

Best Practice (BP) from the Community Economic Development and Capital Planning (CEDCP) Committee: Capital Budget Presentation

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Government Finance Officers Association

GFOA Committees and Best Practices

- GFOA Standing Committees: <https://www.gfoa.org/gfoa-standing-committees>
- Community Economic Development and Capital Planning Committee (CEDCP): <https://www.gfoa.org/cedcp-committee>
- GFOA Best Practices: <https://www.gfoa.org/best-practices>

Today's presentation GFOA Best Practice on Capital Planning Presentation: <https://www.gfoa.org/materials/capital-budget-presentation>



1. Capital Planning Policies

- Theory of Governance
- Sets up the “Ground Rules”
- Clear definition (capitalization threshold)
- Role of Stakeholders
- Financing Policies/ Options
- Funding Sources
- Multi-Year Requirements
- Legal Requirements
- Monitoring Oversight



2. Master Plans and Capital Improvement Planning

- Linkages between the CIP and Master Plans
 - How CIP decisions relate to Master Plans
 - Diagrams, tables, and/ or discussion
 - The CIP should be viewed as a financial blueprint that helps prioritize needs to achieve implementation of the public improvements identified in the Master Plan.
 - The level of funding in the CIP defines the financial capacity to reach the desired goals set forth in the Master Plan.



Master Plans and Capital Improvement Planning

- What is a Master Plan?
 - Prepares a municipality for future development (or redevelopment) of the city in its entirety, or of a specific geographic section of the city.
 - Generally, Master Plans and their amendments are coordinated with a Comprehensive Plan.
 - Subject-specific in that it identifies particular future public needed goods (i.e. improvements) by type, needs are identified by growth projections and underlying basic assumptions related to anticipated trends.
 - Types:
 - Waster MP, Wastewater MP, Thoroughfare Plan, Land Use Plan, Master Drainage Plan, Parks & Recreation MP, Downtown MP, etc.



Master Plans and Capital Improvement Planning

○ Water Master Plan

- Assists in planning future system improvements over the next 15 years
- Provides a pathway to ensure the city continues to provide reliable water service to its customers to meet increasing demand
- Projects growth (new residential, commercial, and industrial customers) added to the system
- Projects Average Day Water Demand and Peak Day Water Demand
- Includes list of prioritized CIP projects



Master Plans and Capital Improvement Planning

- GFOA Best Practice – “Master Plans and Capital Improvement Planning”
 - Master Plans should provide a vision for capital project plans and investments
 - Realistic planning documents
 - Solid financial policies

Master Plans and Capital Improvement Planning

- GFOA Best Practice – “Master Plans and Capital Improvement Planning”
 - Governments should make capital project investment decisions that are aligned to their long-range Master Plans.
 - Infrastructure investments
 - Does this capital asset align with our long-term goals and objectives?

Master Plans and Capital Improvement Planning

- GFOA Best Practice – “Master Plans and Capital Improvement Planning”
 - The finance officer should play an active role in the early planning process.
 - Consider being involved in the preparation process
 - Read the final report
 - Financial factors should be considered as part of the development of Master Plans.

3. Multi-Year Capital Planning

- Capital Budget is Year 1 of the Multi-Year CIP
- Identify needs
- Determine Impacts
- Prioritize
 - Internal review committee
- LTFP – Long Term Financial Plan
- Contingencies for multi-year projects
 - Guarantees of Resources for out years
 - Unforeseen issues
 - Cost overruns



Multi-Year Capital Planning

- 5/10-year Capital Improvement Program
 - General Government CIP
 - Long-term projection for impacts on the I&S tax rate
 - Operations and maintenance impacts on the operating budget
 - Transfers in from other sources (TIRZ, PIDs, 4B sales tax, etc.)
 - Water & Sewer CIP
 - Included in annual water & wastewater rate study
 - Industrial Development Corporation (4B sales tax) CIP
 - Long-term financial projection for operating impact and debt service coverage



4. Capital Asset Management

- Asset Register (Basics)
 - What do you own?
 - Where is it?
 - What condition is it in?
 - Will you replace it?
- Investment in Existing Assets
 - Resiliency
 - Cost
 - Limit Asset Deficit
 - Increased costs at Catastrophic Failure
 - Essential part of Policies/ Ordinance
- Data Alignment
- Support Decision Makers



5. Communicating Capital Improvement Strategies

- Communicated to Stakeholders
 - Internal
 - Electeds AND Departments
 - External
- Feedback
 - More than just once a year during budget
- Strategies include:
 - Signage
 - Press
 - Social Media
 - Interest Groups
 - Public Meetings
 - Budget Document
 - Community Survey



6. Capital Project Monitoring and Reporting

- Data
 - Project Management
- Internal
- External
- Systems
 - Who is tracking what information where?



Capital Project Monitoring and Reporting

- Governmental entities should establish policies and procedures to support effective capital project monitoring and reporting to assist in the management of these significant projects. Such efforts can improve financial accountability, enhance operational effectiveness and promote citizens' confidence in their government.
- Need to decide what data is relevant for both internal and external stakeholders
- Timing & Dollars

Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.
 - Private business use
 - Timely spend of bond proceeds
 - Arbitrage
 - Legal use of proceeds – Legal notice

Capital Project Monitoring and Reporting

NOTICE OF INTENTION TO ISSUE CERTIFICATES

NOTICE IS HEREBY GIVEN that the City Council of the City of Conroe, Texas (the “City”) will meet at its regular meeting place at City Hall, 300 W. Davis, Conroe, Texas 77301 at 6:00 p.m. on the 10th day of November, 2022, which is the time and place tentatively set for the passage of an ordinance and such other action as may be deemed necessary to authorize the issuance of the City’s certificates of obligation in one or more series, payable from an annual ad valorem tax, as well as a limited pledge of \$1,000 of the surplus revenues of the City’s water and sewer system, in the maximum aggregate principal amount not to exceed \$77,000,000, bearing interest at any rate or rates, not to exceed the maximum interest rate authorized by law, as shall be determined within the discretion of the City Council at the time of issuance and maturing over a period of years not to exceed forty (40) years from the date thereof, for the purposes of evidencing the indebtedness of the City for all or any part of the costs associated with (i) the construction, improvement, expansion, rehabilitation and repair of City streets, alleys, bridges and sidewalks; (ii) the construction, improvement, expansion, rehabilitation and repair of City traffic signals and traffic signal systems; (iii) the acquisition, construction, improvement and equipment of a new fire station; (iv) construction, improvement, expansion, rehabilitation and repair of the police station parking lot; (v) improvement, rehabilitation and repair of City facilities; (vi) parks and recreation improvements; (vii) the improvement, rehabilitation and repair of the City’s drainage system; and (viii) the cost of professional services incurred in connection therewith. The estimated combined principal and interest required to pay the Certificates on time and in full is \$117,624,239. Such



Capital Project Monitoring and Reporting

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NOTICE IS HEREBY GIVEN that the City Council of the City of Conroe, Texas (the “City”) will meet at its regular meeting place at City Hall, 300 W. Davis, Conroe, Texas 77301 at 6:00 p.m. on the 13th day of January, 2022, which is the time and place tentatively set for the passage of an ordinance and such other action as may be deemed necessary to authorize the issuance of the City’s certificates of obligation in one or more series, payable from the City’s annual ad valorem tax, as well as a limited pledge of \$1,000 of the surplus revenues of the City’s water and sewer system, in the maximum aggregate principal amount of \$34,000,000, bearing interest at any rate or rates, not to exceed the maximum interest rate authorized by law, as shall be determined within the discretion of the City Council at the time of issuance and maturing over a period of years not to exceed forty (40) years from the date thereof, for the purposes of evidencing the indebtedness of the City for all or any part of the costs associated with (i) the design, construction and equipment of a new 80,000 sq. ft. community center and related infrastructure to be located on land owned by the City at 710 Foster Drive, on approximately 25 acres in Conroe, Texas, and (ii) cost of professional services incurred in connection therewith (collectively, the “Project”). The estimated combined principal and interest required to pay the Certificates on time and in full is \$43,144,221. Such estimate is provided for illustrative purposes only and is based on an assumed interest rate of 2.50%. Market conditions affecting interest rates vary based on a number of factors beyond the control of the City, and the City cannot and does not guarantee a



Capital Project Monitoring and Reporting

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NOTICE IS HEREBY GIVEN that the City Council of the City of Conroe, Texas (the “City”) will meet at its regular meeting place at City Hall, 300 W. Davis, Conroe, Texas 77301 at 9:30 a.m. on the 10th day of November, 2021, which is the time and place tentatively set for the passage of an ordinance and such other action as may be deemed necessary to authorize the issuance of the City’s certificates of obligation in one or more series, payable from an annual ad valorem tax, as well as a limited pledge of \$1,000 of the surplus revenues of the City’s water and sewer system, in the maximum aggregate principal amount of \$27,400,000, bearing interest at any rate or rates, not to exceed the maximum interest rate authorized by law, as shall be determined within the discretion of the City Council at the time of issuance and maturing over a period of years not to exceed forty (40) years from the date thereof, for the purposes of evidencing the indebtedness of the City for all or any part of the costs associated with (i) repair and renovation of, the construction of improvements to and the equipment of the City’s water and sewer system, and (ii) cost of professional services incurred in connection therewith. The estimated combined principal and interest required to pay the Certificates on time and in full is \$32,546,538. Such estimate is provided for illustrative purposes only and is based on an assumed interest rate of 2.50%. Market conditions affecting interest rates vary based on a number of factors beyond the



Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Identify relevant data for external and internal stakeholder information needs.
 - Reporting on project status and activities.
 - Amounts spent inception-to-date
 - Internal Monthly CIP Activity Report
 - External Monthly Financial Summary Report
 - Reported to Mayor & City Council
 - Posted on City’s website

Capital Project Monitoring and Reporting

	A	B	C	X	AO	AP	AQ	AR	AS	AT	AU
5											
6	P-Cod	Project Name	Project Type	Budget, Inception to Date	FY 23-24 En	FY 23-24 Ex	FY 23-24 YTD Total	Expenditures + Encumbrances ITD	Remaining Balance	ITD as % of Budget	Project Status
21	I12	Rehab - Alligator Creek Phase 1	Drainage	5,215,000	2,576,212	467,903	3,044,115	4,632,033	582,967	89%	Active
24	I75	Culvert Replacement - Heritage Museum Driveway	Drainage	315,000	-	-	-	-	315,000	0%	Active
25	TBD	BRIC-FMA Grants	Drainage	350,000	-	-	-	-	350,000	0%	Active
27	I99	Drainage Improvements - Lilly Boulevard	Drainage	2,295,000	-	-	-	-	2,295,000	0%	Active
29	I80	Conroe Municipal Center - HVAC Replacements and Upgrad	Facilities	2,750,000	2,601,852	-	2,601,852	2,754,852	(4,852)	100%	Active
31	H91	Conroe Convention Center & Parking Garage	Facilities	32,333,000	466,455	(83,111)	383,344	32,333,475	(475)	100%	Active
33	H90	Conroe Hotel	Facilities	10,194,060	668,593	251,370	919,963	10,139,975	54,085	99%	Active
40	H30	Flood Protection - Police Training Facility/Gun Range	Facilities	1,752,000	27,806	1,836	29,642	1,760,423	(8,423)	100%	Active
41	I26	City Hall 1st Floor Improvements	Facilities	500,000	17,703	4,959	22,662	121,556	378,444	24%	Active
42	I37	Fire Department - Fire Station #8	Facilities	9,779,000	234,368	-	234,368	1,551,412	8,227,588	16%	Active
50	I79	Police Station - Parking Lot Expansion and Improvements	Facilities	1,179,000	15,395	-	15,395	85,000	1,094,000	7%	Active
53	H64	Oscar Johnson, Jr. Community Center	Parks	41,509,500	26,907,057	4,543,138	31,450,195	39,872,607	1,636,893	96%	Active
54	I25	Restroom Building for Carl Barton, Jr. Park	Parks	205,000	(0)	18,202	18,202	197,230	7,770	96%	Active
60	TBD	Westside Recreation Center - HVAC Chiller	Parks	200,000	-	-	-	-	200,000	0%	Active
71	I42	Wastewater Treatment Plant - Pine Lake Cove	Sewer	1,129,000	224,872	-	224,872	1,128,577	423	100%	Active
72	I75	Treatment Plant - Construction of New Plant - Phase IV	Sewer	73,871,000	729,350	1,150	730,500	71,992,597	1,878,403	97%	Active

Summary of Expenditures

Bond Compliance Dashboard

Fund 601 General Gov 2018-A

Fund 602 General Gov 2019-A

Fund 605 General Gov 2020- ...



Capital Project Monitoring and Reporting

	A	B	C	D	E	G	J	K	L	M
	P-Code	Project Name	Project Type	Account Type	G/L Account	Total Cumulative Project Budg	FY 23-24 YTD Total	Revenue Cumulative Total	Budget Remaining Balance	Project Status
10		Bond Proceeds	N/A	Revenue	610-1020-6103	\$ 8,385,000	8,015,000	\$ 8,015,000	\$ 370,000	Active
12		Premium on Bonds	N/A	Revenue	610-1020-6113	-	372,487	372,487	(372,487)	Active
13	I94	Street Rehab - Valwood Area - Congressional Earmark	Streets	Revenue	610-8060-6108	4,174,000	-	-	4,174,000	Active
14	I95	Street Rehab and Drainage Upgrades - FM 1488 Area - Congressional	Streets	Revenue	610-8060-6108	1,088,000	-	-	1,088,000	Active
15	I96	Fiber Connectivity - South Loop 336 - East - Congressional Earmark	Signals	Revenue	610-8070-6108	923,000	-	-	923,000	Active
16	I97	Fiber Connectivity - South Loop 336 - West - Congressional Earmark	Signals	Revenue	610-8070-6108	1,106,000	-	-	1,106,000	Active
17		Interest on Investments	N/A	Revenue	610-1020-6010	-	70,443	70,443	(70,443)	Active
18	Total					\$ 15,676,000	\$ 8,457,930	\$ 8,457,930	\$ 7,218,070	7



Capital Project Monitoring and Reporting

	A	B	C	D	E	G	J	K	L	M
	P-Code	Project Name	Project Type	Account Type	G/L Account	Total Cumulative	FY 23-24 YTD Total	Expense Cumulative	Budget Remaining	Project Status
22	TBD	BRIC-FMA Grants	Drainage	Expense	610-8030-XXXX	350,000	-	-	350,000	Active
23	I99	Drainage Improvements - Lilly Boulevard	Drainage	Expense	610-8030-XXXX	2,295,000	-	-	2,295,000	Active
24	TBD	Westside Recreation Center - HVAC Chiller	Parks	Expense	610-8090-XXXX	200,000	-	-	200,000	Active
25	I96	Fiber Connectivity - South Loop 336 - East - Congressional Earmark	Signals	Expense	610-8070-XXXX	1,154,000	-	-	1,154,000	Active
26	I97	Fiber Connectivity - South Loop 336 - West - Congressional Earmark	Signals	Expense	610-8070-XXXX	1,382,000	-	-	1,382,000	Active
27	I34	Signal Upgrades - Mast Arms - Phase 1	Signals	Expense	610-8070-XXXX	530,000	-	-	530,000	Active
28	I85	Roadway Extension - Pacific Street	Streets	Expense	610-8060-XXXX	530,000	-	-	530,000	Active
29	I93	Street Rehab - Glenwood Park	Streets	Expense	610-8060-XXXX	2,320,000	-	-	2,320,000	Active
30	I91	Street Rehab - Lake Conroe Forest Phase 2	Streets	Expense	610-8060-XXXX	248,000	149,100	149,100	98,900	Active
31	I92	Street Rehab - Tanglewood-Briarwood Phase 2B	Streets	Expense	610-8060-XXXX	89,000	-	-	89,000	Active
32	I94	Street Rehab - Valwood Area - Congressional Earmark	Streets	Expense	610-8060-XXXX	5,218,000	-	-	5,218,000	Active
33	I95	Street Rehab and Drainage Upgrades - FM 1488 Area - Congressional	Streets	Expense	610-8060-XXXX	1,360,000	56,375	56,375	1,303,625	Active
34	UPS	Fund 610 - Unallocated Project Savings				-	-	-	-	Active
35	Total					\$ 15,676,000	\$ 205,475	\$ 205,475	\$ 15,470,525	13



Capital Project Monitoring and Reporting

Monthly Financial Summary Report

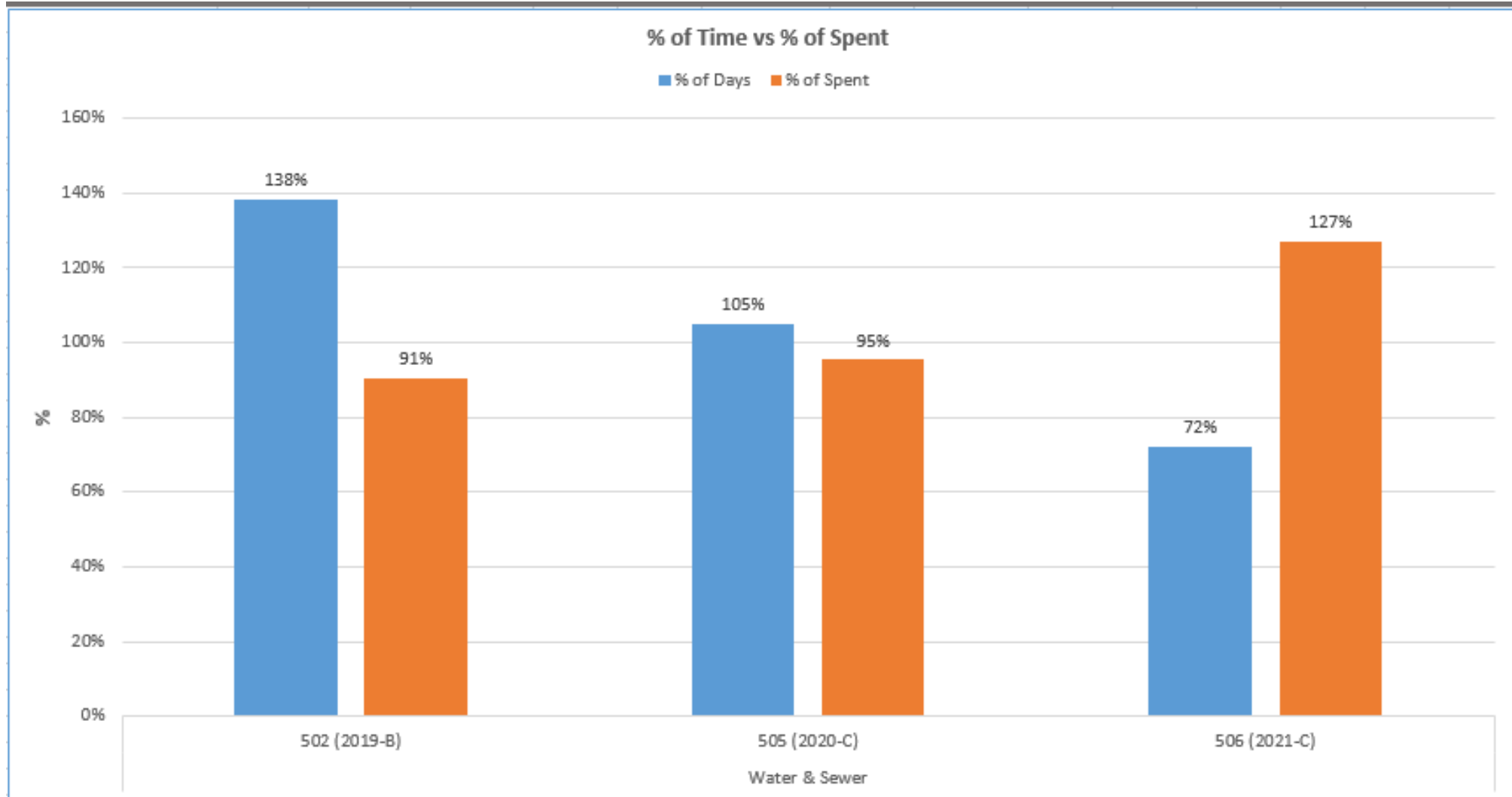
January 2024

CIP Projects - continued

	P-Code	Budget Inception to Date	Expenses Inception to Date	Remaining Balance	ITD as % of Budget
Facilities Projects					
Flood Protection-Police Training Facility/Gun Range	H30	\$ 1,752,000	\$ 1,760,423	\$ (8,423)	100.5%
Conroe Headquarters Hotel	H90	10,194,060	10,139,975	54,085	99.5%
Conroe Convention Center & Parking Garage	H91	32,333,000	32,333,475	(475)	100.0%
City Hall 1st Floor Improvements	I26	500,000	121,556	378,444	24.3%
Fire Department - Fire Station #8	I37	9,779,000	1,551,412	8,227,588	15.9%
Police Station - Parking Lot Expansion and Improvements	I79	1,179,000	85,000	1,094,000	7.2%
Conroe Municipal Center - HVAC Replacements and Upgrades	I80	2,750,000	2,754,852	(4,852)	100.2%
Subtotal		\$ 58,487,060	\$ 48,746,693	\$ 9,740,367	83.3%



Capital Project Monitoring and Reporting



Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Plan and design systems to collect, store, and analyze project data and to report results.
 - Project Codes
 - Examples:
 - I12 - Rehab - Alligator Creek Phase 1
 - I37 - Fire Department - Fire Station #8
 - J06 - Sewer Line Rehab - Rivershire Subdivision
 - Project Key Codes
 - Examples:
 - XP – Expense/ RV- Revenue
 - 1114 – Outside Construction
 - 1111 – Land Acquisition
 - 1113 – Testing/ Inspection

Capital Project Monitoring and Reporting

Project Activity Report

By Project Number

Report Dates: -



City of Conroe, TX

Project Number

[H42](#)

Project Name

STREET REHAB - SUNSET RIDGE

Group

STREETS CIP

Type

STREETS

Status

Active

Revenues

Account Key

Account Name

Category

Total Activity

Total Revenues:

0.00

Expenses

Account Key

[H42-XP](#)

Account Name

STREET REHAB - SUNSET RIDGE EXPENSE

Category

N/A

Total Activity

1,888,527.81

GL Account Number

[601-8060-9030](#)

[602-8060-9030](#)

GL Account Name

IMPROVEMENTS (STREETS) > \$10,000

IMPROVEMENTS (STREETS) > \$10,000

Activity

586,000.00

1,302,527.81

Total Expenses:

1,888,527.81

H42 Total:

1,888,527.81



Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Regularly monitor capital projects’ financial and project activity information.
 - CIP Financial Procedure Manual – Quarterly CIP review meeting
 - Quarterly CIP meeting with:
 - City Manager
 - City Engineer
 - ACA/ Director of Public Works
 - ACA/ Director of Finance
 - Engineering Project Coordinator
 - Department Directors (with CIP Project Responsibility)
 - Assistant Director of Finance
 - Financial Analyst
 - Any other staff with CIP responsibilities are welcome to attend

Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Regularly monitor capital projects’ financial and project activity information.
 - Quarterly CIP Meeting Purpose is to:
 - Review the financial and construction project status of current CIP projects.
 - Discuss any new or upcoming CIP projects and any related budget amendments.
 - Discuss any other issues/ concerns regarding CIP projects.
 - Review pace of spending bond proceeds.
 - Review arbitrage concerns.
 - The Executive Secretary in the City Administrator’s Office will schedule the Quarterly CIP Review Meetings, which are typically held in March, June, September, and December.
 - The Finance Manager will distribute the last Monthly CIP Expense Report to meeting attendees to facilitate discussion.

Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Establish Project close-out procedures and timely close-out projects.
 - CIP Financial Procedure Manual – CIP Project Closeout Procedure
 - The Project Closeout Phase is the last phase in the project construction lifecycle; it finalizes all project activities completed across all phases of the project. Closeout begins at the Initial Completion Date when construction retainage is paid.

Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Establish Project close-out procedures and timely close-out projects.
 - CIP Financial Procedure Manual – CIP Project Closeout Procedure
 - The closeout phase is important in order to:
 - Determine when to move the project from construction in progress to depreciable capital asset according to GAAP. Projects under construction are accounted for as “construction in progress.” A formal closeout process helps staff determine when to move the asset from construction in progress to a depreciable capital asset in the City’s financial statements.
 - Ensure the timely close of open purchase orders (encumbrances), which can misrepresent budgetary reports if improperly encumbered.
 - Provide a final reconciliation to determine if the project is fully funded and has the appropriate amount of revenues (or resources).

Capital Project Monitoring and Reporting

- GFOA Best Practice – “Capital Project Monitoring and Reporting”
 - Establish Project close-out procedures and timely close-out projects.
 - CIP Financial Procedure Manual – CIP Project Closeout Procedure
 - The closeout phase key points:
 - Financial closure is the process of finalizing all financial aspects of project construction (including engineering and testing) and moving the project from construction in progress to its depreciable capital asset category.
 - **All expenditures must be accounted for and reconciled with the project budget by account.**
 - When financial closure is completed, all expenditures made during the project have been paid as agreed to in purchase orders, contracts, or grant agreements.
 - The process of financial closure establishes final project costs. No additional spending would apply to the project code (either capital funds or operating funds) after the project is closed.

7. Capital Plan Highlights and Summary

- Investments in Capital Budget and CIP
 - LTFP and Funds utilized for the Capital Budget and CIP
- Include all Projects
 - Identify year of project, progress, and this year's planned investment
 - Show specific planned investment (not just “streets” or “HVAC”)
- Identify Asset Replacement
 - Asset Management Policy (Register, Investment/ Renewal, Deficit Mitigation)
 - Asset Management Plan (Data in Register, Continuous Improvement Cycle, Calculate Replacement Costs)



8. Individual Capital Project Detail

- Additional project information on the jurisdiction's website or in a separate capital document
 - Description
 - Timetable
 - Map/ Graphics
 - Links to other plans
 - Revenue & Expenditure Estimates

Individual Capital Project Detail

Capital Improvement Program Project Sheet

Project Title:	Street Rehab - Valwood Area - Congressional Earmark		
Project Code:	TBD	Rank:	04
Project Type:	Streets	Project Manager:	Engineering
Start Date:	2023-10-01	Completion Date:	2024-09-30
Location:	Silverdale to Foster, HWY 75 to S. 7th Street, and Foster South		
Project Summary:	The project will consist of minor base repair and approximately six (6) miles of mill and overlay with minor drainage repair. This project has some sections of open cut ditches and some concrete curb and gutter. Shaded area is not maintained by the City.		



Individual Capital Project Detail

Project Forecast

	Prior Years	2024	2025	2026	2027	2028	2029-2033	Total Cost
Funding Source								
Bond Proceeds	-	1,044,000	-	-	-	-	-	1,044,000
Intergovernmental - Federal	-	4,174,000	-	-	-	-	-	4,174,000
Total Funding Source	-	\$5,218,000	-	-	-	-	-	\$5,218,000
Expenditure								
Improvements >\$10,000	-	5,218,000	-	-	-	-	-	5,218,000
Total Expenditure	-	\$5,218,000	-	-	-	-	-	\$5,218,000

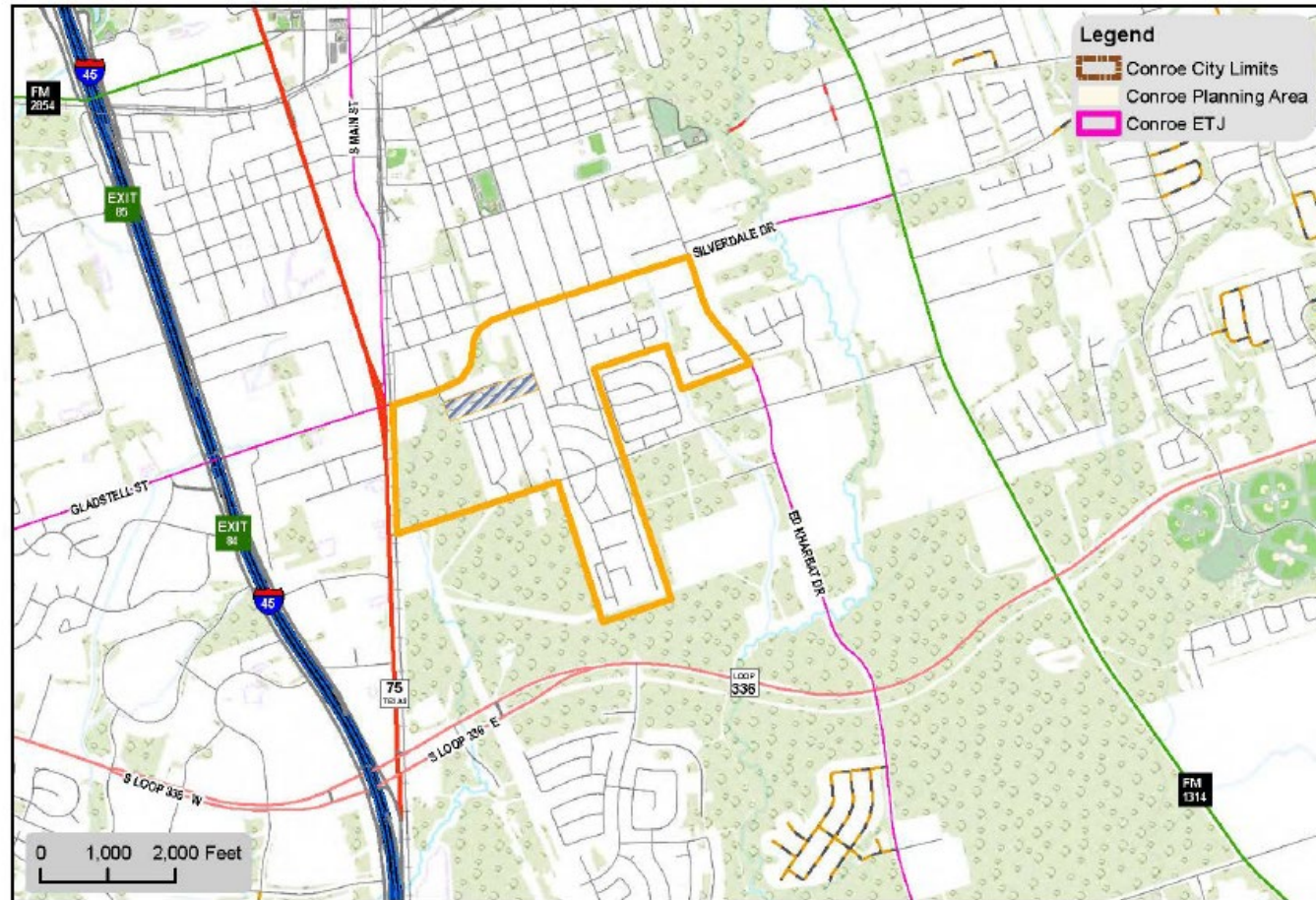
Operating Impacts

No data found for the selected parameters.



Individual Capital Project Detail

The City of Conroe provides this information with the understanding that it is not guaranteed to be accurate, correct or complete. This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an endorsement or approval of the appropriateness or relative location of property boundaries. Construction shown from this information has the possibility of error. Every effort has been made to ensure the accuracy, consistency and timeliness of the materials presented. The City of Conroe assumes no liability for damages incurred directly or indirectly as a result of incomplete, incorrect or outdated information, even if the City is advised of the possibility that the information may not be accurate. The user of this information assumes all liability for their dependence on the information and assumes all responsibility for its use.



P-TBD STREETS
STREET REHAB
VALWOOD AREA - CONGRESSIONAL EARMARK



CITY OF CONROE, TEXAS
WWW.CITYOFCONROE.ORG

9. Operating Impacts

- Quantify the impact of the project on the operating budget
 - Policy - A specific policy on operating impacts should be included under the capital section in the financial policies of the government.
 - Include specific dollar amounts.
 - Classification
 - Revenues – Include revenues for infrastructure if applicable.
 - Expenditures
 - Personnel
 - Supplies
 - Contractual
 - Capital
 - Cost Savings – If decommissioning an existing facility, etc.





Questions?