



# CITY OF JERSEY VILLAGE, TEXAS

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## City of Jersey Village - City Council and Staff Budget Retreat

Justin Ray, Mayor  
Andrew Mitcham, Council Position No. 1  
Greg Holden, Council Position No. 2  
C. J. Harper, Council Position No. 3  
Sheri Sheppard, Council Position No. 4  
Gary Wubbenhorst, Council Position No. 5

Austin Bleess, City Manager  
Lorri Coody, City Secretary  
Leah Hayes, City Attorney

Notice is hereby given of a special work session meeting of the City Council of Jersey Village, to be held on Saturday, May 13, 2017 at 9:00 a.m. in the City of Jersey, Fire Department Training Room, 16501 Jersey Drive, Jersey Village, Texas, for the purpose of considering the following agenda items.

### Call to Order and Announce a Quorum is Present

#### A. FY 2017-2018 COUNCIL/STAFF BUDGET RETREAT

1. [Overview and Departmental Information](#) presented by Austin Bleess, City Manager

#### B. ECONOMIC DEVELOPMENT

1. Discuss and take appropriate action on drafting [economic development](#) incentives/options for use by the City of Jersey Village. *Austin Bleess, City Manager*

#### C. ADJOURN

### CERTIFICATION

I, the undersigned authority, do hereby certify in accordance with the Texas Open Meeting Act, the Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting on the bulletin board located at City Hall, 16327 Lakeview, Jersey Village, TX 77040, a place convenient and readily accessible to the general public at all times, and said Notice was posted on the following date and time: May 5, 2017 at 9:30 a.m. and remained so posted until said meeting was convened.

\_\_\_\_\_  
Lorri Coody, City Secretary

In compliance with the Americans with Disabilities Act, the City of Jersey Village will provide for reasonable accommodations for persons attending City Council meetings. Request for accommodations must be made to the City Secretary by calling 713 466-2102 forty-eight (48) hours prior to the meetings. Agendas are posted on the Internet Website at [www.jerseyvillage.info](http://www.jerseyvillage.info).

# **CITY OF JERSEY VILLAGE COUNCIL – STAFF RETREAT 2017**



## **CITY COUNCIL MEMBERS**

Justin Ray, Mayor

Sheri Sheppard

Andrew Mitcham

Greg Holden

C. J. Harper

Gary Wubbenhorst

## **CITY MANAGER**

Austin Bleess

May 2017

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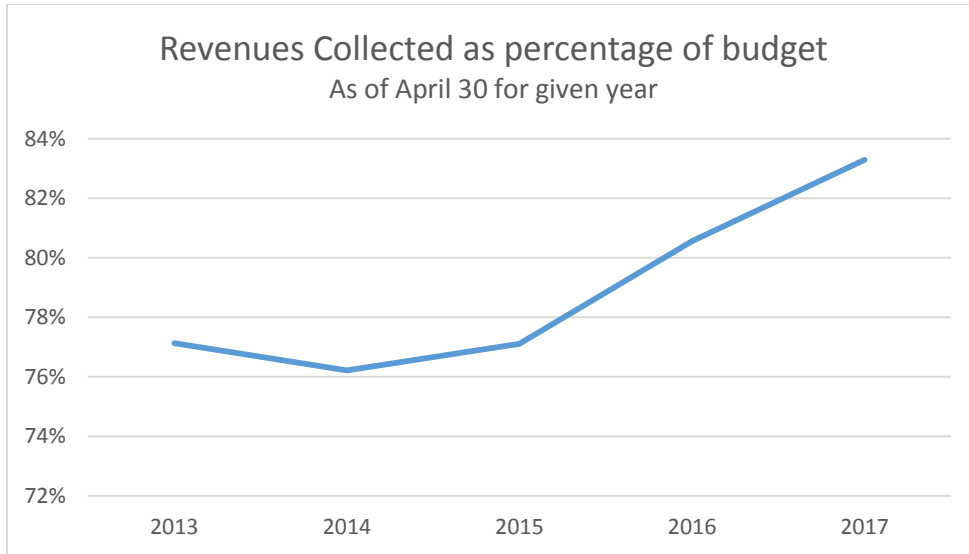
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## General Overview

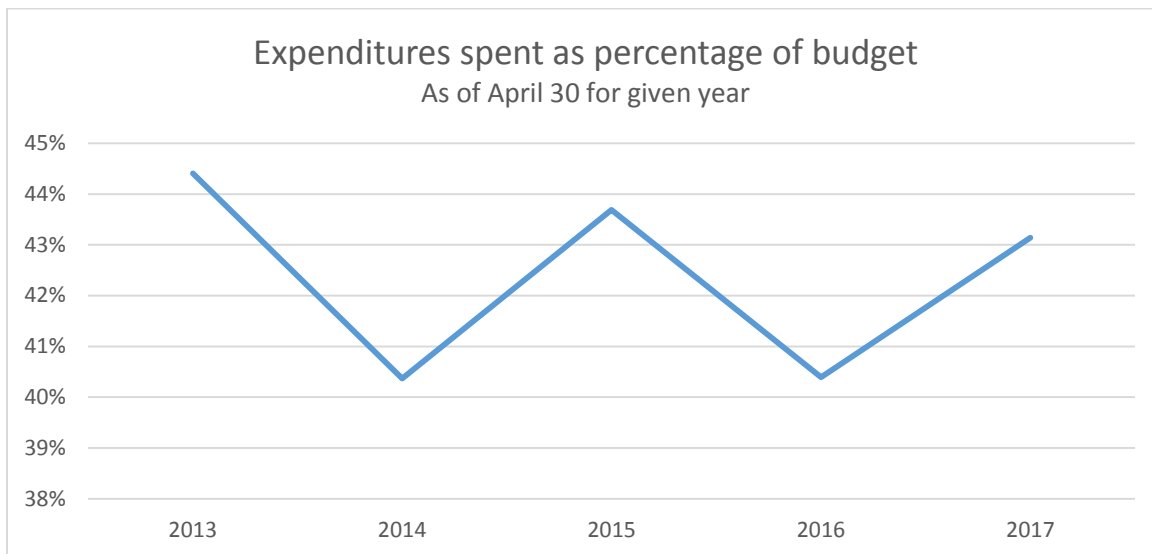
As we begin the process of looking ahead to the Fiscal Year 2018 budget which starts on October 1, 2017 we should take a few minutes and look at where the city is this year compared to previous years.

For the most part the city is in a great position compared to last year. Our revenues are tacking nicely for this year compared to last. As of April 30 we have taken in 83% of the budgeted revenues compared to 81% at the same time last year.

Here's a quick look at the trend over the past five years:

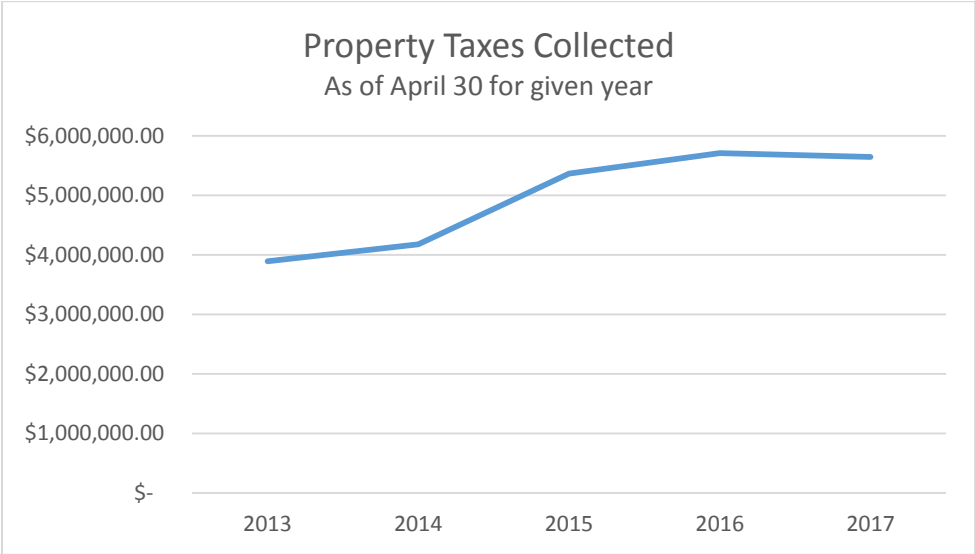


As for expenditures this year we are in great shape. As of April 30 we are at 43% of the budgeted expenditures, compared to 40% the previous year. The city is typically in the 40% to 44% of the expense budgeted having been spent by April 30 of any given year.

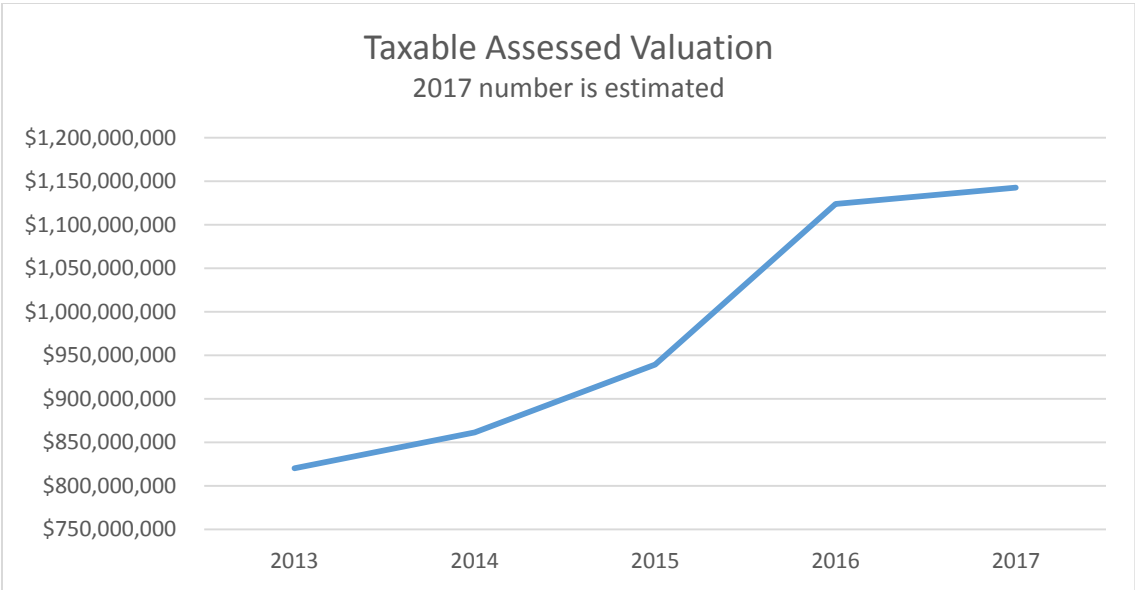


The city continues to see strong growth in property tax revenue, property valuations, and sales tax revenue throughout the community.

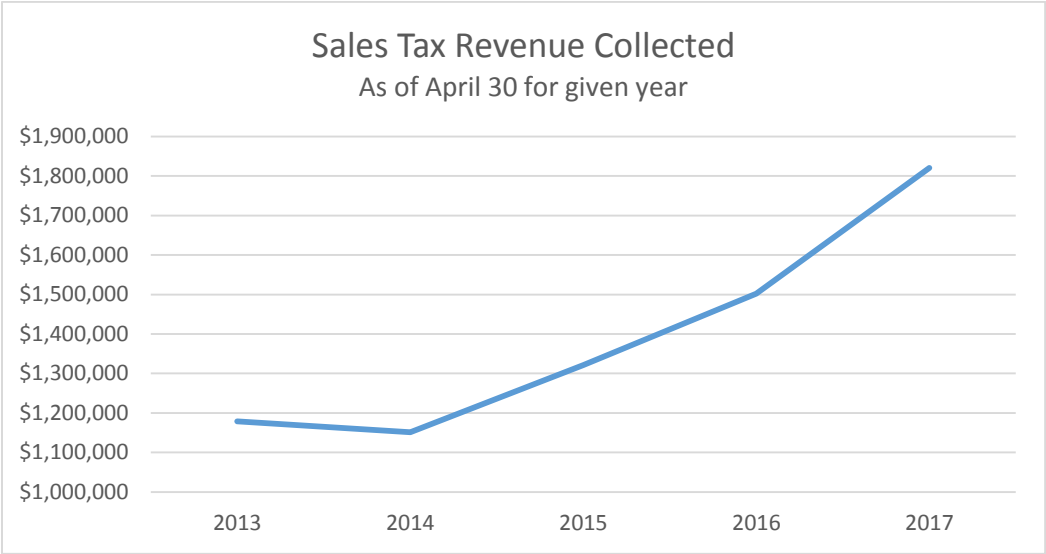
Last year as of April 30 the city had taken in \$5,709,767 in property tax revenue, which was a 97% collection rate. This year we have taken in \$ \$5,643,881 which was a 96% collection rate.



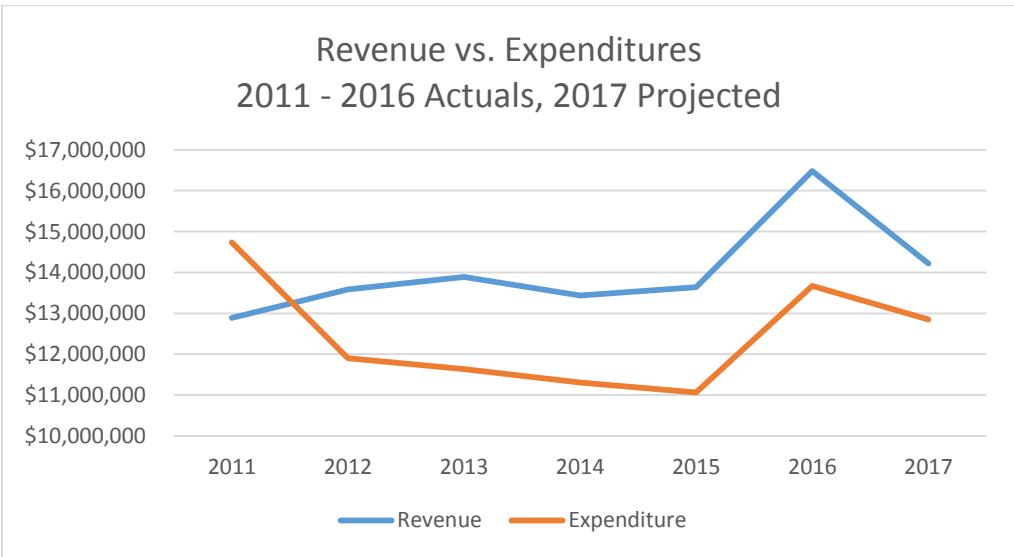
Since 2013 the city has seen taxable assessed value increase from \$820,217,698 to \$1,123,899,198 in 2016. The 2017 estimate is \$1,142,834,681.



Sales tax growth continues to rise since 2014. One thing to remember when discussing the sales tax revenue is impacted by how we are budgeting for the sales tax received from Cemex, based upon auditors’ recommendations. In 2015 the Council agreed to reimburse Southwest Developers LLC 85% of the sales tax revenue paid by Cemex.



Overall the past five years revenues and expenditures have remained fairly consistent. The following graph shows the trend between revenues and expenditures for Fiscal Year 2011 through Fiscal Year 2016.



As outlined in the April Council packet we are projecting the revenues to come in at \$14,215,048 for the year, with expenditures coming in at \$12,848,061.

## Fiscal Year 2018

Looking ahead to Fiscal Year 2018 there are a few major projects that need to be considered.

First we need to consider whatever recommendations come from the Flood Study that is currently ongoing. That study is expected to be completed in June. At that time we will know what projects are being recommended with an estimated price tag. When we have that information we can make determinations as to how to pay for those projects. The options would be either through the budgetary process or bond for the projects. Flood mitigation efforts may be a multi-year budgetary issue.

Second, as we are currently out to RFP on a Marketing Study for the City, there will certainly be things in that study to implement next year. Things such as a branding campaign, improved entrance signs, wayfinding signage, and a Parks and Trails Master Plan. These are all items that have been identified through the citizen led Comprehensive Plan.

A city wide wage and classification adjustment needs to be made. As we work to employ and retain high quality employees on every level, we need to make sure we are staying competitive in the market place. As such staff is in the middle of a salary survey with surrounding communities, and we will be making recommendations on salary adjustments as we get further into the budget.

Those are just a few of the large topics that we are looking at for FY2018. There are a few other items that need to be noted and remembered as we move forward in the budgetary process.

With the new electricity prices that have been negotiated we should see about \$39,000 in savings.

Health insurance rates for 2018 are not yet known. Our loss ratio is higher this year than it has been in the past, which may mean we will see higher increases. We are budgeting a 10% increase for the fiscal year, which is what we have budgeted in the past. However, most previous increases have been about 7%.



## Administrative Services

Administrative Services consists of four positions. This includes the City Manager, City Secretary, Human Resources Generalist, and Administrative Secretary.

### Potential Budget Troubles

**Public Notices 11-5025** – As of April 5, 2017, \$1,099.60 has been spent on publications compared to \$634.50 for the same period last year.

In January of 2017, the Houston Chronicle bought out the Community News Papers. When that purchase was made, they changed how they publish the local neighborhood news inserts and they increased their prices by approximately 33%.

As such it's anticipate that this line item will exceed the budgeted amount of \$5,000 by some \$2,000.

**Records Management 11-5007** – As of April 5, 2017, \$1,910.52 has been spent on records management compared to \$1,820.40 for the same period last year.

Departmental participation grows each year. Additionally, with records being stored off-site, there are additional costs connected with open records requests and police department expungements. With this in mind, it is expected that this line item will exceed the budgeted amount of \$5,000 by approximately \$1,000.

### Fiscal Year 2018 Impacts

The Administrative Secretary position has been vacant since mid-March, at this juncture we are not looking to fill the position, but we will be keeping some money set aside in the budget for the position if we find it necessary later in the fiscal year or perhaps to hire an intern or interns to help with specific projects.

We are looking at adding some cabinets and shelving for the HR Department.

As discussed earlier we will be looking to increase the following lines as well.

Public Notices	11-5025	\$2,500
Codifications	11-5026	\$500
Records Management	11-5007	\$1,000

We will need to increase the budget for travel and training by \$2,500 to cover costs for the ICMA and TCMA conferences.

We are looking at a vehicle allowance for the City Secretary, and other executive staff members in other departments to bring some structure and equity to how car allowances are handled.

### Future Fiscal Years

Budget Issues looking three to five years out

- On-going Annual Records Management Costs for implementation of City Records Plan.
- Continued Record Keeping for US Highway 290 Expansion Project.
- Processing of on-going public information requests.
- Municipal Clerk's Recertification Program.

## Legal/Other Services

The Legal/Other Services Department is where we pay our legal fees from, and long with our various liability and property/casualty insurances.

All interfund activities are also accounted for in this fund.

Council approved paying the Cemex sales tax rebate from this fund for the first time this fiscal year. This was based upon the auditors' recommendation.

## Fiscal Year 2018 Impacts

We don't anticipate any major changes in this department for next year.

## Information Technology

Mission: To provide information technology leadership and strategic direction in support of the computer infrastructure through a commitment to deliver secure, responsive and cost-effective, innovative solutions for achieving the business objectives of today and tomorrow and where possible help facilitate the flow of information to and from the residents of the city.

This department is responsible for all city computer, network and telephone related systems. The city has 121 PC's, 17 Servers, 150 user accounts, 110 email accounts, 16 network printers, over 40 software systems and 93 phones. IT worked on 816 logged IT Helpdesk tickets this year, compared to 532 last year. They also assist with Police/Fire Radio issues.

The staff in this department consists of the IT Administrator, which reports to the City Manager, 1 Full Time IT Technician, 1 Part-Time employee (8hrs/week) and 1 temporary overtime employee.

There were 9 Supplemental Items in 2016-2017 which include:

Complete –

Consulting Increase

Firewall Replacement

In Progress –

Redundant Core Network Switch                      90% Complete

Firehouse Web Version                                      20% Complete

Security Awareness Training                              10% Complete

Voice Recorder Replacement                              On Order

Pending

Video Camera Upgrade                                      Potential Issue

Social Media Archiving                                      Working on PO

Some of the potential issues/projects that remain for this fiscal year include:

Video Camera Upgrade	TEX-AN / AT&T Telephone SIP Conversion
Golf Course Network Issues, plus Golf Now	Network Security
Implementation of and conversion to Office 365	

## Accomplishments

Replaced Telephone System

Added Zoom Voice Recording capability to specific phones

Setup intercom paging, including golf course outdoor paging

Implemented Cisco Jabber

Replaced Network Switches

Upgraded Fiber Network to 10gb

Added redundant core network switch

Upgraded Video Surveillance

Worked on network security issues

Upgrade Antivirus Systems and resolve network issues

## Windows 10 / 2017 Computer Replacement Plan Rollout

### Fiscal Year 2018 Impacts

The big projects that the IT Department has for the upcoming fiscal year include:

IT Services / IT Staffing \$ 76,000

This is a request to augment IT with either Services or Additional Staff

Network Security Assessment \$ 20,000

This is to have a Network Security/Vulnerability Assessment done

Intrusion Detection System / Service \$ 10,000

Managed Intrusion Detection System with increased logging

Larger Backup System Needed \$ 6,000

\$14,000 in budget – Larger system estimated at \$20,000 to replace

Replace Video Surveillance System \$ 12,000

This is for new surveillance software and installation

Enhance Remote Access \$ 8,000

More secure, CJIS certified, remote access instead of traditional VPN

Software Maintenance Increases \$ 5,000

For annual increases to existing software maintenance

PD 2nd Tier Network Storage \$ 3,000

Increase PD storage and provide backup of video data

Firewall/Network Redesign \$ 9,000

Reduce connections between Firewall and Core Router

Video Arraignment \$ 4,000

Allow the judge(s) to do arraignments without having to come onsite

TOTAL \$143,000

We will also be working with the Police Department on their Police Vehicle Computer/Printer/Modem Replacement.

### Future Fiscal Years

Looking out over the next four years we see the following topics being of significance to the department

Increased growth, dependence and demand for technology

Embracing Social Networking

Cloud

Email Archive / eDiscovery

Bring Your Own Device and Mobile Device Management will be More Prevalent

Portable Projector  
Customer Contact  
Code Enforcement  
Agenda Software  
Fire Department Vehicle Computers  
HR Module Software  
Increased Video Data Requirements  
Third server for our Virtual System

#### Potential Major Impacts

Computer & Network Security  
Audit  
Security and control systems  
Disaster Recovery – Business Continuity  
Network changes

## Purchasing

This Department is where the bulk of the purchases for the postage meter, copier paper, etc. gets distributed to.

## Fiscal Year 2018 Impacts

We are not anticipating any major changes for next year.

## Finance Department

There are three divisions within the Finance Department. They are Accounting, Customer Service, and Municipal Court.

The Mission of the Accounting Division is to manage the City's finances through its accounting services in a professional manner.

The Accounting Division has the primary duties of budget control, financial reporting, auditing, cash management, utility billing and maintenance of fixed assets records.

The Director of Finance is charged with satisfying its mission by providing general supervision of the divisions and Municipal Court, develops the CAFR and assists the City Manager with development of the City's annual budget.

The Mission of the Customer Service Division is to provide prompt, accurate services to the public in a friendly, respectful and courteous manner, to act as a central collection point for all monies received by the City, and to ensure that utility is billed timely and accurately.

Their primary duties include being the first point of contact for most of the public dealing with the City. The division is responsible for utility payment collection, fee collections, complaint handling, and the telephone console operations.

The Mission of the Municipal Court is to provide a fair, impartial and timely adjudication of misdemeanor offenses committed and filed with the City.

The Municipal Court is responsible for the prosecution of Class C misdemeanors. Judges are appointed by the City Council upon recommendation of the Mayor. The Municipal Court activity includes monthly and quarterly reports to the City and the State on traffic and class C misdemeanor offenses.

In 2017 the City Council approved moving a part time position to a full time position in the Finance Department. That change will carry forward into the next fiscal year.

### Fiscal Year 2018 Impacts

For the upcoming budget year we are considering the reclassification of one employee, but we do not anticipate any major changes to these three divisions.

## Police Department

The Police has 28 full time employees that is broken down by the following:

- 1 Chief Of Police
- 2 Lieutenants (1 patrol, 1 Administrative/CID)
- 2 Detective Sergeants
- 2 Patrol Sergeants
- 4 Patrol Corporals
- 1 Bailiff/Warrant Officer
- 12 Patrol Officers
- 2 Traffic Officers-One morning shift and one evening shift
- 2 Administrative Secretaries (One Records/One Police Admin)
- 1-Part time Detective
- 2-Non-Paid Reserve Officers

### Equipment

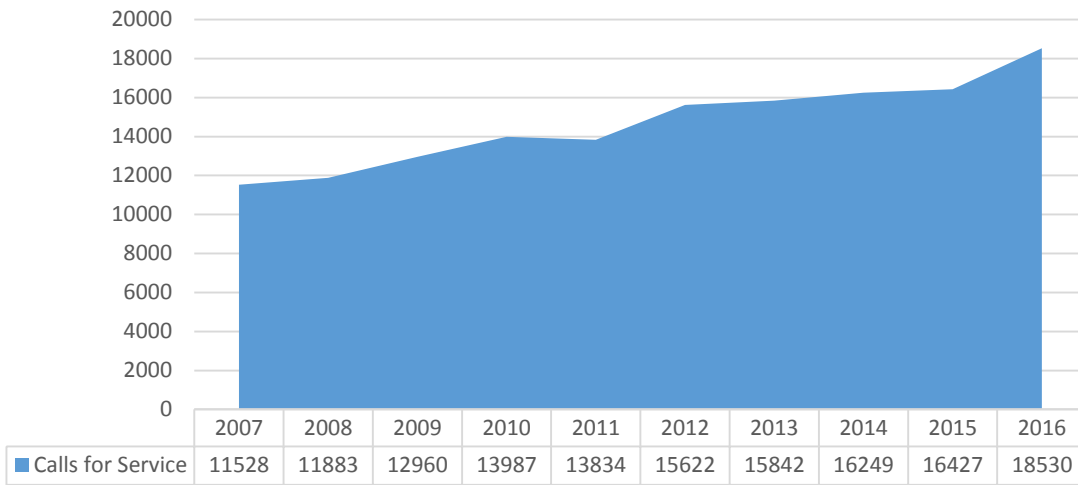
- 15 Police Tahoe's
- 3 Ghost marked units
- 8 marked units
- 4 unmarked units

### Department Accomplishments

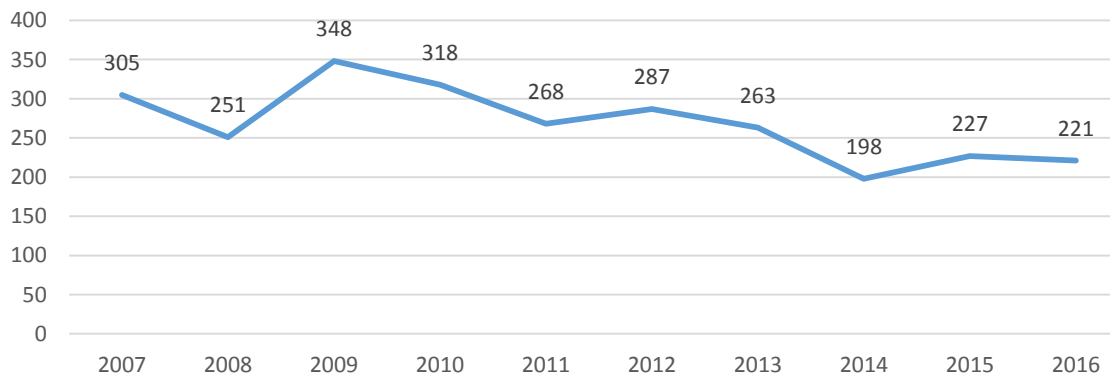
- TASERS
- Less lethal weapons
- Tactical first aid kits in every vehicle
- CPR equipment and training
- mandatory tourniquets carried by all officers
- LIDAR units
- supervisor training program
- safe zone located behind the police department
- tactical body armor in all vehicles
- enhanced evidence collection training
- criminal investigator rotation training program
- de-escalation training
- ethics training
- Reorganization of the traffic units (split shifts and use of Tahoe's)
- evaluation and reorganization of the policy and sop manuals
- Facebook and twitter-social media engagement
- Specialized forensic cell phone software
- Property room reorganization and utilization of evidence tracking software



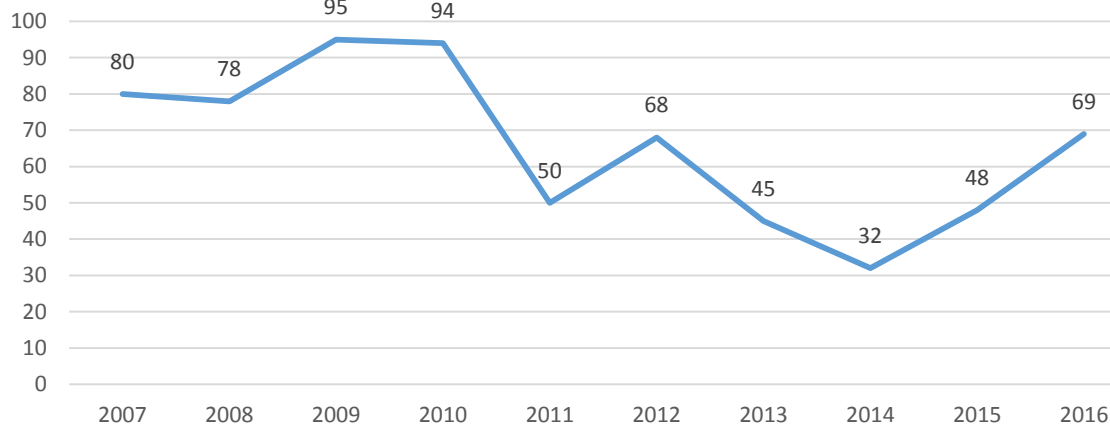
### Calls for Service

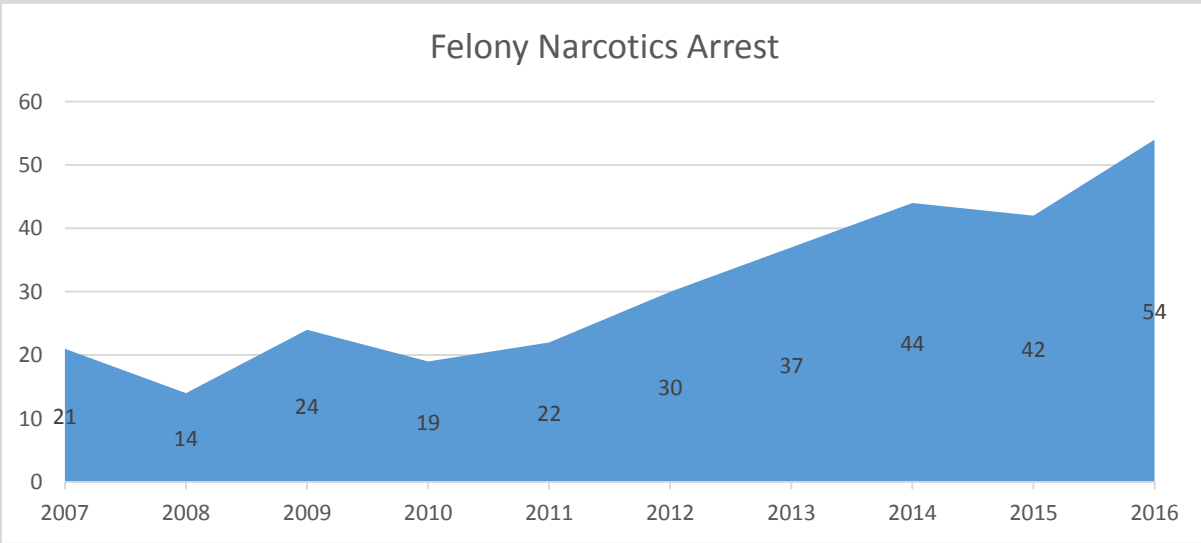
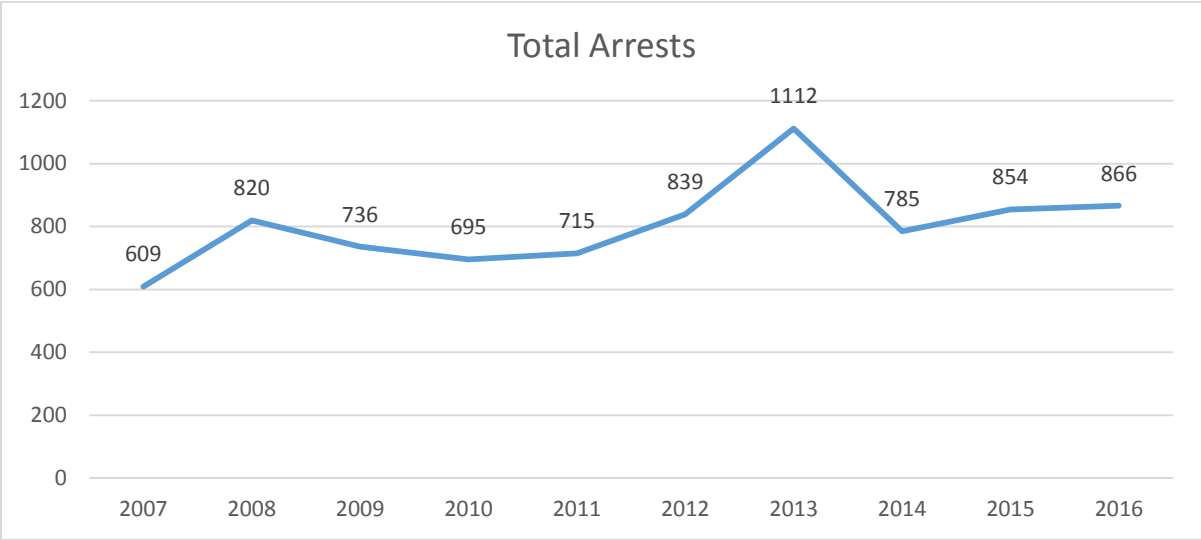
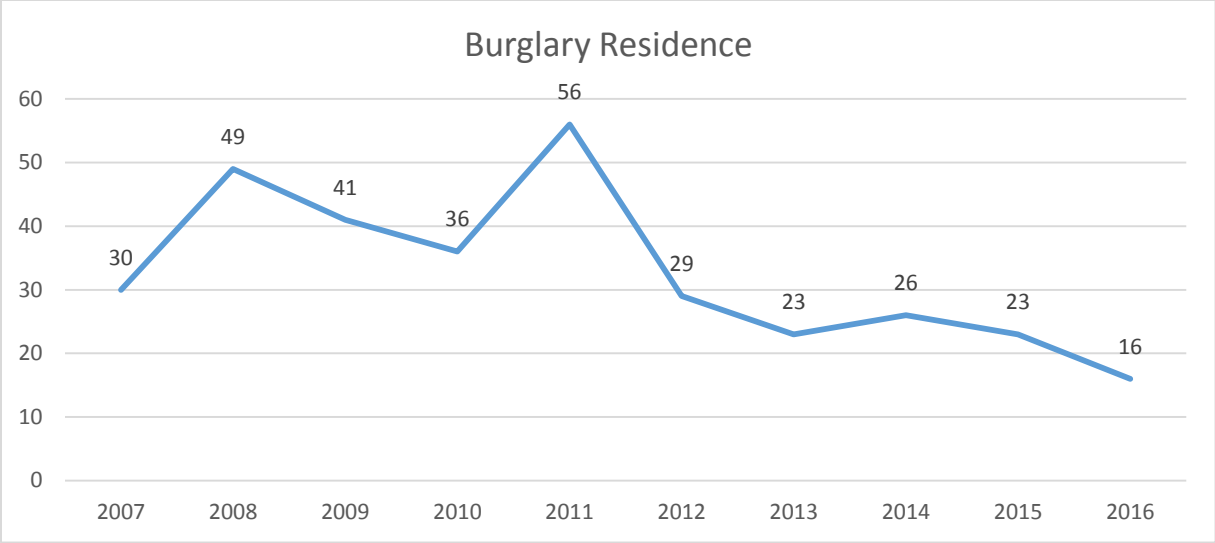


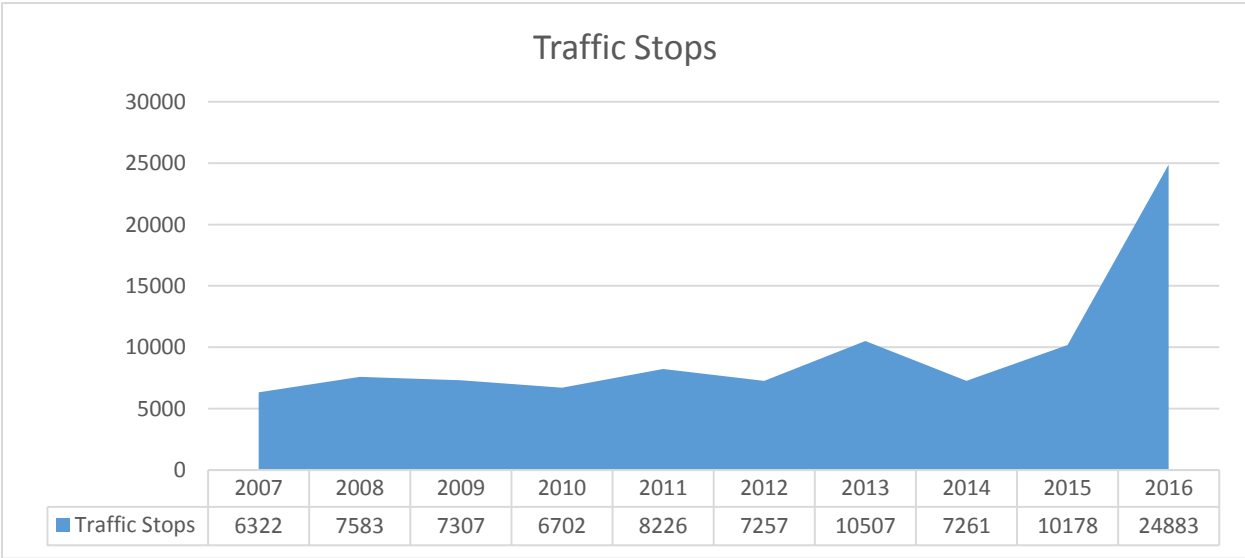
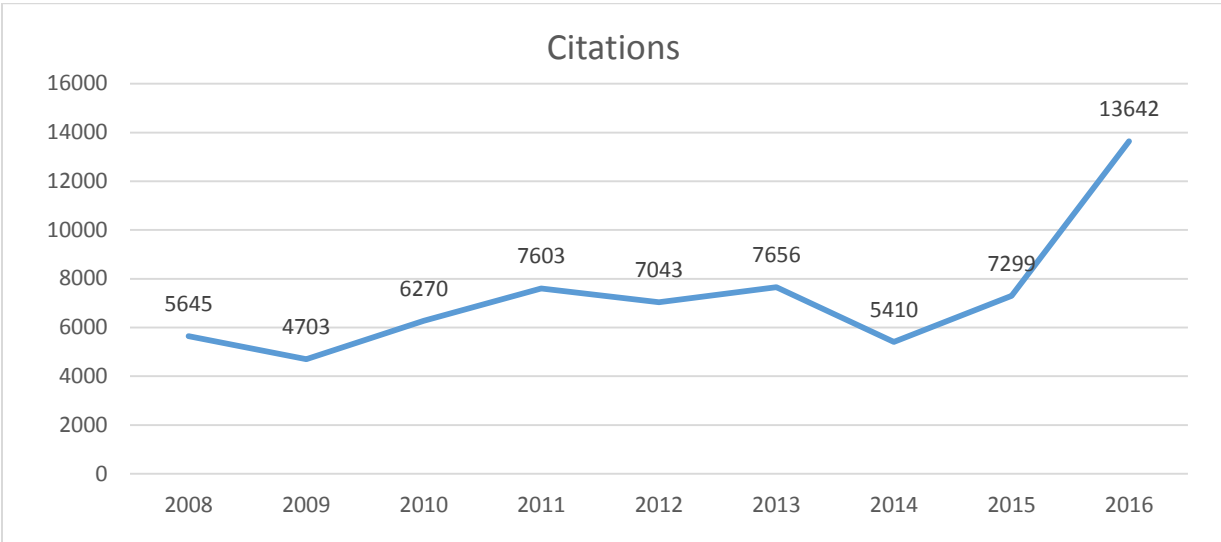
### Major Crimes



### Burglary of Motor Veh







**Fiscal Year 2018 Impacts**

**Budget Issues:**

Long-term budget issues for the Police will depend on unfunded mandates from this legislative cycle and beyond. There are no short-term issues in sight at this time. Barring natural disaster type scenarios, we tend to operate within our budget and maximize our valued based expenditures.

**Staffing:**

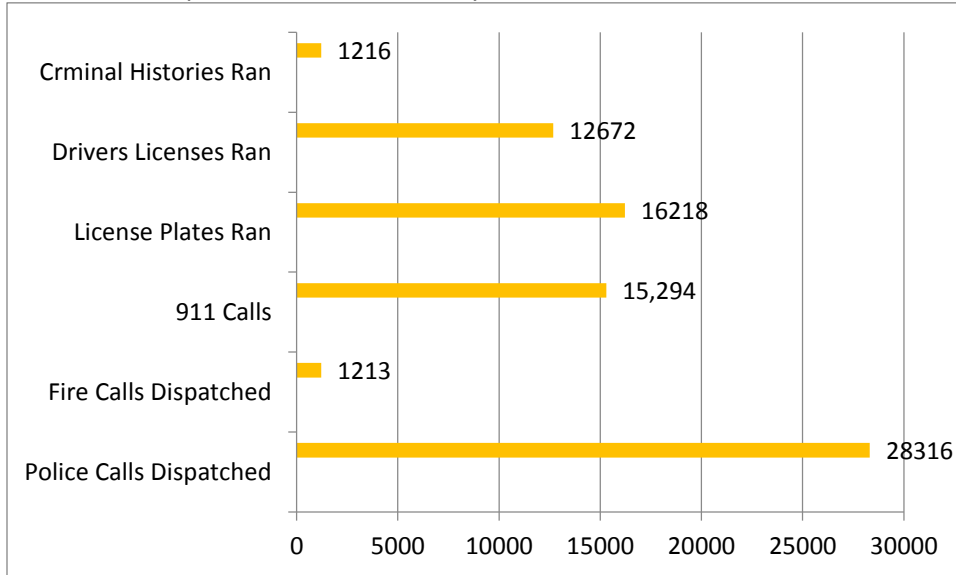
Our staffing levels have reached a point where an honest evaluation of probable staffing increases in the next few years is here. Our calls-for-service have increased and our workload has increased while we have remained at a constant level of staffing.

We have lost a few officers to other agencies due to pay differential and job opportunities. While we cannot create the positions that some younger officers want, we should remain competitive in our compensation.

## Communications

The Communications Department consists of 7 full time dispatchers, and 1 full time dispatch supervisor. However, the majority of the time the Supervisor is also serving as a dispatcher. That person is not able to review the dispatching records, ensure that protocols are being followed, and provide the appropriate training for the dispatchers that they should.

In 2016 the department handled nearly 75,000 communications. These communications are as follows:



### Fiscal Year 2018 Impacts

For the upcoming budget there are two main areas of concern in the Department.

We have seen a large amount of turnover in this department over the past few years. On average we only keep a dispatcher for less than 2 years. A large reason for this is the salary. A comparison of dispatcher wages between us and other communities show we pay nearly \$10,000 a year less than what the same position makes in other communities. We are recommending a salary adjustment for these employees. This would be approximately \$40,000 in add

We are also recommending another dispatcher be added to the roster. This cost would be about \$70,000 including benefits.

We will also be looking to purchase new chairs for the dispatch center, at an approximate cost of \$5,000.

## Fire Department

The Fire Department has 6 full time staff, 20 part time staff, and 31 volunteers. That breakdown is as follows:

- 6 Fulltime Fire Staff
  - Chief/ Fire Marshal / Emergency Management Coordinator / 911 / LEPC
  - Fire Inspector
  - 3 Captain / Fire Fighter / Paramedic
  - 1 Administrative Assistant
- 20 Part time staff
- 31 Volunteers
  - 13 – Fire & EMS
  - 8 – EMS Only
  - 7 – Fire Only
  - 2– Support members
  - 1 – Leave

The Department has the following apparatus:

3 Fire Trucks	1 Inspector Truck
1 Rescue Truck	1 Rescue Boat
2 Ambulance Units	1 Parade Antique Truck
1 Medic Squad Vehicle	1 High Water Truck
2 Command Vehicles	

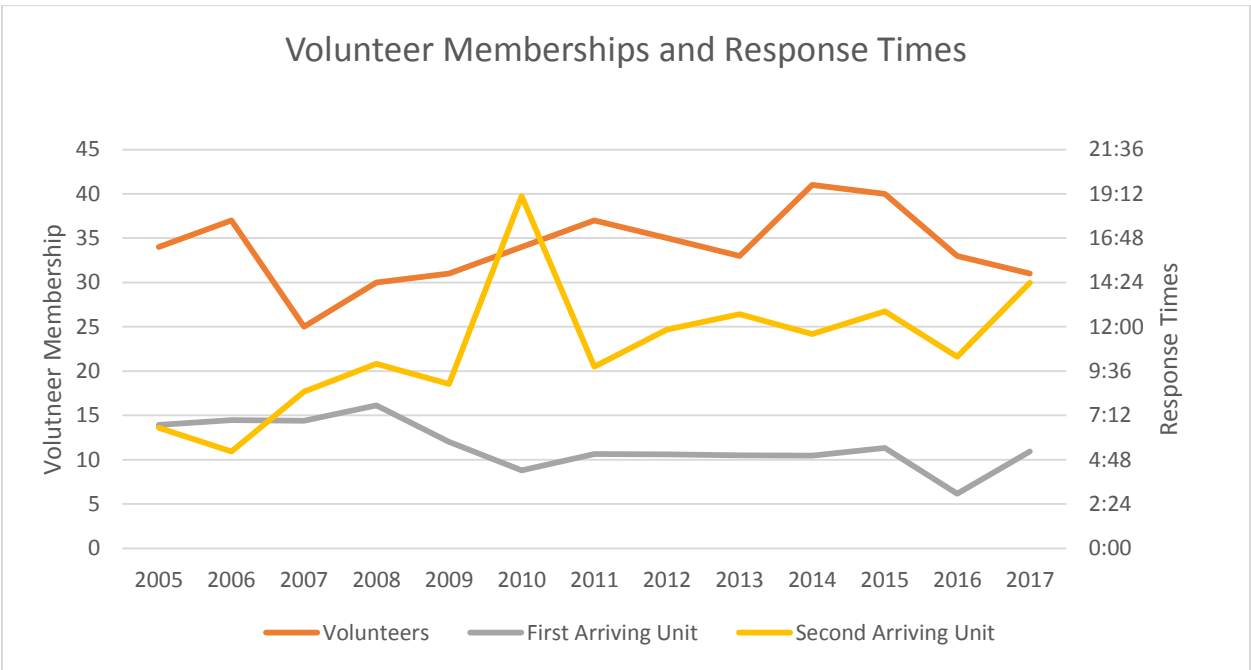
Budget Comparison over the past 10 years

Budget Year	Fire Dept.	FD Salaries
2006-2007	824,040	540,351
2007-2008	843,927	564,442
2008-2009	1,402,156	604,278
2009-2010	1,204,373	584,547
2010-2011	1,359,015	601,433
2011-2012	1,300,968	739,351
2012-2013	1,553,769	738,900
2013-2014	1,560,741	758,435
2014-2015	1,662,149	796,788
2015-2016	1,527,315	825,087
2016-2017	1,614,972	840,353

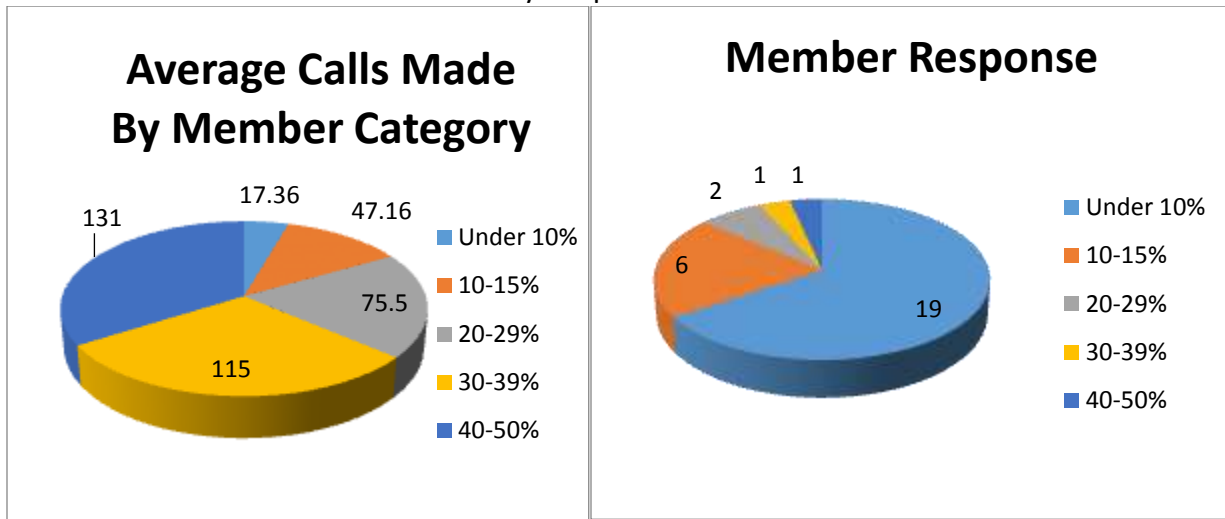
Over the years the membership numbers of the volunteers has ebbed and flowed. At its peak we’ve had 41 members. In 2017 we are down to 31.



While Jersey Village is certainly not the only community in Texas or the nation that is subject to the ebbs and flows of volunteer membership, membership does impact response times for the second arriving unit. This is shown in the orange and yellow lines below.



### Volunteer Activity 1<sup>st</sup> quarter 2017 - 334 total calls



We might want to consider doing what other volunteer departments are doing. That is paying a stipend to the volunteers. Our volunteer force response has decreased considerably in the past couple of years. Only a select group of people is active in the responses. Neighboring communities are doing everything they can as well to keep the volunteers responding. Cy-Fair fire department is putting volunteers on shifts, making it a requirement and paying them a \$60.00 gift card each time they ride. Of course, they have 12 stations and a larger area to cover. Regardless of that, we have multiple apparatus to get out the door. We do not know what type of call will come and we do not know when calls come. Just like, we do not know when our volunteers are available or who will respond. It is a coin toss every night and weekend as to who is around and who will come. We have to find ways to entice our volunteers to respond. If we do not figure out something to get more response, we will have to consider in the future supplementing more paid people. It is just reality at this point. People are not getting younger. The younger crowd is moving on and we do not see them around as much as we used to. They look to make this a career and several have already moved in that direction. Tuesday training nights used to be 20 people show up minimum. Now we are lucky we have 8-12 people show up. Times are changing.

We also need to look at the trend over the past ten years of run data.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Fire - County</b>	102	95	90	89	98	70	104	100	91	95
<b>Fire - ETJ</b>	15	27	18	19	31	21	25	26	29	24
<b>Fire - JV</b>	162	207	160	156	192	228	225	347	348	325
<b>EMS - County</b>	60	38	36	38	52	37	23	46	8	15
<b>EMS - ETJ</b>	31	45	39	48	45	39	28	40	40	56
<b>EMS - JV</b>	358	629	707	720	726	661	634	648	607	652
<b>Ambulance Transports</b>	464	458	442	481	495	499	450	445	432	467
<b>Aid Received</b>	20	36	28	26	24	27	15	21	21	26
<b>Aid Given</b>	162	133	129	127	148	61	59	55	37	40
<b>Total Calls</b>	<b>1028</b>	<b>1041</b>	<b>1056</b>	<b>1070</b>	<b>1144</b>	<b>1055</b>	<b>1039</b>	<b>1207</b>	<b>1123</b>	<b>1187</b>



Current Supplement Status total \$89,297Fire

- Grace T-Pass repair – In Progress – We will send the T-Pass system to Grace within the next two months. Budgeted \$7,000.
- Radio Service Agreement – Complete – We signed the Motorola Service Agreement last year at the beginning of the budget. Total \$11,849.
- 30amp Shoreline – Complete – This was installed and completed before the new ambulance arrived. This supplies electrical charging for items in the ambulance and the A/C to keep medications cool. Total \$3,000.
- Portable Radio Batteries – Complete – We purchased 44 batteries, which is half of the batteries we need. The other half will be purchased in this next year's budget. Total \$4500.
- Two Ambulance Stretchers – Complete – We purchased two new stretchers at the beginning of the budget. We traded in the old stretchers when we took possession of the new. Total \$24,000.

Communications

- Travel and Training – In Progress – This item was for training for EMD/EMT (Emergency Medical/Fire Dispatching) for new personnel. This amount was to supplement the current travel and training to send the new dispatchers for these certifications. \$2,000.
- Mandatory Overtime - This item was to make sure we had two dispatchers on duty at all times. \$36,948

Added items in the middle of the year \$737,000

- Replacing One Engine – In Progress - The vehicle goes into engineering phase next week. Four members of the department went to pierce on April 29 - May 2 to make sure the design was complete and accurate. We purchase one year ahead of schedule because of the money saving opportunity. We saved \$40,000 by purchasing it now but overall the amount potentially saved was \$96,000 with scheduled increases for the year. Total \$656,000.
- Replacing One Tahoe – In Progress – We are waiting on the dealership to get us the final quote to place this into Incode for processing. We had additional money remaining from the scheduled ambulance and the money already available in that budget totaled \$51,000. The Mechanic indicated the vehicle met all guidelines for replacement.
- Dispatch Linking – In Progress – We are working with several agencies and our CAD agency in a partnership to link all dispatch agencies together through the internet to a third party host. \$15,000
- Collection agency fees - \$15,000

Vehicle Replacement scheduled for current budget \$236,000

- Replaced One Ambulance – Complete – We took possession of this ambulance December 2016. It is operational. Spent \$203,000. (Savings of \$33,000)

Items affecting Fire and Dispatch but financed through other departments \$20,000

- Firehouse Online Software – In Progress – (IT) was approved to upgrade our Firehouse reporting software to the cloud internet version. We are waiting for IT to complete the project. Budgeted \$1300.
- Voice Recording Replacement- In Progress – (IT) approval to replace our voice recorder in dispatch. This unit records 911 and radios for police and fire. Budgeted \$17,000

Total \$ Extras: Fire: \$ 1,008,349.00 / Communications: \$38,948.00 / Other Departments: \$20,000

### Fiscal Year 2018 Impacts

Major needs for the department coming up include:

- High Water Truck Lift System – \$10,000
- Salary Adjustments – Part time Staff 2.00/hour \$18,000/year
- Cardiac Monitors – Funding was approved but never added
- Portable Radio Batteries – We'll be buying the other half next year, as we bought half this year. Total \$4500.

Items that should be considered for the future, but are not necessities for the upcoming budget include Cardiac Lucas Devices, SCBA Bottles, and SCBA Masks. We will be applying for a FEMA Grant for the SCBA gear when the applications open this fall.

We will be increasing the collections line item for 2018 by \$15,000. We did a budget amendment for this fiscal year in April on this. With more ambulance runs that we are doing, these costs are covered by the additional revenue that we receive.

We will also be looking to increase a few other lines by small amounts.

## Public Works

The Public Works Department consists of several different areas. They are Public Works Administration Street Department, Community Development, Solid Waste, Fleet Services, Water, Sewer and Storm Water, and White Oak Bayou Joint Powers Board.

The 2017 Administration focus was on the following areas:

- Resolve Customer Issues
- Ensure Capital Improvement Projects Are Completed As Planned
- Ensure Utilities Remain Compliant With Applicable Regulations
- Special Emphasis on the MS4 Program
- Assess City Systems
- Automate Where Appropriate

The 2018 Administration focus will be on the following areas:

- Administer Flood Recovery Projects
- Ensure Capital Improvement Projects Are Completed As Planned
- Ensure Utilities Remain Compliant With Applicable Regulations
- Special Emphasis on the MS4 Program
- Need a Computer for PW Training

The Department focused on four main areas when it came to streets in 2017:

- Improve Street Appeal
- Sign Inventory and Assessment
- Bridge Maintenance and Cleaning
- Normal Sidewalk and Street Repairs

For 2018 the focus areas for street will be:

- Maintain Street Appeal
- Possible Street Project(s)
- Phase II Street Signs
- Normal Sidewalk and Street Repairs

The Community Development Office has been quite busy in 2017. Some of the things they've been working on include:

- Improve Processes
- Evaluate Rates
- Recommend Ordinance Modifications
- Enforce Codes
- Inspector Issues

For 2018 the Community Development Office will focus on:

- Improve Processes
- Evaluate Rates
- Recommend Ordinance Modifications

- Enforce Codes
- Reference Material

For Solid Waste we will be renegotiating the contract for trash and recycling pickup. The other focus areas remain unchanged from 2017, and are:

- Ensure Service Remains High
- Resolve Customer Issues
- Recycling Training
- Enforce Codes

In Fleet Services the big push in 2017 was to continue to improve tracking repairs. That will continue into 2018 and we will be working to implement a website to report needed repairs, and a computer for the Mechanic Helper to assist more efficiently.

The main areas of focus for utilities in 2017 were:

- Need of a Street Sweeper (MS4 Maintenance, Wet Weather Events, Cleaning)
- Rehabilitation of Castlebridge Treatment Plant
- SCADA System for Lift Stations
- AMR Program
- Castlebridge Permit Upgrade

For 2018 the main priorities are as follows:

- Need of a Street Sweeper (MS4 Maintenance, Wet Weather Events, Cleaning)?
- Rehabilitation of Castlebridge Treatment Plant
- SCADA System for Treatment Plant
- AMR Program – Phase III
- Sewer Repairs
- Storm Water Repairs

The big areas of focus for 2017 as it relates to the White Oak Bayou Joint Powers Board were:

- Rehabilitation of Philippine Treatment Plant
  - Jones and Carter Doing Asset Assessment
  - Will Need To Update User Fees

In 2018 the big focus will be the Phase II Energy Efficiency Project.

2017 Operational Issues: We are in the process of adding Chloramine Conversion at our water plant with TCEQ's permission. Once approved, we can shift from Houston water to City water without and issues including a taste difference. Based upon the Traffic Study, Automated "Speed Signs" have been placed throughout the city to remind driver's to drive the speed limit. We still are in need of a street sweeper, will request in the 2017/18 budget so we can comply with our MS4 permit. We have replaced the jet rod machine, which allows crew the ability to wash out clogged pipes.

2018 Operational Issues: Based upon the Dannenbaum Study (June 2017) and City Council guidance, we will start Long Term Recovery projects. Our Castlebridge Sewer Treatment Plant is scheduled to add another clarifier, clean, and update other working component. Work is planned to start in 2017. Based

upon the data provided by digital camera, we will start the process of relining, replacing or doing point repairs on the storm water system

#### Fiscal Year 2018 Impacts

- \$5,000 for Electronic Regulations – Building Official
- \$10,000 for Increase Chemicals (LAS/Chlorine)
- \$20,000 for Outsource Vehicle Damage
- \$2,500 - 2 Computers (1 Mechanic Helper, 1 Utilities Administration)

## Parks and Recreation

The Parks and Recreation Department has three main divisions which are: Parks and Recreation, Building Maintenance, and Jersey Meadows Golf Course.

Overall in the department there are 19 Full Time Employees, and 45 (+/-) Part Time employees. They consist of:

- Director/Admin – 2 FT
- Golf Course
  - Golf Pro/Assist. Golf Pro/Pro Shop: 4 FT
  - Maintenance/Grounds: 5FT 2EPT
  - Part Time Employees –
    - PRO SHOP (6)
    - CART ATTENDANTS (7)
    - STARTERS & MARSHALS (10)
- Building Maintenance – 1 FT
- Parks Maintenance – 7 FT
- Pool
  - Pool Manager/Asst. Pool Manager – 2 PT
  - Seasonal Staff – 15 – 17 PT

Some of the FY 2017 projects that have been our focus this year include:

### Facilities

- City Hall Repair – 90% complete
- PD Repairs – Jail A/C and painting complete. Sally port door track complete. Jail comby units remaining
- FD Repairs – Painting and Lighting complete. A/C complete. Getting quotes for garage door motors. Not enough budgeted to do remaining A/C's and heaters.
- Ice Machine at Taylor Rd. - Complete
- Ceiling Tiles at Civic Center – Complete
- Facilities MP – not started

### Parks

- Dog Park - Receiving public input
- Landscape MP – RFQ
- Founders Day – Complete

### Golf Course

- Marketing Plan – Interviewing Firms
- Tee Box Leveling – Complete. Growing in.
- Septic System – \$27,000 – above original \$10,000 budget. May be impacted by flood mitigation “berm”
- Sand Bunkers – Getting bids.

### CIP

- Fall surface/playground improvements at Clark Henry Park
- Electrical work at Clark Henry Park/Pool

- Playground repair at Carol Fox Park
- Drinking fountain at Carol Fox Park
- Approx. \$17,000 remaining

Some of our goals include:

- Parks Department - Continue to make upgrades and safety improvements
- Parks Department – Keep up with current trends/demographics
- Golf Course – Continue growing revenues
- Facilities – Develop a long-term maintenance program.
- Implement the Comprehensive Plan.

Of course those goals are also accompanied with some areas of concern:

- Aging facilities
- Accessibility/ADA
- Safety
- Maintenance budget
- Attracting new residents

### Fiscal Year 2018 Impacts

As we look to the next fiscal year there are a number of projects that we feel can benefit the community and improve efficiencies and operations in the various divisions.

#### Golf Course Clubhouse

- A/C in Pro Shop - \$9,000
- Patio furniture and umbrellas - \$5,000
- Roof leaks in clubhouse - \$15,000 for spot treatment or \$26,000 for entire roof
- Grease Trap at Grill - \$8,000
- Building Drainage Improvements - \$3,000
- Reclassification of Head Golf Pro Position - \$20,000

#### Golf Course

- Irrigation repair/relocation - \$5,000
- Additional sand for fairways - \$8,000
- Conversion of 2 EPT to FT in maintenance - \$7,500
- Bunker Renovation (4.25/s.f.) - \$25,500
- Ant treatment for course – \$2,500
- Chipping Green enlargement - \$4,000
- Tree moving from onsite tree farm to course - \$7,500
- Maintenance Shop Septic System - \$30,000
- Water Ph stabilizing system - \$27,000

#### Facilities

- City Hall: \$59,000
  - Re-shingle roof over front entry/PW/Mail rm. Minor misc. roof repairs - \$15,000
  - City Hall A/C system for entry/PW/Mail rm. - \$35,000
  - Rooftop Heater - \$6,000
  - A/C Shutoffs (electrical) - \$3,000
- FD : \$68,000

- Heater Replacement - \$10,000
- Two older A/C Replacement - \$20,000
- Garage door mechanism repairs - \$10,000
- Fire bay paint - \$21,000
- Roof leaks/tiles - \$5,000
- Re-seal older windows - \$2,000
- PD: \$33,000
  - Fire system Repair/Replacement – \$20,000
  - A/C Replacement - \$13,000
- FT Facilities Maintenance Manager Position - \$75,000 (includes benefits)
- Fire System Inspections - \$3,000
- Backflow Inspections - \$1,200
- Carpet cleaning (all buildings)- \$3,000
- City Hall and Taylor Rd. construction planning

#### Parks

- Play Boat Replacement at Carol Fox Park - \$65,000
- Parks and Trails Master Plan - \$89,000
- Backflow inspection (\$75-\$100 ea) - \$3,000
- Moving Admin. budget from Golf Course to General Fund - \$62,381 (includes all benefits)
- 525 Gallon water trailer for watering non-irrigated parks and trees - \$10,000
- Pier/Bridges at Detention Pond – water access/fishing
- Replaster/Repair Plaster at Swimming Pool
- Repair existing asphalt trail
- City Hall and Taylor Rd. construction planning
- PD – Replace older A/C units (one per year @ \$7,000 ea.)
- FD Painting – office spaces and common areas
- FD – Second floor Toilets
- FD - Replace water heaters

#### Future Fiscal Years

- Expand trail network
- ROW landscaping/entries on major roadways/290
- Facility Signage
- Splash Pad
- Golf Course Clubhouse Study
- New playground equipment at Carol Fox Park (multi-year)



## Capital Improvement Plan

Maintaining a comprehensive and solid Capital Improvement is vital for the continued health of our departments. It also ensures we are putting away money for large projects as we go, so when the projects happen we can pay with cash rather than having to go through the time and expense of issuing a bond and then having to pay interest as well.

For Fiscal 2018 we have the following projects on the CIP.

<b>Waste Water</b>	
\$500,000	Rehabilitation/Repair Sanitary Sewer Lines
\$20,000	Philippine Lift Station Cleaning
\$200,000	Rehabilitation/Repair Storm Water Lines
\$596,000	White Oak Bayou Phase II Energy Efficiency
\$200,000	Castlebridge Upgrade Completion
\$1,516,000	Total
<b>Water</b>	
\$250,000	Automated Meter Readings Phase III
\$50,000	SCADA Upgrades
\$1,200,000	City of Houston Interconnect – Village Plant
\$80,000	Pump Upgrades - Village
\$275,000	Structure Repairs / Painting – Village
\$150,000	Back-Up Generator - Village
\$200,000	Structure and Painting - Seattle
\$100,000	Variable Frequency Drive - Seattle
\$25,000	Pressure Wash - Congo
\$100,000	LED Light Projects – All Plants
\$2,430,000	Total
<b>Streets/Drainage</b>	
\$2,000,000	Long Term Recovery Operations
\$22,000	Street Light Rehab
\$2,022,000	Total
<b>Community Improvements</b>	
\$5,000,000	Taylor Road Public Works Building
\$50,000	Park Improvements
\$800,000	Golf Course Irrigation Project
\$50,000	Facility Improvements
\$450,000	Municipal Building Design/Architecture
\$6,350,000	Total
\$8,693,000	Total All CIP Projects

While these are the areas staff has identified that we should look at for CIP, the Comprehensive Plan identifies several areas that need to be addressed over the next few years. If the Council feels one of these areas should be looked at instead of or in addition to the areas identified by staff we welcome that discussion.

For Council review we're providing all of the goals and strategies from the Comp Plan on the following pages.

We welcome a discussion with the Council on setting goals for the next budget cycle.

## Comprehensive Plan Goals

### Chapter 2: Vision, Goals, and Strategies

**GOAL 1. HIGHLIGHT THE CITY’S IMAGE AS A SPECIAL COMMUNITY BY ENHANCING THE VISUAL CHARACTER OF THE CITY’S COMMERCIAL AREAS AND COMMUNITY ENTRANCES.**

#### STRATEGIES

- Improve the City’s entrances with landscaping and monumentation.
- Improve the landscape character of commercial business properties.
- Reduce visual clutter.
- Improve the character of corridor character throughout the community.
- Upgrade City’s logo and branding.

**GOAL 2. INVEST IN INFRASTRUCTURE, ACTIVITIES, AND OPPORTUNITIES THAT WILL REVITALIZE THE HIGHWAY 290 CORRIDOR TO MAXIMIZE ITS VISUAL APPEAL, SENSE OF PLACE, AND ECONOMIC VALUE.**

#### STRATEGIES

- Create a sense of place and maximize the visual appeal of the Highway 290 corridor.
- Maximize the economic value of the Highway 290 corridor.
- Invest in infrastructure that supports the revitalization of the Highway 290 corridor.

**GOAL 3. PROTECT THE QUALITY AND INCREASE EXISTING CHARACTER OF RESIDENTIAL NEIGHBORHOODS.**

#### STRATEGIES

- Encourage housing and property maintenance to maintain neighborhood integrity.
- Ensure there are provisions for meeting and satisfying the needs of residents and potential residents with a variety of housing types.
- Ensure that single-family residential neighborhoods are protected from intensive areas of development by using screening and buffering techniques.
- Enhance existing neighborhoods infrastructure when possible.
- Provide pedestrian connections within the neighborhoods.

**GOAL 4. PRESERVE, PROTECT, AND ENHANCE THE CITY’S IDENTITY AND SENSE OF COMMUNITY BY IMPLEMENTING WAYFINDING IMPROVEMENTS THROUGHOUT THE CITY.**

**STRATEGIES**

- Create a consistent, identifiable signage design throughout the city.

**GOAL 5. ENHANCE AND EXPAND PARKS, OPEN SPACES, TRAILS, AND RECREATIONAL OPPORTUNITIES AND EXPERIENCES.**

**STRATEGIES**

- Explore expanded recreational opportunities.
- Update existing parks and open spaces.
- Develop strategic partnerships among schools, community groups, businesses, and individuals in order to maximize resources and opportunities.
- Encourage programs and events that engage the community.
- Improve maintenance of parks and open spaces.
- Increase community connectivity.

**GOAL 9. ENSURE THAT TRANSPORTATION, PUBLIC SERVICES, AND UTILITIES ARE MAINTAINED AND ENHANCED TO MEET THE COMMUNITY’S PRESENT AND FUTURE NEEDS.**

**STRATEGIES**

- Create policy for funding and implementation of sidewalks and connectivity with new development.
- Increase access to non-motorized transportation options to promote healthy living.
- Improve and maintain older existing street networks.
- Ensure that all storm runoff is handled in a safe and efficient manner and that streets and neighborhoods are properly drained.
- Ensure that all utilities serving city residents are of the same high standards.

**GOAL 10. PROVIDE PUBLIC FACILITIES TO MAINTAIN COMMUNITY SAFETY, AND SERVE EXISTING AND NEW DEVELOPMENT IN AN EFFICIENT AND COST EFFECTIVE MANNER.**

**STRATEGIES**

- Maintain, replace, or improve the quality of city-owned structures.
- Provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future.

### Chapter 3: Future Land Use

#### **GOAL 2. INVEST IN INFRASTRUCTURE, ACTIVITIES, AND OPPORTUNITIES THAT WILL REVITALIZE THE HIGHWAY 290 CORRIDOR TO MAXIMIZE ITS VISUAL APPEAL, SENSE OF PLACE, AND ECONOMIC VALUE.**

##### **STRATEGIES**

##### **Create a sense of place and maximize the visual appeal of the Highway 290 corridor.**

- Establish a zoning overlay district for the Highway 290 corridor.
- Review existing development codes for compatibility with desired uses (higher quality restaurants, services, and entertainment).
- Investigate code options to amortize existing billboards and private negotiations to consolidate/update remaining billboards.

##### **STRATEGIES**

##### **Invest in infrastructure that supports the revitalization of the Highway 290 corridor.**

- Ensure that water and sewer infrastructure has adequate capacity to serve the desired intensity of redevelopment.

#### **GOAL 3. PROTECT THE QUALITY AND INCREASE EXISTING CHARACTER OF RESIDENTIAL NEIGHBORHOODS.**

##### **STRATEGIES**

- Ensure there are provisions for meeting and satisfying the needs of residents and potential residents with a variety of housing types.

#### **GOAL 4. PRESERVE, PROTECT, AND ENHANCE THE CITY'S IDENTITY AND SENSE OF COMMUNITY BY IMPLEMENTING WAYFINDING IMPROVEMENTS THROUGHOUT THE CITY.**

##### **STRATEGIES**

##### **Create a consistent, identifiable signage design throughout the city.**

- Develop commercial signage guidelines to encourage existing business to follow as well as control future commercial development application.

**GOAL 6. ENCOURAGE QUALITY FAMILY-ORIENTED RETAIL, RESTAURANT, AND ENTERTAINMENT OPPORTUNITIES TO PROVIDE THE GOODS AND SERVICES VALUED BY JERSEY VILLAGE'S RESIDENTS.**

**STRATEGIES**

- Identify the business types most likely to be successful given the surrounding demographic profile.
- Market Jersey Village to targeted businesses.
- Ease the processes encountered by business expansions and relocations.

**GOAL 7. PROMOTE INFILL AND REDEVELOPMENT OF VACANT OR UNDERUTILIZED PARCELS.**

**STRATEGIES**

- Analyze annexation options for the ETJ property.
- Promote the highest and best use for vacant or underutilized properties.

**GOAL 8. PROMOTE THE APPROPRIATE MIX OF LAND USES WITHIN THE CITY LIMITS AND EXTRATERRITORIAL JURISDICTION.**

**STRATEGIES**

- Revitalize areas of opportunities to attract new investments and activity.
- Encourage development and investment in the Jersey Crossing district, and surrounding areas.
- Update city ordinances to encourage appropriate development.

**GOAL 9. ENSURE THAT TRANSPORTATION, PUBLIC SERVICES, AND UTILITIES ARE MAINTAINED AND ENHANCED TO MEET THE COMMUNITY'S PRESENT AND FUTURE NEEDS.**

**STRATEGIES**

- Create policy for funding and implementation of sidewalks and connectivity with new development.
- Increase access to non-motorized transportation options to promote healthy living.
- Improve and maintain older existing street networks.
- Ensure that all storm runoff is handled in a safe and efficient manner and that streets and neighborhoods are properly drained.
- Ensure that all utilities serving city residents are of the same high

standards.

**GOAL 10. PROVIDE PUBLIC FACILITIES TO MAINTAIN COMMUNITY SAFETY, AND SERVE EXISTING AND NEW DEVELOPMENT IN AN EFFICIENT AND COST EFFECTIVE MANNER.**

**STRATEGIES**

- Maintain, replace, or improve the quality of city-owned structures.
- Provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future.
- Establish and maintain a forecast of housing type needs, and set periodic goals to meet anticipated housing demand.
- Create an inventory of current housing assets and programs. Gaining a better understanding of the assets and programs currently available to Jersey Village will help meet any future housing challenges.
- Assign a City staff person to oversee housing related activities and concerns.
- Improve supply of housing options by identifying impediments for the creation of a greater range of housing types.
- Promote residential projects that assist young, first-time home-buyers and mature, retired residents to stay in Jersey Village when their housing needs change.
- Update ordinances to make them suitable for senior housing.

**STRATEGIES**

**Ensure that single-family residential neighborhoods are protected from intensive areas of development by using screening and buffering techniques.**

- Provide for adequate transitions between land uses using buffering and screening and other site design techniques to promote compatibility between uses.
- Investigate any potential ETJ exchange opportunities with the City of Houston that may be mutually beneficial.

**STRATEGIES**

**Promote the highest and best use for vacant or underutilized properties.**

- Continue to encourage residential infill, especially as existing housing stock ages.

## Chapter 4: Transportation and Circulation

**GOAL 1. HIGHLIGHT THE CITY'S IMAGE AS A SPECIAL COMMUNITY BY ENHANCING THE VISUAL CHARACTER OF THE CITY'S COMMERCIAL AREAS AND COMMUNITY ENTRANCES.**

### STRATEGIES

**Improve the character of corridor character throughout the community.**

- Conduct a corridor pedestrian mobility study to identify specific corridor deficiencies and prioritize potential improvements.

**GOAL 2. INVEST IN INFRASTRUCTURE, ACTIVITIES, AND OPPORTUNITIES THAT WILL REVITALIZE THE HIGHWAY 290 CORRIDOR TO MAXIMIZE ITS VISUAL APPEAL, SENSE OF PLACE, AND ECONOMIC VALUE.**

### STRATEGIES

**Invest in infrastructure that supports the revitalization of the Highway 290 corridor.**

- Ensure that roadways have adequate capacity and connectivity to serve the desired intensity of redevelopment.
- Add dedicated right turn lanes from the Highway 290 frontage road at each major community entrance.

**GOAL 3. PROTECT THE QUALITY AND INCREASE EXISTING CHARACTER OF RESIDENTIAL NEIGHBORHOODS.**

### STRATEGIES

**Provide pedestrian connections within the neighborhoods.**

- Develop neighborhood pedestrian connections through a trail system. Acquire/secure land needed for initial paths of trail system. Utilize existing bayous and conveyance channels to help expand the trail system.

**GOAL 5. ENHANCE AND EXPAND PARKS, OPEN SPACES, TRAILS, AND RECREATIONAL OPPORTUNITIES AND EXPERIENCES.**

### STRATEGIES

**Increase community connectivity.**

- Explore TxDOT funding opportunities for multi-modal transportation alternatives.
- Ensure pedestrian mobility by repairing existing sidewalks or extending missing sections.



**GOAL 8. PROMOTE THE APPROPRIATE MIX OF LAND USES WITHIN THE CITY LIMITS AND EXTRATERRITORIAL JURISDICTION.**

**STRATEGIES**

**Encourage development and investment in the Jersey Crossing district, and surrounding areas.**

- Encourage site design that promotes walking and biking.

**Goal 9. ENSURE THAT TRANSPORTATION, PUBLIC SERVICES, AND UTILITIES ARE MAINTAINED AND ENHANCED TO MEET THE COMMUNITY'S PRESENT AND FUTURE NEEDS.**

**STRATEGIES**

**Create policy for funding and implementation of sidewalks and connectivity with new development.**

- Use the Thoroughfare Plan as a mechanism for securing H-GAC funding for streets within existing and developed areas of the city.
- Promote redevelopment and land use patterns that reduce the number and length of auto trips and support walking and bicycling. Encourage friendly, walkable environments within key destination areas of the community by offering incentives to developers such as reduced parking requirements.
- Require all new development to provide sidewalks on both sides of all collector and minor arterial roadways and key principal arterials within the developed/developing area
- of the city. Establish a sidewalk bank for payment in lieu of sidewalks for developments not located within walking distance of other developments

**STRATEGIES**

**Increase access to non-motorized transportation options to promote healthy living.**

- Prioritize sidewalk improvement areas based upon propensity to generate pedestrian traffic, with safe routes to schools and safe routes to transit of highest priority. Solicit available funding for these types of pedestrian mobility accommodations.
- Enhance the safety pedestrian crossing of major thoroughfares and other high traffic volume streets by providing accessible pedestrian signals at no less than one-quarter mile spacing within the developed areas of the city.
- Create an enhanced pedestrian environment along key entry roadways and those with adjacent residential development to

encourage walking to local retail and service destinations, especially along Jones Road, Jersey Meadows Drive, and Castlebridge Drive.

#### **STRATEGIES**

##### **Improve and maintain older existing street networks.**

- Through the development process, secure additional right-of-way at critical intersections to enable the implementation of channelized turn movements and adequate pedestrian landings and ramps at the corners.
- Identify and define minimum design and construction standards to be met by 2025.
- Maintain implementation priorities for all street improvements through a capital improvements planning process.
- Identify funding alternatives and resources available for roadway maintenance implementation.
- Develop a policy and programs for City consideration of public/private partnerships and donations to fund transportation infrastructure, amenities and aesthetics.
- Extend West Gulf Bank Road to Hillcrest Road.
- Realign Village Drive, moving existing road south, connecting to Rio Grande Street.
- Extend Jersey Meadows Drive to Rio Grande Street.
- Encourage the County to connect Taylor Road west of the extraterritorial jurisdiction (ETJ) to provide better access for future development.

#### Chapter 5: Economic Development

**GOAL 2. INVEST IN INFRASTRUCTURE, ACTIVITIES, AND OPPORTUNITIES THAT WILL REVITALIZE THE HIGHWAY 290 CORRIDOR TO MAXIMIZE ITS VISUAL APPEAL, SENSE OF PLACE, AND ECONOMIC VALUE.**

#### **STRATEGIES**

##### **Create a sense of place and maximize the visual appeal of the Highway 290 corridor.**

- Establish a zoning overlay district for the Highway 290 corridor.
- Establish a 380 grant program to reimburse a portion of the costs associated with updating building facades and landscaping to new standards.

#### **STRATEGIES**

##### **Maximize the economic value of the Highway 290 corridor.**

- Consider the creation of a Tax Increment Reinvestment Zone (TIRZ)

as a financing mechanism for upgraded public improvements in partnership with redeveloping properties.

- Consider creation of a municipal management district (MMD) to fund corridor enhancements and on-going maintenance.
- Encourage development of desired office, retail, service, and entertainment venues through the use of tax abatement, TIRZ, or 380 agreements.
- Identify and target underserved retail market segments.
- Adopt guidelines regarding the appropriate use and amount of public investment for the various categories of redevelopment desired by the city.

**GOAL 6. ENCOURAGE QUALITY FAMILY-ORIENTED RETAIL, RESTAURANT, AND ENTERTAINMENT OPPORTUNITIES TO PROVIDE THE GOODS AND SERVICES VALUED BY JERSEY VILLAGE’S RESIDENTS.**

**STRATEGIES**

**Identify the business types most likely to be successful given the surrounding demographic profile.**

- Conduct a retail market analysis.
- Adopt guidelines regarding the appropriate use and amount of public investment for the various categories of redevelopment desired by the city.

**STRATEGIES**

**Market Jersey Village to targeted businesses.**

- Prepare marketing materials highlighting the assets and advantages of Jersey Village.
- Establish a program to contact targeted office, retail, service, and entertainment businesses.
- Establish working relationships with commercial brokerages.
- Expand marketing of the golf course for tournaments and other special events.

**STRATEGIES**

**Ease the processes encountered by business expansions and relocations.**

- Appoint a designated contact point and coordinator for business permitting inquiries and processes.
- Assemble a package detailing the Jersey Village development process and available incentives.
- Establish a business-owners council as a resource learning about the needs of business and communicating the City’s goals to the business

- community.
- Prepare a job description for a full-time economic development coordinator to be considered by city management and the City Council.

**GOAL 7. PROMOTE INFILL AND REDEVELOPMENT OF VACANT OR UNDERUTILIZED PARCELS.**

**STRATEGIES**

**Promote the highest and best use for vacant or underutilized properties.**

- As the Highway 290 construction comes to an end, encourage convenient commercial services to support neighborhood needs.

**GOAL 8. PROMOTE THE APPROPRIATE MIX OF LAND USES WITHIN THE CITY LIMITS AND EXTRATERRITORIAL JURISDICTION.**

**STRATEGIES**

**Revitalize areas of opportunities to attract new investment and activity.**

- Identify potential redevelopment sites and create proposal packages to incentivize developers.

**Chapter 6: Parks, Recreation, and Open Spaces**

**GOAL 5. ENHANCE AND EXPAND PARKS, OPEN SPACES, TRAILS, AND RECREATIONAL OPPORTUNITIES AND EXPERIENCES.**

**STRATEGIES**

**Explore expanded recreational opportunities.**

- Update the 2007 parks and open space master plan, and include a trails master plan to recommend potential trail routes and expansion with potential funding options.
- Review TPWD and other grant opportunities.
- Improve public access to city facilities such as golf course clubhouse and community center.
- Explore future funding potential to acquire additional park space based on parks and open space master plan.
- Conduct a long range feasibility study on the viability of increasing public open space opportunities by converting the golf course to a public park. Include in this study potential revenue generation to offset future maintenance costs.
- Convert FEMA acquired flood properties into usable park space.
- Review underutilized open spaces and convert to local mini-parks.

**STRATEGIES**

**Update existing parks and open spaces.**

- Conduct playground safety inspections of all parks to determine high priority repairs and/or maintenance items.
- Update playground equipment at parks to current safety standards.
- Review and incorporate additional park improvements such as a splash pad and dog parks.
- Update City's pool facility with new equipment, slides, a potential splash pad, and buildings.
- Increase annual park budget to include funds to improve existing parks.

**STRATEGIES**

**Develop strategic partnerships among schools, community groups, businesses, and individuals in order to maximize resources and opportunities.**

- Identify potential corporate sponsorships to provide additional recreational opportunities.
- Explore potential environmental education programs with CFISD centered around the bayous and water quality.
- Explore potential community volunteer opportunities to support the parks and recreation program.
- Support the current parks and recreation committees activities.
- Engage CFISD to open up use of recreational amenities to public use.
- Allocate resources for parks and recreation committee to advertise special events and opportunities through social media and other outlets.

**STRATEGIES**

**Encourage programs and events that engage the community.**

- Hire a parks and recreation director to work with the parks and open space committee to facilitate the operations, maintenance, and programming of city parks.
- Create a city league for children's sports.
- Create a city league for adult sports.
- Consider sponsoring a "Farmers Market" on a regular basis.
- Continue to target park grants funding sources.
- Provide new funding for parkland acquisitions.

**STRATEGIES**

**Improve maintenance of parks and open spaces.**

- Review procedures to solicit community feedback on maintenance of parks and open spaces.
- Conduct a parks facilities analysis to determine high priority improvements focusing on safety and health issues that do not comply with applicable state, local, and federal regulations.
- Increase maintenance funding for parks and recreational facilities.

#### **STRATEGIES**

##### **Increase community connectivity.**

- Coordinate with HCFCD on future trail connectivity along White Oak Bayou.
- Build bridge to Detention Pond Park to increase access.

#### **GOAL 6. ENCOURAGE QUALITY FAMILY-ORIENTED RETAIL, RESTAURANT, AND ENTERTAINMENT OPPORTUNITIES TO PROVIDE THE GOODS AND SERVICES VALUED BY JERSEY VILLAGE’S RESIDENTS.**

#### **STRATEGIES**

##### **Market Jersey Village to targeted businesses.**

- Expand marketing of the golf course for tournaments and other special events.

#### **GOAL 7. PROMOTE INFILL AND REDEVELOPMENT OF VACANT OR UNDERUTILIZED PARCELS.**

#### **STRATEGIES**

- Conduct a market analysis for the golf course to determine if the clubhouse and related facilities/services are adequate or should be expanded or modified.

### **Chapter 7: Community Character**

#### **GOAL 1. HIGHLIGHT THE CITY’S IMAGE AS A SPECIAL COMMUNITY BY ENHANCING THE VISUAL CHARACTER OF THE CITY’S COMMERCIAL AREAS AND COMMUNITY ENTRANCES.**

#### **STRATEGIES**

##### **Improve the City’s entrances with landscaping and monumentation.**

- Prepare a landscape master plan for the design of City corridors and entrances with a consistent, identifiable character.
- Clean-up existing entries after TxDOT 290 work is complete until a

new landscape master plan can be developed.

- Incorporate City logo into entrance sign designs.
- Design and implement Hwy 290 gateways according to TxDOT standards to highlight the entrance to the City.

### **Strategies**

#### **Improve the landscape character of commercial business properties.**

- Create landscape ordinance that requires new properties, and major renovation projects to be landscaped to a minimum standard for areas adjacent to public rights-of-way.
- Create commercial development guidelines to encourage new development to build to minimum landscape standards.
- Create signage ordinance for local businesses that is consistent with the overall signage master plan.
- Coordinate with local businesses to encourage a uniform sign design standard.
- Explore strategic public/private partnerships with local businesses to encourage beautification efforts of their properties.
- Sponsor a beautification award for businesses to encourage landscape development of their properties.
- Review code enforcement procedures for their effectiveness, and make necessary changes.

### **STRATEGIES**

#### **Reduce visual clutter.**

- Prepare a visual assessment survey of City corridors to identify problem areas that negatively impact community character.
- Create architectural design guidelines to encourage minimum design standards.
- Remove overhead power lines as new infrastructure projects are implemented.

### **STRATEGIES**

#### **Improve the character of corridor character throughout the community.**

- Review and improve landscape maintenance procedures for City crews.
- Partner with Trees for Houston or other organizations that can provide assistance in planting trees.
- Create a more stringent tree preservation ordinance to protect existing tree resources.
- Promote increase canopy along streets, parks, and open spaces.
- Expand thematic street light standards to all City streets.

**STRATEGIES**

**Upgrade City's logo and branding.**

- Conduct a branding study to reinforce the City's community character and marketing approach.
- Explore potential logo application to proposed city entrance signage.

**GOAL 2. INVEST IN INFRASTRUCTURE, ACTIVITIES, AND OPPORTUNITIES THAT WILL REVITALIZE THE HIGHWAY 290 CORRIDOR TO MAXIMIZE ITS VISUAL APPEAL, SENSE OF PLACE, AND ECONOMIC VALUE.**

**STRATEGIES**

**Create a sense of place and maximize the visual appeal of the Highway 290 corridor.**

- Partner with local property owners and CenterPoint Energy to identify back-of-lot utility easements to provide options for removing overhead lines from the 290 frontage.

**GOAL 3. PROTECT THE QUALITY AND INCREASE EXISTING CHARACTER OF RESIDENTIAL NEIGHBORHOODS.**

**STRATEGIES**

**Encourage housing and property maintenance to maintain neighborhood integrity.**

- Develop a recognition/reward program to encourage homeowners to enhance or maintain their properties through lawn maintenance, and exterior upgrades and upkeep.
- Provide and coordinate programs to prevent the deterioration of homes.
- Educate citizens on code enforcement requirements. Communicate status reporting of violations and corrections to the community. Information shared could be related to general types of violations, clearance rates, average time to contact, etc.
- Develop an annual or semi-annual neighborhood clean up to promote community pride.

**STRATEGIES**

**Enhance existing neighborhood infrastructure when possible.**

- Institute an annual program for assessing quality and useful life of neighborhood amenities, and allocate funds for replacement, additions, or remodels as needed.



**GOAL 4. PRESERVE, PROTECT, AND ENHANCE THE CITY’S IDENTITY AND SENSE OF COMMUNITY BY IMPLEMENTING WAYFINDING IMPROVEMENTS THROUGHOUT THE CITY.**

**STRATEGIES**

**Create a consistent, identifiable signage design throughout the city.**

- Conduct a wayfinding signage master plan to explore potential thematic signs unique to the City to include street signs, directional, and facility signs.
- Develop commercial signage guidelines to encourage existing business to follow as well as control future commercial development application.

**GOAL 7. PROMOTE INFILL AND REDEVELOPMENT OF VACANT OR UNDERUTILIZED PARCELS.**

**STRATEGIES**

**Promote the highest and best use for vacant or underutilized properties.**

- Ensure property and building maintenance codes are up to date and compatible with current City values.

**GOAL 8. PROMOTE THE APPROPRIATE MIX OF LAND USES WITHIN THE CITY LIMITS AND EXTRATERRITORIAL JURISDICTION.**

**STRATEGIES**

**Revitalize areas of opportunities to attract new investment and activity.**

- Promote aesthetically pleasing designs for retail and commercial land uses that are located at major intersections as destinations in their own right, but also as corridor framing uses.

**Chapter 8: Community Facilities**

**GOAL 5. ENHANCE AND EXPAND PARKS, OPEN SPACES, TRAILS, AND RECREATIONAL OPPORTUNITIES AND EXPERIENCES.**

**STRATEGIES**

**Improve maintenance of parks and open spaces.**

- Conduct an internal review of maintenance procedures for all public facilities to identify potential deficiencies.
- Conduct a parks facilities analysis to determine high priority improvements focusing on safety and health issues that do not

comply with applicable state, local, and federal regulations.

**GOAL 7. PROMOTE INFILL AND REDEVELOPMENT OF VACANT OR UNDERUTILIZED PARCELS.**

**STRATEGIES**

**Promote the highest and best use for vacant or underutilized properties.**

- Conduct a market analysis for the golf course to determine if the clubhouse and related facilities/services are adequate or should be expanded or modified.

**GOAL 10. PROVIDE PUBLIC FACILITIES TO MAINTAIN COMMUNITY SAFETY, AND SERVE EXISTING AND NEW DEVELOPMENT IN AN EFFICIENT AND COST EFFECTIVE MANNER.**

**STRATEGIES**

**Maintain, replace, or improve the quality of city-owned structures.**

- The golf course club house should be significantly repaired to be returned to an acceptable condition.
- Replace the golf course cart barn.
- Perform minor repairs and maintenance on the golf course maintenance building.
- Conduct a comprehensive study to evaluate, upgrade or replace all city facilities where employees work, with an emphasis on city hall, to bring them to a standard of quality that is appropriate for the community.
- Add public facilities to be constructed or renovated to the capital improvements program in order to plan for future availability of funding.
- Update and maintain existing public facilities to maximize usefulness, before constructing newer facilities.

**STRATEGIES**

**Provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future.**

- Obtain control of public facility sites that will be required by future growth and development.
- Develop a long-term maintenance program to ensure adequate maintenance of existing and proposed facilities.
- Utilize tools such as value engineering (as applicable) to develop the most cost effective facilities.



CITY OF JERSEY VILLAGE SCHEDULE OF BUDGET PREPARATION AND ADOPTION 2017-2018 FISCAL YEAR BUDGET		
DATE	ACTION	TASK LEADER
Monday April 10, 2017 at 8:00 A.M.	Staff Retreat	City Manager & Staff
April - May	Staff Development of Preliminary Capital Improvements Plan	City Manager & Staff
April - May	Staff Development of Estimated Base Budget	City Manager & Staff
May 15-17, 2017?	Council/Staff Retreat: Define Goals and Objectives for next fiscal year, Review Five Year Financial Plan; Final Budget Policy Statement	City Council City Manager & Staff
Monday, June 5	Budget Manuals and Detail Forms Distributed to Departments	Director of Finance
Monday, June 5	Budget Planning Worksheets Distributed to Departments	Director of Finance
Tuesday, June 6	Proposed Salary Schedule Submitted to Finance	Personnel
June 7-12	Preparation of Department Budgets	City Manager & Staff
Monday, June 5	Vehicle Replacement Schedule Submitted to City Manager & Finance Director	Public Works Director
June 12-June 16	Data Input of Budget Planning Worksheet for Preliminary Base Budget Planning Report (Yellow Sheets)	All Departments
Monday, June 19	Finance Issues First Draft of Base Budget Planning Report to Departments	City Manager & Finance Director
Thursday, June 22	Submittal of Supplemental Decision Packages (Blue Sheets) to Finance Director	Department Heads
June 22-June 27	Data Input from Supplemental Decision Package Sheets (Blue Sheets) for Budget Planning Report (Yellow Sheets)	Finance Department
Wednesday, June 28	Finance Issues Second Draft of Base Budget Planning Report to Departments	City Manager & Finance Director
June 29-July 5	Department Budget Review Sessions with City Manager	City Manager & Staff
Thursday, July 6	Final Crime Control Budget Detail Submitted to City Manager	Finance Director & PD
Thursday, July 6	Final Salary Schedule Submitted to City Manager and Finance	Personnel
Monday, July 10	Proposed Budget Document Completed	City Manager
Wednesday, July 12	Proposed Budget and Budget Workbook Submitted to City Council (at least 45 days before end of fiscal year)	City Manager
July 17-19 at 6:00 P.M.	Budget Review by Council and Crime Control	City Council
Tuesday July 18, at 6:00 PM?	City Council call for Public Hearing on Crime Control District on Monday August 21st 2017 and City Budget Monday September 18 <sup>th</sup> 2017	City Council
Tuesday, July 18 at 6:00 P.M.	JVCCPD Board Meeting (Call for Public Hearing) 7:00 P.M. August 21 <sup>st</sup> 2017	City Manager & Staff
Monday, August 14	Revised Budget Completed and sent to City Council	City Manager & Staff
Monday, August 21 7:00 P.M.	JV CCPD Board will conduct Public Hearing on Proposed Budget and Adopted Budget	JVCCPD Board
Monday August 21 7:00 P.M.	City Council will conduct public hearing on CCPD budget and adopt CCPD Budget	City Council
Monday, August 21 7:00 P.M.	City Council Meeting: Final City Council Instructions/Decisions on Proposed Budget	Residents City Council City Manager & Staff
Friday, August 25?	Per HCAD probability that Chief Appraiser will certify tax roll (not certain)	HCAD
August 28-30	Calculation of effective and rollback tax rate (depends on HCAD)	Finance Director
Wednesday August 30?	Send to Houston Chronicle Newspaper publication of effective and rollback tax rates, statement and schedules, submission to governing body (Council) depends on HCAD	
Wednesday, August 31	Proposed Budget Filed with City Secretary (31 days before tax rate adoption)	Finance Director
Thursday, September 7th	Publication of Chapter 140.010 Notice (Effective and Rollback tax rates, Notice of tax increase) Depends on HCAD	City Secretary
Thursday, September 7	Publication of Public Hearing for City Budget	City Secretary
<b>Thursday September 7</b>		
Monday September 18th 7:00 P.M.	Conduct Public Hearing on Proposed City Budget and Adopt Budget	Residents City Council City Manager and Staff
<b>Monday, September 25</b>	Make preparations for website and TV Supplemental Notice Requirements (Tax Code 26.065)	City Secretary and Bob Blevins
<b>Monday October 2 at 7:00 P.M.</b>	First public hearing on tax increase (3 days later)	Residents, City Council City Manager & Staff
<b>Monday October 9th 7:00 P.M.</b>	Second Public Hearing on tax increase	Residents City Council City Manager & Staff
<b>Monday October 16th 7:00 P.M.</b>	Adoption of Tax Rate, Utility Rates, and other Rates (as necessary)	Residents City Council City Manager & Staff
Monday, October 2	Budget Year Begins	
Monday September 18th	File Final Adopted Budget with City Secretary	City Manager & Finance Director
Monday, October 2nd	File Copy of Adopted Budget with County Clerk	City Secretary



# Harris County Appraisal District

13013 Northwest Freeway  
Houston TX 77040  
Telephone: (713) 812-5800

P.O. Box 920975  
Houston TX 77292-0975  
Information Center: (713) 957-7800



## Office of Chief Appraiser

April 27, 2017

Honorable Justin Ray  
Mayor  
City Of Jersey Village  
16327 Lakeview Drive  
Jersey Village TX 77040

*Board of Directors*  
Ed Heathcott, *Chairman*  
Pete Pape, *Secretary*  
Wanda Adams, *Assistant Secretary*  
Ann Harris Bennett, *Ex-Officio Director*  
(*Tax Assessor-Collector*)  
Glenn E. Peters, *Director*  
Al Odom, *Director*  
Jim Robinson, *Director*

*Chief Appraiser*  
Roland Altinger  
*Deputy Chief Appraiser*  
Jason Cunningham  
*Taxpayer Liaison Officer*  
Teresa S. Terry

Re: 2017 Certified Estimates

Dear Mayor Ray:

As required by Texas Tax Code Sec. 26.01(e), we have prepared an estimate of taxable value for the above taxing jurisdiction for 2017. While this estimate is based on information currently available to us, some of the data needed for accuracy is not yet available. For example, in the area of business and industrial personal property, the extended date for property owners to file their annual renditions is May 15, and some will delay their filing until the good cause deadline of June 1.

While we have taken our best estimate of potential hearing loss into account, protests for 2017 are in the process of being received and reductions made in the ARB protest hearing process during the next several months could cause a further reduction in value. Also, if fewer protests are filed, your value could possibly be higher.

Your final taxable value will also be impacted by late-filed exemption applications, late applications for productivity valuation, correction motions under Tax Code Sec. 25.25, and possible post-ARB appeals through binding arbitration, appeals to district court, or appeals to the State Office of Administrative Hearings.

Given these limitations, the estimated 2017 taxable value for the taxing unit identified above is:

**\$1,142,834,681**

The enclosed summary report gives a breakdown of this estimate by property category.

Please do not hesitate to contact your HCAD jurisdiction coordinator or my office if you have questions regarding this estimate or other matters affecting appraisal district operations.

Sincerely,

Roland Altinger  
Chief Appraiser

MAY 13, 2017 CITY COUNCIL MEETING PACKET MATERIALS

**City of Jersey Village**  
**2017 Certified Estimate of Taxable Value**



Major Property Category	2016 Taxable Value	Percent Change	Projected 2017 Taxable Value
Residential & Rural Improved	479,295,435	7.29%	514,232,205
Apartments	101,566,218	-3.53%	97,976,703
Commercial	235,886,173	3.10%	243,193,258
Vacant Land	27,010,244	-6.28%	25,313,433
Industrial	4,493,696	3.00%	4,628,507
Utility	8,063,531	1.73%	8,203,417
Commercial Personal	126,333,147	-0.37%	125,865,714
Industrial Personal	125,943,661	-2.00%	123,421,443
All Other Property	0	0.00%	0

<b>Projected 2017 Taxable Value</b>	<b>1,108,592,105</b>	<b>3.09%</b>	<b>1,142,834,681</b>
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**Projected 2017 Taxable Value Range**

<b>Accuracy +/- 5%</b>	<b>1,085,692,947</b>	<b>To</b>	<b>1,199,976,415</b>
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**TABLE 1**  
**FIVE YEAR FINANCIAL PROJECTION: GENERAL FUND**

CITY OF JERSEY VILLAGE, TEXAS

	PRIOR YEAR ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	CURRENT PROJECTED 2016-2017	YEAR 1 PROPOSED 2017-2018	YEAR 2 PROJECTED 2018-2019	YEAR 3 PROJECTED 2019-2020	YEAR 4 PROJECTED 2020-2021	YEAR 5 PROJECTED 2021-2022
<b>BEGINNING FUND BALANCE</b>	\$ 13,543,571	\$ 15,293,936	\$ 15,293,936	\$ 16,645,923	\$ 17,124,958	\$ 17,507,377	\$ 17,791,617	\$ 17,917,640
<b>REVENUES:</b>								
PROPERTY TAXES	\$ 5,828,657	\$ 5,927,843	\$ 5,928,000	\$ 6,078,126	6,199,689	6,261,685	6,324,302	6,387,545
SALES TAXES	3,261,209	1,900,000	2,900,000	2,500,000	2,575,000	2,652,250	2,731,818	2,813,772
SALES TX-PTY TX REDUCTION	1,630,427	950,000	1,450,000	1,250,000	1,287,500	1,326,125	1,365,909	1,406,886
OTHER TAXES	676,563	635,000	635,000	635,000	654,050	673,672	693,882	714,698
FINES & WARRANTS	863,984	837,700	950,000	900,000	927,000	954,810	983,454	1,012,958
FEES	397,070	368,950	368,950	368,950	380,019	391,419	403,162	415,256
LICENSES & PERMITS	202,200	103,700	103,700	103,700	106,811	110,015	113,316	116,715
INTEREST EARNED	49,015	45,000	80,000	80,000	82,400	84,872	87,418	90,041
CRIME CONTROL DISTRICT REIMBURSEMENT	822,648	1,048,798	1,048,798	1,010,654	936,178	963,302	991,239	1,020,854
COURT SECURITY AND TECHNOLOGY	41,800	43,100	43,100	44,393	45,725	47,097	48,509	49,965
TRANSFER FROM MOTEL TAX	16,000	16,500	16,500	16,995	17,505	18,030	18,571	19,128
TRANSFERS FROM UTILITY FUND	460,000	470,000	470,000	484,100	498,623	513,582	528,989	544,859
MISCELLANEOUS REVENUES	135,540	20,000	90,000	20,000	20,600	21,218	21,855	22,510
OTHER AGENCY REVENUES	3,836		131,000	\$ -				
<b>TOTAL ANNUAL REVENUES</b>	\$ 14,388,949	\$ 12,366,591	\$ 14,215,048	\$ 13,491,918	\$ 13,731,099	\$ 14,018,077	\$ 14,312,423	\$ 14,615,188
<b>TOTAL AVAILABLE FUNDS</b>	\$ 27,932,520	\$ 27,660,527	\$ 29,508,984	\$ 30,137,841	\$ 30,856,057	\$ 31,525,454	\$ 32,104,040	\$ 32,532,828
<b>EXPENDITURES:</b>								
ADMINISTRATIVE SERVICES	\$ 610,312	\$ 690,700	\$ 690,700	\$ 711,421	\$ 732,764	\$ 754,747	\$ 777,389	\$ 800,711
LEGAL/OTHER SERVICES	1,675,051	1,847,800	1,847,800	1,903,234	1,960,331	2,019,141	2,079,715	2,142,107
INFORMATION TECHNOLOGY	345,488	414,982	414,982	427,431	440,254	453,462	467,066	481,078
PURCHASING	21,006	21,000	21,000	21,630	22,279	22,947	23,636	24,345
ACCOUNTING	281,318	299,950	299,950	308,949	318,217	327,763	337,596	347,724
CUSTOMER SERVICES	132,673	142,950	142,950	147,239	151,656	156,205	160,891	165,718
MUNICIPAL COURT	343,096	372,239	372,239	383,406	394,908	406,756	418,958	431,527
POLICE	2,200,419	2,469,226	2,469,226	2,543,303	2,619,602	2,698,190	2,779,136	2,862,510
COMMUNICATIONS	508,825	683,834	683,834	704,349	725,479	747,244	769,661	792,751
FIRE DEPARTMENT	996,670	1,113,661	1,113,661	1,147,071	1,181,483	1,216,927	1,253,435	1,291,038
PUBLIC WORKS	212,432	220,850	220,850	227,476	234,300	241,329	248,569	256,026
COMMUNITY DEVELOPMENT	399,583	439,300	439,300	452,479	466,053	480,035	494,436	509,269
STREETS	600,177	1,103,350	1,103,350	1,136,451	1,170,544	1,205,660	1,241,830	1,279,085
BUILDING MAINTENANCE	273,251	361,450	361,450	372,294	383,462	394,966	406,815	419,020
SOLID WASTE	573,586	426,061	426,061	438,843	452,008	465,568	479,535	493,921
FLEET SERVICES	337,735	380,360	380,360	391,771	403,524	415,630	428,099	440,941
PARKS AND RECREATION	608,884	737,177	737,177	759,292	782,071	805,533	829,699	854,590
CONTINGENCIES TO BRING PROPOSED BUDGET TO CURRENT BUDGET LEVELS				\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 10,120,505	\$ 11,724,890	\$ 11,724,890	\$ 12,076,637	\$ 12,438,936	\$ 12,812,104	\$ 13,196,467	\$ 13,592,361
<b>FUND BALANCE</b>	\$ 17,812,015	\$ 15,935,637	\$ 17,784,094	\$ 18,061,204	\$ 18,417,121	\$ 18,713,350	\$ 18,907,573	\$ 18,940,467
<b>INTERFUND ACTIVITY</b>								
TRANSFER TO GOLF COURSE FUND	\$ 434,905	\$ 346,171	\$ 346,171	\$ 357,587	387,452	421,682	471,685	483,243
TRANSFER TO RLC FUND				\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688
TRANSFER TO CAPITAL IMPROVEMENTS FUND	\$ 1,460,000		\$ -					
TRANSFER TO EQUIPMENT PURCHASE CONT	\$ 85,905	\$ 175,905	\$ 175,905	\$ 85,905	\$ 85,905	\$ 85,905	\$ 85,905	\$ 85,905
TRANSFER TO EQUIPMENT USER FEE	\$ 347,797	\$ 401,943	\$ 401,943	\$ 369,887	\$ 303,005	\$ 294,767	\$ 288,567	\$ 283,167
TRANSFER TO TECHNOLOGY PURCHASE CONT		\$ 19,600	\$ 19,600	\$ 60,600	\$ 69,200	\$ 56,400	\$ 79,500	\$ 53,600
TRANSFER TO TECHNOLOGY USER FEE	\$ 189,472	\$ 194,552	\$ 194,552	\$ 60,767	\$ 62,637	\$ 61,387	\$ 62,637	\$ 62,637
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,518,079	\$ 1,138,171	\$ 1,138,171	\$ 936,246	\$ 909,744	\$ 921,732	\$ 989,933	\$ 970,240
<b>FUND BALANCE AFTER TRANSFERS</b>	\$ 15,293,936	\$ 14,797,466	\$ 16,645,923	\$ 17,124,958	\$ 17,507,377	\$ 17,791,617	\$ 17,917,640	\$ 17,970,227
90-DAY OPERATING RESERVE	\$ 2,530,126	\$ 2,931,223	\$ 2,931,223	\$ 3,019,159	\$ 3,109,734	\$ 3,203,026	\$ 3,299,117	\$ 3,398,090
<b>AVAILABLE FUNDS (Cash on Hand)</b>	\$ 12,763,810	\$ 11,866,243	\$ 13,714,700	\$ 14,105,799	\$ 14,397,643	\$ 14,588,591	\$ 14,618,524	\$ 14,572,136

**TABLE 2**  
**FIVE YEAR FINANCIAL PROJECTION: DEBT SERVICE**  
**CITY OF JERSEY VILLAGE, TEXAS**

	PRIOR YEAR ACTUAL 2015-2016  TAX YEAR 2015	CURRENT PROJECTED 2016-2017  TAX YEAR 2016	YEAR 1 PROPOSED 2017-2018  TAX YEAR 2017	YEAR 2 PROJECTED 2018-2019  TAX YEAR 2018	YEAR 3 PROJECTED 2019-2020  TAX YEAR 2019	YEAR 4 PROJECTED 2020-2021  TAX YEAR 2020	YEAR 5 PROJECTED 2021-2022  TAX YEAR 2021
<b>DEBT SERVICE:</b>							
G. O. SERIES-2003 (STREET RECONSTRUCTION)	-	-	-	-	-	-	-
G. O. SERIES-2007(STREET RECONSTRUCTION)	624,213	317,563	311,672	311,672	-	-	-
C. O. 2000 (GOLF COURSE)	-	-	-	-	-	-	-
G. O. SERIES 2012 (REFUNDING BONDS)	996,550	1,005,300	1,003,650	1,003,650	1,016,550	1,019,425	1,031,975
C.O. 2015 (290 EXPANSION)	878,280	879,965	891,150	891,150	887,020	887,665	883,085
G.O SERIES -2016 REFUNDING	154,061	191,950	191,950	191,950	498,850	497,600	486,350
AUDITORS ADJUSTMENTS	7,175,275						
MAINTENANCE FEE	1,250	9,000	9,000	9,000	9,000	9,000	9,000
<b>TOTAL PROJECTED DEBT SERVICE</b>	\$ 9,829,629	\$ 2,403,778	\$ 2,407,422	\$ 2,407,422	\$ 2,411,420	\$ 2,413,690	\$ 2,410,410
<b>I &amp; S TAX RATE</b>	0.216154	0.211021					
	-	-					
<b>M &amp; O TAX RATE</b>	0.526346	0.531479					
<b>COMBINED TAX RATE</b>	0.7425	0.7425					



**TABLE 3**  
**FIVE YEAR FINANCIAL PROJECTION: UTILITY FUND DIVISIONS 45 & 47 OPERATIONS AND DEBT SERVICE**  
**CITY OF JERSEY VILLAGE, TEXAS**

FOR PERIODS SHOWN	PRIOR YEAR ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	CURRENT PROJECTED 2016-2017	YEAR 1 PROPOSED 2017-2018	YEAR 2 PROJECTED 2018-2019	YEAR 3 PROJECTED 2019-2020	YEAR 4 PROJECTED 2020-2021	YEAR 5 PROJECTED 2021-2022
BEGINNING FUND BALANCE	\$ 9,706,435	\$ 10,558,225	\$ 10,558,225					
BEGINNING BALANCE OF CURRENT ASSETS MINUS CURRENT LIAB		\$ 5,624,900	\$ 5,624,900	\$ 4,401,062	\$ 2,311,161	\$ (1,125,963)	\$ (1,510,786)	\$ (1,290,767)
<b>REVENUES:</b>								
WATER SERVICE	\$ 2,726,240	\$ 2,700,000	\$ 2,680,000	\$ 2,840,800	\$ 3,011,248	\$ 3,191,923	\$ 3,383,438	\$ 3,586,445
SEWER SERVICE	1,265,546	1,300,000	1,300,000	1,375,000	1,402,500	1,430,550	1,459,161	1,488,344
WATER SERVICE-INCREASE	35,333							
WATER AUTHORITY FEE	12,040	40,000	20,000	3,000	3,000	3,000	3,000	3,000
CREDIT CARD FEES	3,148	2,000	4,000					
INTEREST EARNED	12,411	10,000	20,000	10,000	10,300	10,609	10,927	11,255
TRANSFER FROM IMPACT FEES	-	-	-	-	-	-	-	-
TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	-	-
TRANSFER FROM GOLF COURSE FUND	-	-	-	-	-	-	-	-
PENALTIES & ADJUSTMENT	49,618	25,000	40,000	22,000	20,000	20,000	20,000	20,600
MISCELLANEOUS	218,388	25,000	60,000	15,000	15,450	15,914	16,391	16,883
TX DOT REIMBURSEMENT	168,969		170,000					
<b>TOTAL REVENUE</b>	<b>\$ 4,491,693</b>	<b>\$ 4,102,000</b>	<b>\$ 4,294,000</b>	<b>\$ 4,265,800</b>	<b>\$ 4,462,498</b>	<b>\$ 4,671,995</b>	<b>\$ 4,892,917</b>	<b>\$ 5,126,526</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 14,198,127</b>	<b>\$ 9,726,900</b>	<b>\$ 9,918,900</b>	<b>\$ 8,666,862</b>	<b>\$ 6,773,659</b>	<b>\$ 3,546,033</b>	<b>\$ 3,382,132</b>	<b>\$ 3,835,760</b>
<b>EXPENSES/TRANSFERS:</b>								
DIVISION 45	\$ 3,068,975	\$ 3,354,875	\$ 3,354,875	\$ 3,455,521	\$ 3,559,187	\$ 3,665,962	\$ 3,775,941	\$ 3,889,220
TRANSFERS TO GENERAL FUND	460,000	470,000	470,000	484,100	498,623	513,582	528,989	544,859
TRANSFERS TO CAPITAL IMPROVEMENT	-	-	-	-	-	-	-	-
TRANSFERS TO DEBT SERVICE FUND	93,632	92,413	92,413	91,530	90,262	89,724	88,418	87,815
TRANSFERS TO TECHNOLOGY PURCH CONT	-	155,000	-	-	2,000	3,000	-	-
TRANSFERS TO TECHNOLOGY USER FEE	500	750	750	750	750	750	750	750
TRANSFER TO EQUIP PURCHASE CONT	-	-	-	-	-	-	-	-
TRANSFERS TO EQUIPMENT USER FEE	12,500	33,800	33,800	33,800	33,800	33,800	33,800	33,800
FUNDING TRANSFERS TO CAPITAL PROJECTS-DIV 46	4,296	1,845,000	1,566,000	2,290,000	3,715,000	750,000	245,000	500,000
DIVISION 47	-	-	-	-	-	-	-	-
<b>TOTAL FUND APPROPRIATIONS</b>	<b>\$ 3,639,903</b>	<b>\$ 5,951,838</b>	<b>\$ 5,517,838</b>	<b>\$ 6,355,701</b>	<b>\$ 7,899,622</b>	<b>\$ 5,056,818</b>	<b>\$ 4,672,899</b>	<b>\$ 5,056,443</b>
<b>REMAINING NET CURRENT ASSET BALANCE</b>		<b>\$ 3,775,062</b>	<b>\$ 4,401,062</b>	<b>\$ 2,311,161</b>	<b>\$ (1,125,963)</b>	<b>\$ (1,510,786)</b>	<b>\$ (1,290,767)</b>	<b>\$ (1,220,684)</b>
<b>OPERATIONS RESERVE AMOUNT</b>		<b>\$ 939,373</b>	<b>\$ 374,000</b>	<b>\$ 3,500,000</b>	<b>\$ 5,105,000</b>	<b>\$ 1,000,000</b>	<b>\$ 445,000</b>	<b>\$ 500,000</b>
90 DAY REVERSE CALCULATED ON EXPENSES FOR DIVISIONS 45 & 47.THE CITY POLICY IS TO RESERVE 25% OF ANNUAL EXPENDITURES FOR OPERATIONS RESERVE.								
<b>AVAILABLE FOR THIS YR'S OPERATIONS &amp; CAPITAL PROJECTS</b>		<b>\$ 2,835,689</b>	<b>\$ 4,027,062</b>	<b>\$ (1,188,839)</b>	<b>\$ (6,230,963)</b>	<b>\$ (2,510,786)</b>	<b>\$ (1,735,767)</b>	<b>\$ (1,720,684)</b>

**TABLE 4**  
**FIVE YEAR FINANCIAL PROJECTION: UTILITY FUND DIVISION 46 CAPITAL PROJECTS**  
**CITY OF JERSEY VILLAGE, TEXAS**

FOR PERIODS SHOWN		ADOPTED BUDGET 2017-2018	CURRENT PROJECTED 2017-2018	YEAR 1 PROPOSED 2018-2019	YEAR 2 PROJECTED 2019-2020	YEAR 3 PROJECTED 2020-2021	YEAR 4 PROJECTED 2021-2022	YEAR 5 PROJECTED 2022-2023
<b>REVENUES:</b>								
TRANSFERS FROM FUND NET CURRENT ASSET BALANCE (SEE TABLE 1)		\$ 3,775,062	\$ 1,656,000	\$ 2,311,161	\$ (1,125,963)	\$ (1,510,786)	\$ (1,290,767)	\$ (1,220,684)
DEBT PROCEEDS		-	-	-	-	-	-	-
TRANSFER FROM IMPACT FEE		-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TABLE 5**  
**FIVE YEAR FINANCIAL PROJECTION: GOLF COURSE FUND**  
 CITY OF JERSEY VILLAGE, TEXAS

FOR PERIODS SHOWN	PRIOR YEAR ACTUAL 2015-2016	ADOPTED BUDGET 2016-2017	CURRENT PROJECTED 2016-2017	YEAR 1 PROPOSED 2017-2018	YEAR 2 PROJECTED 2018-2019	YEAR 3 PROJECTED 2019-2020	YEAR 4 PROJECTED 2020-2021	YEAR 5 PROJECTED 2021-2022
BEGINNING FUND BALANCE	\$ (3,447,333)	\$ (3,642,432)	\$ (3,642,432)					
BEGINNING BALANCE OF NET CURRENT ASSETS		623,306	623,306	526,406	512,291	497,433	482,118	466,332
REVENUES:								
GREEN FEES	\$ 861,415	\$ 1,000,000	\$ 950,000	\$ 1,000,000	\$ 1,020,000	\$ 1,040,400	\$ 1,061,208	\$ 1,082,432
RANGE FEES	70,399	80,000	75,000	80,000	\$ 81,600	83,232	84,897	86,595
CLUB RENTALS	-	4,000	-	100	\$ 102	1,500	1,500	1,500
TOURNAMENT FEES	95,086	60,000	50,000	70,000	\$ 71,400	72,828	74,285	75,770
TOURNAMENT CAR RENTALS	-	52,000	-	-	-	-	-	-
MERCHANDISE SALES	82,262	108,290	80,000	90,000	\$ 91,800	93,636	95,509	97,419
SPECIAL ORDER MERCHANDISE	-	40,000	-	-	-	-	-	-
CONCESSION FEES	35,185	42,000	40,000	40,000	\$ 40,800	41,000	42,000	43,000
MEMBERSHIPS	33,730	55,000	50,000	50,000	\$ 51,000	32,000	32,000	32,000
MISCELLANEOUS FEES	18,380	-	50,000	60,000	\$ 61,200	62,424	63,672	64,946
INTEREST EARNED	1,266	1,000	1,300	1,300	\$ 1,326	1,353	1,380	1,407
INTERFUND TRANSFERS-GEN FD	434,905	346,171	434,905	357,587	387,452	421,682	411,685	483,243
CASH OVER/UNDER	279	-	-	-	-	-	-	-
MISCELLANEOUS REVENUES	198	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,633,106</b>	<b>\$ 1,788,461</b>	<b>\$ 1,731,205</b>	<b>\$ 1,748,987</b>	<b>\$ 1,806,680</b>	<b>\$ 1,850,055</b>	<b>\$ 1,868,135</b>	<b>\$ 1,968,312</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 1,633,106</b>	<b>\$ 2,411,767</b>	<b>\$ 2,354,511</b>	<b>\$ 2,275,393</b>	<b>\$ 2,318,971</b>	<b>\$ 2,347,488</b>	<b>\$ 2,350,253</b>	<b>\$ 2,434,644</b>
EXPENSES:								
CLUB HOUSE	\$ 565,848	\$ 565,848	\$ 565,848	\$ 582,823	\$ 600,308	\$ 618,317	\$ 636,867	\$ 655,973
COURSE MAINTENANCE	857,328	906,328	906,328	933,518	961,523	990,369	1,020,080	1,050,683
BUILDING MAINTENANCE	160,500	111,500	111,500	58,000	59,740	61,532	63,378	65,280
EQUIPMENT MAINTENANCE	97,925	97,925	97,825	100,760	103,783	106,896	110,103	113,406
CAPITAL IMPROVEMENTS	-	-	-	-	-	-	-	-
INTERFUND TRANSFERS	146,604	146,604	146,604	88,001	\$ 96,184	\$ 88,255	\$ 53,493	\$ 99,242
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,828,205</b>	<b>\$ 1,828,205</b>	<b>\$ 1,828,105</b>	<b>\$ 1,763,102</b>	<b>\$ 1,821,538</b>	<b>\$ 1,865,370</b>	<b>\$ 1,883,921</b>	<b>\$ 1,984,583</b>
<b>NET CURRENT ASSET BAL EXCESS OF EXP</b>	<b>\$ (3,642,432)</b>	<b>\$ 583,562</b>	<b>\$ 526,406</b>	<b>\$ 512,291</b>	<b>\$ 497,433</b>	<b>\$ 482,118</b>	<b>\$ 466,332</b>	<b>\$ 450,061</b>

## City of Jersey Village - Capital Improvement Plan

		Year -1	Current	Year 1	Year 2	Year 3	Year 4	
Item No.	Projects by Type	2015 - 2016	Year 2016 - 2017	Proposed 2017 - 2018	Proposed 2018 - 2019	Proposed 2019 - 2020	Proposed 2020 - 2021	Greater than 5 Years

**SANITARY SEWER TREATMENT AND COLLECTION IMPROVEMENTS**

1	Televising Sanitary Sewer Lines		25,000		25,000		25,000	
2	Rehabilitation/Repair Sanitary Sewer Lines	500,000		500,000		500,000		500,000
3	Sanitary Sewer System for ETJ							6,048,000
4	Castlebridge WWTP Clarifier Rehabilitation	166,000	210,000					
5	Philippine Lift Station Cleaning	20,000		20,000	20,000	20,000	20,000	20,000
6	Televising Storm Water Lines		25,000		25,000		25,000	
7	Rehabilitation/Repair Storm Water Lines			200,000		200,000		200,000
8	White Oak Bayou Treatment Plant (40.63% City Share)			596,000	525,000	359,000	359,000	2,404,483
9	Castlebridge WWTP Rehabilitation (Air Diffusers, Contact Chamber Gate Valve, Air Lift Pump, PH Treatment)		670,000	200,000				
10	Impact Fee Study					40,000		
11	Castlebridge Light Project		45,000					
	<b>Total for Sanitary Sewer Improvements</b>	\$ 686,000	\$ 975,000	\$ 1,516,000	\$ 595,000	\$ 1,119,000	\$ 429,000	\$ 9,172,483

**WATER PRODUCTION/DISTRIBUTION IMPROVEMENTS**

1	US 290	1,017,000	2,340,000					
2	AMR Project	250,000	250,000	250,000	250,000			
3	SCADA System Upgrades	170,000	70,000	50,000				
4	Village Water Plant - COH Interconnect Plant			1,200,000				-
5	Village Water Plant - Service Pump Upgrades			80,000				
6	Village Water Plant - Structure Repair and Painting		100000*	275,000				
7	Village Water Plant - Generator			150,000				
8	Village Water Plant - Elevated Storage Recoating							175,000
9	Seattle Water Plant - Generator	190,000						
10	Seattle Water Plant - CL2/Chloramines Conversion		150,000					
11	Seattle Water Plant - Structure Repair and Painting		150000*	200,000				175,000
12	Seattle Water Plant - (Variable Frequency Drive)			100,000				
13	Seattle Well Repair				200,000			
14	West Road Water Plant - GST - HPT Recoating					175,000		
15	Congo Elevated Storage Tank - Pressure Wash			25,000				175,000
16	Water Line Extension - Jersey Meadows							250,000

		Year -1	Current	Year 1	Year 2	Year 3	Year 4	
Item No.	Projects by Type	2015 - 2016	Year 2016 - 2017	Proposed 2017 - 2018	Proposed 2018 - 2019	Proposed 2019 - 2020	Proposed 2020 - 2021	Greater than 5 Years

17	Impact Fee Study					40,000		
18	Water Plants LED Light Projects			100,000				
19	Water Facilities for ETJ							2,500,000
	<b>Total for Water Improvements</b>	\$ 1,627,000	2,810,000	\$ 2,430,000	\$ 450,000	\$ 215,000	\$ -	\$ 3,275,000
	<b>Total Utility Fund Improvements</b>	\$ 2,313,000	\$ 3,785,000	\$ 3,946,000	\$ 1,045,000	\$ 1,334,000	\$ 429,000	\$ 12,447,483

**STREET AND DRAINAGE IMPROVEMENTS**

1	Phase IV Street Project							5,000,000
2	Bridge Repair	100,000	150,000					4,000,000
3	Jersey Meadows Street Construction							2,530,000
4	Long Term Recovery Program			2,000,000	2,000,000	2,000,000		
5	Street Light Rehab Senate / Jersey		45,000	22,000				48,000
	<b>Total for Street Improvements</b>	\$ 100,000	\$ 195,000	\$ 2,022,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 11,578,000

**GENERAL COMMUNITY IMPROVEMENTS**

1	New City Hall (Moved to 2019/2020/2021)					4,000,000	4,000,000	
2	City Hall Engineering / Architect (Moved to 2018/19)				450,000			
3	Taylor Road Facilities			5,000,000				
4	Taylor Road Engineering / Architect		150,000					
5	Park Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000
6	Golf Course Irrigation Project			800,000				
7	Facility Improvements			50,000	50,000	50,000	50,000	50,000
	<b>Total General Community Improvements</b>	\$ 50,000	\$ 200,000	\$ 5,900,000	\$ 550,000	\$ 4,100,000	\$ 4,100,000	\$ 100,000

**Total General Obligation Fund Improvements**

\$ 150,000	\$ 395,000	\$ 7,922,000	\$ 2,550,000	\$ 6,100,000	\$ 4,100,000	\$ 11,678,000
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**Grand Total All Funds**

\$ 2,463,000	\$ 4,180,000	\$ 11,868,000	\$ 3,595,000	\$ 7,434,000	\$ 4,529,000	\$ 24,125,483
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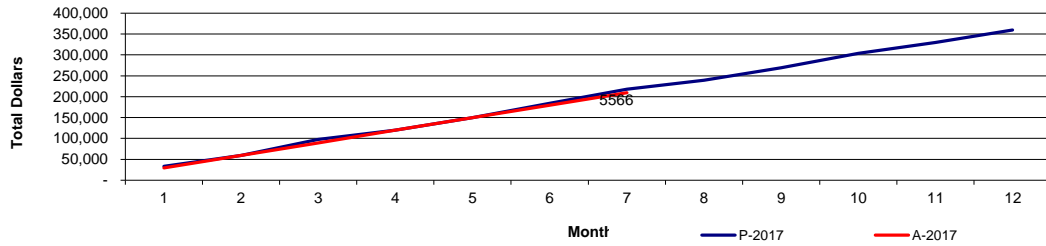
\* Denotes FY Move

GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

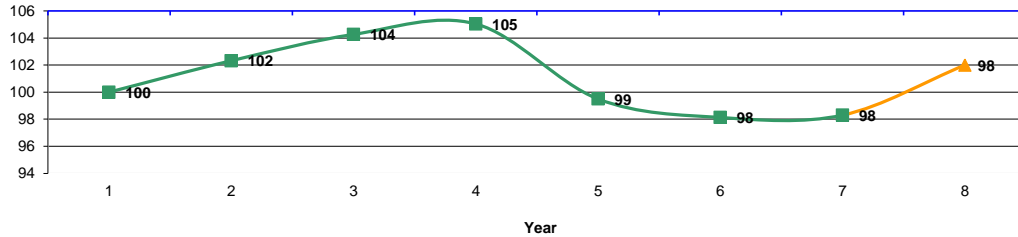
ELECTRIC FRANCHISE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	59,987	30,972	31,879	32,738	29,678	29,260	29,227
NOVEMBER	432	31,444	30,853	32,720	30,589	30,240	30,221
DECEMBER	60,446	62,451	32,862	32,716	30,536	30,188	30,178
JANUARY	552	359	31,886	32,721	30,581	30,185	30,177
FEBRUARY	30,356	31,393	31,875	32,710	30,587	30,181	30,147
MARCH	30,413	31,433	62,683	32,705	30,548	30,168	30,133
APRIL	60,376	62,302	990	32,697	30,587	30,150	30,180
MAY	478	588	31,817	32,704	30,567	30,262	30,193
JUNE	30,472	31,557	30,853	32,703	30,590	30,228	30,190
JULY	62,422	31,465	32,932	30,552	30,869	30,275	30,141
AUGUST	493	31,548	32,789	30,558	30,236	30,232	30,220
SEPTEMBER	32,063	31,535	32,796	31,537	31,263	30,225	31,226
13th MONTH							
TOTAL	368,490	377,044	384,215	387,060	366,632	361,593	362,233
REVENUE INDEX	100	102	104	105	99	98	98
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	34,820	9.35%	33,655	33,655	29,194	(4,461)	33,759
NOVEMBER	26,643	7.15%	25,751	25,751	30,210	4,459	25,831
DECEMBER	39,911	10.72%	38,575	38,575	30,131	(8,445)	38,695
JANUARY	22,351	6.00%	21,603	21,603	30,159	8,555	21,671
FEBRUARY	31,036	8.33%	29,997	29,997	30,159	162	30,090
MARCH	35,441	9.52%	34,254	34,254	29,808	(4,447)	34,361
APRIL	35,326	9.48%	34,143	34,143	30,209	(3,935)	34,250
MAY	22,373	6.01%	21,624				21,691
JUNE	30,942	8.31%	29,906				29,999
JULY	35,522	9.54%	34,333				34,440
AUGUST	26,582	7.14%	25,692				25,772
SEPTEMBER	31,521	8.46%	30,466				30,560
13th MONTH	-	0.00%	-				-
TOTAL	372,467	100.00%	360,000	217,979	209,868	(8,110)	361,120
EXPECTATION			360,000		346,606	96.28%	361,120
REVENUE INDEX			98		102		98

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE

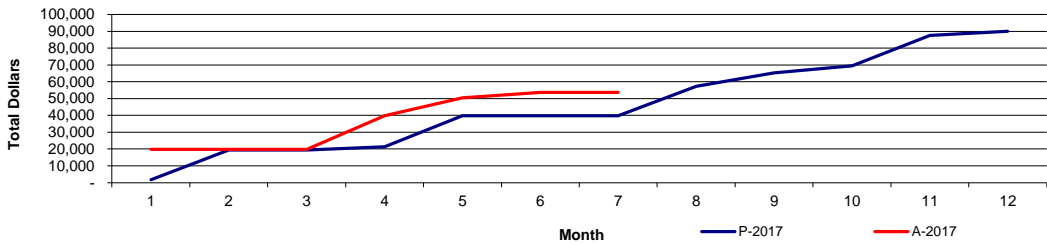


GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

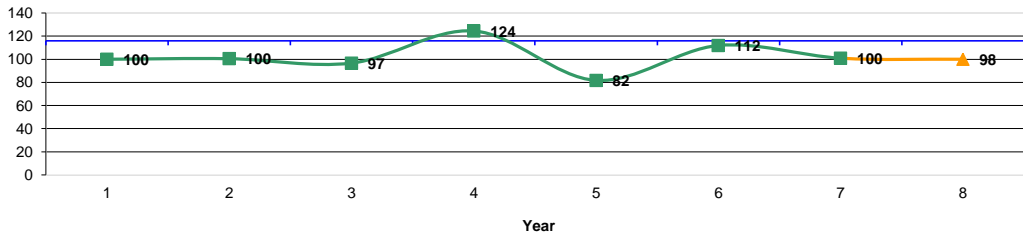
TELEPHONE FRANCHISE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	-	-	-	17,836	-	-	-
NOVEMBER	15,758	26,055	28,836	13,064	27,647	32,941	35,532
DECEMBER	-	-	-	-	-	-	-
JANUARY	-	-	-	20,104	-	-	-
FEBRUARY	20,294	25,455	29,602	12,485	30,931	34,113	36,350
MARCH	-	-	-	-	-	-	-
APRIL	-	-	-	-	-	-	-
MAY	8,459	27,160	10,983	31,649	30,633	34,552	34,217
JUNE	18,605	19,349	20,123	24,731	-	-	-
JULY	-	-	-	19,649	-	-	22,502
AUGUST	36,341	26,909	31,210	10,738	33,579	35,807	10,037
SEPTEMBER	24,897	-	-	-	-	-	-
13th MONTH							
TOTAL	124,354	124,928	120,753	150,256	122,790	137,412	138,640
REVENUE INDEX	100	100	97	124	82	112	101
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	2,548	1.94%	1,746	1,746	19,854	18,107	2,365
NOVEMBER	25,690	19.57%	17,609	17,609	-	(17,609)	23,844
DECEMBER	-	0.00%	-	-	-	-	-
JANUARY	2,872	2.19%	1,969	1,969	20,020	18,051	2,666
FEBRUARY	27,033	20.59%	18,529	18,529	10,536	(7,993)	25,090
MARCH	-	0.00%	-	-	3,279	3,279	-
APRIL	-	0.00%	-	-	-	-	-
MAY	25,379	19.33%	17,396				23,555
JUNE	11,830	9.01%	8,108				10,979
JULY	6,022	4.59%	4,127				5,589
AUGUST	26,374	20.09%	18,078				24,478
SEPTEMBER	3,557	2.71%	2,438				3,301
13th MONTH	-	0.00%	-				-
TOTAL	131,305	100.00%	90,000	39,853	53,688	13,835	121,867
EXPECTATION			90,000		121,500	135.00%	121,867
REVENUE INDEX			100		100		98

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE

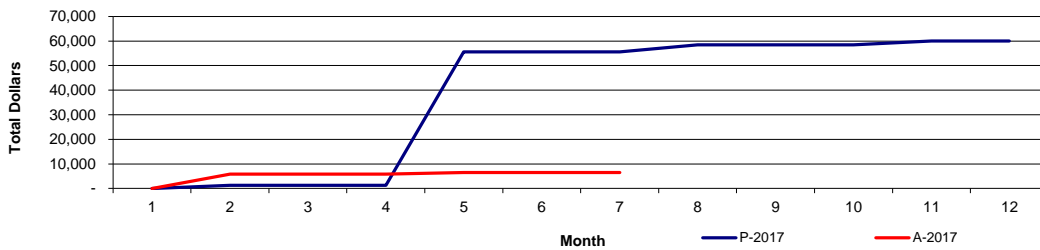


GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

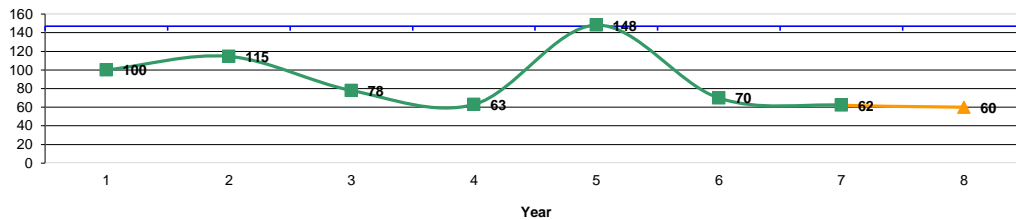
GAS FRANCHISE

	2009	2010	2011	2012	2013	2014	2016
OCTOBER							
NOVEMBER						2,511	5,824
DECEMBER							
JANUARY							
FEBRUARY	52,455	60,099	40,934	33,022	40,369	5,949	7,146
MARCH							
APRIL							
MAY					27,184	19,976	13,133
JUNE							
JULY							
AUGUST					10,213	8,234	6,552
SEPTEMBER							
13th MONTH							
TOTAL	52,455	60,099	40,934	33,022	77,766	36,670	32,655
REVENUE INDEX	100	115	78	63	148	70	62
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	-	0.00%	-	-	-	-	-
NOVEMBER	832	2.19%	1,316	1,316	5,861	4,544	690
DECEMBER	-	0.00%	-	-	-	-	-
JANUARY	-	0.00%	-	-	-	-	-
FEBRUARY	34,282	90.39%	54,235	54,235	674	(53,561)	28,449
MARCH	-	0.00%	-	-	-	-	-
APRIL	-	0.00%	-	-	-	-	-
MAY	1,876	4.95%	2,968				1,557
JUNE	-	0.00%	-				-
JULY	-	0.00%	-				-
AUGUST	936	2.47%	1,481				777
SEPTEMBER	-	0.00%	-				-
13th MONTH	-	0.00%	-				-
TOTAL	37,926	100.00%	60,000	55,551	6,535	(49,016)	31,473
EXPECTATION			52,455		7,058	11.76%	31,473
REVENUE INDEX			60		60		60

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE





GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

CABLE FRANCHISE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	(16,009)	-	14,994	-	-	-	-
NOVEMBER	21,093	17,789	-	15,937	15,567	15,423	16,687
DECEMBER	-	-	-	-	-	-	-
JANUARY	-	-	15,803	-	-	-	-
FEBRUARY	15,261	-	-	15,928	16,267	16,407	17,753
MARCH	-	17,272	-	-	-	-	-
APRIL	-	17,220	-	-	-	-	-
MAY	15,871	-	33,823	15,326	16,177	16,260	17,479
JUNE	-	-	-	-	-	-	-
JULY	-	16,964	-	-	-	-	-
AUGUST	15,972	-	16,107	15,619	15,930	16,605	17,561
SEPTEMBER	18,947	-	-	-	-	-	-
13th MONTH							
<b>TOTAL</b>	<b>71,135</b>	<b>69,245</b>	<b>80,727</b>	<b>62,810</b>	<b>63,941</b>	<b>64,695</b>	<b>69,479</b>
<b>REVENUE INDEX</b>	<b>100</b>	<b>97</b>	<b>113</b>	<b>88</b>	<b>90</b>	<b>91</b>	<b>98</b>

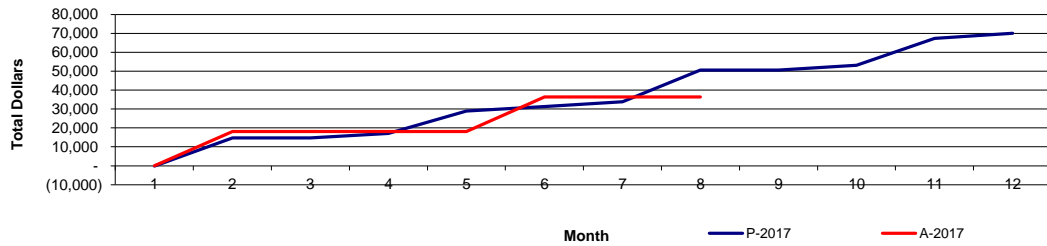
  

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	(145)	-0.21%	(147)	(147)	-	147	(150)
NOVEMBER	14,642	21.26%	14,884	14,884	18,072	3,188	15,126
DECEMBER	-	0.00%	-	-	-	-	-
JANUARY	2,258	3.28%	2,295	2,295	-	(2,295)	2,332
FEBRUARY	11,659	16.93%	11,852	11,852	18,262	6,410	12,044
MARCH	2,467	3.58%	2,508	2,508	-	(2,508)	2,549
APRIL	2,460	3.57%	2,501	2,501	-	(2,501)	2,541
MAY	16,419	23.84%	16,691				16,961
JUNE	-	0.00%	-				-
JULY	2,423	3.52%	2,464				2,503
AUGUST	13,971	20.29%	14,202				14,432
SEPTEMBER	2,707	3.93%	2,751				2,796
13th MONTH	-	0.00%	-				-
<b>TOTAL</b>	<b>68,862</b>	<b>100.00%</b>	<b>70,000</b>	<b>33,893</b>	<b>36,334</b>	<b>2,441</b>	<b>71,135</b>

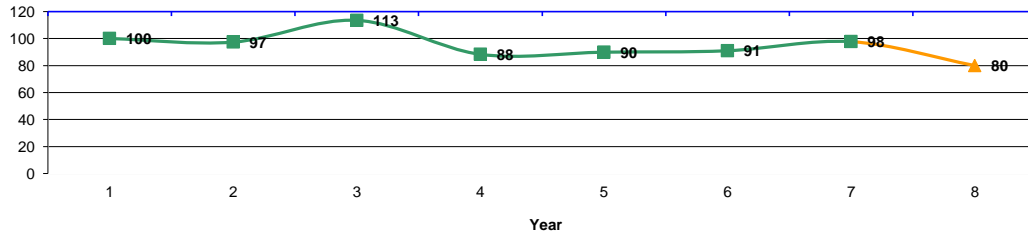
  

<b>EXPECTATION</b>	<b>70,000</b>	<b>72,042</b>	<b>107.20%</b>	<b>71,135</b>
<b>REVENUE INDEX</b>	<b>70</b>	<b>80</b>		<b>100</b>

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE

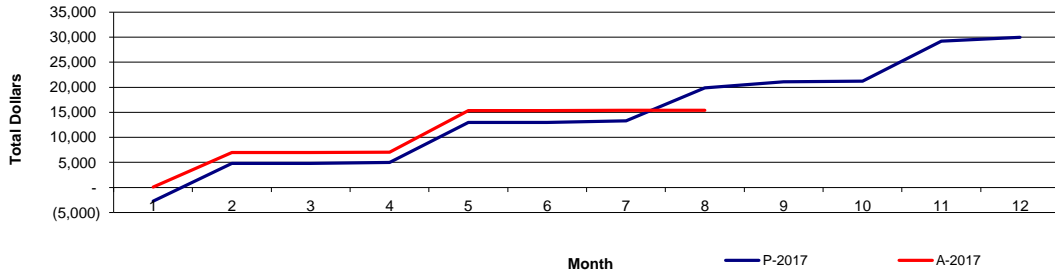


GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

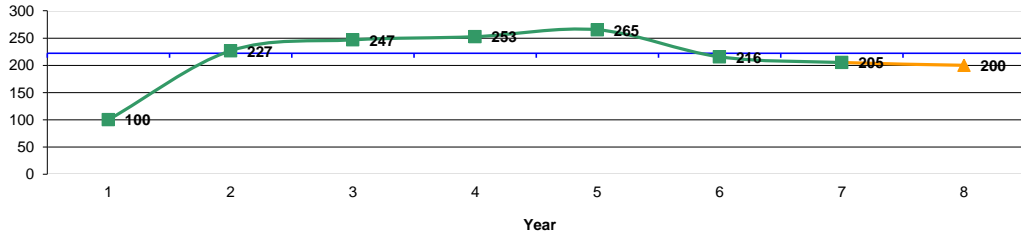
TELECOMMUNICATION ACCESS

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	(23,488)	330	30	18	21	629	65
NOVEMBER	7,356	8,500	9,367	8,946	10,840	8,210	8,481
DECEMBER	10	-	-	-	-	-	-
JANUARY	297	275	333	16	19	331	55
FEBRUARY	8,888	9,596	9,576	10,432	10,233	8,054	8,327
MARCH	17	-	-	-	-	-	-
APRIL	278	86	7	-	23	1,996	55
MAY	3,380	8,901	5,366	10,607	9,736	7,402	8,378
JUNE	4,479	20	5,300	54	313	-	-
JULY	276	23	17	15	599	72	70
AUGUST	8,156	8,920	9,907	10,754	11,104	8,172	7,741
SEPTEMBER	6,521	3	3	-	-	-	-
13th MONTH							
<b>TOTAL</b>	<b>16,170</b>	<b>36,654</b>	<b>39,906</b>	<b>40,841</b>	<b>42,888</b>	<b>34,865</b>	<b>33,172</b>
<b>REVENUE INDEX</b>	<b>100</b>	<b>227</b>	<b>247</b>	<b>253</b>	<b>265</b>	<b>216</b>	<b>205</b>
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2016	B-2018
OCTOBER	(3,199)	-9.16%	(2,748)	(2,748)	69	2,817	(3,185)
NOVEMBER	8,814	25.24%	7,571	7,571	6,937	(634)	8,773
DECEMBER	1	0.00%	1	1	-	(1)	1
JANUARY	189	0.54%	163	163	56	(106)	188
FEBRUARY	9,301	26.63%	7,989	7,989	8,297	308	9,258
MARCH	2	0.01%	2	2	10	8	2
APRIL	349	1.00%	300	300	57	(243)	348
MAY	7,681	21.99%	6,598				7,646
JUNE	1,452	4.16%	1,247				1,446
JULY	153	0.44%	132				152
AUGUST	9,251	26.48%	7,945				9,208
SEPTEMBER	932	2.67%	801				928
13th MONTH	-	0.00%	-				-
<b>TOTAL</b>	<b>34,928</b>	<b>100.00%</b>	<b>30,000</b>	<b>13,277</b>	<b>15,427</b>	<b>2,150</b>	<b>34,766</b>
<b>EXPECTATION</b>			<b>30,000</b>		<b>32,857</b>	<b>116.19%</b>	<b>34,766</b>
<b>REVENUE INDEX</b>			<b>186</b>		<b>200</b>		<b>215</b>

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

CITY SALES TAX

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	116,850	134,913	140,792	170,356	153,245	208,168	168,329
NOVEMBER	136,896	135,655	146,956	204,814	146,951	200,071	183,709
DECEMBER	115,883	124,820	144,840	159,667	156,773	185,356	171,205
JANUARY	119,088	126,667	135,511	179,531	189,013	179,271	167,510
FEBRUARY	144,074	154,655	160,894	185,677	183,388	223,758	209,505
MARCH	116,779	117,902	142,730	135,777	143,000	163,187	480,008
APRIL	116,159	117,991	141,850	143,377	178,939	161,914	301,497
MAY	149,094	193,604	236,194	196,337	184,956	196,986	289,202
JUNE	135,818	137,988	151,306	156,303	137,613	179,324	251,383
JULY	144,116	139,292	153,479	183,365	177,811	170,179	279,709
AUGUST	149,881	154,798	201,952	187,450	179,416	201,899	303,541
SEPTEMBER	130,238	142,430	173,126	73,938	329,064	121,974	281,820
13th MONTH							

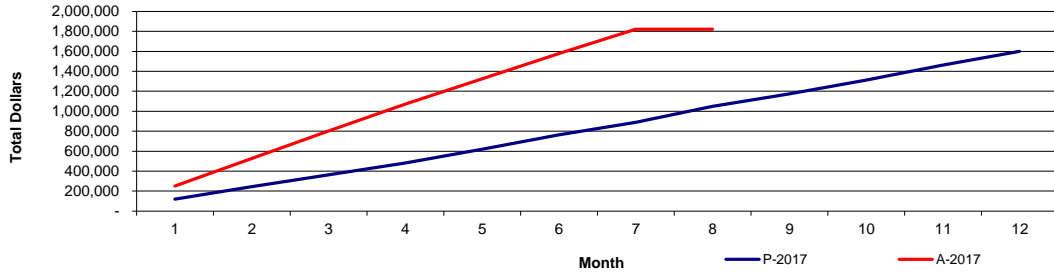
TOTAL	1,574,876	1,680,715	1,929,630	1,976,593	2,160,169	2,192,087	3,087,418
REVENUE INDEX	100	107	123	126	137	139	196

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	156,093	7.48%	119,731	119,731	251,739	132,009	235,701
NOVEMBER	165,007	7.91%	126,568	126,568	273,607	147,039	249,161
DECEMBER	151,221	7.25%	115,993	115,993	275,732	159,739	228,343
JANUARY	156,656	7.51%	120,162	120,162	269,801	149,639	236,551
FEBRUARY	180,279	8.64%	138,282	138,282	253,066	114,784	272,221
MARCH	185,626	8.90%	142,384	142,384	252,624	110,241	280,296
APRIL	165,961	7.96%	127,300	127,300	244,291	116,992	250,601
MAY	206,625	9.91%	158,490				312,003
JUNE	164,248	7.87%	125,986				248,015
JULY	178,279	8.55%	136,748				269,201
AUGUST	196,991	9.44%	151,101				297,457
SEPTEMBER	178,941	8.58%	137,256				270,202
13th MONTH	-	0.00%	-				-

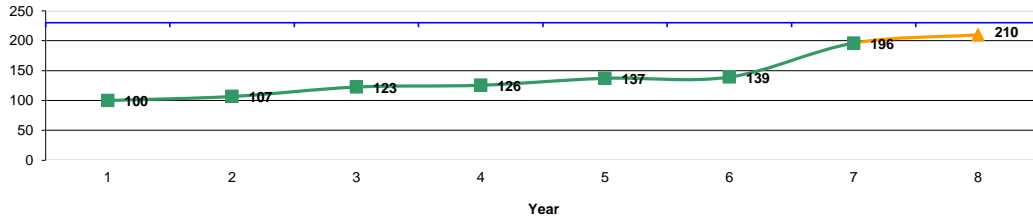
TOTAL	2,085,927	100.00%	1,600,000	890,419	1,820,861	930,442	3,149,752
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EXPECTATION		1,600,000		2,971,917	204.49%	3,149,752
REVENUE INDEX		102		210		200

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

HALF-CENT SALES TAX

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	63,541	67,457	70,396	85,178	76,622	104,084	84,164
NOVEMBER	68,448	67,827	73,478	102,407	73,476	100,036	91,854
DECEMBER	57,941	62,410	72,420	79,834	78,387	92,678	85,602
JANUARY	59,544	63,333	67,756	89,766	94,506	89,636	83,755
FEBRUARY	72,037	77,328	80,447	92,838	91,694	111,879	104,752
MARCH	58,390	58,951	71,365	67,889	71,500	81,593	240,004
APRIL	58,079	58,995	70,925	71,689	89,470	80,957	150,749
MAY	74,547	96,802	118,097	98,168	92,478	98,493	144,601
JUNE	67,909	68,994	75,653	78,152	68,807	89,662	125,691
JULY	72,058	69,646	76,740	91,683	88,905	85,089	139,855
AUGUST	74,941	77,399	100,976	93,725	89,708	100,949	151,771
SEPTEMBER	59,886	71,215	87,100	36,969	164,532	60,545	140,910
13th MONTH							

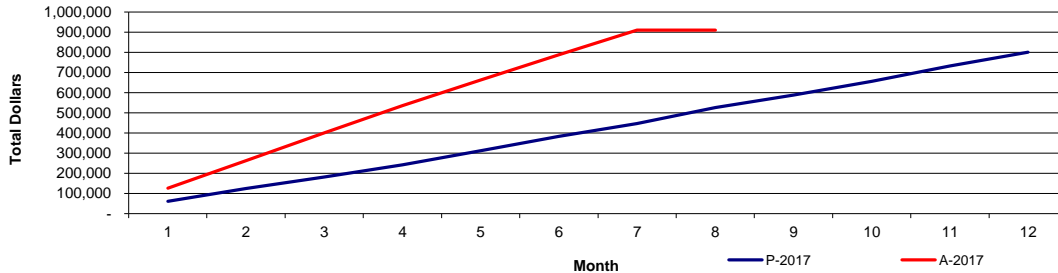
TOTAL	787,320	840,357	965,352	988,296	1,080,084	1,095,601	1,543,709
REVENUE INDEX	100	107	123	126	137	139	196

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	78,777	7.55%	60,426	60,426	125,870	65,444	118,937
NOVEMBER	82,504	7.91%	63,284	63,284	136,804	73,519	124,562
DECEMBER	75,610	7.25%	57,997	57,997	137,866	79,869	114,155
JANUARY	78,328	7.51%	60,081	60,081	134,900	74,819	118,258
FEBRUARY	90,139	8.64%	69,141	69,141	126,533	57,392	136,090
MARCH	92,813	8.90%	71,192	71,192	126,312	55,120	140,127
APRIL	82,981	7.96%	63,650	63,650	122,146	58,496	125,282
MAY	103,312	9.91%	79,245				155,979
JUNE	82,124	7.87%	62,993				123,989
JULY	89,139	8.55%	68,374				134,581
AUGUST	98,496	9.44%	75,551				148,707
SEPTEMBER	88,737	8.51%	68,065				133,973
13th MONTH	-	0.00%	-				-

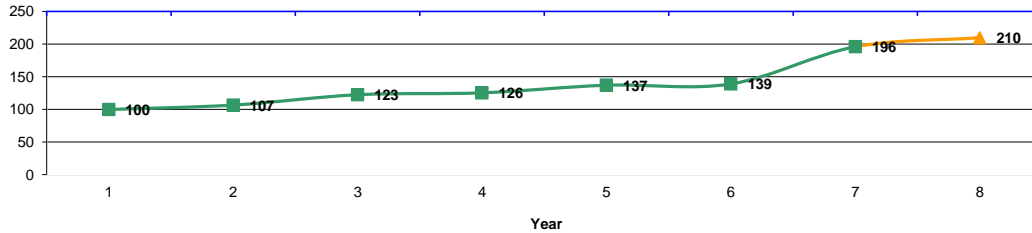
TOTAL	1,042,960	100.00%	800,000	445,771	910,430	464,659	1,574,640
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EXPECTATION		800,000		1,483,922	204.24%	1,574,640
REVENUE INDEX		100		210		200

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE

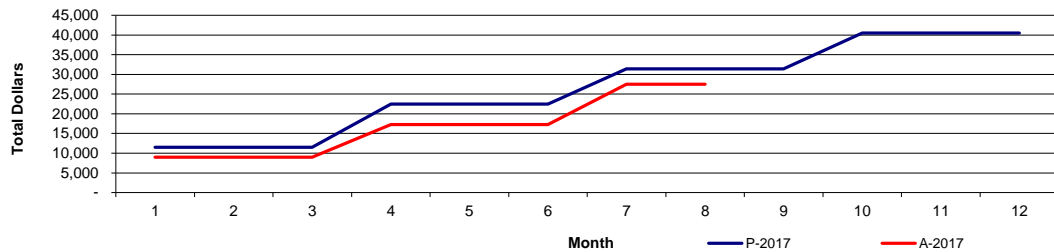


GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

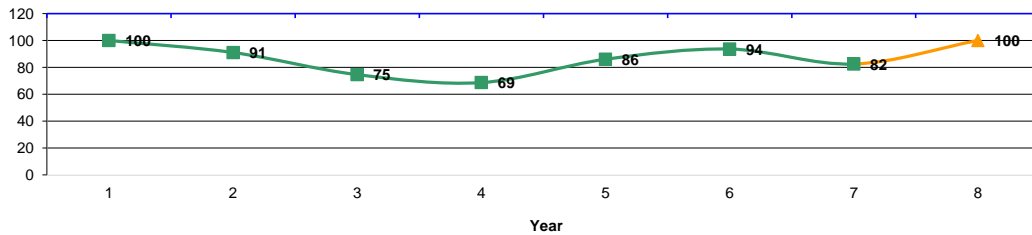
MIXED DRINK TAX

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	10,231	11,960	8,705	8,865	9,931	11,478	10,092
NOVEMBER							
DECEMBER							
JANUARY	11,560	10,594	8,748	7,953	9,514	10,968	10,094
FEBRUARY							
MARCH							
APRIL	12,777	10,225	9,749	8,362	10,715	11,994	10,250
MAY							
JUNE							
JULY	12,666	11,800	9,317	8,447	11,958	11,403	9,948
AUGUST							
SEPTEMBER	1,729	-	-	-	-	-	-
13th MONTH							
<b>TOTAL</b>	<b>48,963</b>	<b>44,579</b>	<b>36,518</b>	<b>33,626</b>	<b>42,118</b>	<b>45,843</b>	<b>40,385</b>
<b>REVENUE INDEX</b>	<b>100</b>	<b>91</b>	<b>75</b>	<b>69</b>	<b>86</b>	<b>94</b>	<b>82</b>
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	10,180	24.55%	11,478	11,478	8,948	(2,530)	9,014
NOVEMBER	-	0.00%	-	-	-	-	-
DECEMBER	-	0.00%	-	-	-	-	-
JANUARY	9,919	23.92%	10,968	10,968	8,294	(2,674)	8,783
FEBRUARY	-	0.00%	-	-	-	-	-
MARCH	-	0.00%	-	-	-	-	-
APRIL	10,582	25.52%	8,930	11,994	10,250	(1,744)	9,370
MAY	-	0.00%	-	-	-	-	-
JUNE	-	0.00%	-	-	-	-	-
JULY	10,791	26.02%	9,107	-	-	-	9,555
AUGUST	-	0.00%	-	-	-	-	-
SEPTEMBER	-	0.00%	-	-	-	-	-
13th MONTH	-	0.00%	-	-	-	-	-
<b>TOTAL</b>	<b>41,472</b>	<b>100.00%</b>	<b>35,000</b>	<b>34,440</b>	<b>27,492</b>	<b>(6,948)</b>	<b>36,722</b>
<b>EXPECTATION</b>			<b>35,000</b>		<b>27,939</b>	<b>79.83%</b>	<b>36,722</b>
<b>REVENUE INDEX</b>			<b>71</b>		<b>100</b>		<b>75</b>

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE

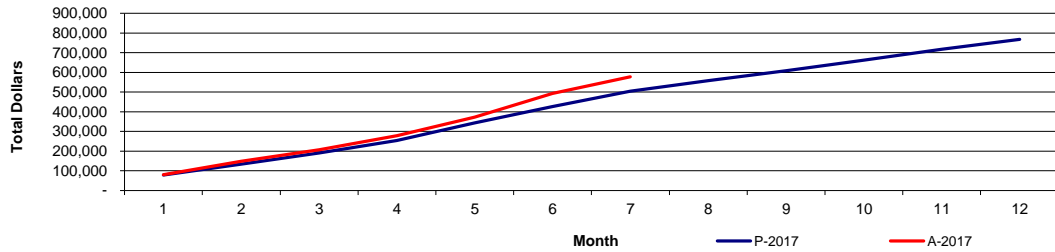


GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

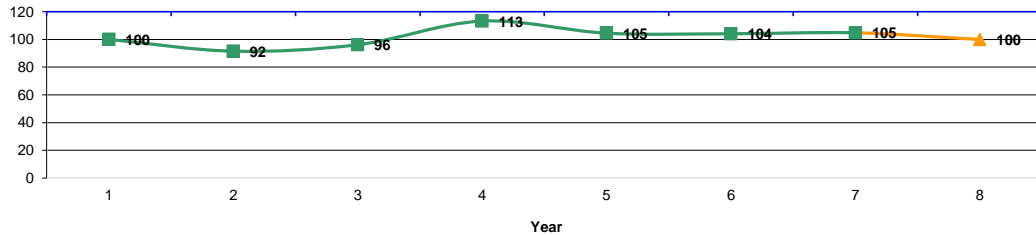
FINES AND WARRANTS

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	57,666	56,613	67,274	75,171	85,593	69,854	78,897
NOVEMBER	59,436	49,475	48,042	60,129	64,725	44,196	54,423
DECEMBER	42,113	49,630	48,796	59,573	67,571	51,589	57,073
JANUARY	51,177	76,720	79,443	66,686	69,138	65,966	62,694
FEBRUARY	63,747	63,713	92,450	93,999	85,474	81,409	90,360
MARCH	130,705	75,749	70,345	88,477	82,746	89,583	84,147
APRIL	78,522	59,512	66,399	91,810	76,052	70,355	78,916
MAY	64,925	61,128	67,256	73,646	62,415	71,625	69,069
JUNE	71,421	63,705	53,375	69,249	59,892	76,024	56,246
JULY	79,476	59,039	54,696	84,733	61,753	73,823	66,464
AUGUST	62,884	62,356	69,291	77,879	62,036	78,371	76,046
SEPTEMBER	45,383	61,437	59,181	73,119	66,569	67,677	71,598
13th MONTH							
TOTAL	807,455	739,075	776,546	914,469	843,962	840,473	845,933
REVENUE INDEX	100	92	96	113	105	104	105
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	70,152	8.51%	78,897	69,854	79,409	9,555	68,745
NOVEMBER	54,346	6.60%	54,423	44,196	69,508	25,312	53,256
DECEMBER	53,763	6.52%	57,288	51,474	57,849	6,375	52,685
JANUARY	67,403	8.18%	62,694	65,965	71,677	5,712	66,051
FEBRUARY	81,593	9.90%	90,360	81,409	94,273	12,864	79,956
MARCH	88,822	10.78%	82,198	85,952	120,012	34,060	87,040
APRIL	74,509	9.04%	78,976	57,675	83,936	26,261	73,014
MAY	67,152	8.15%	52,973				65,804
JUNE	64,273	7.80%	50,702				62,984
JULY	68,569	8.32%	54,090				67,193
AUGUST	69,837	8.48%	55,091				68,436
SEPTEMBER	63,566	7.71%	50,144				62,291
13th MONTH	-	0.00%	-				-
TOTAL	823,987	100.00%	650,000	456,526	576,665	120,139	807,455
EXPECTATION			650,000		821,053	126.32%	807,455
REVENUE INDEX			98		100		100

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

AMBULANCE SERVICE FEES

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	27,444	19,765	27,655	11,677	26,426	29,297	21,560
NOVEMBER	11,289	10,483	18,896	19,495	22,681	20,122	14,861
DECEMBER	14,848	21,743	28,341	13,237	19,275	21,527	28,518
JANUARY	8,996	7,794	24,622	17,249	20,775	43,403	25,341
FEBRUARY	23,439	33,397	7,982	16,942	20,784	7,632	32,918
MARCH	37,322	7,579	5,149	28,802	19,803	56,190	16,071
APRIL	7,752	49,108	9,657	16,035	49,071	34,258	23,266
MAY	10,745	17,764	18,855	6,869	22,870	20,030	12,743
JUNE	22,716	25,148	9,600	26,079	4,940	12,236	35,985
JULY	39,274	29,742	8,762	29,117	48,278	21,362	27,875
AUGUST	29,145	42,717	5,230	16,528	16,255	18,298	21,727
SEPTEMBER	25,245	32,754	5,819	23,894	25,648	132,973	35,407
13th MONTH							

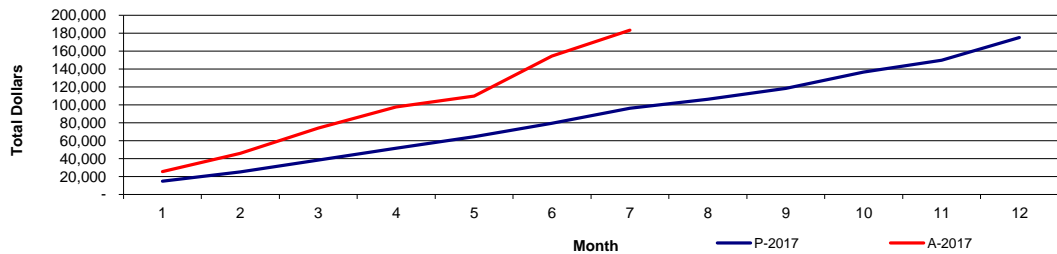
TOTAL	258,214	297,993	170,569	225,925	296,805	417,328	296,273
REVENUE INDEX	100	115	66	87	115	162	115

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	23,404	8.35%	14,604	14,604	25,312	10,708	34,477
NOVEMBER	16,833	6.00%	10,504	10,504	20,442	9,938	24,797
DECEMBER	21,070	7.51%	13,148	13,148	28,284	15,136	31,040
JANUARY	21,169	7.55%	13,209	13,209	23,671	10,462	31,185
	20,442	7.29%	12,756	12,756	12,149	(607)	30,115
MARCH	24,417	8.71%	15,236	15,236	44,589	29,353	35,970
APRIL	27,021	9.64%	16,861	16,861	28,682	11,821	39,807
MAY	15,696	5.60%	9,795				23,124
JUNE	19,529	6.96%	12,186				28,769
JULY	29,201	10.41%	18,222				43,018
AUGUST	21,414	7.64%	13,363				31,547
SEPTEMBER	40,249	14.35%	25,116				59,293
13th MONTH	-	0.00%	-				-

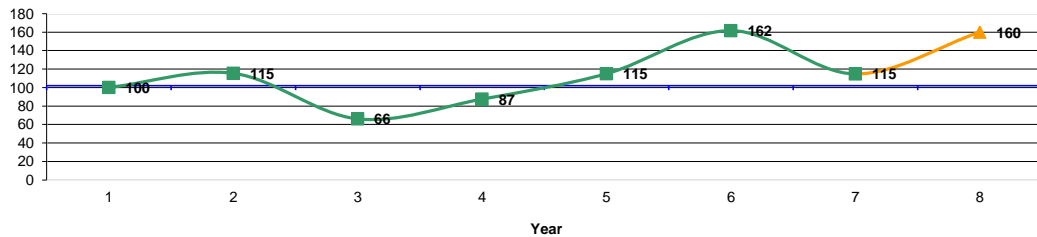
TOTAL	280,444	100.00%	175,000	96,319	183,129	86,810	413,142
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EXPECTATION		175,000		317,723	190.13%	413,142
REVENUE INDEX		68		160		160

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GENERAL FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

BUILDING PERMIT FEE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	3,042	4,562	1,845	3,487	3,998	2,121	11,265
NOVEMBER	4,489	1,532	4,009	6,080	1,651	12,913	4,591
DECEMBER	1,244	1,966	1,804	4,425	4,095	2,664	10,139
JANUARY	2,060	2,462	2,369	7,137	6,171	4,858	5,483
FEBRUARY	4,438	1,417	5,069	3,177	3,855	1,302	10,404
MARCH	3,147	1,327	10,751	4,427	4,935	6,564	6,345
APRIL	1,692	1,065	5,690	3,149	5,446	3,387	10,063
MAY	1,693	5,083	8,218	4,592	2,218	5,702	9,078
JUNE	1,356	3,964	2,115	3,882	6,046	12,850	12,715
JULY	3,014	3,159	4,560	6,818	6,320	19,684	8,587
AUGUST	2,587	2,641	2,728	5,103	4,188	6,841	4,620
SEPTEMBER	1,864	2,922	2,925	4,805	1,666	4,143	19,527
13th MONTH							

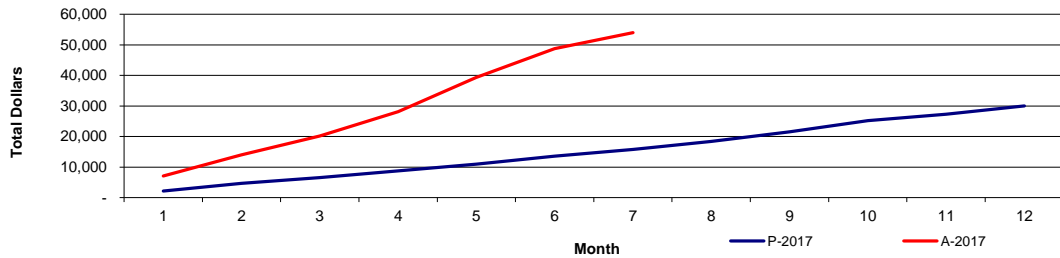
TOTAL	30,624	32,100	52,084	57,082	50,588	83,029	112,817
REVENUE INDEX	100	105	170	186	165	271	368

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	4,331	7.25%	2,174	2,174	7,074	4,900	6,659
NOVEMBER	5,038	8.43%	2,529	2,529	6,932	4,403	7,745
DECEMBER	3,762	6.30%	1,889	1,889	6,184	4,296	5,784
JANUARY	4,363	7.30%	2,190	2,190	7,931	5,740	6,707
FEBRUARY	4,237	7.09%	2,127	2,127	11,249	9,122	6,514
MARCH	5,357	8.96%	2,689	2,689	9,387	6,698	8,235
APRIL	4,356	7.29%	2,187	2,187	5,213	3,027	6,697
MAY	5,226	8.75%	2,624				8,035
JUNE	6,133	10.26%	3,079				9,428
JULY	7,449	12.46%	3,739				11,451
AUGUST	4,101	6.86%	2,059				6,305
SEPTEMBER	5,407	9.05%	2,715				8,313
13th MONTH	-	0.00%	-				-

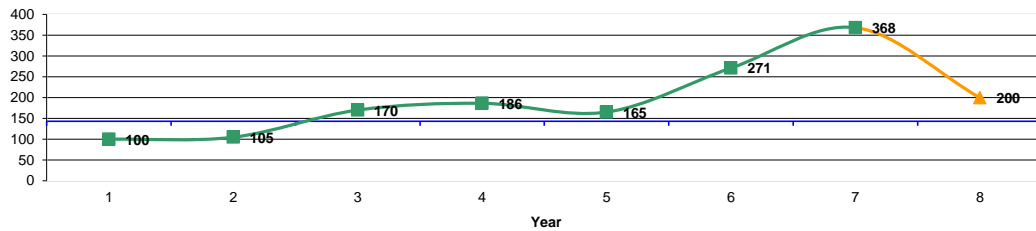
TOTAL	59,761	100.00%	30,000	15,785	53,971	38,186	91,872
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EXPECTATION		30,000		92,572	341.91%	91,872
REVENUE INDEX		98		200		300

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE





UTILITY FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

WATER SERVICE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	79,326	215,136	246,890	222,210	221,595	248,005	327,890
NOVEMBER	107,939	208,849	230,387	224,260	199,727	195,515	187,739
DECEMBER	112,396	228,940	229,867	200,071	192,090	172,291	169,295
JANUARY	100,492	36,134	38,403	122,077	147,468	266,717	176,470
FEBRUARY	102,499	112,705	142,225	151,039	150,826	66,670	201,225
MARCH	101,981	147,914	129,988	183,722	146,084	139,197	190,162
APRIL	157,118	241,199	180,841	293,107	206,826	189,020	209,124
MAY	196,499	326,030	224,692	123,425	278,941	204,103	235,454
JUNE	230,910	366,105	370,541	259,373	224,630	171,986	185,327
JULY	165,191	412,066	140,059	322,531	228,974	305,991	326,516
AUGUST	228,532	386,193	299,848	312,609	301,097	403,594	281,818
SEPTEMBER	202,144	240,942	228,032	235,045	250,385	275,234	235,221
13th MONTH							

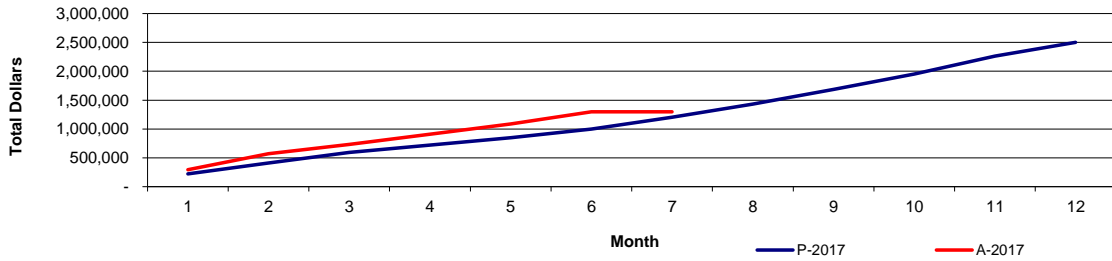
TOTAL	1,785,026	2,922,213	2,461,773	2,649,469	2,548,644	2,638,324	2,726,240
REVENUE INDEX	100	164	138	148	143	148	153

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	195,132	8.80%	220,094	220,094	292,505	72,411	248,296
NOVEMBER	169,302	7.64%	190,960	190,960	276,617	85,657	215,429
DECEMBER	163,119	7.36%	183,986	183,986	165,575	(18,410)	207,561
JANUARY	110,970	5.01%	125,166	125,166	173,108	47,942	141,204
FEBRUARY	115,899	5.23%	130,725	130,725	180,764	50,039	147,475
MARCH	129,881	5.86%	146,496	146,496	211,631	65,135	165,267
APRIL	184,654	8.33%	208,276				234,964
MAY	198,643	8.96%	224,054				252,764
JUNE	226,109	10.20%	255,034				287,713
JULY	237,666	10.72%	268,069				302,419
AUGUST	276,711	12.48%	312,109				352,102
SEPTEMBER	208,375	9.40%	235,031				265,148
13th MONTH	-	0.00%	-				-

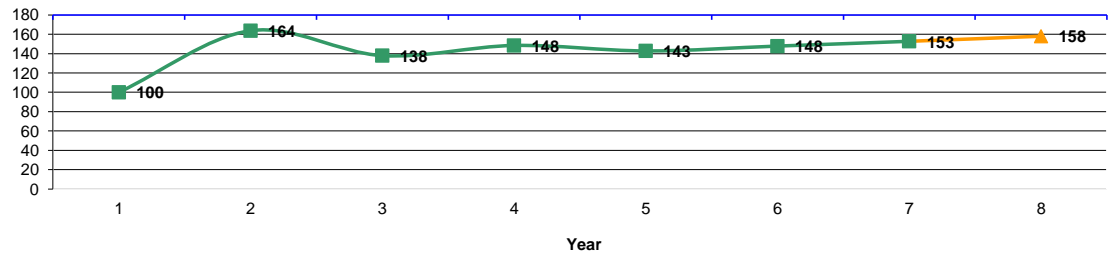
TOTAL	2,216,461	100.00%	2,500,000	997,426	1,300,200	302,774	2,820,341
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EXPECTATION			2,500,000		3,158,890	130.36%	2,820,341
REVENUE INDEX			140		158		158

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



UTILITY FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

SEWER SERVICE

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	94,417	111,285	111,285	106,556	113,032	208,144	106,895
NOVEMBER	99,539	112,688	112,688	109,433	115,323	103,246	100,747
DECEMBER	87,695	104,995	104,995	105,368	115,644	101,785	101,428
JANUARY	94,800	103,953	103,953	108,018	121,347	104,616	105,065
FEBRUARY	90,837	111,026	111,026	108,039	109,831	105,471	105,642
MARCH	99,361	102,500	102,500	107,006	102,125	97,315	105,201
APRIL	101,894	106,336	106,336	110,106	106,524	103,687	99,109
MAY	104,989	105,372	105,372	112,427	112,475	99,754	111,594
JUNE	105,763	108,360	108,360	110,024	103,675	92,072	105,435
JULY	108,721	112,265	112,265	109,557	106,514	101,857	103,763
AUGUST	108,642	113,935	113,935	115,587	106,327	114,349	110,464
SEPTEMBER	111,821	108,927	108,927	112,952	108,215	108,128	110,203
13th MONTH							

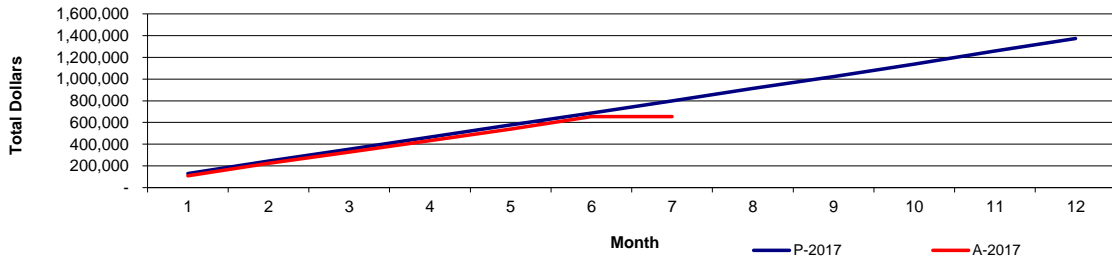
TOTAL	1,208,479	1,301,642	1,301,642	1,315,073	1,321,031	1,340,424	1,265,546
REVENUE INDEX	100	108	108	109	109	111	105

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	121,659	9.41%	129,334	129,334	109,138	(20,196)	125,038
NOVEMBER	107,666	8.32%	114,458	114,458	113,789	(670)	110,656
DECEMBER	103,130	7.97%	109,636	109,636	102,602	(7,034)	105,994
JANUARY	105,964	8.19%	112,649	112,649	106,598	(6,051)	108,907
FEBRUARY	105,982	8.19%	112,668	112,668	107,606	(5,061)	108,925
MARCH	102,287	7.91%	108,740	108,740	113,724	4,984	105,128
APRIL	104,856	8.11%	111,471				107,768
MAY	107,426	8.31%	114,203				110,410
JUNE	104,813	8.10%	111,425				107,724
JULY	107,849	8.34%	114,653				110,844
AUGUST	111,891	8.65%	118,950				114,999
SEPTEMBER	109,882	8.50%	116,814				112,934
13th MONTH	-	0.00%	-				-

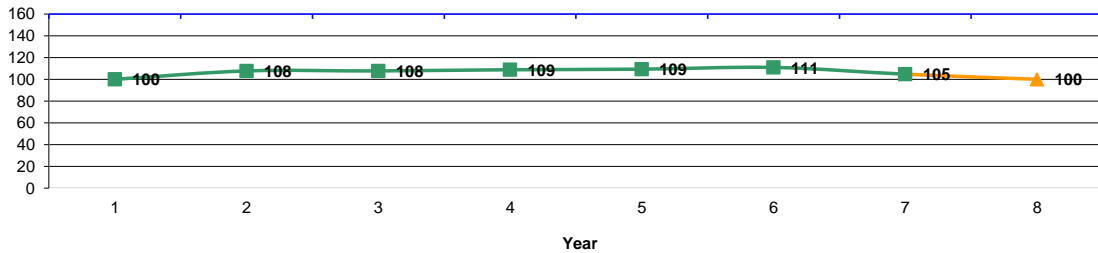
TOTAL	1,293,405	100.00%	1,375,000	687,484	653,457	(34,028)	1,329,327
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EXPECTATION		1,375,000		1,356,943	95.05%	1,329,327
REVENUE INDEX		114		100		110

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GOLF FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

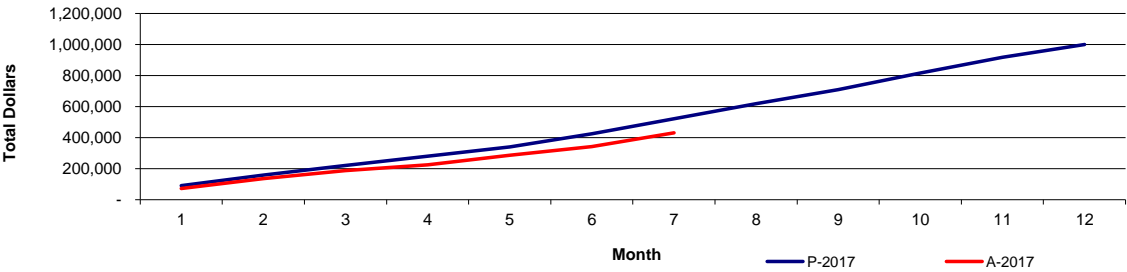
GREEN FEES

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	78,285	103,610	89,234	97,488	80,603	97,024	82,393
NOVEMBER	62,805	68,869	78,177	74,889	65,739	65,844	59,381
DECEMBER	52,197	65,879	68,785	67,982	56,740	53,901	57,249
JANUARY	48,304	62,781	72,223	51,918	66,481	51,024	61,634
FEBRUARY	44,180	66,009	53,417	76,033	55,872	56,886	71,893
MARCH	71,938	93,842	90,585	96,688	85,484	68,497	79,705
APRIL	85,179	106,492	115,169	91,228	103,475	84,168	87,556
MAY	103,018	109,631	106,108	104,094	92,118	69,875	88,785
JUNE	85,252	91,305	100,579	97,538	97,930	75,279	74,015
JULY	77,593	104,398	87,845	100,008	100,813	89,351	88,450
AUGUST	84,371	82,630	94,119	103,667	99,286	80,553	49,702
SEPTEMBER	77,576	97,338	89,993	81,476	78,620	84,699	60,652
13th MONTH							
TOTAL	870,699	1,052,784	1,046,236	1,043,009	983,160	877,103	861,415
REVENUE INDEX	100	121	120	120	113	101	99

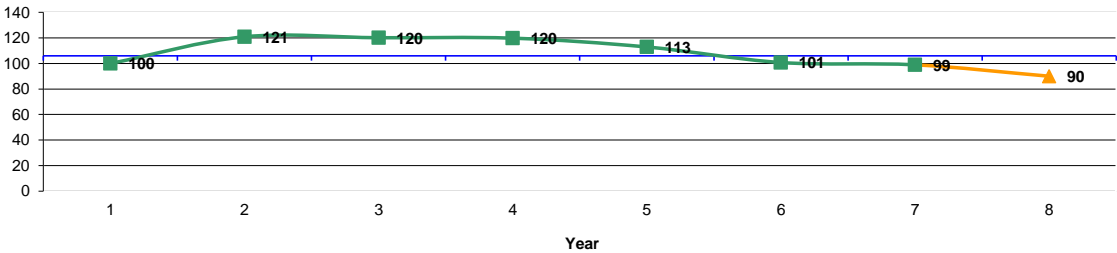
	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	89,805	9.06%	90,562	90,562	71,022	(19,539)	78,852
NOVEMBER	67,958	6.85%	68,530	68,530	65,681	(2,849)	59,669
DECEMBER	60,390	6.09%	60,899	60,899	50,070	(10,829)	53,025
JANUARY	59,195	5.97%	59,694	59,694	38,375	(21,318)	51,975
FEBRUARY	60,613	6.11%	61,123	61,123	61,123	(0)	53,220
MARCH	83,820	8.45%	84,526	84,526	55,753	(28,773)	73,597
APRIL	96,181	9.70%	96,991	96,991	88,248	(8,743)	84,450
MAY	96,233	9.70%	97,043				84,495
JUNE	88,843	8.96%	89,591				78,007
JULY	108,076	10.90%	108,987				94,895
AUGUST	99,055	9.99%	99,889				86,973
SEPTEMBER	81,479	8.22%	82,166				71,541
13th MONTH	-	0.00%	-				-
TOTAL	991,648	100.00%	1,000,000	522,325	430,273	(92,052)	870,699

EXPECTATION		1,000,000		823,764	82.38%	870,699
REVENUE INDEX		115		90		100

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GOLF FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

RANGE & CLUB RENTALS

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	4,346	7,444	6,730	6,487	6,623	7,331	6,074
NOVEMBER	4,272	5,016	5,318	5,034	4,311	3,963	3,143
DECEMBER	2,949	4,410	4,845	4,365	4,162	3,113	3,985
JANUARY	2,688	4,108	5,482	4,512	5,968	3,748	4,891
FEBRUARY	3,605	5,695	3,281	6,489	4,913	5,170	7,021
MARCH	6,478	8,971	7,336	8,935	5,532	4,715	6,954
APRIL	8,578	10,276	9,617	7,489	9,006	6,637	7,080
MAY	8,977	8,603	7,871	8,555	8,236	3,757	6,706
JUNE	5,341	6,015	7,048	7,279	7,269	5,067	6,061
JULY	3,715	6,703	5,095	6,721	6,732	6,057	7,647
AUGUST	6,007	5,362	5,605	7,644	6,661	5,984	4,584
SEPTEMBER	5,128	5,460	5,709	5,895	5,749	6,386	6,253
13th MONTH							

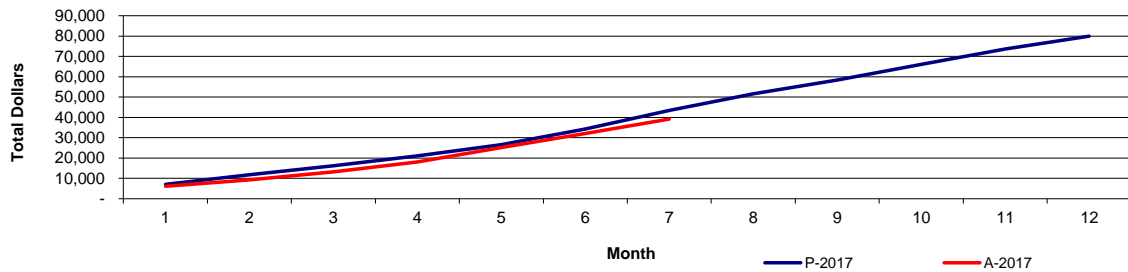
TOTAL	62,082	78,063	73,937	79,406	75,162	61,928	70,399
REVENUE INDEX	100	126	119	128	121	100	113

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	6,433	8.74%	6,995	6,995	6,074	(920)	5,971
NOVEMBER	4,437	6.03%	4,824	4,824	3,143	(1,681)	4,118
DECEMBER	3,976	5.40%	4,323	4,323	3,985	(337)	3,690
JANUARY	4,485	6.10%	4,877	4,877	4,891	15	4,163
FEBRUARY	5,167	7.02%	5,618	5,618	7,021	1,403	4,796
MARCH	6,989	9.50%	7,598	7,598	6,954	(645)	6,486
APRIL	8,383	11.39%	9,115	9,115	7,080	(2,035)	7,781
MAY	7,529	10.23%	8,186				6,988
JUNE	6,297	8.56%	6,847				5,844
JULY	7,112	9.67%	7,732				6,600
AUGUST	6,975	9.48%	7,583				6,473
SEPTEMBER	5,797	7.88%	6,303				5,380
13th MONTH	-	0.00%	-				-

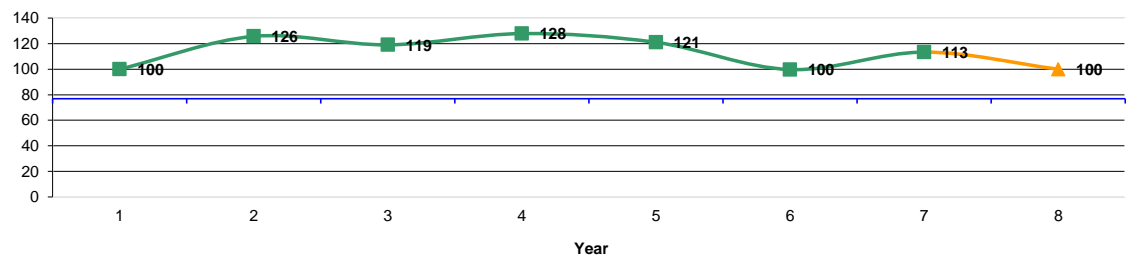
TOTAL	73,581	100.00%	80,000	43,349	39,148	(4,201)	68,291
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EXPECTATION		80,000		78,247	90.31%	68,291
REVENUE INDEX		129		100		110

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GOLF FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

TOURNAMENT FEES

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	6,126	8,105	6,976	8,656	6,989	10,240	3,507
NOVEMBER	1,079	2,664	7,456	4,363	2,680	2,937	3,270
DECEMBER	1,440	-	(586)	-	-	(98)	1,601
JANUARY	2,135	880	2,125	4,745	1,316	3,529	-
FEBRUARY	1,642	2,545	3,355	2,287	1,209	2,768	5,307
MARCH	5,969	5,092	1,770	2,250	2,535	4,620	2,165
APRIL	20,613	17,103	15,176	15,348	9,070	4,300	3,158
MAY	11,084	7,620	12,603	3,911	12,779	13,301	18,977
JUNE	6,786	9,933	10,326	12,267	7,574	8,646	17,649
JULY	2,463	-	4,672	-	585	1,212	13,160
AUGUST	6,045	1,331	882	4,219	765	4,810	12,454
SEPTEMBER	6,537	2,720	3,847	1,350	1,778	2,000	13,837
13th MONTH							

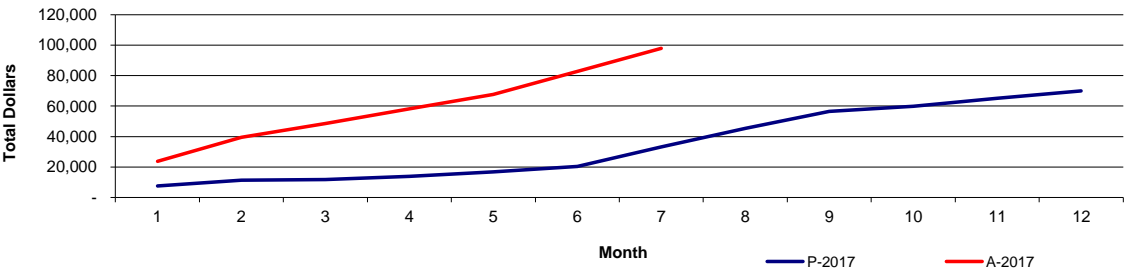
TOTAL	71,920	57,992	68,602	59,395	47,281	58,264	95,086
REVENUE INDEX	100	81	95	83	66	81	132

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2016	B-2017
OCTOBER	7,228	10.91%	7,640	7,640	23,727	16,087	11,774
NOVEMBER	3,493	5.27%	3,691	3,691	15,667	11,975	5,689
DECEMBER	337	0.51%	356	356	9,089	8,734	548
JANUARY	2,104	3.18%	2,224	2,224	9,621	7,397	3,428
FEBRUARY	2,731	4.12%	2,886	2,886	9,548	6,662	4,448
MARCH	3,486	5.26%	3,684	3,684	15,065	11,381	5,678
APRIL	12,110	18.28%	12,799	12,799	15,119	2,320	19,725
MAY	11,468	17.31%	12,120				18,679
JUNE	10,454	15.78%	11,049				17,028
JULY	3,156	4.77%	3,336				5,141
AUGUST	5,084	7.68%	5,373				8,281
SEPTEMBER	4,581	6.92%	4,842				7,462
13th MONTH	-	0.00%	-				-

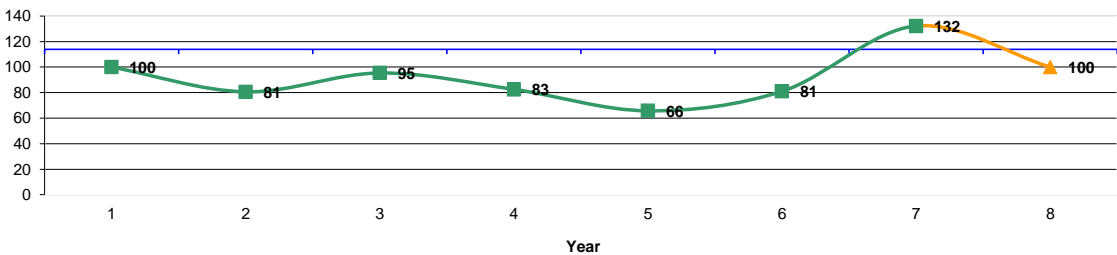
TOTAL	66,232	100.00%	70,000	33,280	97,835	64,556	107,880
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EXPECTATION		70,000		205,787	293.98%	107,880
REVENUE INDEX		97		100		150

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GOLF FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

CONCESSION SALES

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	2,587	-	3,382	4,015	3,033	2,084	2,863
NOVEMBER	-	6,141	3,829	4,346	4,015	5,320	3,558
DECEMBER	2,018	1,901	2,640	3,229	2,590	2,303	2,390
JANUARY	1,164	1,982	2,550	2,429	1,935	1,699	2,115
FEBRUARY	1,397	1,471	2,740	2,220	2,342	1,673	2,118
MARCH	1,832	1,797	1,954	2,355	2,521	2,007	2,747
APRIL	2,361	3,823	3,839	3,707	3,238	2,573	2,659
MAY	3,573	4,865	-	4,715	4,575	3,161	3,372
JUNE	-	4,532	10,904	4,244	4,252	3,509	4,036
JULY	6,317	3,851	4,729	4,231	4,178	2,945	3,650
AUGUST	2,416	3,425	3,674	3,479	3,536	3,409	3,549
SEPTEMBER	5,102	176	1,253	3,954	3,767	2,781	2,128
13th MONTH							

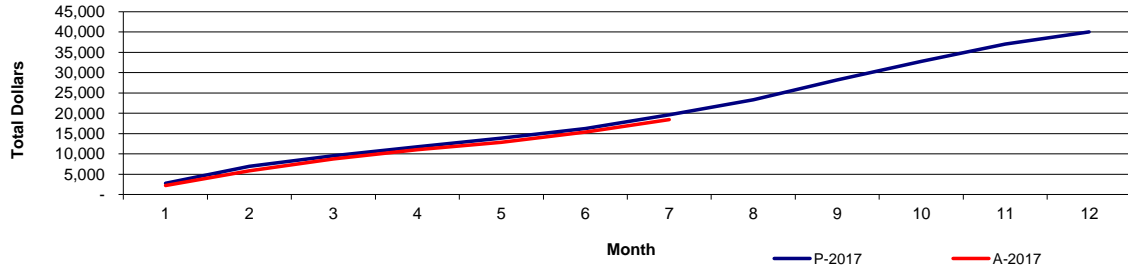
TOTAL	30,776	33,963	41,495	42,924	39,981	33,464	35,185
REVENUE INDEX	100	110	135	139	130	109	114

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	2,566	6.92%	2,767	2,767	2,238	(529)	2,342
NOVEMBER	3,887	10.48%	4,191	4,191	3,608	(583)	3,547
DECEMBER	2,439	6.57%	2,630	2,630	2,908	278	2,226
JANUARY	1,982	5.34%	2,137	2,137	2,283	145	1,809
FEBRUARY	1,994	5.38%	2,150	2,150	1,853	(297)	1,820
MARCH	2,173	5.86%	2,343	2,343	2,530	187	1,983
APRIL	3,171	8.55%	3,419	3,419	3,058	(361)	2,894
MAY	3,466	9.34%	3,737				3,163
JUNE	4,497	12.12%	4,848				4,103
JULY	4,272	11.51%	4,606				3,898
AUGUST	3,914	10.55%	4,220				3,572
SEPTEMBER	2,737	7.38%	2,951				2,498
13th MONTH	-	0.00%	-				-

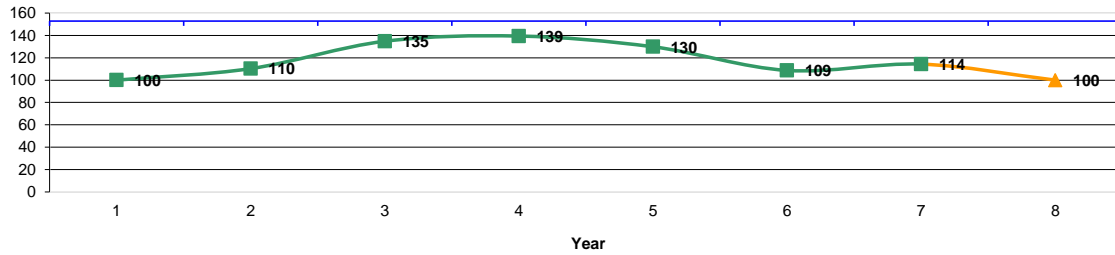
TOTAL	37,099	100.00%	40,000	19,638	18,477	(1,161)	33,854
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EXPECTATION		40,000		37,636	94.09%	33,854
REVENUE INDEX		130		100		110

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



GOLF FUND REVENUE  
MAJOR LINE ITEM ANALYSIS

STAR MEMBERSHIPS

	2010	2011	2012	2013	2014	2015	2016
OCTOBER	3,245	3,110	3,225	4,575	3,040	2,800	1,840
NOVEMBER	2,175	2,953	2,850	3,825	4,390	1,440	1,840
DECEMBER	2,775	3,835	3,420	4,230	3,330	2,480	2,160
JANUARY	2,925	2,320	4,720	4,530	7,513	3,200	2,720
FEBRUARY	3,035	3,485	3,215	3,660	3,040	3,280	3,200
MARCH	4,750	3,860	5,015	7,200	5,120	3,760	2,880
APRIL	5,025	6,155	6,740	5,110	4,240	4,480	3,120
MAY	5,805	6,930	5,993	5,280	4,710	4,160	3,170
JUNE	5,885	5,710	4,950	6,030	7,310	5,040	3,975
JULY	3,555	4,695	3,890	4,150	3,440	5,040	4,480
AUGUST	4,535	4,460	4,847	4,640	3,280	3,040	1,680
SEPTEMBER	2,781	2,775	4,100	3,230	3,280	3,630	2,665
13th MONTH							

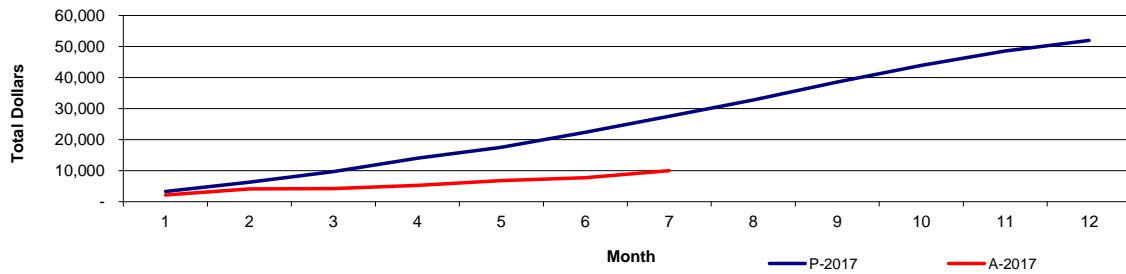
TOTAL		50,288	52,965	56,460	52,693	42,350	33,730
REVENUE INDEX		100	105	112	105	84	67

	AVG	PCT	P-2017	P(b)-2017	A-2017	Diff-2017	B-2018
OCTOBER	3,098	6.24%	3,244	3,244	2,160	(1,084)	2,510
NOVEMBER	2,883	5.80%	3,018	3,018	1,916	(1,102)	2,335
DECEMBER	3,243	6.53%	3,395	3,395	124	(3,271)	2,626
JANUARY	4,167	8.39%	4,363	4,363	1,029	(3,334)	3,375
FEBRUARY	3,313	6.67%	3,469	3,469	1,510	(1,959)	2,684
MARCH	4,639	9.34%	4,857	4,857	999	(3,858)	3,758
APRIL	4,974	10.01%	5,208	5,208	2,221	(2,987)	4,029
MAY	5,040	10.15%	5,277				4,083
JUNE	5,503	11.08%	5,761				4,457
JULY	5,139	10.35%	5,380				4,162
AUGUST	4,389	8.84%	4,595				3,555
SEPTEMBER	3,280	6.60%	3,434				2,657
13th MONTH	-	0.00%	-				-

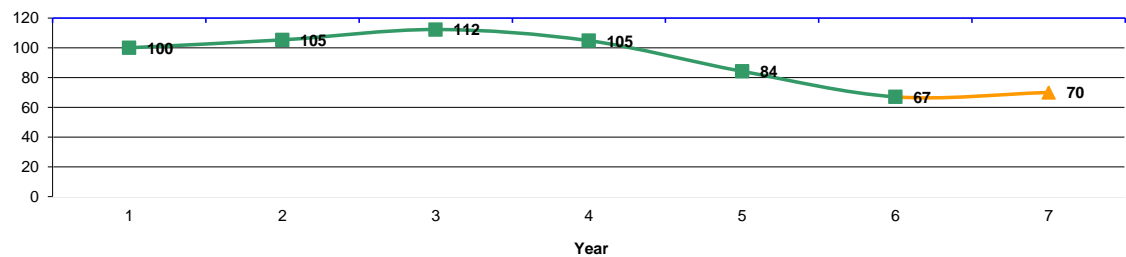
TOTAL	49,669	100.00%	52,000	27,553	9,959	(17,594)	40,230
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EXPECTATION		52,000		28,796	36.15%	40,230
REVENUE INDEX		103		70		80

TREND Vs. FY ACTUAL



HISTORICAL CHANGE IN REVENUE



## Economic Development

Economic Development is a topic that the City has discussed for a few years now. During the Comprehensive Plan Economic Development was a huge topic. The Comprehensive Plan set out some goals as it relates to economic development which we now need to begin to implement. The best area to begin is in the Jersey Crossing area, as the form based codes are already in place and the general idea of how we would like that area to be developed has been vetted by the Planning Board and City Council when the codes were adopted in 2011.

The easiest thing the city can do is to set some guidelines to create grants, or reimbursements, to businesses utilizing the Texas Local Government Code Chapter 380. This are commonly referred to as Chapter 380 grants.

### Sales Tax Receipt Reimbursements

This would be a reimbursement of the portion of sales tax that the city collects from the company. Currently the city has a 1.5% sales tax that could be reimbursable to a developer.

As we set some guidelines we should consider the requirements of such an agreement.

- What is the minimum amount of sales tax revenue that would have to be generated before a rebate would be awarded? I recommend a minimum of \$100,000.
- What is the maximum amount of the rebate the city would offer? The current agreement the city has with Southwest Developers is 85% of revenue generated for 5 years, 80% for the next 5 years, and 75% for the remaining approximately 5 years.
- What is the maximum length of a term that should be offered? I would recommend no more than a 10 year term.
- Should there be a top dollar cap on an agreement? (I.e. The city would rebate up to a maximum of \$10,000,000.) If so what should that number be?

With all of these guidelines there could be a sliding scale. The more tax revenue anticipated, the more rebates that could be given.

### Property Tax Reimbursements

This would be a reimbursement of a portion of the property taxes paid by a business to locate in Jersey Village. This would only be on the city taxes paid, and not on the other taxes (i.e. County, School District, etc.) paid.

Similar to what we discussed with the sales tax reimbursement we would want similar guidelines, such as minimum new value added to the tax rolls, maximum amount of the reimbursement, length of the agreement, and a cap on the total amount.



### Hotel Occupancy Tax

In order to attract a hotel of the caliber that the City may want we can offer operations grants equal to a specific percentage of Hotel Occupancy Tax collected. This could help us to attract a hotel that typically has a higher nightly room rental rate.

With all of these opportunities for the city to entice a development we would want to set an aggregate cap on what would be reimbursed to any single developer.

### Property Tax Abatements

Local governments often use tax abatements to attract new industry and commercial enterprises and to encourage the retention and development of existing businesses. More than 1,000 tax abatement agreements have been executed by Texas local governments since the early 1980s

Providing a tax abatement requires a five step process to be followed.

1. Adoption of a resolution stating the city intends to consider providing tax abatements.
2. Adoption of tax abatement guidelines and criteria.
  - a. These guidelines could be very broad so the city has flexibility in the types of proposals we consider, or it could have more stringent guidelines.
3. The City has to designate a "Reinvestment Zone".

This is different than a Tax Increment Reinvestment zone.

If a zone includes several properties, each property owner has a right to ask for the same terms in any tax abatement agreement that is executed. The city is not obligated to grant a tax abatement to the property owner. However, if a tax abatement is provided, it must be on, at least, the same terms (number of years and percentage of abatement) as the other agreements within that zone. Some taxing units make the boundaries of the zone contiguous with the property that is subject to the tax abatement. By limiting the zone to the involved property, the city is not obligated to use the same terms or percentage of tax abatement for other properties that are located outside of the zone. A larger reinvestment zone is often adopted by a taxing unit that wants to target a particular area of the city or of the county for development. In 2009, the average commercial or industrial reinvestment zone was about 131 acres in size while the average residential zone was less than half an acre.<sup>537</sup> It is important to note, though, that a city is not limited to declaring only one reinvestment zone.

4. Proper notice must be given to the other taxing units (School, County, etc.) at least 7 days before an abatement is granted, and must include a copy of the propose

abatement agreement.

5. The agreement must be adopted by the Council.

The other taxing units may or may not enter into an abatement agreement. Providing an abatement is solely up to each taxing authority.

The maximum length of any abatement agreement is statutorily set at 10 years.

Some factors to consider as guidelines for tax abatements include the dollar amount of capital investment and the number of new jobs created.

The following is provided merely as an example of what the criteria could look like.

Cumulative Value of Improvements and Personal Property	Jobs Required to be created/retained	Annual Percentage of Abatement
\$1,000,000 - \$4,999,999	10	Up To 25%
\$5,000,000 – \$9,999,999	20	Up To 40%
\$10,000,000 - \$24,999,999	30	Up To 55%
\$25,000,000+	40	Up To 80%

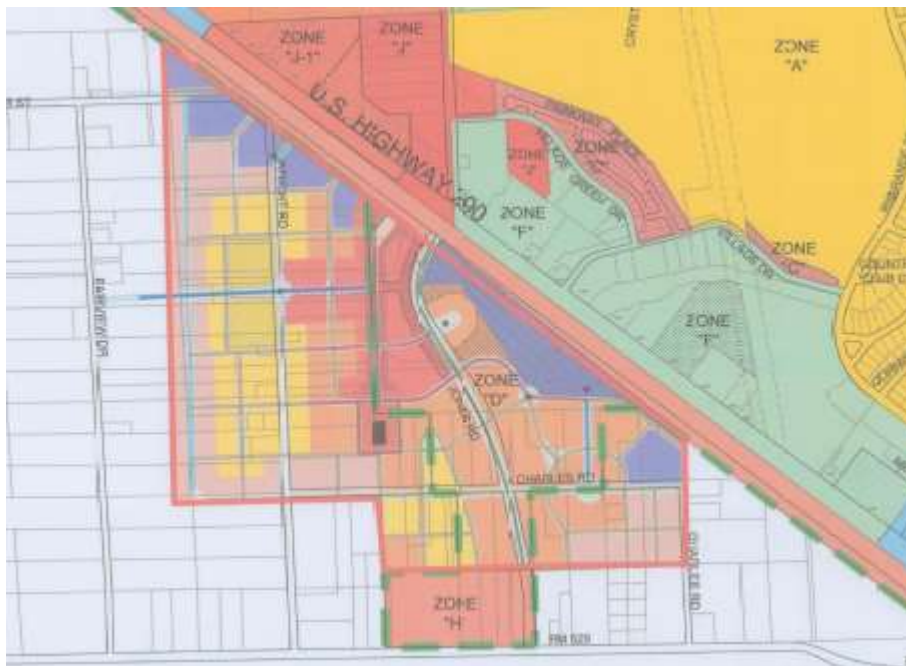
#### Tax Increment Reinvestment Zone (TIRZ)

I also believe we need to look at creating a Tax Increment Reinvestment Zone (TIRZ). This is sometimes referred to as Tax Increment Financing (TIF). This was listed as an item to achieve in the short term in the Comprehensive Plan.

Tax increment financing is a tool that local governments can use to publicly finance needed structural improvements and enhanced infrastructure within a defined area. These improvements usually are undertaken to promote the viability of existing businesses and to attract new commercial enterprises to the area. This would include things like roads, bridges, utilities, etc. that would enhance the appeal of the area to businesses.

In order to build out the area as currently envisioned this would help us pay for the necessary infrastructure pieces.

Staff proposes creating a TIRZ around the entirety of the Jersey Village Crossing area. That is everything that is colored south of Highway 290.



The procedure for designating a TIRZ is fairly straight forward.

1. The City must prepare a preliminary financing plan for the zone. The costs can include, among other things:
  - a. the acquisition and construction of public works, public improvements new buildings, structures, and fixtures;
  - b. the remediation of conditions that contaminate public or private land or building;
  - c. the preservation of the façade of a public or private building;
  - d. the demolition of public or private buildings;
  - e. the acquisition of land and equipment and the clearing and grading of land;
2. A public hearing has to be scheduled and properly advertised.
3. The public hearing has to be held.
4. After the public hearing the Council can act on the creation of the zone, including the boundaries and setting the board of directors.
5. After the zone has been created the board of directors of the zone must prepare both a “project plan” and a “reinvestment zone financing plan.”
6. After the project plan and the reinvestment zone financing plan are approved by the board of directors and by the city council, the other taxing units with property within the zone must collect the percentage of their increased tax revenues that will be dedicated to the tax increment fund.
7. Once the reinvestment zone is established, the board of directors must make recommendations to the city council on the implementation of the tax increment financing.

8. The city must submit an annual report to the chief executive officer of each taxing unit that levies taxes on property within the zone on an annual basis. The report informs them of the revenue and expenditures that have been spent.

#### Public Improvement District (PID)

Cities and counties often need to make certain improvements to their infrastructure to facilitate economic growth within an area. New businesses may choose not to locate where there are inadequate streets, substandard utility services, or other public facilities or services that are inferior. It is also difficult for existing businesses to prosper in areas that have poor public infrastructure. Texas law provides a number of ways to finance needed public improvements, including the use of special assessments. Public Improvement Districts (PIDs) offer cities and counties a means for undertaking such projects.

The Public Improvement District Assessment Act allows any city to levy and collect special assessments on property that is within the city or within the ETJ. This can be used for things like landscaping, streets, off street parking, utilities, and public art.

The process for this is as follows:

1. The Council, or a group of affected property owners, must initiate a petition that includes, among other things, the boundaries of the district, the nature of improvements, and the proposed costs.

The petition must meet two conditions. First, it must be signed by owners of more than 50 percent of the appraised value of taxable real property subject to assessment under the proposal. Second, the petition must also be signed by record owners of real property liable for assessment under the proposal who:

- a. Constitute more than 50 percent of all record owners of property that is liable for assessment under the proposal; or
  - b. Own taxable real property that constitutes more than 50 percent of the area of all taxable real property that is liable for assessment under the proposal.
2. After receiving a petition to establish a public improvement district, the city would need to appoint an advisory board to develop and recommend an improvement plan for the PID. The membership of the board must be sufficient to meet the same criteria the petition was required to meet.
  3. A feasibility report needs to be completed to determine whether or not the improvements should be made.

4. After the feasibility report is completed a public hearing is required on the advisability of the proposed improvements.
5. The Council would need to adopt a resolution authorizing the creation of the PID.
6. Twenty days after the authorization construction on the improvements could begin, unless a protest petition is filed against the improvements by 2/3 of the landowners in the district.
7. A five-year on-going service plan and assessment plan must be developed.
8. The City must prepare a proposed assessment roll and provide notice and a hearing on the proposed assessment roll.
9. At the hearing and after all the objections (if any) have been heard and considered, the city may levy, by ordinance or order, the special assessment against the taxable properties within the district.
10. The City may make additional assessments against property within the district to correct omissions or mistakes regarding the costs of the improvements.

The PID can be a very great tool to utilize. It requires by in from the property owners that are being assessed, which means they are committed to the projects.

### Municipal Management Districts

Municipal management districts allow commercial property owners to enhance a defined business area. The districts, also called downtown management districts, are created within an existing commercial area to finance facilities, infrastructure, and services beyond those already provided by individual property owners or by the municipality. The improvements may be paid for by a combination of self-imposed property taxes, special assessments, and impact fees, or by other charges against property owners within the district. The creation of such a district does not relieve a city from providing basic services to an area included within the district. A district is created to supplement, not to supplant, the municipal services available to the area. A number of Texas cities have used municipal management districts to provide much-needed funding to enhance the economic vitality of the business centers within the municipality.

Another way to think of it is that the Municipal Management District functions somewhat like a Home Owners Association.

A municipal management district is considered a governmental agency and a political subdivision of the state. The creation of a municipal management district within an eligible commercial area involves five steps.

1. The owners of a majority of the assessed value of the real property in the proposed district, or 50 persons who own real property in the proposed district, must sign a petition asking for the creation of a district. The petition must be delivered to the Texas Commission on Environmental Quality (TCEQ).
2. TCEQ, or a person authorized by the TCEQ, sets a date, time, and place for a public hearing to consider the petition.
3. The petitioner has a duty to send a notice of the public hearing to each property owner in the proposed district who did not sign the petition.
4. TCEQ must hold the public hearing and consider the need for the district and the sufficiency of the underlying documentation.
5. Upon approval of the petition by TCEQ, the municipal management district board appoints its officers.

This would have some benefit to the business district, but is something that would likely spring up on its own with limited assistance from the City.

### Municipal Development Districts

Not to be confused with Municipal Management Districts, Municipal Development Districts are financed through an additional sales tax approved by the voters of the city. This is the only municipal sales tax that can be levied in the ETJ of the City.

To create a district the Council would have to call an election where the citizens of the district would vote to implement up to a ½ percent sales tax on the ETJ. The sales tax on this could be used to fund a civic center, convention center, or a development project.

### Moving Forward

There are a lot of options that we have for moving forward. With some council feedback and direction today we can have guidelines drafted and ready for Council to look at potentially approve at the Council meeting in June in regards to Sales Tax Reimbursements, Property Tax Reimbursements, and HOT reimbursements. This is the most important first step that we should take.

We could also take the first steps for setting up tax abatements at the June meeting.

We could have a draft of a TIRZ district ready for approval in June or July at the latest. We have the district boundaries mapped out. The biggest challenge would be getting the possible project costs together.

A PID and a Municipal Management District is something that the city can help to facilitate, but we are not at the stages where this would be feasible yet. The properties in question would need to be owned by the people who were going to develop them to move down this path.

To successfully develop the Jersey Crossing area we will likely need to utilize all of these tools. If you look at any of the major developments around the Houston area or around the state most have used all of these tools to some extent as a part of the whole package.

The Municipal Development District is also a tool that we could use. The earliest possible timing on this would likely at the next municipal election, if the Council would like to move forward with this.

So today we're looking for some direction from Council as to which area to target first, and what possible guidelines we should be looking to implement.