b>

DEPARTMENT PARKS & REC - Rentals - 7527		FUND AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$8,380	\$8,323	\$8,358	\$8,703
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	2,346	2,500	2,500	2,500
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$10,726</b>	<b>\$10,823</b>	<b>\$10,858</b>	<b>\$11,203</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Food, Beverage & Retail Coordinator	0.10	0.10	0.10	0.10
<i>Part-Time:</i>				
Revenue Supervisor	0.09	0.09	0.09	0.00
Gift Shop Leads	0.17	0.17	0.17	0.00
Gift Shop Staff	0.77	0.77	0.14	0.00
<b>Full-Time</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.03</b>	<b>1.03</b>	<b>0.40</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.13</b>	<b>1.13</b>	<b>0.50</b>	<b>0.10</b>

DEPARTMENT		FUND		
PARKS & REC - Funnel Cakes - 7528		AQUATIC PARK		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$13,062	\$17,001
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	27,630	19,630
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,692</b>	<b>\$36,631</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
<i>Part-Time:</i>				
Funnel Cake	0.00	0.00	0.81	0.81
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.81	0.81
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.81</b>	<b>0.81</b>

DEPARTMENT / DIVISION PARKS & RECREATION – FOOD, BEVERAGE AND RETAIL	FUND AQUATIC PARK		
PROGRAM NAME REVENUE			
<b>DESCRIPTION / MISSION</b>			
The Revenue Division of NRH2O Family Water Park mission is to provide a high level of service experience for our guests at every level of interaction. This division provides products and services through our admissions, retail and concessions at affordable prices. The Revenue Division also performs birthday parties and caters various menus to groups. By developing a service-focused sales team, the revenue division is able to cultivate a positive yield on all operations.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• Exceed guest expectations through diversity of goods, efficiency in delivery and knowledge of products and services to maximize per caps.</li> <li>• Control labor usage, food costs, and inventory, while maximizing the number of outlets to sell food and beverage and retail products.</li> <li>• Provide the highest level of food and beverage preparation and service safety.</li> <li>• Accurately promote upcoming park products, events and services.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain an “Outstanding” rating on all health inspections.</li> <li>• Maintain expenses between +/- .5% of cost of goods sold percentage by keeping strict controls on labor usage, food costs and inventory.</li> <li>• Monitor all guest survey results weekly and address all guest concerns as they relate to the Revenue Program and its success.</li> <li>• Maintain guest per capita spending for food and beverage and retail products at current levels</li> <li>• Provide meetings bi-weekly with leadership staff throughout the summer to ensure labor and cost of goods targets are on track and discuss where further efficiencies can be made.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
Health inspection rating	Outstanding	Outstanding	Outstanding
<b>Goal: Financial Stability</b>			
Cost of goods sold (Food & Beverage)	\$211,889.00	\$233,349.00	\$233,349.00
Total labor expenditures (Food & Beverage)	\$202,437.00	\$205,335.00	\$205,883.00
Cost of goods sold (Retail)	\$60,006.00	\$65,000.00	\$65,000.00
Total labor expenditures (Retail)	\$46,118.00	\$52,986.00	\$53,541.00
Food, beverage & retail cost of goods	\$271,895.00	\$316,979.00	\$316,979.00
Total labor expenditures	\$248,555.00	\$258,321.00	\$259,424.00
Total expenditures	\$520,450.00	\$556,670.00	\$557,773.00
Food and beverage revenue	\$739,030.00	\$879,550.00	\$961,350.00
Retail and locker revenue	\$210,596.00	\$235,075.00	\$252,186.00
Total revenues	\$949,626.00	\$1,114,625.00	\$1,213,536.00
<b>Goal: Positive City Image</b>			
Guest surveys	9.07	9.25	9.25
Survey percentage differentiation (+) or (-) from	-0.11%	1.98%	0.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
% Of total cost of goods to sales	28.63%	28.44%	26.12%
% Of total labor to sales	26.17%	23.18%	21.38%
Cost recovery (Food & Beverage)	1.78	2.00	2.19
Cost recovery (Retail)	1.98	1.99	2.13
Total cost recovery	1.82	2.00	2.18

# GOLF COURSE

The golf course is proud to be serving the residents and guests of North Richland Hills and DFW Metroplex for over 20 years! The course is an 18-hole, Dick Phelps designed course, and has matured into one of Texas' best since opening in 1989. The layout travels through mature tree lined creeks and under a railroad trestle. The course builds upon the railroad theme throughout, utilizing three authentic vintage railroad cars as restrooms.

Iron Horse offers excellent Food & Beverage Services from their in house Chef at C.A Sanford's Grill. They provide full service in-house and outside catering, along with a great restaurant. There is both indoor and outdoor banquet space available for rental to host birthday parties, wedding ceremonies & receptions, rehearsal dinner, or holiday party.

FY 2016/2017	Adopted Budget	Golf Course Fund
Salaries		\$ 849,242
General Services		80,768
Maintenance		70,200
Sundry		1,103,862
Supplies		251,680
Capital		130,707
Total		\$ 2,486,459

Golf Course Layout:



DEPARTMENT		FUND		
IRON HORSE GOLF COURSE		GOLF COURSE		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Proshop (Includes COGS)	\$296,978	\$305,601	\$314,640	\$302,211
Driving Range	8,562	10,900	11,200	11,200
Carts	230,039	228,050	229,000	223,866
Course Maintenance	542,122	594,894	599,000	586,385
Food & Beverage Iron Horse(Includes COGS)	363,188	348,398	361,887	350,254
Food & Beverage Bev Co	97,973	93,391	94,299	103,592
General & Admin Iron Horse	264,863	243,933	252,000	229,143
Sales & Marketing Iron Horse	54,682	54,370	56,500	54,370
Clubhouse	126,275	123,894	118,000	121,144
Fixed Charges Iron Horse	107,560	108,891	113,780	109,698
Fixed Charges Bev Co	30,000	0	0	0
Beverage Carts Bev Co	0	0	0	0
General & Admin Bev Co	2	0	0	0
Other Expenses Bev Co	0	0	0	0
Debt Service	119,516	111,600	111,600	116,125
Payment to Interdepartmental Loans	147,760	147,760	232,388	147,764
Reserve for Equipment/CIP	34,010	0	30,085	0
Capital	0	62,400	62,400	130,707
<b>TOTAL</b>	<b>\$2,423,530</b>	<b>\$2,434,082</b>	<b>\$2,586,779</b>	<b>\$2,486,459</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$897,349	\$858,482	\$860,612	\$849,242
General Services	36,691	90,074	90,074	80,768
Maintenance	197,464	77,000	77,950	70,200
Sundry	766,315	1,090,587	1,224,114	1,103,862
Supplies	525,711	255,539	271,629	251,680
Capital	0	62,400	62,400	130,707
<b>TOTAL</b>	<b>\$2,423,530</b>	<b>\$2,434,082</b>	<b>\$2,586,779</b>	<b>\$2,486,459</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - Pro Shop/Sales		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$137,144	\$139,361	\$139,361	\$139,361
General Services	0	3,400	3,400	3,400
Maintenance	0	0	0	0
Sundry	155,303	158,140	167,140	154,750
Supplies	4,531	4,700	4,739	4,700
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$296,978</b>	<b>\$305,601</b>	<b>\$314,640</b>	<b>\$302,211</b>
<p>All personnel are employees of Evergreen Alliance Golf Ltd.</p> <p>NOTE: This Department includes Pro Shop and Sales &amp; Memberships</p>				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - Driving Range		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	8,562	1,000	1,000	1,000
Sundry	0	0	0	0
Supplies	0	9,900	10,200	10,200
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$8,562</b>	<b>\$10,900</b>	<b>\$11,200</b>	<b>\$11,200</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - Golf Carts		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$134,479	\$87,246	\$87,246	\$87,246
General Services	0	50,504	50,504	43,448
Maintenance	1,185	5,200	6,150	5,200
Sundry	12,565	81,800	81,800	84,672
Supplies	81,810	3,300	3,300	3,300
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$230,039</b>	<b>\$228,050</b>	<b>\$229,000</b>	<b>\$223,866</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - Maintenance		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$324,309	\$321,205	\$321,205	\$321,205
General Services	18,724	18,600	18,600	16,600
Maintenance	132,016	57,850	57,850	52,600
Sundry	57,945	8,400	8,400	8,400
Supplies	9,128	188,839	192,945	187,580
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$542,122</b>	<b>\$594,894</b>	<b>\$599,000</b>	<b>\$586,385</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - <i>Food &amp; Beverage</i>		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$177,472	\$166,140	\$166,140	\$166,140
General Services	1,220	2,600	2,600	2,600
Maintenance	47,152	6,100	6,100	6,100
Sundry	130,702	130,358	132,202	133,114
Supplies	6,709	43,200	54,845	42,300
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$363,255</b>	<b>\$348,398</b>	<b>\$361,887</b>	<b>\$350,254</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - <i>Beverage Carts</i>		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	(67)	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>(\$67)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT IRON HORSE GOLF COURSE - <i>General &amp; Admin</i>		FUND GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$91,659	\$90,160	\$90,160	\$80,920
General Services	12,090	10,150	10,150	9,900
Maintenance	4,636	0	0	0
Sundry	0	142,823	150,890	138,323
Supplies	156,478	800	800	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$264,863</b>	<b>\$243,933</b>	<b>\$252,000</b>	<b>\$229,143</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - Sales & Marketing		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$32,286	\$54,370	\$56,500	\$54,370
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	22,396	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$54,682</b>	<b>\$54,370</b>	<b>\$56,500</b>	<b>\$54,370</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT IRON HORSE GOLF COURSE - Clubhouse		FUND GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	4,655	4,820	4,820	4,820
Maintenance	3,913	6,850	6,850	5,300
Sundry	8,108	107,424	101,530	107,424
Supplies	109,599	4,800	4,800	3,600
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$126,275</b>	<b>\$123,894</b>	<b>\$118,000</b>	<b>\$121,144</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT IRON HORSE GOLF COURSE - Fixed Charges		FUND GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	108,891	113,780	109,698
Supplies	107,560	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$107,560</b>	<b>\$108,891</b>	<b>\$113,780</b>	<b>\$109,698</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT IRON HORSE GOLF COURSE - Food & Beverage Co.		FUND GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	97,973	93,391	94,299	103,592
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$97,973</b>	<b>\$93,391</b>	<b>\$94,299</b>	<b>\$103,592</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
IRON HORSE GOLF COURSE - F&B Bev Co Fixed Charge		GOLF COURSE		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	2,500	0	0	0
Supplies	27,500	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
All personnel are employees of Evergreen Alliance Golf Ltd.				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

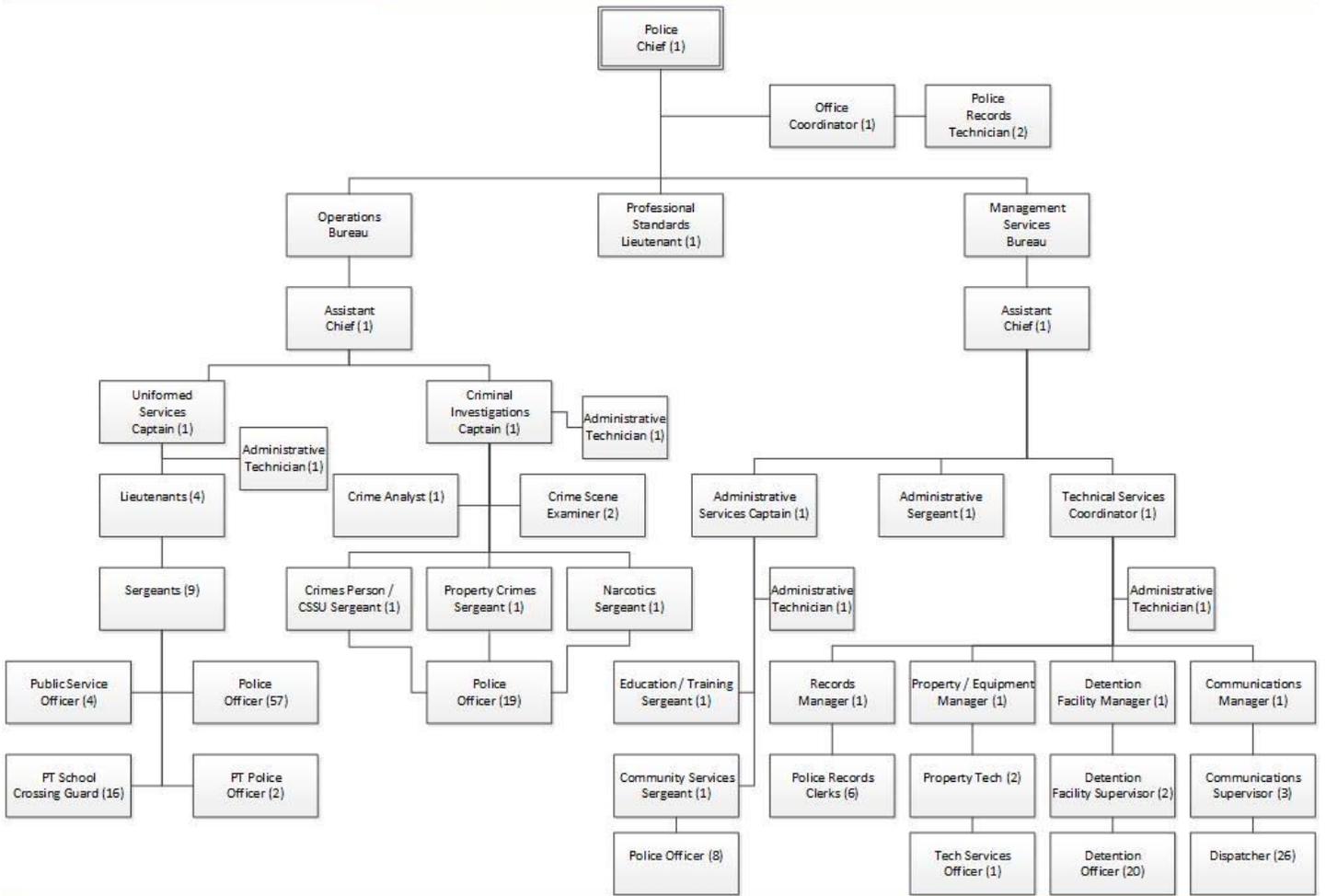
# POLICE DEPARTMENT

The vision of this department is a community environment where the public has full faith and confidence in its Police Department to provide an atmosphere where people feel safe and secure.

The mission is to work in a partnership with citizens to maintain a safe, peaceful community by providing excellence in all police services dedicated to the highest standards of ethics and integrity while preserving and protecting life and property.

FY 2016/2017	Adopted Budget					
	General Fund	Donations Fund	Special Inv. Fund	CCD Fund	Traffic Safety	Total
Salaries	\$ 12,199,901	\$ -	\$ -	\$ 4,528,919	\$ 244,995	\$ 16,973,815
General Services	148,318	-	162,000	102,515	742,245	1,155,078
Maintenance	442,188	-	38,000	200,684	50,767	731,639
Sundry	432,731	-	50,500	380,544	2,037	865,812
Supplies	359,344	39,250	80,500	74,695	-	553,789
Capital	-	-	116,000	1,076,000	65,000	1,257,000
<b>Total</b>	<b>\$ 13,582,482</b>	<b>\$ 39,250</b>	<b>\$ 447,000</b>	<b>\$ 6,363,357</b>	<b>\$ 1,105,044</b>	<b>\$ 21,537,133</b>

## FY 2016-2017 Police Department



DEPARTMENT POLICE		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$1,033,408	\$1,081,382	\$1,129,856	\$1,118,932
Administrative Services	489,975	498,183	501,151	532,180
Criminal Investigation	2,250,625	2,333,515	2,337,417	2,476,851
Uniform Patrol	5,260,552	5,080,942	5,079,746	5,274,066
Technical Services	0	0	0	0
Detention Services	1,359,044	1,515,129	1,580,212	1,589,236
Property/Evidence	303,640	346,446	346,623	362,264
Communications	1,947,137	2,140,302	2,260,253	2,228,953
<b>TOTAL</b>	<b>\$12,644,381</b>	<b>\$12,995,899</b>	<b>\$13,235,258</b>	<b>\$13,582,482</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$11,477,792	\$11,686,516	\$11,675,519	\$12,199,901
General Services	109,017	129,803	142,203	148,318
Maintenance	336,382	402,410	402,410	442,188
Sundry	397,563	419,034	407,534	432,731
Supplies	285,199	358,136	350,671	359,344
Capital	38,428	0	256,921	0
<b>TOTAL</b>	<b>\$12,644,381</b>	<b>\$12,995,899</b>	<b>\$13,235,258</b>	<b>\$13,582,482</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Public Safety	1.00	1.00	1.00	1.00
Assistant Chief of Police	2.00	2.00	2.00	2.00
Captain	3.00	3.00	3.00	3.00
Sergeant	14.00	14.00	14.00	14.00
Lieutenant	0.00	1.00	1.00	1.00
Police Officer	58.00	58.00	55.00	55.00
School Resource Officer	0.00	0.00	0.00	0.00
Office Coordinator	1.00	1.00	1.00	1.00
Police Records Technician	1.00	1.00	2.00	2.00
Administrative Technician	1.00	1.20	1.20	1.20
Crime Scene Examiner	2.00	2.00	2.00	2.00
Detention Manager	1.00	1.00	1.00	1.00
Detention Supervisor	2.00	2.00	2.00	2.00
Detention Officer	18.00	18.00	18.00	18.00
Technical Services Coordinator	0.40	0.40	0.40	0.40
Property Management Tech	2.00	2.00	2.00	2.00
Communications Manager	1.00	1.00	1.00	1.00
Communications Supervisor	3.00	3.00	3.00	3.00
Dispatcher	26.00	26.00	26.00	26.00
<i>Part Time:</i>				
School Crossing Guard (PT/S)	3.64	3.64	3.64	3.64
<b>Full-Time (Sworn)</b>	<b>78.00</b>	<b>79.00</b>	<b>76.00</b>	<b>76.00</b>
<b>Full-Time (Non-Sworn)</b>	<b>58.40</b>	<b>58.60</b>	<b>59.60</b>	<b>59.60</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.64</b>	<b>3.64</b>	<b>3.64</b>	<b>3.64</b>
<b>TOTAL</b>	<b>140.04</b>	<b>141.24</b>	<b>139.24</b>	<b>139.24</b>

DEPARTMENT / DIVISION		FUND		
POLICE – ADMINISTRATION		GENERAL		
PROGRAM NAME				
ADMINISTRATION				
<b>DESCRIPTION / MISSION</b>				
Police Administration is responsible for the Office of the Chief of Police and the management of two bureaus in the Police Department: Management Services Bureau and Operations Bureau. Responsibilities include planning, directing, coordinating and evaluation of all police activities. Through the effective management and utilization of all departmental resources, our mission is to work in a partnership with our citizens to maintain a safe, peaceful community by providing excellence in all police services dedicated to the highest standards of ethics and integrity while preserving and protecting life and property.				
<b>GOALS</b>				
<ul style="list-style-type: none"> <li>• To maintain a position of leadership among Texas law enforcement agencies by upholding the accreditation standards set by the Texas Law Enforcement Best Practices Recognition Program. (Positive City Image)</li> <li>• To enhance Administration's quality of customer service to the other activities within the Police Department and the citizens of North Richland Hills. (Safety and Security)</li> <li>• To preserve the Police Department's integrity and professional image in the community. (Positive City Image)</li> <li>• To maintain the high level of teamwork between the Police Department and other City departments inclusive of the Mayor and City Council. (Positive City Image)</li> <li>• To foster volunteerism and community involvement through the advancement of the Volunteers in Police Service Program. (Sense of Community)</li> <li>• To continue the Police Department's Partnership with the Community philosophy through innovative community outreach initiatives. (Sense of Community)</li> <li>• To operate the Police Department with the most effective and efficient use of resources possible through strategic planning. (Efficient and Effective Delivery of Services)</li> <li>• To contribute to the efficient use of police services to the citizens by assisting alarm monitoring companies with their compliance to the false alarm reduction ordinance. (Efficient and Effective Delivery of Services)</li> </ul>				
<b>OBJECTIVES</b>				
<ul style="list-style-type: none"> <li>• Maintain administration and supervision for all police activities.</li> <li>• Maintain compliance with the 166 Texas Law Enforcement Best Practices.</li> <li>• Conduct planning and policy development through research of developing issues affecting police services.</li> <li>• Plan, implement and maintain programs for all activities through the general fund and crime control district fund.</li> <li>• Monitor the budget to maintain and ensure proper allocation of funds.</li> <li>• Maintain the number of officers per 1,000 population.</li> <li>• Provide necessary investigations and inspections to ensure personnel compliance with departmental policies.</li> <li>• Communicate with the community through various social media platforms.</li> <li>• Manage alarm permit registrations and excessive false alarms through timely billing and collection of fees.</li> </ul>				
<b>PERFORMANCE MEASURES</b>		<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>				
# Of authorized sworn positions - Department		110.50	110.50	110.50
# Of authorized civilian positions - Department		81.38	83.38	83.38
# Of authorized sworn positions - Administration		5.00	5.00	5.00
# Of authorized civilian positions - Administration		3.00	3.00	3.00
# Of active alarm permits		3,050	4,330	4,417
# Of officers per 1,000 population		1.68	1.67	1.60
# Of excessive alarm violations		2,030	1,632	1,665
% Of citizens rating excellent or good police services		93.4%	93.4%	93.4%
% Of citizens rating excellent or good police visibility		88.0%	88.0%	88.0%
Population used for calculations		65,690	66,300	69,204
UCR Part One Crimes Per 1,000 Population (Calendar Year)		1,727	1,865	1,865
<b>Goal: Positive City Image</b>				
# Of internal affairs investigations completed		2	2	2
# Of citizen concerns submitted through Request Tracker		166	170	175
# Of social media postings <i>programs launched 01/01/2015</i>		1,501	3,230	3,390
# Of staff responses to citizen concerns in Request Tracker		581	595	613
Average # of staff responses per concern in Request Tracker		4	4	4

DEPARTMENT / DIVISION POLICE – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME ADMINISTRATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: A Sense of Community</b>			
# Of citizen volunteers	81	90	95
# Of volunteer hours worked	13,979 hours	16,076 hours	18,165 hours
# Of community outreach initiatives	28	28	28
# Of social media followers <i>(programs launched 01/01/2015)</i>	3,663	4,880	4,978
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of activities within budget	13	13	13
General Fund budget	\$12,644,381.00	\$13,235,258.00	\$13,582,482.00
Crime Control District budget	\$4,707,677.00	\$5,245,331.00	\$6,363,357.00
Per capita cost for police services:			
General Fund	\$190.58	\$195.64	\$198.51
Crime Control District	\$74.09	\$75.72	\$76.84
Dollar value of volunteer work	\$344,722.14	\$404,311.40	\$465,932.25

DEPARTMENT		FUND		
POLICE - ADMINISTRATION - 8001		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$854,984	\$942,103	\$943,877	\$976,491
General Services	17,701	19,180	23,380	22,755
Maintenance	15,808	16,915	16,915	17,529
Sundry	68,693	68,034	65,534	70,407
Supplies	37,793	35,150	33,450	31,750
Capital	38,428	0	46,700	0
<b>TOTAL</b>	<b>\$1,033,408</b>	<b>\$1,081,382</b>	<b>\$1,129,856</b>	<b>\$1,118,932</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Director of Public Safety	1.00	1.00	1.00	1.00
Assistant Chief of Police	2.00	2.00	2.00	2.00
Lieutenant	0.00	0.00	0.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Police Records Technician	1.00	1.00	2.00	2.00
Sergeant	0.00	0.00	0.00	1.00
<b>Full-Time</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>

<b>DEPARTMENT / DIVISION</b>	<b>FUND</b>
POLICE – ADMINISTRATIVE SERVICES	GENERAL

**PROGRAM NAME**  
ADMINISTRATIVE SERVICES DIVISION

**DESCRIPTION / MISSION**

The Administrative Services Division is comprised of two sections, Community Services and Training. These sections work together in maintaining professional employee standards through applicant screening, and training, as well as, community engagement through education and crime prevention. Community partnerships are fostered through crime prevention programs, a Volunteer Resource Coordinator, and the Crime Victim’s Liaison program. Community Services coordinates all formal educational components throughout the city to promote and improve crime prevention strategies. In nurturing community involvement, this Division is able to work in partnership with citizens in maintaining a safe and peaceful community. This Division also ensures authorized public safety staffing levels are maintained through stringent background and hiring practices. Administrative Services maintains the department’s professional image by proactively providing accurate and timely information to the media and other public outlets.

**GOALS**

- To ensure optimum department staffing through recruiting, screening and hiring the best qualified candidates for police employment. (Safety and Security)
- To monitor and preserve the department’s professional image in the community by maintaining progressive training and positive media relations. (Positive City Image)
- To provide crime prevention services and education to the public and work in partnership to reduce criminal opportunities. (Safety and Security)
- To provide community connections and assistance through outreach, cooperation, and programs designed to meet the needs of the community. (A Sense of Community)
- To identify alternate funding sources and shared service opportunities to increase the efficiency and effectiveness of programs and resources while lowering overall costs. (Financial Stability)

**OBJECTIVES**

- Hire only the most qualified individuals for employment in the Police Department through conducting thorough background investigations and adherence to stringent pre-hire qualifications.
- Deliver continuous personnel training, maintain all licenses required or issued by the State of Texas, and further the professional development of all personnel.
- Maintain positive working relationships with the media by remaining accessible, transparent, and delivering appropriate responses in a timely manner by a variety of available medium.
- Provide community outreach, partnership, and interaction through the department’s Citizens’ Police Academy (C.P.A.), Volunteers in Policing Service Program, Crime Watch/CFMH Programs, and the Volunteer Community Resource Coordinator’s Position.
- Provide on-site law enforcement services and activities on school campuses by providing School Resource Officers at designated schools.
- Provide expert assistance to crime victims through the department’s Crime Victim’s Liaison for counseling, professional referrals, and assistance in the State’s qualification process for compensation.
- Identify grant funding sources and shared service opportunities to increase the efficiency and effectiveness of police services and supplement or expand resources not otherwise available to the department.
- Provide outreach to our spanish speaking community in North Richland Hills and the surrounding area through the Unidos Hispanic community outreach and support program.

PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security</b>			
# Of authorized sworn personnel:	10.00	10.00	11.00
Captain	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00
Officer	7.00	7.00	8.00
# Of authorized civilian personnel:	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
# of Contract Employees	2.00	2.00	2.00
# Of Background investigations conducted	190	232	255
# Of employees hired	28	27	27
# Of police officers hired	4	3	3
# Of civilian police employees hired	24	24	24
Ratio of background investigations conducted per position hired	1:07	1:08	1:08
# Of Crime prevention service calls	384	377	385
# Of crime victims liaison referrals	763	719	730

DEPARTMENT / DIVISION	FUND		
POLICE – ADMINISTRATIVE SERVICES	GENERAL		
PROGRAM NAME			
ADMINISTRATIVE SERVICES DIVISION			
# Of resource coordinator referrals	11	9	12
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security Continued</b>			
# Of resource coordinator connections	4	2	12
# Of crime victims receiving state compensation	23	10	12
Total amount received by Crime Victims Compensation	\$122,997.00	\$181,567.00	\$204,995.00
# Of outside training hours	11,493 hours	9,966 hours	10,165 hours
# Of inside training hours	612 hours	1,077 hours	1,098 hours
Average # of training hours per employee	69	63	64
# Of active crime watches	37	37	37
# Of active crime free multi-housing properties	18	18	17
SRO's activity on school campuses:			
Offense reports	102	118	117
Arrests/detentions	0	1	3
Citations / Affidavits	36	31	36
Enforcement Activity <sup>1</sup>	444	495	498
<b>Goal: Financial Stability</b>			
# Of grant applications	12	13	7
# Of grants obtained	11	13	7
% Of grants awarded vs. applications	95.00%	100.00%	100.00%
Total amount of grant awards	\$1,483,932.38	\$846,434.17	\$709,341.00
<b>Goal: Positive City Image</b>			
# Of media releases	37	37	40
<b>Goal: A Sense of Community</b>			
# Of assignments conducted by VIP's	33	34	36
# Of V.I.P.S. membership	51	51	51
# CPAAA Activities	42	40	42
# Of C.P.A.A.A. membership	42	42	48
# Of students graduated from the C.P.A.	34	22	30
# Of Unidos Events:	0	2	4

1 Removed counseling but now includes service calls

2 New program added

DEPARTMENT		FUND		
POLICE - ADMINISTRATIVE SVCS - 8002		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$357,850	\$359,178	\$359,711	\$387,876
General Services	10,728	12,818	14,518	16,718
Maintenance	15,250	16,318	16,318	16,910
Sundry	44,999	37,253	37,253	38,560
Supplies	61,147	72,616	73,351	72,116
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$489,975</b>	<b>\$498,183</b>	<b>\$501,151</b>	<b>\$532,180</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Captain	1.00	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00	2.00
Police Officer	2.00	2.00	0.00	0.00
<b>Full-Time</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION POLICE – INVESTIGATIONS	FUND GENERAL		
PROGRAM NAME CRIMINAL INVESTIGATIONS DIVISION			
<b>DESCRIPTION / MISSION</b>			
<p>The Criminal Investigations Division consists of Crimes Against Persons, Property Crimes, Technology Crimes and the Narcotics Sections. The Crimes Against Persons Section investigates causes of major offenses including homicide, sexual assault, robbery, family violence, juvenile crime and performs follow-up investigations at crime scenes where forensic evidence may be available. The Crime Scene Search Unit also assists neighboring agencies when requested, and supervises the multi-agency Automated Fingerprint Identification System (AFIS). The Property Crimes Section investigates auto theft, burglary, theft, fraud and all other property related crimes. The Technology Crimes Unit utilizes highly specialized computer forensics lab equipment to investigate and recover electronic evidence of crime. The Narcotics Section investigates offenses concerning criminal narcotic trafficking and other undercover investigations as the need surfaces. These investigators work narcotic offenses in NRH as well as work closely with Federal and State agencies in an attempt to reduce the flow of narcotics into our community, which includes assignment within the DEA and Tarrant County Task Forces, as well as recent assignment within the new DEA Diversion Task Force. The Crime Analyst performs intelligence gathering on both criminals and crime trends in and near North Richland Hills. All Sections handle the recovery of stolen property, arrest of fugitives and maintain liaison with various Federal, State &amp; local agencies.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To thoroughly investigate all assigned offenses. (Safety and Security)</li> <li>• To develop forensic evidence for the prosecution of criminals. (Safety and Security)</li> <li>• To apprehend all possible suspects in crimes committed. (Safety and Security)</li> <li>• To proactively investigate all narcotics related information provided. (Safety and Security)</li> <li>• To utilize crime analysis to assist in clearing cases and tracking crime trends. (Safety and Security)</li> <li>• To exceed national average for percentages of cases cleared. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Exceed the national clearance rate average for violent crimes.</li> <li>• Exceed the national clearance rate average for property crimes.</li> <li>• Increase narcotics enforcement activity in NRH and with participating task forces.</li> <li>• Ensure that all leads are followed.</li> <li>• Maintain crime analysis case clearance assistance.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of authorized sworn personnel:	22	22	23
Captain	1	1	1
Sergeant	3	3	3
Detective	18	18	19
# Of authorized civilian personnel:	4	4	4
Police Administrative Technician	1	1	1
Crime Analyst	1	1	1
Crime Scene Examiner	2	2	2
# Of CID warrants issued	277	292	298
# Of latent prints inquiries in AFIS	115	102	104
# Of SIU warrants issued	37	40	41
Total # of cases processed	7,452	7,079	7,221
Total # of cases assigned to department*	7,415	4,644	4,737
Total # of cases assigned to division	4,774	4,491	4,581
Total # of cases assigned to detectives	4,316	4,047	4,128
Total # of Crime Analysis case assists	1,066	1,043	1,064
Total # of Crime Scene investigations	106	95	97
Total # of cases assigned to CSSU examiners	65	56	57
Total # of cases assigned to the SIU	318	308	314
Average # of monthly cases processed	621	590	602
Average # of monthly division caseload	398	374	382
Average # of monthly detective caseload	360	337	344
Average # of cases assigned monthly per detective	20.0	18.7	19.1
Average # of cases assigned daily (entire division)	18.4	17.3	17.6

DEPARTMENT / DIVISION POLICE – INVESTIGATIONS	FUND GENERAL		
PROGRAM NAME CRIMINAL INVESTIGATIONS DIVISION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security Continued</b>			
Average # of cases assigned daily to detectives	17	16	16
# Of crime analysis clearance assists	27	40	41
Total # of narcotic arrests by the SIU	370	328	335
Total # of cases cleared (department)	3,268	2,927	2,986
Total # of cases cleared (division)	1,574	1,379	1,407
Clearance rate:			
Violent crimes (national clearance rate – 46.8%)	58.60%	59.00%	60.18%
Property crimes (national clearance rate – 19.0%)	26.30%	26.10%	26.62%
Combined CID clearance rate	32.97%	30.71%	31.32%
<p>* The new Spillman CAD/RMS system implemented on October 12, 2015 incorporates an automated form of handling minor reports that previously required assignment to process. This system reduces the need to assign cases that have no need of further investigation.</p>			

DEPARTMENT		FUND		
POLICE - INVESTIGATIONS - 8003		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$2,053,172	\$2,110,647	\$2,114,549	\$2,248,717
General Services	6,262	7,365	9,865	11,765
Maintenance	127,598	138,699	138,699	143,553
Sundry	58,940	62,969	62,969	64,381
Supplies	4,653	13,835	11,335	8,435
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$2,250,625</b>	<b>\$2,333,515</b>	<b>\$2,337,417</b>	<b>\$2,476,851</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Captain	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00
Police Officer	15.00	16.00	16.00	16.00
Administrative Technician	1.00	0.00	0.00	0.00
Crime Scene Examiner	2.00	2.00	2.00	2.00
<b>Full-Time</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

DEPARTMENT / DIVISION POLICE- UNIFORMED SERVICES DIVISION	FUND GENERAL FUND
PROGRAM NAME UNIFORMED SERVICES	
<b>DESCRIPTION / MISSION</b>	
<p>The Uniformed Services Division consists of the Patrol Section and the Traffic Section. The SWAT Unit, Bicycle Unit and Honor Guard Unit are specialized, volunteer units that are within the Uniformed Services Division. The primary responsibility of the Patrol Section is the maintenance of law and order through timely response to calls-for-service, preliminary investigation of criminal offenses, apprehension of persons committing felony or misdemeanor crimes, and the enforcement of statutes including ordinances regulating traffic, along with parking violations. Additionally, the Uniformed Services Division enhances the furtherance of crime prevention and community policing through a partnership with citizens, the Beat Management Program, the Bicycle Unit, the K-9 Unit and by providing excellence in all police services. The Traffic Section is tasked with the enforcement of traffic laws and investigating vehicular accidents including a Commercial Vehicle Enforcement Unit. This section also responds to traffic complaints in congested areas, dangerous locations, and as called upon by citizens within the community. Both sections are equally tasked with providing high police visibility while working with citizens in a preventive approach to problems within the community. The K-9 Unit aids in the discovery and interdiction of illegal drugs. The primary responsibility of the SWAT Unit is to handle special threat situations that require special weapons and tactics. Special threat situations normally fall into one of the following categories: sniper, barricaded person, hostage situations, dignitary protection or hazardous warrant service. The SWAT Unit will provide a specialized service to the community and will assist surrounding communities, if requested, in line with the Greater Dallas/Fort Worth Regional Law Enforcement Mutual Aid Task Force Agreement.</p>	
<b>GOALS</b>	
<ul style="list-style-type: none"> <li>• To create a safer community environment for citizens and motorists, we will protect life and property by vigorously pursuing criminals, responding in a timely manner, thoroughly investigating calls-for-service and proactively problem solving. (Safety and Security)</li> <li>• To develop and maintain a highly motivated, well trained and accountable law enforcement staff having a high level of integrity, ethics and pride. Our staff will take ownership in their duties, all working together as a team, to achieve excellence in police service while remaining open to new and meaningful ideas. (Safety and Security)</li> <li>• To create an overall higher quality of life by respecting the laws and rights of the people we serve and maximizing all available police resources to reduce the impact of crime in our community. (Safety and Security)</li> <li>• To focus on a citizen partnership through compassion, awareness, openness and community participation to create an environment of public confidence and trust within the community we serve, while at all times maintaining high levels of leadership and professionalism. (Safety and Security)</li> </ul>	
<b>OBJECTIVES</b>	
<ul style="list-style-type: none"> <li>• Keep patrol response times for priority #1 calls to within 5½ minutes and priority #2 calls to within 8 minutes.</li> <li>• Implement special traffic enforcement details to reduce traffic complaints and accidents in problem areas.</li> <li>• Provide quality initial investigations for patrol-related calls for service.</li> <li>• Respond to SWAT incidents utilizing proven strategic methods to effectively reduce or eliminate injury to citizens, police officers, or team members.</li> <li>• Certify all patrol and traffic personnel to the highest TCOLE certification possible.</li> <li>• Provide specialized training for SWAT, negotiator, honor guard, bicycle, K-9 and traffic officers.</li> <li>• Lawfully seek out and arrest criminal offenders responsible for crime within our community.</li> <li>• Reduce complaints for patrol and traffic staff to a minimum.</li> <li>• Create an environment that promotes the active participation in the Volunteers in Policing Program.</li> <li>• Utilize public service officers to take reports and other order maintenance issues to allow sworn personnel more available time to accomplish crime and traffic safety objectives.</li> <li>• Utilize bicycle patrol officers to work high crime areas to decrease reported offenses.</li> <li>• Create opportunities for officers to participate in community events and meetings to improve quality of life issues.</li> <li>• Look for problem areas in each district and direct officer patrols to solve or mitigate those issues.</li> <li>• Utilize the Commercial Vehicle Enforcement Unit to increase safe travel in the City through commercial vehicle inspections.</li> <li>• Utilize the Narcotics K-9 Unit to continue to combat drug activity within the City and surrounding area.</li> <li>• Enhance sex offender compliance through the Beat Management Program.</li> </ul>	

DEPARTMENT / DIVISION	FUND		
POLICE- UNIFORMED SERVICES DIVISION	GENERAL FUND		
PROGRAM NAME			
UNIFORMED SERVICES			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security</b>			
# Of total authorized personnel (FTEs)	80.90	80.90	78.90
# Of sworn authorized personnel:	72.00	72.00	70.00
Captains	1.00	1.00	1.00
Lieutenants	4.00	4.00	4.00
Patrol sergeants	9.00	9.00	9.00
Patrol officers	49.00	49.00	48.00
Traffic sergeant	1.00	1.00	1.00
Traffic officers	8.00	8.00	7.00
# Of civilian authorized personnel (FTEs):	8.90	8.90	8.90
Police records technician	1.00	1.00	1.00
Public service officers	4.00	4.00	4.00
School crossing guards (Part-Time {15 X .26})	3.90	3.90	3.90
# Of total calls for service uniformed services	32,534	31,856	32,493
# Of calls for service response for patrol/traffic officer	28,599	27,661	28,214
# Of calls for service for public service officer	3,935	4,195	4,279
# Of priority 1 calls	990	790	806
# Of priority 2 calls	6,254	6,147	6,269
# Of traffic section enforcement details <sup>1</sup>	691	804	820
# Of directed patrol (started 01/01/2010)	10,775	12,017	12,257
# Of SWAT callouts	4	4	4
# Of SWAT warrant services	4	4	4
# Of registered sex offenders	39	39	39
Response time by patrol/traffic officers for Priority 1	4:02 min	3:43 min	3:43 min
Response time by patrol/traffic officers for Priority 2	5:05 min	4:55 min	4:55 min
# Of traffic section citizen complaint details	88	116	118
# Of traffic section accident reduction details	4	10	10
# Of traffic section officer initiated details	280	354	361
# Of traffic section officer commercial vehicle details	319	279	325
# Of SWAT training sessions	24	24	24
# Of sex offender compliance checks	115	122	124
# Of total reports taken by uniformed services	6,596	6,256	6,380
# Of reports taken by patrol/traffic officers:	4,989	4,705	4,798
# Of offense reports	4,198	3,794	3,869
# Of miscellaneous reports	173	262	267
# Of accident reports	618	649	662
# Of reports taken by public service officers:	1,607	1,551	1,582
# Of offense reports	1,540	1,502	1,532
# Of miscellaneous reports	67	49	50
# Of patrol/traffic officer arrests	2,614	2,787	2,843
# Of violations written by patrol officers	8,388	8,030	8,196
# Of violations written by traffic officers	11,540	11,042	11,262

DEPARTMENT		FUND		
POLICE - UNIFORM SERVICES - 8004		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$4,952,849	\$4,741,339	\$4,749,143	\$4,923,823
General Services	605	650	650	1,290
Maintenance	162,206	175,342	175,342	186,174
Sundry	134,034	149,451	140,451	148,619
Supplies	10,858	14,160	14,160	14,160
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$5,260,552</b>	<b>\$5,080,942</b>	<b>\$5,079,746</b>	<b>\$5,274,066</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Captain	1.00	1.00	1.00	1.00
Sergeant	9.00	9.00	9.00	8.00
Police Officer	40.00	40.00	39.00	39.00
Administrative Technician	1.00	1.00	1.00	1.00
<i>Part Time:</i>				
School Crossing Guards	3.64	3.64	3.64	3.64
<b>Full-Time</b>	<b>51.00</b>	<b>51.00</b>	<b>50.00</b>	<b>49.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>3.64</b>	<b>3.64</b>	<b>3.64</b>	<b>3.64</b>
<b>TOTAL</b>	<b>54.64</b>	<b>54.64</b>	<b>53.64</b>	<b>52.64</b>

<b>DEPARTMENT / DIVISION</b> POLICE – DETENTION SERVICES	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> DETENTION MANAGEMENT SECTION			
<b>DESCRIPTION / MISSION</b>			
<p>The North Richland Hills detention center provides a secure, safe and humane environment for staff and inmates, while protecting our community. Detention Services is responsible for the care of all prisoners brought into the detention facility from North Richland Hills, as well as, our shared service partner cities of Haltom City, Richland Hills, and Watauga. All prisoners are booked in accordance with accepted procedures and held until appropriate terms of release are satisfied. Prisoners and staff are cared for through proper policy, staffing, and maintenance and security of the detention facility. All Detention Officers receive training in jail regulations, departmental policy, and jail standard operating procedures to guard against any violation of a prisoner's constitutional rights. This section is also responsible for proper recording and testing of suspected DWI violators through the department's State Certified Intoxilyzer Program.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain the safety and security of all prisoners and detention staff within the facility through the use of policy and technology. (Safety and Security)</li> <li>• To process all prisoners in a timely manner in accordance with established procedures and complete all pertinent paperwork or computer entry work on every prisoner. (Efficient and Effective Delivery of City Services)</li> <li>• To complete all pertinent paperwork and/or computer entry work on every prisoner entering the detention facility. (Safety and Security)</li> <li>• To maintain a State Certified Intoxilyzer Program. (Safety and Security)</li> <li>• To identify prisoners accurately and positively. (Efficient and Effective Delivery of City Services)</li> <li>• To provide regional leadership and innovation through shared service partnerships for detention services. (Local and Regional Leadership)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain proper staffing levels for on-duty Detention Personnel.</li> <li>• Provide training pertinent to the duties of the Detention Officer as the need and availability arises.</li> <li>• Gather the highest quality of information from prisoners during booking and ensure absolute accuracy of all data entered.</li> <li>• To operate a fiscally responsible detention facility through a regional partnership for shared detention services.</li> <li>• Provide Intoxilyzer services for all officers making an arrest for Driving While Intoxicated as requested.</li> <li>• Operate a safe and efficient detention facility by utilizing proactive technologies in fingerprinting and booking systems.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
Detention Manager	1	1	1
Detention Facility Supervisor	2	2	2
Detention Officers	18	20	20
Average # of prisoners overnigheted in jail	26	24	27
Annual # of suicide attempts	1	1	1
# Of suicides within the detention facility	0	0	0
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of authorized civilian personnel:	21.30	23.30	23.30
Technical Service Coordinator	0.20	0.20	0.20
Administrative Technician	0.10	0.10	0.10
# Of meals served	19,062	17,826	18,180
# Of times intoxilyzer administered	256	213	217
% Of prisoners successfully booked in and released from custody	100.00%	100.00%	100.00%
% Of successful intoxilyzer operations	84.00%	84.00%	84.00%
Annual # of prisoner book-ins	6,354	5,942	6,061
Average incarceration time per prisoner held	36 hours	36 hours	36 hours
Average # of new prisoners booked-in per day	17	16	18
Average # of male prisoners overnigheted	19	18	19
Average # of female prisoners overnigheted	7	6	8

DEPARTMENT POLICE - DETENTION SERVICES - 8007		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,270,025	\$1,395,279	\$1,368,141	\$1,460,158
General Services	1,862	3,700	5,700	7,200
Maintenance	1,022	3,000	3,000	3,000
Sundry	26,356	31,220	31,220	33,528
Supplies	59,778	81,930	79,930	85,350
Capital	0	0	92,221	0
<b>TOTAL</b>	<b>\$1,359,044</b>	<b>\$1,515,129</b>	<b>\$1,580,212</b>	<b>\$1,589,236</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Detention Manager	1.00	1.00	1.00	1.00
Detention Supervisor	2.00	2.00	2.00	2.00
Detention Officer	18.00	18.00	18.00	18.00
Technical Services Coordinator	0.40	0.20	0.20	0.20
Administrative Technician	0.00	0.10	0.10	0.10
<b>Full-Time</b>	<b>21.40</b>	<b>21.30</b>	<b>21.30</b>	<b>21.30</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>21.40</b>	<b>21.30</b>	<b>21.30</b>	<b>21.30</b>

DEPARTMENT / DIVISION POLICE – PROPERTY/EVIDENCE		FUND GENERAL FUND	
PROGRAM NAME PROPERTY & EQUIPMENT MANAGEMENT SECTION			
<b>DESCRIPTION / MISSION</b>			
<p>The Property and Equipment Management Section is responsible for the storage, safekeeping and disposal of all property collected, recovered, found, or otherwise received by police personnel. This section maintains records critical to the proper handling and disposal of all property under its care and maintains the integrity of all evidence submitted to court. The Property and Equipment Management Section is charged with determining the disposition of all property stored and in accordance with court orders and/or departmental policy, mandating strict protocols for property and evidence disposal. This section is also responsible for the department's Quartermaster function, to include property accountability of all issued equipment, as well as, maintaining support for all uniforms and personal assigned equipment. Lastly, this section maintains oversight of the department's police fleet to ensure all vehicles and public safety equipment are accounted for and in serviceable condition.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To process and securely maintain all evidence and property collected by the police in a professional and expedient manner. (Safety and Security)</li> <li>• To allow expeditious access to property and evidence when needed by the departments or courts. (Efficient and Effective Delivery of Services)</li> <li>• To expedite the purging of accumulated property and evidence destined for disposition per state approved methods and department policies in a timely, efficient and professional manner. (Efficient and Effective Delivery of Services)</li> <li>• To provide personnel with needed uniforms and equipment. (Safety and Security)</li> <li>• To maintain police fleet and equipment. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Educate, promote enhanced property and evidence submission by officers, in order to improve the submission process.</li> <li>• Enhance the security and efficiency of all property storage locations to improve accountability and responsiveness.</li> <li>• Reduce property inventory through purging, per legal disposition, thus promoting efficient utilization of available storage space and reducing management requirements.</li> <li>• Maintain release times that support expeditious release of property to rightful owners.</li> <li>• Maintain a Quartermaster program that supports timely satisfaction of police uniform and equipment requirements.</li> <li>• Maintain police vehicle fleet and equipment to highest operational and safety standards.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of property items auctioned	219	219	223
# Of quartermaster items issued	2,300	2,340	2,387
# Of items returned to quartermaster for disposal	259	230	237
# Of items returned to stock	235	220	224
* % Of personnel issued authorized uniforms	70.00%	70.00%	72.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of authorized civilian personnel:	4.00	4.00	4.00
Property and Equipment Manager	1.00	1.00	1.00
Property/Evidence Technicians	2.00	2.00	2.00
Technical Service Officer	1.00	1.00	1.00
# Of property pieces processed	20,040	20,931	21,349
# Of quarterly inventory of all weapons, narcotics and money	4	4	4
# Of audits to ensure compliance to all policy and procedures	2	2	2
# Of annual inventory of property maintained by section	1	1	1
# Of quartermaster transactions	3,620	3,250	3,315
# Of completed city court orders	749	640	601
# Of completed county court orders	134	52	105
# Of property items permanent released	569	471	480
# Of property items destroyed	3,896	2,416	2,464
% Of received property items processed	100.00%	100.00%	100.00%
% Of received items disposed of as to percent received	22.28%	13.79%	13.79%
* Change in count - now reflects % of employees who requested uniform items			

DEPARTMENT POLICE - PROPERTY/EVIDENCE - 8008		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$111,504	\$114,641	\$114,818	\$120,396
General Services	71,858	86,090	86,090	86,090
Maintenance	14,498	17,624	17,624	17,861
Sundry	6,388	8,146	8,146	8,384
Supplies	99,392	119,945	119,945	129,533
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$303,640</b>	<b>\$346,446</b>	<b>\$346,623</b>	<b>\$362,264</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i> Property Management Technician	2.00	2.00	2.00	2.00
<b>Full-Time</b>	2.00	2.00	2.00	2.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

DEPARTMENT / DIVISION POLICE – COMMUNICATIONS		FUND GENERAL	
PROGRAM NAME COMMUNICATIONS SECTION			
<b>DESCRIPTION / MISSION</b>			
The Communications Section is the public's link to police, fire, ambulance and city emergency and non-emergency services. The primary responsibility of the Communications Section is to provide citizens with the best possible response to their request for information or the need for service. This section is responsible for the effective notification of emergency services for North Richland Hills, as well as, our shared service partner cities of Haltom City, Richland Hills, and Watauga. Communications personnel accomplish this by providing educated answers to a vast array of questions, or responding to a need for service by notifying police, fire, ambulance, city personnel and emergency equipment. This section provides accurate statistical information for administrative use, along with working closely and effectively with all personnel in the police, fire and city departments, as well as outside agencies. In addition, the Communications Section provides education and awareness to the public through community outreach initiatives.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To contribute to the prompt response of police and fire units by collecting necessary information from callers and dispatching calls for service in a timely manner. (Safety and Security)</li> <li>• To promptly process incoming telephone calls and information in effort to promote and enhance the feeling of safety and security for our citizens. (Safety and Security)</li> <li>• To provide 9-1-1 awareness education to young children and adults in our community. (A Sense of Community)</li> <li>• To provide regional leadership and innovation through shared service partnerships for communication services. (Local and Regional Leadership)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain communications portion of the overall patrol response time for priority one calls to within 2 minutes and priority two calls within 4 minutes.</li> <li>• Maintain communications portion of the overall fire response time for emergency calls to within 1 minute.</li> <li>• Answer all incoming phone calls within 10 seconds 90% of the time.</li> <li>• Teach 9-1-1 awareness in the classrooms of area 2nd graders. Provide 9-1-1 information to other children and adults at special events and other appropriate opportunities.</li> <li>• To operate a fiscally responsible communications center through a regional partnership for shared communication services.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
Total # of Authorized Dispatch Personnel (FTEs):	30.00	30.00	30.00
Communications Manager	1.00	1.00	1.00
Communications Supervisor	3.00	3.00	3.00
Dispatchers	26.00	26.00	26.00
Technical Services Coordinator	0.20	0.20	0.20
Administrative Technician	0.10	0.10	0.10
Total # of Dispatch Calls for Service	122,610	136,097	138,819
North Richland Hills	49,339	53,648	54,721
Haltom City	30,787	37,285	38,031
Watauga	29,283	31,614	32,246
Richland Hills	13,201	13,550	13,821
Total # of Traffic Stops	55,216	53,049	54,110
North Richland Hills	28,748	28,103	28,665
Haltom City	14,313	13,615	13,887
Watauga	7,919	7,464	7,613
Richland Hills	4,236	3,867	3,944
Total # of Fire Calls	15,092	15,280	15,585
North Richland Hills	7,436	7,456	7,605
Haltom City	4,341	4,386	4,474
Watauga	1,950	2,018	2,058
Richland Hills	1,365	1,420	1,448
Total # of 9-1-1 Calls	85,161	85,508	87,218
North Richland Hills	40,026	38,479	40,120
Haltom City	22,993	23,942	24,421
Watauga	14,477	15,391	15,699
Richland Hills	7,665	7,696	7,850

DEPARTMENT / DIVISION POLICE – COMMUNICATIONS	FUND GENERAL		
PROGRAM NAME COMMUNICATIONS SECTION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security Continued</b>			
Total # of alternate and non-emergency calls	199,416	199,508	203,498
North Richland Hills	65,646	62,713	65,389
Haltom City	37,712	39,021	39,801
Watauga	23,744	25,085	25,587
Richland Hills	12,571	12,543	12,793
<b>Goal: A Sense of Community</b>			
# Children provided 9-1-1 Awareness info by Communications Personnel	250	250	1,000
# People provided 9-1-1 information by Communications Personnel	100	100	250
<b>Goal: Efficient and Effective Delivery of City Services</b>			
Average time to process and dispatch			
* Police Priority 1 calls	2:11	3:38	2:00
* Police Priority 2 calls	3:09	3:31	4:00
* Fire/EMS calls	1:54	2:08	1:30
% phone calls answered within 10 seconds	87%	83%	90%
*Time it takes from dispatcher accepting the call (CFS is formed) to the time the call is assigned (dispatched). Current times are up due new CAD system and times being calculated differently. Times are projected to return back to standard reporting format.			

DEPARTMENT POLICE - COMMUNICATIONS - 8009		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$1,877,408	\$2,023,329	\$2,025,280	\$2,082,440
General Services	0	0	2,000	2,500
Maintenance	0	34,512	34,512	57,161
Sundry	58,152	61,961	61,961	68,852
Supplies	11,578	20,500	18,500	18,000
Capital	0	0	118,000	0
<b>TOTAL</b>	<b>\$1,947,137</b>	<b>\$2,140,302</b>	<b>\$2,260,253</b>	<b>\$2,228,953</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Communications Manager	1.00	1.00	1.00	1.00
Communications Supervisor	3.00	3.00	3.00	3.00
Dispatcher	26.00	26.00	26.00	26.00
Technical Services Coordinator	0.00	0.20	0.20	0.20
Administrative Technician	0.00	0.10	0.10	0.10
<b>Full-Time</b>	<b>30.00</b>	<b>30.30</b>	<b>30.30</b>	<b>30.30</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>30.00</b>	<b>30.30</b>	<b>30.30</b>	<b>30.30</b>

DEPARTMENT POLICE - LEOSE - 8027		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	10,424	25,000	16,000	16,000
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$10,424</b>	<b>\$25,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
DONATIONS - POLICE DEPARTMENT - 8000		DONATIONS		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Police Department	\$22,720	\$35,450	\$44,472	\$39,250
<b>TOTAL</b>	<b>\$22,720</b>	<b>\$35,450</b>	<b>\$44,472</b>	<b>\$39,250</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	22,720	35,450	44,472	39,250
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$22,720</b>	<b>\$35,450</b>	<b>\$44,472</b>	<b>\$39,250</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT DONATIONS - POLICE DEPARTMENT - 8000		FUND DONATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	22,720	35,450	44,472	39,250
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$22,720</b>	<b>\$35,450</b>	<b>\$44,472</b>	<b>\$39,250</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE		SPECIAL INVESTIGATIONS		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Forfeited Funds	\$61,178	\$75,000	\$145,799	\$100,000
MDT Maintenance	0	0	13,238	0
Radio Maintenance	0	0	14,961	0
AFIS Maintenance & Equipment	18,357	13,500	20,111	23,000
Locally Seized Funds	1,000	1,000	62,424	46,000
911/Telecom	116,068	0	54,950	178,000
State Forfeitures	31,016	40,000	43,000	100,000
LEOSE	0	0	0	0
Reserves	0	0	0	0
<b>TOTAL</b>	<b>\$227,619</b>	<b>\$129,500</b>	<b>\$354,483</b>	<b>\$447,000</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	9,375	15,000	89,950	162,000
Maintenance	12,977	43,000	41,199	38,000
Sundry	26,632	10,500	39,000	50,500
Supplies	49,056	51,000	55,799	80,500
Capital	129,579	10,000	128,535	116,000
<b>TOTAL</b>	<b>\$227,619</b>	<b>\$129,500</b>	<b>\$354,483</b>	<b>\$447,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - FORFEITED FUNDS - 8010		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	4,375	10,000	30,000	10,000
Maintenance	347	15,000	0	15,000
Sundry	12,431	0	25,000	25,000
Supplies	35,699	40,000	40,799	40,000
Capital	8,326	10,000	50,000	10,000
<b>TOTAL</b>	<b>\$61,178</b>	<b>\$75,000</b>	<b>\$145,799</b>	<b>\$100,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - MDT MAINTENANCE - 8011		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	13,238	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,238</b>	<b>\$0</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - RADIO MAINTENANCE - 8012		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	14,961	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,961</b>	<b>\$0</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - AFIS MAINT AND EQUIP. - 8013		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	7,799	8,000	8,000	8,000
Sundry	5,374	5,500	9,000	5,500
Supplies	0	0	0	9,500
Capital	5,185	0	3,111	0
<b>TOTAL</b>	<b>\$18,357</b>	<b>\$13,500</b>	<b>\$20,111</b>	<b>\$23,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - LOCALLY SEIZED FUNDS - 8020		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	1,000	1,000	1,000	1,000
Capital	0	0	61,424	45,000
<b>TOTAL</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$62,424</b>	<b>\$46,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE -911 MAINT LOCALLY SEIZED FUNDS - 8028		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	54,950	117,000
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	116,068	0	0	61,000
<b>TOTAL</b>	<b>\$116,068</b>	<b>\$0</b>	<b>\$54,950</b>	<b>\$178,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND		
POLICE - STATE FORFEITURE FUNDS - 8030		SPECIAL INVESTIGATIONS		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	5,000	5,000	5,000	35,000
Maintenance	4,831	20,000	5,000	15,000
Sundry	8,827	5,000	5,000	20,000
Supplies	12,357	10,000	14,000	30,000
Capital	0	0	14,000	0
<b>TOTAL</b>	<b>\$31,016</b>	<b>\$40,000</b>	<b>\$43,000</b>	<b>\$100,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT		FUND			
POLICE		CRIME CONTROL DISTRICT			
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED	
Administration	\$4,871	\$34,375	\$139,321	\$36,669	
Administrative Services	710,799	795,587	844,370	918,572	
Criminal Investigation	418,933	478,490	474,867	483,781	
Uniform Patrol	2,749,387	2,865,959	2,868,797	2,935,565	
Technical Services	528,698	509,612	505,289	548,783	
Detention Services	0	0	0	0	
Property/Evidence	156,317	193,889	261,409	202,338	
Communications	0	0	0	0	
Indirect Costs	0	0	0	0	
General Fund Direct Costs	0	0	0	0	
Transfer to Capital Projects	0	0	0	1,076,000	
Partner Agency Funding	61,146	59,566	73,566	73,100	
Nondepartmental	77,525	83,034	77,712	88,549	
<b>TOTAL</b>	<b>\$4,707,677</b>	<b>\$5,020,512</b>	<b>\$5,245,331</b>	<b>\$6,363,357</b>	
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED	
Salaries	\$4,121,641	\$4,307,061	\$4,306,417	\$4,528,919	
General Services	70,870	83,781	101,981	102,515	
Maintenance	164,774	191,102	191,102	200,684	
Sundry	294,426	358,287	348,811	380,544	
Supplies	41,306	80,281	190,520	74,695	
Capital	14,660	0	106,500	1,076,000	
<b>TOTAL</b>	<b>\$4,707,677</b>	<b>\$5,020,512</b>	<b>\$5,245,331</b>	<b>\$6,363,357</b>	
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED	
<i>Full-Time:</i>					
Lieutenant	5.00	5.00	5.00	4.00	
Sergeant	1.00	1.00	1.00	1.00	
Police Officer	23.00	23.00	23.00	27.00	
Records Manager	1.00	1.00	1.00	1.00	
Records Clerk*	6.00	6.00	6.00	6.00	
Crime Analyst	1.00	1.00	1.00	1.00	
Administrative Technician	2.00	2.00	2.00	2.00	
Public Service Officer	4.00	4.00	4.00	4.00	
Technical Service Officer	1.00	1.00	1.00	1.00	
Property/Equipment Manager	0.00	0.00	1.00	1.00	
School Crossing Guard	0.26	0.26	0.26	0.26	
<b>Full-Time (Sworn)</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>32.00</b>	
<b>Full-Time (Non-Sworn)</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	
<b>TOTAL</b>	<b>44.26</b>	<b>44.26</b>	<b>45.26</b>	<b>48.26</b>	

<b>DEPARTMENT / DIVISION</b> POLICE – ADMINISTRATION	<b>FUND</b> CRIME CONTROL DISTRICT		
<b>PROGRAM NAME</b> ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
Police Administration is responsible for the Office of the Chief of Police and the management of two bureaus in the Police Department: Management Services Bureau and Operations Bureau. Responsibilities include planning, directing, coordinating and evaluation of all police activities. Through the effective management and utilization of all departmental resources, our mission is to work in a partnership with our citizens to maintain a safe, peaceful community by providing excellence in all police services dedicated to the highest standards of ethics and integrity while preserving and protecting life and property.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To maintain a position of leadership among Texas law enforcement agencies by upholding the accreditation standards set by the Texas Law Enforcement Best Practices Recognition Program. (Positive City Image)</li> <li>• To enhance Administration's quality of customer service to the other activities within the Police Department and the citizens of North Richland Hills. (Safety and Security)</li> <li>• To preserve the Police Department's integrity and professional image in the community. (Positive City Image)</li> <li>• To maintain the high level of teamwork between the Police Department and other City departments inclusive of the Mayor and City Council. (Positive City Image)</li> <li>• To foster volunteerism and community involvement through the advancement of the Volunteers in Police Service Program. (Sense of Community)</li> <li>• To continue the Police Department's Partnership with the Community philosophy through innovative community outreach initiatives. (Sense of Community)</li> <li>• To operate the Police Department with the most effective and efficient use of resources possible through strategic planning. (Efficient and Effective Delivery of Services)</li> <li>• To contribute to the efficient use of police services to the citizens by assisting alarm monitoring companies with their compliance to the false alarm reduction ordinance. (Efficient and Effective Delivery of Services)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain administration and supervision for all police activities.</li> <li>• Maintain compliance with the 164 Texas Law Enforcement Best Practices.</li> <li>• Conduct planning and policy development through research of developing issues affecting police services.</li> <li>• Plan, implement and maintain programs for all activities through the general fund and crime control district fund.</li> <li>• Monitor the budget to maintain and ensure proper allocation of funds.</li> <li>• Maintain the number of officers per 1,000 population.</li> <li>• Provide necessary investigations and inspections to ensure personnel compliance with departmental policies.</li> <li>• Communicate with the community through various social media platforms.</li> <li>• Manage alarm permit registrations and excessive false alarms through timely billing and collection of fees.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of authorized sworn positions - Department	110.50	110.50	110.50
# Of authorized civilian positions - Department	81.38	83.38	83.38
# Of authorized sworn positions - Administration	5.00	5.00	5.00
# Of authorized civilian positions - Administration	3.00	3.00	3.00
# Of active alarm permits	3,050	4,330	4,417
# Of officers per 1,000 population	1.68	1.67	1.60
# Of excessive alarm violations	2,030	1,632	1,665
% Of citizens rating excellent or good police services	93.4%	93.4%	93.4%
% Of citizens rating excellent or good police visibility	88.0%	88.0%	88.0%
Population used for calculations	65,690	66,300	69,204
UCR Part One Crimes Per 1,000 Population (Calendar Year)	1,727	1,865	1,865
<b>Goal: Positive City Image</b>			
# Of internal affairs investigations completed	2	2	2
# Of citizen concerns submitted through Request Tracker	166	170	175
# Of social media postings <i>(programs launched 01/01/2015)</i>	1,501	3,230	3,400
# Of staff responses to citizen concerns in Request Tracker	581	595	613
Average # of staff responses per concern in Request Tracker	4	4	4

DEPARTMENT / DIVISION POLICE – ADMINISTRATION	FUND CRIME CONTROL DISTRICT		
PROGRAM NAME ADMINISTRATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: A Sense of Community</b>			
# Of citizen volunteers	81	90	95
# Of volunteer hours worked	13,979 hours	16,076 hours	18,165 hours
# Of community outreach initiatives	28	28	28
# Of social media followers <i>(programs launched 01/01/2015)</i>	3,663	4,880	4,978
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of activities within budget	13	13	13
General Fund budget	\$12,644,381.00	\$13,235,258.00	\$13,582,482.00
Crime Control District budget	\$4,707,677.00	\$5,245,331.00	\$6,363,357.00
Per capita cost for police services:			
General Fund	\$190.58	\$195.64	\$198.51
Crime Control District	\$74.09	\$75.72	\$76.84
Dollar value of volunteer work	\$344,722.14	\$404,311.40	\$465,932.25

DEPARTMENT POLICE - ADMINISTRATION - 8001		FUND CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	61,146	59,566	73,566	73,100
Maintenance	0	0	0	0
Sundry	4,871	34,375	32,821	36,669
Supplies	0	0	0	0
Capital	0	0	106,500	0
<b>TOTAL</b>	<b>\$66,017</b>	<b>\$93,941</b>	<b>\$212,887</b>	<b>\$109,769</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>DEPARTMENT / DIVISION</b> POLICE – ADMINISTRATIVE SERVICES	<b>FUND</b> CRIME CONTROL DISTRICT
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**PROGRAM NAME**  
ADMINISTRATIVE SERVICES DIVISION

**DESCRIPTION / MISSION**

The Administrative Services Division is comprised of two sections, Community Services and Training. These sections work together in maintaining professional employee standards through applicant screening, and training, as well as, community engagement through education and crime prevention. Community partnerships are fostered through crime prevention programs, a Volunteer Resource Coordinator, and the Crime Victim's Liaison program. Community Services coordinates all formal educational components throughout the city to promote and improve crime prevention strategies. In nurturing community involvement, this Division is able to work in partnership with citizens in maintaining a safe and peaceful community. This Division also ensures authorized public safety staffing levels are maintained through stringent background and hiring practices. Administrative Services maintains the department's professional image by proactively providing accurate and timely information to the media and other public outlets.

**GOALS**

- To ensure optimum department staffing through recruiting, screening and hiring the best qualified candidates for police employment. (Safety and Security)
- To monitor and preserve the department's professional image in the community by maintaining progressive training and positive media relations. (Positive City Image)
- To provide crime prevention services and education to the public and work in partnership to reduce criminal opportunities. (Safety and Security)
- To provide community connections and assistance through outreach, cooperation, and programs designed to meet the needs of the community. (A Sense of Community)
- To identify alternate funding sources and shared service opportunities to increase the efficiency and effectiveness of programs and resources while lowering overall costs. (Financial Stability)

**OBJECTIVES**

- Hire only the most qualified individuals for employment in the Police Department through conducting thorough background investigations and adherence to stringent pre-hire qualifications.
- Deliver continuous personnel training, maintain all licenses required or issued by the State of Texas, and further the professional development of all personnel.
- Maintain positive working relationships with the media by remaining accessible, transparent, and delivering appropriate responses in a timely manner by a variety of available medium.
- Provide community outreach, partnership, and interaction through the department's Citizens' Police Academy (C.P.A.), Volunteers in Policing Service Program, Crime Watch/CFMH Programs, and the Volunteer Community Resource Coordinator's Position.
- Provide on-site law enforcement services and activities on school campuses by providing School Resource Officers at designated schools.
- Provide expert assistance to crime victims through the department's Crime Victim's Liaison for counseling, professional referrals, and assistance in the State's qualification process for compensation.
- Identify grant funding sources and shared service opportunities to increase the efficiency and effectiveness of police services and supplement or expand resources not otherwise available to the department.
- Provide outreach to our spanish speaking community in North Richland Hills and the surrounding area through the Unidos Hispanic community outreach and support program.

PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security</b>			
# Of authorized sworn personnel:	10.00	10.00	11.00
Captain	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00
Officer	7.00	7.00	8.00
# Of authorized civilian personnel:	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
# of Contract Employees	2.00	2.00	2.00
# Of Background investigations conducted	190	232	255
# Of employees hired	28	27	27
# Of police officers hired	4	3	3
# Of civilian police employees hired	24	24	24
Ratio of background investigations conducted per position hired	1:07	1:08	1:08
# Of Crime prevention service calls	384	377	385
# Of crime victims liaison referrals	763	719	730

DEPARTMENT / DIVISION	FUND		
POLICE – ADMINISTRATIVE SERVICES	CRIME CONTROL DISTRICT		
PROGRAM NAME			
ADMINISTRATIVE SERVICES DIVISION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
# Of resource coordinator referrals	11	9	12
<b>Goal: Safety and Security Continued</b>			
# Of resource coordinator connections	4	2	12
# Of crime victims receiving state compensation	23	10	12
Total amount received by Crime Victims Compensation	\$122,997.00	\$181,567.00	\$204,995.00
# Of outside training hours	11,493 hours	9,966 hours	10,165 hours
# Of inside training hours	612 hours	1,077 hours	1,098 hours
Average # of training hours per employee	69	63	64
# Of active crime watches	37	37	37
# Of active crime free multi-housing properties	18	18	17
SRO's activity on school campuses:			
Offense reports	102	118	117
Arrests/detentions	0	1	3
Citations / Affidavits	36	31	36
Enforcement Activity <sup>1</sup>	444	495	498
<b>Goal: Financial Stability</b>			
# Of grant applications	12	13	7
# Of grants obtained	11	13	7
% Of grants awarded vs. applications	95.00%	100.00%	100.00%
Total amount of grant awards	\$1,483,932.38	\$846,434.17	\$709,341.00
<b>Goal: Positive City Image</b>			
# Of media releases	37	37	40
<b>Goal: A Sense of Community</b>			
# Of assignments conducted by VIP's	33	34	36
# Of V.I.P.S. membership	51	51	51
# CPAAA Activities	42	40	42
# Of C.P.A.A.A. membership	42	42	48
# Of students graduated from the C.P.A.	34	22	30
# Of Unidos Events:	0	2	4

1 Removed counseling but now includes service calls

2 New program added

DEPARTMENT		FUND		
POLICE - ADMINISTRATIVE SERVICES - 8002		CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$691,622	\$744,044	\$744,108	\$864,766
General Services	0	0	3,000	0
Maintenance	0	7,000	7,000	6,500
Sundry	8,825	21,506	21,506	24,269
Supplies	10,352	23,037	68,756	23,037
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$710,799</b>	<b>\$795,587</b>	<b>\$844,370</b>	<b>\$918,572</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Lieutenant	1.00	1.00	1.00	0.00
Police Officer	4.00	4.00	4.00	3.00
Administrative Technician	1.00	1.00	1.00	1.00
School Resource Officer	0.00	0.00	0.00	4.00
<b>Full-Time</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>

<b>DEPARTMENT / DIVISION</b> POLICE – INVESTIGATIONS	<b>FUND</b> CRIME CONTROL DISTRICT		
<b>PROGRAM NAME</b> CRIMINAL INVESTIGATIONS DIVISION			
<b>DESCRIPTION / MISSION</b>			
<p>The Criminal Investigations Division consists of Crimes Against Persons, Property Crimes, Technology Crimes and the Narcotics Sections. The Crimes Against Persons Section investigates causes of major offenses including homicide, sexual assault, robbery, family violence, juvenile crime and performs follow-up investigations at crime scenes where forensic evidence may be available. The Crime Scene Search Unit also assists neighboring agencies when requested, and supervises the multi-agency Automated Fingerprint Identification System (AFIS). The Property Crimes Section investigates auto theft, burglary, theft, fraud and all other property related crimes. The Technology Crimes Unit utilizes highly specialized computer forensics lab equipment to investigate and recover electronic evidence of crime. The Narcotics Section investigates offenses concerning criminal narcotic trafficking and other undercover investigations as the need surfaces. These investigators work narcotic offenses in NRH as well as work closely with Federal and State agencies in an attempt to reduce the flow of narcotics into our community, which includes assignment within the DEA and Tarrant County Task Forces, as well as recent assignment within the new DEA Diversion Task Force. The Crime Analyst performs intelligence gathering on both criminals and crime trends in and near North Richland Hills. All Sections handle the recovery of stolen property, arrest of fugitives and maintain liaison with various Federal, State &amp; local agencies.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To thoroughly investigate all assigned offenses. (Safety and Security)</li> <li>• To develop forensic evidence for the prosecution of criminals. (Safety and Security)</li> <li>• To apprehend all possible suspects in crimes committed. (Safety and Security)</li> <li>• To proactively investigate all narcotics related information provided. (Safety and Security)</li> <li>• To utilize crime analysis to assist in clearing cases and tracking crime trends. (Safety and Security)</li> <li>• To exceed national average for percentages of cases cleared. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Exceed the national clearance rate average for violent crimes.</li> <li>• Exceed the national clearance rate average for property crimes.</li> <li>• Increase narcotics enforcement activity in NRH and with participating task forces.</li> <li>• Ensure that all leads are followed.</li> <li>• Maintain crime analysis case clearance assistance.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of authorized sworn personnel:	22	22	23
Captain	1	1	1
Sergeant	3	3	3
Detective	18	18	19
# Of authorized civilian personnel:	4	4	4
Police Administrative Technician	1	1	1
Crime Analyst	1	1	1
Crime Scene Examiner	2	2	2
# Of CID warrants issued	277	292	298
# Of latent prints inquiries in AFIS	115	102	104
# Of SIU warrants issued	37	40	41
Total # of cases processed	7,452	7,079	7,221
Total # of cases assigned to department	7,415	4,644	4,737
Total # of cases assigned to division	4,774	4,491	4,581
Total # of cases assigned to detectives	4,316	4,047	4,128
Total # of Crime Analysis case assists	1,066	1,043	1,064
Total # of Crime Scene investigations	106	95	97
Total # of cases assigned to CSSU examiners	65	56	57
Total # of cases assigned to the SIU	318	308	314
Average # of monthly cases processed	621	590	602
Average # of monthly division caseload	398	374	382
Average # of monthly detective caseload	360	337	344
Average # of cases assigned monthly per detective	20.0	18.7	19.1
Average # of cases assigned daily (entire division)	18.4	17.3	17.6
Average # of cases assigned daily to detectives	16.6	15.6	15.9

DEPARTMENT / DIVISION POLICE – INVESTIGATIONS	FUND CRIME CONTROL DISTRICT		
PROGRAM NAME CRIMINAL INVESTIGATIONS DIVISION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security Continued</b>			
# Of crime analysis clearance assists	27	40	41
Total # of narcotic arrests by the SIU	370	328	335
Total # of cases cleared (department)	3,268	2,927	2,986
Total # of cases cleared (division)	1,574	1,379	1,407
Clearance rate:			
Violent crimes (national clearance rate – 46.8%)	58.60%	59.00%	60.18%
Property crimes (national clearance rate – 19.0%)	26.30%	26.10%	26.62%
Combined CID clearance rate	32.97%	30.71%	31.32%
* The new Spillman CAD/RMS system implemented on October 12, 2015 incorporates an automated form of handling minor reports that previously required assignment to process. This system reduces the need to assign cases that have no need of further investigation.			

DEPARTMENT		FUND		
POLICE - INVESTIGATIONS - 8003		CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$332,589	\$359,211	\$355,588	\$364,186
General Services	9,723	21,215	21,215	18,215
Maintenance	4,714	15,907	15,907	15,907
Sundry	61,650	64,773	64,773	67,015
Supplies	10,257	17,384	17,384	18,458
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$418,933</b>	<b>\$478,490</b>	<b>\$474,867</b>	<b>\$483,781</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Police Officer	2.00	2.00	2.00	2.00
Crime Analyst	1.00	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

DEPARTMENT / DIVISION POLICE- UNIFORMED SERVICES DIVISION	FUND CRIME CONTROL DISTRICT
PROGRAM NAME UNIFORMED SERVICES	
<b>DESCRIPTION / MISSION</b>	
<p>The Uniformed Services Division consists of the Patrol Section and the Traffic Section. The SWAT Unit, Bicycle Unit and Honor Guard Unit are specialized, volunteer units that are within the Uniformed Services Division. The primary responsibility of the Patrol Section is the maintenance of law and order through timely response to calls-for-service, preliminary investigation of criminal offenses, apprehension of persons committing felony or misdemeanor crimes, and the enforcement of statutes including ordinances regulating traffic, along with parking violations. Additionally, the Uniformed Services Division enhances the furtherance of crime prevention and community policing through a partnership with citizens, the Beat Management Program, the Bicycle Unit, the K-9 Unit and by providing excellence in all police services. The Traffic Section is tasked with the enforcement of traffic laws and investigating vehicular accidents including a Commercial Vehicle Enforcement Unit. This section also responds to traffic complaints in congested areas, dangerous locations, and as called upon by citizens within the community. Both sections are equally tasked with providing high police visibility while working with citizens in a preventive approach to problems within the community. The K-9 Unit aids in the discovery and interdiction of illegal drugs. The primary responsibility of the SWAT Unit is to handle special threat situations that require special weapons and tactics. Special threat situations normally fall into one of the following categories: sniper, barricaded person, hostage situations, dignitary protection or hazardous warrant service. The SWAT Unit will provide a specialized service to the community and will assist surrounding communities, if requested, in line with the Greater Dallas/Fort Worth Regional Law Enforcement Mutual Aid Task Force Agreement.</p>	
<b>GOALS</b>	
<ul style="list-style-type: none"> <li>• To create a safer community environment for citizens and motorists, we will protect life and property by vigorously pursuing criminals, responding in a timely manner, thoroughly investigating calls-for-service and proactively problem solving. (Safety and Security)</li> <li>• To develop and maintain a highly motivated, well trained and accountable law enforcement staff having a high level of integrity, ethics and pride. Our staff will take ownership in their duties, all working together as a team, to achieve excellence in police service while remaining open to new and meaningful ideas. (Safety and Security)</li> <li>• To create an overall higher quality of life by respecting the laws and rights of the people we serve and maximizing all available police resources to reduce the impact of crime in our community. (Safety and Security)</li> <li>• To focus on a citizen partnership through compassion, awareness, openness and community participation to create an environment of public confidence and trust within the community we serve, while at all times maintaining high levels of leadership and professionalism. (Safety and Security)</li> </ul>	
<b>OBJECTIVES</b>	
<ul style="list-style-type: none"> <li>• Keep patrol response times for priority #1 calls to within 5½ minutes and priority #2 calls to within 8 minutes.</li> <li>• Implement special traffic enforcement details to reduce traffic complaints and accidents in problem areas.</li> <li>• Provide quality initial investigations for patrol-related calls for service.</li> <li>• Respond to SWAT incidents utilizing proven strategic methods to effectively reduce or eliminate injury to citizens, police officers, or team members.</li> <li>• Certify all patrol and traffic personnel to the highest TCOLE certification possible.</li> <li>• Provide specialized training for SWAT, negotiator, honor guard, bicycle, K-9 and traffic officers.</li> <li>• Lawfully seek out and arrest criminal offenders responsible for crime within our community.</li> <li>• Reduce complaints for patrol and traffic staff to a minimum.</li> <li>• Create an environment that promotes the active participation in the Volunteers in Policing Program.</li> <li>• Utilize public service officers to take reports and other order maintenance issues to allow sworn personnel more available time to accomplish crime and traffic safety objectives.</li> <li>• Utilize bicycle patrol officers to work high crime areas to decrease reported offenses.</li> <li>• Create opportunities for officers to participate in community events and meetings to improve quality of life issues.</li> <li>• Look for problem areas in each district and direct officer patrols to solve or mitigate those issues.</li> <li>• Utilize the Commercial Vehicle Enforcement Unit to increase safe travel in the City through commercial vehicle inspections.</li> <li>• Utilize the Narcotics K-9 Unit to continue to combat drug activity within the City and surrounding area.</li> <li>• Enhance sex offender compliance through the Beat Management Program.</li> </ul>	

DEPARTMENT / DIVISION	FUND		
POLICE- UNIFORMED SERVICES DIVISION	CRIME CONTROL DISTRICT		
PROGRAM NAME			
UNIFORMED SERVICES			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security</b>			
# Of total authorized personnel (FTEs)	80.90	80.90	78.90
# Of sworn authorized personnel:	72.00	72.00	70.00
Captains	1.00	1.00	1.00
Lieutenants	4.00	4.00	4.00
Patrol sergeants	9.00	9.00	9.00
Patrol officers	49.00	49.00	48.00
Traffic sergeant	1.00	1.00	1.00
Traffic officers	8.00	8.00	7.00
# Of civilian authorized personnel (FTEs):	8.90	8.90	8.90
Police records technician	1.00	1.00	1.00
Public service officers	4.00	4.00	4.00
School crossing guards (Part-Time {15 X .26})	3.90	3.90	3.90
# Of total calls for service uniformed services	32,534	31,856	32,493
# Of calls for service response for patrol/traffic officer	28,599	27,661	28,214
# Of calls for service for public service officer	3,935	4,195	4,279
# Of priority 1 calls	990	790	806
# Of priority 2 calls	6,254	6,147	6,269
# Of traffic section enforcement details <sup>1</sup>	691	804	820
# Of directed patrol (started 01/01/2010)	10,775	12,017	12,257
# Of SWAT callouts	4	4	4
# Of SWAT warrant services	4	4	4
# Of registered sex offenders	39	39	39
Response time by patrol/traffic officers for Priority 1	4:02 min	3:43 min	3:43 min
Response time by patrol/traffic officers for Priority 2	5:05 min	4:55 min	4:55 min
# Of traffic section citizen complaint details	88	116	118
# Of traffic section accident reduction details	4	10	10
# Of traffic section officer initiated details	280	354	361
# Of traffic section officer commercial vehicle details	319	276	325
# Of SWAT training sessions	24	24	24
# Of sex offender compliance checks	115	122	124
# Of total reports taken by uniformed services	6,596	6,256	6,380
# Of reports taken by patrol/traffic officers:	4,989	4,705	4,798
# Of offense reports	4,198	3,794	3,869
# Of miscellaneous reports	173	262	267
# Of accident reports	618	649	662
# Of reports taken by public service officers:	1,607	1,551	1,582
# Of offense reports	1,540	1,502	1,532
# Of miscellaneous reports	67	49	50
# Of patrol/traffic officer arrests	2,614	2,787	2,843
# Of violations written by patrol officers	8,388	8,030	8,196
# Of violations written by traffic officers	11,540	11,042	11,262

DEPARTMENT		FUND		
POLICE - UNIFORM SERVICES - 8004		CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$2,466,830	\$2,573,664	\$2,576,502	\$2,626,551
General Services	0	0	1,200	2,300
Maintenance	152,452	163,195	163,195	173,277
Sundry	110,729	119,140	119,140	125,037
Supplies	4,716	9,960	8,760	8,400
Capital	14,660	0	0	0
<b>TOTAL</b>	<b>\$2,749,387</b>	<b>\$2,865,959</b>	<b>\$2,868,797</b>	<b>\$2,935,565</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Police Officer	17.00	17.00	17.00	18.00
Sergeant	1.00	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00	4.00
Public Service Officer	4.00	4.00	4.00	4.00
<i>Part-Time</i>				
School Crossing Guard	0.26	0.26	0.26	0.26
<b>Full-Time</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>27.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>
<b>TOTAL</b>	<b>26.26</b>	<b>26.26</b>	<b>26.26</b>	<b>27.26</b>

DEPARTMENT		FUND		
POLICE - TECHNICAL SERVICES - 8006		CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$499,109	\$470,027	\$470,104	\$506,386
General Services	0	0	1,200	2,300
Maintenance	780	0	0	0
Sundry	26,376	30,785	28,185	34,097
Supplies	2,434	8,800	5,800	6,000
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$528,698</b>	<b>\$509,612</b>	<b>\$505,289</b>	<b>\$548,783</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Records Manager	1.00	1.00	1.00	1.00
Records Clerk	6.00	6.00	6.00	6.00
<b>Full-Time</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

DEPARTMENT / DIVISION POLICE – PROPERTY/EVIDENCE	FUND CRIME CONTROL DISTRICT		
PROGRAM NAME PROPERTY & EQUIPMENT MANAGEMENT SECTION			
<b>DESCRIPTION / MISSION</b>			
<p>The Property and Equipment Management Section is responsible for the storage, safekeeping and disposal of all property collected, recovered, found, or otherwise received by police personnel. This section maintains records critical to the proper handling and disposal of all property under its care and maintains the integrity of all evidence submitted to court. The Property and Equipment Management Section is charged with determining the disposition of all property stored and in accordance with court orders and/or departmental policy, mandating strict protocols for property and evidence disposal. This section is also responsible for the department's Quartermaster function, to include property accountability of all issued equipment, as well as, maintaining support for all uniforms and personal assigned equipment. Lastly, this section maintains oversight of the department's police fleet to ensure all vehicles and public safety equipment are accounted for and in serviceable condition.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To process and securely maintain all evidence and property collected by the police in a professional and expedient manner. (Safety and Security)</li> <li>• To allow expeditious access to property and evidence when needed by the departments or courts. (Efficient and Effective Delivery of Services)</li> <li>• To expedite the purging of accumulated property and evidence destined for disposition per state approved methods and department policies in a timely, efficient and professional manner. (Efficient and Effective Delivery of Services)</li> <li>• To provide personnel with needed uniforms and equipment. (Safety and Security)</li> <li>• To maintain police fleet and equipment. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Educate, promote enhanced property and evidence submission by officers, in order to improve the submission process.</li> <li>• Enhance the security and efficiency of all property storage locations to improve accountability and responsiveness.</li> <li>• Reduce property inventory through purging, per legal disposition, thus promoting efficient utilization of available storage space and reducing management requirements.</li> <li>• Maintain release times that support expeditious release of property to rightful owners.</li> <li>• Maintain a Quartermaster program that supports timely satisfaction of police uniform and equipment requirements.</li> <li>• Maintain police vehicle fleet and equipment to highest operational and safety standards.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Safety and Security</b></p> <ul style="list-style-type: none"> <li># Of property items auctioned</li> <li># Of quartermaster items issued</li> <li># Of items returned to quartermaster for disposal</li> <li># Of items returned to stock</li> <li>* % Of personnel issued authorized uniforms</li> </ul> <p><b>Goal: Efficient and Effective Delivery of City Services</b></p> <ul style="list-style-type: none"> <li># Of authorized civilian personnel: <ul style="list-style-type: none"> <li>Property and Equipment Manager</li> <li>Property/Evidence Technicians</li> <li>Technical Service Officer</li> </ul> </li> <li># Of property pieces processed</li> <li># Of quarterly inventory of all weapons, narcotics and money</li> <li># Of audits to ensure compliance to all policy and procedures</li> <li># Of annual inventory of property maintained by section</li> <li># Of quartermaster transactions</li> <li># Of completed city court orders</li> <li># Of completed county court orders</li> <li># Of property items permanent released</li> <li># Of property items destroyed</li> <li>% Of received property items processed</li> <li>% Of received items disposed of as to percent received</li> </ul> <p>* Change in count - now reflects % of employees who requested uniform items</p>	<p>219</p> <p>2,300</p> <p>259</p> <p>235</p> <p>70.00%</p> <p>4.00</p> <p>1.00</p> <p>2.00</p> <p>1.00</p> <p>20,040</p> <p>4</p> <p>2</p> <p>1</p> <p>3,620</p> <p>749</p> <p>134</p> <p>569</p> <p>3,896</p> <p>100.00%</p> <p>22.28%</p>	<p>219</p> <p>2,340</p> <p>230</p> <p>220</p> <p>70.00%</p> <p>4.00</p> <p>1.00</p> <p>2.00</p> <p>1.00</p> <p>20,931</p> <p>4</p> <p>2</p> <p>1</p> <p>3,250</p> <p>640</p> <p>52</p> <p>471</p> <p>2,416</p> <p>100.00%</p> <p>13.79%</p>	<p>223</p> <p>2,387</p> <p>237</p> <p>224</p> <p>72.00%</p> <p>4.00</p> <p>1.00</p> <p>2.00</p> <p>1.00</p> <p>21,349</p> <p>4</p> <p>2</p> <p>1</p> <p>3,315</p> <p>601</p> <p>105</p> <p>480</p> <p>2,464</p> <p>100.00%</p> <p>13.79%</p>

DEPARTMENT POLICE - <i>PROPERTY/EVIDENCE</i> - 8008		FUND CRIME CONTROL DISTRICT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$131,490	\$160,115	\$160,115	\$167,030
General Services	0	3,000	1,800	6,600
Maintenance	6,828	5,000	5,000	5,000
Sundry	4,451	4,674	4,674	4,908
Supplies	13,548	21,100	89,820	18,800
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$156,317</b>	<b>\$193,889</b>	<b>\$261,409</b>	<b>\$202,338</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Technical Services Officer	1.00	1.00	1.00	1.00
Property/Equipment Manager	0.00	0.00	1.00	1.00
<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

DEPARTMENT / DIVISION POLICE – RECORDS SECTION	FUND CRIME CONTROL DISTRICT		
PROGRAM NAME RECORDS MANAGEMENT SECTION			
<b>DESCRIPTION / MISSION</b>			
<p>The Records Section serves as the Department’s official record custodian along with the processing and retention of all police records. This area is responsible for computer hardware and software planning as well as testing and training for the Records Management System within the police department. This section is accountable for data entry, auditing, maintaining records and accurately coding all police reports for the department’s State report. The Records Section serves as the record liaison for the public, the State and the FBI. This section is responsible for maintaining a high level of customer service abilities by providing assistance to citizens with various needs either face to face or by telephone. Personnel assigned to this service area also assist the Patrol Section by taking non-emergency police reports upon request and other tasks that would otherwise have to be accomplished by a police officer.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To process and maintain all reports submitted within the police department for retrieval of any information as needed. (Safety and Security)</li> <li>• To maintain efficiency of accurate data entry on all reports. (Safety and Security)</li> <li>• To efficiently store data through the use of technology for long periods of time. (Safety and Security)</li> <li>• To efficiently use record retention schedules to dispose of records no longer needed by the department. (Efficient and Effective Delivery of Services)</li> <li>• To create an environment for volunteerism and community involvement through citizen participation in support activities for the Records team. (Sense of Community)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Continue to develop or enhance computer programs that will streamline all data entry of police records by the use of automated reporting and imaging systems.</li> <li>• Enhancing customer service by streamlining methods of searching and logging data with the use of Intranet and Internet.</li> <li>• Maintain data entry and auditing of reports into the computer system within 48 hours of receiving the records with the current amount of staff.</li> <li>• Proactively utilize emerging technologies to better store and manage department records.</li> <li>• Effectively utilize volunteers to assist in serving the public by fingerprinting, document management, and customer service.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Safety and Security</b>  * # Of accident reports entered (1)  # Of record technicians searching like gender inmates  <b>Goal: A Sense of Community</b>  # Of fingerprints completed by volunteers  <b>Goal: Efficient and Effective Delivery of City Services</b>  # Of authorized civilian personnel:  Record Manager  Police Record Clerks  # Of offense, arrest, and supplements audited  # Of scanned documents by Record Clerks  # Of scanned documents by Volunteers  # Of open records request processed  * # Of offense/supplement reports taken by record technicians (2)  * Average # of minutes to take a report (3)  Average # of minutes to take fingerprints for citizens  Average # of minutes spent auditing reports</p>	<p>618 58 363 7.00 1.00 6.00 5,269 161,565 202,839 1,137 8 20.0 mins 20.0 mins 10.0 mins</p>	<p>412 36 363 7.00 1.00 6.00 5,523 68,985 48,839 1,135 217 23.0 mins 20.0 mins 12.0 mins</p>	<p>0 22 370 7.00 1.00 6.00 5,633 28,973 11,721 1,158 520 35.0 mins 20.0 mins 12.0 mins</p>
<p>(1) Records section no longer processes Crash reports - file direct to State  (2) Records clerks are planned to increase report taking function this year  (3) Report taking times are planned to increase due to frequency and complexity</p>			

DEPARTMENT TRAFFIC SAFETY		FUND TRAFFIC SAFETY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$216,385	\$0	\$0	\$0
Uniformed Services	0	0	0	0
Technical Services	0	0	0	0
Red Light Camera Administration	793,797	900,322	959,475	970,781
Pedestrian Safety	15,033	14,887	15,850	16,246
Traffic Enforcement / Traffic Safety	26,373	18,100	146,728	115,767
Non Departmental	0	0	0	2,250
Transfer to Fleet Services	0	0	0	0
Transfer to Capital Projects	0	0	0	0
<b>TOTAL</b>	<b>\$1,051,588</b>	<b>\$933,309</b>	<b>\$1,122,053</b>	<b>\$1,105,044</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$201,552	\$206,071	\$187,113	\$244,995
General Services	823,663	709,138	788,212	742,245
Maintenance	0	0	0	50,767
Sundry	0	0	140,628	2,037
Supplies	500	6,100	6,100	0
Capital	25,873	12,000	0	65,000
<b>TOTAL</b>	<b>\$1,051,588</b>	<b>\$933,309</b>	<b>\$1,122,053</b>	<b>\$1,105,044</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Technical Services Coordinator	0.60	0.60	0.60	0.60
Administrative Technician	0.00	0.80	0.80	0.80
<i>Part-Time:</i>				
Police Officer (PT-3)*	1.50	1.50	1.50	1.50
Crossing Guard Supervisor (PT-1)*	0.48	0.48	0.48	0.48
<b>Full-Time</b>	<b>0.60</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.98</b>	<b>1.98</b>	<b>1.98</b>	<b>1.98</b>
<b>TOTAL</b>	<b>2.58</b>	<b>3.38</b>	<b>3.38</b>	<b>3.38</b>

DEPARTMENT / DIVISION TRAFFIC SAFETY – TRAFFIC SAFETY	FUND TRAFFIC SAFETY		
PROGRAM NAME TRAFFIC SAFETY			
<b>DESCRIPTION / MISSION</b>			
In an effort to improve traffic safety and reduce collisions at high traffic intersections, the City of North Richland Hills implemented a Red Light Photo Enforcement Program. The Traffic Safety Fund was created to ensure that the uses of revenues generated from Red Light Camera citations adhere to Council Policy and Texas State law.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To adhere to Council policy on the uses of Red Light Camera citation revenues. (Financial Stability)</li> <li>To improve traffic safety in the City of North Richland Hills by decreasing the number of red light violations and reducing intersection collisions. (Efficient and Effective Delivery of City Services)</li> <li>To educate motorists of the dangers of red-light running resulting in changed driver behavior. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Recover all allowed expenses and remit State of Texas 50% share of revenues after allowed expenses.</li> <li>Assess a civil penalty against the owners of vehicles that enter a monitored intersection after the light changes to red.</li> <li>Identify and fund proactive traffic safety programs within program guidelines.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of monitored intersections	7	7	7
# Of cameras	9	9	9
Total # of violations reviewed	32,869	29,412	28,824
Total # of violations issued	26,299	25,539	25,028
# Of crashes at monitored intersections* (Calendar Year)	11	14	14
# Of crashes w/ injuries at monitored intersections* (Calendar Yr.)	8	5	5
% Of increase/reduction in crashes at monitored intersections	27.00%	-5.00%	-7.00%
% Of increase/ reduction in crashes w/ injuries at monitored intersections	-38.00%	-47.00%	-48.00%
<b>Goal: Financial Stability</b>			
Amount of gross revenue received	\$1,226,566.00	\$1,119,159.00	\$1,096,776.00
Amount of operating expenses	\$793,797.00	\$730,800.00	\$889,000.00
Amount of total net revenue delegated to the texas trauma account	\$216,385.00	\$194,180.00	\$103,888.00
Amount of total net revenue placed into the NRH traffic safety fund	\$216,385.00	\$194,180.00	\$103,888.00
% Of violations collected	62.00%	58.00%	58.00%
<b>Goal: Efficient and Effective Delivery of City Services</b>			
Total # of authorized Civilian Personnel	1.88	1.88	1.88
Technical Services Coordinator	0.60	0.60	0.60
Administrative Technician	0.80	0.80	0.80
Crossing Guard Supervisor	0.48	0.48	0.48
Total # of authorized Sworn Personnel	1.50	1.50	1.50
P/T Officers FTE (# X .5)	1.50	1.50	1.50
% Of violations set for hearing officer	1.00%	1.00%	1.00%
*Lines added due to low number of crashes drastically affecting the percentages with the addition or decrease of a few crashes			

DEPARTMENT / ACTIVITY		FUND		
TRAFFIC SAFETY - ADMINISTRATION		TRAFFIC SAFETY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	216,385	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$216,385</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / ACTIVITY		FUND		
TRAFFIC SAFETY - RED LIGHT PROGRAM ADMIN		TRAFFIC SAFETY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$186,519	\$191,184	\$171,263	\$228,536
General Services	607,278	709,138	788,212	742,245
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$793,797</b>	<b>\$900,322</b>	<b>\$959,475</b>	<b>\$970,781</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Full-Time:				
Technical Services Coordinator	0.60	0.60	0.60	0.60
Administrative Technician	0.00	0.80	0.80	0.80
Part-Time:				
Police Officer (PT-3)*	1.50	1.50	1.50	1.50
<b>Full-Time</b>	<b>0.60</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>TOTAL</b>	<b>2.10</b>	<b>2.90</b>	<b>2.90</b>	<b>2.90</b>

DEPARTMENT / ACTIVITY		FUND		
TRAFFIC SAFETY - PEDESTRIAN SAFETY		TRAFFIC SAFETY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$15,033	\$14,887	\$15,850	\$16,246
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$15,033</b>	<b>\$14,887</b>	<b>\$15,850</b>	<b>\$16,246</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Full-Time: Crossing Guard Supervisor (PT-1)*	0.48	0.48	0.48	0.48
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>
<b>TOTAL</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>

DEPARTMENT / ACTIVITY		FUND		
TRAFFIC SAFETY - TRAFFIC ENFORCEMENT		TRAFFIC SAFETY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	0
Supplies	500	6,100	6,100	0
Capital	25,873	12,000	0	65,000
<b>TOTAL</b>	<b>\$26,373</b>	<b>\$18,100</b>	<b>\$6,100</b>	<b>\$65,000</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / ACTIVITY		FUND		
TRAFFIC SAFETY - NON DEPARTMENTAL		TRAFFIC SAFETY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$213
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	0	2,037
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,250</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# EMERGENCY MANAGEMENT

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The Emergency Management Department's mission is to minimize loss of life and damage by maintaining a program that addresses preparedness, mitigation, response and recovery for all hazards. To accomplish this mission, the North Richland Hills Office of Emergency Management will work in close coordination with mutual aid partners, Tarrant County, the State of Texas and federal agencies in the preparation of a program of outreach coordination, planning, training and exercising.

The department has various goals in place which it seeks to meet:

- Assisting all city departments with emergency mitigation and disaster planning.
- Coordinating emergency management training programs as well as emergency operation drills.
- Managing the Emergency Operations Center.
- Serving as the city's primary liaison for emergency management and emergency preparedness.
- Serving as the first responder to emergency events which could have a significant impact to the city.

FY 2016/2017	Adopted Budget
	General Fund
Salaries	\$ 103,190
General Services	349,065
Maintenance	377,355
Sundry	19,536
Supplies	53,873
Capital	102,133
Total	<u>\$ 1,005,152</u>

DEPARTMENT EMERGENCY MANAGEMENT		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$828,451	\$986,428	\$892,645	\$1,005,152
<b>TOTAL</b>	<b>\$828,451</b>	<b>\$986,428</b>	<b>\$892,645</b>	<b>\$1,005,152</b>
	ACTUAL	ADOPTED	REVISED	ADOPTED
Salaries	\$97,349	\$99,168	\$99,522	\$103,190
General Services	311,287	333,769	338,363	349,065
Maintenance	277,030	377,355	294,671	377,355
Sundry	18,711	19,270	19,045	19,536
Supplies	23,733	54,733	46,216	53,873
Capital	100,340	102,133	94,828	102,133
<b>TOTAL</b>	<b>\$828,451</b>	<b>\$986,428</b>	<b>\$892,645</b>	<b>\$1,005,152</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-time:</i> Emergency Management Coordinator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>DEPARTMENT / DIVISION</b> FIRE – EMERGENCY MANAGEMENT	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> EMERGENCY MANAGEMENT			
<b>DESCRIPTION / MISSION</b>			
The Office of Emergency Management (OEM) is responsible for mitigation, planning, preparedness and recovery from manmade or natural disasters and emergencies for North Richland Hills. Other areas of responsibility are grant management, radio communications, Community Emergency Response Team (CERT), Radio Amateur Civil Emergency Services (RACES), and city security systems.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To create a disaster resilient city through an effective emergency management program. (Safety and Security)</li> <li>• To coordinate with local, regional, and state agencies through joint planning, training, and exercising. (Safety and Security)</li> <li>• To continually improve the City's ability to respond to large scale emergencies. (Safety and Security)</li> <li>• To provide quality training to citizens through volunteer opportunities with RACES and CERT programs. (Efficient and Effective Delivery of City Services)</li> <li>• To ensure grant eligibility through program coordination with the Texas Division of Emergency Management and the Department of Homeland Security. (Financial Stability)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Increase the coordination of the City's Emergency Management / Homeland Security plans and measures.</li> <li>• Monitor divisional budget to ensure proper allocation and efficient expenditure of funds.</li> <li>• Meet all local, state and Federally mandated requirements for grant eligibility.</li> <li>• Increase the training, review and familiarity of city staff with the Emergency Operations Plan.</li> <li>• Increase the number of staff training hours, preparedness drills and exercises.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Inputs:</b>			
# Of personnel assigned to division (FTEs)	1.00	1.00	1.00
# Of volunteers (RACES and CERT)	280	295	310
# Of public safety 800mhz radios covered by maintenance	376	389	400
<b>Outputs:</b>			
# Of volunteer hours worked	2,500 hours	2,550 hours	2,550 hours
# Of preparedness exercise(s) conducted	1	2	3
# Of audible outdoor warning siren tests	9	9	9
# Of severe weather hours worked	40	60	60
# Of staff trainings completed	5	5	5
# Of grant trainings and meetings attended	12	15	15
# Of public outreach publications distributed	200	250	250
<b>Efficiency:</b>			
# Of FTE personnel per 1,000 people	0.02	0.02	0.02
<b>Effectiveness:</b>			
Percent of grant eligibility requirements complete	100.00%	100.00%	100.00%

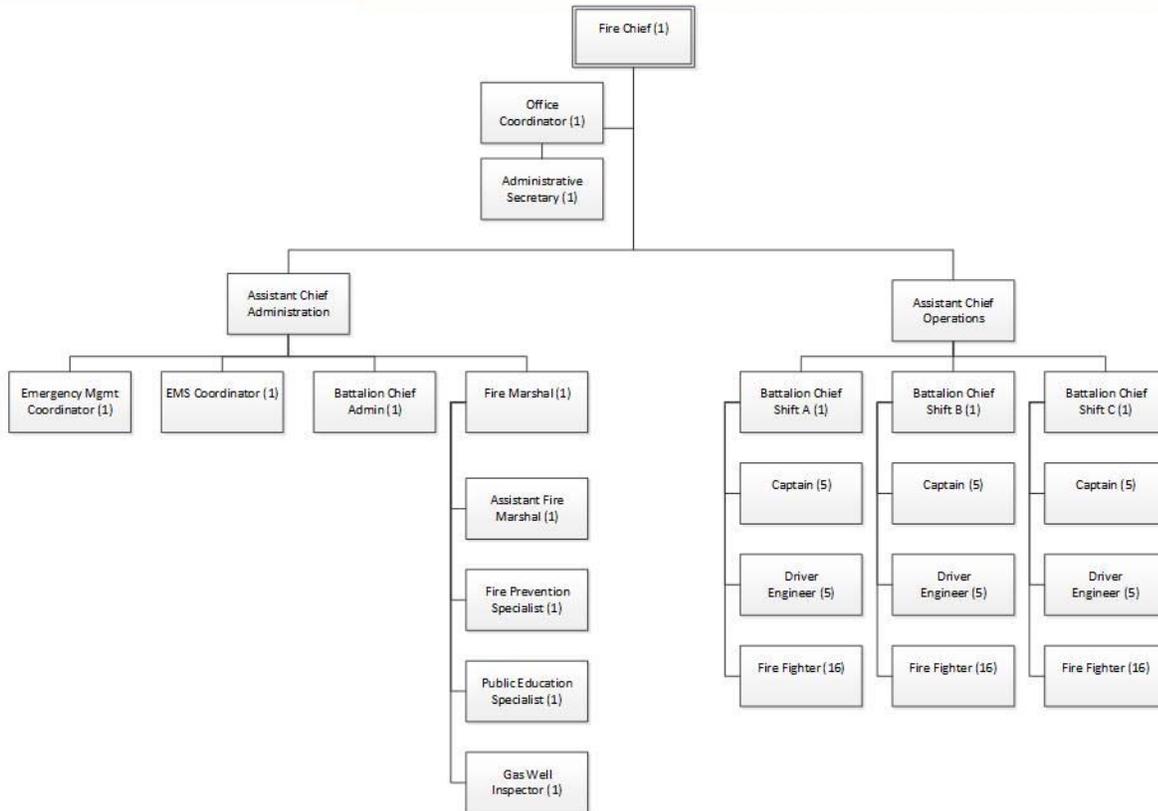
DEPARTMENT		FUND		
EMERGENCY MANAGEMENT - ADMIN - 8901		GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$97,349	\$99,168	\$99,522	\$103,190
General Services	311,287	333,769	338,363	349,065
Maintenance	277,030	377,355	294,671	377,355
Sundry	18,711	19,270	19,045	19,536
Supplies	23,733	54,733	46,216	53,873
Capital	100,340	102,133	94,828	102,133
<b>TOTAL</b>	<b>\$828,451</b>	<b>\$986,428</b>	<b>\$892,645</b>	<b>\$1,005,152</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Full-time: Emergency Management Coordinator	1.00	1.00	1.00	1.00
<b>Full-Time</b>	1.00	1.00	1.00	1.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# FIRE DEPARTMENT

The Fire Department strives to define fire service among peers and the community. The department makes every effort to be the defining standard of the fire service committed to developing strong leaders, embracing innovation and technology, fostering effective cooperation, persistent in improving safety and honoring tradition. The department's mission is to answer the call to strengthen our community's quality of life through dedicated service, courageous members, strong leadership and honoring tradition.

FY 2016/2017	Adopted Budget
	<b>General Fund</b>
Salaries	\$ 10,153,874
General Services	164,708
Maintenance	590,005
Sundry	364,995
Supplies	437,912
Capital	9,000
<b>Total</b>	<b><u>\$ 11,720,494</u></b>

FY 2016-2017
Fire



DEPARTMENT FIRE / EMS SERVICES		FUND GENERAL		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Administration	\$361,806	\$385,605	\$390,078	\$396,273
Operations	8,185,792	8,571,547	8,587,202	8,997,235
Operations Support	1,501,204	1,579,668	1,576,816	1,668,416
Fire Inspections	615,843	635,548	671,415	658,570
<b>TOTAL</b>	<b>\$10,664,645</b>	<b>\$11,172,368</b>	<b>\$11,225,511</b>	<b>\$11,720,494</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$9,295,833	\$9,696,717	\$9,709,845	\$10,153,874
General Services	104,339	154,124	117,449	164,708
Maintenance	485,902	507,688	506,285	590,005
Sundry	292,172	316,348	332,463	364,995
Supplies	421,821	488,491	489,414	437,912
Capital	64,578	9,000	70,055	9,000
<b>TOTAL</b>	<b>\$10,664,645</b>	<b>\$11,172,368</b>	<b>\$11,225,511</b>	<b>\$11,720,494</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Fire Chief	1.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Battalion Chief	6.00	6.00	6.00	6.00
Fire Lieutenant	16.00	0.00	0.00	0.00
Fire Captain	0.00	16.00	16.00	16.00
Apparatus Oper/FPS	15.00	0.00	0.00	0.00
Driver Engineer	0.00	15.00	15.00	15.00
Firefighters	45.00	48.00	48.00	48.00
Fire Prevention Specialist	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Public Safety Education Officer	1.00	1.00	1.00	1.00
Gas Well Inspector	1.00	1.00	1.00	1.00
<b>Full-Time (Sworn)</b>	<b>88.00</b>	<b>91.00</b>	<b>91.00</b>	<b>91.00</b>
<b>Full-Time (Non-Sworn)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>90.00</b>	<b>93.00</b>	<b>93.00</b>	<b>93.00</b>

<b>DEPARTMENT / DIVISION</b> FIRE – ADMINISTRATION	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> FIRE ADMINISTRATION			
<b>DESCRIPTION / MISSION</b>			
Fire Administration coordinates, directs and monitors all activities relating to Fire Prevention and Education, Emergency Management-Homeland Security Planning, Emergency Ambulance Service and Fire Operations, including Haz-Mat, Technical Rescue and Explosive Removal services. Fire Administration houses support staff that coordinates, monitors and controls all operating expenses, all personnel related functions and daily administrative operations in the Department. Administration reviews the day-to-day operations of the Department to ensure continuous improvement of service delivery to citizens and internal Department personnel. Fire Administration strives to be open and innovative, and to anticipate the future needs of the City and Fire Department.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure the quality of customer service and the readiness of Fire Department members to respond to emergency incidents through training and education. (Safety and Security)</li> <li>• To strive to continuously improve the City's overall fire protection capabilities, thereby maintaining the City's favorable (2) Public Protection Classification (PPC) rating. (Safety and Security)</li> <li>• To ensure the effective and efficient use of Fire Department human and physical resources. (Effective and Efficient Delivery of City Services)</li> <li>• To identify measures to enhance the occupational safety and health of all Fire Department members. (Safety and Security)</li> <li>• To be active in the Fire Service community outside the Department, and project a positive image for the City. (Local and Regional Leadership)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Meet all Texas Commission on fire protection standards.</li> <li>• Provide fire and EMS training for all personell to maintain State certifications</li> <li>• Monitor and update Strategic Plan</li> <li>• Conduct a status review of the Fire Department occupational safety and health program in accordance with NFPA 1500.</li> <li>• Monitor budget to ensure proper allocation and efficient expenditure of funds within budget.</li> <li>• Monitor data and reports to ensure proper and efficient use of human &amp; physical resources.</li> <li>• Evaluate fire information management system to provide better data and access data in a more timely manner.</li> <li>• Maintain a 95% or better Citizen satisfaction rate for overall Service Delivery for Department.</li> <li>• Be active leader in local, regional and state Fire related organizations and associations.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of authorized sworn department positions	87.00	87.00	90.00
# Of authorized civilian department positions	3.00	3.00	3.00
# Of command staff planning sessions conducted	14	20	20
# Of Medical Director update meetings conducted	2	3	3
# Of station meetings conducted	12	9	12
# Of sworn firefighters per 1,000 population:	1.33	1.33	1.31
# Of citizens attending citizen fire academy	0	20	17
# Of apparatus/vehicle purchases placed in-service	0	1	3
% Mandated fire training completed	100.00%	100.00%	100.00%
% Mandated ems training completed	100.00%	100.00%	100.00%
Amount budgeted	10,714,072	10,888,059	\$9,355,454
Per capita cost for fire/emergency services	\$163.56	\$164.30	\$142.11
# Per 1,000 including ambulance staff (87,87,90)	1.33	1.33	1.31
# Per 1,000 excluding ambulance staff (69,69,72)	1.04	1.04	1.05
Property protection classification	2	2	2
<b>Goal: Financial Stability</b>			
Community room fees collected	\$500.00	\$490.00	\$500.00
<b>Goal: Positive City Image</b>			
% Of citizen response rating of department services of excellent or good	98.80%	98.80%	98.70%
<b>Goal: A Sense of Community</b>			
# Of community rooms	2	2	2
# Of Citizens Fire Academy's conducted	1	0	1
Population	65,210	65,210	68,529

DEPARTMENT / DIVISION FIRE – ADMINISTRATION	FUND GENERAL		
PROGRAM NAME FIRE ADMINISTRATION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: A Sense of Community Continued</b>			
# Of new or renovated facilities projects initiated	2	1	1
# Of Long/Barfield community room #1 booked events	10	9	10
# Of community room #4 booked events	5	5	5
<b>Goal: Local and Regional Leadership</b>			
# Of NEFDA meetings attended	12	12	12
# Of Tarrant County Fire Chiefs meetings attended	6	2	6
# Of Texas Fire Chiefs meetings attended	2	4	4

DEPARTMENT FIRE - ADMINISTRATION - 9001		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$296,577	\$303,735	\$306,752	\$314,811
General Services	1,089	9,054	6,525	14,318
Maintenance	4,207	5,614	2,943	350
Sundry	36,228	36,127	37,669	36,554
Supplies	23,705	31,075	36,189	30,240
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$361,806</b>	<b>\$385,605</b>	<b>\$390,078</b>	<b>\$396,273</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Fire Chief	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION FIRE – OPERATIONS	FUND GENERAL		
PROGRAM NAME FIRE OPERATIONS			
<b>DESCRIPTION / MISSION</b>			
The Operations Division provides 24 hour emergency response services for the citizens and visitors of North Richland Hills. These services include fire protection, advanced life support ambulance service, rescue, hazardous materials response, explosion hazard response, in-service fire safety inspections, hydrant inspections, fire/life safety education, and a myriad of other public services.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide professional and effective emergency response services. (Efficient and Effective Delivery of City Services)</li> <li>• To reduce fire loss through annual inspections and improved response times. (Safety and Security)</li> <li>• To provide planned professional fire prevention and education services for businesses and citizens of North Richland Hills. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Maintain department average turnout time of 1:00 or less</li> <li>• Maintain department average travel time of 04:15 or less</li> <li>• Confine 80% of the structure fires to the object, area or room of origin.</li> <li>• Service Hydrants twice a year</li> <li>• Minimize number of mutual aid transports by other agencies.</li> <li>• Participate in community events and public education opportunities.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of personnel assigned per shift	26	27	27
# Of engine companies	4	4	4
# Of truck companies	1	1 cross staffed	1 cross staffed
# Of ambulance crews	3	3	3+1 cross staffed
# Of total calls for EMS response	5,268	5,311	5,400
# Of EMS response with transport	3,798	4,022	4,050
# Of EMS mutual aid responses received	105	87	45
# Of EMS patients transported by mutual aid neighbor	80	67	35
# Of total calls for fire response	1,644	1,704	1,750
# Of structure fire responses	44	38	40
# Of false alarm calls	390	423	350
# Extending beyond structure	0	0	0
% Fire Incidents with First unit on within 5 min	39.26%	46.66%	47.00%
% Fire Incidents with complete Full Alarm on within 9 minutes	78.28%	85.47%	86.00%
% Of EMS ALS responses within 5 minutes	82.84%	84.71%	86.00%
% Of EMS ALS responses within 8 minutes	98.02%	98.46%	98.50%
% Extending beyond structure	0.00%	0.00%	0.00%
EMS response / ambulance:			
M221	6	58	40
M222	1620	1677	1570
M223	1835	1930	1870
M224	1397	1469	500
SQ225			1000
Overall average response time in minutes (mm:ss)	06:34	07:16	06:30
Average turnout time in minutes (mm:ss)	01:01	00:55	00:55
Average travel time in minutes (mm:ss)	04:06	03:55	03:55
<b>Goal: Financial Stability</b>			
% Of ems responses resulting in transport	73.00%	75.72%	75.00%
<b>Goal: Positive City Image</b>			
# Of EMS mutual aid responses given	219	256	250
# Of fire automatic / mutual aid responses given	174	415	400

DEPARTMENT / DIVISION FIRE – OPERATIONS	FUND GENERAL		
PROGRAM NAME FIRE OPERATIONS			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Efficient and Effective Delivery of City Services</b> # Of total calls Structure fires confined to: # Confined to object, area or room of origin # Confined to structure % Of fires confined to object, area or room of origin % Of fires confined to structure	7593  17 44 38.63% 100.00%	7622  11 38 28.94% 100.00%	7600  10 40 25.00% 100.00%

DEPARTMENT FIRE - OPERATIONS - 9002		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$8,039,764	\$8,413,499	\$8,429,149	\$8,832,968
General Services	4,025	4,590	4,451	5,270
Maintenance	0	0	0	0
Sundry	140,707	149,823	149,823	156,197
Supplies	1,297	3,635	3,779	2,800
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$8,185,792</b>	<b>\$8,571,547</b>	<b>\$8,587,202</b>	<b>\$8,997,235</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Fire Lieutenant	0.00	0.00	0.00	0.00
Fire Captain	15.00	15.00	15.00	15.00
Apparatus Oper/FPS	0.00	0.00	0.00	0.00
Driver Engineer	15.00	15.00	15.00	15.00
Firefighters	45.00	48.00	48.00	48.00
<b>Full-Time</b>	<b>79.00</b>	<b>82.00</b>	<b>82.00</b>	<b>82.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>79.00</b>	<b>82.00</b>	<b>82.00</b>	<b>82.00</b>

<b>DEPARTMENT / DIVISION</b> FIRE – OPERATIONS SUPPORT	<b>FUND</b> GENERAL		
<b>PROGRAM NAME</b> OPERATIONS SUPPORT			
<b>DESCRIPTION / MISSION</b>			
The Operations Support Division provides training and materiel support to all other Fire Department Divisions. The Operations Support Division also serves as liaison between the Medical Director and the Fire Department EMS Quality Management Committee. This support role is accomplished through; apparatus, equipment, and supply purchase, distribution and maintenance, providing all required Fire, EMS, TCOLE, HazMat, Technical Rescue and Explosive Technician, Continuing Education (CE) training, providing a broad spectrum of professional development training and Fire Department Occupational Safety and Health initiatives.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To operate the Division in an efficient and effective manner. (Efficient and Effective Delivery of City Services)</li> <li>• To continually improve the level of care provided to our patients. (Safety and Security)</li> <li>• To provide timely, high quality apparatus and equipment maintenance. (Safety and Security)</li> <li>• To provide quality apparatus, equipment and personal protective equipment of up to date technology for personnel that meet all applicable standards. (Safety and Security)</li> <li>• To provide quality training to all personnel in all disciplines. (Safety and Security)</li> <li>• To provide professional development training for selected personnel in ancillary disciplines for state certifications as needed. (Safety and Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Evaluate 100% of required skills for EMT-B and EMT-P each year, thus enhancing the individual EMS provider's abilities and confidence.</li> <li>• Review 100% of all EMS reports generated for Completion of Data.</li> <li>• Evaluate 100% of contracts for services and supplies to ensure efficient use and effectiveness.</li> <li>• Review a minimum of 1200 of the EMS reports generated for Quality Assurance and Protocol Adherence (100/month).</li> <li>• Provide 100% of annual required Fire continuing education training for all certified firefighters to satisfy mandated training requirements.</li> <li>• Provide Driver / Operator certification training to all Apparatus Operators in the Department.</li> <li>• Provide 100% of annual required EMS continuing education training for each certified EMS provider within the department, to meet all local, state and federally mandated training requirements.</li> <li>• Provide advanced level training for certifications as Fire Officer 1, Fire Officer 2 and Fire Inspector to 85% of all Officers in the Department.</li> <li>• Certify a minimum of 50% of all Paramedics in ACLS, BTLs, PEPP, PALS or other specialized EMS Training.</li> <li>• Test and certify 100% of all S.C.B.A. annually.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Safety and Security</b>			
# Of explosive technicians	3	3	3
# Of hazardous materials technicians	44	47	50
# Of fire fighters requiring basic skills assessment	87	90	90
# Of fire fighters requiring advanced skills assessment	78	84	84
# Of SCBA in the dept: packs/face pieces	54 / 88	53 / 85	53 / 85
# Of technical rescue team members	17	17	17
# Of fire fighters assessed for basic skills	87	90	90
# Of fire fighters assessed for advanced skills	78	84	84
# Of paramedics recertified	23	17	20
# Of EMT's recertified	0	4	1
% Of targeted basic skills completed	100.00%	100.00%	100.00%
% Of targeted advanced skills completed	100.00%	100.00%	100.00%
<b>Goal: Financial Stability</b>			
# Of EMS reports generated	5,227	5,778	6,300
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of authorized positions	3.00	3.00	3.00
# Of contracted medical support staff:			
Medical Director	1.00	1.00	1.00
Medical billing	1.00	1.00	1.00
# Of EMS Cont. Ed. Contact hours required annually	2,871 hours	2,871 hours	3,015 hours
# Of Fire Cont. Ed. Contact hours required annually	1,760 hours	2,270 hours	2,270 hours

DEPARTMENT / DIVISION	FUND		
FIRE – OPERATIONS SUPPORT	GENERAL		
PROGRAM NAME			
OPERATIONS SUPPORT			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Efficient and Effective Delivery of City Services</b>			
# Of fire inspectors	45	41	44
# Of TCOLE certified officers	7	6	6
# Of fire/arson investigators	17	17	17
# Of driver operator-pumper	73	74	80
# Of SCBA technicians	3	3	3
# Of EMS reports reviewed for data completeness	5,227	5,778	6,300
# Of EMS reports reviewed by quality management team	2,884	4,333	6,300
# Of EMS training Contact hours provided	4,633	4,769	3,500
# Of fire continuing education Contact hours provided	8,119	5,963	4,680
# Of breathing apparatus tested:			
Packs	54	53	53
Face pieces	88	85	85
% Of EMS reports reviewed for data completeness	100.00%	100.00%	100.00%
% Of EMS reports reviewed by quality mgt. Team	55.00%	75.00%	100.00%
% Of required ems ce training contact hours provided	161.00%	166.00%	116.00%
% Of required fire ce training contact hours provided	461.00%	263.00%	206.00%
% Of SCBA packs tested	100.00%	100.00%	100.00%
% Of SCBA face pieces tested	100.00%	100.00%	100.00%

DEPARTMENT FIRE - OPERATIONS SUPPORT- 9003		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$391,567	\$398,628	\$358,309	\$401,250
General Services	97,980	138,592	104,585	143,232
Maintenance	481,695	502,074	503,342	589,655
Sundry	86,531	101,295	114,200	144,109
Supplies	378,853	430,079	431,271	381,170
Capital	64,578	9,000	65,109	9,000
<b>TOTAL</b>	<b>\$1,501,204</b>	<b>\$1,579,668</b>	<b>\$1,576,816</b>	<b>\$1,668,416</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Battalion Chief	2.00	2.00	2.00	2.00
Assistant Chief	0.00	0.00	1.00	1.00
<b>Full-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

DEPARTMENT / DIVISION FIRE – PREVENTION	FUND GENERAL		
PROGRAM NAME FIRE PREVENTION			
<b>DESCRIPTION / MISSION</b>			
The Fire Prevention Division strives to provide a fire-safe environment by reducing the frequency, probability and severity of fires along with the consequences of death, injury and property damage. This is accomplished through fire safety education classes, fire safety inspections, fire investigations and by encouraging our customers to be more aware of fire safety in the home, at school, and in the workplace.			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To provide Fire &amp; Life Safety education training for the North Richland Hills Community through the school district, businesses, Juvenile Firesetter Program and citizen groups. (Safety &amp; Security)</li> <li>• To increase code compliance and awareness through guidance and Fire Code analysis on all new &amp; proposed developments through DRC, general plans review &amp; inspections. (Quality Community Development and Revitalization)</li> <li>• To reduce fire probability and loss through inspections and code enforcement. (Safety and Security)</li> <li>• To reduce False Fire Alarm calls through investigations as to cause and educating property owners. (Safety &amp; Security)</li> <li>• To provide timely Fire Origin and Cause investigations and arson case development as needed. (Safety &amp; Security)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Conduct 15 Commercial &amp; 45 Non-Commercial Fire/Life Safety programs.</li> <li>• Complete 90% of plans submitted for review within ten business days of receipt.</li> <li>• Complete 90% of annual fire safety inspections in businesses, licensed care facilities, and public &amp; private schools.</li> <li>• Identify hazards for correction by owner.</li> <li>• Identify cause of 90% of False Fire Alarms.</li> <li>• Track number of False Fire Alarm and assess fees.</li> <li>• Reduce False Fire Alarm calls by 10%.</li> <li>• Determine 85% accidental/intentional cause of fires within the City of North Richland Hills.</li> <li>• Prepare Arson cases for successful prosecution.</li> <li>• Continue delivery of Juvenile Firesetter Intervention Programs.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<b>Goal: Quality Development and Revitalization</b>			
Plans review:			
# Of fire plans reviewed	344	300	300
# Of businesses (per Economic Development)	1,200	1,200	1,200
# Processed through juvenile firesetters program	8	7	7
# Plans reviewed less than 10 days	274	270	270
% Of plans reviewed within 10 business days	80.00%	90.00%	90.00%
<b>Goal: Safety and Security</b>			
# Of authorized personnel	5.00	5.00	5.00
Fire safety education:			
# Of non-commercial fire safety education programs	104.00	45.00	45.00
# Of commercial fire safety education programs	18	15	15
# Of JFIP meetings	9	7	10
Inspections:			
# Of fire safety inspections	400	983	1,100
# Of sprinkler inspections	78	82	80
# Of fire alarm inspections	60	110	80
# Of fixed suppression inspections	12	15	20
# Of complaint inspections	13	12	10
# Of certificate of occupancy inspections	155	170	180
# Of miscellaneous inspections	220	200	200
Fire alarm investigations:			
# Of false fire alarms	223	200	190
Fire investigations conducted & conclusion:			
# Of accidental causes	33	30	30

DEPARTMENT / DIVISION	FUND		
FIRE – PREVENTION	GENERAL		
PROGRAM NAME			
FIRE PREVENTION			
PERFORMANCE MEASURES	2014-15 ACTUAL	2015-16 REVISED	2016-17 ESTIMATED
<b>Goal: Safety and Security Continued</b>			
# Of incendiary causes	2	3	3
# Of undetermined causes	2	3	4
# Of arson cases submitted	1	2	2
# Of identified fire safety hazards	0	760	700
# Of identified cause of false alarms	200	180	171
# Of fire investigations cleared	35	33	33
% Of juvenile repeat offenders	0.00%	0.00%	0.00%
% Of fire safety hazards corrected	0.00%	95.00%	97.00%
% Of fire safety inspections completed	0.00%	85.00%	97.00%
% Of reduction in fire alarm malfunctions	0.00%	10.00%	10.00%
% Of identifying cause & origin through investigations	95.00%	85.00%	85.00%
Amount of total fees assessed for false fire alarms	\$0.00	\$100.00	\$100.00
<b>Goal: Positive City Image</b>			
% Of citizen response rating of division services of excellent or good	98.00%	98.00%	98.00%

DEPARTMENT FIRE - PREVENTION - 9005		FUND GENERAL		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$567,925	\$580,855	\$615,635	\$604,845
General Services	1,245	1,888	1,888	1,888
Maintenance	0	0	0	0
Sundry	28,706	29,103	30,771	28,135
Supplies	17,966	23,702	18,175	23,702
Capital	0	0	4,946	0
<b>TOTAL</b>	<b>\$615,843</b>	<b>\$635,548</b>	<b>\$671,415</b>	<b>\$658,570</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Full-Time:</i>				
Assistant Chief / Fire Marshal	1.00	1.00	0.00	0.00
Fire Captain	1.00	1.00	1.00	1.00
Fire Prevention Specialist	1.00	1.00	1.00	1.00
Public Safety Education Officer	1.00	1.00	1.00	1.00
Battalion Chief / Fire Marshal	1.00	1.00	1.00	1.00
Gas Well Inspector	1.00	1.00	1.00	1.00
<b>Full-Time</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

# NON DEPARTMENTAL

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Non-departmental is the department where expenditures not identified with any particular department in the City are identified. These expenditures are not associated with any one particular department or are applicable to all departments. Therefore, these General Fund or Utility Fund non-operational expenditures are set aside in Non-departmental and benefit all General or Utility fund operational departments. Allocating these costs among the departments would not be reasonable or practical because there is no rationale for distributing these costs to the departments and a large one-time expenditure would skew the historical costs to such an extent that year to year comparison would be useless.

FY 2016/2017	Adopted Budget		
	General Fund	Utility Fund	Total
Salaries	\$ 126,822	\$ 42,100	\$ 168,922
General Services	291,291	1,204,095	1,495,386
Maintenance	886,737	1,822,929	2,709,666
Sundry	924,250	574,747	1,498,997
Supplies	45,000	-	45,000
Capital	1,176,950	175,000	1,351,950
<b>Total</b>	<b>\$ 3,451,050</b>	<b>\$ 3,818,871</b>	<b>\$ 7,269,921</b>

DEPARTMENT	FUND			
NONDEPARTMENTAL	GENERAL			
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Building Services	\$737,070	\$848,774	\$848,774	\$836,737
Nondepartmental				
Ambulance Bad Debt	0	0	0	0
Other	<u>767,629</u>	<u>973,331</u>	<u>1,197,928</u>	<u>1,098,506</u>
Non Departmental Subtotal	767,629	973,331	1,197,928	1,098,506
Other Transfers/Reserves:				
Economic Development Incentives	28,000	130,650	176,841	210,885
Capital Projects - Sidewalk Maintenance	68,000	50,000	50,000	50,000
Legal Settlements	0	0	150,000	0
Reserve for Self Insurance Fund	0	0	0	0
Reserve for Building Services Fund	0	0	0	0
Reserve for Equipment Services Fund	21,040	0	0	0
Reserve for Preventive Street Maint.	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for PEG Fee	0	179,980	179,980	176,950
Reserve for Records Preservation	0	0	0	0
Reserve for Transportation Projects	200,000	0	0	0
Loan to Golf Course Fund	0	0	0	0
Reserve for Neighborhood Revitalization Program	100,000	0	0	0
Transfer to Utility Fund	0	0	0	0
Transfer to CCD	0	0	0	0
Proposed Program Changes	0	0	0	0
Transfer to Capital Projects	0	0	0	0
Transfer to Information Services	77,385	75,703	75,703	77,975
<b>TOTAL</b>	<b>\$2,999,124</b>	<b>\$3,258,438</b>	<b>\$3,679,226</b>	<b>\$3,451,053</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$78,602	\$85,677	\$63,051	\$126,822
General Services	187,110	285,215	681,814	291,291
Maintenance	1,805,070	1,898,774	898,774	886,737
Sundry	683,343	763,792	787,030	924,253
Supplies	44,999	45,000	68,577	45,000
Capital	200,000	179,980	1,179,980	1,176,950
<b>TOTAL</b>	<b>\$2,999,124</b>	<b>\$3,258,438</b>	<b>\$3,679,226</b>	<b>\$3,451,053</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i>				
Intern (2)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part Time (Full Time Equivalents)</b>	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

DEPARTMENT / DIVISION NON-DEPARTMENTAL	FUND GENERAL		
PROGRAM NAME NON-DEPARTMENTAL			
<b>DESCRIPTION / MISSION</b>			
<p>Non-departmental is the department where expenditures not identified with any particular department in the City are identified. These expenditures are not associated with any one particular department or are applicable to all departments. Therefore, these General Fund non-operational expenditures are set aside in Non-departmental and benefit all General fund operational departments. Allocating these costs among the departments would not be reasonable nor practical because there is no rationale for distributing these costs to the departments or a large one-time expenditure would skew the historical costs to such an extent that year to year comparison would be useless.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure that the operation and maintenance of shared City facilities are adequately funded based on historical and projected costs. (Financial Stability)</li> <li>• To provide for cost effective insurance coverage for General Fund operations. (Financial Stability)</li> <li>• To fund the City's Pay-As-You-Go reserves to provide for various capital improvement projects. (Quality of Life)</li> <li>• To replenish the Self-insurance fund reserves per the reserving plan approved by City Council. (Financial Stability)</li> <li>• To provide training, support and intern programs that build and develop an exemplary workforce. (Positive City Image)</li> <li>• To prepare for contingencies that are unknown but could greatly benefit the City, if acted upon. (Financial Stability)</li> <li>• To host special events in the City that benefit citizens and visitors. (Quality of Life)</li> <li>• To understand citizens needs and concerns and identify areas of improvement. (Quality of Life)</li> <li>• To ensure financial stability and conduct thorough annual external audits. (Financial Stability)</li> <li>• To provide transportation services for elderly and handicapped and commuter rail. (Efficient and Effective Transportation System)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Transfer funds to Building Services for the operation and maintenance of shared City facilities.</li> <li>• Purchase life, general liability, public official liability and unemployment insurance coverage.</li> <li>• Fund the City's Pay-As-You-Go reserves.</li> <li>• Fund the Self-insurance fund reserves.</li> <li>• Continue training General Fund employees.</li> <li>• Produce Night of Holiday Magic and other special events throughout the year.</li> <li>• Conduct annual external audit.</li> <li>• Participate in NETS Program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
<p><b>Goal: Efficient and Effective Transportation System</b> # Of trips by NRH citizens using the Northeast Transportation Service (NETS)</p> <p><b>Goal: A Sense of Community</b> # Of Night of Holiday Magic events</p>	<p>5,524</p> <p>1</p>	<p>5,600</p> <p>1</p>	<p>5,600</p> <p>1</p>

DEPARTMENT / ACTIVITY	FUND			
NONDEPARTMENTAL	GENERAL			
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$78,602	\$85,677	\$63,051	\$126,822
General Services	187,110	285,215	681,814	291,291
Maintenance	0	0	0	0
Sundry	484,918	688,089	711,327	846,278
Supplies	44,999	45,000	68,577	45,000
Capital	200,000	179,980	1,179,980	1,176,950
<b>TOTAL</b>	<b>\$995,629</b>	<b>\$1,283,961</b>	<b>\$2,704,749</b>	<b>\$2,486,341</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i> Intern (2)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part Time (Full Time Equivalents)</b>	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

DEPARTMENT NONDEPARTMENTAL		FUND UTILITY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Building Services	\$1,598,063	\$1,752,816	\$1,752,816	\$1,822,929
Nondepartmental				
Insurance Premiums	60,062	59,533	59,533	60,715
Utility Bad Debt	44,757	84,000	84,000	84,000
Other	<u>114,392</u>	<u>119,418</u>	<u>102,682</u>	<u>138,640</u>
Sub Total	219,211	262,951	246,215	283,355
Other	0	0	0	18,009
Debt Service	1,198,909	1,066,480	1,864,763	1,128,595
Payment in Lieu of Taxes	382,777	387,493	387,493	390,983
Information Services	175,000	175,000	175,000	175,000
Equipment Services	50,000	50,000	50,000	0
Self-Insurance Reserve	0	0	0	0
Reserve for Capital Projects	0	0	3,226,239	0
<b>TOTAL</b>	<b>\$3,623,960</b>	<b>\$3,694,740</b>	<b>\$7,702,526</b>	<b>\$3,818,871</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$16,450	\$21,023	\$13,292	\$42,100
General Services	1,275,385	1,144,393	1,933,671	1,204,095
Maintenance	1,598,063	1,752,816	1,752,816	1,822,929
Sundry	509,061	551,508	551,508	574,747
Supplies	0	0	0	0
Capital	225,000	225,000	3,451,239	175,000
<b>TOTAL</b>	<b>\$3,623,960</b>	<b>\$3,694,740</b>	<b>\$7,702,526</b>	<b>\$3,818,871</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i> Intern (2)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

DEPARTMENT / DIVISION NON-DEPARTMENTAL	FUND UTILITY		
PROGRAM NAME NON-DEPARTMENTAL			
<b>DESCRIPTION / MISSION</b>			
<p>Non-departmental is the department where expenditures not identified with any particular department in the City are identified. These expenditures are not associated with any one particular department or are applicable to all departments. Therefore, these General Fund non-operational expenditures are set aside in Non-departmental and benefit all General fund operational departments. Allocating these costs among the departments would not be reasonable nor practical because there is no rationale for distributing these costs to the departments or a large one-time expenditure would skew the historical costs to such an extent that year to year comparison would be useless.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>• To ensure that the operation and maintenance of shared City facilities are adequately funded based on historical and projected costs. (Financial Stability)</li> <li>• To provide for cost effective insurance coverage for General Fund operations. (Financial Stability)</li> <li>• To fund the City's Pay-As-You-Go reserves to provide for various capital improvement projects. (Quality of Life)</li> <li>• To replenish the Self-insurance fund reserves per the reserving plan approved by City Council. (Financial Stability)</li> <li>• To provide training, support and intern programs that build and develop an exemplary workforce. (Positive City Image)</li> <li>• To prepare for contingencies that are unknown but could greatly benefit the City, if acted upon. (Financial Stability)</li> <li>• To host special events in the City that benefit citizens and visitors. (Quality of Life)</li> <li>• To understand citizens needs and concerns and identify areas of improvement. (Quality of Life)</li> <li>• To ensure financial stability and conduct thorough annual external audits. (Financial Stability)</li> <li>• To provide transportation services for elderly and handicapped and commuter rail. (Efficient and Effective Transportation System)</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>• Transfer funds to Building Services for the operation and maintenance of shared City facilities.</li> <li>• Purchase life, general liability, public official liability and unemployment insurance coverage.</li> <li>• Fund the City's Pay-As-You-Go reserves.</li> <li>• Fund the Self-insurance fund reserves.</li> <li>• Continue training General Fund employees.</li> <li>• Produce Night of Holiday Magic and other special events throughout the year.</li> <li>• Conduct annual external audit.</li> <li>• Participate in NETS Program.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 REVISED</b>	<b>2016-17 ESTIMATED</b>
# Of trips by NRH citizens using the Northeast Transportation Service (NETS)	5,524	5,600	5,600
# Of Night of Holiday Magic events	1	1	1

DEPARTMENT NONDEPARTMENTAL - <i>Nondepartmental</i> - 9898		FUND UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$16,450	\$21,023	\$13,292	\$24,091
General Services	1,275,385	1,144,393	1,933,671	1,204,095
Maintenance	1,598,063	1,752,816	1,752,816	1,822,929
Sundry	509,061	551,508	551,508	574,747
Supplies	0	0	0	0
Capital	225,000	225,000	3,451,239	175,000
<b>TOTAL</b>	<b>\$3,623,960</b>	<b>\$3,694,740</b>	<b>\$7,702,526</b>	<b>\$3,800,862</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
<i>Part-Time:</i> Intern (2)	0.50	0.50	0.50	0.50
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.50	0.50	0.50	0.50
<b>TOTAL</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

**NRH**

# DRAINAGE UTILITY FUND

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This fund accounts for the monthly fees charged to residents and businesses to pay for the cost of drainage improvements throughout the City. The fee is based on a residential or commercial unit's usage of drainage facilities. The fee varies slightly based on zoning category. Transfers are made to the Debt Service Fund to pay for principal and interest on bonds approved by voters for drainage improvements.

FY 2016/2017	Adopted Budget	DUF Fund
Salaries		\$ -
General Services		-
Maintenance		30,000
Sundry		1,142,197
Supplies		-
Capital		-
Total		<u>\$ 1,172,197</u>

DEPARTMENT DRAINAGE UTILITY		FUND DRAINAGE UTILITY		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Drainage Utility	\$1,399,395	\$678,789	\$866,090	\$1,172,197
<b>TOTAL</b>	<b>\$1,399,395</b>	<b>\$678,789</b>	<b>\$866,090</b>	<b>\$1,172,197</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	3,695	0	0	0
Maintenance	29,324	30,000	30,000	30,000
Sundry	1,366,375	648,789	836,090	1,142,197
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$1,399,395</b>	<b>\$678,789</b>	<b>\$866,090</b>	<b>\$1,172,197</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Part-Time (Full-Time Equivalents)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / ACTIVITY		FUND		
DRAINAGE UTILITY - Drainage Utility - 0000		DRAINAGE UTILITY		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	3,695	0	0	0
Maintenance	29,324	30,000	30,000	30,000
Sundry	1,366,375	648,789	836,090	1,142,197
Supplies	0	0	0	0
Capital	0	0	0	0
<b>TOTAL</b>	<b>\$1,399,395</b>	<b>\$678,789</b>	<b>\$866,090</b>	<b>\$1,172,197</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**NRH**

# GAS DEVELOPMENT

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Revenue for the Gas Development Fund is generated from natural gas development. In June 2006 City Council adopted a resolution creating a conservative policy on the use of natural gas development revenues. The policy was established to avoid over-reliance on these revenues and to establish how the revenues would be used. Caution was taken in considering uses for gas revenues because it is difficult to predict well production and long term production normally means the production decreases over time. In general the policy guidelines establish three areas for using the money: (1) to bridge the gap of sales tax revenue reductions, (2) to use “one time” revenues for projects or non-recurring capital needs, and (3) to use the revenues for expanding the City’s economic base and for economic development.

FY 2016/2017	Adopted Budget	Gas Dev. Fund
Salaries		\$ -
General Services		-
Maintenance		-
Sundry		257,196
Supplies		-
Capital		-
Total		<u>\$ 257,196</u>

DEPARTMENT GAS DEVELOPMENT		FUND GAS DEVELOPMENT		
ACTIVITIES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
General Fund Operations	\$0	\$0	\$0	\$0
Preventive Street Maintenance	0	0	0	0
Golf Course Fund	0	0	0	0
Park Development Fund	0	0	0	0
Transfer to Capital Projects	20,000	0	2,796,070	0
Transfer to Debt Service	0	0	0	0
Interfund Loan Repayment	0	0	3,226,239	0
Contribution to Reserves	0	0	227,609	257,196
<b>TOTAL</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$6,249,918</b>	<b>\$257,196</b>
EXPENSE GROUPS	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	3,453,848	257,196
Supplies	0	0	0	0
Capital	20,000	0	2,796,070	0
<b>TOTAL</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$6,249,918</b>	<b>\$257,196</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

DEPARTMENT / DIVISION GAS DEVELOPMENT	FUND GAS DEVELOPMENT		
PROGRAM NAME GAS DEVELOPMENT			
<b>DESCRIPTION / MISSION</b>			
<p>The Gas Development Fund was created to ensure that the uses of revenues generated from gas exploration and production adhere to Council Policy. Property taxes, permitting fees and fines which support General Fund activities are realized in that fund and are not considered here. Bonuses are one-time revenues paid for the right to access City land; bonuses are to be used for non-recurring projects and/or capital purchases. Royalties, leases and overrides generate ongoing but diminishing revenue streams and are to be used for non-recurring projects or to temporarily offset slowly recovering sales tax revenues. Royalties, leases and overrides can also be used to augment or expand economic development programs with the realization that the additional support will diminish over time.</p>			
<b>GOALS</b>			
<ul style="list-style-type: none"> <li>To adhere to Council policy on the Uses of Revenues from Gas Exploration/Production.</li> </ul>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>Use gas development revenues for strategic, one time purchases.</li> </ul>			
<b>PERFORMANCE MEASURES</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 REVISED</b>	<b>2015-16 ESTIMATED</b>
# of Acres leased for minerals	604 acres	604 acres	604 acres
\$ Value Of Bonuses	\$110,423	\$5,040	\$0

DEPARTMENT / ACTIVITY		FUND		
GAS EXPLORATION - Gas Exploration - 0000		GAS DEVELOPMENT		
EXPENDITURES	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
Salaries	\$0	\$0	\$0	\$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	0	0	3,453,848	257,196
Supplies	0	0	0	0
Capital	20,000	0	2,796,070	0
<b>TOTAL</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$6,249,918</b>	<b>\$257,196</b>
PERSONNEL SUMMARY	2014-15 ACTUAL	2015/16 ADOPTED	2015-16 REVISED	2016-17 ADOPTED
No Personnel				
<b>Full-Time</b>	0.00	0.00	0.00	0.00
<b>Part-Time (Full-Time Equivalents)</b>	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# DEBT SERVICE FUNDS

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This section primarily includes four Debt Service Funds: General Debt Service, Utility Debt Service, Park & Recreation Facilities Development Fund Debt Service, and Aquatic Park Debt Service. (The General Debt Service Fund is established by ordinances authorizing the issuance of general obligation bonds and certificates of obligation to provide for the payment of bond principal and interest as they become due and payable.) Property tax rates and levy are required to be computed and collected, which will provide sufficient funds to pay principal and interest as it comes due. Debt issuance finances the City's purchase of land, buildings, land improvements, and construction and reconstruction of streets and drainage facilities. Current projects are listed in the Capital Improvement Section of this budget document. Utility Debt Service is the principal and interest payments for the City's Utility System. The revenue source for these payments is from current revenues of the Utility Fund and interest earnings from bond proceeds. The Park & Recreation Facilities Development Debt Service Fund makes principal and interest payments for debt issued to upgrade the park and recreational facilities of the City. These funds are secured by a one-half percent sales tax approved by voters in 1992. Aquatic Park Debt Service Fund makes principal and interest payments for debt issued for attractions at the aquatic park. Other Debt Service Funds included in this section are Golf Course Fund Debt Service, Tax Increment Finance Districts #1 and #2 Debt Service, Drainage Utility Fund Debt Service, Building Services Fund Debt Service, Equipment Services Debt Service. A summary schedule for citywide debt service is included in the following pages.

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**NRH**

# DEBT SERVICE FUNDS

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## OVERVIEW OF DEBT SERVICE FUNDS

General Debt Service – General Debt Service is used for the accumulation of resources for payment of general long-term debt principal and interest. Resources include an applicable portion of the ad valorem tax levy and related interest income usable from debt service. Funding of the Debt Service Fund is made on a conservative basis of estimating the collectable portion of the tax levy. From this collectable portion, an allocation of available funds is made between General Fund operating revenue and the Debt Service Fund. Requirements for debt service are based on the amount of outstanding general obligation debt and related debt service costs. The debt service requirements are predictable; because once a bond sale is closed, the requirements can only be altered by a bond sale for new money or a refunding of old issues. Bonds are primarily sold to fund Capital Improvement Program projects and to refund existing debt.

Utility – The Utility Fund makes payments for the principal and interest of scheduled debt service associated with Utility System improvements and refunding bonds. Debt service payments are made semi-annually. The debt service is paid from current revenues of the Utility System.

Park Fund Debt Service – The Park and Recreation Facilities Development Debt Service Fund is used to make principal and interest payments on revenue debt issued for the Park and Recreation Facilities Development Fund. A one-half percent sales and use tax approved by the voters of North Richland Hills in August 1992, secures the revenue bonds. These revenues are solely dedicated for park and recreational purposes including the construction of a tennis center, family Aquatic Park, design and construction of hike and bike trails, and general improvements to neighborhood parks.

Golf – The Golf Course Fund makes payments for the principal and interest of scheduled debt service associated with Golf Course improvements and refunding bonds. The source of revenue for Golf Course debt service is current revenues of the Golf Course.

Tax Increment Financing (TIF) Debt Service – The TIF #1 and #2 Debt Service Funds are used to make principal and interest payments on debt issued for infrastructure and other capital improvements made within the City's two tax increment zones and refunding bonds. The TIF #1A Debt Service Funds are used to make principal and interest payments on debt issued for TIF #1 expansion. The primary source of revenue for TIF debt service is property tax generated by holdings within the TIF districts.

Aquatic Park Fund Debt Service – The Aquatic Park Fund makes payments for the principal and interest of scheduled debt service associated with Aquatic Park improvements. Debt service consists of principal and interest on outstanding bond issues. The source of revenue for Aquatic Park debt service is current revenues of the Aquatic Park.

Both Drainage Utility and Internal Service debt are included with General Debt Service.

Drainage Utility – The Drainage Utility Fund makes payments for the principal and interest of scheduled debt service associated with citywide drainage improvements. The primary source of revenue for the Drainage Utility Fund is drainage fees charged to improved property which may or may not be a part of the wastewater system such as a septic system.

Internal Service – The Equipment Services and Building Services Funds make payments for the principal and interest of scheduled debt service associated with building improvements and capital equipment purchases and refunding bonds. The primary source of revenue for these funds is user fees charged back to all other City departments utilizing services.

# DEBT SERVICE FUNDS

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## DEBT MANAGEMENT

Debt Issuance – The City issues debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens, and to allow it to fulfill its various missions as a City. Debt may be issued for the purposes of purchasing land or right-of-way and/or improvements to land, for construction projects to provide for the general good, for capital equipment, or for refunding existing debt. The City will uphold all related bond covenant agreements associated with bond issues. Bond issues will be conducted after consultation with an external financial advisor. The City will maintain good communications with bond rating agencies, financial advisors, independent auditors, investors, and citizens regarding its financial condition.

General Obligation Bonds (GO's) – General Obligation Bonds are used to fund capital assets of the general government such as facilities, streets, and drainage, and to refund existing debt. They are not to be used to fund operating needs of the City. A general obligation bond is a legal debt instrument used to finance permanent projects within the City limits. The tax base and the City's ability to tax for repayment of indebtedness back the bond. The full faith and credit of the issuing government also back the bond. State law requires an incorporated city to submit the proposed bond issue to a public referendum and to receive voter authorization prior to issuance of bonds.

Revenue Bonds (RB's) – Revenue Bonds are issued to provide for the capital needs of an activity that requires continuation or expansion of a service that produces revenue, and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. A revenue bond is a legal debt instrument used to finance permanent public projects. Unlike the GO bonds, the revenue bond does not require voter approval. The City Council is authorized to approve the bond issue and set user rates at a sufficient amount to pay the annual principal and interest as well as operating needs.

Certificates of Obligation (CO's) – Certificates of Obligation are used to fund capital requirements that are not otherwise covered under either Revenue Bonds or General Obligation Bonds. Debt Service for CO's may be either from general revenues or backed by a specific revenue stream or streams, or by a combination thereof. Generally, CO's are issued for the acquisition or construction of capital assets.

Analysis of Financial Alternatives – Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives include, but are not limited to: (1) grants-in-aid, (2) use of reserves, (3) use of current revenues, (4) contributions from developers and others, (5) leases, and (6) impact fees.

Disclosure – Full disclosure of operations will be made to the bond rating agencies and other users of financial information. City staff, with the assistance of financial advisors and bond counsel, will prepare necessary materials for presentation to the rating agencies, aid in the production of Official Statements, and take responsibility for the accuracy of all financial information released.

Federal Requirements – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.

Debt Limit – The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. The City Charter limits the ad valorem tax rate to \$1.50 per \$100 valuation of taxable property within the City. North Richland Hills' adopted rate of \$0.61 falls well below this limit.

# DEBT SERVICE FUNDS

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Bond Ratings – North Richland Hills’ bond ratings are as follows:

	<u>Moody’s</u>	<u>Standard and Poor’s</u>
General Obligation Bonds	Aa2	AA+
Utility Revenue Bonds	Aa2	AA+

Ratings provided by these agencies directly affect the interest rate on new debt issue. The City’s policies are focused on issues that maintain high bond ratings and keep debt costs reasonable. The City’s bond or “credit” rating is an assessment of the City’s ability and willingness, and its legal obligation, to make full and timely payments of principal and interest on the debt security over the course of its maturity schedule. Ratings are designed exclusively for the purpose of grading debt instruments according to their credit qualities and do not constitute a recommendation to buy or sell a security. The rating process evaluates the past performance and trends, and evaluates estimated future prospects. Both qualitative data and quantitative data are considered. Historical trends and current conditions, in addition to prepared projections, are utilized when making evaluations about future performance. Evaluations are generally based on what has taken place over the last five to ten years.

When applying for a credit rating, the items required of the City include audit reports, current budget documents, current capital improvement program, statements of long and short-term debt, and an indication of appropriate authority for debt issuance. Standard & Poor’s ratings range from AAA to BBB, with AAA being the highest rating. Moody’s has nine basic rating categories for long-term obligations, ranging from AAA to C. An AAA rating indicates the issuer has an extremely strong ability to meet its debt obligations, whereas a C rating represents an adequate ability to meet debt requirements.

Financial Advisor – The City currently uses First Southwest Company in the capacity of financial advisor. First Southwest Company coordinates the debt issuance for the City. They assist in the determination of the City’s capacity to authorize, issue, and service debt. On the basis of this determination and with the approval of the City, First Southwest Company proceed with the sale of the debt instruments. When the City accepts a bid for the debt instruments, First Southwest Company directs the closing of the sale.

Debt Capacity – As of October 1, 2015, the City currently has the capacity to issue approximately \$4.41 million in general obligation debt. The following assumptions were made in figuring the City’s debt capacity: no change in the City’s current \$0.61 property tax rate, average bond interest rates equal to 3.6%, debt maturity equal to the useful life of purchased or constructed assets for all issues, and average annual tax base growth equal to 1%. New construction estimates were also used in calculating the annual and cumulative figures.

## **DEBT SERVICE FUND SUMMARY**

Below is a summary of each of the City’s outstanding obligations. Please note the figures in parentheses represent the remaining principal amount for each issue. The total remaining principal and interest amount as of October 1, 2015 equals \$183,235,132.

### **GENERAL DEBT (Series 2005-2014)**

General Obligation Refunding Bonds 2014 – In 2014, General Obligation bonds were issued totaling \$10,835,000. Of this amount, \$225,000 was for the emergency operations center in the new city hall. These projects were adopted in 2003 bond elections. Also issued in 2014 are refunding bonds in the amount of \$10.6 million.

Certificates of Obligation, 2014 – In 2014, \$21,990,000 in Certificates of Obligation were issued for capital equipment, new city hall facility construction, and construction of animal control facility.

# DEBT SERVICE FUNDS

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General Obligation Refunding Bonds 2013 – In 2013, \$17,110,000 General Obligation bonds were issued for street improvements, drainage improvements, animal adoption center facility, and the new city hall facility. These projects were adopted in 2003 and 2012 bond elections. Also issued in 2013 are refunding bonds in the amount of \$4.2 million.

Certificates of Obligation, 2013 – In 2013, \$7,560,000 in Certificates of Obligation were issued for capital equipment, new street construction (City Pointe Drive), and construction of animal control facility.

General Obligation Bonds, 2012 – In 2013, \$10,000,000 in General Obligations bonds were issued for 2012 Bond Election Municipal Facilities Project and 2003 Bond election streets and drainage projects.

General Obligation Refunding Bonds, 2012 – In 2012, \$2,884,934 General Obligation refunding bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

General Obligation Bonds, 2012 – In 2012, \$25,830,000 in General Obligations bonds were issued for 2012 Bond Election Municipal Facilities Project and 2003 Bond election streets and drainage projects.

General Obligation Refunding Bonds, 2011 – In 2011, \$2,130,000 General Obligation refunding bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

Certificates of Obligation, 2011 – In 2011, \$945,000 in Certificates of Obligation were issued for capital equipment, and two drainage projects.

General Obligation Bonds, 2010 – In 2010, \$5,850,000 in General Obligation bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

Certificates of Obligation, 2010 – In 2010, \$2,910,000 in Certificates of Obligation were issued for ambulance equipment and five street and drainage projects.

General Obligation Bonds, 2009 – In 2009, \$5,695,000 in General Obligation bonds were issued for street improvements, which were a part of the 2003 bond election.

Certificates of Obligation, 2009 – In 2009, \$1,235,000 in Certificates of Obligation were issued for five drainage and street improvement projects, five utility capital projects and the purchase of a Fire Quint.

General Obligation Bonds, 2008 - In 2008, \$4,180,000 in General Obligation bonds were issued for street improvements to North Tarrant parkway, Rufe Snow Drive, Douglas Lane and Holiday Lane.

Certificates of Obligation, 2008 - In 2008, \$285,000 in Certificates of Obligation debt were issued for various utility capital projects and replacement of an ambulance and camera van for the Utility Department.

General Obligation Bonds, 2007 – In 2007, \$1,700,000 in General Obligation bonds were issued for street improvements to North Tarrant Parkway and Rufe Snow Drive

General Obligation Refunding Bonds, 2007 – In 2007, \$5,085,000 in refunding bonds were issued for street improvements.

Certificates of Obligation, 2007 – In 2007, \$585,000 in Certificates of Obligation debt were issued for replacement of the following vehicles and equipment: a fire engine and a street sweeper.

General Obligation Bonds, 2006 – In 2006, \$2,280,000 in General Obligation bonds were issued for street improvements to Davis Boulevard/Mid Cities Intersection, Flory Lane, Galway Lane, Lola Drive, and Simmons

# DEBT SERVICE FUNDS

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Drive. Additional projects funded from this issue include the signalization of Holiday Lane/Chapman Drive/Meadow Road, reconstruction of the Holiday West drainage channel and upgrades to existing fire department facilities.

Certificates of Obligation, 2006 – In 2006, \$1,345,000 in Certificates of Obligation debt was issued for replacement of the following vehicles and equipment: aerial ladder truck, ambulance, backhoe tractor/loader, two dump trucks and a pavement roller.

General Obligation Refunding Bonds, 2005 – In 2005, \$8.05 million in bonds was refunded to achieve interest savings and lower the overall annual debt service requirements of the City. Portions of the following bonds were refunded: 1996, 1997, 1998, 1999, and 2000 series General Obligation bonds and 1996, 1997, 1998, 1999, 2000 and 2001 series Certificates of Obligation

## UTILITY DEBT

General Obligation Refunding Bonds 2014 – In 2014, \$10,835,000 General Obligation bonds were issued for refunding of prior bonds for a lower interest rate and overall costs. The amount for Utility Debt was \$100,000 in principal refunded.

General Obligation Refunding Bonds 2013 – In 2013, \$4,145,000 General Obligation bonds were issued for refunding of prior bonds for a lower interest rate and overall costs. The amount for Utility Debt was \$185,000 in principal refunded.

Certificates of Obligation, 2013 – In 2013, \$1,330,000 in Certificates of Obligation were utility line burial and intersection improvements.

Certificates of Obligation, 2012 – In 2012, \$5,365,000 in Certificates of Obligation debt were issued for water and sanitary sewer infrastructure construction and rehabilitation, and water meter replacements.

Certificates of Obligation, 2010 – In 2010, Certificates in the amount of \$805,000 were issued for Utility street re-locations and water meter replacements.

Certificates of Obligation, 2009 – In 2009, Certificates for \$3,115,000 were issued for a lift station at Precinct Line Rd, Amundson tank rehabilitation and other utility capital projects.

Certificates of Obligation, 2008 – In 2008, \$1,815,000 million in Certificates of Obligation debt were issued for utility water meter replacements and utility capital projects throughout the City.

## PARK DEBT

General Obligation Refunding Bonds 2014 – In 2014, \$10,585,000 General Obligation bonds were issued for refunding of prior bonds for a lower interest rate and overall costs. The amount for Parks was \$410,000 in principal refunded.

Certificates of Obligation, 2011 – In 2011, \$2,440,000 in certificates were issued for the Senior Citizen Component of the Recreation Center to be paid with 4B sales tax.

General Obligation Refunding Bonds, 2005 – In 2005, \$955,000 in General Obligation Refunding bonds were issued to achieve interest savings and lower annual debt service requirements of the City. The 1998 and 2000 Series Certificates of Obligation were partially refunded with this issue.

Sales Tax Revenue Bonds, 1995 – This \$2 million bond issue had an original twenty (20) year life, and is

# DEBT SERVICE FUNDS

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being repaid with the proceeds of a one-half cent sales and use tax levied in the City for the benefit of the Park and Recreation Facilities Development Corporation. Proceeds from the bond sale were used to fund construction of the City's Aquatic Park. This issue was partially refunded in 2001.

## **GOLF COURSE DEBT**

General Obligation Refunding Bonds 2013 – In 2013 are refunding bonds in the amount of \$190,125.

Certificates of Obligation, 2012 – In 2012, \$5,365,000 in Certificates of Obligation debt were issued for golf course drainage improvements.

Certificates of Obligation, 2008 – In 2008, \$500,000 in Certificates of Obligation were issued for Iron Horse drainage improvements.

## **TAX INCREMENT FINANCE DISTRICTS #1, #1A and #2 DEBT**

General Obligation Refunding Bonds 2014 – In 2014, \$10,835,000 General Obligation bonds were issued for refunding of prior bonds for a lower interest rate and overall costs. The amount for TIF#1 was \$115,000 and TIF #2 was \$4,250,000 in principal refunded.

Certificates of Obligation, 2013 - In 2013, \$2,000,000 was issued for intersection improvements and utility line burial in TIF #1A.

General Obligation Refunding Bonds, 2012 – In 2012, \$814,454 was issued to achieve interest savings and lower the overall annual debt service requirements of the District.

Certificates of Obligation, 2010 In 2010, \$1,000,000 was issued for Blvd. 26 intersection improvements located within Tax Increment Finance District #1. In addition, \$18,800,000 was issued for construction of the new NRH recreation center within Tax Increment Finance District #2.

Certificates of Obligation, 2008 - In 2008, \$2,000,000 was issued for the engineering portion of the City's new Recreation Center within Tax Increment District #2.

Certificates of Obligation, 2006 – In 2006, \$8,750,000 was issued to fund construction of a library that will be located within Tax Increment Finance District #2 on Grand Avenue at Simmons Drive.

## **AQUATIC PARK DEBT**

General Obligation Refunding Bonds 2014 – In 2014, \$10,835,000 General Obligation bonds were issued for refunding of prior bonds for a lower interest rate and overall costs. The amount for Aquatic Park was \$865,000 in principal refunded.

General Obligation Refunding Bonds, 2012 – In 2012, \$1,015,612 was issued to achieve interest savings and lower the overall annual debt service requirements.

Certificates of Obligation, 2011 – In 2011, \$2,070,000 in Certificates of Obligation were issued for construction of the new attraction and the food service building.

Certificates of Obligation, 2010 – In 2010, \$225,000 in Certificates of Obligation were issued for professional services for a Food Service Building and a new attraction in 2011.

# DEBT SERVICE FUNDS

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Certificates of Obligation, 2009 – In 2009, \$1,855,000 in Certificates of Obligation were issued for Waterpark Third Phase Attraction and additional restrooms.

Certificates of Obligation, 2008 – In 2008, \$150,000 in Certificates of Obligation were issued for Waterpark improvements.

Certificates of Obligation, 2007– In 2007, \$700,000 in Certificates of Obligation were issued for a new attraction as determined by the Water Park Master Plan and for the Aquatic Park Mat Racer Attraction.

Certificates of Obligation, 2006 – In 2006, \$1.095 million in Certificates of Obligation were issued for a new attraction as determined by the Water Park Master Plan and for additional shade structures throughout the water park.

## **DRAINAGE UTILITY FUND DEBT**

Drainage Utility Fund debt service consists of several series of General Obligation bond and Certificate of Obligation debt issues for drainage improvements throughout the City. A portion of the annual debt service is funded with drainage utility fees based on the percentage of proceeds of the issue used to fund drainage projects. The outstanding principal and total issue amounts are included in the General Debt section previously shown. The annual debt service amount is transferred from the Drainage Utility Fund to the General Debt Service Fund.

## **BUILDING SERVICES & EQUIPMENT SERVICES FUND DEBT**

The Building Services & Equipment Services Fund debt consists of several series of certificate of obligation debt issues to fund major building projects, and major capital equipment purchases, in accordance with the Major Equipment Replacement and Facility Maintenance Long Range Plans and 2005 General Obligation Refunding bonds. Total issue and remaining principal amounts are included in the General Debt section previously shown. Operating transfers are made from these funds to the General Debt Service Fund annually to service debt.

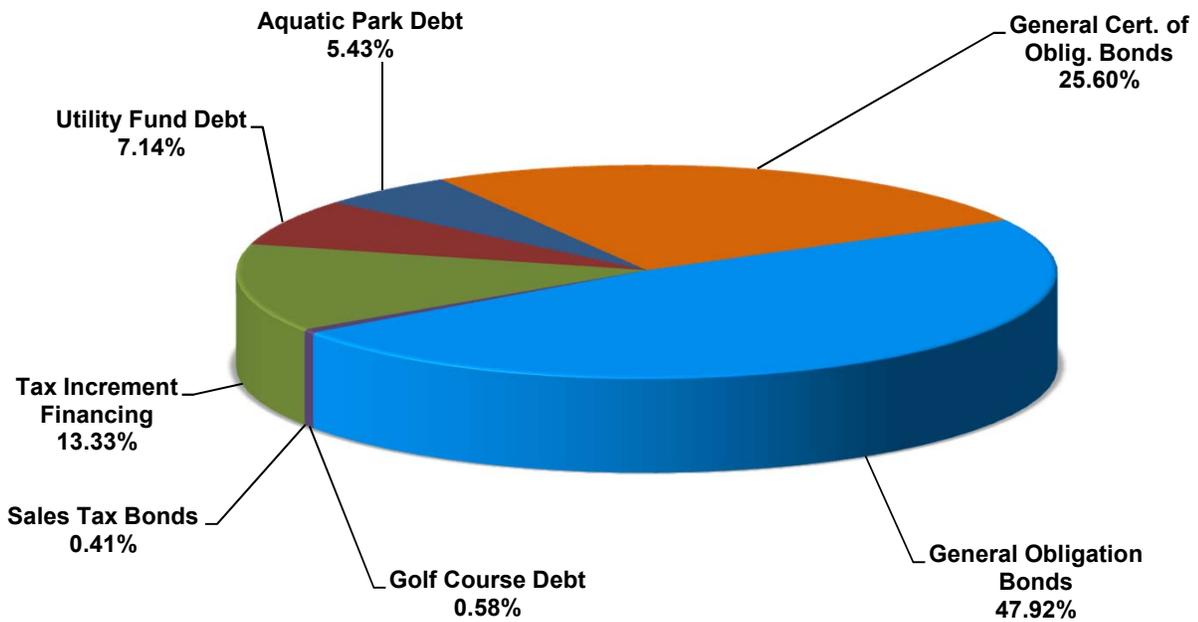
**NRH**

**CITY OF NORTH RICHLAND HILLS**  
**Schedule of Debt Service Requirements to Maturity Summary**  
**October 1, 2016**

Fiscal Year	General Obligation Bonds	General Certificates of Obligation	Utility General Obligation Debt	Utility Certificates of Obligation	Golf Course General Obligation Debt	Golf Course Certificates of Obligation	Golf Course Interfund Loans	Aquatic Park General Obligation Debt	Aquatic Park Certificates of Obligation	TIF #1 General Obligation Debt	TIF #1a Certificates of Obligation	TIF #2 General Obligation Debt	TIF #2 Certificates of Obligation	Total
2016 - 2017	7,841,055	3,720,846	97,825	1,030,770	68,850	47,275	188,287	351,125	605,015	37,875	627,920	731,800	1,612,785	16,961,427
2017 - 2018	7,405,884	3,614,591	99,875	999,635	17,775	45,969	44,105	353,275	549,776	41,000	618,361	711,775	1,578,447	16,080,468
2018 - 2019	6,866,618	3,508,996	136,750	882,124	42,125	20,225	48,003	223,500	528,362	-	111,705	791,750	1,439,262	14,599,419
2019 - 2020	6,489,683	3,400,504	99,450	865,731	31,425	19,925	-	212,400	516,982	-	-	770,125	1,404,178	13,810,402
2020 - 2021	6,071,420	3,271,965	97,300	809,453	30,788	19,625	-	205,713	500,632	-	-	738,694	1,368,266	13,113,854
2021 - 2022	5,727,770	2,702,517	94,600	787,588	30,013	19,288	-	198,638	489,251	-	-	719,481	1,330,972	12,100,116
2022 - 2023	5,229,325	2,621,997	87,406	735,521	29,344	18,931	-	191,675	477,564	-	-	690,844	1,291,745	11,374,352
2023 - 2024	4,972,217	2,540,796	85,719	718,539	28,781	18,575	-	77,025	465,586	-	-	560,081	1,251,965	10,719,284
2024 - 2025	4,613,275	2,409,867	83,938	641,574	28,188	18,191	-	74,550	453,332	-	-	531,550	1,211,633	10,066,096
2025 - 2026	4,495,486	2,329,773	77,125	625,049	27,563	17,788	-	67,150	435,958	-	-	508,150	1,170,195	9,754,236
2026 - 2027	4,215,642	2,218,199	69,625	607,519	26,625	17,366	-	20,500	422,674	-	-	82,000	1,127,100	8,807,250
2027 - 2028	4,030,527	2,120,503	61,500	588,898	20,500	16,925	-	-	388,805	-	-	-	-	7,227,658
2028 - 2029	3,702,805	1,994,172	-	569,593	-	16,475	-	-	370,940	-	-	-	-	6,653,985
2029 - 2030	3,313,379	1,864,805	-	399,439	-	16,016	-	-	269,610	-	-	-	-	5,863,248
2030 - 2031	2,925,141	1,669,120	-	362,706	-	15,547	-	-	254,400	-	-	-	-	5,226,914
2031 - 2032	2,738,581	1,459,125	-	351,494	-	10,156	-	-	147,300	-	-	-	-	4,706,656
2032 - 2033	1,378,800	1,397,013	-	94,166	-	-	-	-	142,300	-	-	-	-	3,012,278
2033 - 2034	847,119	1,334,738	-	90,722	-	-	-	-	137,300	-	-	-	-	2,409,878
2034 - 2035	-	47,700	-	53,000	-	-	-	-	132,300	-	-	-	-	233,000
2035 - 2036	-	45,900	-	51,000	-	-	-	-	122,400	-	-	-	-	219,300
2036 - 2037	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 82,864,726</b>	<b>\$ 44,273,126</b>	<b>\$ 1,091,113</b>	<b>\$ 11,264,520</b>	<b>\$ 381,975</b>	<b>\$ 338,275</b>	<b>\$ 280,395</b>	<b>\$ 1,975,550</b>	<b>\$ 7,410,485</b>	<b>\$ 78,875</b>	<b>\$ 1,357,986</b>	<b>\$ 6,836,250</b>	<b>\$ 14,786,548</b>	<b>\$ 172,939,822</b>
Self-supported	\$ 1,698,147	\$ 8,969,938	\$ 1,091,113	\$ 11,264,520	\$ 381,975	\$ 338,275	\$ 280,395	\$ 1,975,550	\$ 7,410,485	\$ -	\$ -	\$ -	\$ -	\$ 33,410,398
Tax - Supported	\$ 81,166,579	\$ 35,303,187	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,875	\$ 1,357,986	\$ 6,836,250	\$ 14,786,548	\$ 139,529,424

**NRH**

**Debt Service By Classification  
2016 - 2017 Total  
\$172,899,299**



**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**GENERAL DEBT SERVICE:**

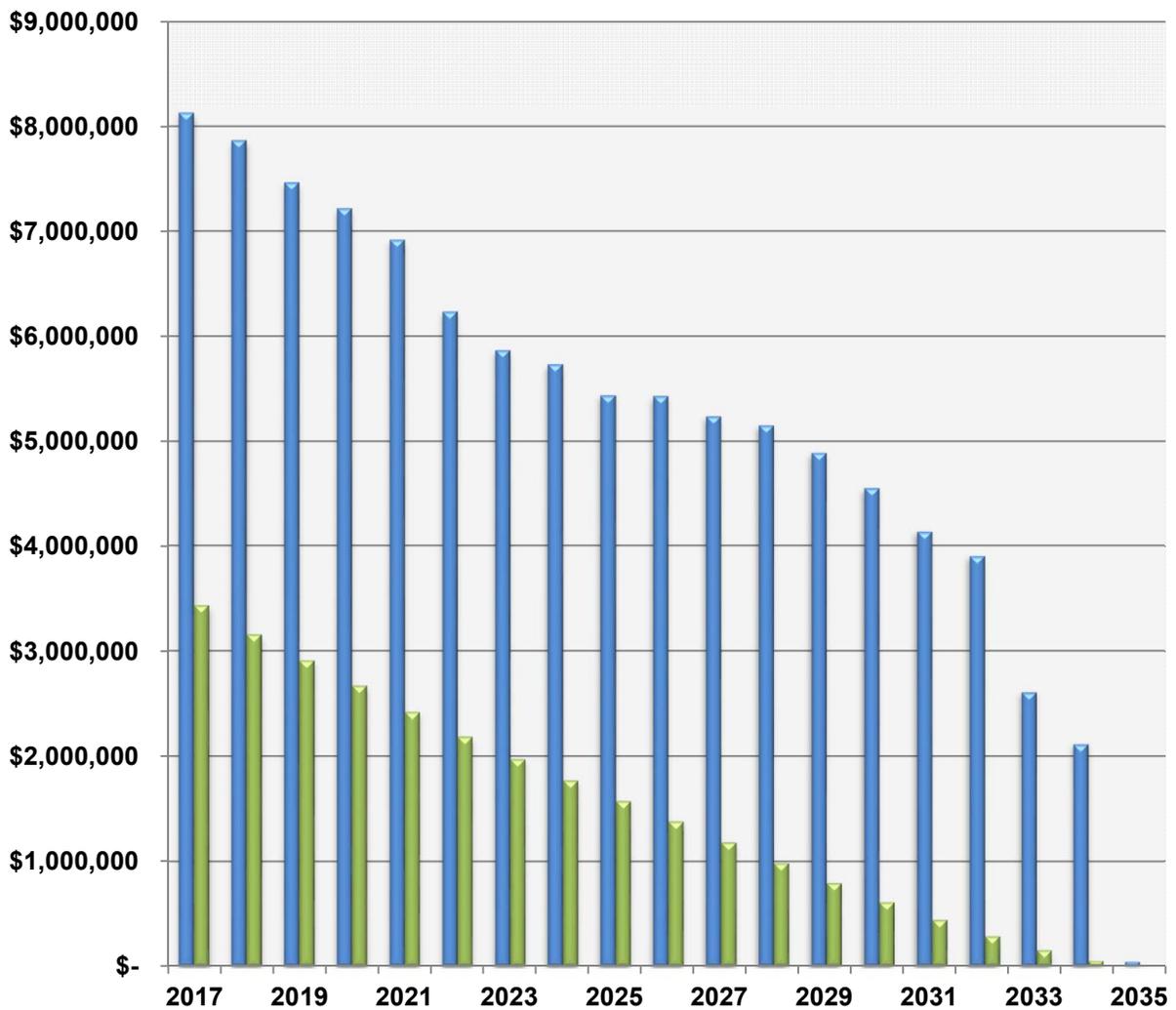
<b>ISSUE</b>	<b>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</b>	<b>FY 2016/17 PRINCIPAL</b>	<b>FY 2016/17 INTEREST</b>	<b>FY 2016/17 TOTAL</b>
<b>General Obligation Bonds:*</b>				
2016 GO Refunding	\$ 1,082,850	10,000	24,550	\$ 34,550
2014 GO & Refunding	4,941,924	1,095,000	153,275	1,248,275
2013	22,507,525	1,310,000	603,450	1,913,450
2012 GO & Refunding	37,042,430	1,925,000	831,675	2,756,675
2011 GO & Refunding	2,158,254	170,000	64,790	234,790
2010	5,163,470	295,000	142,288	437,288
2009	4,726,759	285,000	143,838	428,838
2008	3,028,164	210,000	84,839	294,839
2007 GO & Refunding	2,213,350	420,000	72,350	492,350
2006	-	-	-	-
<b>Subtotal G.O. Bonds</b>	<b>\$ 82,864,726</b>	<b>\$ 5,720,000</b>	<b>\$ 2,121,055</b>	<b>\$ 7,841,055</b>
<b>Certificates of Obligation:*</b>				
2016	\$ 2,329,139	130,000	67,589	197,589
2014	28,693,050	1,495,000	898,175	2,393,175
2013	6,536,075	295,000	150,194	445,194
2011	3,093,033	195,000	92,593	287,593
2010	2,351,448	170,000	63,421	233,421
2009	986,749	65,000	29,994	94,994
2008	62,273	30,000	1,740	31,740
2007	221,359	30,000	7,140	37,140
2006	-	-	-	-
<b>Subtotal C.O.'s</b>	<b>\$ 44,273,126</b>	<b>\$ 2,410,000</b>	<b>\$ 1,310,846</b>	<b>\$ 3,720,846</b>
<b>Subtotal G.O.'s and C.O.'s</b>	<b>\$ 127,137,852</b>	<b>\$ 8,130,000</b>	<b>\$ 3,431,901</b>	<b>\$ 11,561,901</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 127,137,852</b>	<b>\$ 8,130,000</b>	<b>\$ 3,431,901</b>	<b>\$ 11,561,901</b>

\*Includes transfers from Park & Recreation Facilities Development Debt Service, Drainage Utility Fund Debt Service, Building and Equipment Services General Debt Service.

# 2016 - 2017 Operating Budget

## General Debt Service Principal & Interest Payment Schedule

■ Principal   ■ Interest



**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

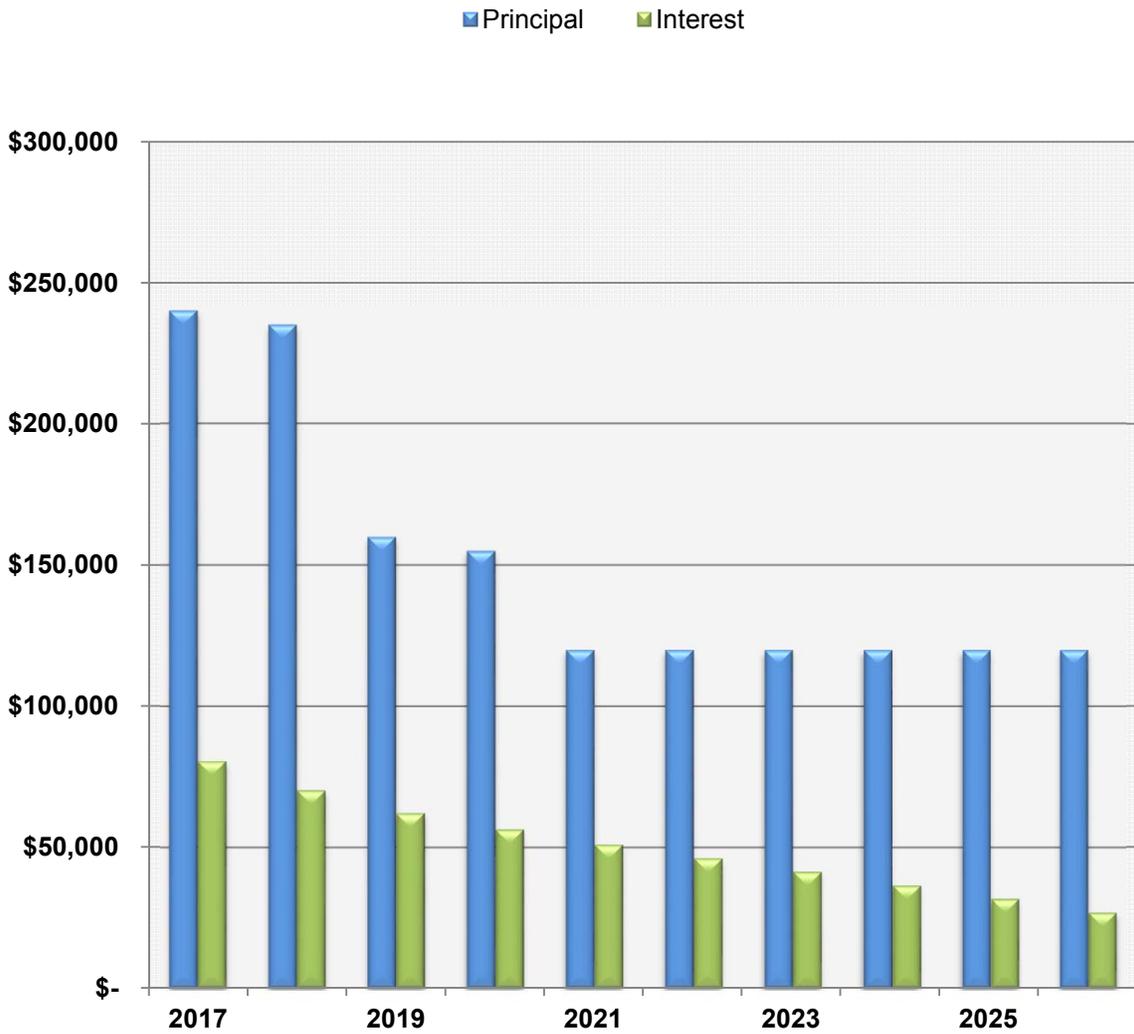
**PARK AND RECREATION FACILITIES DEVELOPMENT DEBT SERVICE:**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
<b>General Obligation Bonds:</b>				
2014 GO & Refunding	\$ 311,550	\$ 115,000	\$ 10,125	\$ 125,125
<b>Subtotal G.O. Bonds</b>	<b>\$ 311,550</b>	<b>\$ 115,000</b>	<b>\$ 10,125</b>	<b>\$ 125,125</b>
<b>Certificate of Obligation Bonds:</b>				
2011	\$ 2,362,308	\$ 125,000	\$ 70,268	\$ 195,268
<b>Subtotal C.O. Bonds</b>	<b>\$ 2,362,308</b>	<b>\$ 125,000</b>	<b>\$ 70,268</b>	<b>\$ 195,268</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 2,673,858</b>	<b>\$ 240,000</b>	<b>\$ 80,393</b>	<b>\$ 320,393</b>

\* Note - This schedule includes a portion of debt that include sales tax revenue bonds which is not transferred to general debt service fund operations but funded by separate proceeds.

# 2016 - 2017 Operating Budget

## Parks and Recreation Facilities Development Principal & Interest Payment Schedule



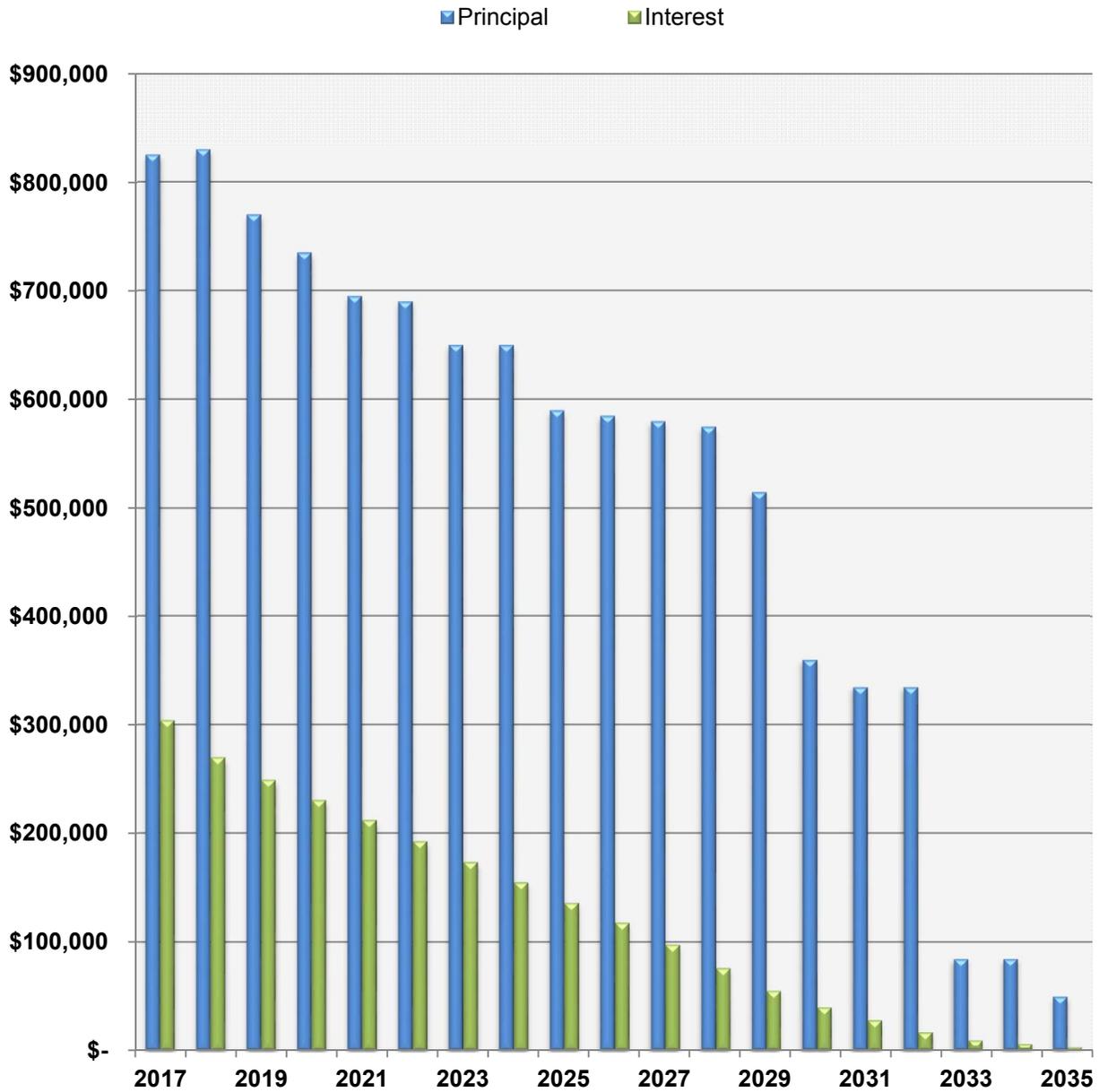
**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**UTILTIY DEBT SERVICE:**

<b>ISSUE</b>	<b>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</b>	<b>FY 2016/17 PRINCIPAL</b>	<b>FY 2016/17 INTEREST</b>	<b>FY 2016/17 TOTAL</b>
<b>General Obligation Bonds:</b>				
2016 GO Refunding	\$ 911,613	\$ 5,000	\$ 22,000	\$ 27,000
2014 GO & Refunding	68,375	30,000	2,500	32,500
2013 GO & Refunding	111,125	35,000	3,325	38,325
<b>Subtotal General Obligation</b>	<b>\$ 1,091,113</b>	<b>\$ 70,000</b>	<b>\$ 27,825</b>	<b>\$ 97,825</b>
<b>Certificates of Obligation:</b>				
2016	\$ 1,453,800	\$ 55,000	\$ 44,400	\$ 99,400
2013	1,386,341	100,000	29,794	129,794
2012	5,120,281	285,000	103,713	388,713
2010	529,636	60,000	13,983	73,983
2009	2,566,897	155,000	78,081	233,081
2008	207,575	100,000	5,800	105,800
<b>Subtotal C.O.'s</b>	<b>\$ 11,264,530</b>	<b>\$ 755,000</b>	<b>\$ 275,771</b>	<b>\$ 1,030,771</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 12,355,643</b>	<b>\$ 825,000</b>	<b>\$ 303,596</b>	<b>\$ 1,128,596</b>

# 2016 - 2017 Operating Budget

## Utility Fund Principal & Interest Payment Schedule



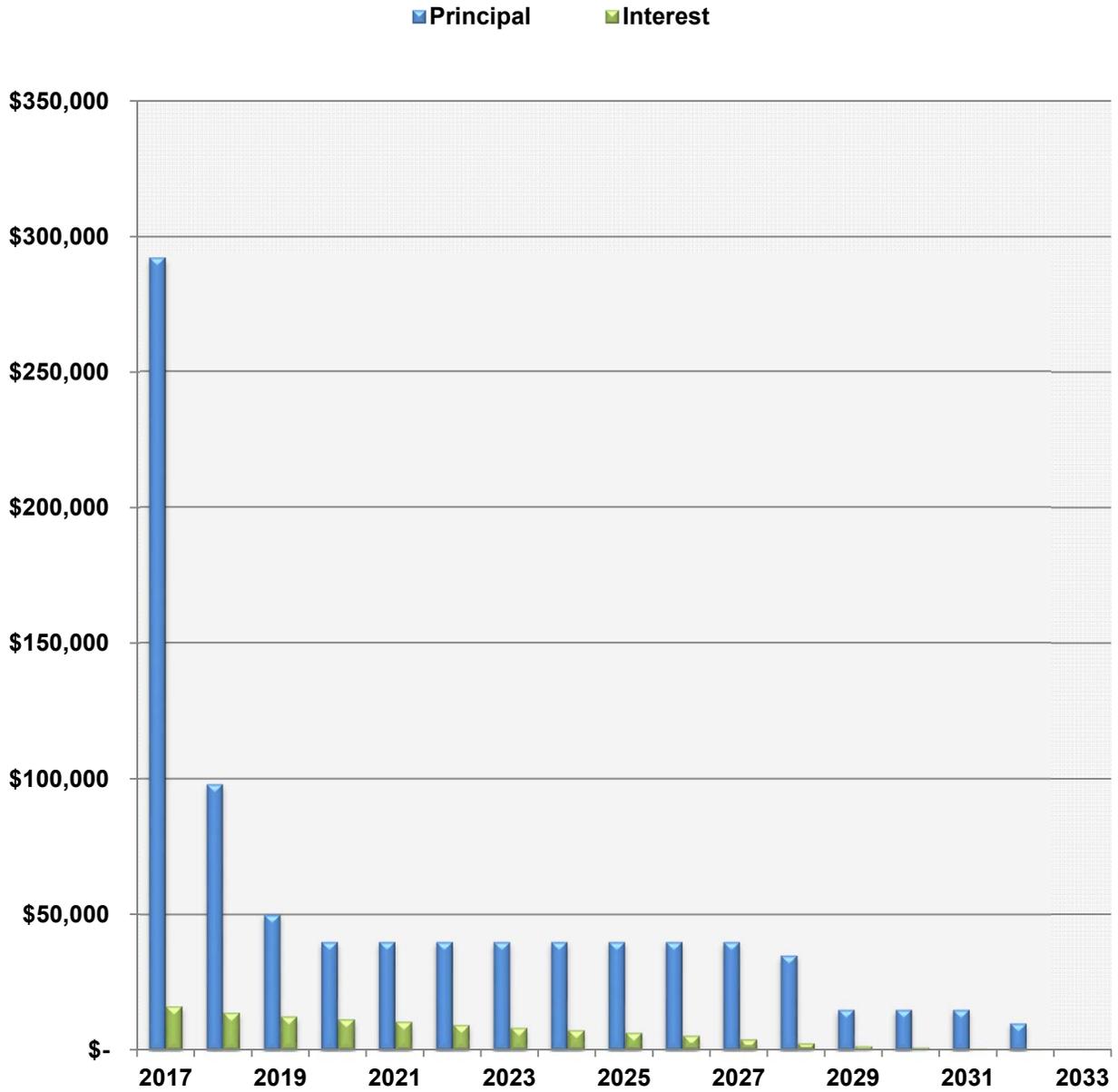
**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**GOLF COURSE DEBT SERVICE:**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
<b>General Obligation Bonds:</b>				
2016 GO Refunding	\$ 304,550	\$ 5,000	\$ 7,225	\$ 12,225
2013 GO & Refunding	77,425	55,000	1,625	56,625
<b>Subtotal G.O. Bonds</b>	<b>\$ 381,975</b>	<b>\$ 60,000</b>	<b>\$ 8,850</b>	<b>\$ 68,850</b>
<b>Certificates of Obligation:</b>				
2012	286,381	15,000	5,825	20,825
2008	51,894	25,000	1,450	26,450
<b>Subtotal C.O.'s</b>	<b>\$ 338,275</b>	<b>\$ 40,000</b>	<b>\$ 7,275</b>	<b>\$ 47,275</b>
Interfund Loans	\$ 280,395	\$ 188,287	\$ -	\$ 188,287
<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,000,645</b>	<b>\$ 288,287</b>	<b>\$ 16,125</b>	<b>\$ 304,412</b>

# 2016 - 2017 Operating Budget

## Golf Course Principal & Interest Payment Schedule



**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**TAX INCREMENT FINANCING DISTRICT #1 DEBT SERVICE:**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
2014 GO & Refunding	\$ 78,875	\$ 35,000	\$ 2,875	\$ 37,875
<b>Subtotal G.O.'s</b>	<b>78,875</b>	<b>35,000</b>	<b>2,875</b>	<b>37,875</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 78,875</b>	<b>\$ 35,000</b>	<b>\$ 2,875</b>	<b>\$ 37,875</b>

\*Note - Tax Increment Financing District #1 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

# 2016 - 2017 Operating Budget

## Tax Increment Financing District #1 Principal & Interest Payment Schedule



**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

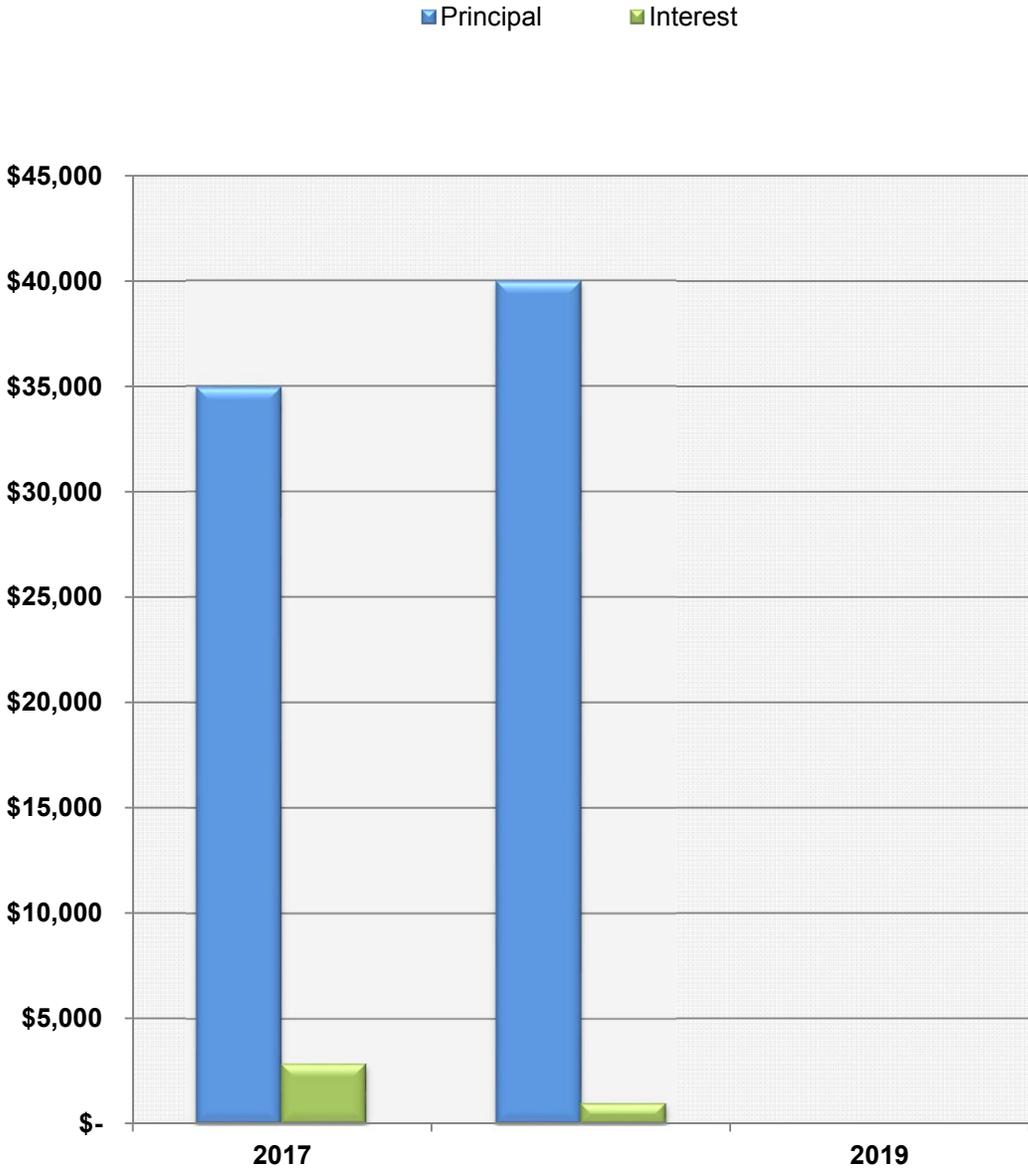
**TAX INCREMENT FINANCING DISTRICT #1A DEBT SERVICE:**

<b>ISSUE</b>	<b>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</b>	<b>FY 2016/17 PRINCIPAL</b>	<b>FY 2016/17 INTEREST</b>	<b>FY 2016/17 TOTAL</b>
2013 CO	1,013,438	500,000	10,000	510,000
2010 CO	344,548	110,000	7,920	117,920
<b>Subtotal C.O.'s</b>	<b>1,357,986</b>	<b>610,000</b>	<b>17,920</b>	<b>627,920</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,357,986</b>	<b>\$ 610,000</b>	<b>\$ 17,920</b>	<b>\$ 627,920</b>

\*Note - Tax Increment Financing District #1 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

# 2016 - 2017 Operating Budget

## Tax Increment Financing District #1A Principal & Interest Payment Schedule



**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

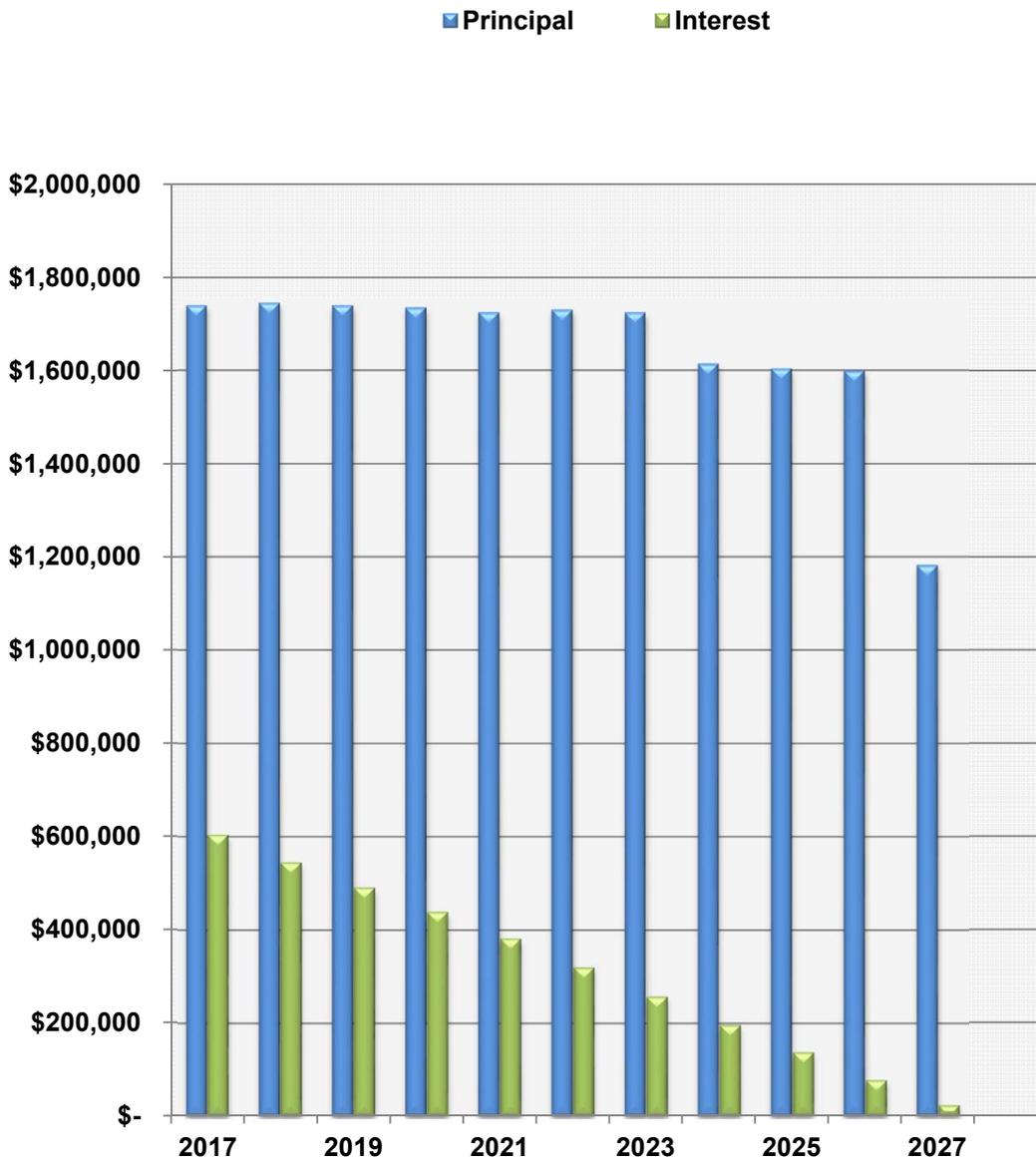
**TAX INCREMENT FINANCING DISTRICT #2 DEBT SERVICE:**

<b>ISSUE</b>	<b>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</b>	<b>FY 2016/17 PRINCIPAL</b>	<b>FY 2016/17 INTEREST</b>	<b>FY 2016/17 TOTAL</b>
2016 GO Refunding	\$ 1,126,050	\$ 10,000	\$ 25,950	\$ 35,950
2014 GO & Refunding	4,954,825	435,000	151,575	586,575
2012 GO & Refunding	755,375	85,000	24,275	109,275
<b>Subtotal G.O.'s</b>	<b>6,836,250</b>	<b>530,000</b>	<b>201,800</b>	<b>731,800</b>
<b>Certificates of Obligation:</b>				
2010	\$ 14,568,596	\$ 1,105,000	\$ 396,695	\$ 1,501,695
2008	217,954	105,000	6,090	111,090
2006	-	-	-	-
<b>Subtotal C.O.'s</b>	<b>\$ 14,786,550</b>	<b>\$ 1,210,000</b>	<b>\$ 402,785</b>	<b>\$ 1,612,785</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 21,622,800</b>	<b>\$ 1,740,000</b>	<b>\$ 604,585</b>	<b>\$ 2,344,585</b>

\*Note - Tax Increment Financing District #2 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

# 2016 - 2017 Operating Budget

## Tax Increment Financing District #2 Principal & Interest Payment Schedule



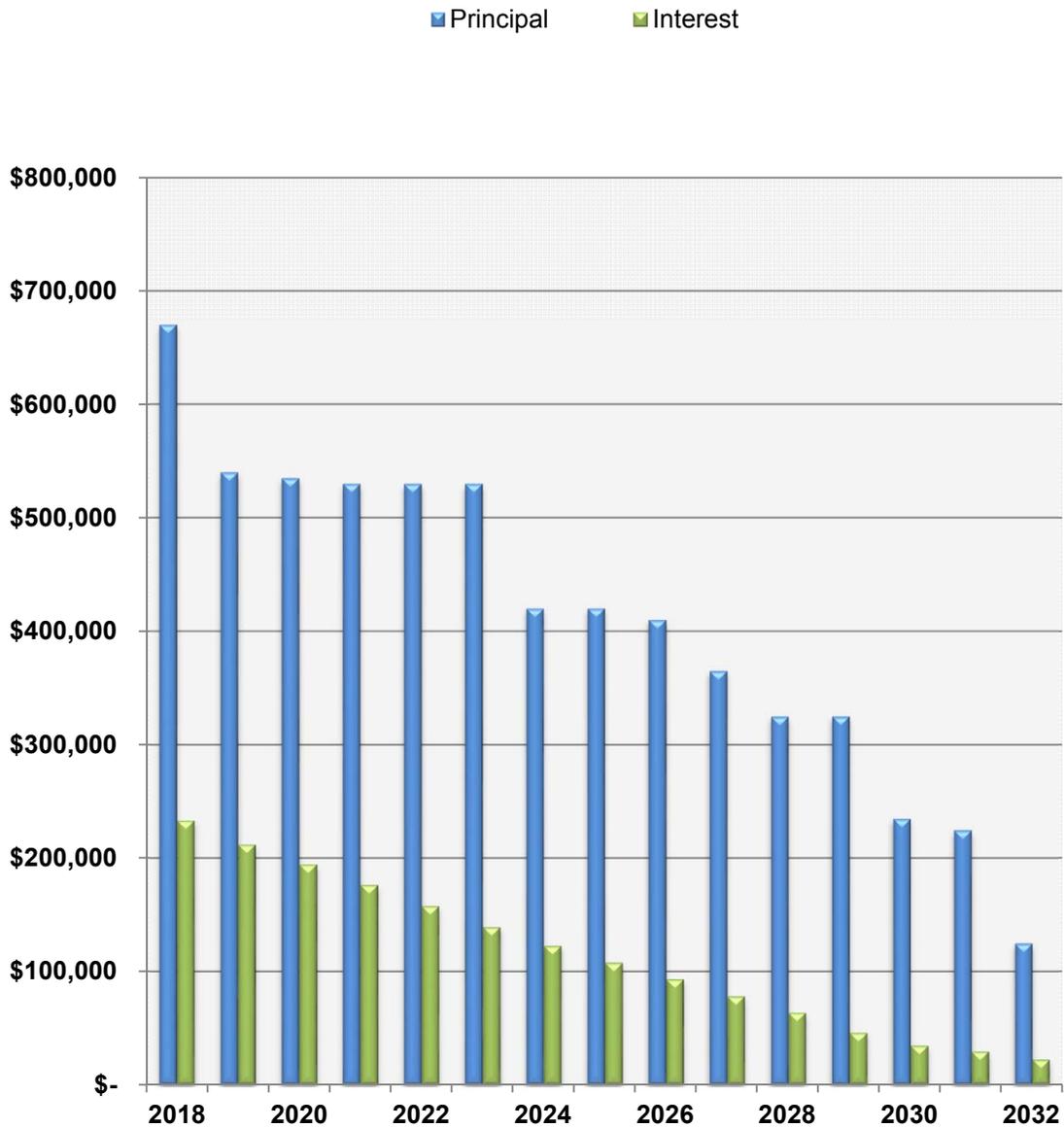
**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**AQUATIC PARK DEBT SERVICE:**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
<b>General Obligation Bonds:</b>				
2016 GO Refunding	\$ 235,450	\$ 5,000	\$ 5,400	\$ 10,400
2014 GO & Refunding	852,475	170,000	27,400	197,400
2012 GO & Refunding	887,625	115,000	28,325	143,325
<b>Subtotal G.O. Bonds</b>	<b>\$ 1,975,550</b>	<b>\$ 290,000</b>	<b>\$ 61,125</b>	<b>\$ 351,125</b>
<b>Certificates of Obligation:</b>				
2016	3,410,691	125,000	104,391	229,391
2011	2,000,038	105,000	59,838	164,838
2010	177,028	10,000	4,820	14,820
2009	1,511,920	95,000	45,963	140,963
2008	20,758	10,000	580	10,580
2007	290,051	35,000	9,424	44,424
2006				-
<b>Subtotal C.O.'s</b>	<b>\$ 7,410,486</b>	<b>\$ 380,000</b>	<b>\$ 225,016</b>	<b>\$ 605,016</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 9,386,036</b>	<b>\$ 670,000</b>	<b>\$ 286,141</b>	<b>\$ 956,141</b>

# 2016 - 2017 Operating Budget

## Aquatic Park Principal & Interest Payment Schedule



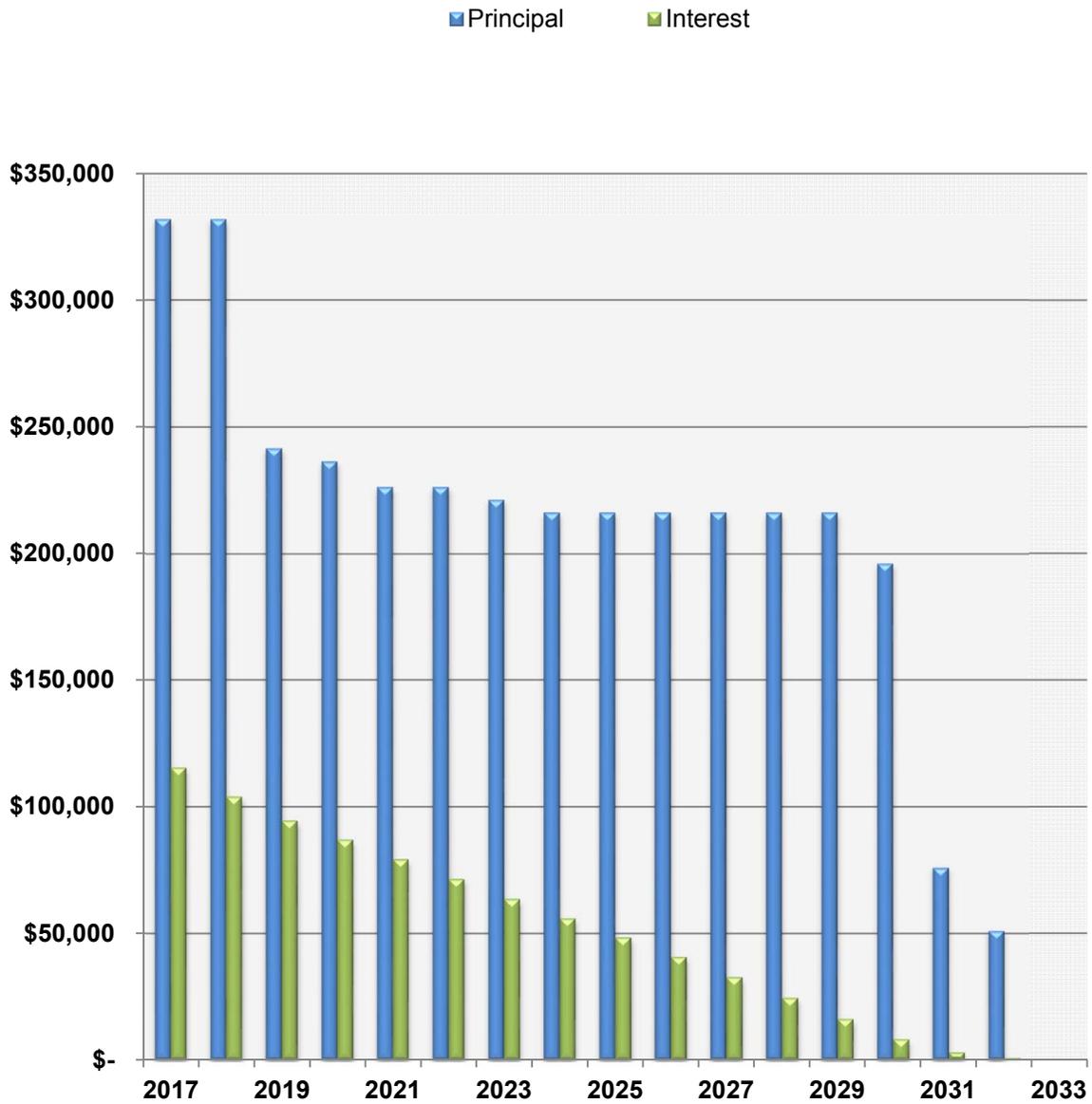
**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**DRAINAGE UTILITY FUND DEBT SERVICE**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
<b>General Obligation Bonds: (Included in General Debt Service)</b>				
2014 GO & Refunding	\$ 231,550	\$ 100,000	\$ 8,000	\$ 108,000
2013 GO & Refunding	-	-	-	-
2012	1,020,931	51,800	22,379	74,179
<b>Subtotal G.O. Bonds</b>	<b>\$ 1,252,481</b>	<b>\$ 151,800</b>	<b>\$ 30,379</b>	<b>\$ 182,179</b>
<b>Certificates of Obligation: (Included in General Debt Service)</b>				
2011	522,425	30,000	15,625	45,625
2010	2,165,945	125,000	58,880	183,880
2009	347,018	25,000	10,513	35,513
<b>Subtotal C.O.'s</b>	<b>\$ 3,035,388</b>	<b>\$ 180,000</b>	<b>\$ 85,018</b>	<b>\$ 265,018</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 4,287,869</b>	<b>\$ 331,800</b>	<b>\$ 115,397</b>	<b>\$ 447,197</b>

# 2016 - 2017 Operating Budget

## Drainage Utility Fund Debt Service Principal & Interest Payment Schedule

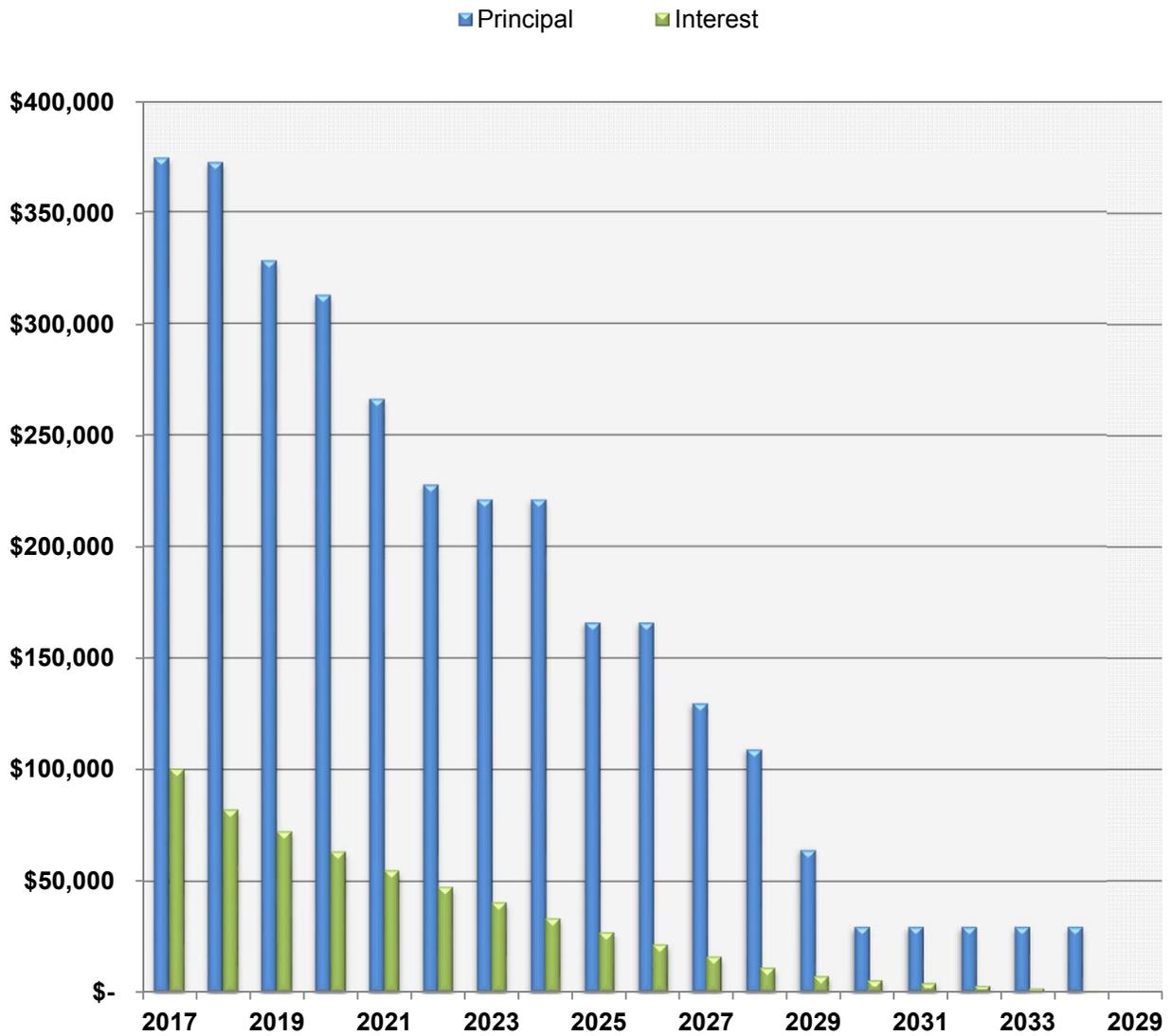


**DEBT SERVICE SCHEDULES  
FISCAL YEAR 2016/2017**

**FACILITIES/CONSTRUCTION MANAGEMENT AND FLEET SERVICES**

<u>ISSUE</u>	<u>TOTAL OUTSTANDING PRINCIPAL &amp; INTEREST</u>	<u>FY 2016/17 PRINCIPAL</u>	<u>FY 2016/17 INTEREST</u>	<u>FY 2016/17 TOTAL</u>
<b>General Obligation Bonds: (Included in General Debt Service)</b>				
2016 GO Refunding	\$ 54,969	\$ 508	\$ 1,246	\$ 1,754
2014 GO & Refunding	79,148	23,720	2,473	26,193
<b>Subtotal G.O. Bonds</b>	<b>\$ 134,117</b>	<b>\$ 24,228</b>	<b>\$ 3,719</b>	<b>\$ 27,947</b>
<b>Certificates of Obligation: (Included in General Debt Service)</b>				
2016	\$ 1,027,477	\$ 80,000	\$ 27,927	\$ 107,927
2014	189,100	20,000	6,300	26,300
2013	1,038,500	65,000	22,831	87,831
2011	208,300	40,000	6,700	46,700
2010	185,503	45,000	4,541	49,541
2009	639,731	40,000	19,481	59,481
2008	62,273	30,000	1,740	31,740
2007	221,359	30,000	7,140	37,140
2006	-	-	-	-
<b>Subtotal C.O.'s</b>	<b>\$ 3,572,243</b>	<b>\$ 350,000</b>	<b>\$ 96,660</b>	<b>\$ 446,660</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 3,706,360</b>	<b>\$ 374,228</b>	<b>\$ 100,379</b>	<b>\$ 474,607</b>

# 2016 - 2017 Operating Budget General Debt Service (Facilities/Construction Management and Fleet Services) Principal & Interest Payment Schedule



**NRH**

# CAPITAL PROJECTS FUNDS

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The Capital Improvement Program (CIP) is a process by which the City designs a multi-year plan for major capital expenditures. Due to the tremendous growth of the capital projects program, and the amount of detail required for these projects, a separate document is provided for the Capital Improvement Program. This is the eleventh year the Capital Projects Budget will be produced as an independent document. Generally, the CIP includes improvements that are relatively expensive, are non-recurring, have a multi-year useful life, and like capital outlay items, result in fixed assets. These include the construction and acquisition of new buildings, additions to or renovations of existing buildings, construction of streets, drainage improvements, land purchases, and major equipment purchases. Due to the nature and total cost of the identified projects, bond proceeds are the major source of revenues. The CIP is a dynamic process, with projects added and deleted from the financed and unfinanced lists as they move through the project completion process.

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# INTRODUCTION

## CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The Capital Improvement Program represents the City's plan for physical development. The program is reviewed each year to reflect changing priorities. It provides a framework for identifying capital requirements, scheduling projects over a period of years, coordinating related projects, and identifying future fiscal impact.

Formal City Council adoption of the Capital Improvement Program indicates the City's commitment to the plan, but does not in itself authorize expenditures. The necessary funding mechanisms must be adopted each year to pay for the improvements. Again this year, the Capital Improvement Program included a thorough review process similar to the operating budget. The process began in January with systems training for Department Heads and Project Managers. Capital Improvement Program requests were due to the Budget Department by February in order to prepare for review and analysis by the City Manager's Office in April. The finalized budget was reviewed by City Council and public hearings were held in conjunction with the hearings on the annual operating budget.

## 1994 BOND ELECTION PROGRAM

In 1994, a sixteen-member Citizen Advisory Committee was appointed by the City Council to review the City's capital improvement needs for the following five to seven years. The Committee spent several months reviewing and assessing various capital improvement needs. The Committee examined nearly \$40,000,000 in needed projects and recommended \$23,540,000 for voter consideration in a bond election package. Street and drainage improvements were an integral part of the authorized proposal. Street projects were prioritized according to which projects would provide the most positive impact on traffic flow and congestion in the City. Drainage projects were ranked according to which project would protect the most property from flooding and erosion. All public safety projects recommended by City staff were included in the bond election. The projects were divided into three propositions according to the type of project for the bond election. The election was held on September 27, 1994. All three propositions passed by a 2 to 1 margin. The propositions are outlined as follows (in thousands of dollars):

	Amount Authorized	Amount Issued Through 2015	2016 Issue	Authorized Un-issued
Streets	\$20,000	\$19,575	\$0	\$425
Drainage	1,865	1,865	0	0
Public Safety	1,675	1,675	0	0
Totals:	<u>\$23,540</u>	<u>\$23,115</u>	<u>\$0</u>	<u>\$425</u>

\*Note: Figures reported in \$1,000 (thousands).

As of April 2016 the City has issued all but \$425,000 for projects approved in the 1994 bond election: \$19.6 million in street bonds, \$1.9 million of drainage bonds, and \$1.7 million in public safety bonds. There are no plans to issue the remaining \$425,000 authorized 1994 G.O. bonds. This remaining amount will be issued for Holiday Lane, from Loop 820 to Dick Lewis Drive as part of the Loop 820 widening project that began in early 2011.

# CAPITAL IMPROVEMENT PROGRAM OVERVIEW

## 2003 BOND ELECTION PROGRAM

In fiscal year 2002, City Council appointed a Citizens Capital Improvements Study Committee to evaluate major capital project needs for the City over the following seven to ten years. The Committee evaluated and prioritized streets, drainage, and facility improvements that would benefit the citizens of North Richland Hills. City management and staff analyzed the financial impact of the capital improvements program. The analysis included factors such as existing debt service obligations, the issuance of the remaining 1994 bond authorization, estimates of future property value growth, and impact on future operations.

The results of the analysis were based on conservative estimates of future property value growth and the scheduled retirement of existing debt. The analysis indicated that the 2003 debt tax rate of \$0.24 per hundred dollar valuation would support over \$40 million of debt service through the year 2010. The committee identified \$38.2 million (over \$30 million for street improvements alone) in projects needed to improve the infrastructure and provide essential services to the citizens of North Richland Hills. The committee presented the project list to City Council who called a bond election for February 1, 2003. The referendum consisted of five separate propositions including twenty-two street projects (arterial, collector, and residential streets), two drainage projects, and five municipal facilities projects.

All of the propositions, except for the proposed authorization of \$1 million in general obligation bonds for Maintenance Service Center improvements, were approved by the voters, and are now a part of the long-range financial plan of the City. The propositions are presented in the following table (in thousands of dollars):

	Amount Authorized	Amount Issued Through 2015	2016 Issue	Authorized Un-issued
Streets	\$30,010	\$22,950	\$0	\$4,250
Drainage	4,000	3,840	0	160
Public Safety Facilities	1,900	1,900	0	0
Animal Rescue Center Expansion	1,300	1,300	0	0
Totals:	\$37,210	\$29,990	\$0	\$4,410

\*Note: Figures reported in \$1,000 (thousands).

Approved street projects included eight arterial streets, six collector streets, and eight residential streets. Some of the major street projects were: Rufe Snow Drive, North Tarrant Parkway, Glenview Drive, and Grapevine Highway. The two drainage projects were Holiday West Channel and Meadowview Estates Channel. Approved facilities projects were: Fire Training Facility expansion and upgrade, Fire Stations #2 and #3 upgrades, Public Safety Facility upgrade, and the Animal Adoption and Rescue Center expansion.

There is currently an authorized but unissued balance of \$4,410,000.

## 2012 BOND ELECTION PROGRAM

During spring 2011, the Community Improvements Task Force was formed to evaluate the current facility and infrastructure needs. The evaluation was conducted in an eight month period. The task force recommendation to Council was for the City to construct a new municipal complex.

# CAPITAL IMPROVEMENT PROGRAM OVERVIEW

This recommendation was made after the task force studied the existing location of city services and departments concluding the Loop 820 expansion impacted city services provided at City Hall, Police Department, Municipal Court, and Park Administration.

On May 12, 2012, voters elected in favor of the City issuing \$48,000,000 in bonds to help fund a new municipal complex. The new municipal complex will serve as a consolidated location for City Hall, Police Department, Municipal Court, Parks Administration, Citicable, Fire Administration, Emergency Management, and Neighborhood Services.

Prior to the 2012 tax year, the City maintained the same tax rate of \$0.57 for 19 years. The approval of the \$48 million in the bond election resulted in the City reviewing the \$0.57 tax rate. After review, Council voted to increase the 2012 Tax Rate by 7% to \$0.61.

	Amount Authorized	Amount Issued Though 2015	2016 Issue	Authorized Un-issued
Municipal Facilities	\$48,000	\$48,000	\$0	\$0
Totals:	\$48,000	\$48,000	\$0	\$0

\*Note: Figures reported in \$1,000 (thousands).

## Multi-Year Capital Improvement Funding Plan

The City of North Richland Hills maintains a multi-year plan for the capital improvement needs of the City. This plan is part of the ongoing effort by the City Council and Management to meet the needs of THE growing community, while stabilizing the tax burden of the citizens of the City. The strategy includes managing the cost of capital projects, paying cash for capital projects when possible and reducing interest expense by responsibly managing the borrowing of funds. This includes the structuring of general obligation debt (taxpayer voted debt backed by ad valorem tax levy) and non-general obligation debt (i.e., certificates of obligation authorized by the City Council backed by ad valorem tax levy).

City policy is to structure debt maturities to match the useful life of capital assets acquired or constructed and to maintain an even-principal repayment schedule. This aggressive payback policy assures rapid retirement of debt in which approximately 75% to 80% of outstanding debt is retired within ten years. Streets, drainage, parks and facilities projects with a useful life of at least twenty years are structured using a twenty-year pay back period. Borrowing for machinery and equipment is structured for pay back based on the useful life of the equipment.

The Multi-Year Capital Improvement Plan includes the following assumptions:

- When it is necessary to finance projects through the issuance of debt, the City of North Richland Hills will continue to sell general obligation bonds and certificates of obligation (or equivalent). Because interest rates have been more favorable than those of revenue bonds, certificates of obligation have been issued to fund Enterprise Fund projects and equipment. An additional benefit of issuing certificates in place of revenue bonds is there is no legal reserve required with the issuance of certificates.
- If it is necessary to issue debt, the maturity schedule will be designed to coincide with the life of the asset being financed. Every effort will be made to structure the payback at level principal to ensure the most rapid retirement of debt. A majority of debt issues achieved these objectives.

# CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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- Enterprise Fund projects, such as infrastructure improvements by the Utility Fund, Aquatic Park Fund, and Golf Course Fund, funded by ad valorem tax backed debt will be repaid with Enterprise Fund revenues. Thus, the term “self-supporting debt.”
- General debt service fund balances will be used as needed to supplement debt payments and issuance costs. Debt capacity will be calculated annually to ensure adequate revenues for debt payments for both existing issues as well as prospective issues.
- The plan assumes that the total ad valorem tax rate at the current \$0.61 per one hundred dollars of valuation through 2017. The debt and maintenance operations portions of the rate will fluctuate depending on the needs in any particular fiscal year. This assumption is in keeping with the Council/Management goal to stabilize the tax burden of the citizens of North Richland Hills.
- The remaining \$425,000 from the 1994 bond election for the Holiday Lane reconstruction will be issued in conjunction with the Loop 820 expansion by the Texas Department of Transportation.
- Future debt estimates are derived from unissued debt related to the 1994, 2003, and 2012 bond elections which total \$4,410,000.

# ALTERNATIVELY FUNDED CAPITAL PROJECTS

## **Alternatively Funded Capital Projects**

The City pursues other funding for capital projects in addition to the sale of long-term debt. Several projects with alternative funding are listed below.

### **General Capital Improvements**

Community Development Block Grants (CDBG) - In December 1996, eight street reconstruction projects authorized under the 1994 bond election were determined eligible for CDBG funding. The grants are disbursed by the Housing and Urban Development Department of the Federal Government. Approximately \$250,000 in funding is made available to the City each year. Use of these funds, has allowed the City to reallocate approximately \$2.8 million to other projects. The reconstruction of Roberta Drive, Jannie Drive, Jerrell Street, Rita Beth Street, Jackie Lee Street, Charles Street, Honey Lane from Harmonson Road to Glenview Drive, and Lynda Court has been completed. Construction on sanitary sewer improvements on Harmonson Road will begin this fiscal year.

Rufe Snow Drive – Design work is underway on Rufe Snow from Mid-Cities to Hightower (Ridgetop Road). The project is being coordinated with the Texas Department of Transportation (TXDOT). Approximately \$7.56 million in grant funding through TXDOT has been designated for design and construction.

Davis Boulevard/Mid-Cities Intersection – The intersection will be updated with additional turn lanes, signalization improvements and the necessary water and sewer main improvements. Funding includes a \$1 million dollar Congestion Mitigation and Air Quality (CMAQ) grant through TXDOT and a \$1.15 million dollar grant from the North Central Texas Council of Governments for design and construction.

Smithfield Road – Design work is underway on Smithfield Road from Davis to Mid- Cities. A portion of Smithfield Road will be realigned in order to directly connect Smithfield to Bridge Street at Davis Blvd. The signal light at the Davis Blvd intersection will include all four sides instead of the three sides. This section of Smithfield is located in the Smithfield TOD and will be constructed to that criteria.

Major Equipment Replacement and Facility Maintenance – The City established cash reserves for the replacement of major capital equipment and facility maintenance. As of adoption, the fund balances were approximately \$1.4 and \$778,000 million, respectively.

### **Utility Capital Improvements**

In the Utility Fund, cash is reserved each year from working capital for capital improvements. These funds are used to replace obsolete water and sewer mains, move utility lines related to street and drainage projects, and replace and upgrade water meters.

Utility Construction – The adopted budget includes approximately \$840,000 to repair and replace damaged or obsolete water and sewer mains during the next fiscal year. This utility replacement program started in 1993, and allows the City to maintain the water and sewer system without issuing debt or contracting routine maintenance to outside vendors.

EPA Unfunded Mandates – The City received an Administrative Order from the EPA in February 1996 requiring the City to perform a Sewer System Evaluation Survey. This survey, completed in January 1998, revealed the need to make approximately \$3.2 million in repairs and modifications to the City's

# **ALTERNATIVELY FUNDED CAPITAL PROJECTS**

sewer system. An administrative surcharge was assessed against all sewer customers to pay for the initial evaluation, which cost approximately \$650,000. In February 1998, the City Council authorized the increase of this surcharge to fund the necessary capital improvements of \$3.2 million over the next five years on a pay-as-you-go basis. The charge, which went into effect in March 1998, assessed \$3 per month per residential customer, \$2 per month for multifamily accounts, and \$15 per month for commercial customer accounts. The EPA approved the five-year plan for \$3.2 million in repairs. The City continues to work towards completion of EPA projects, such as the Sanitary Sewer System Rehabilitation of Main Lines but billing and collection of the fee was discontinued in March 2003.

## **Drainage Utility Fund**

Owners of developed property in the City are charged a monthly drainage utility fee based on zoning codes as an estimate of the amount of concrete coverage on a given parcel of land. The City collects approximately \$800,000 annually from this fee and most of the revenue is used to cover drainage-related debt service. The fund balance at adoption was \$1.1 million.

The drainage-related debt service consists of several series of General Obligation bonds and Certificates of Obligation issued for drainage improvements throughout the City. A portion of the annual debt service for these issues is funded with drainage utility fees based on the percentage of each issue's proceeds used to fund drainage projects.

## **Parks & Recreation Facility Development Fund**

The Parks and Recreation Facility Development Fund is funded through a ½ cent sales tax approved by voters in 1992. The fund has issued over \$15 million in revenue bonds which are supported by the sales tax revenues. These bonds were used to purchase park land and construct several major park facilities, including the Aquatic Park, Green Valley Park, and the Richland Tennis Center. Current and future projects and debt service on the bonds is also being funded through sales tax revenues.

Hike and Bike Trails – The City has been awarded more than \$6.5 million in grants from the Department of Transportation under the Intermodal Surface Transportation Efficiency Act (ISTEA). The funds are to build a series of hiking, biking, and equestrian trails that link most of the major City recreational facilities to City neighborhoods. These trails also provide access to local schools and retail shopping areas. Construction began in 1998 and will at least one more year as additional trail amenities are added to the City system as well as trail connectors to trail projects in neighboring cities.

## **The Aquatic Park Fund**

Reserves were established to ensure availability of funds for infrastructure maintenance, the construction of new attractions, and liability insurance.

# **CIP OPERATING BUDGET IMPACT**

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The City of North Richland Hills' Capital Improvement Program (CIP) is a multi-year plan for the acquisition, enhancement and/or construction of equipment, streets, municipal facilities and other capital assets. While developing the CIP, City staff works to identify and plan for operating costs and savings resulting from the projects. The information below describes the impact that projects included in the 2016/2017 CIP, and related debt service, will have on the operating budget.

## **Project Funding**

Capital projects are primarily funded by General Obligation Bonds, Certificates of Obligation, current revenue, and reserves. In 2016/2017, approximately \$6.8 million in debt will be issued for capital projects approved in this budget.

## **Street & Sidewalk Projects**

In 2016/2017, the City will complete the improvements at the Meadow Lakes Drive & Rufe Snow Drive, which has been the site of severely congested traffic. This project is the primary source to reduce congestion, while improving safety in this particular area. With the addition of highly desired attractions coming on line soon south of Loop 820 and east of Rufe Snow, this project will enhance mobility in this particular area, with improved access to and from these attractions.

The remaining sections of Rufe Snow Drive to be completed are located from Mid-Cities north to Hightower, which will be widened from 5 to 7 lanes. The Davis Blvd. and Mid-Cities Blvd Intersection will receive improvements including adding additional right and left turn lanes, along with signal improvements, and water and sewer main adjustments.

The Preventative Street Maintenance project provides for crack sealing, slurry sealing, and asphalt or concrete overlay of selected streets throughout the City. This annual program improves street conditions, reduces typical roadway maintenance costs, and delays more costly street reconstruction. The 2016/2017 budget allocates \$1,000,000 for the slurry sealing of an estimated 15-25 streets, and 2" overlay of about 12-15 streets.

In 2016/2017, the City will complete rehabilitation and replacement of approximately 50,000 square feet of city sidewalks. These sidewalks have been determined to be in a deteriorated state in residential and high pedestrian areas. This program improves the sidewalk conditions and reduces the typical maintenance cost and delays the need for more costly reconstruction.

## **Drainage Projects**

In 2016/2017 the City will continue the drainage improvements along the Calloway Branch Channel. This projects will restore the west bank of the Calloway Branch Channel adjacent to the Graham Ranch subdivision. Currently the west bank is experiencing failure after excessive rains to our region after years of drought. The fortifications will prevent future recurrence. Due to the project location within FEMA regulatory floodway, certain requirements must be met.

In 2016/2017 the City will begin the engineering and reconstructing about 400 feet of gabions along the Walker Branch Channel. Again this is due to erosion from excessive amounts of rain. This project will fortify the bank in prevent the erosion progression onto private property

# **CIP OPERATING BUDGET IMPACT**

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## **Utility Projects**

The Telemetric Water Meter Annual Maintenance Program provides for the annual replacement of approximately 2,000 transponder units. The transponder units allow meter readers to electronically measure water usage without leaving their vehicles. Thus, the Finance Department has been able to reduce Utility Services personnel costs. Continued replacement of the transponders ensures a higher level of meter accuracy, which reduces billing (revenue) errors.

The Miscellaneous Water and Sewer Main Replacement project is an annual program that provides for the replacement of several water and sewer mains in the City. The mains selected for replacement include the oldest and/or those requiring repairs more than once a year. Each main that is replaced reduces maintenance costs in subsequent years.

The Small Water Main Replacements project is an annual program that provides for the replacement of old 2 inch and 4 inch water mains with 6 inch or larger water pipes and provides adequate fire hydrant coverage to areas that are without proper coverage. Each main replacement helps reduce maintenance and emergency cost due to the water line breaks.

## **Parks & Recreation Projects**

In 2016/2017 the City will see the continuation and beginning stages of construction for the redevelopment of Northfield Park. This project will provide an opportunity to correct many issues at the park including the need to correct aging infrastructure and amenities at the park helping to provide a positive image for the City.

The City will undergo various Park Infrastructure Maintenance projects during 2016/2017 to replace playground safety surface material, fence replacement, pointing of safety railing, bridge deck replacement, and erosion projects. There is no anticipated operating cost for the replacement or repair of existing park amenities.

The 2016/2017 fiscal year the parks department will begin installation of updated trail identification and 9-1-1 emergency response signs to be introduced along the major trails within the city. These signs will be strategically placed along the trails in order to easily identify roadways, as well as a GPS coordinated system to pinpoint the location of citizens in need of assistance.

The 2016/2017 Playground Replacement project will focus on the major renovation of the Green Valley Park playground. All playground equipment and fall surface material will be replaced, as well as newly installed shade structures over the equipment to provide protection from the intense summer heat and sun. The playground equipment was constructed over twenty years ago, and continues to see heavy usage by citizens as well as accelerated deterioration from the exposure to the outside elements.

The Parks and Recreation department is continuing to complete the Parks System Signage project that began in 2015/2016 which will continue until the 2017/2018 fiscal year. All park entry signs will be scheduled to be replaced over this period of time with the signs that are of greatest priority being replaced at the beginning of the project and the other signs being replaced as funding is available.

## **Aquatic Park Projects**

In 2016/2017 the Aquatic Park will have two major projects, with one being the renovation of the Beachside Bay with a construction of a cabana village in that area. The cabanas will increase private

# **CIP OPERATING BUDGET IMPACT**

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seating options to park guests. This will help provide additional revenue, with a projected return on investment in 3 years. The other project will be the replacement of the three bridges that are access points to cross over the Endless River attraction. This project will help ensure the safety of the water park guests as well as provide a decrease in labor and material cost that cost the park in maintenance.

## **Municipal Facility Projects**

The new City Hall (Municipal Government Complex) construction finished during FY 2015/2016 and is opened in 2016. The new projects for 2016/2017 will focus on overhead door replacements as well as other overhead door safety and equipment replacements.

## **Major Capital Equipment Program**

In 2016/2017, most Major Capital Equipment Programs will focus on public safety needs. The Fire Department will finish the required replacement of all SCBA air packs, as well as the purchase of three new fire apparatus. The City will trade in or sell three current pieces of equipment in order to help pay for the new trucks. The rest of the funding will be from the selling of Certificates of Obligations and Fleet Reserves. The three pieces of equipment scheduled to be introduced into service are one fire engine, and two 107" Aerial Fire Apparatus. All of the fire department's mobile data computers will also be replaced as maintenance on the 2008 models can no longer be obtained. Police will be upgrading and replace the current in car video systems, servers, and data storage. Along with the replacement of in car video, the department will also be purchasing body cameras as an extra tool for safety of officers and the public. The final public safety tool purchase is the replacement of the Hand held citation writers and portable citation printers. This will reduce the number of devices that are constantly out of service due to repair at the manufacture's facility.

## **Economic Development Projects**

In 2016/2017, the City will continue improvements in a targeted zone by renovating single family, owner occupied homes. This program has increased the value in fifteen homes on average ninety percent, with a total increase of \$70,000 per home, or a total valuation increase of \$1,050,000. The program is successful, and currently has draws approximately 3 inquiries per month from residents inside the target zone.

## **CIP Personnel**

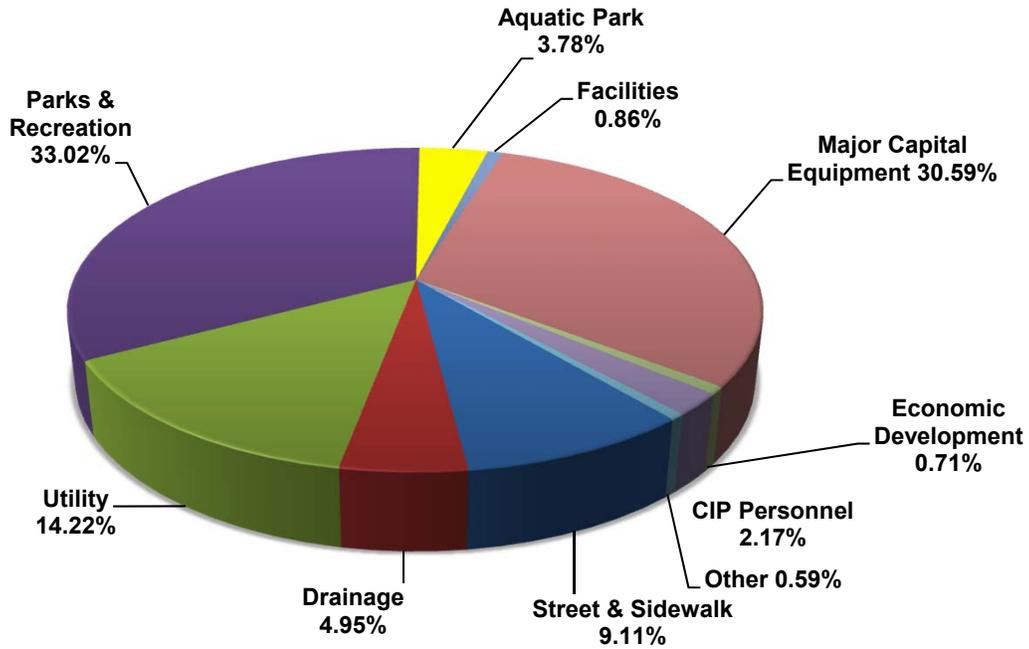
Utility fund dollars will continue to be used to fund capital project personnel. The total CIP personnel budget for 2016/2017 is \$304,672.

## **Other Projects**

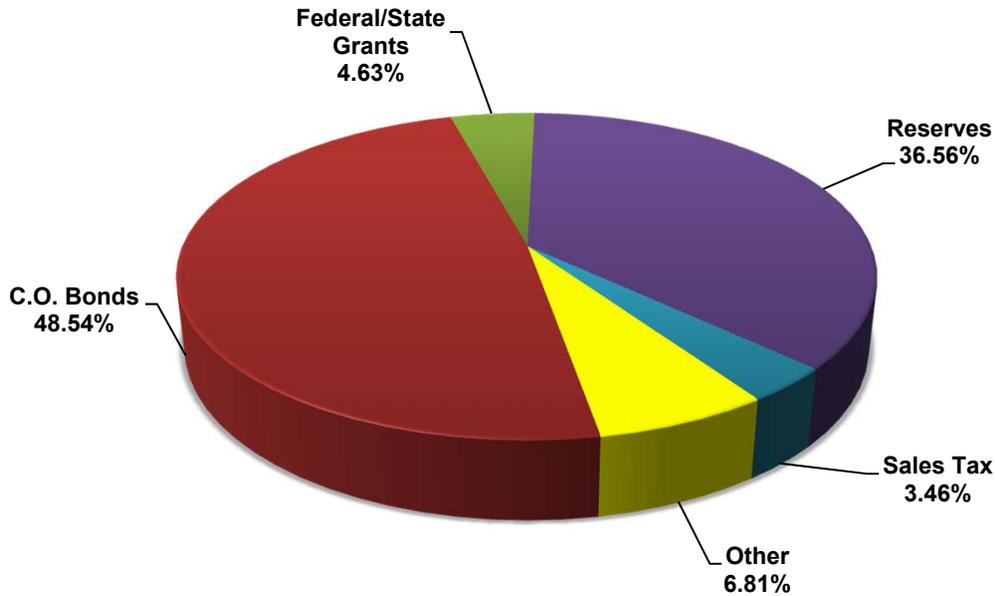
The Planning and Development department is continuing the development of a strategic plan. This plan will help the City answer questions regarding future changes as well as keeping North Richland Hills a sustainable vibrant community.

# Fiscal Year 2016/2017 Adopted CIP Budget \$14,040,972

## Uses of Funds



## Sources of Funds



**NRH**

**Summary of Project Expenditures  
2016/2017 Capital Improvement Program**

<b>Program Classification</b>	<b>Project To Date</b>	<b>Adopted 2016/2017</b>	<b>Estimated 2017/2018</b>	<b>2018 to Completion</b>	<b>Total Expenditures</b>
Street & Sidewalk	39,535,962	1,280,000	461,000	0	\$ 41,276,962
Drainage	3,088,222	695,000	0	0	\$ 3,783,222
Utility	4,691,525	1,996,000	0	0	\$ 6,687,525
Parks & Recreation	5,946,623	4,636,000	173,000	0	\$ 10,755,623
Aquatic Park	3,380,425	531,000	0	0	\$ 3,911,425
Facilities	76,042,318	120,800	0	0	\$ 76,163,118
Major Capital Equipment	5,492,115	4,295,000	2,905,000	0	\$ 12,692,115
Economic Development	15,947,826	100,000	0	0	\$ 16,047,826
CIP Personnel	2,742,159	304,672	0	0	\$ 3,046,831
Other	3,163,468	82,500	85,000	0	\$ 3,330,968
<b>Total CIP Project Expenditures</b>	<b>\$ 160,030,643</b>	<b>\$ 14,040,972</b>	<b>\$ 3,624,000</b>	<b>\$ 0</b>	<b>\$ 177,695,615</b>

**Summary of Project Funding  
2016/2017 Capital Improvement Program**

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<b>Funding Source</b>	<b>Funding To Date</b>	<b>Adopted 2016/2017</b>	<b>Estimated 2017/2018</b>	<b>2018 to Completion</b>	<b>Total Funds</b>
General Obligation Bonds	61,289,172	0	0	0	61,289,172
Certificates of Obligation	33,730,000	6,815,000	460,000	0	41,005,000
Federal/State Grants	23,342,956	650,000	0	0	23,992,956
Reserves	25,833,079	5,133,064	1,000	0	30,967,143
Sales Tax	3,344,900	486,000	173,000	0	4,003,900
Other	12,490,536	956,908	2,990,000	0	16,437,444
<b>Total CIP Project Funding</b>	<b>\$ 160,030,643</b>	<b>\$ 14,040,972</b>	<b>\$ 3,624,000</b>	<b>\$ 0</b>	<b>\$ 177,695,615</b>

**Summary of Project Funding  
2016/2017 Capital Improvement Program**

<b>Program</b>	<b>Funding To Date</b>	<b>Adopted 2016/2017</b>	<b>Estimated 2017/2018</b>	<b>2018 to Completion</b>	<b>Total Funds</b>
<b><u>Street &amp; Sidewalk</u></b>					
General Obligation Bonds	9,875,950	0	0	0	9,875,950
Certificates of Obligation	5,515,000	1,000,000	460,000	0	6,975,000
Federal/State Grants	18,277,106	180,000	0	0	18,457,106
Reserves	4,137,906	100,000	1,000	0	4,238,906
Other	1,730,000	0	0	0	1,730,000
Street & Sidewalk Sub-Total	\$ 39,535,962	\$ 1,280,000	\$ 461,000	\$ 0	\$ 41,276,962
<b><u>Drainage</u></b>					
General Obligation Bonds	1,863,222	0	0	0	1,863,222
Reserves	1,225,000	695,000	0	0	1,920,000
Drainage Sub-Total	\$ 3,088,222	\$ 695,000	\$ 0	\$ 0	\$ 3,783,222
<b><u>Utility</u></b>					
Certificates of Obligation	2,545,000	0	0	0	2,545,000
Federal/State Grants	0	396,000	0	0	396,000
Reserves	1,946,525	1,600,000	0	0	3,546,525
Other	200,000	0	0	0	200,000
Utility Sub-Total	\$ 4,691,525	\$ 1,996,000	\$ 0	\$ 0	\$ 6,687,525
<b><u>Parks &amp; Recreation</u></b>					
Certificates of Obligation	0	3,900,000	0	0	3,900,000
Federal/State Grants	2,882,928	0	0	0	2,882,928
Reserves	96,795	0	0	0	96,795
Sales Tax	2,819,900	486,000	173,000	0	3,478,900
Other	147,000	250,000	0	0	397,000
Parks & Recreation Sub-Total	\$ 5,946,623	\$ 4,636,000	\$ 173,000	\$ 0	\$ 10,755,623
<b><u>Aquatic Park</u></b>					
Certificates of Obligation	2,600,000	0	0	0	2,600,000
Reserves	780,425	531,000	0	0	1,311,425
Aquatic Park Sub-Total	\$ 3,380,425	\$ 531,000	\$ 0	\$ 0	\$ 3,911,425
<b><u>Facilities</u></b>					
General Obligation Bonds	49,550,000	0	0	0	49,550,000
Certificates of Obligation	20,070,000	0	0	0	20,070,000
Reserves	2,700,000	120,800	0	0	2,820,800
Other	3,722,318	0	0	0	3,722,318
Facilities Sub-Total	\$ 76,042,318	\$ 120,800	\$ 0	\$ 0	\$ 76,163,118
<b><u>Major Capital Equipment</u></b>					
Certificates of Obligation	0	1,915,000	0	0	1,915,000
Federal/State Grants	71,171	74,000	0	0	145,171
Reserves	1,516,944	1,681,592	0	0	3,198,536

**Summary of Project Funding  
2016/2017 Capital Improvement Program**

<b>Program</b>	<b>Funding To Date</b>	<b>Adopted 2016/2017</b>	<b>Estimated 2017/2018</b>	<b>2018 to Completion</b>	<b>Total Funds</b>
Other	3,904,000	624,408	2,905,000	0	7,433,408
Major Capital Equipment Sub-Total	\$ 5,492,115	\$ 4,295,000	\$ 2,905,000	\$ 0	\$ 12,692,115
<b><u>Economic Development</u></b>					
Certificates of Obligation	3,000,000	0	0	0	3,000,000
Reserves	10,500,167	100,000	0	0	10,600,167
Sales Tax	450,000	0	0	0	450,000
Other	1,997,659	0	0	0	1,997,659
Economic Development Sub-Total	\$ 15,947,826	\$ 100,000	\$ 0	\$ 0	\$ 16,047,826
<b><u>CIP Personnel</u></b>					
Reserves	2,742,159	304,672	0	0	3,046,831
CIP Personnel Sub-Total	\$ 2,742,159	\$ 304,672	\$ 0	\$ 0	\$ 3,046,831
<b><u>Other</u></b>					
Federal/State Grants	2,111,751	0	0	0	2,111,751
Reserves	187,158	0	0	0	187,158
Sales Tax	75,000	0	0	0	75,000
Other	789,559	82,500	85,000	0	957,059
Other Sub-Total	\$ 3,163,468	\$ 82,500	\$ 85,000	\$ 0	\$ 3,330,968
Total CIP Project Funding	\$ 160,030,643	\$ 14,040,972	\$ 3,624,000	\$ 0	\$ 177,695,615

# Schedule 1 Street & Sidewalk Capital Projects Budget Summary

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
ST0902	Cloyce Court (Northeast Loop 820 to Maplewood Ave)	810,000	0	0	0 \$	810,000
ST0401	Davis Blvd/Mid-Cities Blvd Intersection	5,200,726	0	0	0 \$	5,200,726
ST0904	Grand Avenue (Library to HealthMarkets Access Road)	75,000	0	0	0 \$	75,000
ST1601	Infrastructure Painting Project	100,000	0	0	0 \$	100,000
ST1101	Main Street Streetscaping Project	66,000	0	461,000	0 \$	527,000
PW1602	Meadow Lakes Drive & Rufe Snow Drive Intersection	1,315,000	0	0	0 \$	1,315,000
SM1601	Preventive Street Maintenance (2016)	800,000	0	0	0 \$	800,000
SM1502	Preventive Street Maintenance (College Circle Pavement Rehabilitation)	300,000	0	0	0 \$	300,000
ST0102	Rufe Snow Dr. Street & Utility Imp. (Karen Drive to I.H. 820)	1,535,950	0	0	0 \$	1,535,950
ST0202	Rufe Snow Dr. Street & Utility Imp. (Mid-Cities to Hightower)[TEA-21]	21,703,236	0	0	0 \$	21,703,236
ST1201	Rufe Snow Drive & Glenview Drive Intersection Improvements	2,185,000	0	0	0 \$	2,185,000
SD1601	Sidewalk Rehabilitation and Replacement Project	50,000	0	0	0 \$	50,000
ST1301	Signal Timing Synchronization Update	95,000	0	0	0 \$	95,000
ST1304	Smithfield Road (Davis Blvd to Mid-Cities Blvd)	2,200,000	0	0	0 \$	2,200,000
ST1102	Snider Street Extension Project	2,800,050	0	0	0 \$	2,800,050
ST1005	Traffic Signalization at Davis Boulevard & Creek View Drive	300,000	0	0	0 \$	300,000
<b>Total Continuing Projects</b>		<b>\$ 39,535,962</b>	<b>\$ 0</b>	<b>\$ 461,000</b>	<b>\$ 0</b>	<b>\$ 39,996,962</b>
<b>New Projects</b>						
SM1701	Preventive Street Maintenance (2017)	0	1,000,000	0	0 \$	1,000,000
SD1701	Sidewalk Rehabilitation and Replacement Project (2017)	0	50,000	0	0 \$	50,000
ST1701	Vance and Glenview Signal Upgrades	0	230,000	0	0 \$	230,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 1,280,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,280,000</b>
<b>Total Project Costs</b>		<b>\$ 39,535,962</b>	<b>\$ 1,280,000</b>	<b>\$ 461,000</b>	<b>\$ 0</b>	<b>\$ 41,276,962</b>
<b><u>Funding Sources</u></b>						
General Obligation Bonds		9,875,950	0	0	0 \$	9,875,950
Certificates of Obligation		5,515,000	1,000,000	460,000	0 \$	6,975,000
Federal/State Grants		18,277,106	180,000	0	0 \$	18,457,106
Reserves		4,137,906	100,000	1,000	0 \$	4,238,906
Other		1,730,000	0	0	0 \$	1,730,000
<b>Total Sources of Funds</b>		<b>\$ 39,535,962</b>	<b>\$ 1,280,000</b>	<b>\$ 461,000</b>	<b>\$ 0</b>	<b>\$ 41,276,962</b>

# Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Cloyce Court (Northeast Loop 820 to Maplewood Ave) - Continuing Project	Cloyce Court is identified on the Master Thoroughfare Plan as a Residential, 2 Lane Undivided (R2U) roadway. It was, however, constructed 40 feet wide in 1965. This 2003 Bond Program project will consist of reconstructing approximately 1,400 feet of the existing asphalt street with a new 40 foot wide concrete section with sidewalks. The limits of the project will begin at the Loop 820 frontage road and end at Maplewood Ave. After the new street section is complete this section of Cloyce Ct. will meet all of the City's current paving and drainage standards. In addition, the 8" Sanitary Sewer line which currently is an old clay pipe will need to be replaced.	Construction began 04/2016 and is scheduled to end 01/2017.
Davis Blvd/Mid-Cities Blvd Intersection - Continuing Project	This project consists of intersection improvements at the Davis Blvd and Mid-Cities Blvd Intersection. The improvements include adding additional right and left turn lanes, signalization improvements, and all necessary water and sewer main adjustments. This project is a 2003 Bond Program Project.	Construction is scheduled to begin 11/2016 and is scheduled to end 06/2017.
Grand Avenue (Library to HealthMarkets Access Road) - Continuing Project	This project consists of extending the paving improvements on Grand Avenue next to the new library where the Public Works Department has temporarily placed asphalt. Specifically, the limits of this project are from the end of the current concrete section of Grand Avenue to the HealthMarkets Access Road. Portions of this project were included as additive alternates in the "Grand Avenue Street and Utility Improvements" project (ST0702); however, the project funding was unable to support additional improvements beyond the base project. The current asphalt section will be replaced with a 26 foot wide concrete pavement section. This section will only consist of 2 lanes for traffic. The on-street parking will be installed by the developer.	Engineering/Design Phase is scheduled to begin 08/2017 and end 01/2018. Construction is scheduled to begin 3/2018 and end 01/2019.
Infrastructure Painting Project - Continuing Project	This project will consist of painting or re-painting city infrastructure in the public's view throughout the City whose appearance has fallen below our appearance standards. The infrastructure would include items such as previously painted guard rails, fencing, street light poles, traffic signal poles, and mast arms, and other miscellaneous items. Additionally, this project would be used to apply a coat of paint consistent with the color of concrete and an anti-graffiti coating to some of the City's drainage structures where graffiti appears on a normal basis.	Construction is scheduled to begin 10/2015 and end 10/2017.
Main Street Streetscaping Project - Continuing Project	Main Street between Davis Boulevard and Smithfield Road is designated for a pedestrian friendly, mixed use environment directly adjacent to the future Smithfield commuter rail station as part of the approved Smithfield TOD district. The existing Main Street pavement section is 36 feet wide with no sidewalks or organized street tree plantings or features. Scheduled improvements include 11 foot wide sidewalks with street trees, pedestrian lights, bench seats, trash receptacles, bike racks and crosswalk striping. Also included is restriping Main Street to allow for on street parking and funds for right way to provide streetscaping improvements.	Engineering/Design is scheduled to begin 03/2017 and end 10/2017. Land/ROW Acquisition is scheduled to begin 03/2016 and end 09/2016. Construction is scheduled to begin 03/2018 and end 10/2019.

# Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Meadow Lakes Drive & Rufe Snow Drive Intersection - Continuing Project	The area along Rufe Snow, south of LP 820, is severely congested with 7 different ingress/egress points within a 700 foot span. The project proposes the conversion of the current Rufe Snow/Meadow Lakes 3 way signalized intersection into a 4 way signalized intersection that would be a separate but complimentary project to ST0102 - Rufe Snow Drive Street & Utility Improvements, which calls for a raised median along Rufe Snow. This project would extend Meadow Lakes east of Rufe Snow, connecting to the commercial area along LP 820. The project would also eliminate 3 of the 7 ingress/egress points within the 700 foot span.	This project will be completed by 09/2017.
Preventive Street Maintenance (2016) - Continuing Project	This is an annual program where funds are dedicated to enhance the city's efforts for preventive maintenance of city streets. The scope of this project provides crack sealing for approximately 15-25 streets, slurry seals for 15-25 streets and a 2" asphalt overlay for 12-15 streets. In addition to these three maintenance methods, staff will be searching for new preventive procedures to consider in the future.	Construction will begin 10/2015 and is scheduled for completion 09/2017.
Preventive Street Maintenance (2017) - New Project	This is an annual program where funds are dedicated to enhance the city's efforts for preventive maintenance of city streets. The scope of this project provides crack sealing for approximately 15-25 streets, slurry seals for 15-25 streets and a 2" asphalt overlay for 12-15 streets. In addition to these three maintenance methods, staff will be searching for new preventive procedures to consider in the future.	Construction will begin 10/2016 and is scheduled for completion 09/2017.
Preventive Street Maintenance (College Circle Pavement Rehabilitation) - Continuing Project	This project is located along College Circle, beginning just north of Abbot Avenue and continuing to Terry Drive. This reconstruction consists of removing and replacing deteriorated curb and gutter, valley gutters, and drive approaches that do not provide adequate drainage. This will be a project where the City and County partner. Tarrant County Precinct #3 will stabilize the subgrade and city crews will place asphalt for the driving surface.	Construction has started and is scheduled for completion during this fiscal year.
Rufe Snow Dr. Street & Utility Imp. (Karen Drive to I.H. 820) - Continuing Project	This project begins at Karen Drive and ends on the north side of Corona Drive (approximate ending of the TxDot Bridge project). The intersection at Meadowlakes Drive will be improved as part of this project. Rufe Snow Drive will be widened with right turn lanes and improved signalization. This section will transition from the wider section at the bridge to the 4 lane section at Karen Drive. The project will be constructed as a concrete street with sidewalks and all necessary water and sewer main adjustments. Street lights and signalization at Meadow Lakes will be constructed to the City's standards.	Construction will begin 11/2015 and is scheduled to end 12/2016.

# Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Rufe Snow Dr. Street & Utility Imp. (Mid-Cities to Hightower)[TEA-21] - Continuing Project	This project widens approximately 5,300 feet of the existing 5-lane thoroughfare to 7-lanes. This section of Rufe Snow Drive will be reconstructed as a concrete street with sidewalks along both sides, signalization improvements at the major intersections and all necessary water and sewer main adjustments. The funding for design will be provided by the 1994 Bond Program and Federal Grants (TEA-21). The funding for the construction phase of this project will come from the 2003 Bond Program and Federal Grants.	Construction is scheduled to begin 3/2016 and end 11/2018.
Rufe Snow Drive & Glenview Drive Intersection Improvements - Continuing Project	This project consists of improvements to the intersection of Rufe Snow Dr. and Glenview Dr. Glenview Dr. will be widened to provide dedicated left turn lanes for the eastbound and westbound leg of the intersection and realign the southbound segment of Rufe Snow Dr. to shift the dedicated right turn lane adjacent to the other travel lanes. Additionally, aesthetic improvements will be installed which include a public art exhibit at the northwest corner of the intersection, landscaping features, burying power lines at the immediate intersection and brick pavers at crosswalks.	The engineering/design, and ROW Acquisition phases are scheduled to end 9/2017. Construction is scheduled to begin 11/2018 and end 11/2019.
Sidewalk Rehabilitation and Replacement Project - Continuing Project	This project provides for rehabilitation of the city's sidewalk system. Funding will allow for the replacement of approximately 50,000 square feet of deteriorated sidewalks or the construction of new sidewalks in residential and high pedestrian areas.	Construction will begin 10/2015 and is scheduled for completion 09/2017.
Sidewalk Rehabilitation and Replacement Project (2017) - New Project	This project provides for rehabilitation of the city's sidewalk system. Funding will allow for the replacement of approximately 50,000 square feet of deteriorated sidewalks or the construction of new sidewalks in residential and high pedestrian areas.	Construction will begin 10/2016 and is scheduled for completion 09/2017.
Signal Timing Synchronization Update - Continuing Project	This project consists of updating and optimizing the timing plans on eight (8) signalized intersections along the Davis Boulevard corridor and three (3) signalized intersections on Precinct Line Road.	Construction is scheduled to end early this fiscal year.

# Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Smithfield Road (Davis Blvd to Mid-Cities Blvd) - Continuing Project	This project consists of realigning a portion of Smithfield Road so that it connects directly to Bridge Street at Davis Blvd and reconstructing the existing section of Smithfield Road north to a point approximately 100 feet north of Mid-Cities Blvd. The improvements will consist of modifying the signal light at the Davis Blvd intersection so that all four sides will be signalized instead of the 3 sides that currently exists. In addition the new road will be constructed with concrete and include sidewalks and a drainage system. This section of Smithfield Road is located in the Smithfield TOD and will be constructed to the TOD criteria.	Construction is scheduled to end 11/2016.
Snider Street Extension Project - Continuing Project	Snider Street Extension Project is a designated new transit oriented development street running north of Main Street as part of the approved Smithfield TOD district. Snider Street is proposed to extend northward and turn east into Davis Boulevard and include wide sidewalks, street tree plantings and other pedestrian features. All of the surrounding property is owned by the City and designated for mixed use pedestrian friendly development adjacent to the future Smithfield commuter rail station.	Engineering is scheduled to end 12/2016. Construction is scheduled to begin 02/2017 and scheduled for completion 11/2017.
Traffic Signalization at Davis Boulevard & Creek View Drive - Continuing Project	This project consists of both the design and construction of a new traffic signal light at the intersection of Davis Boulevard and Creek View Drive/Post Office drive entrance. The traffic signal light will conform to the City's current standards which include black powder coated poles and mast arms, ILSN signs, opticom system, LED lights, video detection system, and street lights mounted on the mast arms. The Post Office driveway will need to be realigned and relocated to match the intersecting street of Creek View Drive. The Post Office parking lot configuration for entry and parking will need to be reconfigured to match the new entrance.	Engineering/Design is schedule to end 12/2016. Construction is scheduled to begin 02/2017 and end 12/2017.
Vance and Glenview Signal Upgrades - New Project	This project consists of replacing the existing span wire signal at the intersection of Vance Road and Glenview Drive with pole mounted signals. This project also includes the installation of pedestrian signal heads and striping at the intersection. This project has been approved for funding through the HSIP (Highway Safety Improvement Program) grant which is 90% federal funding and 10% local funding. The 90% coverage of federal funds is only for construction costs. This project will be let through TxDOT as the grant is disseminated through TxDOT.	This project is schedule to begin 10/2016 and end 09/2017.

## Schedule 2 Drainage Capital Projects Budget Summary

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
DR1503	Calloway Branch Channel Repair Project	98,500	600,000	0	0 \$	698,500
DR1401	Concrete Lined Channel Rehabilitation Project	131,500	0	0	0 \$	131,500
DR1601	Drainage Improvements	95,000	0	0	0 \$	95,000
DR1501	Main Street Drainage Improvements	1,020,000	0	0	0 \$	1,020,000
DR1004	Meadowview Estates Channel Drainage Improvements	1,743,222	0	0	0 \$	1,743,222
<b>Total Continuing Projects</b>		<b>\$ 3,088,222</b>	<b>\$ 600,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,688,222</b>
<b>New Projects</b>						
DR1701	Walker Branch Gabion Repair Project	0	95,000	0	0 \$	95,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 95,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 95,000</b>
<b>Total Project Costs</b>		<b>\$ 3,088,222</b>	<b>\$ 695,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,783,222</b>
<b><u>Funding Sources</u></b>						
General Obligation Bonds		1,863,222	0	0	0 \$	1,863,222
Reserves		1,225,000	695,000	0	0 \$	1,920,000
<b>Total Sources of Funds</b>		<b>\$ 3,088,222</b>	<b>\$ 695,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,783,222</b>

# Drainage Capital Projects

Project Name	Project Description	Status
Calloway Branch Channel Repair Project - Continuing Project	This is for the repair of failing channel along the Calloway Branch Channel that has resulted in the loss of material in several backyards along Waggoner Ranch Road. Erosion caused by excessive rains following the years of recent drought caused bank failure along the west bank of the Calloway Branch channel adjacent to the Graham Ranch subdivision. This project will restore the west bank in the vicinity of the Graham Ranch properties and fortify the bank to prevent a future recurrence. Because the project is located within FEMA's regulatory floodway, both a CLOMR and LOMR will be required.	The engineering phase of the project is scheduled to end 11/2016, with construction ending 11/2016.
Concrete Lined Channel Rehabilitation Project - Continuing Project	This project involves beginning a rehabilitation process of the City's seven (7) miles of concreted lined channels. The scope of the project will include repairing areas of concrete lined channels that have deteriorated, cracked, dropped, collapsed, heaved or hold water due to heavy ground movement and/or age. The list of needed repairs will include patching sections of channel walls and bottoms and replacement of sections of channel walls and bottoms. Staff has inventoried all concrete lined channels and estimates that 50,000 square foot of repairs are initially needed to begin the repair process.	Construction is ongoing and is scheduled to end 09/2017.
Drainage Improvements - Continuing Project	There are two sections to the drainage improvement project. The first section consists of construction of a concrete drainage flume in the Holiday West Addition, between Meadow Park Drive North and the Holiday West Channel. The second section consists of reconstructing a concrete flume in the Steeple Ridge subdivision.	The engineering and construction phase of the project is schedule to begin 10/2015 and end 11/2016.
Main Street Drainage Improvements - Continuing Project	This project will consist of replacing approximately 1000 linear feet of 18" and 21" Reinforced Concrete Pipe (RCP) with 30" and 36" RCP beginning at Chilton Drive and ending at Crane Road. A branch of the new system will be extended up Jerry Court and will connect to an existing system. Because much of the storm drainage system will be underneath the existing street pavement the street cuts will be patched and the entire street will be overlaid to provide a uniform pavement finish and look. Some driveways and curb and gutter will be reconstructed. There will also be the relocation of approximately 400 feet of an existing 6" water and 6" sanitary sewer line.	Construction will began 12/2015 and is scheduled for completion 11/2016.
Meadowview Estates Channel Drainage Improvements - Continuing Project	This project consists of reconstructing the existing concrete channel from Northfield Park to Jill Court and reconstructing a larger bridge (box culverts) at Northfield Drive. The length of the channel is approximately 1,800 linear feet. The new box culverts will be designed for the 100 year rain event.	Construction is ongoing and is scheduled to end 10/2017.

# Drainage Capital Projects

Project Name	Project Description	Status
Walker Branch Gabion Repair Project - New Project	The project consists of engineering and reconstructing approximately 400 feet of gabions along the Walker Branch Channel. The project begins south of Harwood along the west bank and will focus on two areas where the gabion baskets have failed.	This project is scheduled to begin 10/2016 and end 09/2017

### Schedule 3 Utility Capital Projects Budget Summary

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
UT0201	Big Fossil Creek Wastewater Outfall	1,200,000	0	0	0 \$	1,200,000
UT1601	Franklin Court Sewer Addition and Gifford Connection	150,000	0	0	0 \$	150,000
UT1602	Impact Fee Update (2016)	110,000	0	0	0 \$	110,000
UT1402	Johnson Pump Station Component and Infrastructure Replacements	275,000	0	0	0 \$	275,000
UT1603	Miscellaneous Water/Sewer Main Replacements (2016)	420,000	0	0	0 \$	420,000
UT1404	Motor Operated Transfer Valves	730,000	0	0	0 \$	730,000
UT1604	Sanitary Sewer Line Replacements (Crabtree & Onyx N.)	125,000	0	0	0 \$	125,000
UT1605	Small Water Main Replacements (2016)	420,000	0	0	0 \$	420,000
UT1607	Walker Branch Interceptor Project	416,525	0	0	0 \$	416,525
UT1505	Water Line Replacement on Susan Lee (Lola Dr. to N. Richland Blvd.)	790,000	0	0	0 \$	790,000
UT0810	Western Center Water Facility Expansion	55,000	0	0	0 \$	55,000
<b>Total Continuing Projects</b>		<b>\$ 4,691,525</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,691,525</b>
<b>New Projects</b>						
UT1701	College Hill Ground Storage Tank Stand Pipe	0	85,000	0	0 \$	85,000
CDBG17	Harmonson Road Sanitary Sewer Improvements	0	396,000	0	0 \$	396,000
UT1702	Miscellaneous Water/Sewer Main Replacements (2017)	0	420,000	0	0 \$	420,000
UT1703	Sanitary Sewer System Rehabilitation (Various Locations)	0	150,000	0	0 \$	150,000
UT1704	Sanitary Sewer System Trunk Line Rehabilitation	0	125,000	0	0 \$	125,000
UT1705	Small Water Main Replacements (2017)	0	420,000	0	0 \$	420,000
UT1706	Telemetric Water Meter Annual Maintenance (2017)	0	400,000	0	0 \$	400,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 1,996,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,996,000</b>
<b>Total Project Costs</b>		<b>\$ 4,691,525</b>	<b>\$ 1,996,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 6,687,525</b>
<b><u>Funding Sources</u></b>						
Certificates of Obligation		2,545,000	0	0	0 \$	2,545,000
Federal/State Grants		0	396,000	0	0 \$	396,000
Reserves		1,946,525	1,600,000	0	0 \$	3,546,525
Other		200,000	0	0	0 \$	200,000
<b>Total Sources of Funds</b>		<b>\$ 4,691,525</b>	<b>\$ 1,996,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 6,687,525</b>

# Utility Capital Projects

Project Name	Project Description	Status
Big Fossil Creek Wastewater Outfall - Continuing Project	This project consists of constructing a parallel wastewater outfall main from the North Richland Hills metering station, which is north of State Highway 10 to the Trinity River. North Richland Hills, Richland Hills, Haltom City, and Fort Worth discharge sanitary sewer into this section of the existing outfall mains. Each city will pay a portion of the cost based on volume of flow from their city. The size of the main will vary, but will be as large as 90" in diameter. North Richland Hills will need to pay for connecting its existing outfall to the new outfall. After the new outfall is complete, both wastewater pipelines will be owned, operated and maintained by Fort Worth as part of its system.	Land/ROW Acquisition is ongoing and is scheduled to end on 12/2016. Construction is scheduled to begin 2/2016 and end 12/2017.
College Hill Ground Storage Tank Stand Pipe - New Project	This project will consist of constructing two water pipes so the storage tank will fill from the top. The pipe being added is called a stand pipe. This will allow new water to be added to the tank in order to mix with the older water in the tank.	Project is scheduled to begin 10/2016 and end 09/2017.
Franklin Court Sewer Addition and Gifford Connection - Continuing Project	This project consists of design and construction of a new 6" sanitary sewer along Franklin Court with a partial connection to Gifford for future development. The project will consist of approximately 1,000 linear feet of 6" sanitary sewer.	Project ROW acquisition is scheduled to begin 11/2016 and ending 12/2016. The construction phase of the project will begin 12/2016 and is scheduled to begin 08/2017.
Harmonson Road Sanitary Sewer Improvements - New Project	This is the 42nd Year Community Development Block Grant (CDBG) Project. The Project will consist of replacing approximately 1,850 linear feet of 18" sanitary sewer pipe within Harmonson Road Right-of-Way between Dawn Drive and Lochridge Court.	This project is scheduled to begin 10/2016 and end 09/2017.
Impact Fee Update (2016) - Continuing Project	This project will consist of an update to the current Impact Fee Study. The evaluation and analysis will be made of the current water and sewer impact fee program and rates to determine future needed improvements and rate levels. The Impact Fee Study consists of 3 components. An update to the Land Use Assumption Plan, identifying future water and sewer improvements needed for new development, and determining the appropriate impact fee to fund the future development.	Project is scheduled to begin 10/2015 and end 04/2017.

# Utility Capital Projects

Project Name	Project Description	Status
Johnson Pump Station Component and Infrastructure Replacements - Continuing Project	This project will consist of the replacement of (2) two pumps and motors inside the Johnson Pump Station facility located at 8501 Harwood Road. Included will be replacement of a short section of discharge header pipe outside the pump station, replacement of the entry pipe from the road side to the storage tank, and replacement of the manually operated water valve with a motorized valve on the entry pipe.	Construction is ongoing and is scheduled to end 09/2017.
Miscellaneous Water/Sewer Main Replacements (2016) - Continuing Project	This is an annual program that is completed by the Public Works Construction Division. The program will provide for water & sewer replacements on the following streets: Chapman Rd. (7104 Chapman to Brookshire), Cummings (Maplewood to Janetta), Mary Drive (Davis Blvd. to Stone).	Project is scheduled to begin 10/2015 and end 01/2017.
Miscellaneous Water/Sewer Main Replacements (2017) - New Project	This is an annual program that is completed by the Public Works Construction Division. The program will provide for water & sewer main replacements on the following streets: Whitfield Ct (Holiday to Cul-de-sac) Bogart Dr (College to Price) Little Ranch Rd (Steward to Sandhurst Ln South) Southampton Dr (Wakefield to Chapman) Holiday Ct (Green Meadows to Cul-de-Sac).	Project is scheduled to begin 10/2016 and end 09/2017.
Motor Operated Transfer Valves - Continuing Project	This project consists of motor operated valves to be placed on existing water lines at three locations along Holiday Lane, Thaxton Parkway, and Boulevard 26.	Construction is ongoing and is scheduled to end 05/2017.
Sanitary Sewer Line Replacements (Crabtree & Onyx N.) - Continuing Project	This project will consist of pipe bursting 1,790 lf of 6 inch clay pipe on Crabtree Ln. ( 6900 Block thru 7000 Block). The project will also include replacing a 6 inch ductile iron sewer main that crosses the storm drainage channel on Onyx Dr. N. ( Kris Street thru Charles Street ).	Construction began 04/2016 with the project scheduled to end 11/2016.

# Utility Capital Projects

Project Name	Project Description	Status
Sanitary Sewer System Rehabilitation (Various Locations) - New Project	<p>This project will consist of replacing approximately 1200 linear feet of sanitary sewer main lines in North Richland Hills. In addition five manholes will be replaced.</p> <p>Streets included in this project will be Nancy Lane (4900 to 5000 block); 8020 Laura Street to 8017 Lazy Street; and 7000 to 7028 Smithfield Road.</p>	Project is scheduled to begin 10/2016 and end 09/2017.
Sanitary Sewer System Trunk Line Rehabilitation - New Project	<p>This project will reconstruct approximately 550 feet of 18 inch sanitary sewer line. The line is located near the drainage ditch and channel for Mackey Creek. The project will start at the existing line located near Jackie Lee and end near Harmonson Road.</p>	Project is scheduled to begin 10/2016 and end 09/2017.
Small Water Main Replacements (2016) - Continuing Project	<p>This is an annual program that is completed by the Public Works Construction Division. The project replaces old 2" and 4" water mains with 6" or larger water pipes and provides adequate fire hydrant coverage to areas currently without proper coverage. This project will provide for small water main replacement on the following streets: Shamrock Court (Ulster to Cul-de-sac), St. Patrick (Newman to Cork), Timberidge (Starnes to Timberlane), Terry Court (Scott to Cul-de-sac) , Still Meadows Cir. N &amp; S.) Susan Court (Scott to Cul-de-sac) .</p>	Project is scheduled to begin 10/2015 and end 12/2016.
Small Water Main Replacements (2017) - New Project	<p>This is an annual program that is completed by the Public Works Construction Division. The project replaces old 2" and 4" water mains with 6" or larger water pipes and provides adequate fire hydrant coverage to areas currently without proper coverage. This project will provide for small water main replacement on the following streets: Circleview Dr. (Lariat to Shady Lake), Meadow Ct. (Lola to culd-e-sac). Meadowbrook Dr. (Royal Ridge to Brookridge) Woodcreek Ln. (Lariat to Riviera) Spring Lea Way (Starnes to Lincoln).</p>	Project is scheduled to begin 10/2016 and end 09/2017.
Telemetric Water Meter Annual Maintenance (2017) - New Project	<p>The Telemetric Water Meter Annual Maintenance Program allows the City to continue replacing some of the transponder units and meters installed 10 years ago. The new transponder units transmit meter information to a mobile receiver or fixed network reducing and eventually eliminating the need for manual reading. Each meter with transponder cost \$250 to replace and the City replaces about 1,500 per year.</p>	Project is scheduled to begin 10/2016 and end 09/2017.

# Utility Capital Projects

Project Name	Project Description	Status
Walker Branch Interceptor Project - Continuing Project	As the Transit Orientated Development (TOD) areas begin to develop it is becoming apparent that the city's existing sanitary sewer system needs to be upgraded. The Walker Branch Interceptor Project will consist of sanitary sewer improvements. Section one of the project will consist of increasing the sizes of the lines from 6-inch, 8-inch, and 10-inch to 8-inch, 12-inch and a 15-inch respectively from Smithfield Road along Main Street to the Walker Creek and Mid-Cities Boulevard confluence. The total length of sewer line for this section is approximately 5,500 feet. Section two consists of replacing an 18inch and 21-inch line with a 27-inch sewer line. The approximate length of this section of the project is 4,100 feet.	Project began 07/2016 and is scheduled to end 04/2017.
Water Line Replacement on Susan Lee (Lola Dr. to N. Richland Blvd.) - Continuing Project	This project will consist of replacing 1,950 feet of the existing 12 inch cast iron water line and 1,600 feet of the existing 8 inch cast iron water line on Susan Lee Lane with new 12 inch PVC water line. This project will be performed by open cut trench method.	Construction is scheduled for completion 11/2016.
Western Center Water Facility Expansion - Continuing Project	In October 2005, the City had a Water and Wastewater Plan prepared that would cover future system needs to "build out" (estimated at approximately 2017). One of the future needs identified was an additional 5 million gallon ground storage tank to be located at the Western Center Storage and Booster Pump Station site. The current site is not large enough to accommodate a new 5 million gallon ground storage tank. This project will include purchasing an additional 2/3 of an acre adjacent to the current site for the future expansion.	ROW Acquisition is scheduled to end 4/2017.

**Schedule 4  
Parks & Recreation Capital Projects  
Budget Summary**

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
PK1401	Barfield/Cotton Belt Trail Connector	65,000	0	0	0 \$	65,000
PK9601	Calloway Branch Trail Development [CMAQ]	1,484,311	0	0	0 \$	1,484,311
PK9602	Little Bear Creek Trail Development(John Barfield Trail Development)[ISTEA]	2,830,420	0	0	0 \$	2,830,420
PK1503	Major Trail Neighborhood Connectors	133,000	0	0	0 \$	133,000
PK1602	Major Trail Rest Stations	55,000	0	0	0 \$	55,000
PK1603	Northfield Park Redevelopment	402,500	3,903,000	0	0 \$	4,305,500
PK1505	NRH Centre Infrastructure Improvements (2015)	25,000	0	0	0 \$	25,000
PK1506	Park Infrastructure Maintenance 2015	232,597	0	0	0 \$	232,597
PK1604	Park Infrastructure Maintenance 2016	175,000	0	0	0 \$	175,000
PK1605	Park System Playground Replacement	100,000	0	0	0 \$	100,000
PK1606	Park System Signage	100,000	173,000	173,000	0 \$	446,000
PK1607	Richland Tennis Center Infrastructure Maintenance (2016)	30,000	0	0	0 \$	30,000
PK1509	Trail Head Gateways 2015	130,000	0	0	0 \$	130,000
PK1608	Trail Head Gateways 2016	122,260	0	0	0 \$	122,260
PK1609	Unforeseen Park Damage	61,535	0	0	0 \$	61,535
<b>Total Continuing Projects</b>		<b>\$ 5,946,623</b>	<b>\$ 4,076,000</b>	<b>\$ 173,000</b>	<b>\$ 0</b>	<b>\$ 10,195,623</b>
<b>New Projects</b>						
PK1701	Barfield Family Foundation Grant Program	0	50,000	0	0 \$	50,000
PK1702	Green Valley Playground Replacement and Shade Structure Project	0	200,000	0	0 \$	200,000
PK1703	Park Infrastructure Maintenance 2017	0	257,000	0	0 \$	257,000
PK1704	Richland Tennis Center Infrastructure Maintenance 2017	0	18,000	0	0 \$	18,000
PK1705	Trail Identification and 9-1-1 Emergency Response Signage	0	35,000	0	0 \$	35,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 560,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 560,000</b>
<b>Total Project Costs</b>		<b>\$ 5,946,623</b>	<b>\$ 4,636,000</b>	<b>\$ 173,000</b>	<b>\$ 0</b>	<b>\$ 10,755,623</b>
<b><u>Funding Sources</u></b>						
Certificates of Obligation		0	3,900,000	0	0 \$	3,900,000
Federal/State Grants		2,882,928	0	0	0 \$	2,882,928
Reserves		96,795	0	0	0 \$	96,795
Sales Tax		2,819,900	486,000	173,000	0 \$	3,478,900
Other		147,000	250,000	0	0 \$	397,000
<b>Total Sources of Funds</b>		<b>\$ 5,946,623</b>	<b>\$ 4,636,000</b>	<b>\$ 173,000</b>	<b>\$ 0</b>	<b>\$ 10,755,623</b>

# Parks & Recreation Capital Projects

Project Name	Project Description	Status
Barfield Family Foundation Grant Program - New Project	A privately funded grant program will provide funding opportunities for various enhancements along the Little Bear Creek Corridor. Possibilities for enhancements include educational signage for native plants and animals and environmental features along the corridor, cultivation of an extensive wildflower program with specific viewing areas and opportunities for bird blinds and boardwalks in the Northfield Park natural area. If additional funding is granted in subsequent years, similar type enhancement projects will be explored and implemented.	Project is scheduled to begin 10/2016 and end 09/2017.
Barfield/Cotton Belt Trail Connector - Continuing Project	This project provides for the design and construction of a pedestrian connection between the Cotton Belt Trail and the new John Barfield Trail immediately west of Precinct Line Road and south of the Tarrant County Maintenance Facility. The Cotton Belt Trail intersects Precinct Line Road south of the Cotton Belt Railroad and the new John Barfield Trail will dead end at Precinct Line Road north of the Cotton Belt Railroad. The connector that will link the two trails will be designed to be between 5' and 10' wide depending on existing site conditions and their opportunities or constraints. The trail connection is expected to be approximately 185' long and will cross the Cotton Belt Railroad within the TxDOT right of way using concrete crossing panels that would be approved by DART and the Fort Worth and Western Railroad. This crossing is contingent upon final approval by DART, TxDOT, and Fort Worth and Western and must be coordinated with the new Tex-Rail project.	Construction is scheduled to end 12/2018.
Calloway Branch Trail Development [CMAQ] - Continuing Project	This project provides for the design and construction of a 5 mile on-road/off-road multi-purpose concrete trail along the Calloway Branch Drainage Corridor from Liberty Park to the John Barfield Trail. This trail has terminus points at Holiday Lane and at the John Barfield Trail within the Little Bear Creek Community Park site. Connections are provided to Liberty Park, Richfield Park, the Cotton Belt Trail, and Cross Timbers Park. The project, and associated timeline, is being implemented concurrently with the John Barfield Trail.	Construction is ongoing and is scheduled to end 02/2017.
Green Valley Playground Replacement and Shade Structure Project - New Project	This project will provide for a major renovation of the Green Valley Park playground. The renovation will include replacement of the playground equipment and fall surface material. Additionally, shade structures will be installed over the new playground to provide much needed relief from the summer heat.	Project is scheduled to begin 10/2016 and end 10/2017.
Little Bear Creek Trail Development(John Barfield Trail Development)[ISTEA] - Continuing Project	Project previously named as Little Bear Creek Trail [ISTEA]. This project provides for land acquisition, design, and construction of 3.5 miles of multi-use trail along Little Bear Creek. The project has terminus points at Precinct Line and the Cotton Belt Trail intersection and at the northern end of Calloway Branch Trail. The project will provide trail access to Northfield Park, J.B. Sandlin Park, Tommy & Sue Brown Park and Dr. Pillow Park. All of the individual easements and right-of-way parcels for the trail have been assembled as subdivision development along the corridor has occurred since the project was originally initiated.	Construction is ongoing and is scheduled to end 12/2016.

# Parks & Recreation Capital Projects

Project Name	Project Description	Status
Major Trail Neighborhood Connectors - Continuing Project	This project will provide for the construction of trail sections designed to link existing neighborhoods and parks to the recently opened John Barfield Trail and the Calloway Branch Trail. The project includes connecting John Barfield Trail to Northfield Park, Thornbridge East and Grace Meadows neighborhoods, the Forest Glenn West neighborhood near Smithfield Road and North Tarrant Parkway. The project also includes trails connecting park amenities within Richfield Park to the Calloway Branch Trail.	Construction is scheduled to end 12/2016.
Major Trail Rest Stations - Continuing Project	This project will provide for rest stations located approximately every 1/2 mile along our City's major trails. Amenities will include benches, attractive paving, trash receptacles, dog waste stations and drinking fountains where applicable. The 2015-2016 priority will be the development of rest stations along the John Barfield and Jo Ann Johnson Trails. Future projects include rest stations along the Calloway Branch Trail in Cross Timbers Park and the North Electric Trail.	Construction is scheduled to begin 10/2015 and end 12/2016.
Northfield Park Redevelopment - Continuing Project	This project involves the redevelopment of the existing community park through the design and construction of new amenities based on meetings to gather stakeholder input. Recommended park elements for the redevelopment of the park include a new park entry, a more efficient park layout, upgrade of all equipment and support facilities and introduction of loop trails. The project will also ensure the protection of the natural creek corridor and provide engaging views to natural areas.	Engineering phase is scheduled to begin 03/2016 and end 03/2017. The construction phase is scheduled to begin 05/2017 and end 05/2018.
NRH Centre Infrastructure Improvements (2015) - Continuing Project	This project provides for enhancements to the NRH Centre infrastructure in response to use. The Parks and Recreation Department addresses long term funding needs for replacement and renovation, demonstrating responsible stewardship of property assets by the City on behalf of its citizens. The FY 2014-2015 priority will be the installation of safety groove floor traction control to minimize hydroplaning on the pool deck and for the conversion of a portion of smaller sized lockers to larger sizes in the men's and women's locker rooms.	Construction is scheduled for completion 12/2016.
Park Infrastructure Maintenance 2015 - Continuing Project	This Project provides for maintenance of park infrastructure in response to use and age. The Parks and Recreation Department developed an Infrastructure Management Plan for park amenities. The plan addresses the long term funding needs for replacement and renovation of park sites and their amenities, demonstrating responsible stewardship of property assets by the City. Funding is included to address sportsfield renovation, sidewalk and trail repair, bridge deck replacement, replacement of park furniture and drinking fountains, park rules and regulation sign replacement and irrigation renovation.	Construction is scheduled for completion 12/2016.

# Parks & Recreation Capital Projects

Project Name	Project Description	Status
Park Infrastructure Maintenance 2016 - Continuing Project	This project provides for maintenance of park infrastructure in response to use and age. The 2015-2016 priorities include replacement of playground safety surface material, fence replacement, painting of safety railing, bridge deck replacement and erosion projects in various parks.	Construction is scheduled to begin 10/2015 and end 12/2016.
Park Infrastructure Maintenance 2017 - New Project	This project provides for maintenance of park infrastructure in response to use and age. The FY 2016-2017 priorities include replacement of playground safety surface material, trail concrete panel replacement, drainage projects and painting of concessions, restrooms and pavilions in various parks.	Project is scheduled to begin 10/2016 and end 09/2017.
Park System Playground Replacement - Continuing Project	This project provides for the replacement of playground equipment and other related components, such as shade, safety surface material and drainage. This project will apply to the entire parks system, where individual projects will be identified in response to use and age by Parks and Recreation staff.	Construction is scheduled to begin 10/2015 and end 12/2016.
Park System Signage - Continuing Project	This project provides for the design and construction of new, updated park signage that will provide a gateway to each park, consistent with the vision of "City as Park" as supported by the Parks, Recreation and Open Space Master Plan. All park entry signs are scheduled to be replaced over a three year period. Each year, as funding becomes available, Parks and Recreation staff will inspect and evaluate all signs, and respond with sign replacement projects in order of greatest priority.	Construction is scheduled to begin 10/2015 and end 09/2018.
Richland Tennis Center Infrastructure Maintenance (2016) - Continuing Project	This project provides for the maintenance of the Richland Tennis Center Infrastructure in response to use and age. The FY 2015-2016 priorities will be the renovation of 16 tennis court benches, replacement of the shade fabric over court-side benches and painting building columns, patio and entrance awnings.	Construction is scheduled to begin 10/2015 and end 12/2016.

# Parks & Recreation Capital Projects

Project Name	Project Description	Status
Richland Tennis Center Infrastructure Maintenance 2017 - New Project	This project provides for the maintenance of the Richland Tennis Center Infrastructure in response to use and age. The FY 2016-2017 priorities will be to provide new speakers for a recently renovated Public Address system and to relamp the lighting fixtures on all tennis courts except for the championship court.	Project is scheduled to begin 10/2016 and end 09/2017.
Trail Head Gateways 2015 - Continuing Project	This project provides for the design and construction of trail-head gateways to our trail system that would offer amenities for trail users to include information kiosks, landscaped gateway monuments and parking for trail users. FY 2014-2015 priorities include a trail-head gateway for the John Barfield Trail at Precinct Line Road. Future locations include John Barfield Trail and Davis Boulevard and at Little Bear Creek Park near North Tarrant Parkway.	Construction is scheduled to end 02/2017.
Trail Head Gateways 2016 - Continuing Project	This project provides for the design and construction of trail head gateways to our trail system that would offer amenities for trail users to include information kiosks or signage, landscaped gateway monuments and parking for trail users. FY 2015-2016 priorities include a trail head gateway for the John Barfield Trail at Fire Station #1 on Davis and Shadywood.	The engineering phase of the project is scheduled to begin 10/2015 and end 01/2016. The construction of the project is scheduled to begin 03/2016 and end 12/2016.
Trail Identification and 9-1-1 Emergency Response Signage - New Project	This project provides for the design and installation of updated trail identification and 9-1-1 emergency response signs to be introduced along the major trails within the city. The trail identification signs will be placed at selected trail and street intersections throughout the city as a means to identify which trail crosses a particular roadway. The 9-1-1 emergency response signage will be introduced at regular designated intervals along trails, and tied to a local GPS coordinate system to pinpoint the location of citizens in need of assistance.	Project is scheduled to begin 10/2016 and end 09/2017.
Unforeseen Park Damage - Continuing Project	This project provides for the repair and replacement of park amenities and structures as well as street and right-of-way landscape, hardscape, furniture and other enhancements in response to unanticipated or foreseen damage resulting from vandalism or accidents.	Project is scheduled to begin 02/2016 and end 09/2017.

## Schedule 5 Aquatic Park Capital Projects Budget Summary

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
WP1501	General Facility Improvements (2015)	100,000	0	0	0 \$	100,000
WP1601	General Facility Improvements (2016)	100,000	0	0	0 \$	100,000
WP1502	NRH2O Facility Enhancements and Improvements	200,000	0	0	0 \$	200,000
WP1503	NRH2O Slide Tower Replacement	2,980,425	0	0	0 \$	2,980,425
<b>Total Continuing Projects</b>		<b>\$ 3,380,425</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,380,425</b>
<b>New Projects</b>						
WP1701	Beachside Bay Cabana Project	0	196,000	0	0 \$	196,000
WP1702	Endless River Bridge Replacements	0	235,000	0	0 \$	235,000
WP1703	General Facility Improvements (2017)	0	100,000	0	0 \$	100,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 531,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 531,000</b>
<b>Total Project Costs</b>		<b>\$ 3,380,425</b>	<b>\$ 531,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,911,425</b>
<b><u>Funding Sources</u></b>						
Certificates of Obligation		2,600,000	0	0	0 \$	2,600,000
Reserves		780,425	531,000	0	0 \$	1,311,425
<b>Total Sources of Funds</b>		<b>\$ 3,380,425</b>	<b>\$ 531,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,911,425</b>

# Aquatic Park Capital Projects

Project Name	Project Description	Status
Beachside Bay Cabana Project - New Project	This project consists of the renovation of the existing Beachside Bay volleyball court area and the construction of a cabana village. The water park is currently undergoing a rebranding process directed by our contracted branding agency Forrec and this is one of their recommendations. The cabana village will increase the private seating options available to water park guests from the current 4 to a total of 12. The 4 existing cabanas are simple 14'x14' concrete pads with shade. The new cabanas will be themed to match the ongoing rebranding efforts and will provide two size options, 10'x15' and 15'x30'. The new cabana village will also provide an additional revenue generating area for the water park.	Project is scheduled to begin 10/2016 and end 09/2017.
Endless River Bridge Replacements - New Project	This project is for the replacement of 3 bridges over the Endless River in response to use and age. The current bridges were installed when the park opened in 1995. Each bridge is a Continental truss style pedestrian bridge with a 5 ton weight limit measuring approximately 25' long by 7' wide. The bridges are primarily used for moving pedestrian traffic over the Endless River as well as smaller vehicles used to aid in facility repairs.	Project is scheduled to begin 10/2016 and end 09/2017.
General Facility Improvements (2015) - Continuing Project	Costs for additional construction such as drainage improvements, site improvements, miscellaneous building improvements or capital acquisitions are calculated and submitted on an annual basis. These costs also include safety improvements to/for the facility that are identified during the current operating season. The project funds unforeseen equipment failures and emergency items necessary to operate the park. Projects in the past have included switchgear for the Green Extreme, ADA updates, replacement motors, drainage improvements, concrete repair and patching and resurfacing of the Splashatory.	Construction is scheduled for completion 11/2016.
General Facility Improvements (2016) - Continuing Project	Costs for additional construction such as drainage improvements, site improvements, miscellaneous building improvements or capital acquisitions are calculated and submitted on an annual basis. These costs also include safety improvements to/for the facility that are identified during the current operating season. The project funds unforeseen equipment failures and emergency items necessary to operate the park. Projects in the past have included switchgear for the Green Extreme, ADA updates, replacement motors, drainage improvements, concrete repair and patching and resurfacing of the Splashatory.	Construction is scheduled to begin 10/2015 and end 01/2016.
General Facility Improvements (2017) - New Project	Costs for additional construction such as drainage improvements, miscellaneous building improvements or capital acquisitions are calculated and submitted on an annual basis. These costs also include safety improvements to/for the facility that are identified during the current operating season. The project funds unforeseen equipment failures and emergency items necessary to operate the park. Projects in the past have included switchgear for the Green Extreme, ADA updates, replacement motors, drainage improvements, concrete repair and patching and resurfacing of the Splashatory.	Project is scheduled to begin 10/2016 and end 09/2017.

# Aquatic Park Capital Projects

Project Name	Project Description	Status
NRH2O Facility Enhancements and Improvements - Continuing Project	This project will provide for implementation of the first phase priority identified in the recently completed NRH2O Long Term Development Plan. The project will include the development of a cohesive branding scheme throughout the park to include consistent colors, signage, design and visual elements. The project will also provide for the fabrication and installation of wayfinding signs, attraction signage, and themed enhancements wrapping the wave pool building. The project will also provide additional cabanas at Beachside Bay and in the children's area.	Professional services is scheduled for completion 09/2016. Construction will begin 01/2015 and is scheduled for completion 05/2017.
NRH2O Slide Tower Replacement - Continuing Project	This project will provide for the first major attraction renovation identified in the recently completed NRH2O Long Term Development Plan. The project will include the design and construction of a new themed slide tower and slides replacing the original wooden slide tower and body slides. Demolition of the existing tower and slides will allow for construction of the new tower which will provide access to four new slide experiences.	Engineering/Design is scheduled for completion 01/2015. Construction will begin 01/2015 and is scheduled for completion 12/2016.

**Schedule 6  
Facilities Capital Projects  
Budget Summary**

		<b>Project To Date</b>	<b>2016/17 Adopted</b>	<b>2017/18 Estimated</b>	<b>2018 To Completion</b>	<b>Total</b>
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
BD0809	820 Widening - City Hall Modifications	1,050,000	0	0	0 \$	1,050,000
BD0905	820 Widening - Professional Services	300,000	0	0	0 \$	300,000
FC1602	Building ACM Abatement and Site Demolition	630,000	0	0	0 \$	630,000
FC1601	Building Envelope / Roof Replacement	165,000	0	0	0 \$	165,000
FC1205	City Hall (Municipal Government Complex)	69,284,287	0	0	0 \$	69,284,287
FC1204	Loop 820 Expansion Preparation	213,031	0	0	0 \$	213,031
ES0201	NRH Animal Adoption & Rescue Center - New Facility	4,400,000	0	0	0 \$	4,400,000
<b>Total Continuing Projects</b>		<b>\$ 76,042,318</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 76,042,318</b>
<b>New Projects</b>						
FC1701	Overhead Door Replacement	0	52,000	0	0 \$	52,000
FC1702	Overhead Door Safety Edges & Remote Control Assemblies	0	68,800	0	0 \$	68,800
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 120,800</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 120,800</b>
<b>Total Project Costs</b>		<b>\$ 76,042,318</b>	<b>\$ 120,800</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 76,163,118</b>
<b><u>Funding Sources</u></b>						
General Obligation Bonds		49,550,000	0	0	0 \$	49,550,000
Certificates of Obligation		20,070,000	0	0	0 \$	20,070,000
Reserves		2,700,000	120,800	0	0 \$	2,820,800
Other		3,722,318	0	0	0 \$	3,722,318
<b>Total Sources of Funds</b>		<b>\$ 76,042,318</b>	<b>\$ 120,800</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 76,163,118</b>

# Facilities Capital Projects

Project Name	Project Description	Status
820 Widening - City Hall Modifications - Continuing Project	Purchase properties adjacent to City Hall for future modification of the facility and parking lots as a result of the widening of Loop 820.	Land/ROW Acquisition is scheduled to end 12/2016.
820 Widening - Professional Services - Continuing Project	Due to the anticipated widening of Loop 820 the City needs the assistance of outside professional services to assist in managing the impact caused by the expansion to City land and facilities. The services will include legal council, architectural services, property appraisals and others as needed throughout the life of the project.	This is an ongoing project and is scheduled for completion by 12/2016.
Building ACM Abatement and Site Demolition - Continuing Project	Contract with a materials monitoring company and with an ACM abatement/demolition contractor for the city building and all flatwork located at 6720 NE Loop 820. Complete removal of all utilities back to the service tap and the demolition and removal of all structures and concrete flatwork from the site. This will leave the property a vacant lot for future development.	Project is scheduled to begin 01/2016 and end 09/2017.
Building Envelope / Roof Replacement - Continuing Project	Complete replacement of the roof system at Facilities & Construction / Fleet Facility (\$165,000).	Construction is scheduled to begin 10/2015 and end 12/2016.
City Hall (Municipal Government Complex) - Continuing Project	This project is for the design, acquisition, and construction of a new municipal complex up to 183,000 square feet to consolidate multiple city services and departments into one location. The new City Hall (Municipal Government Complex) will include the following city services and departments: City Hall, Police Department (including Police Property, Traffic, Crime Scene and SWAT), Municipal Court, Parks Administration, Citicable, Fire Administration & Emergency Management, and Neighborhood Services. The proposed 183,000 square feet would be constructed to provide Public Safety operations 93,000 square feet, City Hall 75,000 square feet, and Municipal Court 15,000 square feet. The square feet dimensions by function could be redefined during the design process.	Professional services are scheduled to end 9/2016. Design is scheduled to end 9/2016. Construction is ongoing scheduled to end 12/2016.

# Facilities Capital Projects

Project Name	Project Description	Status
Loop 820 Expansion Preparation - Continuing Project	Due to the expansion of Loop 820 the City needs to conduct a space needs assessment and site plan analysis. In addition lighting located in the ROW will be impacted by the expansion and will need to be relocated.	Professional services are scheduled to end 9/2016. Construction is continuing and scheduled to end 12/2016.
NRH Animal Adoption & Rescue Center - New Facility - Continuing Project	This project entails building a new facility of 10,303 square feet to replace the older antiquated facility currently in use. The current facility shelters an average 102 - 120 animals daily with a current design capacity of 96. The new facility will be able to provide additional kennel capacity, adoption areas, sick and incoming isolation areas, and a separate entry and exit to reduce cross-contamination issues, as well as additional storage space and work areas.	Construction is ongoing and scheduled to end 02/2017.
Overhead Door Replacement - New Project	Replace (10) overhead door assemblies at Fire Station #5 - (\$52,000).	Project is scheduled to begin 10/2016 and end 09/2017.
Overhead Door Safety Edges & Remote Control Assemblies - New Project	Replace safety edges, seals and remote control assemblies at \$1,720 per door. Fire Station #1 eight (8) doors (\$13,760). Fire Station #2 six (6) doors (\$10,320). Fire Station #4 six (6) doors (\$10,320). Service Center Fleet Shop (10) doors (\$17,200). Facilities & Construction/Fleet Services (5) doors (\$8,600). Parks Operation (1) door (\$1,720). Traffic Division (4) doors (\$6,880).	Project is scheduled to begin 10/2016 and end 09/2017.

**Schedule 7**  
**Major Capital Equipment Capital Projects**  
**Budget Summary**

		Project To Date	2016/17 Adopted	2017/18 Estimated	2018 To Completion	Total
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
IS1401	Cell Phone Signal Boosters in NRH Centre	98,000	0	0	0 \$	98,000
IS1503	Network Equipment Replacement	1,103,944	0	0	0 \$	1,103,944
IS1501	Replace/Enhance Dispatch Center Recording Equipment	196,171	0	0	0 \$	196,171
IS1502	Replacement of CAD/RMS Public Safety Software Platform	3,850,000	0	0	0 \$	3,850,000
IS1402	Replacement of the Fuel Management Software System	90,000	0	0	0 \$	90,000
FD1501	SCBA Air Pack Replacement	54,000	346,000	0	0 \$	400,000
IS1203	Teleworks Replacement for Online and VOIP Platforms	100,000	0	0	0 \$	100,000
<b>Total Continuing Projects</b>		<b>\$ 5,492,115</b>	<b>\$ 346,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,838,115</b>
<b>New Projects</b>						
FS1701	Aerial Fire Apparatus (1)	0	931,000	0	0 \$	931,000
FS1702	Aerial Fire Apparatus (2)	0	931,000	0	0 \$	931,000
IT1701	Enterprise Computer System Replacement	0	95,000	2,905,000	0 \$	3,000,000
FS1703	Fire Engine	0	556,000	0	0 \$	556,000
IT1702	Public Safety Technology	0	1,306,000	0	0 \$	1,306,000
IT1703	Replacement of Hand-Held Citation Writers and Citation Portable Printers	0	130,000	0	0 \$	130,000
<b>Total New Projects</b>		<b>\$ 0</b>	<b>\$ 3,949,000</b>	<b>\$ 2,905,000</b>	<b>\$ 0</b>	<b>\$ 6,854,000</b>
<b>Total Project Costs</b>		<b>\$ 5,492,115</b>	<b>\$ 4,295,000</b>	<b>\$ 2,905,000</b>	<b>\$ 0</b>	<b>\$ 12,692,115</b>
<b><u>Funding Sources</u></b>						
	Certificates of Obligation	0	1,915,000	0	0 \$	1,915,000
	Federal/State Grants	71,171	74,000	0	0 \$	145,171
	Reserves	1,516,944	1,681,592	0	0 \$	3,198,536
	Other	3,904,000	624,408	2,905,000	0 \$	7,433,408
<b>Total Sources of Funds</b>		<b>\$ 5,492,115</b>	<b>\$ 4,295,000</b>	<b>\$ 2,905,000</b>	<b>\$ 0</b>	<b>\$ 12,692,115</b>

# Major Capital Equipment Capital Projects

Project Name	Project Description	Status
Aerial Fire Apparatus (1) - New Project	This project is for the purchase of a 107' Aerial Fire Apparatus. This purchase will replace Unit 974, an American LaFrance 100' aerial platform.	Project is scheduled to begin 10/2016 and end 01/2018.
Aerial Fire Apparatus (2) - New Project	This project is for the purchase of a 107" Aerial Fire Apparatus. This piece of equipment will replace Unit 981, a 77' Tandem Axle Quint.	Project is scheduled to begin 10/2016 and end 01/2018.
Cell Phone Signal Boosters in NRH Centre - Continuing Project	This project will provide signal boosters for cellular phones in NRH Centre by installing a DAS (Distribution Antennae System) Network.	This system is scheduled for e completion 12/2016.
Enterprise Computer System Replacement - New Project	This project is for the purchase and replacement of the current enterprise computer system serving the city of North Richland Hills.	Project is scheduled to begin 10/2016 and end 09/2019.
Fire Engine - New Project	This is the replacement of a 1997 aerial quint, Unit 945, assigned to the Fire Department. The replacement of this equipment will be a fire engine.	Project is scheduled to begin 10/2016 and end 01/2018.

# Major Capital Equipment Capital Projects

Project Name	Project Description	Status
Network Equipment Replacement - Continuing Project	Purchase and installation of network hardware and software for the new City Hall project. This project encompasses all costs associated with engineering, design, hardware staging (for configuration), data migration, voice version upgrades, installation, site configuration, project management, training and knowledge transfer to City staff. This project includes equipment for the main data server room, 10 intermediate data rooms, and all wireless connectivity to complete transition to the new facility. The system design of this project positions the City to meet the demands of continued changes and expansion of technology in the new facility.	Construction is scheduled to end 12/2016.
Public Safety Technology - New Project	Upgrade and replace the current mobile video in-car systems, servers and data storage. Currently, 50 patrol units have video systems installed. This project also includes the purchase of body cameras and video data storage for police department, as well as the replacement of MDC's for the Police Department. This project will also include the replacement of 25 mobile data computers for the Fire Department. The units were purchased in 2008 and maintenance can no longer be obtained. This project includes replacing the units and installation of the docking stations.	Project is scheduled to begin 10/2016 and end 09/2017.
Replace/Enhance Dispatch Center Recording Equipment - Continuing Project	Replace and upgrade audio logging recorder in Public Safety Communications. Statutes mandate that all 9-1-1 telephone calls as well as radio traffic be recorded and maintained for a specific time frame. The current system is outdated and no longer compatible with the advanced operating systems in use by the Dispatch center.	This project is scheduled for completion 12/2016.
Replacement of CAD/RMS Public Safety Software Platform - Continuing Project	Replacement of the current CAD/RMS software platform (CRIMES) with a different software and vendor.	Construction is scheduled for completion 12/2016.
Replacement of Hand-Held Citation Writers and Citation Portable Printers - New Project	Replacement of 50 hand-held tickets writers and 50 portable ticket printers.	Project is scheduled to begin 01/2017 and end 04/2017.

# Major Capital Equipment Capital Projects

Project Name	Project Description	Status
Replacement of the Fuel Management Software System - Continuing Project	Replace fuel management software program and related hardware components at Fire Stations 3 and 4, and the Service Center complex.	This software and hardware system is scheduled for installation 05/2016, and project completed 12/2016.
SCBA Air Pack Replacement - Continuing Project	The NRH Fire Department is seeking to replace all of its SCBA air packs with an extra cylinder for each unit. In addition to the air packs - face pieces, Rapid Intervention Team (RIT) SCBA assemblies, and a comprehensive accountability system are also needed. These air packs will be placed in service on all of our apparatus and each member will receive their own face mask with heads up display and communication capabilities. The department will place the RIT bags on each front line apparatus. New SCBAs will employ a comprehensive accountability system controllable from the Command Unit.	Project is scheduled to begin 10/2016 and end 09/2017.
Teleworks Replacement for Online and VOIP Platforms - Continuing Project	This replacement will enhance all of the current IVR platforms used currently by the City.	This project is scheduled to end 12/2016, after which staff will continue with close out procedures.

**Schedule 8**  
**Economic Development Capital Projects**  
**Budget Summary**

		<b>Project To Date</b>	<b>2016/17 Adopted</b>	<b>2017/18 Estimated</b>	<b>2018 To Completion</b>	<b>Total</b>
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
ED0803	Boulevard 26 Intersection Imp. (@ Rodger Line Rd.)	450,000	0	0	0 \$	450,000
ED0801	Business Improvement and Growth (BIG) Program	250,000	0	0	0 \$	250,000
ED1601	City Point Infrastructure	2,596,070	0	0	0 \$	2,596,070
ED1002	Loop 820 Redevelopment 2010	1,595,572	0	0	0 \$	1,595,572
ED1602	Loop 820 Redevelopment 2016	6,500,000	0	0	0 \$	6,500,000
ED1501	Neighborhood Revitalization Program (NRP)	206,184	100,000	0	0 \$	306,184
ED1001	SH 121/183 & Bedford-Eules Road Access Plan	100,000	0	0	0 \$	100,000
PW0402	Sign Removal Assistance Program	50,000	0	0	0 \$	50,000
ED0601	TIF 1 Expansion - Intersection Improvements/Utility Burial	3,000,000	0	0	0 \$	3,000,000
ED1503	TOD Land Management	1,200,000	0	0	0 \$	1,200,000
<b>Total Continuing Projects</b>		<b>\$ 15,947,826</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 16,047,826</b>
<b>Total Project Costs</b>		<b>\$ 15,947,826</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 16,047,826</b>
<b><u>Funding Sources</u></b>						
	Certificates of Obligation	3,000,000	0	0	0 \$	3,000,000
	Reserves	10,500,167	100,000	0	0 \$	10,600,167
	Sales Tax	450,000	0	0	0 \$	450,000
	Other	1,997,659	0	0	0 \$	1,997,659
<b>Total Sources of Funds</b>		<b>\$ 15,947,826</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 16,047,826</b>

# Economic Development Capital Projects

Project Name	Project Description	Status
Boulevard 26 Intersection Imp. (@ Rodger Line Rd.) - Continuing Project	This project will consist of making improvements to the intersection of Boulevard 26 and Rodger Line Rd. This location represents a portion of an overall branding and marketing communication strategy planned for the section of Boulevard 26 South of Loop 820. The improvements planned at this intersection include aesthetic improvements approved by the North Richland Hills Oversight Committee including landscaping and streetscaping. This is a cooperative effort between the Public Works Department, Planning & Inspections Department and Economic Development Department.	Engineering/Design phase is scheduled to end 02/2017. Construction is scheduled to begin 04/2016 and end 04/2018.
Business Improvement and Growth (BIG) Program - Continuing Project	This initiative will help North Richland Hills revitalize aging structures along the Rufe Snow Drive, Davis Boulevard and Boulevard 26 corridors south of Mid Cities Boulevard in addition to Glenview Drive and Bedford-Eules Road. The BIG program is designed to improve the exterior, visibility and presentation of a business. The BIG program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. Any BIG project should strive toward increases in sales and/or revenue for the occupant or property owner. The two basic areas targeted are façade improvements and monument sign construction.	This ongoing project is scheduled to end 9/2017.
City Point Infrastructure - Continuing Project	Establishment of the City Point Infrastructure Project.	Project is scheduled to begin 10/2015 and end 09/2017.
Loop 820 Redevelopment 2010 - Continuing Project	The North Tarrant Express is bringing added attention and interest from the commercial development community at this key North Richland Hills intersection. This project will provide the ability to optimize accessibility and dictate uses with an emphasis on quality and impact to community. The construction costs associated with creating left turn access from southbound Rufe Snow via Corona into the southeast corner of Rufe Snow & Loop 820 is also included.	Professional services are ongoing and scheduled to end 09/2016. ROW Acquisition is being conducted in conjunction with Professional Services and is scheduled to end 02/2017.
Loop 820 Redevelopment 2016 - Continuing Project	With the North Tarrant Express finalized, continued interest from potential businesses bring a need to facilitate high quality uses along the south side of the 820 corridor, just east of Rufe Snow.	Project is scheduled to begin 01/2016 and end 12/2016.

# Economic Development Capital Projects

Project Name	Project Description	Status
Neighborhood Revitalization Program (NRP) - Continuing Project	<p>The Neighborhood Revitalization Program (NRP) is designed to revitalize neighborhoods by renovating single-family, owner-occupied homes in a target zone. By renovating homes, the program will not only boost property values in these neighborhoods, but also provide interested single-family home buyers the opportunity to purchase an updated and safe home that they can be proud to own at a reasonable price. This program aims to give such neighborhoods a "facelift" while continuing to attract responsible citizens.</p> <p>This program provides a twenty percent (20%) grant of up to \$10,000 for the completion of well-designed home renovations that make a home more aesthetically pleasing and inspire the continued community growth of the neighborhoods in the program's initial target zone. Both contractors "flipping" homes and residents who currently own homes qualify for this incentive.</p>	Construction is scheduled to begin 02/2015 and end 02/2017.
SH 121/183 & Bedford-Eules Road Access Plan - Continuing Project	<p>A small but significant amount of NRH falls along SH 121/183 portion of the North Tarrant Express. Current conditions warrant the City to re-examine suboptimal access to adjoining highways, internal site circulation and site connectivity for 65 acres of commercial property along Bedford-Eules Road that straddles SH 121/183. The goal of this project is to improve transportation access and mobility that fosters an increase in taxable sales and property value. Ultimately this project will provide TxDot the necessary impact analysis and geometric alternative designs for the North Tarrant Express, as well as site plan alternatives to commercial property owners eager for City guidance and direction.</p>	Professional services are scheduled to end 09/2017.
Sign Removal Assistance Program - Continuing Project	<p>This project assists North Richland Hills businesses who voluntarily choose to remove their non-conforming signs. This project is a cooperative effort between the Planning and Development Department and the Economic Development Department.</p>	This ongoing project is scheduled to end 10/2017.
TIF 1 Expansion - Intersection Improvements/Utility Burial - Continuing Project	<p>This project will consist of making improvements at two intersections and burying approximately 1.25 miles of above ground utilities located along Boulevard 26. The two intersections are Boulevard 26 at Rufe Snow Drive and Glenview Drive. These two locations represent a portion of an overall branding and marketing communication strategy planned for the section of Boulevard 26 South of Loop 820. The aesthetic improvements planned at these two intersections include landscaping and streetscaping improvements approved by the Richland Hills and North Richland Hills Oversight Committee. This is a cooperative effort between the Public Works Department, Planning &amp; Inspections Department and Economic Development.</p>	Construction is scheduled to begin 10/2016 and is scheduled to end 12/2017.
TOD Land Management - Continuing Project	<p>The City has established two geographic areas that are designated for high levels of growth through mass transit activities. These Transit Oriented Development (TOD) areas require the advance purchase of property to facilitate various components of mass transit which include parking, platforms, loading, unloading, etc.</p>	ROW Acquisition is scheduled to begin 04/2015 and end 04/2017.

**Schedule 9  
CIP Personnel Capital Projects  
Budget Summary**

		<b>Project To Date</b>	<b>2016/17 Adopted</b>	<b>2017/18 Estimated</b>	<b>2018 To Completion</b>	<b>Total</b>
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
GCI12	General CIP Personnel Costs	995,183	0	0	0 \$	995,183
MFPF12	Municipal Facilities Project Funding	0	0	0	0 \$	0
UCIP12	Utility CIP Personnel	1,731,169	304,680	0	0 \$	2,035,849
UCNP12	Utility Construction Personnel	4,110,576	839,992	0	0 \$	4,950,568
UCPF12	Utility Construction Project Funding	-4,094,769	-840,000	0	0 \$	-4,934,769
<b>Total Continuing Projects</b>		<b>\$ 2,742,159</b>	<b>\$ 304,672</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,046,831</b>
<b>Total Project Costs</b>		<b>\$ 2,742,159</b>	<b>\$ 304,672</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,046,831</b>
<b><u>Funding Sources</u></b>						
Reserves		2,742,159	304,672	0	0 \$	3,046,831
<b>Total Sources of Funds</b>		<b>\$ 2,742,159</b>	<b>\$ 304,672</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,046,831</b>

**Schedule 10  
Other Capital Projects  
Budget Summary**

		<b>Project To Date</b>	<b>2016/17 Adopted</b>	<b>2017/18 Estimated</b>	<b>2018 To Completion</b>	<b>Total</b>
<b><u>Project Costs</u></b>						
<b>Continuing Projects</b>						
ES1201	Atmos Residential Energy Efficiency Program	379,359	22,500	0	0 \$	401,859
ES0902	Litter Not Program	25,000	0	0	0 \$	25,000
ES0901	Neighborhood Initiative Program	237,158	10,000	10,000	0 \$	257,158
FC1505	North Texas Anti-Gang Center 2015	1,506,751	0	0	0 \$	1,506,751
FC1603	North Texas Anti-Gang Center 2016	900,000	0	0	0 \$	900,000
PL1501	Strategic Plan	75,000	50,000	75,000	0 \$	200,000
PW1601	TEX Rail	40,200	0	0	0 \$	40,200
<b>Total Continuing Projects</b>		<b>\$ 3,163,468</b>	<b>\$ 82,500</b>	<b>\$ 85,000</b>	<b>\$ 0</b>	<b>\$ 3,330,968</b>
<b>Total Project Costs</b>		<b>\$ 3,163,468</b>	<b>\$ 82,500</b>	<b>\$ 85,000</b>	<b>\$ 0</b>	<b>\$ 3,330,968</b>
<b><u>Funding Sources</u></b>						
	Federal/State Grants	2,111,751	0	0	0 \$	2,111,751
	Reserves	187,158	0	0	0 \$	187,158
	Sales Tax	75,000	0	0	0 \$	75,000
	Other	789,559	82,500	85,000	0 \$	957,059
<b>Total Sources of Funds</b>		<b>\$ 3,163,468</b>	<b>\$ 82,500</b>	<b>\$ 85,000</b>	<b>\$ 0</b>	<b>\$ 3,330,968</b>

# Other Capital Projects

Project Name	Project Description	Status
Atmos Residential Energy Efficiency Program - Continuing Project	The City has a contract with Atmos to provide low income NRH residents with energy efficient measures to their homes such as wall and attic insulation, duct sealing, repair/replacement of hot water heaters, caulking. This is a reimbursement type grant. An audit of the home is performed before and after the energy efficiency measures are completed to report the effectiveness of the work. Atmos allows up to \$1,500 per home.	This project is ongoing and scheduled to end 06/2017.
Litter Not Program - Continuing Project	This project provides educational materials and other items necessary to communicate to our citizens the importance of litter prevention and how to dispose of their trash in the appropriate manner.	Ongoing project is scheduled to end 12/2016.
Neighborhood Initiative Program - Continuing Project	The Neighborhood Initiative Program was developed in Jan. 2004. This program helps seniors, single parents and physically challenged individuals with minor exterior home repairs. In 2007, the City Council gave an additional \$90,000 for NIP and \$15,000 for Neighborhood Looks through the TXU settlement to assist low income families with emergency repairs. The Neighborhood Initiative Program was expanded, to provide cash incentives for residential homeowners to reinvest in their homes and to provide some monetary support to volunteer groups helping with larger exterior renovations. Donations from business and faith communities are used to sustain the program.	This project is scheduled to end 09/2017.
North Texas Anti-Gang Center 2015 - Continuing Project	The High Intensity Drug Trafficking Area (HIDTA) program is a program authorized by federal legislation and funded through the President's Office for National Drug Control Policy. The North Texas HIDTA (NTHIDTA) is one of 28 HIDTAs across the country and is the one in which the City of North Richland Hills is located. NTHIDTA desires to start a new task force specifically to deal with gangs and has applied for a grant from the Office of the Governor to start the program. The grant funds must be disbursed to a governmental entity and requires a fiduciary to administer the funds and pay invoices generated by NTHIDTA. The Governor's office has contacted the City of North Richland Hills about acting as the fiduciary for this grant. As fiduciary, the City will receive a 5% administrative fee for such services. This fee, estimated at \$61,424, is reflected in the Other category and will be transferred out of the project as a project expense as it earned.	Project has professional services, other, and construction all ongoing and is scheduled to end 12/2016.
North Texas Anti-Gang Center 2016 - Continuing Project	The North Texas HIDTA (NTHIDTA) is one of 28 HIDTAs across the country and is the one in which the City of North Richland Hills is located. NTHIDTA desires to start a new task force specifically to deal with gangs and has applied for a grant from the Office of the Governor to start the program. The grant funds must be disbursed to a governmental entity and requires a fiduciary to administer the funds and pay invoices generated by NTHIDTA. The Governor's office has contacted the City of North Richland Hills about acting as the fiduciary for this grant. This grant was awarded directly by the Governor's Office and only includes monies from the State of Texas. (Project is in conjunction with the anti gang center grant awarded by the Federal government.)	Project is scheduled to begin 05/2016 and end 09/2017.

# Other Capital Projects

Project Name	Project Description	Status
Strategic Plan - Continuing Project	This CIP request is to create a Strategic Plan for NRH that will stem from the goals and objectives established by the City Council as well as incorporate action items for each of the objectives. The Strategic Plan will involve an update to the current Comprehensive Plan (adopted in 2001) to include a fresh look at development and redevelopment planning areas identified by the City Council as well as update the current Land Use Plan and revise and update the current thoroughfare plan into a multi-modal mobility plan that will incorporate the NRH trail system along with the future rail corridor.	Professional Services will begin 10/2014 and is scheduled for completion 09/2017.
TEX Rail - Continuing Project	This project is for the design of the TEX Rail that will be coming to North Richland Hills in the near future. The rail will stop at areas around Iron Horse and near Smithfield.	Project is scheduled to begin 02/2016 and end 10/2016.

**NRH**

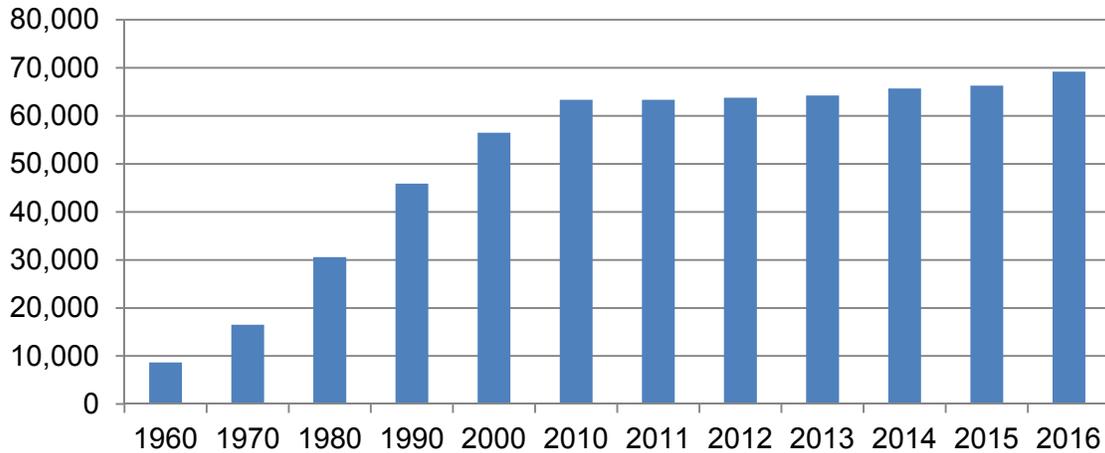
# APPENDIX

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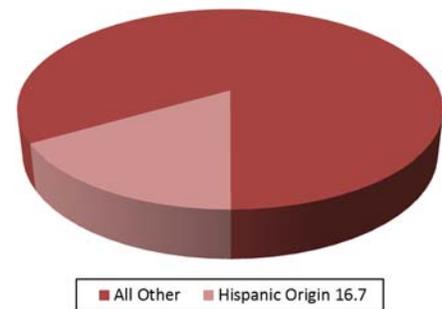
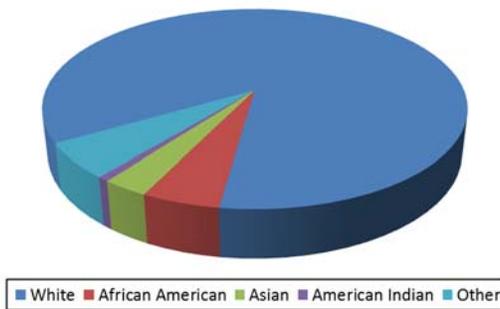
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# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

## Population Growth<sup>1</sup>



The City of North Richland Hills has grown from a population of 8,662 in 1960 to an estimated population of 69,204 in 2016. By population, North Richland Hills is the third largest city in Tarrant County.

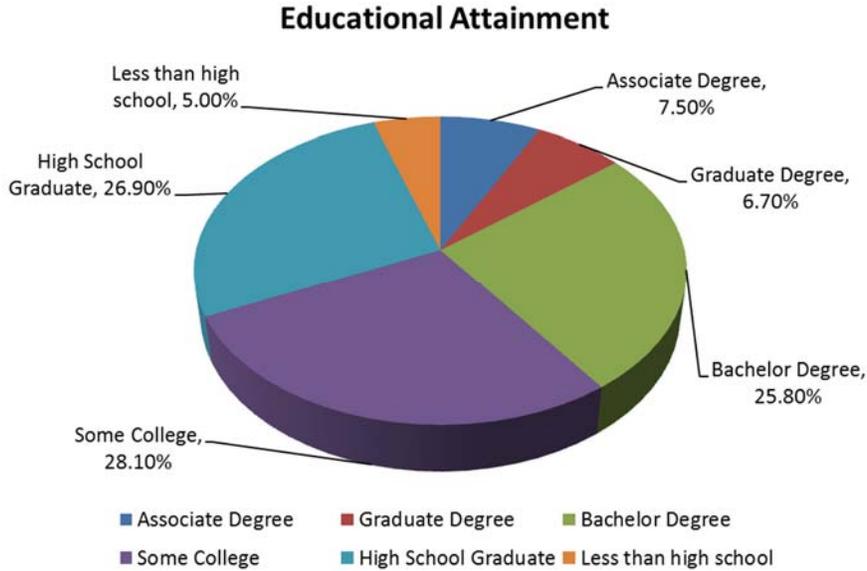


## Racial Information<sup>2</sup>

Since the 2010 Census the White population has decreased from 83.8% to 82%, the African American population has increased from 4.8% to 5.2%, the Asian population increased to 3.1%. The American Indian population has stayed close to 0.7% and all other categories have increased from 5.2% to 6.1%. Hispanic origin of any race is 17.7% of the total population, an increase from 15.6%

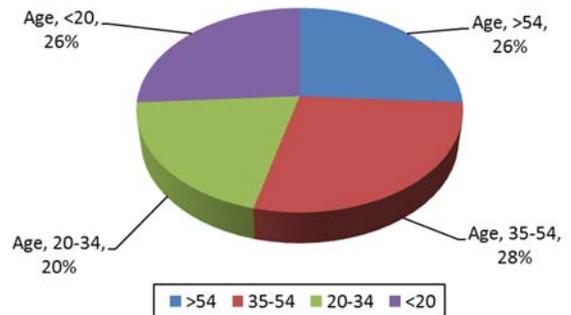
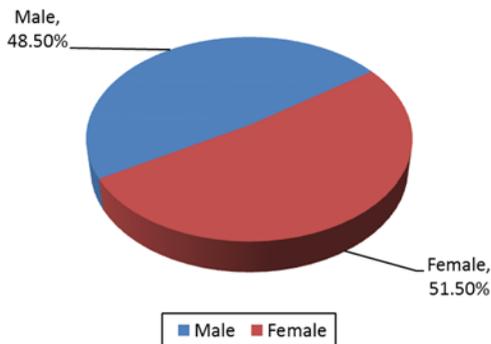
# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

## Educational Attainment<sup>3</sup>



Since the 2000 Census, City population as a whole is acquiring more education. Citizens that have received a high school degree remained close to 27% this year, citizens that received a bachelor’s degree remained close to 26%, and those who have received a master’s degree is estimated to be 6.7%. Those who had not completed or received a high school diploma was close to 5%.

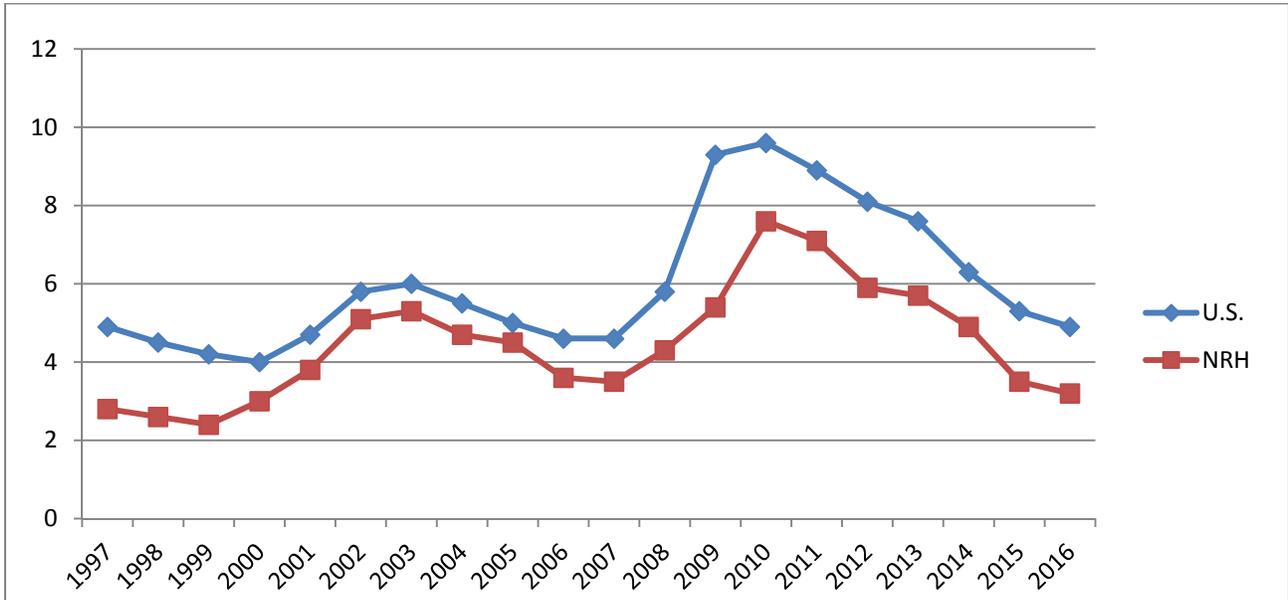
## Gender Composition<sup>4</sup> and Age Distribution<sup>5</sup>



The gender composition for North Richland Hills is now 51.5% female and 48.5%<sup>4</sup> male. Of the current City population, 26% of citizens are 54 years old or older. The largest segment of the population within North Richland Hills is between the ages of 35 and 54 at 28%. Citizens between the ages of 20-34 make up 20% of the population, while citizens under the age of 20 make up 26%.

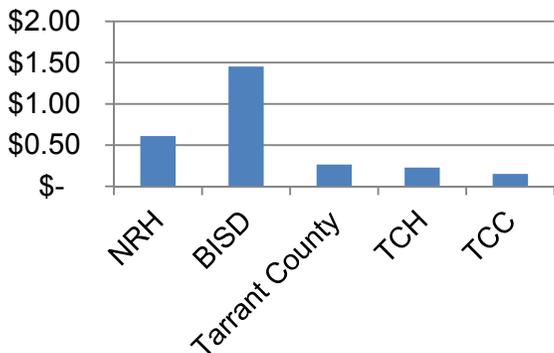
# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

## Unemployment Rate<sup>6</sup>



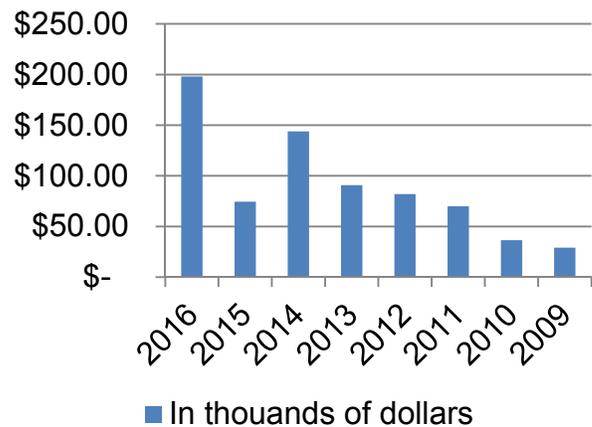
The unemployment rate as of May 2014 was 4.9 for North Richland Hills compared to the national rate of nearly 6.3%.<sup>7</sup> Although unemployment trends for the City usually mirrors national trends, the unemployment rate for the City has consistently been less than the national average.

### Property Tax Rate



■ Rate per \$100 Valuation: Note some residents will pay a property tax to Keller ISD, not BISD.

### Value of Building Permits



■ In thousands of dollars

# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

Community Information		
City Profile		Details
Incorporation	1953	
Form of Government	Council/Manager	
Original Charter Adoption	November 3, 1964	
Last Charter Amendment	November 6, 2001	
Area		
Measurement Type	Size	
Square Miles	18.29	
Acres	11,708	
Mean Household Income		
Household	Annual Income	
Mean Household Income	\$81,100	
Public Safety Stations (Police and Fire Protection)		
Station	Number of Stations	
Police Stations	1	
Fire Stations	4	
Public Safety Number of Sworn Personnel		
Sworn Personnel	Number of Positions	
Sworn Police Officers	108	
Sworn Firefighters	88	
Air Service		
Airport Name	Distance from Airport	Airport Type
DFW Airport	10 miles	Commercial Airport
Alliance Airport	15 miles	Industrial Aviation
Meacham Field	5 miles	General Aviation
Highway Transportation System		
Highway Type	Highway Name	
I – 820	Interstate Highway	
183	State Highway	
121	State Highway	
26	State Highway	
FM 1938	State Highway	
Railroad Transportation System		
Rail Road Service Providers	Location	
Burlington Northern Santa Fe	Fort Worth	
Western Railroad	Fort Worth	
Community Facilities		
Facility Type	Number of Facilities	
Full Service Hospital	1	
Freestanding Emergency Room	1	
Movie Theater	1 (8 screens)	
Churches	42	
Motels	7	
Financial Institutions		
Financial Institution	Number of Facilities	
Banking Institutions	21	
Utilities		

Utility Provider	Utility Type
Atmos Energy	Natural Gas
Southwestern Bell	Telephone
Duncan Disposal	Solid Waste
Trinity River Authority/City of Fort Worth	Water / Wastewater
Oncor, Green Mountain, Reliant	Electricity
Economics	
Average Value	Dollar Value
Single Family Home	\$ 199,573
Bond Rating	
Rating Agency	Bond Rating
Standard & Poor's	AA+
Moody's	AA2
2015 Appraised Value (As of 09/01/2016)	
Property Type	Appraised Value
Real Property	\$ 5,270,886,994
Personal Property	\$ 342,106,810
Other	\$ 2,737,430
Library Information <sup>8</sup>	
Library Item	Number of
Library Materials	210,655
Annual Circulation	559,318
Active Registered Borrowers	44,952
Education	
Schools Servicing Area	Institution Type
Birdville Independent School District	Public School System
Keller Independent School District	Public School System
Tarrant County College	Community College
Number of Birdville ISD Facilities located in NRH	
Public School Type	Number of Facilities
Elementary Schools	9
Middle Schools	3
High Schools	3
Number of other school institutions located in NRH	
Private/Parochial School	Number of Facilities
Private/Parochial Schools	3
Parks and Recreation Facilities	
Park Facilities Type	Number of Facilities
Neighborhood Parks	13
Community Park	7
Special Purpose Parks	7
Linear Parks	8
Miles of Trails	20.67
Senior Adult Centers	13
Recreation Centers	7
Event/Banquet Facility	7
Water Park	8
Tennis Center	20.67
Golf Course	1
Total Acres of Park land	908.63

# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

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## References

1. North Central Texas Council of Governments
2. U.S. Census Bureau
3. Environmental Systems Research Institute Data
4. U.S. Census Bureau
5. Environmental Systems Research Institute Data
6. U.S. Bureau of Labor Statistics
7. Building Permit Activity is the total value of building permits for fiscal year
8. Annual Circulation includes renewals for fiscal year

# CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE

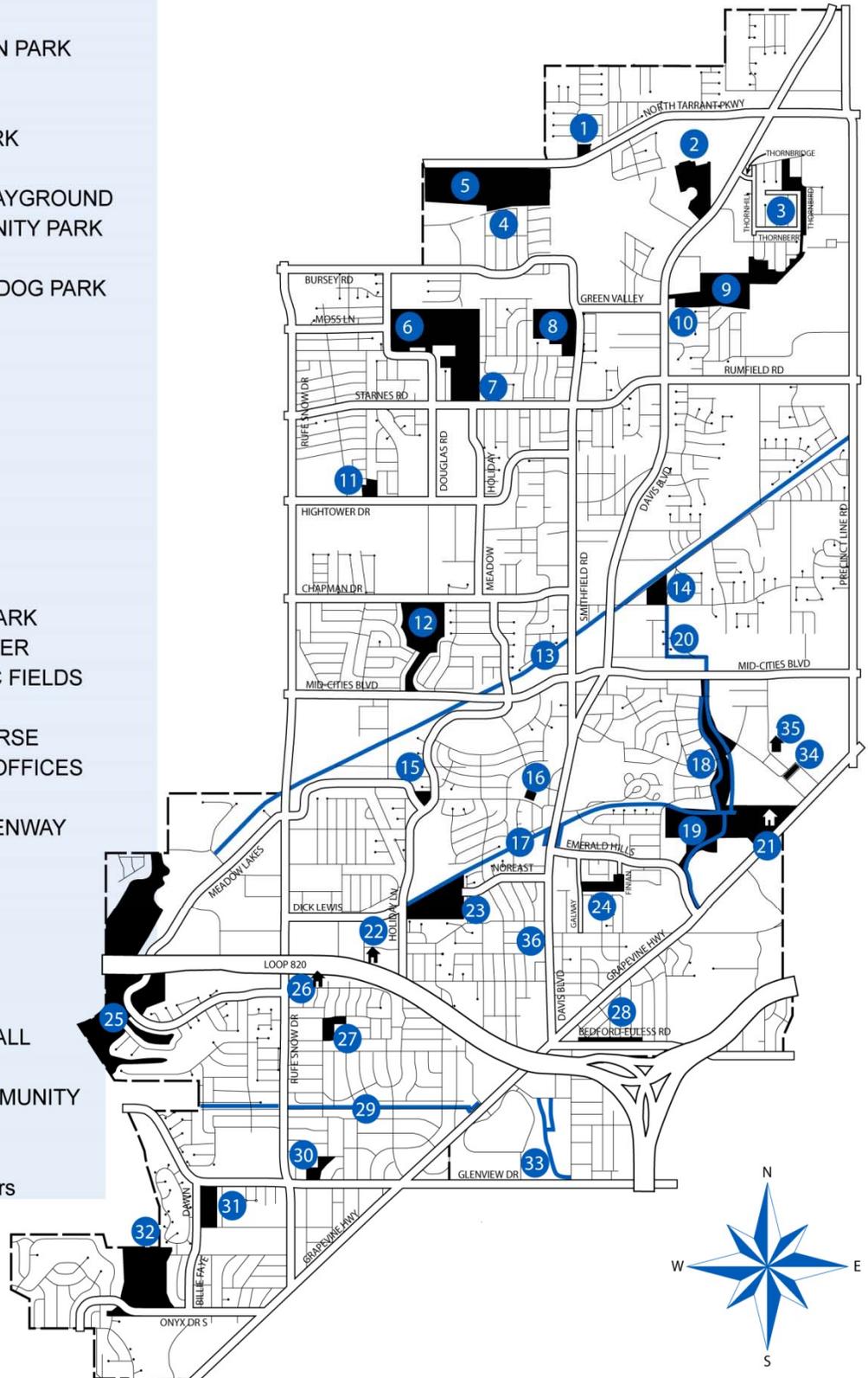
## Parks, Trails and Facility Locations

### NRH PARKS, TRAILS AND FACILITIES

- 1 FOUNDERS PARK
- 2 TOMMY AND SUE BROWN PARK
- 3 J. B. SANDLIN PARK
- 4 DR. PILLOW PARK
- 5 LITTLE BEAR CREEK PARK
- 6 CROSS TIMBERS PARK
- 7 ADVENTURE WORLD PLAYGROUND
- 8 GREEN VALLEY COMMUNITY PARK
- 9 NORTHFIELD PARK
- 10 TIPPS CANINE HOLLOW DOG PARK
- 11 LEGACY PARK\*
- 12 RICHFIELD PARK
- 13 COTTON BELT TRAIL
- 14 DICK FARAM PARK
- 15 LIBERTY PARK
- 16 ACE PARK
- 17 NORTH ELECTRIC TRAIL
- 18 HOME TOWN LAKES
- 19 WALKER'S CREEK PARK
- 20 WALKER'S CREEK TRAIL
- 21 NRH<sub>2</sub>O FAMILY WATER PARK
- 22 RICHLAND TENNIS CENTER
- 23 HOLIDAY LANE ATHLETIC FIELDS
- 24 NORICH PARK
- 25 IRON HORSE GOLF COURSE
- 26 PARK ADMINISTRATION OFFICES
- 27 CLYDE ZELLERS PARK\*
- 28 BEDFORD-EULESS GREENWAY
- 29 JOANN JOHNSON TRAIL
- 30 KAY GRANGER PARK\*
- 31 LINDA SPURLOCK PARK
- 32 FOSSIL CREEK PARK
- 33 RANDY MORESI TRAIL
- 34 STORMY PLAZA
- 35 NRH CENTRE, GRAND HALL & NRH SENIOR CENTER
- 36 COMMON GROUND COMMUNITY GARDEN

\* Closed during school hours

-  FACILITY
-  PARK
-  TRAIL



# CITY OF NORTH RICHLAND HILLS TOP TAX PAYERS AND EMPLOYERS

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Top Tax Payers		
No.	Entity Name	Total Taxable Value
1	Star Delano LLC/Star Meadows LLC	\$71,100,000
2	Company One LLC / Company Two LLC	\$56,196,190
3	Aragon 2014/8500 Harwood LLC	\$49,300,000
4	Columbia N Hills Hosp Sub LP	\$38,814,695
5	Enclave at Hometown LP	\$36,790,000
6	Walmart Real Estate Bus Trust / Sam's	\$34,938,760
7	Oncor Electric Delivery Co LLC	\$26,916,199
8	Venue At Hometown LTD ETAL	\$26,900,000
9	AR-Hightower LP Etal	\$26,280,000
10	Kroger Texas LP	\$24,377,901

Source: Tarrant Appraisal District

Top Ten Employers		
No.	Entity Name	Product / Service
1	Santander Consumer USA, Inc.	Automobile Financing
2	North Hills Hospital	Hospital / Medical Care
3	HealthMarkets	Life and Health Insurance
4	Tyson Prepared Foods	Food Processing
5	XPO Logistics	Transport Carrier
6	Silverleaf Resort	Call Center
7	A to Z Therapy	Pediatric Therapy
8	Bates Container	Manufacturing
9	Impel Management Service	Medical Services
10	Heartland	Long Term Health Services

Source: North Richland Hills Economic Development [www.nrhed.com](http://www.nrhed.com). Data excludes the City of North Richland Hills and Birdville Independent School District.

**Personnel Distribution  
Full-Time Equivalents**

		2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
<b>GENERAL FUND</b>							
<b>City Manager</b>							
	Assistant City Manager	1.30	1.50	-	1.50	-	1.50
	Assistant to the City Manager	1.00	1.00	-	1.00	-	1.00
	City Manager	0.50	0.50	-	0.50	-	0.50
	Executive Secretary	0.50	0.50	-	0.50	-	0.50
	Full-Time	3.30	3.50	-	3.50	-	3.50
	Part-Time	-	-	-	-	-	-
	Total	3.30	3.50	-	3.50	-	3.50
<b>Communications</b>							
	Broadcast Specialist	1.00	1.00	-	1.00	-	1.00
	Public Information Officer	1.00	1.00	-	1.00	-	1.00
	Secretary/Receptionist	1.00	1.00	-	1.00	-	1.00
	Lead Production Assistant	0.75	0.50	-	0.50	-	0.50
PT-1	Full-Time	3.00	3.00	-	3.00	-	3.00
	Part-Time	0.75	0.50	-	0.50	-	0.50
	Total	3.75	3.50	-	3.50	-	3.50
<b>Human Resources</b>							
	Asst. Dir. of Human Resources	0.20	0.20	-	0.20	-	0.20
	Director of Human Resources	0.20	0.20	-	0.20	-	0.20
	Human Resources Analyst	0.20	0.20	-	0.20	-	0.20
	Human Resources Generalist	0.20	0.20	-	0.20	-	0.20
	Payroll Specialist	0.20	0.20	-	0.20	-	0.20
	Full-Time	1.00	1.00	-	1.00	-	1.00
	Part-Time	-	-	-	-	-	-
	Total	1.00	1.00	-	1.00	-	1.00
<b>Finance</b>							
	Accountant II	1.00	1.00	-	1.00	-	1.00
	Accounting Technician	1.50	1.50	-	1.50	-	1.50
	Assistant Buyer	-	-	1.00	1.00	-	1.00
	Asst. Finance Director	0.50	0.50	-	0.50	-	0.50
	Buyer	1.00	1.00	-	1.00	-	1.00
	Finance Assistant	1.00	1.00	-	1.00	-	1.00
	Finance Director	0.50	0.50	-	0.50	-	0.50
	Purchasing/Finance Clerk	1.00	1.00	(1.00)	-	-	-
	Purchasing Manager	0.75	0.75	-	0.75	-	0.75
	Full-Time	7.25	7.25	-	7.25	-	7.25
	Part-Time	-	-	-	-	-	-
	Total	7.25	7.25	-	7.25	-	7.25
<b>Budget &amp; Research</b>							
	Budget Analyst	0.50	0.50	-	0.50	-	0.50
	Budget Director	0.50	0.50	-	0.50	-	0.50
	Senior Budget Analyst	0.50	0.50	-	0.50	-	0.50
	Full-Time	1.50	1.50	-	1.50	-	1.50
	Total	1.50	1.50	-	1.50	-	1.50
<b>City Secretary</b>							
	Assistant City Secretary	1.00	1.00	-	1.00	-	1.00
	City Secretary	1.00	1.00	-	1.00	-	1.00
	Customer Service Clerk	2.00	2.00	-	2.00	(1.00)	1.00
	Full-Time	4.00	4.00	-	4.00	(1.00)	3.00
	Total	4.00	4.00	-	4.00	(1.00)	3.00
<b>Legal</b>							
	City Attorney	-	-	-	-	1.00	1.00
	Full-Time	-	-	-	-	1.00	1.00
	Total	-	-	-	-	1.00	1.00

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

		2014/15	2015/16	2015/16	2015/16	Additions/ Deletions	2016/17 Adopted
		Actual	Adopted	Changes	Actual		
<b>Municipal Court</b>							
	Assistant Court Administrator	1.00	1.00	-	1.00	-	1.00
	City Marshal	1.00	1.00	-	1.00	-	1.00
	Court Administrator	1.00	1.00	-	1.00	-	1.00
	Court Records Clerk	6.00	6.00	-	6.00	-	6.00
	Deputy City Marshal	2.00	2.00	-	2.00	-	2.00
	Teen Court Coordinator	1.00	1.00	-	1.00	-	1.00
	Warrant Technician	1.00	1.00	-	1.00	-	1.00
	Bailiff	0.50	0.50	-	0.50	-	0.50
	File Clerk	1.00	1.00	-	1.00	-	1.00
	Teen Court Clerk	1.00	0.50	-	0.50	-	0.50
	PT-1						
	PT-2						
	PT-1						
	Full-Time	13.00	13.00	-	13.00	-	13.00
	Part-Time	2.50	2.00	-	2.00	-	2.00
	Total	15.50	15.00	-	15.00	-	15.00
<b>Building Permits &amp; Development</b>							
	Assistant Building Official	1.00	1.00	-	1.00	-	1.00
	Building Official	1.00	1.00	-	1.00	-	1.00
	Commercial Building Inspector	1.00	1.00	-	1.00	-	1.00
	Customer Service Assistant	2.00	2.00	-	2.00	-	2.00
	Director of Planning & Development	0.50	-	-	-	-	-
	General Building Inspector	3.00	3.00	-	3.00	-	3.00
	Full-Time	8.50	8.00	-	8.00	-	8.00
	Part-Time	-	-	-	-	-	-
	Total	8.50	8.00	-	8.00	-	8.00
<b>Planning</b>							
	Assistant Planner	0.90	-	-	-	-	-
	Planner	-	0.90	-	0.90	-	0.90
	Planning Manager	-	0.50	-	0.50	-	0.50
	Planning Technician	-	-	-	-	1.00	1.00
	Principal Planner	-	0.90	-	0.90	-	0.90
	Senior Planner	0.90	-	-	-	-	-
	Full-Time	1.80	2.30	-	2.30	1.00	3.30
	Part-Time	-	-	-	-	-	-
	Total	1.80	2.30	-	2.30	1.00	3.30
<b>Economic Development</b>							
	Administrative Secretary	1.00	1.00	-	1.00	-	1.00
	Economic Development Director	0.75	0.75	-	0.75	-	0.75
	Econ. Development Specialist	1.00	1.00	-	1.00	-	1.00
	Full-Time	2.75	2.75	-	2.75	-	2.75
	Part-Time	-	-	-	-	-	-
	Total	2.75	2.75	-	2.75	-	2.75
<b>Library</b>							
	Assistant Library Director	-	1.00	-	1.00	-	1.00
	Administrative Secretary	1.00	1.00	-	1.00	-	1.00
	Librarian	4.00	4.00	-	4.00	-	4.00
	Library Director	1.00	1.00	-	1.00	-	1.00
	Library Services Supervisor	3.00	3.00	-	3.00	-	3.00
	Circulation Supervisor	1.00	1.00	-	1.00	-	1.00
	Senior Library Clerk	1.00	1.00	1.00	2.00	-	2.00
	Library Clerk	6.00	6.00	(1.00)	5.00	-	5.00
	Library Acquisition Clerk	1.00	1.00	-	1.00	-	1.00
	Library Technician	1.00	-	-	-	-	-

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

		2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Librarian	PT-2	0.95	0.95	-	0.95	-	0.95
Library Associate	PT-2	0.95	0.95	-	0.95	-	0.95
Library Clerk	PT-8	2.88	2.88	0.92	3.80	-	3.80
Library Page	PT-6	2.85	2.85	-	2.85	-	2.85
Library Technical Assistant	PT-1	0.48	0.48	-	0.48	-	0.48
	Full-Time	19.00	19.00	-	19.00	-	19.00
	Part-Time	8.11	8.11	0.92	9.03	-	9.03
	Total	27.11	27.11	0.92	28.03	-	28.03

**Neighborhood Services**

Administrative Secretary		1.00	1.00	-	1.00	-	1.00
Animal Services Clerk		1.00	1.00	-	1.00	-	1.00
Animal Services Officer		4.00	4.00	-	4.00	-	4.00
Animal Services Supervisor		1.00	1.00	-	1.00	-	1.00
Assitant Director of Neighborhood Services		1.00	1.00	-	1.00	-	1.00
Code Enforcement Officer		3.00	4.00	-	4.00	-	4.00
Customer Service Assistant		1.00	1.00	-	1.00	-	1.00
Director of Neighborhood Services		1.00	1.00	-	1.00	-	1.00
Environmental Health Specialist		2.00	2.00	-	2.00	-	2.00
Environmental Health Supervisor		1.00	1.00	-	1.00	-	1.00
Kennel Technician		2.00	2.00	-	2.00	-	2.00
Shelter Attendant II		-	-	-	-	-	-
Animal Services Attendant P/T	PT-1	0.75	0.73	-	0.73	-	0.73
Shelter Attendant I	PT-1	-	-	-	-	-	-
	Full-Time	18.00	19.00	-	19.00	-	19.00
	Part-Time	0.75	0.73	-	0.73	-	0.73
	Total	18.75	19.73	-	19.73	-	19.73

**Public Works**

Administrative Secretary		0.50	0.50	-	0.50	-	0.50
Assistant Director		0.25	-	-	-	-	-
City Engineer		0.25	0.50	-	0.50	-	0.50
Civil Engineer		-	-	0.50	0.50	-	0.50
Construction Inspector		-	0.50	-	0.50	-	0.50
Crewleader		5.00	5.00	-	5.00	-	5.00
Engineer Associate		0.25	1.00	(0.50)	0.50	-	0.50
Equipment Operator		1.00	1.00	-	1.00	-	1.00
Maintenance Worker I		4.00	4.00	-	4.00	-	4.00
Maintenance Worker II		6.00	6.00	-	6.00	-	6.00
Management Assistant		0.50	0.50	-	0.50	-	0.50
Managing Director		0.25	0.25	-	0.25	-	0.25
Operations Manager		0.25	-	-	-	-	-
Public Works Operations Manager		-	0.25	-	0.25	-	0.25
Senior Traffic Technician		1.00	1.00	-	1.00	-	1.00
Street Secretary		1.00	1.00	-	1.00	-	1.00
Street Supervisor		1.00	1.00	-	1.00	-	1.00
Superintendent		1.00	1.00	-	1.00	-	1.00
Traffic Technician		2.00	3.00	-	3.00	-	3.00
Summer Part-Time	PT/S	0.98	0.98	-	0.98	-	0.98
	Full-Time	24.25	26.50	-	26.50	-	26.50
	Part-Time	0.98	0.98	-	0.98	-	0.98
	Total	25.23	27.48	-	27.48	-	27.48

**Parks and Recreation**

Assistant Director of Recreation		0.20	0.20	-	0.20	-	0.20
Athletic Coordinator		1.00	1.00	-	1.00	-	1.00
Building Maintenance Worker		1.00	1.00	-	1.00	-	1.00
Communications/Events Manager		0.20	0.20	-	0.20	(0.20)	-
Crewleader		3.00	3.00	-	3.00	-	3.00

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

	2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Cultural Arts Coordinator	-	-	-	-	-	-
Landscape Horticulturist	0.20	0.20	(0.20)	-	-	-
Maintenance Worker I	3.00	3.00	-	3.00	-	3.00
Maintenance Worker II	1.00	1.00	-	1.00	-	1.00
Managing Director	0.40	0.40	-	0.40	-	0.40
Office Coordinator	0.20	0.20	-	0.20	-	0.20
Parks Assistant Superintendent	-	-	0.20	0.20	-	0.20
Parks Superintendent	0.20	0.20	-	0.20	-	0.20
Parks Supervisor	1.00	1.00	-	1.00	-	1.00
Secretary	0.20	0.20	-	0.20	-	0.20
Senior Center Coordinator	1.00	1.00	-	1.00	-	1.00
Senior Center Supervisor	1.00	1.00	-	1.00	-	1.00
Senior Center Attendants	0.98	0.98	-	0.98	-	0.98
PT-2						
Full-Time	13.60	13.60	-	13.60	(0.20)	13.40
Part-Time	0.98	0.98	-	0.98	-	0.98
Total	14.58	14.58	-	14.58	(0.20)	14.38

**Police**

Administrative Technician	1.20	1.20	-	1.20	-	1.20
Assistant Chief of Police	2.00	2.00	-	2.00	-	2.00
Captain	3.00	3.00	-	3.00	-	3.00
Communications Manager	1.00	1.00	-	1.00	-	1.00
Communications Supervisor	3.00	3.00	-	3.00	-	3.00
Crime Scene Examiner	2.00	2.00	-	2.00	-	2.00
Detention Manager	1.00	1.00	-	1.00	-	1.00
Detention Officer	18.00	20.00	-	20.00	-	20.00
Detention Supervisor	2.00	2.00	-	2.00	-	2.00
Director of Public Safety	1.00	1.00	-	1.00	-	1.00
Dispatcher	26.00	26.00	-	26.00	-	26.00
Lieutenant	-	1.00	-	1.00	-	1.00
Office Coordinator	1.00	1.00	-	1.00	-	1.00
Police Officer	60.00	56.00	-	56.00	-	56.00
Police Records Technician	1.00	2.00	-	2.00	-	2.00
Property Management Tech	2.00	2.00	-	2.00	-	2.00
School Resource Officer	-	-	-	-	-	-
Sergeant	14.00	14.00	-	14.00	-	14.00
Technical Services Coordinator	0.40	0.40	-	0.40	-	0.40
School Crossing Guard	3.64	3.64	-	3.64	-	3.64
PT/S						
Full-Time Sworn	80.00	77.00	-	77.00	-	77.00
Full-Time (Non-Sworn)	58.60	61.60	-	61.60	-	61.60
Part-Time	3.64	3.64	-	3.64	-	3.64
Total	142.24	142.24	-	142.24	-	142.24

**Emergency Management**

Emergency Mgmt Coordinator	1.00	1.00	-	1.00	-	1.00
Full-Time (Sworn)	1.00	1.00	-	1.00	-	1.00
Total	1.00	1.00	-	1.00	-	1.00

**Fire**

Administrative Secretary	1.00	1.00	-	1.00	-	1.00
Apparatus Oper/FPS	-	-	-	-	-	-
Assistant Chief	2.00	2.00	-	2.00	-	2.00
Battalion Chief	6.00	6.00	-	6.00	-	6.00
Driver Engineer	15.00	15.00	-	15.00	-	15.00
Fire Chief	1.00	1.00	-	1.00	-	1.00
Fire Captain	16.00	16.00	-	16.00	-	16.00
Firefighters	45.00	48.00	-	48.00	-	48.00

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

	2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Fire Lieutenant	-	-	-	-	-	-
Fire Prevention Specialist	1.00	1.00	-	1.00	-	1.00
Gas Well Inspector	1.00	1.00	-	1.00	-	1.00
Office Coordinator	1.00	1.00	-	1.00	-	1.00
Public Safety Education Officer	1.00	1.00	-	1.00	-	1.00
Full-Time Sworn	88.00	91.00	-	91.00	-	91.00
Full-Time (Non-Sworn)	2.00	2.00	-	2.00	-	2.00
Part-Time	-	-	-	-	-	-
<b>Total</b>	<b>90.00</b>	<b>93.00</b>	<b>-</b>	<b>93.00</b>	<b>-</b>	<b>93.00</b>

**Non-Departmental**

Intern	PT-1	0.50	0.50	-	0.50	-	0.50
	Full-Time	-	-	-	-	-	-
	Part-Time	0.50	0.50	-	0.50	-	0.50
	<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>	<b>0.50</b>	<b>-</b>	<b>0.50</b>

**Total General Fund**

<b>Full-Time</b>	<b>350.55</b>	<b>357.00</b>	<b>-</b>	<b>357.00</b>	<b>0.80</b>	<b>357.80</b>
<b>Part-Time</b>	<b>18.21</b>	<b>17.44</b>	<b>0.92</b>	<b>18.36</b>	<b>-</b>	<b>18.36</b>
<b>Total</b>	<b>368.76</b>	<b>374.44</b>	<b>0.92</b>	<b>375.36</b>	<b>0.80</b>	<b>376.16</b>

**P&R FACILITIES DEVELOPMENT CORP.**

**Parks & Recreation**

Assistant City Manager		0.10	-	-	-	-	-
Assistant Director of Parks		1.00	1.00	-	1.00	-	1.00
Assistant Director of Recreation		0.80	0.80	-	0.80	-	0.80
Assistant Tennis Professional		2.00	2.00	-	2.00	-	2.00
Aquatics Program Coordinator		1.00	1.00	-	1.00	-	1.00
Aquatics Supervisor		1.00	1.00	(1.00)	-	-	-
Banquet & Hospitality Coordinator		-	-	-	-	-	-
Building Maintenance Worker		1.00	1.00	-	1.00	-	1.00
Building Operations Supervisor		1.00	1.00	-	1.00	-	1.00
Communications/Events Manager		0.80	0.80	-	0.80	-	0.80
Crewleader		2.00	2.00	-	2.00	-	2.00
Customer Service Clerk		-	-	-	-	-	-
Fitness Coordinator		1.00	1.00	-	1.00	-	1.00
Grand Hall Manager		1.00	1.00	-	1.00	-	1.00
Head Tennis Professional		1.00	1.00	-	1.00	-	1.00
Landscape Horticulturist		0.80	0.80	(0.80)	-	-	-
Maintenance Worker I		11.00	11.00	-	11.00	-	11.00
Maintenance Worker II		4.00	4.00	-	4.00	-	4.00
Managing Director		0.60	0.60	-	0.60	-	0.60
Membership Services Supervisor		1.00	1.00	-	1.00	-	1.00
NRH Centre Assistant Manager		1.00	1.00	-	1.00	-	1.00
NRH Centre Manager		1.00	1.00	-	1.00	-	1.00
Office Coordinator		0.80	0.80	-	0.80	-	0.80
Parks Assistant Superintendent		-	-	0.80	0.80	-	0.80
Park Planner		1.00	1.00	-	1.00	-	1.00
Parks Superintendent		0.80	0.80	-	0.80	-	0.80
Parks Supervisor		1.00	1.00	-	1.00	-	1.00
Sales and Marketing Coordinator		-	1.00	-	1.00	-	1.00
Secretary		0.80	0.80	-	0.80	-	0.80
Secretary/Receptionist*		1.00	1.00	-	1.00	-	1.00
Senior Park Planner		1.00	1.00	-	1.00	-	1.00
Tennis Center Manager		1.00	1.00	-	1.00	-	1.00
Banquet & Hospitality Assistant Coordinators	PT-2	1.05	1.00	-	1.00	-	1.00
Banquet & Hospitality Attendants	PT-4	2.10	1.60	0.40	2.00	-	2.00
Banquet & Hospitality Lead	PT-1	0.50	0.50	0.13	0.63	-	0.63
Building Maintenance Workers	PT-38	1.20	1.30	-	1.30	-	1.30

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

		2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Court Maintenance	PT-1	0.49	0.49	-	0.49	-	0.49
Fitness Attendants	PT-7	1.95	1.95	-	1.95	-	1.95
Guest Service Attendants	PT-14	5.45	5.45	-	5.45	-	5.45
Guest Service Leads	PT-5	3.18	3.18	-	3.18	-	3.18
Lead Lifeguards	PT-6	3.14	3.22	-	3.22	-	3.22
Lifeguards	PT-38	10.44	10.87	-	10.87	-	10.87
Play Time Attendants	PT-4	2.80	2.80	-	2.80	-	2.80
PT Catering and Sales Coordinator	PT-1	0.50	-	0.63	0.63	-	0.63
PT Office and Sales Coordinator (Converted t	PT-1	0.50	0.53	0.10	0.63	-	0.63
Swim Instructors	PT-10	1.88	2.06	-	2.06	-	2.06
Tennis Instructors	PT-4	0.61	0.61	-	0.61	-	0.61
Tennis Instructor II	PT-1	0.50	0.50	-	0.50	-	0.50
Tennis Pro Shop Staff	PT-5	1.61	1.61	-	1.61	-	1.61
Water Slide Attendant	PT-12	2.29	2.35	-	2.35	-	2.35
Seasonal Maintenance Worker	PT/S	0.23	0.23	-	0.23	-	0.23
Summer Camp Counselors	PT/S	2.18	2.18	-	2.18	-	2.18
Summer Camp Director	PT/S	0.27	0.27	-	0.27	-	0.27
<b>Total P&amp;R Facilities Development Corp.</b>							
	<b>Full-Time</b>	<b>40.50</b>	<b>41.40</b>	<b>(1.00)</b>	<b>40.40</b>	<b>-</b>	<b>40.40</b>
	<b>Part-Time</b>	<b>42.85</b>	<b>42.70</b>	<b>1.25</b>	<b>43.95</b>	<b>-</b>	<b>43.95</b>
	<b>Total</b>	<b>83.35</b>	<b>84.10</b>	<b>0.25</b>	<b>84.35</b>	<b>-</b>	<b>84.35</b>

**CRIME CONTROL DISTRICT FUND**

**Police**

Administrative Technician		2.00	2.00	-	2.00	-	2.00
Crime Analyst		1.00	1.00	-	1.00	-	1.00
Lieutenant		5.00	4.00	-	4.00	-	4.00
Police Officer		23.00	23.00	-	23.00	-	23.00
Records Clerk*		6.00	6.00	-	6.00	-	6.00
Records Manager		1.00	1.00	-	1.00	-	1.00
Property/Equipment Manager		-	1.00	-	1.00	-	1.00
Public Service Officer		4.00	4.00	-	4.00	-	4.00
School Resource Officer		-	4.00	-	4.00	-	4.00
Sergeant		1.00	1.00	-	1.00	-	1.00
Technical Service Officer		1.00	1.00	-	1.00	-	1.00
School Crossing Guard	PT-1	0.26	0.26	-	0.26	-	0.26
<b>Total Crime Control District Fund</b>							
	<b>Full-Time Sworn</b>	<b>33.00</b>	<b>32.00</b>	<b>-</b>	<b>32.00</b>	<b>-</b>	<b>32.00</b>
	<b>Full-Time (Non-Sworn)</b>	<b>15.00</b>	<b>16.00</b>	<b>-</b>	<b>16.00</b>	<b>-</b>	<b>16.00</b>
	<b>Part-Time</b>	<b>0.26</b>	<b>0.26</b>	<b>-</b>	<b>0.26</b>	<b>-</b>	<b>0.26</b>
	<b>Total</b>	<b>48.26</b>	<b>48.26</b>	<b>-</b>	<b>48.26</b>	<b>-</b>	<b>48.26</b>

**PROMOTIONAL FUND**

**Economic Development**

Development Director		0.25	0.25	-	0.25	-	0.25
	<b>Full-Time</b>	<b>0.25</b>	<b>0.25</b>	<b>-</b>	<b>0.25</b>	<b>-</b>	<b>0.25</b>
	<b>Total</b>	<b>0.25</b>	<b>0.25</b>	<b>-</b>	<b>0.25</b>	<b>-</b>	<b>0.25</b>

**Parks & Recreation**

Cultural Arts Coordinator		1.00	1.00	-	1.00	-	1.00
Communications/ Events Manager		-	-	-	-	0.20	0.20
	<b>Full-Time</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>0.20</b>	<b>1.20</b>
	<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>0.20</b>	<b>1.20</b>

**Total Promotional Fund**

	<b>Full-Time</b>	<b>1.25</b>	<b>1.25</b>	<b>-</b>	<b>1.25</b>	<b>0.20</b>	<b>1.45</b>
	<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total</b>	<b>1.25</b>	<b>1.25</b>	<b>-</b>	<b>1.25</b>	<b>0.20</b>	<b>1.45</b>

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

	2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
<b><u>TRAFFIC SAFETY FUND</u></b>						
<b>Police</b>						
Administrative Technician	0.80	0.80	-	0.80	-	0.80
Technical Services Coordinator	0.60	0.60	-	0.60	-	0.60
Crossing Guard Supervisor	0.48	0.48	-	0.48	-	0.48
Police Officer	1.50	1.50	-	1.50	-	1.50
	<b>Total Traffic Safety Fund</b>					
	<b>Full-Time</b>	<b>1.40</b>	<b>1.40</b>	<b>-</b>	<b>1.40</b>	<b>-</b>
	<b>Part-Time</b>	<b>1.98</b>	<b>1.98</b>	<b>-</b>	<b>1.98</b>	<b>-</b>
	<b>Total</b>	<b>3.38</b>	<b>3.38</b>	<b>-</b>	<b>3.38</b>	<b>-</b>
<b><u>UTILITY FUND</u></b>						
<b>City Manager</b>						
Assistant City Manager	0.40	0.50	-	0.50	-	0.50
City Manager	0.50	0.50	-	0.50	-	0.50
Executive Secretary	0.50	0.50	-	0.50	-	0.50
	Full-Time	1.40	1.50	-	1.50	1.50
	Part-Time	-	-	-	-	-
	Total	1.40	1.50	-	1.50	1.50
<b>Finance</b>						
Accountant	1.00	1.00	-	1.00	-	1.00
Accounting Technician	1.50	1.50	-	1.50	-	1.50
Assistant Finance Director	0.50	0.50	-	0.50	-	0.50
Customer Service Supervisor	1.00	1.00	-	1.00	-	1.00
Finance Director	0.50	0.50	-	0.50	-	0.50
Purchasing Manager	0.25	0.25	-	0.25	-	0.25
Utility Service Crewleader	1.00	1.00	-	1.00	-	1.00
Utility Service Manager	1.00	1.00	-	1.00	-	1.00
Utility Service Representative Billing	6.00	6.00	-	6.00	-	6.00
Utility Service Worker	2.00	2.00	-	2.00	-	2.00
Mail Clerk	1.00	1.00	-	1.00	-	1.00
	Full-Time	14.75	14.75	-	14.75	14.75
	Part-Time	1.00	1.00	-	1.00	1.00
	Total	15.75	15.75	-	15.75	15.75
<b>Budget &amp; Research</b>						
Budget Analyst	0.50	0.50	-	0.50	-	0.50
Budget Director	0.50	0.50	-	0.50	-	0.50
Senior Budget Analyst	0.50	0.50	-	0.50	-	0.50
	Full-Time	1.50	1.50	-	1.50	1.50
	Part-Time	-	-	-	-	-
	Total	1.50	1.50	-	1.50	1.50
<b>Public Works/Development</b>						
Administrative Clerk	1.00	1.00	-	1.00	-	1.00
Administrative Secretary	0.50	0.50	-	0.50	-	0.50
Assistant Director	0.25	-	-	-	-	-
Assistant Planner	0.10	-	-	-	-	-
City Engineer	0.25	0.25	-	0.25	-	0.25
Civil Engineer	-	-	0.25	0.25	-	0.25
Construction Inspector	3.00	3.00	-	3.00	-	3.00
Construction Inspector Supervisor	-	-	-	-	-	-
Crewleader	11.00	11.00	-	11.00	-	11.00
Customer Service Assistant (Planning)	1.00	1.00	-	1.00	-	1.00
Director of Planning & Development	0.50	-	-	-	-	-
Engineer Associate	0.25	0.50	(0.25)	0.25	-	0.25
Customer Service Clerk	1.00	1.00	-	1.00	-	1.00
Environmental Coordinator (Wastewater Technician)	-	-	-	-	-	-
Maintenance Worker I	5.00	5.00	-	5.00	-	5.00
Maintenance Worker II	9.00	9.00	-	9.00	-	9.00
Management Assistant	0.50	0.50	-	0.50	-	0.50

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

		2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Managing Director		0.50	0.50	-	0.50	-	0.50
Operations Mgr.		0.50	-	-	-	-	-
Planner		-	0.10	-	0.10	-	0.10
Planning Manager		-	0.50	-	0.50	-	0.50
Principal Planner		-	0.10	-	0.10	-	0.10
Public Works Operations Manager		-	0.50	-	0.50	-	0.50
Regulatory Compliance Specialist		1.00	1.00	-	1.00	-	1.00
SCADA Technician		1.00	1.00	-	1.00	-	1.00
Secretary		1.00	1.00	-	1.00	-	1.00
Senior Planner		0.10	-	-	-	-	-
Senior SCADA Technician		1.00	1.00	-	1.00	-	1.00
Supervisor		1.00	1.00	-	1.00	-	1.00
Utility Superintendent		1.00	1.00	-	1.00	-	1.00
Utility Supervisor		2.00	2.00	-	2.00	-	2.00
Engineering Aide	PT-1	0.50	0.50	-	0.50	-	0.50
Full-Time		42.45	42.45	-	42.45	-	42.45
Part-Time		0.50	0.50	-	0.50	-	0.50
<b>Total</b>		<b>42.95</b>	<b>42.95</b>	<b>-</b>	<b>42.95</b>	<b>-</b>	<b>42.95</b>

**Non Departmental**

Intern	PT-1	0.50	0.50	-	0.50	-	0.50
Full-Time		-	-	-	-	-	-
Part-Time		0.50	0.50	-	0.50	-	0.50
<b>Total</b>		<b>0.50</b>	<b>0.50</b>	<b>-</b>	<b>0.50</b>	<b>-</b>	<b>0.50</b>

**Total Utility Fund**

<b>Full-Time</b>	<b>60.10</b>	<b>60.20</b>	<b>-</b>	<b>60.20</b>	<b>-</b>	<b>60.20</b>
<b>Part-Time</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>
<b>Total</b>	<b>62.10</b>	<b>62.20</b>	<b>-</b>	<b>62.20</b>	<b>-</b>	<b>62.20</b>

**AQUATIC PARK FUND**

**Aquatic Park**

Admissions & Promotions Coordinator		-	1.00	-	1.00	-	1.00
Aquatics Maintenance Technician		2.00	2.00	-	2.00	-	2.00
Aquatic Manager		1.00	1.00	-	1.00	-	1.00
Food, Beverage & Retail Coordinator		1.00	1.00	-	1.00	-	1.00
Group Sales Representative		1.00	-	-	-	-	-
Maintenance Supervisor		1.00	1.00	-	1.00	-	1.00
Marketing Specialist		1.00	-	-	-	-	-
Office Coordinator		1.00	1.00	-	1.00	-	1.00
Operations Coordinator		1.00	1.00	-	1.00	-	1.00
Sales & Marketing Coordinator		-	1.00	-	1.00	-	1.00
Aquatics Leads	PT-S	5.30	5.30	-	5.30	-	5.30
Cup and Chaucer Staff	PT-S	3.35	3.35	-	3.35	-	3.35
Deep Water Lifeguards	PT-S	7.16	7.16	-	7.16	-	7.16
Elements of Fun Lead	PT-S	0.24	0.26	0.12	0.38	-	0.38
Elements of Fun Team	PT-S	0.56	0.93	(0.21)	0.72	-	0.72
Food Service Leads	PT-S	1.97	1.49	-	1.49	-	1.49
Food Service Supervisor	PT-S	0.85	0.81	-	0.81	-	0.81
Food Service Team Members	PT-S	4.01	3.13	-	3.13	-	3.13
Front Gate Leads	PT-S	1.18	1.18	-	1.18	-	1.18
Front Gate Team Members	PT-S	3.21	3.00	-	3.00	-	3.00
Gift Shop Leads	PT-S	1.02	0.85	-	0.85	-	0.85
Gift Shop Staff	PT-S	0.87	0.73	-	0.73	-	0.73
Group Sales Supervisor	PT-S	0.34	0.34	-	0.34	-	0.34
Group Sales Team	PT-S	1.12	1.12	0.03	1.15	-	1.15
Intern	PT-S	0.19	0.19	-	0.19	-	0.19
Maintenance Crew Leader	PT-S	0.50	0.50	-	0.50	-	0.50
Maintenance Staff	PT-S	2.98	2.59	-	2.59	-	2.59
Marketing Intern	PT-S	0.22	0.08	-	0.08	-	0.08
Marketing Street Team	PT-S	0.20	0.20	-	0.20	-	0.20
Office Team	PT-S	1.47	1.37	-	1.37	-	1.37
Operations Supervisor	PT-S	2.19	2.19	-	2.19	-	2.19
Park Safety	PT-S	0.57	0.57	-	0.57	-	0.57
Park Services Lead	PT-S	1.00	1.00	-	1.00	-	1.00

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

		2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
Park Services Staff	PT-S	2.34	2.34	-	2.34	-	2.34
Revenue Supervisor	PT-S	1.09	1.00	-	1.00	-	1.00
Shallow Water Lifeguards	PT-S	10.37	11.94	-	11.94	-	11.94
Swim Instructors	PT-S	0.96	0.96	-	0.96	-	0.96
<b>Total Aquatic Pak Fund</b>							
	<b>Full-Time</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>	<b>9.00</b>	<b>-</b>	<b>9.00</b>
	<b>Part-Time</b>	<b>55.26</b>	<b>54.58</b>	<b>(0.03)</b>	<b>54.55</b>	<b>-</b>	<b>54.55</b>
	<b>Total</b>	<b>64.26</b>	<b>63.58</b>	<b>(0.03)</b>	<b>63.55</b>	<b>-</b>	<b>63.55</b>

**FACILITIES/CONSTRUCTION MANAGEMENT**

**FACILITIES/CONSTRUCTION MANAGEMENT**

Administrative Secretary		1.00	1.00	-	1.00	-	1.00
Assistant City Manager		0.10	-	-	-	-	-
Building Maintenance Technician		2.00	2.00	-	2.00	-	2.00
Building Maintenance Worker		7.00	7.00	-	7.00	-	7.00
Building Services Superintendent		1.00	1.00	-	1.00	-	1.00
Building Services Supervisor		1.00	1.00	-	1.00	-	1.00
Director of Facilities & Construction		1.00	1.00	-	1.00	-	1.00
HVAC Technician		1.00	1.00	-	1.00	-	1.00
Project Manager		1.00	1.00	-	1.00	-	1.00
Building Maintenance Worker	PT-1	0.63	0.63	-	0.63	-	0.63
<b>Total Facilities/Cons Mgmt Fund</b>							
	<b>Full-Time</b>	<b>15.10</b>	<b>15.00</b>	<b>-</b>	<b>15.00</b>	<b>-</b>	<b>15.00</b>
	<b>Part-Time</b>	<b>0.63</b>	<b>0.63</b>	<b>-</b>	<b>0.63</b>	<b>-</b>	<b>0.63</b>
	<b>Total</b>	<b>15.73</b>	<b>15.63</b>	<b>-</b>	<b>15.63</b>	<b>-</b>	<b>15.63</b>

**FLEET SERVICES FUND**

**Fleet Services**

Administrative Secretary		1.00	1.00	-	1.00	-	1.00
Director of Fleet Services		1.00	1.00	-	1.00	-	1.00
Equipment Services Supervisor		1.00	1.00	-	1.00	-	1.00
Fleet Services Superintendent		1.00	1.00	-	1.00	-	1.00
Mechanic		7.00	7.00	-	7.00	1.00	8.00
Parts Technician		1.00	1.00	-	1.00	-	1.00
Service Mechanic		1.00	1.00	-	1.00	(1.00)	-
<b>Total Fleet Services Fund</b>							
	<b>Full-Time</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>13.00</b>	<b>-</b>	<b>13.00</b>
	<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>13.00</b>	<b>-</b>	<b>13.00</b>

**INFORMATION SERVICES FUND**

**Information Services**

Asst. Director of Info. Services		1.00	1.00	-	1.00	-	1.00
Communications Analyst		1.00	1.00	-	1.00	-	1.00
GIS Analyst		1.00	1.00	-	1.00	-	1.00
Information Services Director		1.00	1.00	-	1.00	-	1.00
Information System Specialist		1.00	1.00	-	1.00	-	1.00
Network Services Analyst		3.00	3.00	-	3.00	-	3.00
Network System Administrator		1.00	1.00	-	1.00	-	1.00
Senior System Analyst Public Safety		-	1.00	-	1.00	-	1.00
System Administrator		2.00	1.00	-	1.00	-	1.00
System Analyst Public Safety		1.00	1.00	-	1.00	-	1.00
<b>Total Information Services Fund</b>							
	<b>Full-Time</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>12.00</b>	<b>-</b>	<b>12.00</b>
	<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>12.00</b>	<b>-</b>	<b>12.00</b>

PT=Part Time

PT/S= Part Time Seasonal

**Personnel Distribution  
Full-Time Equivalents**

	2014/15 Actual	2015/16 Adopted	2015/16 Changes	2015/16 Actual	Additions/ Deletions	2016/17 Adopted
<b><u>SELF INSURANCE FUND</u></b>						
<b>Human Resources</b>						
Assistant City Manager	0.10	-	-	-	-	-
Asst. Dir. of Human Resources	0.80	0.80	-	0.80	-	0.80
Benefits Coordinator	1.00	1.00	-	1.00	-	1.00
Director of Human Resources	0.80	0.80	-	0.80	-	0.80
Human Resources Analyst	0.80	0.80	-	0.80	-	0.80
Human Resources Generalist	0.80	0.80	-	0.80	-	0.80
Payroll Specialist	0.80	0.80	-	0.80	-	0.80
<b>Total Self Insurance Fund</b>						
<b>Full-Time</b>	<b>5.10</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>
<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>5.10</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>
<b><u>GENERAL CIP PERSONNEL FUND</u></b>						
Accounting Technician	-	-	-	-	-	-
Administrative Clerk	-	-	-	-	-	-
Assistant Director	0.25	-	-	-	-	-
Asst. Finance Director	-	-	-	-	-	-
City Engineer	0.25	-	-	-	-	-
Civil Engineer	-	-	-	-	-	-
Construction Inspector	0.50	-	-	-	-	-
Director of Facilities & Construction	-	-	-	-	-	-
Engineer Associate	0.25	-	-	-	-	-
Management Assistant	-	-	-	-	-	-
Managing Director	-	-	-	-	-	-
Senior Management Assistant	-	-	-	-	-	-
<b>Total General CIP Personnel Fund</b>						
<b>Full-Time</b>	<b>1.25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1.25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>UTILITY CIP PERSONNEL FUND</u></b>						
Assistant Director	0.25	0.25	(0.25)	-	-	-
Asst. Finance Director	-	-	-	-	-	-
City Engineer	0.25	0.25	-	0.25	-	0.25
Civil Engineer	-	-	0.25	0.25	-	0.25
Construction Inspector	0.50	0.50	-	0.50	-	0.50
Construction Superintendent	1.00	1.00	-	1.00	-	1.00
Construction Worker	2.00	2.00	-	2.00	-	2.00
Engineer Associate	0.25	0.50	(0.25)	0.25	-	0.25
Equipment Operator	2.00	2.00	-	2.00	-	2.00
Managing Director	0.25	0.25	-	0.25	-	0.25
Pipelayer	2.00	2.00	-	2.00	-	2.00
Operations Manager	0.25	-	-	-	-	-
Public Works Operations Manager	-	-	0.25	0.25	-	0.25
<b>Total Utility CIP Personnel Fund</b>						
<b>Full-Time</b>	<b>8.75</b>	<b>8.75</b>	<b>-</b>	<b>8.75</b>	<b>-</b>	<b>8.75</b>
<b>Part-Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>8.75</b>	<b>8.75</b>	<b>-</b>	<b>8.75</b>	<b>-</b>	<b>8.75</b>
<b>Citywide Total</b>						
<b>Full-Time</b>	<b>566.00</b>	<b>572.00</b>	<b>(1.00)</b>	<b>571.00</b>	<b>1.00</b>	<b>572.00</b>
<b>Part-Time</b>	<b>121.20</b>	<b>119.59</b>	<b>2.12</b>	<b>121.72</b>	<b>-</b>	<b>121.72</b>
<b>Total</b>	<b>687.20</b>	<b>691.59</b>	<b>1.12</b>	<b>692.72</b>	<b>1.00</b>	<b>693.72</b>

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

	General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
<b>City Manager</b>														
Assistant City Manager	1.50	-	-	-	-	0.50	-	-	-	-	-	-	-	2.00
Assistant to the City Manager	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
City Manager	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Executive Secretary	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Full-Time	3.50	-	-	-	-	1.50	-	-	-	-	-	-	-	5.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3.50	-	-	-	-	1.50	-	-	-	-	-	-	-	5.00
<b>Communications</b>														
Broadcast Specialist	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Public Information Officer	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Secretary/Receptionist	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Lead Production Assistant	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
PT-1 Full-Time	3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
PT-1 Part-Time	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
Total	3.50	-	-	-	-	-	-	-	-	-	-	-	-	3.50
<b>Human Resources</b>														
Asst. Dir. of Human Resources	0.20	-	-	-	-	-	-	-	-	-	0.80	-	-	1.00
Benefits Coordinator	-	-	-	-	-	-	-	-	-	-	1.00	-	-	1.00
Director of Human Resources	0.20	-	-	-	-	-	-	-	-	-	0.80	-	-	1.00
Human Resources Analyst	0.20	-	-	-	-	-	-	-	-	-	0.80	-	-	1.00
Human Resources Generalist	0.20	-	-	-	-	-	-	-	-	-	0.80	-	-	1.00
Payroll Specialist	0.20	-	-	-	-	-	-	-	-	-	0.80	-	-	1.00
Full-Time	1.00	-	-	-	-	-	-	-	-	-	5.00	-	-	6.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1.00	-	-	-	-	-	-	-	-	-	5.00	-	-	6.00
<b>Finance</b>														
Accountant	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Accountant II	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Accounting Technician	1.50	-	-	-	-	1.50	-	-	-	-	-	-	-	3.00
Assistant Buyer	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Asst. Finance Director	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Buyer	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Finance Assistant	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Finance Director	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Purchasing/Finance Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchasing Manager	0.75	-	-	-	-	0.25	-	-	-	-	-	-	-	1.00
Customer Service Supervisor	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Utility Service Crewleader	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Utility Service Manager	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Utility Service Representative Billing	-	-	-	-	-	6.00	-	-	-	-	-	-	-	6.00
Utility Service Worker	-	-	-	-	-	2.00	-	-	-	-	-	-	-	2.00
Mail Clerk	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
PT-2 Full-Time	7.25	-	-	-	-	14.75	-	-	-	-	-	-	-	22.00
PT-2 Part-Time	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Total	7.25	-	-	-	-	15.75	-	-	-	-	-	-	-	23.00
<b>Budget &amp; Research</b>														
Budget Analyst	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Budget Director	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Senior Budget Analyst	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Full-Time	1.50	-	-	-	-	1.50	-	-	-	-	-	-	-	3.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1.50	-	-	-	-	1.50	-	-	-	-	-	-	-	3.00

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

	General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
<b>City Secretary</b>														
Assistant City Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
City Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Customer Service Clerk	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Full-Time	3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
<b>Legal</b>														
City Attorney	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Full-Time	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Total	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
<b>Municipal Court</b>														
Assistant Court Administrator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
City Marshal	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Court Administrator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Court Records Clerk	6.00	-	-	-	-	-	-	-	-	-	-	-	-	6.00
Deputy City Marshal	2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Teen Court Coordinator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Warrant Technician	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Bailiff	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
File Clerk	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Teen Court Clerk	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
PT-1	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
PT-2	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
PT-1	0.50	-	-	-	-	-	-	-	-	-	-	-	-	0.50
Full-Time	13.00	-	-	-	-	-	-	-	-	-	-	-	-	13.00
Part-Time	2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Total	15.00	-	-	-	-	-	-	-	-	-	-	-	-	15.00
<b>Building Permits &amp; Development</b>														
Assistant Building Official	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Building Official	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Commercial Building Inspector	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Customer Service Assistant	2.00	-	-	-	-	1.00	-	-	-	-	-	-	-	3.00
Director of Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Building Inspector	3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Full-Time	8.00	-	-	-	-	1.00	-	-	-	-	-	-	-	9.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	8.00	-	-	-	-	1.00	-	-	-	-	-	-	-	9.00
<b>Planning</b>														
Assistant Planner	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planner	0.90	-	-	-	-	0.10	-	-	-	-	-	-	-	1.00
Planning Manager	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Planning Technician	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Principal Planner	0.90	-	-	-	-	0.10	-	-	-	-	-	-	-	1.00
Senior Planner	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Full-Time	3.30	-	-	-	-	0.70	-	-	-	-	-	-	-	4.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3.30	-	-	-	-	0.70	-	-	-	-	-	-	-	4.00
<b>Economic Development</b>														
Administrative Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Economic Development Director	0.75	-	-	0.25	-	-	-	-	-	-	-	-	-	1.00
Econ. Development Specialist	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Full-Time	2.75	-	-	0.25	-	-	-	-	-	-	-	-	-	3.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2.75	-	-	0.25	-	-	-	-	-	-	-	-	-	3.00
<b>Library</b>														
Assistant Library Director	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Administrative Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Circulation Supervisor	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Librarian	4.00	-	-	-	-	-	-	-	-	-	-	-	-	4.00
Library Acquisition Clerk	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

		General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
Library Clerk		5.00	-	-	-	-	-	-	-	-	-	-	-	-	5.00
Library Director		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Library Services Supervisor		3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Library Technician		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Library Clerk		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Librarian	PT-2	0.95	-	-	-	-	-	-	-	-	-	-	-	-	0.95
Library Associate	PT-2	0.95	-	-	-	-	-	-	-	-	-	-	-	-	0.95
Library Clerk	PT-7	3.80	-	-	-	-	-	-	-	-	-	-	-	-	3.80
Library Page	PT-6	2.85	-	-	-	-	-	-	-	-	-	-	-	-	2.85
Library Technical Assistant	PT-1	0.48	-	-	-	-	-	-	-	-	-	-	-	-	0.48
Full-Time		19.00	-	-	-	-	-	-	-	-	-	-	-	-	19.00
Part-Time		9.03	-	-	-	-	-	-	-	-	-	-	-	-	9.03
Total		28.03	-	-	-	-	-	-	-	-	-	-	-	-	28.03

**Neighborhood Services**

Administrative Secretary		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Animal Services Clerk		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Animal Services Officer		4.00	-	-	-	-	-	-	-	-	-	-	-	-	4.00
Animal Services Supervisor		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Assitant Director of Neighborhood Services		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Director of Neighborhood Services		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Code Enforcement Officer		4.00	-	-	-	-	-	-	-	-	-	-	-	-	4.00
Customer Service Assistant		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Environmental Health Specialist		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Environmental Health Supervisor		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Kennel Technician		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Animal Services Attendant P/T	PT-1	0.73	-	-	-	-	-	-	-	-	-	-	-	-	0.73
Full-Time		19.00	-	-	-	-	-	-	-	-	-	-	-	-	19.00
Part-Time		0.73	-	-	-	-	-	-	-	-	-	-	-	-	0.73
Total		19.73	-	-	-	-	-	-	-	-	-	-	-	-	19.73

**Public Works**

Administrative Clerk		-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Administrative Secretary		0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Assistant Director		-	-	-	-	-	-	-	-	-	-	-	-	-	-
City Engineer		0.50	-	-	-	-	0.25	-	-	-	-	-	-	0.25	1.00
Civil Engineer		0.50	-	-	-	-	0.25	-	-	-	-	-	-	0.25	1.00
Construction Inspector		0.50	-	-	-	-	3.00	-	-	-	-	-	-	0.50	4.00
Construction Inspector Supervisor		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction Superintendent		-	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00
Construction Worker		-	-	-	-	-	-	-	-	-	-	-	-	2.00	2.00
Crewleader		5.00	-	-	-	-	11.00	-	-	-	-	-	-	-	16.00
Customer Service Clerk		-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Engineer Associate		0.50	-	-	-	-	0.25	-	-	-	-	-	-	0.25	1.00
Equipment Operator		1.00	-	-	-	-	-	-	-	-	-	-	-	2.00	3.00
Maintenance Worker I		4.00	-	-	-	-	5.00	-	-	-	-	-	-	-	9.00
Maintenance Worker II		6.00	-	-	-	-	9.00	-	-	-	-	-	-	-	15.00
Management Assistant		0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Managing Director		0.25	-	-	-	-	0.50	-	-	-	-	-	-	0.25	1.00
Operations Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pipelayer		-	-	-	-	-	-	-	-	-	-	-	-	2.00	2.00
Public Works Operations Manager		0.25	-	-	-	-	0.50	-	-	-	-	-	-	0.25	1.00
Regulatory Compliance Specialist		-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
SCADA Technician		-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

	General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
Secretary	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Senior SCADA Technician	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Senior Traffic Technician	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Street Supervisor	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Street Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Superintendent	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Supervisor	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Traffic Technician	3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Utility Superintendent	-	-	-	-	-	1.00	-	-	-	-	-	-	-	1.00
Utility Supervisor	-	-	-	-	-	2.00	-	-	-	-	-	-	-	2.00
Engineering Aide	-	-	-	-	-	0.50	-	-	-	-	-	-	-	0.50
Summer Part-Time	0.98	-	-	-	-	-	-	-	-	-	-	-	-	0.98
PT-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PT/S	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Full-Time	26.50	-	-	-	-	40.75	-	-	-	-	-	-	8.75	76.00
Part-Time	0.98	-	-	-	-	0.50	-	-	-	-	-	-	-	1.48
Total	27.48	-	-	-	-	41.25	-	-	-	-	-	-	8.75	77.48
<b>Facilities and Construction Management</b>														
Administrative Secretary	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
Building Services Superintendent	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
Building Services Supervisor	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
Building Maintenance Technician	-	-	-	-	-	-	-	2.00	-	-	-	-	-	2.00
Building Maintenance Worker	-	-	-	-	-	-	-	7.00	-	-	-	-	-	7.00
Director of Facilities & Construction	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
HVAC Technician	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
Project Manager	-	-	-	-	-	-	-	1.00	-	-	-	-	-	1.00
Building Maintenance Worker	-	-	-	-	-	-	-	0.63	-	-	-	-	-	0.63
PT-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Full-Time	-	-	-	-	-	-	-	15.00	-	-	-	-	-	15.00
Part-Time	-	-	-	-	-	-	-	0.63	-	-	-	-	-	0.63
Total	-	-	-	-	-	-	-	15.63	-	-	-	-	-	15.63
<b>Fleet Services</b>														
Administrative Secretary	-	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Director of Fleet Services	-	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Equipment Services Supervisor	-	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Fleet Services Superintendent	-	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Mechanic	-	-	-	-	-	-	-	-	8.00	-	-	-	-	8.00
Parts Technician	-	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Service Mechanic	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Full-Time	-	-	-	-	-	-	-	-	13.00	-	-	-	-	13.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	13.00	-	-	-	-	13.00
<b>Information Services</b>														
Asst. Director of Info. Services	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Communications Analyst	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
GIS Analyst	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Information Services Director	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Information System Specialist	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Network Services Analyst	-	-	-	-	-	-	-	-	-	3.00	-	-	-	3.00
Network System Administrator	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Senior System Analyst Public Safety	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
System Administrator	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
System Analyst Public Safety	-	-	-	-	-	-	-	-	-	1.00	-	-	-	1.00
Full-Time	-	-	-	-	-	-	-	-	-	12.00	-	-	-	12.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	12.00	-	-	-	12.00

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

	General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
<b>Parks and Recreation</b>														
Admissions & Promotions Coordinator	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Aquatics Maintenance Technician	-	-	-	-	-	-	2.00	-	-	-	-	-	-	2.00
Aquatic Manager	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Aquatics Program Coordinator	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Aquatics Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Director of Parks	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Assistant Director of Recreation	0.20	0.80	-	-	-	-	-	-	-	-	-	-	-	1.00
Assistant Manager	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Assistant Tennis Professional	-	2.00	-	-	-	-	-	-	-	-	-	-	-	2.00
Athletic Coordinator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Banquet & Hospitality Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building Maintenance Worker	1.00	1.00	-	-	-	-	-	-	-	-	-	-	-	2.00
Building Operations Supervisor	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Communications/Events Manager	-	0.80	-	0.20	-	-	-	-	-	-	-	-	-	1.00
Crewleader	3.00	2.00	-	-	-	-	-	-	-	-	-	-	-	5.00
Cultural Arts Coordinator	-	-	-	1.00	-	-	-	-	-	-	-	-	-	1.00
Customer Service Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fitness Coordinator	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Food, Beverage & Retail Coordinator	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Grand Hall Manager	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Group Sales Representative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Head Tennis Professional	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Landscape Horticulturist	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Supervisor	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Maintenance Worker I	3.00	11.00	-	-	-	-	-	-	-	-	-	-	-	14.00
Maintenance Worker II	1.00	4.00	-	-	-	-	-	-	-	-	-	-	-	5.00
Managing Director	0.40	0.60	-	-	-	-	-	-	-	-	-	-	-	1.00
Marketing Specialist	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership Services Supervisor	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Office Coordinator	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Office Coordinator	0.20	0.80	-	-	-	-	-	-	-	-	-	-	-	1.00
Operations Coordinator	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Parks Assistant Superintendent	0.20	0.80	-	-	-	-	-	-	-	-	-	-	-	1.00
Park Planner	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Parks Superintendent	0.20	0.80	-	-	-	-	-	-	-	-	-	-	-	1.00
Parks Supervisor	1.00	1.00	-	-	-	-	-	-	-	-	-	-	-	2.00
Recreation Center Manager	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Sales and Marketing Coordinator	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Sales & Marketing Coordinator	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Secretary	0.20	0.80	-	-	-	-	-	-	-	-	-	-	-	1.00
Secretary/Receptionist*	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Senior Center Coordinator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Senior Center Supervisor	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Senior Park Planner	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Tennis Center Manager	-	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Banquet & Hospitality Assistant Coordinators	PT-2	1.00	-	-	-	-	-	-	-	-	-	-	-	1.00
Banquet & Hospitality Attendants	PT-4	2.00	-	-	-	-	-	-	-	-	-	-	-	2.00
Banquet & Hospitality Leads	PT-1	0.63	-	-	-	-	-	-	-	-	-	-	-	0.63
Building Maintenance Workers	PT-38	1.30	-	-	-	-	-	-	-	-	-	-	-	1.30
Court Maintenance	PT-1	0.49	-	-	-	-	-	-	-	-	-	-	-	0.49
Fitness Attendants	PT-7	1.95	-	-	-	-	-	-	-	-	-	-	-	1.95
Guest Service Attendants	PT-14	5.45	-	-	-	-	-	-	-	-	-	-	-	5.45
Guest Service Leads	PT-5	3.18	-	-	-	-	-	-	-	-	-	-	-	3.18
Lead Lifeguards	PT-6	3.22	-	-	-	-	-	-	-	-	-	-	-	3.22
Lifeguards	PT-38	10.87	-	-	-	-	-	-	-	-	-	-	-	10.87
Play Time Attendants	PT-4	2.80	-	-	-	-	-	-	-	-	-	-	-	2.80
PT Catering and Sales Coordinator	PT-1	0.63	-	-	-	-	-	-	-	-	-	-	-	0.63
PT Office and Sales Coordinator (Converted t	PT-1	0.63	-	-	-	-	-	-	-	-	-	-	-	0.63
Senior Center Attendants	PT-2	0.98	-	-	-	-	-	-	-	-	-	-	-	0.98

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

		General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
Swim Instructors	PT-10	-	2.06	-	-	-	-	-	-	-	-	-	-	-	2.06
Tennis Pro Shop Staff	PT-5	-	1.61	-	-	-	-	-	-	-	-	-	-	-	1.61
Tennis Instructors	PT-4	-	0.61	-	-	-	-	-	-	-	-	-	-	-	0.61
Tennis Instructor II	PT-1	-	0.50	-	-	-	-	-	-	-	-	-	-	-	0.50
Water Slide Attendant	PT-12	-	2.35	-	-	-	-	-	-	-	-	-	-	-	2.35
Aquatics Leads	PT-S	-	-	-	-	-	-	5.30	-	-	-	-	-	-	5.30
Cup and Chaucer Staff	PT-S	-	-	-	-	-	-	3.35	-	-	-	-	-	-	3.35
Deep Water Lifeguards	PT-S	-	-	-	-	-	-	7.16	-	-	-	-	-	-	7.16
Elements of Fun Lead	PT-S	-	-	-	-	-	-	0.38	-	-	-	-	-	-	0.38
Elements of Fun Team	PT-S	-	-	-	-	-	-	0.72	-	-	-	-	-	-	0.72
Food Service Leads	PT-S	-	-	-	-	-	-	1.49	-	-	-	-	-	-	1.49
Food Service Supervisor	PT-S	-	-	-	-	-	-	0.81	-	-	-	-	-	-	0.81
Food Service Team Members	PT-S	-	-	-	-	-	-	3.13	-	-	-	-	-	-	3.13
Front Gate Leads	PT-S	-	-	-	-	-	-	1.18	-	-	-	-	-	-	1.18
Front Gate Team Members	PT-S	-	-	-	-	-	-	3.00	-	-	-	-	-	-	3.00
Gift Shop Leads	PT-S	-	-	-	-	-	-	0.85	-	-	-	-	-	-	0.85
Gift Shop Staff	PT-S	-	-	-	-	-	-	0.73	-	-	-	-	-	-	0.73
Group Sales Supervisor	PT-S	-	-	-	-	-	-	0.34	-	-	-	-	-	-	0.34
Group Sales Team	PT-S	-	-	-	-	-	-	1.15	-	-	-	-	-	-	1.15
Intern	PT-S	-	-	-	-	-	-	0.19	-	-	-	-	-	-	0.19
Maintenance Crew Leader	PT-S	-	-	-	-	-	-	0.50	-	-	-	-	-	-	0.50
Maintenance Staff	PT-S	-	-	-	-	-	-	2.59	-	-	-	-	-	-	2.59
Marketing Intern	PT-S	-	-	-	-	-	-	0.08	-	-	-	-	-	-	0.08
Marketing Street Team	PT-S	-	-	-	-	-	-	0.20	-	-	-	-	-	-	0.20
Office Team	PT-S	-	-	-	-	-	-	1.37	-	-	-	-	-	-	1.37
Operations Supervisor	PT-S	-	-	-	-	-	-	2.19	-	-	-	-	-	-	2.19
Park Safety	PT-S	-	-	-	-	-	-	0.57	-	-	-	-	-	-	0.57
Park Services Lead	PT-S	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Park Services Staff	PT-S	-	-	-	-	-	-	2.34	-	-	-	-	-	-	2.34
Revenue Supervisor	PT-S	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Seasonal Maintenance Worker	PT/S	-	0.23	-	-	-	-	-	-	-	-	-	-	-	0.23
Shallow Water Lifeguards	PT-S	-	-	-	-	-	-	11.94	-	-	-	-	-	-	11.94
Summer Camp Director	PT-S	-	0.27	-	-	-	-	-	-	-	-	-	-	-	0.27
Summer Camp Counselors	PT/S	-	2.18	-	-	-	-	-	-	-	-	-	-	-	2.18
Swim Instructors	PT-S	-	-	-	-	-	-	0.96	-	-	-	-	-	-	0.96
	Full-Time	13.40	40.40	-	1.20	-	-	9.00	-	-	-	-	-	-	64.00
	Part-Time	0.98	43.95	-	-	-	-	54.55	-	-	-	-	-	-	99.47
	Total	14.38	84.35	-	1.20	-	-	63.55	-	-	-	-	-	-	163.47

**Police**

Administrative Technician		1.20	-	2.00	-	0.80	-	-	-	-	-	-	-	-	4.00
Assistant Chief of Police		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Captain		3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Communications Manager		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Communications Supervisor		3.00	-	-	-	-	-	-	-	-	-	-	-	-	3.00
Crime Analyst		-	-	1.00	-	-	-	-	-	-	-	-	-	-	1.00
Crime Scene Examiner		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Detention Officer		20.00	-	-	-	-	-	-	-	-	-	-	-	-	20.00
Detention Manager		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Detention Supervisor		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Director of Public Safety		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Dispatcher		26.00	-	-	-	-	-	-	-	-	-	-	-	-	26.00
Lieutenant		1.00	-	4.00	-	-	-	-	-	-	-	-	-	-	5.00
Office Coordinator		1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Police Officer		56.00	-	23.00	-	-	-	-	-	-	-	-	-	-	79.00
Police Records Technician		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Property/Equipment Manager		-	-	1.00	-	-	-	-	-	-	-	-	-	-	1.00
Property Management Tech		2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Public Service Officer		-	-	4.00	-	-	-	-	-	-	-	-	-	-	4.00
Records Clerk*		-	-	6.00	-	-	-	-	-	-	-	-	-	-	6.00

**Personnel Distribution**  
**Summary of Full-Time Equivalents by Department**  
**FY 2016/17 Adopted**

	General Fund	Parks Fund	CCD Fund	Promotional Fund	Traffic Safety	Utility Fund	Aquatic Park	Facilities	Fleet Services	Information Services	Self Insurance	General CIP	Utility CIP	Total FTE's
Records Manager	-	-	1.00	-	-	-	-	-	-	-	-	-	-	1.00
School Resource Officer	-	-	4.00	-	-	-	-	-	-	-	-	-	-	4.00
Sergeant	14.00	-	1.00	-	-	-	-	-	-	-	-	-	-	15.00
Technical Services Coordinator	0.40	-	-	-	0.60	-	-	-	-	-	-	-	-	1.00
Technical Service Officer	-	-	1.00	-	-	-	-	-	-	-	-	-	-	1.00
Crossing Guard Supervisor	-	-	-	-	0.48	-	-	-	-	-	-	-	-	0.48
Police Officer	-	-	-	-	1.50	-	-	-	-	-	-	-	-	1.50
School Crossing Guard	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PT-1	3.64	-	0.26	-	-	-	-	-	-	-	-	-	-	3.90
PT-3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PT/S	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Full-Time Sworn	77.00	-	32.00	-	-	-	-	-	-	-	-	-	-	167.00
Full-Time (Non-Sworn)	61.60	-	16.00	-	1.40	-	-	-	-	-	-	-	-	79.00
Part-Time	3.64	-	0.26	-	1.98	-	-	-	-	-	-	-	-	5.88
<b>Total</b>	<b>142.24</b>	<b>-</b>	<b>48.26</b>	<b>-</b>	<b>3.38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>193.88</b>
<b>Emergency Management</b>														
Emergency Mgmt Coordinator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Full-Time (Sworn)	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
<b>Total</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>
<b>Fire</b>														
Administrative Secretary	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Apparatus Oper/FPS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Chief	2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Battalion Chief	6.00	-	-	-	-	-	-	-	-	-	-	-	-	6.00
Driver Engineer	15.00	-	-	-	-	-	-	-	-	-	-	-	-	15.00
Fire Lieutenant	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Captain	16.00	-	-	-	-	-	-	-	-	-	-	-	-	16.00
Fire Chief	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Firefighters	48.00	-	-	-	-	-	-	-	-	-	-	-	-	48.00
Fire Prevention Specialist	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Gas Well Inspector	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Office Coordinator	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Public Safety Education Officer	1.00	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Full-Time Sworn	91.00	-	-	-	-	-	-	-	-	-	-	-	-	91.00
Full-Time (Non-Sworn)	2.00	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Part-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>93.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>93.00</b>
<b>Non-Departmental</b>														
Intern	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
PT-1	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
Full-Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Part-Time	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	1.00
<b>Total</b>	<b>0.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>
<b>Total</b>	<b>357.80</b>	<b>40.40</b>	<b>48.00</b>	<b>1.45</b>	<b>1.40</b>	<b>60.20</b>	<b>9.00</b>	<b>15.00</b>	<b>13.00</b>	<b>12.00</b>	<b>5.00</b>	<b>-</b>	<b>8.75</b>	<b>572.00</b>
<b>Part-Time</b>	<b>18.36</b>	<b>43.95</b>	<b>0.26</b>	<b>-</b>	<b>1.98</b>	<b>2.00</b>	<b>54.55</b>	<b>0.63</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121.72</b>
<b>Total</b>	<b>376.16</b>	<b>84.35</b>	<b>48.26</b>	<b>1.45</b>	<b>3.38</b>	<b>62.20</b>	<b>63.55</b>	<b>15.63</b>	<b>13.00</b>	<b>12.00</b>	<b>5.00</b>	<b>-</b>	<b>8.75</b>	<b>693.72</b>

**NRH**

# PERSONNEL DISTRIBUTION SUMMARY

Modifications and/or changes to personnel staffing levels are reflected within the Personnel Inventory Distribution list and summarized by fund in this document.

Personnel Changes from FY15/16 to FY16/17.

Fund	Department	FY 2015/2016	FY 2016/2017
<b>General Fund</b>			
	City Manager	No changes.	No changes.
	Communications	No changes.	No changes.
	Human Resources	No changes.	No changes.
	Finance	A full-time Purchasing/Finance Clerk was reclassified to Assistant Buyer.	No changes.
	Budget & Research	No changes.	No changes.
	City Secretary's Office	No changes.	As a result of a restructure, one full-time Customer Service Clerk position was eliminated beginning in FY16/17.
	Municipal Court	No changes.	No changes.
	Building Permits & Development	No changes.	No changes.
	Planning	No changes.	A full-time Planning Technician was approved beginning in FY16/17.
	Economic Development	No changes.	No changes.
	Library	One full-time Library Clerk was reclassified to Senior Library Clerk. The hours worked by part-time Library Clerks were adjusted to reflect actual hours worked.	No changes.
	Neighborhood Services	No changes.	No changes.
	Public Works	A full-time Engineer Associate position was reclassified to Civil Engineer.	No changes.
	Parks and Recreation	A full-time Landscape Horticulturalist was reclassified to Parks Superintendent.	No changes.
	Police	No changes.	No changes.
	Emergency Management	No changes.	No changes.
	Fire Department	No changes.	No changes.
	Non Departmental	No changes.	No changes.
<b>Parks and Recreation Facilities Development Fund</b>			
	Parks and Recreation	A full-time Landscape Horticulturalist was reclassified to Parks Superintendent. One full-time Aquatics Supervisor position was eliminated. The hours worked by several part-time positions were adjusted to reflect actual hours worked during the year, this impacted the Banquet & Hospitality Attendants, Banquet & Hospitality Lead, PT Catering and Sales Coordinator, and PT Office and Sales Coordinator.	No changes.
<b>Crime Control and Prevention District Fund</b>			
	Police	No changes.	No changes.
<b>Promotional Fund</b>			
	Economic Development	No changes.	No changes.

# PERSONNEL DISTRIBUTION SUMMARY

Traffic Safety Fund			
	Police	No changes.	No changes.
Utility Fund			
	City Manager's Office	No changes.	No changes.
	Finance	No changes.	No changes.
	Budget and Research	No changes.	No changes.
	Public Works	A full-time Engineering Associate was reclassified to Civil Engineer.	No changes.
	Non Departmental	No changes.	No changes.
Aquatic Park			
	Aquatic Park	There was an adjustment to the hours worked by the following part-time positions in order to more accurately reflect hours worked: Elements of Fun Lead, Elements of Fun Team, and Group Sales Team.	No changes.
Facilities / Construction Management Fund			
	Facilities / Construction Management	No changes.	No changes.
Fleet Services			
	Fleet Services	No changes.	No changes.
Information Services Fund			
	Information Services	No changes.	No changes.
Self-Insurance Fund			
	Human Resources	No changes.	No changes.
Utility CIP Personnel Fund			
	Public Works	The Public Works Director position was reclassified into Operations Manager as a result of a restructure in FY15/16.	No changes.

**ORDINANCE NO. 3427**

**AN ORDINANCE ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2016 THOUGH SEPTEMBER 30, 2017, IN ACCORDANCE WITH THE CHARTER OF THE CITY OF NORTH RICHLAND HILLS, TEXAS; PROVIDING FOR THE FILING OF THE BUDGET; ADOPTING THE AMENDED BUDGET FOR OCTOBER 1, 2015 THOUGH SEPTEMBER 30, 2016, PROVIDING FOR INVESTMENTS AND TRANSFERS; PROVIDING A SEVERABILITY CLAUSE AND PROVIDING AND EFFECTIVE DATE**

**WHEREAS**, the City of North Richland Hills is a home rule city acting under its charter adopted by the electorate pursuant to Article XI, Section 5 of the Texas Constitution and Chapter 9 of the Local Government Code; and

**WHEREAS**, the City Manager of the City of North Richland Hills submitted a budget proposal to the City Council at least forty-five (45) days prior to the beginning of the fiscal year as required by the City Charter of the City of North Richland Hills; and

**WHEREAS**, the City Council finds that all provisions pertaining to the adoption of a budget contained in the City Charter and in state law have been in all things complied with; and

**WHEREAS**, in accordance with Section 102.001, et seq, TEX. LOC. GOV'T Code, the Council determined that a public hearing should be held at a time and place which was set forth in a notices published as required by law; and

**WHEREAS**, such public hearing on the budget was duly held on August 22, 2016, and all taxpayers were given an opportunity to attend and participate in such public hearing; and

**WHEREAS**, after full and final consideration, the City Council is of the opinion that the budget should be approved and adopted.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL, CITY OF NORTH RICHLAND HILLS, TEXAS, THAT:**

**SECTION 1.** The budget of the Revenues of the City of North Richland Hills and the Expenses of conducting the affairs thereof for the ensuing Fiscal Year beginning October 1, 2016 and ending September 30, 2017, as modified by the City Council attached hereto as Exhibit A, be, and the same is, in all things, adopted and approved as the said City of North Richland Hills budget for the Fiscal Year beginning the first day of October, 2016, and ending the thirtieth day of September, 2017.

**SECTION 2.** The City Manager be and is hereby authorized to make inter-departmental and inter-fund transfers during the fiscal year as deemed necessary in order to avoid over-expenditure of particular accounts.

**SECTION 3.** The City Manager or his designee be and is hereby authorized to invest any funds not needed for current use in any lawful manner. Interest accrued from investments shall be deposited to the interest income account of the funds from which the principal was invested.

**SECTION 4.** The amended budget for the City of North Richland Hills for the fiscal year beginning October 1, 2015, and ending September 30, 2016, filed herewith is hereby amended and approved. A copy of the amended budget shall be filed with the City Secretary.

**SECTION 5.** The amended capital projects budget for the City of North Richland Hills for the fiscal year beginning October 1, 2015, and ending September 30, 2016, filed herewith are hereby amended and approved. A copy of the amended projects shall be filed with the City Secretary.

**SECTION 6.** This ordinance shall be cumulative of all provisions of ordinances and of the Code of Ordinances, City of North Richland Hills, Texas, as amended, except where the provisions are in direct conflict with the provisions of other ordinances, in which event the conflicting provisions of the other ordinances are hereby repealed.

**SECTION 7.** It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs and sections of this ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.

**SECTION 8.** This ordinance shall be in full force and effect from and after its passage as provided by law, and it is so ordained.

**PASSED AND APPROVED** on this the 26th day of September, 2016.

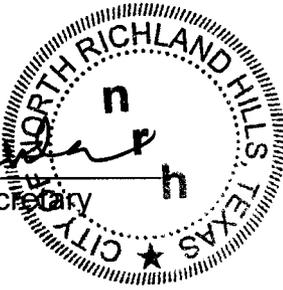
**CITY OF NORTH RICHLAND HILLS**

By: \_\_\_\_\_

Oscar Trevino, Mayor

ATTEST:

  
Alicia Richardson, City Secretary



APPROVED AS TO FORM AND LEGALITY:

  
Cara Leahy White, City Attorney

APPROVED AS TO CONTENT:

  
Mark C. Mills, Budget & Research Director

**ORDINANCE NO. 3428**

**AN ORDINANCE SETTING THE TAX RATE; LEVYING AND ASSESSING GENERAL AND SPECIAL AD VALOREM TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF NORTH RICHLAND HILLS, TEXAS; APPORTIONING THE LEVIES FOR SPECIFIC PURPOSES; PROVIDING A SEVERABILITY CLAUSE AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS,** the City of North Richland Hills is a home rule city acting under its charter adopted by the electorate pursuant to Article XI, Section 5 of the Texas Constitution and Chapter 9 of the Local Government Code; and

**WHEREAS,** the City Manager of the City of North Richland Hills submitted a tax rate proposal to the City Council prior to the beginning of the fiscal year, and in said tax rate proposal set forth the estimated necessary tax rate required to provide adequate revenues for the general use and support of the Municipal Government of the City of North Richland Hills; and

**WHEREAS,** the City Council finds that all provisions pertaining to the adoption of an ad valorem tax rate have been in all things complied with; and

**WHEREAS,** Public Hearings were held by the City Council for the City of North Richland Hills on August 22, 2016, September 12, 2016 and September 19, 2016; and

**WHEREAS,** after a full and final consideration, the City Council is of the opinion that the tax rate should be approved and adopted; and

**WHEREAS,** the taxes have been levied in accordance with the adopted fiscal year 2017 budget as required by state law.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL, CITY OF NORTH RICHLAND HILLS, TEXAS, THAT:**

**SECTION 1.** There shall be and there is hereby levied and assessed and there shall be collected for the tax year 2016 for the general use and support of the Municipal Government of the City of North Richland Hills, Texas a total ad valorem tax of Sixty-One Cents (\$0.61) on each One Hundred Dollars (\$100.00) of valuation of property – real and personal – within the corporate limits of City of North Richland Hills, Texas, subject to taxation. The assessment ration shall be One Hundred percent (100%).

**SECTION 2.** The taxes collected shall be apportioned for the use as follows:

(a) For maintenance and operations levied on the \$100.00 valuation;  
\$0.348083; and

(b) For interest and sinking levied on the \$100.00 valuation;  
\$0.261917.

All monies collected and hereby apportioned and set apart for the specific purposes indicated and the funds shall be accounted for in such a manner as to readily show balances at any time.

**SECTION 3.** That the tax rate for maintenance and operations of \$0.348083 will impose an amount of taxes that exceeds the amount of taxes imposed for that purpose in the preceding year, therefore:

**THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**SECTION 4.** That the maintenance and operations tax rate of \$0.348083 exceeds the effective maintenance and operations rate of \$0.322308, therefore:

**THIS TAX RATE WILL EFFECTIVELY BE RAISED BY 7.997 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$25.78.**

**SECTION 5.** It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs and sections of this ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.

**SECTION 6.** this ordinance shall be in full force and effect from and after its passage as provided by law, and it is so ordained.

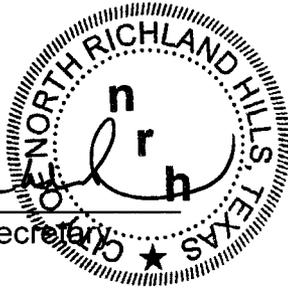
PASSED AND APPROVED on this the 26th day of September, 2016.

CITY OF NORTH RICHLAND HILLS

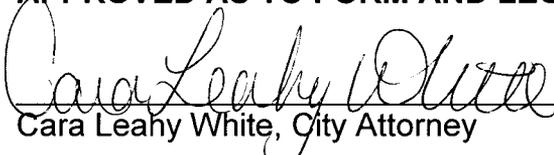
By:   
Oscar Trevino, Mayor

ATTEST:

  
Alicia Richardson, City Secretary



APPROVED AS TO FORM AND LEGALITY:

  
Cara Leahy White, City Attorney

APPROVED AS TO CONTENT:

  
Mark C. Mills, Budget & Research Director

**RESOLUTION NO. 2016-029**

**WHEREAS,** the City of North Richland Hills is a home rule city acting under its charter adopted by the electorate pursuant to Article XI, Section 5 of the Texas Constitution and Chapter 9 of the Local Government Code; and

**WHEREAS,** the City Council of the City of North Richland Hills, Texas received the Ad Valorem Tax Roll for the Tax Year 2016 from the Tarrant Appraisal District in the amount of \$4,599,695,190, including minimum value or properties pending disposition before the Appraisal Review Board and the estimated net taxable value on incomplete properties; and

**WHEREAS,** the City Council studied said Tax Roll and approve same on September 26, 2016.

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS:**

**SECTION 1.** That the approval of said Tax Roll received from the Tarrant Appraisal District in July 2016, be and is hereby ratified and said Tax Rolls shall be collectively considered the Tax Roll of this City for Tax Year 2016 and it is hereby in all things adopted and approved.

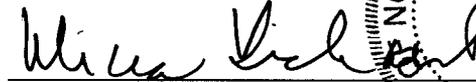
**PASSED AND APPROVED** this the 26th day of September, 2016.

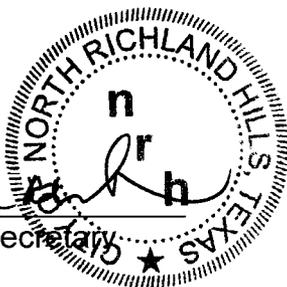
**CITY OF NORTH RICHLAND HILLS**

By: \_\_\_\_\_

Oscar Trevino, Mayor

**ATTEST:**

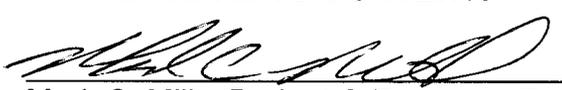
  
Alicia Richardson, City Secretary



**APPROVED AS TO FORM AND LEGALITY:**

  
Cara Leahy White, City Attorney

**APPROVED AS TO CONTENT:**

  
Mark C. Mills, Budget & Research Director

**NRH**

# GLOSSARY

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**ACCRUAL BASIS:** The basis of accounting under which transactions are recognized when they occur, regardless of the timing of estimated cash flows.

**ACCRUED EXPENSES:** Expense incurred but not due until a later date.

**ACTIVITY:** A specified and distinguishable line of work performed by a Division.

**ADOPTED BUDGET:** A term used to describe revenue and expenditures for the fiscal year beginning October 1 of each year, as approved by the City Council.

**AD VALOREM TAX (current):** All property, real, personal, mixed tangible, intangible, annexations, additions, and improvements to property located within the taxing units jurisdiction which are subject to taxation on January 1 of the current fiscal year. Each year, following the final adoption of the budget ordinance, the City Council sets the tax rate and levy for the fiscal year beginning October 1 and continuing through the following September 20.

**AD VALOREM TAX (delinquent):** All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which the tax is imposed.

**AD VALOREM TAX (penalty & interest):** A delinquent tax incurs a penalty of six percent of the amount of the tax for the first calendar month it is delinquent, plus one percent 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 of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

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

**APPROPRIATION:** A legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

**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 Tarrant Appraisal District.)

**AUDIT:** An examination of an organizations' financial statements and the utilization of resources.

**BAD DEBT:** A debt that is not collectible and therefore worthless to the creditor

**BALANCED BUDGET:** A budget (i.e. financial plan, estimate, etc.) whose expenditures are equal to or less than revenues (resources).

**BWC** – Acronym for Body Worn Cameras. A video recording system worn on the body by law enforcement officers.

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

**BONDED DEBT:** Portion of indebtedness represented by outstanding bonds.

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

# GLOSSARY

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**BUDGET ADJUSTMENT:** Legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of North Richland Hills has a written budget adjustment policy that allows adjustments in accordance with the City Charter.

**BUDGET CALENDAR:** Schedule of key dates which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT:** Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

**BUDGET MESSAGE:** The opening section of the document which provides the reader of the budget document with a general summary of the most important aspects of the budget, including current and previous fiscal years, and recommendations and views of the City Manager.

**BUDGET ORDINANCE:** The official enactment, by City Council to legally authorize City staff to obligate and expend resources.

**BUDGETARY CONTROL:** The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations of revenue.

**BUILDING MAINTENANCE FUND:** A Fund whereby monies provide solely for the maintenance and upkeep of City owned buildings, facilities and structures. Refer to Resolution No. 97-39, approved September 8, 1997.

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

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

**CAPITAL PROJECT FUND:** A fund created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

**CASH BASIS:** A basis of accounting under which transactions are recognized only when cash changes hand.

**CERTIFICATE OF OBLIGATIONS** – CO's are a streamlined method of financing approved by the Certificate of Obligation Act of 1971, Subchapter C of Chapter 271 of the Texas Local Government Code. These bonds are limited to certain statutory purposes which cover most financing that the local government may need to do.

**COMMUNITY EMERGENCY RESPONSE TEAM (CERT):** If a disaster or emergency strikes and overwhelms or delays emergency responders, trained CERT members will be called upon to help save and sustain lives until additional emergency responders arrive.

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

# GLOSSARY

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CITY COUNCIL: The Mayor and seven (7) Council members collectively acting as the legislative and policymaking body of the City.

CO's – Acronym for Certificates of Obligation Bonds. See Certificates of Obligations.

CODE RANGER PROGRAM: A program which became active in June 2012. The program has volunteers which observe code violations, including falling fence, high grass, and inoperable vehicles and illegals signs.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): Federal funds made available to municipalities specifically for community revitalization.

CONTINGENCY: A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTUAL SERVICES: The costs related to services performed for the City by individuals, businesses, or utilities.

CURRENT TAXES: Taxes levied and due within one year.

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

DEBT SERVICE FUND: A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt, also called a Sinking Fund.

DEFICIT: The excess of the liabilities of a fund over its assets; or 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 remaining unpaid on or after the date on which a penalty for non-payment is attached.

DEPARTMENT: Administrative subsection of the City that indicates management responsibility for an operation.

DEPRECIATION: That portion of the cost of a capital asset that is charged as an expense during a particular period. This is a 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 loss of usefulness of a fixed asset is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

DISTINGUISHED BUDGET PRESENTATION AWARD: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish well organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

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

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

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner

# GLOSSARY

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similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EQUIPMENT REPLACEMENT FUND: A Fund whereby monies provide solely for the replacement, maintenance and upkeep of City owned equipment. Refer to Resolution No. 97-39, approved September 8, 1997.

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.

EXPENSES: A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FISCAL YEAR: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of North Richland Hills 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, machinery and equipment.

FRANCHISE FEE: The fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

FUND: An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures.

FUND ACCOUNTING: A governmental accounting system that is organized and operated on a fund basis.

FUND BALANCE: The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance".

FUND TYPE: In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Services, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GENERAL FUND: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, libraries, public works, and general administration.

GENERAL OBLIGATION BONDS: Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and these bonds are backed by the full faith and credit of the issuing government.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standard 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.

# GLOSSARY

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GO's – Acronym for General Obligation Bonds. See General Obligation Bonds.

GOALS: Broad, general statements of each activity or department's desired outcomes.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): Association of public financial professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement in Financial Reporting Program since 1946. It also publishes "Governmental Accounting, Auditing, and Financial Reporting" commonly known as the "blue book."

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments. The GASB was established in June 1984 to replace the NCGA.

GOVERNMENTAL FUNDS: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT: A contribution by a government or other organization to support a particular function. Typically, these contributions are made to local governments from the state and federal governments.

HALF CENT SALES TAX: A half percent sales tax can be imposed by qualifying cities to fund specific development activities under the Development Corporation Act of 1979 with voter approval.

HOMESTEAD EXEMPTION: A deduction from the total taxable assessed value of owner occupied property. The exemption in North Richland Hills is 15% with an additional \$35,000 for disabled and senior citizens.

INCOME: A term used in proprietary fund type accounting to represent revenues, or the excess of revenues over expenses.

INFRASTRUCTURE: The underlying permanent foundation or basic framework.

INTEREST EARNINGS: The earnings from available funds invested during the year in U.S. Treasury Bonds, Government agencies, and Certificates of Deposits.

INTERFUND TRANSFER: Amounts transferred from one fund to another.

INTERNAL SERVICE FUND: Fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

INVESTMENTS: Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

LEVY: To impose taxes, special assessments, or service charges for the support of City services.

LIABILITIES: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

LINE ITEM BUDGET: A budget that lists each expenditure item separate along with the dollar amount budgeted for each specific account number.

# GLOSSARY

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LONG TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

MAINTENANCE: All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land.

MAINTENANCE & OPERATIONS (M&O): Represents the portion of taxes assessed for the maintenance and operations of the General Fund Services.

MIXED BEVERAGE TAX: A tax at the rate of ten (10%) percent imposed on the gross receipts of a Licensee for the sale, preparation, or service of mixed beverages or from the sale of ice or non-alcoholic beverages consumed on the premises of the permitted.

METROPLEX: The contiguous metropolitan area located in North Central Texas consisting of the Dallas-Fort Worth Area and surrounding areas including the City of North Richland Hills.

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 offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debt which are generally recognized when due.

MUNICIPAL: Of or pertaining to a city or its government.

NEIGHBORHOOD INITIATIVE PROGRAM: Program developed in 2004 by the City of North Richland Hills to help single parents, elderly, and people with disabilities with repairs to their homes and yard work. The city receives donated equipment and supplies from local businesses in order to help those in need.

NTE – North Tarrant Expressway

NON-DEPARTMENTAL: Department to budget expenses that benefit the fund as a whole rather than a particular department within the fund.

OPERATING BUDGET: A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

OPERATING EXPENSES: Proprietary fund expenses that are directly related to the fund's primary service activities.

OPERATING INCOME: The excess of proprietary fund operating revenues over operating expenses.

OPERATING REVENUES: Proprietary fund revenues that are directly related to the fund's primary service activities. They consist primarily of user charges for services.

# GLOSSARY

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OPERATING TRANSFERS: All inter-fund transfers other than residual equity transfers.

ORDINANCE: A formal legislative enactment by the governing body of a municipality. It is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

PAYGO – Pay As You Go. Paying for capital projects out of current tax and grant revenues rather than issuing debt to pay for them.

PER CAPITA COSTS: The cost of service per person. Per capita costs in North Richland Hills are based on a 60,500 estimated population provided by the North Central Texas Council of Governments.

PERFORMANCE MEASURES: Specific quantitative and qualitative measures of work performed as an objective of the department.

PERMANENT STREET MAINTENANCE FUND: A Fund whereby all monies provide solely for the maintenance and up keep of public streets, thoroughfares and public ways. Refer to Resolution No. 95-47, approved August 28, 1995.

PROGRAM DESCRIPTION: Describes the nature of service delivery provided at this level of funding.

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

PROGRAM 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 department is performing, productivity measures identify “how well” the department/activity is performing.

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 in most cases. Objectives are not required for every activity performed, but should focus of the major steps necessary for achieving established goals.

PROPERTY TAXES: Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

PROPRIETARY FUNDS: Funds that focus on the determination of operating income, changes in net assets, (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HEARING: The portions of open meetings held to present evidence and provide information on both sides of an issue.

R-2 – Single Family Residential home platted prior to 01/01/1998. The R-2 district is intended to provide areas for low density development of single-family detached dwelling units which are constructed at an approximate density of 4.0 units per acre.

RESERVE: An account used to indicate that a portion of fund balance is restricted for a specific purpose. An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure. A

# GLOSSARY

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reserve may also be an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESERVE FOR REPLACEMENT AND REPAIR OF INFRASTRUCTURE AT THE AQUATIC PARK: Funds in this reserve shall be specifically reserved annually for major improvements and replacements. This reserve is not for routine maintenance or the addition of attractions at the Park. Refer to Resolution No. 97-54, approved November 24, 1997.

RESOURCES: Assets that can be used to fund expenditures.

REVENUES: All amounts of money earned or received by the City from external sources.

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

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. Monies collected under authorization of this tax are 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.

SIDEWALK CONSTRUCTION FUND: A Fund whereby monies are solely for the purpose of construction and/or reconstruction of sidewalks throughout the City for the safety and convenience of pedestrians. Refer to Ordinance No. 2484, approved June 26, 2000.

SPECIAL REVENUE FUNDS: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

SUNDRY CHARGES: This includes items which are not in the supply or maintenance category. These expenses may be for services provided by private business organizations, by public utilities, for contract labor, for outside consultants, payment of claims and damages against the City, or service provided by some department of the government agency.

SUPPLIES: Expendable materials and operating supplies necessary to conduct the business of departmental activities.

TAX BASE: The total value of all real and personal property in the City as of January 1 of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

TAX INCREMENT FINANCING (TIF): The act of capturing the amount of property taxes levied by a taxing unit for the year on the appraised value of real property located within a defined investment zone. The tax increments are paid into the TIF fund and used to pay project costs within the zone, including debt service obligations.

TAX LEVY: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TAX RATE: A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

TAX ROLL: The official list showing the amount of taxes levied against each taxpayer or property in the City. This list is provided to the City by Tarrant Appraisal District.

# GLOSSARY

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TAXABLE VALUE: Estimated value of taxable property to which the ad valorem tax rate is applied.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ): The Texas Commission on Environmental Quality (TCEQ) is the environmental agency for the state that is charged with protection of the state's health and development/preservation of natural resources consistent with economic development.

TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT): An agency of the State of Texas responsible for regional and statewide transportation and a source of transportation and regional mobility grant funds.

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS): A pension plan for employees of member cities with the State of Texas.

THE T: Originally named the Fort Worth Transportation Authority in 1983, The T provides transportation services in the form of buses, vanpools, and the Trinity Railway Express to citizens in the Tarrant County and North Texas area that is based out of Fort Worth, Texas.

TRANSIT ORIENTED DEVELOPMENT (TOD): The Transit Oriented Development or TOD is the creation of compact, vibrant communities that are centered around high quality train systems. The goal of TOD is to help citizens eliminate the need for cars by building walkable communities that essentially lead to a higher quality of life.

TRINITY RIVER AUTHORITY (TRA): The Trinity River Authority of Texas is tasked with providing water and wastewater treatment along with reservoir facilities as well as being the sponsor for federal water projects authorized by Texas Legislature within the boundaries that the TRA services.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

VOLUNTEERS IN POLICING SERVICE (VIPS): Help the NRH Police Department with non-enforcement duties, allowing police officers more time to focus on crime reduction.

WORKING CAPITAL: Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate unencumbered fund balances in enterprise funds such as the Utility, Golf Course, and Aquatic Park funds.

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