

**AZLE MUNICIPAL DEVELOPMENT DISTRICT  
REGULAR MEETING**

**CITY COUNCIL CHAMBERS  
613 S.E. PARKWAY  
AZLE, TEXAS 76020**

**TUESDAY  
October 14, 2014**

**AGENDA**

**President Ray Ivey  
Vice President Kevin Ingle  
Secretary Joe McCormick**

**Director Jack Stevens  
Director Justin Berg  
Council Member Paul Crabtree  
Council Member David McClure**

**REGULAR SESSION  
CALL TO ORDER**

**7:00 p.m.**

**ACTION ITEMS**

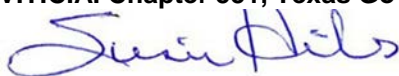
1. Consider approving the Minutes of the September 9, 2014 Azle MDD regular meeting  
**Secretary Joe McCormick**
2. Consider adopting Resolution M2014-01 confirming that the Azle MDD Board has reviewed and approved the investment policy.  
**Finance Director Renita Bishop**

**DISCUSSION ITEMS**

3. Discussion regarding economic development director position  
**President Ray Ivey**
4. Discussion regarding the Strategic Plan for the Azle MDD  
**President Ray Ivey**
5. Discussion regarding Azle Municipal Development District plans/procedures/policies  
**President Ray Ivey**

**ADJOURNMENT**

I, the undersigned authority, do hereby certify the above Agenda was posted at City Hall on October 10, 2014 at the City's official bulletin board and is readily accessible to the public at all times in accordance with V.T.C.A. Chapter 551, Texas Government Code.



**Susie Hiles, Assistant to the City Manager**

**Date Agenda Removed from Posting**

*This facility is wheelchair accessible and handicapped parking spaces are available. Auxiliary aids and services are available to a person when necessary to afford an equal opportunity to participate in city functions and activities. Auxiliary aids and services or accommodations should be requested forty-eight hours prior to the scheduled starting time by calling the City Secretary's Office at 817-444-7101.*

Complete MDD Agenda packet and background information are available for review at the City Secretary's Office and on our website [www.cityofazle.org](http://www.cityofazle.org).

# Municipal Development District Communication

Item # 1

<b>Submitted By:</b> Susie Hiles, Assistant to the City Manager	<b>Date:</b> October 9, 2014
<b>Subject:</b> Azle MDD Board Minutes.	

<b>Action Requested:</b> Consider approval of the Minutes of the September 9, 2014 MDD Board meeting
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<b>Purpose (Outline – Who, What, Where, Why &amp; How).</b> Procedural.
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<b>Checklist of Attachments</b>				
<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	
<input type="checkbox"/> Policy	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order	
<input type="checkbox"/> Letter/ Memo From	<input type="checkbox"/> P&Z Minutes	<input checked="" type="checkbox"/> Board Minutes	<input type="checkbox"/> Other Minutes	
<input type="checkbox"/> Applicant	<input type="checkbox"/> Checklist	<input type="checkbox"/> Federal Law	<input type="checkbox"/> Plans / Drawings	
<input type="checkbox"/> Staff	<input type="checkbox"/> State Law	<input type="checkbox"/> Bid Tabulations	<input type="checkbox"/> Maps	
<input type="checkbox"/> <b>Other</b>	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter	

**MINUTES  
REGULAR MEETING  
AZLE MUNICIPAL DEVELOPMENT DISTRICT  
SEPTEMBER 9, 2014**

**DRAFT**

STATE OF TEXAS           §  
COUNTY OF TARRANT   §  
CITY OF AZLE             §

The Azle Municipal Development District of the City of Azle, Texas convened in Regular Session at 7:15 p.m. in the Council Chambers of City Hall, 613 Southeast Parkway, Azle, Texas, on the 9th day of September 2014 with the following members present:

Ray Ivey	President – Place 4
Kevin Ingle	Vice President – Place 6
Jack Stevens	Director - Place 5
Councilman David McClure	Director - Place 2
Craig Lemin	Executive Director/City Manger

Constituting a quorum. Secretary Joe McCormick, Director Justin Berg and Councilman Paul Crabtree were excused from tonight’s meeting. Staff present was:

Lawrence Bryant	Assistant City Manager
Susie Hiles	Assistant to City Manager- Scribe

The following items were considered in accordance with the official agenda posted on the 5th day of September 2014.

**REGULAR SESSION:** 7:15 p.m.  
**CALL TO ORDER**

President Ivey called the session to order at 7:24 p.m.

**PRESENTATION**

**1. Presentation of the MDD’s Quarterly Investment Report for Quarter ended June 30, 2014**

Executive Director Lemin presented the Quarterly Investment Report to the Board noting the value of this Quarter’s investment at \$211,653 with an average quarterly yield of 0.03% and quarterly interest earnings of \$12 and year-to-date earnings of \$18.

**ACTION ITEMS**

**2. Consider approving the Minutes of the August 12, 2014 MDD Regular meeting.**

Director Stevens moved to approve the August 12, 2014 MDD Minutes as presented and discussed. Vice President Ingle seconded the motion. The motion was unanimously approved.

**DISCUSSION ITEMS**

**3. Discussion regarding FY 2014 – 2015 Budget**

This item was placed for discussion pending the outcome of the Council’s decision regarding the proposed FY 2014-2015 MDD Budget at their September 9 Council meeting. Council approved the budget as presented so there was no discussion on this item.

**4. Discussion regarding economic development director position**

President Ivey introduced the Agenda Item. Executive Director Lemin provided the Board with the economic development director job description draft/narrative and sample interview questions for their review. The Board suggested a few changes to the material. Staff will conduct preliminary interviews and develop a list of finalists. Those finalists will then be interviewed by the Board, along with city staff.

**MINUTES  
REGULAR MEETING  
AZLE MUNICIPAL DEVELOPMENT DISTRICT  
SEPTEMBER 9, 2014**

**DRAFT**

**5. Discussion regarding the Strategic Plan for the Azle MDD.**

President Ivey introduced the Agenda Item and recognized Executive Director Lemin who stated this was a continuation of the discussion from the August meeting where the Directors discussed creating a "road map" for the incoming economic development director to help with developing the Strategic Plan.

The main goal of the MDD created from that meeting states:

"Grow employment opportunities through the expansion and development of a sound industrial, manufacturing, professional service, and retail base."

Two objectives under this goal were:

1. Work with Azle City Council to fund a full-time economic development director; and
2. Identify types of businesses the Board would like to see that meet the goals.

The Board agreed to continue this discussion at the October Board meeting with each member bringing several goals/objectives to help finish the "road map".

**6. Discussion regarding Azle Municipal Development District plans/procedures/policies.**

No items discussed.

**ADJOURNMENT**

President Ivey adjourned the meeting at 8:04 p.m.

**PRESENTED AND APPROVED this the 14th day of October, 2014.**

**APPROVED:**

\_\_\_\_\_  
**Ray Ivey, President**

**ATTEST:**

\_\_\_\_\_  
**Joe McCormick, Secretary**

## Azle Municipal Development District Communication

Item #           2          

<b>Submitted By:</b>	Renita Bishop Finance Director	<b>Date:</b>	October 14, 2014
<b>Subject:</b>	Resolution M2014-01 Amending, Reviewing, and Approving the Development District Investment Policy		

<b>Action Requested:</b>	Consider adopting Resolution M2014-01 confirming that the Municipal Development District Board has reviewed and approved the investment policy.
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**Purpose (Outline – Who, What, Where, Why & How).**

Chapter 2256 of the Texas Government Code, commonly known as the Public Funds Investment Act, requires that the governing body of an investing entity adopt by rule, order, ordinance, or resolution, as appropriate, a written investment policy regarding the investment of its funds and funds under its control. The law also requires that the policy be reviewed and adopted by the governing body each year. The Board last approved the Investment Policy on October 8, 2013.

This year there are no proposed changes. A copy of the policy as well as the proposed resolution is provided with this communicator for your review.

**Checklist of Attachments**

<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input checked="" type="checkbox"/> Resolution
<input checked="" type="checkbox"/> Policy	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order
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	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter

**RESOLUTION NO. M2014-01**

**A RESOLUTION OF THE BOARD OF THE AZLE MUNICIPAL DEVELOPMENT DISTRICT OF AZLE, TEXAS, ADOPTING AND APPROVING A WRITTEN INVESTMENT POLICY.**

**WHEREAS**, Chapter 2256 of the Texas Government Code, commonly known as the "Public Funds Investment Act" requires the City to adopt an investment policy by rule, order, ordinance or resolution annually; and

**WHEREAS**, the Public Funds Investment Act requires the chief financial officer and investment officers of the City to attend investment training; and

**WHEREAS**, the chief financial officer, investment officers and any official participating in the investment process have attended an investment training course approved by the Investment Committee as provided in the Investment Policy; and

**WHEREAS**, the City of Azle Investment Policy also includes the Azle Crime Control & Prevention District and Azle Municipal Development District to allow for the prudent investment of funds, as authorized by the Azle City Council, the Azle Crime Control & Prevention District Board and Azle Municipal Development District Board; and

**WHEREAS**, the attached Investment Policy and incorporated revisions comply with the Public Funds Investment Act, as amended, and authorize the investment of funds in safe and prudent investments.

**NOW, THEREFORE, BE IT RESOLVED BY THE MUNICIPAL DEVELOPMENT DISTRICT BOARD OF AZLE, TEXAS:**

**SECTION 1** That the Azle Municipal Development District has complied with the requirements of the Public Funds Investment Act and the Investment Policy, attached hereto as "Exhibit A", is hereby adopted as the Investment Policy of the District, effective October 14, 2014.

**SECTION 2** This resolution shall become effective immediately upon passage.

**PASSED AND APPROVED on this the 14th day of October 2014.**

\_\_\_\_\_  
**Ray Ivey, Board President**

**ATTEST:**

\_\_\_\_\_  
**Joe McCormick, Board Secretary**

Exhibit A

## **CITY OF AZLE, AZLE CRIME CONTROL & PREVENTION DISTRICT, AND AZLE MUNICIPAL DEVELOPMENT DISTRICT**

### **INVESTMENT POLICY**

**PURPOSE:** To establish policies for the investment of funds of the City of Azle, the Azle Crime Control and Prevention District and the Azle Municipal Development District, collectively referred to as (the "CITY").

**POLICY:** Scope

This Investment Policy applies to the investment activities of the CITY. All financial assets of the CITY, including the following fund types, shall be administered in accordance with the provisions of these policies.

General Funds  
Special Revenue Funds  
Debt Service Funds  
Capital Project Funds  
Enterprise Funds  
Internal Service Funds  
Sinking Funds

#### Objectives:

The CITY shall manage and invest its cash with three objectives, listed in order of priority: safety, liquidity, and public trust. The safety of the principal invested will always remain the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with State and local law.

The CITY shall maintain a comprehensive cash management program that includes collection of accounts receivable, vendor payment in accordance with invoice terms, and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and optimum yield on short term investments of pooled idle cash.

1. Safety - The primary objective of the CITY's investment activity is the preservation and safety of principal. Each investment transaction shall seek to first avoid capital losses, whether they arise from issuer defaults or erosion of market value.



2. Liquidity - The CITY's investment portfolio will remain sufficiently liquid to meet operating requirements. Liquidity shall be achieved by matching investment maturities with estimated cash flow requirements, maintaining liquid reserves and by investing in instruments with active secondary markets.
3. Public Trust – Investment Officers shall act responsibly as public trust custodians and shall avoid transactions which might impair public confidence in the CITY's ability to govern effectively.

### Responsibility and Control

The Azle City Council, the Azle Crime Control and Prevention District and Azle Municipal Development District Boards of Directors shall designate the City of Azle Assistant City Manager and Finance Director as the Investment Officers. The Investment Officers shall establish procedures for the operation of the investment program consistent with this Investment Policy. The Investment Officers shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinates. No person may engage in an investment transaction except as provided under the terms of this Investment Policy and the procedures established by the Investment Officers.

The Investment Committee, consisting of the City of Azle City Manager, the City of Azle Assistant City Manager, and the City of Azle Finance Director shall meet at least quarterly to determine appropriate strategies and to monitor results. The Committee shall monitor the investment activities; assist in the development of investment policies, strategies and procedures; and annually review and approve the CITY's broker/dealers and independent training sources.

In order to insure the quality and capability of investment management, all Investment Committee and Investment Officers shall attend an investment training session no less often than once every two years, aligned with the fiscal year end, and shall receive not less than 10 hours of instruction relating to investment responsibilities. A newly appointed Investment Officer must attend a training session of at least 10 hours of instruction within twelve months of the date the Investment Officer took office or assumed the Officer's duties. The investment training session shall be provided by an approved independent training source and comply with the investment training requirements of State law.

The Azle City Council, the Azle Crime Control and Prevention District and Azle Municipal Development District Boards of Directors shall annually review and adopt the Investment Policy and included investment

strategies.

### Prudence

Investments shall be made with judgment and care under prevailing circumstances that a person of prudence, discretion and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

The CITY recognizes that in a diversified portfolio, occasional measured losses due to market volatility are inevitable, and must be considered within the context of the overall portfolio's return and that an Investment Officer acting in accordance with this Policy, written procedures, and exercising prudence shall be relieved of personal responsibility for an individual investment's performance.

### Ethics

Investment Officers shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Investment Officers shall disclose to the Azle City Council and the Boards of Directors any material financial interests in financial institutions that conduct business with the CITY and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. Investment Officers shall subordinate their personal investment transactions to those of the CITY.

If an Investment Officer has a personal business relationship with an entity seeking to sell an investment to the CITY, or is related within the second degree by affinity or consanguinity, to an individual seeking to sell an investment to the CITY, the Investment Officer shall file a statement of disclosure with the Azle City Council, the Boards of Directors, and the Texas Ethics Commission.

### Reporting

Within a reasonable time of each quarter's end, the Investment Officers shall submit to the Azle City Council and City Manager, and the Boards of Directors an investment report that contains the information required by State law. Said information shall include, but not be limited to:

1. Detailed description of the CITY's investment position,
2. Summary statement of each pooled fund group (if applicable),
3. Ending book and market value of each separately invested

- asset by fund and asset type,
- 4. Maturity date of each asset, and
- 5. Signatures of each Investment Officer attesting to the portfolio's compliance with the Investment Policy and State law.

The market value of the portfolio will be calculated, and investment credit ratings will be confirmed on a quarterly basis in compliance with the reporting requirements. In determining market value and credit ratings, sources independent of the investment provider will be pursued.

“Weighted average yield to maturity” shall be the standard on which investment performance is calculated.

The CITY shall, in conjunction with its annual financial audit, perform a compliance audit of management controls on investments and adherence to the CITY's Investment Policy. The CITY's independent auditor shall report to the Azle City Council and the Boards of Directors the results of this audit.

#### Investments

1. Authorized Investment Instruments – Financial assets of the CITY may be invested in:
  - a. Obligations of the United States or its agencies or instrumentalities; and other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the United States or its agencies and instrumentalities, including obligations that are fully guaranteed or insured by the Federal Deposit Insurance Corporation or by the explicit full faith and credit of the United States;
  - b. Fully insured or collateralized deposits at financial institutions properly secured in accordance with State law and federal regulations;
  - c. Certificates of deposit and other evidences of deposit at a financial institution that, a) has its main office or a branch office in Texas and is guaranteed or insured by the Federal Deposit Insurance Corporation or its successor, b) is secured by obligations in a manner and amount provided by law for deposits of the CITY, or c) is placed through a depository institution or broker that has its main office or a branch office in Texas and meets the requirements of the Act.

- d. SEC registered, no load money market mutual funds that comply with the requirements of State law;
- e. Texas local government investment pools that seek to maintain a stable dollar asset value, would be described as “government” portfolios, are specifically authorized by the Azle City Council, and that comply with the requirements of State law;
- f. Investment pools that provide fixed maturity, fixed yield investments, are specifically authorized by the Azle City Council, and that comply with the requirements of State law; and
- g. Repurchase agreements (direct security repurchase agreements) collateralized by obligations of the United States or its agencies or instrumentalities and that comply with the requirements of State law.

2. Not Authorized

Investments including interest-only or principal-only strips of obligations with underlying mortgage-backed security collateral, or collateralized mortgage obligations with an inverse floating interest rate coupons or a maturity date of over 10 years are strictly prohibited.

With respect to authorized investments, this Policy is more restrictive than the Public Funds Investment Act.

- 3. Maximum Investment Maturity - The maximum maturity for each fund-type group is set forth in the investment strategies.
- 4. All security transactions shall be executed using the delivery versus payment method. That is, funds shall not be wired or paid until verification has made that the correct security was received by the CITY’s safekeeping agent. All securities shall be held in safekeeping at a third party institution approved by the Investment Committee.
- 5. In order to create a competitive pricing environment for each investment transaction, the CITY shall solicit quotations from multiple authorized broker/dealers or financial institutions.
- 6. In the event an authorized investment loses its required minimum credit rating, all prudent measures will be taken to liquidate said investment. Additionally, the CITY is not required to liquidate investments that were authorized at the time of purchase.

7. Investment Officers may not purchase any investments from business organizations that have not delivered a written certification to the CITY as required by State law and that have not been authorized by the Investment Committee.

### Financial Institution Deposits

Primary depositories shall be selected through the CITY's banking services procurement process, which shall include a formal Request for Applications (RFA) issued in compliance with applicable State law. This contract can be extended as per the RFA specifications. In selecting depositories, the credit worthiness of institutions shall be considered, and the CITY shall conduct a comprehensive review of prospective depositories' credit characteristics and financial history.

All depository deposits shall be insured or collateralized in compliance with applicable State law. The CITY reserves the right, in its sole discretion, to accept or reject any form of insurance or collateralization pledged towards depository deposits. Financial institutions serving as CITY Depositories will be required to sign a depository agreement with the CITY. The collateralized deposit portion of the agreement shall define the CITY's rights to the collateral in case of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- The agreement must be in writing;
- The agreement has to be executed by the Depository and the CITY contemporaneously with the acquisition of the asset;
- The agreement must be approved by the Board of Directors or designated committee of the Depository and a copy of the meeting minutes must be delivered to the CITY; and
- The agreement must be part of the Depository's "official record" continuously since its execution.

With the exception of deposits secured with irrevocable letters of credit at 100% of amount, the market value of the investments securing the deposit of funds shall be at least equal to 102% of the amount of the deposits of funds reduced to the extent that the deposits are insured by the Federal Deposit Insurance Corporation (FDIC). Securities pledged as collateral shall be held by an independent third party with whom the CITY has a current custodial agreement. The agreement is to specify the acceptable investment securities as collateral, including provisions relating to

possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities.

## STRATEGIES:

### General

The CITY's basic investment strategy for all financial assets is to preserve principal. In order to achieve that objective, the CITY shall invest in instruments with limited credit risk and invest in maturities that do not exceed anticipated cash flow requirements.

The objective of liquidity stems from the need of the CITY to maintain available cash balances sufficient to cover financial outlays. Since the timing and amount of some financial disbursements are not predictable, fund-type strategies shall adjust for the certainty of projected cash flows.

It is also the policy of the CITY to diversify its investment portfolios. Whenever practical and appropriate, assets held in the investment portfolio shall be diversified to minimize the risk of loss resulting from one concentration of assets in a specific maturity, a specific issuer, or a specific class of investment.

CITY funds shall seek to achieve a competitive yield appropriate for each fund-type. A comparably structured treasury security portfolio shall represent the minimum yield objective. Yield objectives shall at all times be subordinate to the objectives of safety and liquidity. Tax exempt debt proceeds shall be invested to maximize the interest earnings retained by the CITY, while at the same time, fully complying with all applicable State laws and federal regulations.

The Investment Officer will insure that marketability maintained in the fund-type portfolios is sufficient to reasonably assure that investments could be liquidated if cash needs occur prior to the maturity date of the investments.

The CITY will group investment instruments into a number of "fund-type investment groups". These groups will reflect similar needs as to maturity limits, diversity, and liquidity.

All investment-specific restrictions shall be measured at the time of purchase and based on portfolio book value.

### Fund-Types:

**Short Term/Operating** – Most of the CITY's functional accounts maintain fund balances to perform normal operations. Cash flow projections are reasonably accurate, but occasional circumstances may create unpredicted requirements. To reduce market risk and assure liquidity, anticipated cash flows shall be matched with investment maturities. The dollar weighted average maturity of operating funds may not exceed nine months. The maximum maturity of an individual investment shall not exceed two years. To further offset the risk of unpredictable events and to anticipate market movements, additional fund balances shall be invested in short-term deposits, investment pools or money market mutual funds.

**Capital Project Funds** – Fund balances designated for capital projects may be scheduled for expenditure separate from the flow of operating funds. Bond proceeds (which may be subject to the arbitrage rebate regulations) are a main source of capital project funds. As with operating funds, a key strategy is to assure that anticipated cash flows are matched with investment maturities. The maximum weighted average maturity of capital project funds shall not exceed two years. The maximum maturity of an individual investment shall not exceed three years. To further offset the risk of unpredictable events and to anticipate market movements, additional fund balances shall be invested in short-term deposits, investment pools or money market mutual funds.

Bond Proceeds subject to the arbitrage regulations may necessitate an altered investment strategy under some market conditions. Investment selection for these funds may be dependent on market conditions, cash flow needs, and State law and federal regulation compliance.

**Debt Service Reserve Funds** – These reserves are usually specifically defined in terms of amount and size. Bond document covenants may require that reserve balances be maintained with a third party financial institution or paying agent. In such instances, the CITY may contract with such parties to operate in the capacity of investment advisor. These relationships will be approved by the Azle City Council in compliance with State law. The investment advisors will be confined to the particular instruments and parameters specified as appropriate for this type of fund and the applicable bond documents.

A primary investment strategy for debt service reserve funds is to provide emergency funds to meet debt service requirements. Since the investments may be subject to the arbitrage regulations, the secondary investment strategy is to attempt to maximize the amount of retained interest earnings. The maximum maturity of an individual investment shall not exceed the lesser of ten years, the call date of the bonds, the maturity date of the bonds, or any applicable restriction in the bond documents. In the unlikely event Debt Service Reserve Funds would be required to fund

a debt service payment, only instruments with historical bid/offer price spreads of 25 basis points or less shall be considered for investment.

**Debt Service Funds** – These funds are specifically defined in terms of amount, size and cash flow need. Bond document covenants may require that these funds be maintained with a third party financial institution or paying agent. In such instances, the CITY may contract with such parties to operate in the capacity of investment advisor. These relationships will be approved by the Azle City Council in compliance with State law. The investment advisors will be confined to the particular instruments and parameters specified as appropriate for this type of funds and the applicable bond documents.

The primary investment strategy for debt service funds is to match investment maturities with debt service payment requirements. The instruments need not have an active secondary market. The maximum maturity of an individual investment shall be the next unfunded debt service date.

**Sinking Funds** – These funds are usually defined in terms of amount, size and cash flow need. Sinking Fund document covenants may require that these funds be maintained with a third party financial institution or paying agent. In such instances, the CITY may contract with such parties to operate in the capacity of investment advisor. These relationships will be approved by the Azle City Council in compliance with State law. The investment advisors will be confined to the particular instruments and parameters specified as appropriate for this type of funds and the applicable documents.

The primary investment strategy for sinking funds is to match investment maturities with payment requirements. The instruments need not have an active secondary market. The maximum maturity of an individual investment shall be the next unfunded payment date.



SAMPLE

**CERTIFICATE OF INVESTMENT PROVIDER**

1. The City of Azle, the Azle Crime Control and Prevention District and Azle Municipal Development District collectively referred to as (the "CITY") have presented a copy of its Investment Policy to the undersigned.
2. The undersigned has received the Investment Policy and reviewed it.
3. The undersigned has implemented reasonable procedures and controls in an effort to preclude imprudent investment transactions conducted between the CITY and the undersigned that are not authorized by the CITY's Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the CITY's portfolio or requires an interpretation of subjective investment standards.

Signed this \_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Organization

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

# Municipal Development District Communicator

Item # 4

<b>Submitted By:</b> Ray Ivey, MDD President	<b>Date:</b> October 10, 2014
<b>Subject:</b> Discussion regarding the Strategic Plan	

<b>Action Requested:</b> Discussion regarding the Strategic Plan for the Azle MDD
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<p><b>Purpose (Outline – Who, What, Where, Why &amp; How)</b></p> <p>Board members have reviewed the list of their top 10 priorities and discussed how to begin to develop goals around these priorities. At the August MDD Board meeting, discussion centered on creating a "road map" to provide to an Economic Development Director to indicate the direction the Board wants the position to take.</p> <p>The main goal of the MDD created from that meeting states: "Grow employment opportunities through the expansion and development of a sound industrial, manufacturing, professional service, and retail base."</p> <p>Two objectives under this goal were:</p> <ol style="list-style-type: none"><li>1. Work with Azle City Council to fund a full-time economic development director; and</li><li>2. Identify types of businesses the Board would like to see that meet the goals</li></ol> <p>The Board will continue the discussion to complete this "road map", preferably with at least two more main goals and matching objectives.</p> <p>Continue the discussion to develop the Strategic Plan.</p>
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<b>Checklist of Attachments</b>			
<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution
<input type="checkbox"/> Policy	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order
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<input type="checkbox"/> Staff	<input type="checkbox"/> State Law	<input type="checkbox"/> Bid Tabulations	<input type="checkbox"/> Maps
<input checked="" type="checkbox"/> <b>Other</b>	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter



*D R A F T*  
**Municipal Development District**  
**STRATEGIC PLAN 2014**

**GOAL: Expand and Develop Sound Retail Industrial and Manufacturing Base** (*by-laws*)

OBJECTIVE(s):

1. Identify new development/redevelopment of properties (2)
2. Identify types of businesses desired (3)
3. Identify properties for development (4)
4. Improve / expand existing businesses (retention) (12)
5. Analyze gaps for under-represented business types (reduce retail leakage) (13)

TASK(s):

1. Assist City of Azle in funding full time economic development director (1)
2. Create marketing campaign towards targeted businesses (10)
3. Encourage cooperation of existing land owners (6)
4. Review City's tax abatement plan to determine if changes may be appropriate to better support the MDD Strategic Plan. (\*)
5. Analyze gaps for under-represented business types (reduce retail leakage) (14)

**GOAL: Improve Infrastructure to Meet Expanding Economic Opportunities** (8)

OBJECTIVE(s):

1. Provide utilities to new properties to meet expanding economic opportunities that are or otherwise would impede economic expansion (\*)
2. Provide utilities to existing business properties to meet expanding economic opportunities (\*)

TASK(s):

1. Identify utility needs that are impeding economic development
2. Develop a plan to provide or assist in providing those utilities needs to the business property boundary.
3. Coordinate efforts with TxDOT, Azle ISD, Azle Area Chamber of Commerce and HUD
4. Encourage cooperation of existing land owners

**GOAL: Improve the Perception of Azle** (5) [*also supports 12 & 13*]

OBJECTIVE(s):

1. Improve livability/quality of life (7)
2. Increase employment opportunities (11 & *by-laws*)

TASK(s):

1. Strong internet/website presence promoting Azle (20)
2. Develop a plan to gain greater Community involvement in this goal (21)
3. Identify competitive advantages / disadvantages of locating in Azle (15)

**GOAL: Development/ Increase Funding Sources** (22)

OBJECTIVES(s):

1. Provide funding opportunities to improve economic development

TASK(s):

1. Coordinate with NCTCOG , USDA Rural Loan Program and other such sources
2. Investigate grant opportunities(18)

OTHER priorities that were unused here are: Training / development of Board (16); Annexation (19)

Note: The text in *italics* is a cross-reference to the source of the entry. An asterisk (\*) appears when an entry was added that was not on the priority list (next page).



Municipal Development District  
Goals/Priorities  
2014

Top 10 List of Priorities

1. Assist City in funding full time economic development director
2. New development/redevelopment of properties
3. Identify types of businesses desired
4. Identify properties for development
5. Perception of Azle
6. Encourage cooperation of existing land owners
7. Improve livability / quality of life
8. Improve infrastructure
9. Increase tax base
10. Create marketing campaign towards targeted businesses
  
11. Increase employment opportunities
12. Reduce tax burden on residents / businesses
13. Improve / expand existing businesses (retention)
14. Analyze gaps for under-represented business types (reduce retail leakage)
15. Identify competitive advantages / disadvantages of locating in Azle
16. Training / development of Board
17. Coordinate efforts with
  - TxDOT
  - AISD
  - Azle Area Chamber of Commerce EDC
  - HUD
18. Investigate grant opportunities
19. Annexation
20. Strong internet/website presence
21. Community involvement
22. Funding

## Goals, Objectives and Tasks related to MDD Priority List

Below would be my top 5 list and goals to accomplish and some of the ideas we need to think about.

1. Hire full time economic development director
  - Figure out compensation package
  - Put add in paper, career builder and monster
  - Interview candidates
2. New Development/redevelopment of properties
  - Speak with existing property owners and ask what level of interest they have in restoring
  - Offer tax or some type of compensation for clean up
3. Improve quality of life
  - We NEED sidewalks/trails
  - hire company to find out where we can add them for a reasonable price.
4. Coordinate efforts with TxDOT, AISD, Azle Area Chamber of Commerce EDC, HUD
5. Encourage Cooperation of existing land owners
  - Find someone who is willing to speak with landowners

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I think that our number one goal, after a Director, which will go a long way towards accomplishing the others, is that we entice /develop " non-retail" businesses to come to Azle. I am suggesting technical/administrative first level, and manufacturing second.