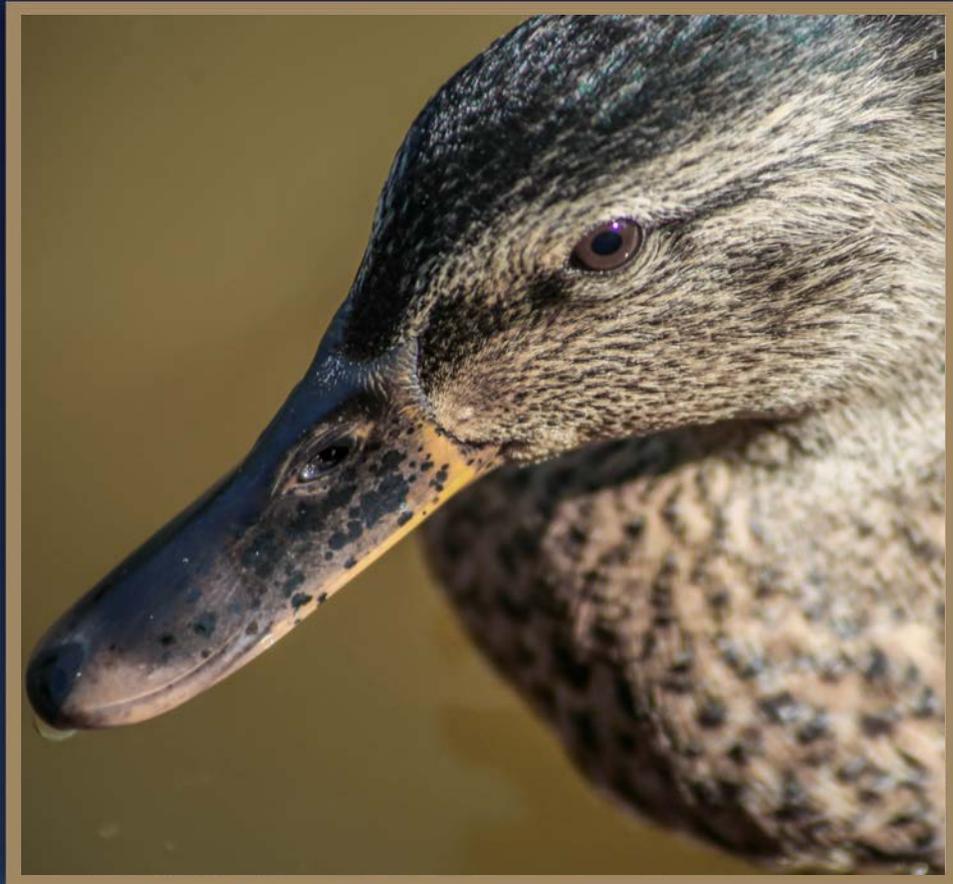


# ANNUAL OPERATING BUDGET FISCAL YEAR 2018



**City of Colleyville**  
**Fiscal Year 2017-2018**  
**Budget Cover Page**

**September 19, 2017**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$660,942, which is a 4.6 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$280,756.

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

**FOR:** Richard Newton, Bobby Lindamood, Tammy Nakamura, Kathy Wheat, Nancy Coplen, and Mike Taylor

**AGAINST:**

**PRESENT** and not voting:

**ABSENT:** George Dodson

**Property Tax Rate Comparison**

	<b>2017-2018</b>	<b>2016-2017</b>
Property Tax Rate:	\$0.333834/100	\$0.339130/100
Effective Tax Rate:	\$0.319110/100	\$0.329138/100
Effective Maintenance & Operations Tax Rate:	\$0.302906/100	\$0.309453/100
Rollback Tax Rate:	\$0.344972/100	\$0.351431/100
Debt Rate:	\$0.017834/100	\$0.017222/100

Total debt obligation for City of Colleyville secured by property taxes: \$683,367



### **Our Vision:**

*A tranquil urban oasis characterized by its upscale neighborhoods, family friendly atmosphere and unmatched community spirit.*

### **Our Mission:**

*Colleyville is a model neighborhood focused city, sensitive to our history, stewards of our resources and dedicated to our residents. We are committed to providing continuously improving, citizen valued services to assure their enjoyment of our small town quality of life with pride, honor and dignity.*

### **Our Values:**

*Integrity    Communication    Excellence    Transparency*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Colleyville  
Texas**

For the Fiscal Year Beginning

**October 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Colleyville, TX for its annual budget for the fiscal year beginning October 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

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# Fiscal Year 2018

## City Council



**Richard Newton**  
Mayor



**Bobby Lindamood**  
Mayor Pro Tem



**Tammy Nakamura**  
Place 1



**Kathy Wheat**  
Place 3



**George Dodson**  
Place 4



**Nancy Coplen**  
Place 5



**Mike Taylor**  
Place 6

# Budget Message



# COLLEYVILLE

# FY 2018 Budget Message

We are pleased to present the adopted FY 2018 Combined Annual Operating Budget for the City of Colleyville. The budget is balanced and prepared in accordance with state law, the Colleyville City Charter, ordinances, and budget policies.

The City provides a full range of municipal services utilizing operating funds, special revenue funds, and capital project funds to provide those services. Whenever possible, the most restrictive funding source is used first, ultimately limiting the costs borne by the primarily property tax-supported general fund.

The **combined expenditures of the City's major operating funds** are as follows:

FY 2018 Adopted Budget	General Fund	Utility Fund	Drainage Fund	Debt Service Fund
Operating Revenues	\$23,934,566	\$15,540,017	\$961,880	\$1,979,412
Operating Expenditures	\$23,694,811	\$15,526,542	\$731,362 \$1,481,362*	\$1,979,412

\* Includes drawing down fund balance for capital

One measure of a **City's financial strength** is its level of reserves. While the City Council has approved a conservative fiscal policy of a 90-day reserve requirement, the **City's operating funds** are projected to exceed the minimum requirement as of September 30, 2017.

Fund Type	Number of Days	Amount
General	100	\$6,456,467
Utility	100	\$4,253,847
Drainage	387	\$1,570,506
Debt Service	148	\$ 807,345

These reserves earns interest, bolster cash flow, and are available for unanticipated expenditures or emergencies. As a non-recurring revenue source, beginning fund balances are used to fund capital or other one-time expenses only. The City Council

has provided direction to maintain a 100-day operating reserve in the General Fund and Utility Fund, with any excess reserves or operating surpluses transferred to the Capital Projects Fund and Utility Capital Projects Fund, respectively, to be used for capital projects. The Drainage Fund and Debt Service Fund carry higher reserve levels, with those reserves occasionally drawn upon to cash fund a drainage capital project or down payment on the lease-purchase of a new ambulance.

## BUDGET STRATEGY & DEVELOPMENT

### ***Strategy in Action***

In June 2016, the City Council held a priority setting worksession, at which eight consensus priorities were identified (listed below).



Property Tax Relief



Fiscal Stewardship



Restructure Water Rates



Revise the City Charter



Accelerate the Street Capital Program



Improve Glade Road Design



Improve the Comprehensive Plan



Manage SH26 Project Impacts

A few months later in January 2017, the City Council held a Visioning Workshop and created a new Strategic Plan, with support from an outside facilitator and senior staff. The Strategic Plan included an updated Vision, Mission, and Values. The Strategic Plan also articulated six overall goals and several strategies to achieve each, as shown below. For each strategy identified, one or more objectives were assigned. This included incorporating the original consensus priorities (above) into the new Strategic Plan objectives. A full copy of the Strategic Plan and list of objectives is included in the budget document.

## OUR GOALS

## OUR STRATEGY

### Operate Transparently

- 1.1 Actively involve and engage stakeholders
- 1.2 Develop future community leaders
- 1.3 Assure convenient access to public information
- 1.4 Communicate thoroughly and strategically

### Deliver High Quality Core Services

- 2.1 Provide responsive, efficient city services
- 2.2 Recruit and retain a highly-qualified workforce
- 2.3 Effectively leverage information technology
- 2.4 Demonstrate stewardship of public resources

### Assure Adequate Infrastructure

- 3.1 Upgrade the condition of major roads and neighborhood streets
- 3.2 Ensure regular repair and replacement of water and wastewater facilities
- 3.3 Mitigate stormwater runoff and flooding risks
- 3.4 Thoroughly plan for future capital investments and associated costs

### Enable Responsible Development

- 4.1 Protect Colleyville's semi-rural residential character
- 4.2 Encourage compatible commercial growth
- 4.3 Adopt best-practice planning and development processes

### Safeguard Colleyville's Identity

- 5.1 Create and sustain an identifiable Colleyville brand
- 5.2 Support a variety of community events, concerts and celebrations
- 5.3 Provide attractive facilities for leisure and recreation
- 5.4 Actively seek public / private partnerships

### Govern Effectively

- 6.1 Articulate a compelling vision and direction for the community
- 6.2 Establish a culture of mutual trust and respect
- 6.3 Ensure clarity of City Council and staff roles and responsibilities
- 6.4 Foster our shared values

Preparation of any budget requires the allocation of finite resources. **Staff's role is to guide the process by creating and managing a budget that reflects the City Council's and the community's highest priorities.** Development of the fiscal year 2018 budget was guided by the **priorities outlined in the City of Colleyville's Strategic Plan.** Every new effort and element of the City's budget, including existing programs, is tied to one or more of these goals, strategies, and objectives.

### ***Issues & Challenges***

Colleyville benefits from a strong residential base, which helps mitigate the negative effects of economic fluctuations. Property values have rebounded from the declines experienced in fiscal years 2011 and 2012, and have experienced tremendous growth in the last several years. 2017 certified values increased 10.4% in total, compared to 2016 certified values. **One of the City Council's highest priorities is minimizing the**

tax burden of our citizens. As such, careful consideration is given to the amount of revenue (and associated tax rate) needed, as opposed to simply maintaining a tax rate that brings in ever increasing amounts of revenue due to increased property values. Any tax rate above the effective rate (i.e. that brings in more revenue than the prior year, excluding revenue from new construction) must be fully justified, with the reasons for adopting such a rate clearly communicated.

Sales tax is the second largest revenue source, however, the City's primary commercial corridor along Colleyville Boulevard (SH26) will be under construction for the next several years. Fiscal year 2018 sales tax is projected to have zero growth from fiscal year 2017 year-end projections due to the potential for construction to impact traffic to nearby businesses, and one percent growth is projected for the next several years. The City will be continuing efforts to support and market the impacted businesses during construction, furthering the objective to manage SH26 project impacts.

**Colleyville's history dates back to its beginnings as a farming community in the 1850s.** Even when the City was incorporated a century later, it was still a rural community. Much of our infrastructure – including streets, utility lines, buildings and other community assets—are aging and inadequate to serve residents and commuters in the burgeoning northeast Tarrant County area. In developing the 2018-2022 Capital Improvement Program in coordination with the fiscal year 2018 budget, staff has focused attention on the most urgent priorities and addressing those situations that pose the highest risk if not addressed. Staff also carefully considers which investments will serve to extend the useful life of an asset -- essentially postponing the need for full replacement for a number of years -- when making funding recommendations.

At the budget work session presentation on August 8, staff reviewed a five-year forecast for all operating funds to fiscal year 2022. That forecast includes estimates for expenditures and the revenues necessary to continue balancing the budget. Ad valorem revenue was projected with growth of 5%, and sales tax was projected with limited growth for the reasons mentioned above. The forecast for General Fund expenditures includes general cost increases of 3.5% for materials and contractual services required each year, as well as personnel costs to continue funding appropriate market and merit adjustments and increasing healthcare costs. These forecasts help staff and the City Council focus on the long-term budgetary implications of current funding decisions. They also help to put long-term goals into perspective relative to the overall resources available.

### **Priorities and Fiscal Year 2018 Focus**

With this budget, resources are allocated according to the priorities of our citizens and City Council, while maintaining the conservative fiscal approach that has allowed Colleyville to attain and maintain an AAA bond rating. Cost increases have been absorbed via reductions in other expenses or by identifying alternative fund sources, to allow any new revenue to be allocated for priority areas.

The fiscal year 2018 budget accomplishes a number of priorities, including the following major areas of focus:

- **Lowers the overall property tax rate**

2017 certified values increased 10.4% in total, compared to 2016 certified values. The fiscal year 2018 budget includes a tax rate of \$0.333834/\$100 of valuation, a \$0.0053 reduction from the current \$0.33913 tax rate. This rate reduction serves to provide some relief to property owners receiving higher appraisal values, while also providing the revenue necessary to fund programs and services. **As depicted earlier, providing property tax relief is one of the Council's priority objectives.** The adopted rate represents a 2.6% increase in ad valorem revenue for fiscal year 2018 compared to fiscal year 2017 year-end projections, exclusive of ad valorem revenue from new construction. This is a 4.6% increase in total ad valorem revenue for fiscal year 2018.

- **Provides a balanced budget**

The fiscal year 2018 budget is a balanced budget, consistent with both the City's Charter and state law requirements. Operating expenditures are funded with operating revenues. In a few instances, excess fund balance is used for one-time capital investments. Operating funds maintain a fund balance above the 90-day reserve at all times, as required by the City's financial policies.

- **Demonstrates practical, responsible fiscal management with a long-term focus**

The fiscal year 2018 budget takes a more aggressive approach to using the most restrictive funding source first, in order to reduce the burden on the General Fund. Approximately \$200,000 of eligible expenditures have been shifted to both the Colleyville Economic Development Corporation (CEDC) Fund and the Tax Increment Financing (TIF) Fund. This generates a General Fund operating surplus that allows high priority issues to be addressed.

One of the largest expenses of any City is the cost of the personnel to carry out **the community's desired** programs and services. The proposed budget provides a staffing level of 206 full-time equivalents (FTEs), 2 FTEs more than in fiscal year 2017. The two new FTEs were added by bringing certain landscaping work in-house, as opposed to paying a contractor, and did not result in any net increase to the budget. This year the City was fortunate to receive no increase on **health insurance costs, which makes up the largest portion of the City's personnel budget** after salaries.

The fiscal year 2018 budget maintains funding for all replacement programs, including vehicles, equipment, and technology. In most instances, a steady amount is transferred to the Vehicle and Equipment Replacement Fund, to set

aside and build up funding for future replacements, enabling the City to cash fund purchases.

- **Maintains public safety services**

Public safety continues to be one of the community's highest priorities and this budget maintains funding for the high level of services Colleyville citizens expect. Funding for 43 sworn police officers is included in the fiscal year 2018 budget, with 9 of those officers paid for by the Colleyville Crime Control and Prevention District (CCCPD) budget (funded by a ½ cent sales tax). Funding for 41 certified firefighters is also included, as well as replacement of one of the City's two ambulances.

- **Fully implements the recommendations of the 2017 Compensation and Classification Study**

This budget reflects the City Council's bold vision of fully implementing the recommendations of the 2017 Compensation and Classification Study. The study was a six month effort guided by a committee of citizens, Councilmembers, and staff. Final recommendations included updating pay ranges consistent with the market, bringing all employees into the new ranges, and feathering tenured employees into their ranges based on years of service to address compression for a total cost of just over \$657,000.

In order to maintain growth within pay ranges, the fiscal year 2018 budget maintains funding for merit increases. Employees hired prior to October 1, 2017, will be eligible for a mid-year performance-based merit increase based on successful and exceptional performance. Funding for merit increases is budgeted as a "merit pool", with specific pay increases to be determined based on resources available and final performance evaluation scores.

- **Maintains current overall water and wastewater base rates, while incorporating funding for utility Capital Improvement Plan (CIP) projects**

Water and wastewater base rates are directly related to the City's budget for the Utility Fund, and rates are set to only recover the City's cost of operating the utility system. Based on the fiscal year 2018 proposed budget, which includes declining debt payments, and a slight increase in the number of customers, it is possible to lower base rates. The City Council recognized this opportunity to carry out their intention of creating a capital funding component in the rate structure, and approved staff's and the Water and Wastewater Rate Advisory Committee's recommendation to maintain current base rates in total, using the difference above what is needed for operations to create a separate CIP base rate. This change completes the City Council's objective to restructure water rates.

- **Includes investment in and replacement of the City’s infrastructure**

Furthering the City Council objective of accelerating the street capital plan, Year 1 (fiscal year 2018) of the City’s 5-Year CIP includes over \$14 Million in projects to replace aging infrastructure, both above and below ground, with \$10.9 Million allocated for streets. 2018 projects include street rehabilitation, water line replacements, park improvements, and reinvestment in City facilities. The CIP provides an opportunity to consider all of the City’s capital needs in the coming years and determine the priority of each, as well as whether available funding resources are sufficient to support those expenditures. The CIP utilizes a variety of funding sources including the City’s major operating funds, impact fees, special revenue funds, and other entities such as Tarrant County. While the plan itself covers five fiscal years, only funding for the upcoming year of the five-year plan is appropriated in the City’s budget each year. The chart below summarizes fiscal year 2018 investments by project category.

<b>FY 2018 Project Category</b>	<b>FY 2018 Project Cost</b>
Streets	\$10,903,000
Utility	\$1,913,000
Parks	\$300,000
Facilities	\$889,092
<b>TOTAL</b>	<b>\$14,005,092</b>

## **ADOPTED BUDGET BY FUND: GENERAL FUND**

In developing the fiscal year 2018 budget, the objective was to achieve a balance between revenues and expenditures, and prioritize operational needs with long-term community investment strategies. As mentioned previously, efforts are made to identify other funding sources before committing general fund dollars to a project or cost, limiting the reliance on the primarily property tax supported general fund. The general fund accounts for the resources and expenditures related to the generally recognized governmental services and/or functions provided by various City departments – it is a governmental fund type.

### **Revenues**

General Fund revenues in the adopted budget total \$23,934,566. Major revenue considerations include:

- A tax rate decrease from \$0.33913 to \$0.333834 per \$100 of valuation

- An increase in ad valorem revenue of 4.6 percent, even after the tax rate decrease, due to an increase in property values and new construction
- Flat sales tax revenue

**Property Tax**

The primary source of income for the City is property taxes, accounting for 60 percent of total revenue. The biggest budgetary issue in preparing the annual budget is the setting of the property tax rate. Once the roll is received in late July, the tax rate is determined by the debt rate needed to pay for the City's bonded indebtedness and funds needed for maintenance and operation funding in the General Fund.

**The Tarrant Appraisal District has certified Colleyville's property valuations** for 2017 at \$5,065,743,299, and includes \$99,275,636 in new construction. This represents an increase of \$477,035,957 (10.4%) over the current year's taxable valuation of \$4,588,707,342, per the July 25, 2016 certified values. The total taxable value includes TIF zone property, which has a combined taxable value increment of \$372,873,919 (TIF Zone #1 adopted in 1998- \$363,751,113 and TIF Zone #1A adopted in 2012- \$9,122,806). The final TIF value is subject to change, as valuation is still under appeal. This represents an increase of \$74,291,776 (24.9%) over the current year TIF valuation of \$298,582,143.

The fiscal year 2018 budget includes a property tax rate of \$0.333834 per \$100 value. The tax rate is comprised of an operation and maintenance rate of \$0.3160, and an interest and sinking rate of \$0.017834. The latter component provides funding for retirement of the annual debt obligations.

The following table provides historical information on the City's tax rate, average residential property value, and average property tax payment.

Budget Year	Average Residential Property Value	Property Tax Rate	Average Property Tax Payment
2011	\$397,472	\$0.3559	\$1,414.60
2012	\$396,817	\$0.3559	\$1,412.28
2013	\$397,889	\$0.3559	\$1,416.09
2014	\$406,040	\$0.3559	\$1,445.10
2015	\$421,497	\$0.3559	\$1,500.11
2016	\$423,650	\$0.3559	\$1,507.77
2017	\$460,461	\$0.33913	\$1,561.56
2018	\$557,676	\$0.33383	\$1,861.69

**Sales Tax**

The second major financial consideration guiding development of the budget is the growth of sales tax revenues. The City collects a total two percent sales tax: one percent for General Fund with the remaining one percent allocated for two half-cent special purpose districts. A positive trend in the local economy along with the opening

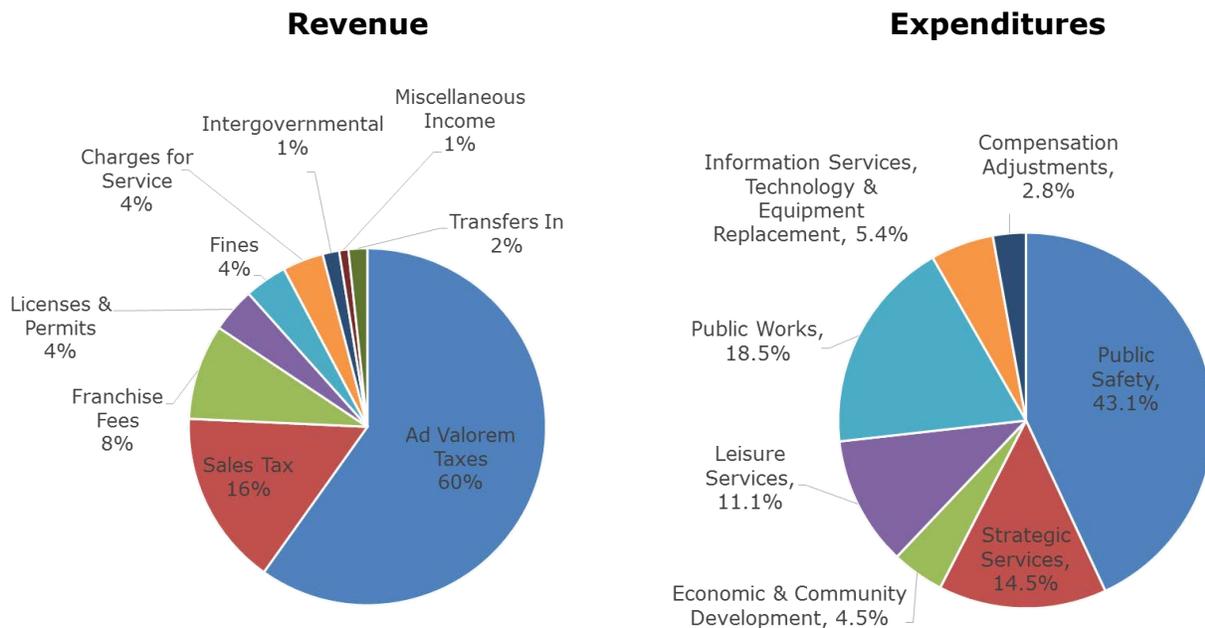
of Whole Foods Market and other businesses at Colleyville Downs has generated increased taxable sales. This growth has slowed in the last year, partially due to the reconstruction of SH26, which is the city’s primary commercial corridor. Sales tax has been budgeted with zero growth from fiscal year 2017 year-end projections, and limited growth in future years, until reconstruction has been completed.

**Licenses and Permits**

Building-related revenue remains relatively consistent with the actual revenue received in the last several fiscal years. License and permit revenue has continued to exceed budget projections based on the increase in development activity in Colleyville, but budgeted projections are not increased until several years of trend are established in order to maintain our conservative forecasting practices. The fiscal year 2018 budget for license and permit revenue makes up 4 percent of general fund revenues.

**Intergovernmental Revenue**

Intergovernmental revenue includes the annual payment from the City of Keller as a result of the municipal court consolidation in the amount of \$260,538. Keller is paying a percentage of the total municipal court cost based upon their percentage of total citations issued by both cities.



**Expenditures**

The illustration above shows how the City plans to spend each tax dollar for the upcoming fiscal year. The total adopted General Fund budget for fiscal year 2018 is \$23,694,811. Additional detail regarding funding changes or funding of new items is described in an earlier section of this letter (priorities and fiscal year 2018 focus).

## UTILITY FUND

The Utility Fund is a proprietary fund structured and operated as a stand-alone business or enterprise. It accounts for all the activities required for the provision of water and sanitary sewer to residents of the city. In fiscal year 2017, the Utility Fund was split out into two funds- the Utility Fund and Utility Capital Projects Fund, although these funds are rolled together for financial reporting purposes in the CAFR (Certified Annual Financial Report). The Utility Fund functions as the operating fund. The Utility Capital Projects Fund is where revenues and expenditures for utility capital projects are accounted for. This includes water and wastewater impact fees, revenue from the CIP base rate, and year-end operating surpluses transferred over from the Utility (operating) Fund. Creation of the Utility Capital Projects Fund has allowed for easier tracking, communication, and forecasting. The sections below specifically discuss revenues and expenditures for the Utility (operating) Fund.

### *Revenues*

Water sales account for 72 percent of operating revenue and wastewater revenues account for 26 percent. Interest, tap fees, and miscellaneous revenues comprise the remainder. A committee of citizens was appointed to consider rate structure changes and the City Council ultimately adopted a structure that **recovers all of the City's** operating costs for delivery of treated water and collection of wastewater in the monthly water and wastewater base rates. The volumetric rate recovers (i.e. passes through) all costs the City pays to Trinity River Authority (TRA) for treated water and wastewater treatment. Both the base rates and volumetric rates are reviewed and **updated on an annual basis, concurrent with the City's year for base rates and TRA's** fiscal year for volumetric rates.

### *Expenditures*

Utility Fund expenditures total \$15,540,017 for the fiscal year 2018 budget. The total utility-supported 2018 bonded debt obligation is \$157,325. This is the last year of debt payments for the Utility Fund before all outstanding debt has been retired. The largest component, 78 percent of the fund, covers the contractual obligation for water and wastewater to the Trinity River Authority (TRA).

## DEBT SERVICE FUND

The City budgets for tax-supported debt in the Debt Service Fund. The total fiscal year 2018 Debt Service Fund expenditure budget is \$1,979,412. There is a planned draw down of fund balance in the amount of \$125,000 for a down payment on a five-year lease-purchase agreement for a new ambulance. There is declining debt service in the remaining outstanding debt obligations, however a refunding of outstanding callable debt that occurred in fiscal year 2016 rolled together TIF debt with General Fund debt, causing total debt service fund expenditures to increase from fiscal year

2016 to 2017. This is offset by the increased revenue from the transfer in of funds from the TIF to pay for its fair portion of the consolidated refunded debt.

**Furthermore, the city's bond ratings are evidence of Colleyville's financial strength.** Currently, all debt obligations of the City are rated AAA by Fitch Ratings and Standard and Poor's. **In 2009, the City received an upgrade in its general obligation bond rating from AA+ to AAA from Standard and Poor's.** Strong tax base growth coupled with a low tax rate, strong financial performance, and substantial cash balances were the primary reasons for the bond rating.

In fiscal year 2016, the City did a \$6,140,000 general obligation debt refunding and went through a rating review **with both Fitch Ratings and Standard and Poor's.** The AAA rating was reaffirmed by both agencies. The key ratings drivers for the AAA rating for the general obligation debt were a healthy financial position, solid tax base, manageable debt burden, and a diverse economy.

The waterworks and wastewater system revenue bonds and the drainage system **revenue bonds received a rating upgrade from Standard and Poor's in 2014 from AA+ to AAA.** Reasons for the upgrades included strong financial operations, growth in service area, adequate water and sewer treatment capacity to meet future demands, and moderate debt ratio with manageable future borrowing plans. The revenue bonds will be scheduled for another ratings review at a future date set by the agencies.

These **credit ratings for outstanding debt mean the City's bonds are considered to be** of superior investment quality, resulting in lower interest payments for the City.

## **STORMWATER DRAINAGE UTILITY FUND**

In 1993, the City Council adopted a monthly fee assessed on residential and commercial utility billing accounts for stormwater management. The **Stormwater Drainage Utility Fund supports the operation and maintenance of the City's drainage system** and complies with federally mandated requirements for stormwater systems. It is a proprietary fund type.

This fund is designated to maintain streets, sewers, and drainage ditches to manage runoff from commercial and residential development, including related personnel and operating costs.

The fund is projected to receive revenues of \$961,880 in fiscal year 2018, primarily from the collection of the monthly fee. Annual debt payments for the outstanding bonds are \$124,574. The remaining funds support personnel and other operational costs. The street sweeper is also planned for replacement in fiscal year 2018 at an estimated cost of \$250,000. A draw down of just over \$500,000 of fund balance is also planned, to pay for an update to the drainage master plan.

## SPECIAL REVENUE & CAPITAL PROJECT FUNDS

The City Council continues to be innovative in evaluating financing options for various City programs. Use of special revenue funds and capital project funds include:

### *Colleyville Tax Increment Financing (TIF) District*

The Tax Increment Reinvestment Zone (TIRZ) District, also known as the TIF, was created in 1998. The primary goal of the district is to encourage quality commercial development in the city by using ad valorem revenues from property value growth since the creation of the district, within the district for infrastructure improvements and economic development. The district boundaries predominately occupy property located along State Highway 26, comprising 633 acres of land area. The base value for the district was \$75,821,735 in 1998. Incremental values subsequent to January **1998 are taxed at the City's adopted property tax rate. However, the ad valorem revenues are utilized within the district rather than being allocated to the City's overall budget.** Overlapping taxing entities, including Tarrant County College District and the Grapevine-Colleyville Independent School District participate at varying levels in the district by assigning their ad valorem tax dollars. Tarrant County and the Tarrant County Hospital District are no longer participating in contributing to the TIF as their commitment level has already been met. In November 2012, the TIF was amended to expand boundaries to include mostly additional vacant, underutilized land and some commercial property. The additional area added is called TIF #1A, as compared to the original area that is called TIF #1, and had a base value of \$30,796,078. The incremental value for fiscal year 2018 (tax year 2017) is \$363,751,113 for TIF #1 and \$9,122,806 for TIF #1A. Together, both TIF areas experienced an increase of \$74,291,776 from the valuation for fiscal year 2017.

A fiscal year 2016 refunding of bonds issued for TIF district projects saved \$95,394 in interest expenses. As of September 30, 2017, outstanding TIF debt totaled just over \$1.9 million. The adopted CIP budget recommends using TIF funds to pay for approved road improvement projects and other projects to spur economic development within the district.

### *Colleyville Crime Control and Prevention District (CCCPD)*

The primary goal of the district is to fund public safety and crime control activities throughout the city. The district was created by voter approval in 1999, with oversight of funds assigned to the board of directors, composed of the City Council. State law **provides that a district's life is limited to five years, unless voters continue the district** by approval of a referendum. In September 2003, Colleyville voters approved continuation of the district for an additional 20 years.

Expected revenue from the 0.5 percent special purpose sales tax, use of funds **generated from prior years' coverage ratio, and related interest income for the CCCPD** budget is \$2,146,143. The budget provides funding for the annual debt on the Colleyville Justice Center, compensation for nine police officers, vehicle replacement, and various minor capital items, with total expenditures of \$1,945,405 for fiscal year 2018.

### ***Colleyville Economic Development Corporation (CEDC)***

Authority for the corporation is provided by state statute as a 4B corporation. The 0.5 percent sales and use tax approved by the voters in August 1996 has been an important resource in our Capital Improvement Program for community-related facilities. This fund accounts for the use of bond proceeds and sales tax revenues for municipal park improvements, the purchase of land and equipment for additional parks, and for the construction of a community center and library. Consistent with state law, some funds may be allocated by the board of directors for promotional efforts for special events and marketing.

Expected revenue from the special purpose sales tax and related interest income for the fiscal year 2018 is \$1,859,090. The CEDC Board meets in August to approve the budget. Funding provided by this special sales tax has been allocated to community-enhancement initiatives consistent with the authorization of the corporation.

### ***Court Technology Fund***

This fund accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court technology fee imposed on convictions on cases adjudicated in the Court – it is a governmental fund type. Available funds are spent on technology repairs, replacements, and upgrades for the court.

### ***Court Security Fund***

The Court Security Fund accounts for all activities, in accordance with state statutes, related to the collection and use of the Municipal Court building security fee imposed on convictions on cases adjudicated in the Court – it is a governmental fund type. Available funds are spent on security-related expenses for the court, which includes funding for bailiff services at various trial settings.

### ***Strategic Initiatives Fund***

Resources available in the Strategic Initiatives Fund are to be used with the City Council's authorization for programs and projects linked directly to the City's strategic plan. This governmental fund does not have a dedicated revenue source; any income received is from transfers in from other funds. In fiscal year 2013, \$200,000 was transferred to the Strategic Initiatives Fund from the General Fund. In fiscal year 2017 the remaining balance in the Sales Tax Incentive Fund was combined with the Strategic Initiatives Fund. The current balance in the Strategic Initiatives Fund is \$539,657. Funds may be allocated at the discretion of the City Council.

### ***Voluntary Library Fund***

When voluntary contributions are made to the Library by citizens through their monthly utility bill, those contributions are placed in the Voluntary Library Fund. Contributions are used primarily to support library activities. In fiscal year 2018 the Voluntary Library Fund will pay for all library material purchases and library program costs.

### ***Voluntary Park Fund***

When voluntary contributions are made by citizens for improvements to the park system through their monthly utility bill, those contributions are placed in the Voluntary Park Fund. In fiscal year 2018 the Voluntary Park Fund will pay for improvements to various parks and athletic fields.

### ***Juvenile Case Manager Fund***

The Juvenile Case Manager Fund receives revenues from the collection of the juvenile case manager fee imposed on convictions on cases adjudicated in the court. This fund is used to account for staff, whose primary role is handling juvenile defendants in terms of teen court dockets, all school violations including truancy, failure to attend school and parental noncompliance violations, and mandatory classes for drug, tobacco and alcohol defendants, as permitted by state statute.

### ***Capital Projects Fund***

This fund accounts for financial resources to be used for the acquisition or construction of major capital projects – it is a governmental fund type. The capital projects fund has no dedicated revenue source; any income received is from transfers from the general fund, to set aside funding for capital projects that are often multi-year in nature and not appropriate for an annual operating budget.

### ***Capital Equipment Replacement Fund***

The capital equipment replacement fund is an internal service fund to account for funding for, and acquisition of, the City's vehicles, maintenance equipment, and computer equipment. It is a governmental fund type and has no revenue source other than transfers from other funds. It typically receives annual transfers and serves as a savings account for vehicle and equipment replacement purchases.

### ***Colleyville Tomorrow Fund***

The Colleyville Tomorrow Fund is a capital projects fund used to account for proceeds received on gas leases on city-owned property to be used for capital purchases. Funds may be allocated at the discretion of the City Council. \$394,700 has been committed for installation of city-owned fiber and work will commence pending negotiation with Grapevine-Colleyville ISD and the City of Grapevine, as the City of Colleyville plans to contract with those entities to have fiber installed due to the significant cost savings.

### ***Parks Tomorrow Fund***

The Parks Tomorrow Fund is a capital projects fund used to account for proceeds received on gas leases on city-owned parks property for parks capital projects.

### ***Park Land Dedication Fund***

The Park Land Dedication Fund is used to account for the acquisition of land for new park sites and to make improvements to or expand existing parks to better serve new development. Fees collected from platting of new residential and commercial property funds the improvements.

## CONCLUSION

The City is committed to ensuring that residents receive excellent value for their tax dollars, with which staff is able to provide the programs, services, and infrastructure investment that form the foundation of the quality of life in Colleyville.

As always, staff will continue to be diligent in its review of City finances in order to assist the City Council in making decisions that will ensure the fiscal viability of its government. Additionally, staff will continue to evaluate and improve business practices in an effort to find efficiencies, while also looking at regional synergies and collaborations to reduce ongoing costs.

The fiscal year 2018 budget is presented with the commitment and confidence that it effectively funds those priorities identified by the City Council. We look forward to working with you to achieve all the goals set forth therein.

*Jerry Ducay*

Jerry Ducay  
City Manager

*Adrienne Lothery*

Adrienne Lothery  
Assistant City Manager

*Shereen Gendy*

Shereen Gendy  
Chief Financial Officer

# City Strategic Plan



# City of Colleyville: Strategic Plan

## OUR VISION

*A tranquil urban oasis characterized by its upscale neighborhoods, family-friendly atmosphere and unmatched community spirit.*

## OUR MISSION

*Colleyville is a model neighborhood-focused city, sensitive to our history, stewards of our resources and dedicated to our residents. We are committed to providing continuously improving, citizen-valued services to assure their enjoyment of our small town quality of life with pride, honor and dignity.*

## OUR VALUES

*Integrity  
Communication  
Excellence  
Transparency*

### Challenges / Constraints:

- Financial limitations
- Staffing levels and expertise
- Organizational “bandwidth”

## OUR GOALS

**Operate Transparently**

**Deliver High Quality Core Services**

**Assure Adequate Infrastructure**

**Enable Responsible Development**

**Safeguard Colleyville’s Identity**

**Govern Effectively**

## OUR STRATEGY

- 1.1 Actively involve and engage stakeholders
- 1.2 Develop future community leaders
- 1.3 Assure convenient access to public information
- 1.4 Communicate thoroughly and strategically
- 2.1 Provide responsive, efficient city services
- 2.2 Recruit and retain a highly-qualified workforce
- 2.3 Effectively leverage information technology
- 2.4 Demonstrate stewardship of public resources
- 3.1 Upgrade the condition of major roads and neighborhood streets
- 3.2 Ensure regular repair and replacement of water and wastewater facilities
- 3.3 Mitigate stormwater runoff and flooding risks
- 3.4 Thoroughly plan for future capital investments and associated costs
- 4.1 Protect Colleyville’s semi-rural residential character
- 4.2 Encourage compatible commercial growth
- 4.3 Adopt best-practice planning and development processes
- 5.1 Create and sustain an identifiable Colleyville brand
- 5.2 Support a variety of community events, concerts and celebrations
- 5.3 Provide attractive facilities for leisure and recreation
- 5.4 Actively seek public / private partnerships
- 6.1 Articulate a compelling vision and direction for the community
- 6.2 Establish a culture of mutual trust and respect
- 6.3 Ensure clarity of City Council and staff roles and responsibilities
- 6.4 Foster our shared values

## Status Update: Strategic Plan Goals, Strategies, and Objectives

Strategies	Status	Objectives
<b>Goal: Operate Transparently</b>		
1.1 – Actively involve and engage stakeholders	Complete	Revise the City Charter
	Ongoing	Provide opportunities for citizen engagement and service on boards and committees
1.2 – Develop future community leaders	Ongoing	Create a Colleyville Citizens Academy
	Ongoing	Work to develop a pipeline of community leaders while preserving institutional knowledge
1.3 – Assure convenient access to public information	Complete	Provide open, mobile, 24x7 access to financial data including the implementation of OpenGov software
	Complete	Revise the purchasing policy to strengthen conflict of interest and disclosure provisions
	Ongoing	Fully implement and use the reporting capabilities of the financial software
	New	Review and update document retention policies and processes
	New	Provide "push notifications" to web links for meeting agendas and packets
	New	Provide QR coding on zoning notification signs
1.4 – Communicate thoroughly and strategically	Complete	Develop a formal communications strategy
	Ongoing	Establish the City as a trusted clearinghouse for factual information
	Ongoing	<b>Implement an updated and enhanced City of Colleyville website</b>
	New	Expand the radius of required zoning notifications
<b>Goal: Deliver High Quality Core Services</b>		
2.1 – Provide responsive, efficient city services	Ongoing	Align the City's performance management process and tools to address the Council's strategic priorities
2.2 – Recruit and retain a highly qualified workforce	Complete	Implement the recommendations of the Classification and Compensation Committee
	Ongoing	Assure adequate staffing level in strategic departments
2.3 – Effectively leverage information technology	Ongoing	Provide opportunities for the professional development and growth of City staff
	Complete	Implement an electronic City Council voting system
2.4 – Demonstrate stewardship of public resources	Ongoing	Complete the development of a city-owned fiber network
	Complete	Restructure water rates
	Complete	Provide property tax relief
	Ongoing	Reduce reliance on regional utility partners (e.g. water reuse)
	New	<b>Justify tax revenues in excess of the legal effective tax rate</b>
	New	Develop CIP plan for the TIF district revenue
<b>Goal: Assure Adequate Infrastructure</b>		
3.1 – Upgrade the condition of major roads and neighborhood streets	Complete	Update the City's pavement condition assessment
	Complete	Manage SH26 project impacts
	Complete	Improve the Glade Road design
	Complete	Accelerate the street capital program
3.2 – Ensure regular replacement of water and wastewater facilities	Ongoing	Articulate a methodology for prioritization of street projects
	Ongoing	Initiate a process to clearly define long-term infrastructure funding options
3.3 – Mitigate stormwater runoff and flooding risks	Ongoing	Fund needed water and wastewater system updates and maintenance
	Ongoing	Update the stormwater drainage master plan
	Ongoing	Prioritize needed stormwater projects
3.4 – Thoroughly plan for future capital investments and associated costs	Ongoing	Identify funding source(s) for stormwater drainage capital projects
	Ongoing	Annually review and update the five year Capital Improvement Program
	Ongoing	Identify and plan for the long-term improvements to maintenance and support facilities (e.g. public works and parks service centers, public safety, etc.)
<b>Goal: Enable Responsible Development</b>		
4.1 – Protect Colleyville's semi-rural residential character	Complete	Improve the Comprehensive Plan
	Ongoing	<b>Complete a review and update of the City's Land Development Code</b>
	New	<b>Explore feasible policies for the city-initiated rezoning of high density residential areas</b>
4.2 – Encourage compatible commercial growth	Complete	Prepare an economic development strategy
	Ongoing	Attract small corporate headquarters, office campus and supporting retail and restaurant development
	Ongoing	Encourage the development of unique and inviting public spaces
	Ongoing	Create public/private partnerships for economic development
	New	<b>Develop an action plan for commercial development</b>
4.3 – Adopt best-practice planning and development processes that maintain Colleyville standards	Ongoing	Review and update the 2014 development process review report recommendations
	New	<b>Restructure Planning &amp; Zoning process to improve effectiveness</b>

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**Goal: Safeguard Colleyville's Identity**

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5.1 – Create and sustain an identifiable Colleyville brand	Ongoing	<b>Undertake an evaluation of the city's existing branding standards</b>
	Ongoing	Develop any additional brand standards the Council may direct
5.2 – Support a variety of events, concerts and celebrations	Ongoing	Plan for new park development
	Ongoing	Evaluate all existing community events and update and augment them as appropriate
5.3 – Provide attractive, facilities for leisure and recreation	Ongoing	<b>Evaluate the feasibility of building a new multi-purpose community center</b>
	Ongoing	Finalize and implement the master parks and trails plan
	New	Develop a sidewalk policy and implementation plan
5.4 – Actively seek public-private partnerships	Ongoing	Explore future opportunities to use hotel occupancy taxes to fund initiatives

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**Goal: Govern Effectively**

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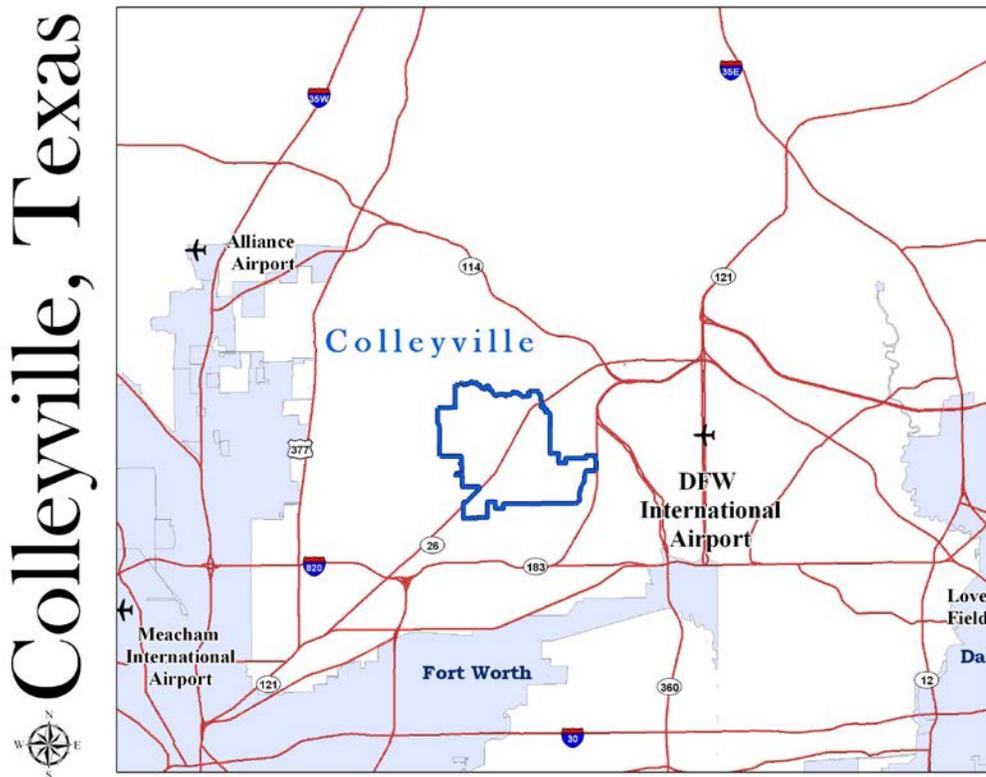
6.1 – Articulate a compelling vision and direction for the community	Ongoing	Periodically review and update the Colleyville vision, mission, goals, strategies and objectives
	Ongoing	Establish annual operating and budget priorities consistent with the overall vision
6.2 – Establish and enforce a culture of mutual trust and respect	Ongoing	Define and document ground rules for Council / staff relations
	Ongoing	Establish and document ground rules for staff support and assistance to appointed committees
6.3 – Ensure the clarity of City Council and staff roles and responsibilities	New	Sponsor an annual staff and volunteer recognition event
	Ongoing	Provide periodic governance orientation and training for Council, staff, boards and committees
	Ongoing	Expect staff to provide professional, non-political advice and opinions to policy makers
	Ongoing	Provide periodic City Council "policy 101" workshops and orientations to the City's practices, processes and programs
6.4 – Foster our shared values	New	Amend City Council rules and procedures to require City Council orientation, training and vision worksession within 60 days of seating a new City Council
	Ongoing	Implement the updated values throughout the organization

# City Profile



## CITY PROFILE

The City of Colleyville, at approximately 13 square miles, is situated in the heart of the Dallas-Fort Worth area of North Texas. Colleyville was ranked 40<sup>th</sup> in US Money Magazine's 2005 "Best Places to Live in the US", and ranked 10<sup>th</sup> in a 2012 report on "Quality of Life in the South" from the American City Business Journal. In 2013, the Dallas Morning News named Colleyville the "Healthiest Neighborhood", based on analysis of certain factors such as fitness facilities, miles of trails, and other quality of life components. Safewise.com also named Colleyville as the Safest City in Texas in 2013, and Second Safest in Texas in 2015. In July 2014, D Magazine upgraded Colleyville as the #3 best suburb in the region, up from #5 in 2012, which continues to be the highest rating for a city in Tarrant County. Most recently in 2016, WalletHub.com named Colleyville the third in The Best Cities for Texas Families list.



Centrally located in the Dallas-Fort Worth Metroplex, Colleyville is approximately five miles from DFW International Airport, 14 miles from downtown Fort Worth and 22 miles from downtown Dallas.

# COLLEYVILLE, TEXAS: AT-A-GLANCE

## Community

- 2017 Estimated Population: 24,630 (NCTCOG Est. January 1, 2017)
- Size: 13.1 square miles
- Development:
  - 77.2% residential
  - 10.5% commercial
  - 8.4% vacant/open space/unplatted
  - 0.02% industrial
  - 0.17% utility
  - 0.45% other
- Location:
  - 5 miles from DFW International Airport
  - 14 miles from Fort Worth
  - 22 miles from Dallas

## Government

- Founded January 10, 1956
- Home Rule Charter
- Council-Manager form of government
- Lane Miles of streets maintained: 306
- Miles of water mains maintained: 209
- Miles of sanitary sewer maintained: 173
- Police protection: 43
- Fire protection: 41
- Number of park acreage maintained: 222
- Number of playgrounds: 7 sites with 21 play structure units
- Public Trail System: 15.61 miles

## Demographics

- Median age: 46.7
- Population between 35 and 64: 48.9%
- Population under 20: 27%
- Population over 25 that have attended college: 88.1%
- Owner occupied housing: 96.3%
- Average household size: 2.89
- Average household income: \$207,438
- Average appraised value of residential property in 2016: **\$557,676**

(2010 U.S. Census, 2015 American Community Survey, & Tarrant Appraisal District)

## Education

- Grapevine-Colleyville ISD - 5A  
97% graduation rate
- Keller ISD - 6A  
95.1% graduation rate
- Hurst-Euless-Bedford ISD - 5A  
94.6% graduation rate
- 2 Montessori schools - elementary
- 2 faith-based schools - K-12
- 20 Universities within 40 miles

## COLLEYVILLE HISTORY

The area now known as Colleyville was first settled in the mid-1800s and was comprised of five separate small communities centered around area churches and schools. Colleyville was a small crossroads town between Fort Worth and Grapevine (home of the Dallas-Fort Worth International Airport) located at the present day intersection of East Glade Road and Bransford Road. The city was named "Colleyville", to honor a man by the name of Lilburn Howard Colley, who settled in the community in the 1880s. He was the town's only doctor and involved himself in civic activities. After the turn of the century, the Colleyville area became known for its outstanding cantaloupes, watermelons, squash, and tomatoes.



Colleyville was incorporated in January 1956 with less than two square miles and a population of approximately 250. During the late 1970s and early 1980s, Colleyville's close proximity to Dallas-Fort Worth International Airport sparked the growth of high quality residential development. Today, Colleyville is home to over 24,000 residents, and it offers a quiet residential haven for many upper management corporate executives, entrepreneurs, professional athletes, and their families. The city looks to the future to continue to offer its citizens the high quality residential development Colleyville is known for and to continue to add upscale retail development.

## CITY OF COLLEYVILLE TOP TEN TAXPAYERS

	FISCAL YEAR 2017 ASSESSED VALUATION	% OF TOTAL ASSESSED VALUATION
KRG COLLEYVILLE LLC	\$33,883,995	0.81%
VELOCIS COLLEYVILLE LP	\$33,603,245	0.80%
TOLL DALLAS TX LLC	\$20,154,400	0.48%
ONCOR ELECTRIC DELIVERY CO LLC	\$16,036,630	0.38%
LTF REAL ESTATE MP I LLC	\$13,685,000	0.33%
STANDARD PACIFIC OF TEXAS INC	\$12,032,695	0.29%
WELLTOWER INC	\$10,965,235	0.26%
COLLEYVILLE LOFTS VENTURE LLC	\$9,502,079	0.23%
MAINVUE TX LLC	\$7,689,461	0.18%
ATMOS ENERGY/MID TEX DIVISION	\$7,046,620	0.17%
	<hr/>	<hr/>
TOTAL	\$164,599,360	3.91%
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## CITY OF COLLEYVILLE, TEXAS

### PRINCIPAL EMPLOYERS

Employer	2017		2006	
	Employees	Percentage of Total City Employment	Employees	Percentage of Total City Employment*
Grapevine Colleyville ISD	611	11.8%	475	- %
Market Street	345	6.7%	415	- %
Lifetime Fitness	250	4.8%	-	- %
City of Colleyville	206	4.0%	179	- %
Whole Foods Market	125	2.4%	-	- %
Albertsons	118	2.3%	205	- %
Covenant Christian Academy	130	2.5%	-	- %
LaHacienda Ranch	100	1.9%	100	- %
Walmart Neighborhood Market	72	1.4%	-	- %
US Memory Care	60	1.2%	-	- %
Total	2,017	39.1%	1,374	- %

Source: City Economic Development Division

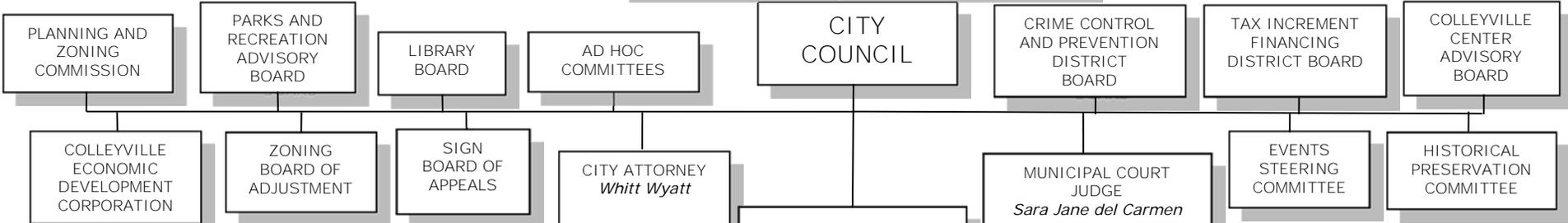
\*This information is unavailable.

Note: This information was the most recent available at the time of printing the FY 2018 adopted budget book.

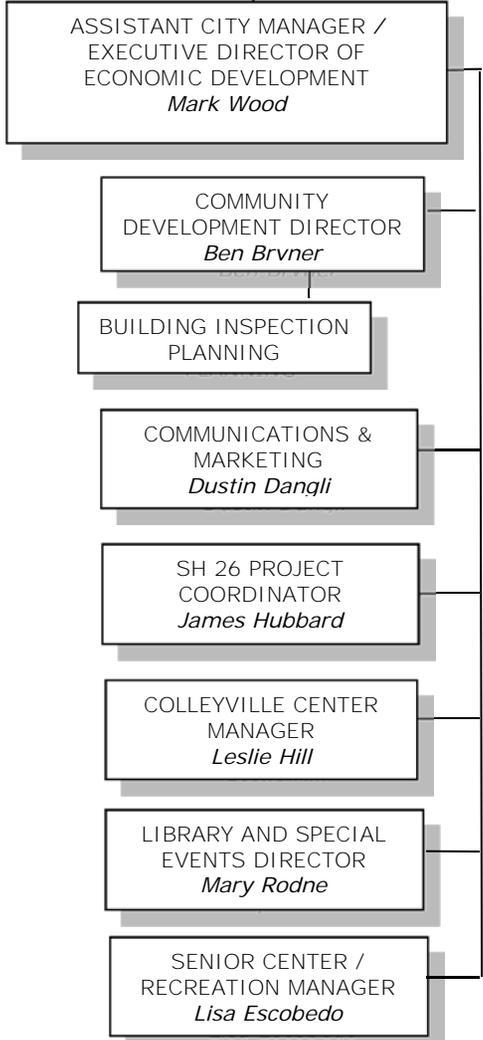
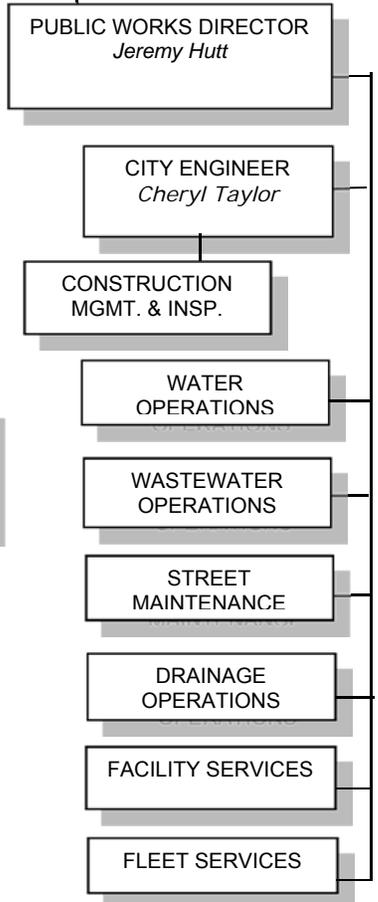
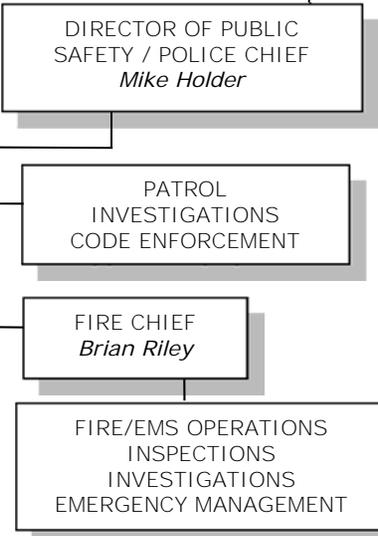
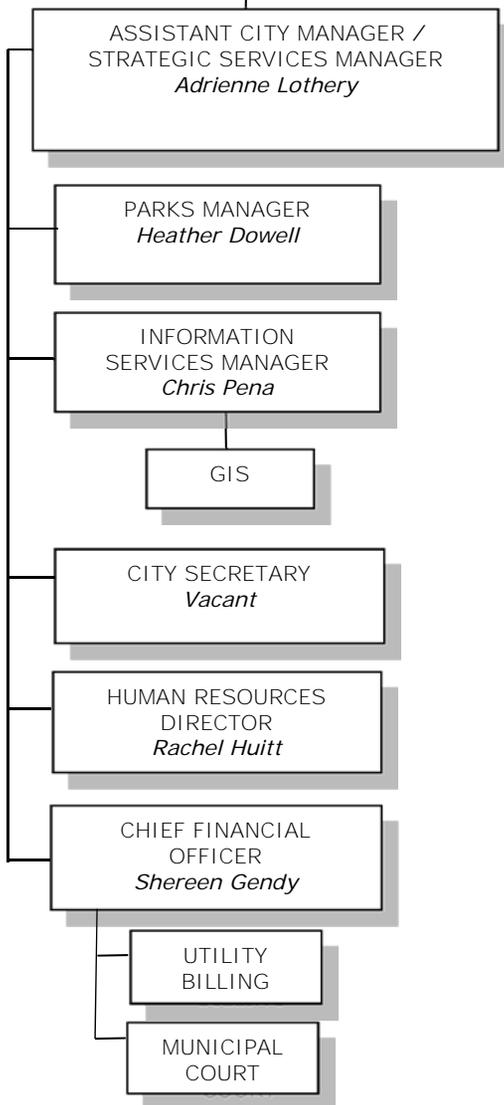
# Organization Chart



# CITIZENS OF COLLEYVILLE



**CITY MANAGER**  
*Jerry Ducay*



## DEPARTMENTAL STAFFING SUMMARY

	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
General Fund	City Manager's Office	4.00	4.00	4.00	3.75	3.75	5.00
	City Secretary's Office	2.00	2.00	2.00	2.00	2.00	2.00
	Colleyville Center	3.50	3.50	4.00	4.50	4.00	4.00
	Communications	1.00	1.00	1.00	1.38	0.38	0.38
	Community Development	5.00	7.50	7.50	9.00	9.00	9.00
	Economic Development	2.50	1.50	2.00	2.00	1.00	1.00
	Finance	3.00	3.00	3.00	3.00	4.00	4.00
	Fire	36.00	39.00	42.00	42.00	42.00	42.00
	Human Resources	3.00	3.00	3.00	3.00	3.00	3.00
	Information Systems Management	4.00	4.00	3.14	3.14	3.14	3.14
	Library and Recreation	12.75	13.25	13.75	14.00	14.00	9.50
	Finance- Municipal Court	4.00	4.00	4.00	4.00	4.00	4.00
	Parks	12.00	12.00	12.00	11.00	11.00	13.00
	Police	40.00	41.00	41.50	41.50	40.00	39.75
	Public Works	16.28	16.63	16.40	16.30	16.10	16.10
	<b>Total General Fund FTEs:</b>	<b>149.03</b>	<b>155.38</b>	<b>159.29</b>	<b>160.57</b>	<b>157.37</b>	<b>155.87</b>
Utility Fund	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Public Works	20.38	21.03	21.68	22.03	21.23	21.60
	Utility Billing	3.00	3.00	3.00	3.00	4.00	4.00
	<b>Total Utility Fund FTEs:</b>	<b>23.38</b>	<b>24.03</b>	<b>24.68</b>	<b>25.03</b>	<b>25.23</b>	<b>25.60</b>
Drainage Fund	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Public Works	6.10	6.10	6.41	6.41	6.41	6.41
	<b>Total Drainage Fund FTEs:</b>	<b>6.10</b>	<b>6.10</b>	<b>6.41</b>	<b>6.41</b>	<b>6.41</b>	<b>6.41</b>
Crime Control & Prevention District (CCCPD)	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Police	5.00	6.00	7.00	8.00	9.00	9.00
	<b>Total CCCPD FTEs:</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
Juvenile Case Manager Fund	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Finance- Municipal Court	1.00	1.00	1.00	1.00	1.00	1.00
	<b>Total Juvenile Case Manager FTEs:</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Capital Projects Fund	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Public Works	0.00	0.00	1.00	1.00	1.00	0.00
	<b>Total Capital Projects FTEs:</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
Economic Development Corporation (CEDC)	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	Library	2.00	2.00	2.00	2.00	2.00	6.50
	Recreation	1.00	1.00	1.00	1.00	1.00	1.00
	Communications/Marketing	0.00	0.00	0.63	0.63	0.63	0.63
	<b>Total CEDC FTEs:</b>	<b>3.00</b>	<b>3.00</b>	<b>3.63</b>	<b>3.63</b>	<b>3.63</b>	<b>8.13</b>
All Funds Summary	DEPARTMENT	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGETED
	General Fund	149.03	155.38	159.29	160.57	157.37	155.87
	Utility Fund	23.38	24.03	24.68	25.03	25.23	25.60
	Drainage Fund	6.10	6.10	6.41	6.41	6.41	6.41
	CCCPD	5.00	6.00	7.00	8.00	9.00	9.00
	Juvenile Case Manager Fund	1.00	1.00	1.00	1.00	1.00	1.00
	Capital Projects Fund	0.00	0.00	1.00	1.00	1.00	0.00
	CEDC	3.00	3.00	3.63	3.63	3.63	8.13
	<b>Total FTEs:</b>	<b>187.50</b>	<b>195.51</b>	<b>203.01</b>	<b>205.63</b>	<b>203.63</b>	<b>206.01</b>

# Budget Process



## **THE BUDGET PROCESS**

The City Charter of the City of Colleyville establishes the fiscal year as October 1 through September 30. The Charter requires the City Manager to submit a proposed budget and accompanying budget message to the City Council each year. The Council reviews the proposed budget at workshops and revises as appropriate prior to general circulation for public hearings.

The City Manager, Deputy City Manager, Assistant City Manager/Director of Public Safety, Chief Financial Officer, Finance Manager, Human Resources Director and Strategic Services Manager (Budget Team) oversee the preparation of the proposed budget. A budget calendar is discussed with the City Council and then distributed to the Leadership Team, which is composed of department and/or division heads. Each department submits additional funding requests to the Budget Team for any additional funding requested above and beyond that provided in the current fiscal year. These requests are reviewed in meetings with the Budget Team where the departments describe the requests and their importance. For fiscal year 2018, the **City Council's eight consensus priorities and objectives identified in the City's Strategy Map** were used to guide the Budget Team in developing the **City Manager's** budget recommendation.

The proposed budget is presented to the City Council by the City Manager at a budget worksession. Department heads are available to respond to City Council questions at the worksession. The proposed budget is made available to the public and the press **on the City's website** and the public hearing schedule is confirmed.

Before the public hearings are held, notices of the public hearings on the proposed budget are posted and published in the newspaper. After public hearings at two consecutive regular City Council meetings, the Council may adopt the proposed budget, with or without amendment. The budget ordinance is to be adopted no later than the 30th day of September and requires an affirmative vote of a majority of the Council. The Council adopts the tax rate ordinance at the same meeting as the budget ordinance.

## **THE BUDGET AMENDMENT PROCESS**

To amend the total expenditures of the current year budget, an ordinance is presented to the City Council at a regularly scheduled Council meeting. Public hearings are held on the proposed budget amendment at two consecutive regularly scheduled Council meetings. After the second public hearing, the budget amendment is voted upon by the City Council. After approval, the ordinance becomes an attachment to the original budget.

Per Section 9.04 D of the Charter of the City of Colleyville, Texas, "At any time during the fiscal year the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, division, or office and upon written request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another."

## FY 2018 Budget Preparation Calendar

Regular City Council meeting dates  
 Additional meeting dates

January 2017						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January		
3-Jan	City Council reviews proposed budget calendar	City Council
13-Jan	Visioning Workshop	City Council
Jan/Feb	Update Strategic Management System to align with Council direction from the Visioning Workshop	Strategic Services
January	Post applications for FY 2018 agency agreements	City Secretary

February 2017						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

February		
Feb/Mar	Departments update Business Plans	Departments
February	Prepare Current Service Level Numbers; Enter in Munis	Strategic Services
February	Departments notified of the deadline and requirements for new position or reclassification requests	Human Resources
February	Agency agreement applications due	City Secretary

March 2017						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

March		
March	Update the Budget Preparation Manual if necessary	Strategic Services
7-Mar	Presentations from Agencies on FY 2018 funding requests	City Council
30-Mar	Budget Kickoff meeting	Departments

April 2017						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

April		
7-Apr	New position and reclassification requests due to HR	Departments
14-Apr	Non-Discretionary Requests due in MUNIS Level 2	Departments
April	Meeting w/ Police Dept. to plan Crime District Budget	Strategic Services
28-Apr	All other components of the Budget Submittal are due	Departments
	FY 2018 Department Business Plans due	Departments

May 2017						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

May		
early May	Department Budget Submittal Meetings	Depts/Budget Team
6-May	City Council Election	City Council
16-May	New Councilmembers Sworn In (Could be June 6- tbd)	City Council
15-May	Preliminary property value estimates released	Tarrant Appraisal
late May	Council priority setting Worksession (or early June- tbd)	City Council

June 2017						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

June		
6-Jun	Budget Worksession (budget process overview)	City Council
9-Jun	Publish CCCPD budget public hearing notice (Board)	Strategic Services
13-Jun	Budget Worksession (line item review)	City Council
20-Jun	CCCPD budget public hearing & Worksession (before City Council meeting)	CCCPD Board

July 2017						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

July		
7-Jul	Publish CCCPD budget public hearing notice (Governing body)	Strategic Services
11-Jul	CCCPD budget adoption (before City Council meeting)	CCCPD Board
11-Jul	Discussion on updates to fees/charges (if needed)	City Council
13-Jul	Budget Worksession (CIP discussion)	City Council
18-Jul	1st Reading CCCPD budget/public hearing by governing body	City Council
25-Jul	Certified tax roll released	Tarrant Appraisal

August 2017						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

August		
1-Aug	2nd Reading of CCCPD budget - approval by the governing body	City Council
4-Aug	City Manager's proposed budget distributed to City Council	City Manager
8-Aug	Budget Worksession- Presentation of the Proposed Budget Submission of certified appraisal roll & collection rate Submission of effective and rollback tax calculations	City Council
8-Aug	Colleyville Eco. Dev. Corporation (CEDC) Budget Worksession	CEDC Board
15-Aug	Approval of a proposed tax rate (for public hearings & notices) Schedule Public Hearings on the tax rate (if needed)	
17-Aug	Publish Combined Notice of Effective and Rollback Tax Rate Publish Notice of Budget Public Hearing	Strategic Services
24-Aug	Colleyville Economic Development Corporation meeting - Adoption of Budget, EDCIP, and Annual Activity Report	CEDC Board
24-Aug	City Council Special Meeting - 1st Public Hearing on Tax Rate (if needed)	City Council
24-Aug	Budget Worksession (if needed)	City Council

September 2017						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

September		
5-Sep	Presentation of the CEDC annual activity report 1st reading of budget ordinance and budget public hearing 1st reading of tax rate ordinance (2nd public hearing, if needed) 1st reading of CEDC budget ordinance 1st reading of current FY year-end budget amendment 1st reading of ordinance for any fee changes (if needed) 1st reading of ordinance for utility base rate changes (if needed) Resolution adopting the EDCIP	City Council
19-Sep	2nd reading of budget ordinance (official adoption) 2nd reading of tax rate ordinance (official adoption) 2nd reading of CEDC budget ordinance 2nd reading of current FY year-end budget amendment 2nd reading of ordinance for any fee changes (if needed) 2nd reading of ordinance for utility base rate changes (if needed)	City Council

October 2017						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

October		
1-Oct	Fiscal year begins	
October	Distribute Agency Contracts for execution	City Secretary
October	Finalized FY 2018 Business Plans due (updated)	Departments

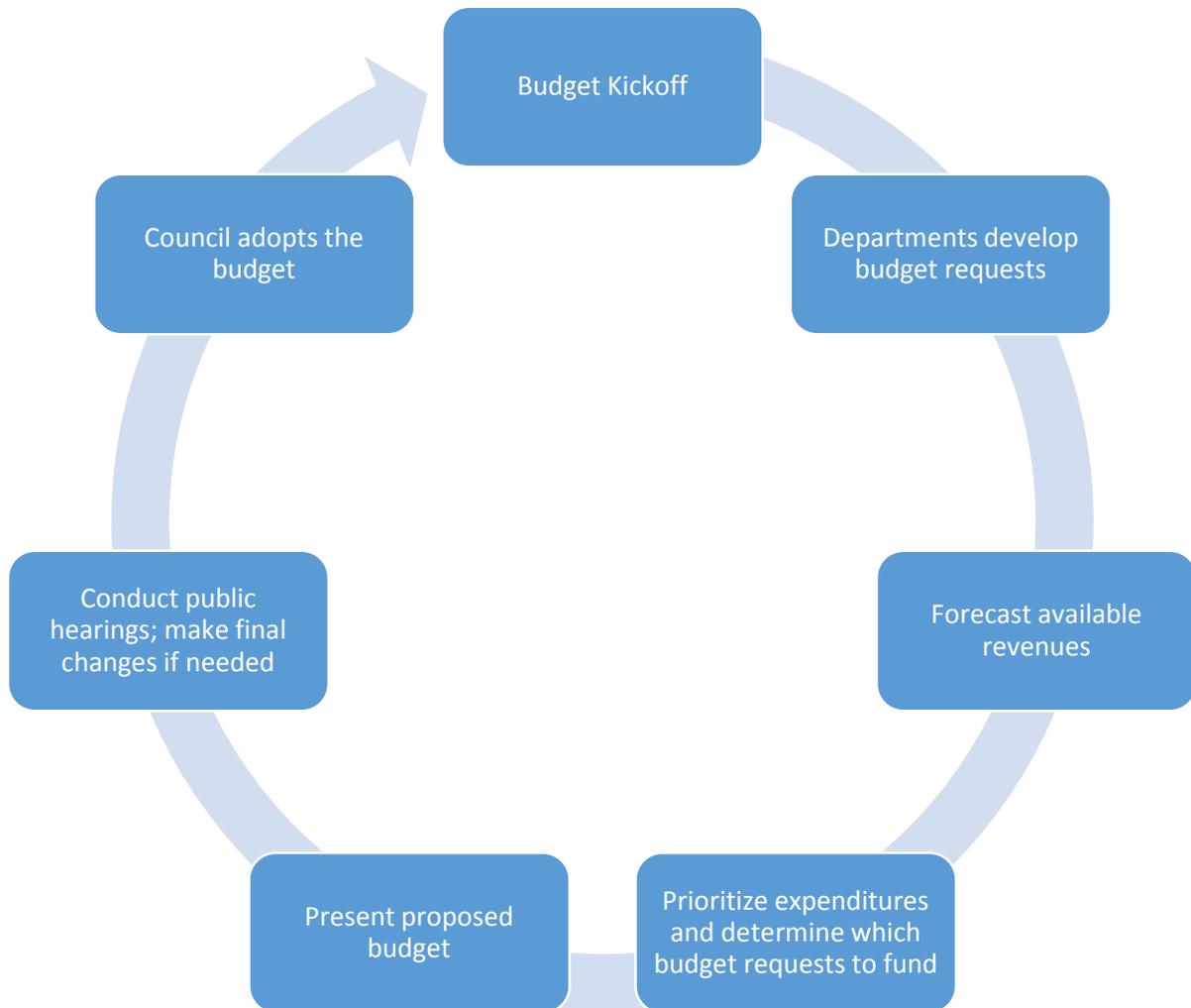
November 2017						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

November		
November	Create vouchers and mail checks for Agency Contracts	City Secretary

December 2017						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

December		
December	Adopted Budget due to GFOA 90 days after adoption	Strategic Services

# Annual Budget Cycle



## **BUDGETARY BASIS OF ACCOUNTING**

Budgets of general governmental type funds are prepared on a modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they are measurable (the amount of revenue can be determined) and available (collectable within the current period and 60 days thereafter for property and sales taxes). The following funds are general governmental type funds and their budgets are prepared on that basis: General Fund and Debt Service Fund.

The budget basis for the Utility Fund and Drainage Utility Fund is the full accrual basis. Under the full accrual basis of accounting, revenues are recorded when earned and expenses are recorded at the time they are incurred. For example, unbilled charges for water and sewer usage are estimated and recorded.

### Differences between the Basis of Accounting and Basis of Budgeting:

A Comprehensive Annual Financial Report (CAFR) is prepared by the City at the end of a fiscal year. The basis of this report is "generally accepted accounting principles" (GAAP). This report basically replicates the budget presentation, with the following exceptions in both the Utility Fund and Drainage Utility Fund:

- In these budgets, principal repayments of debt are classified as expenses and in the CAFR they are classified as reductions of a liability as required by GAAP.
- Also in the basis of budgeting in these budgets, the purchases of capital equipment and capital improvements are budgeted as expenses. Under the GAAP basis of accounting, these purchases are classified as assets of the fund in the CAFR.
- Under the GAAP basis of accounting, depreciation expense on capital equipment and capital improvements are recorded annually. This is not recorded as an expense under the basis of budgeting because the purchases of capital equipment and capital improvements are budgeted as expenses in the year of acquisition.

# Fund Structure and All Funds Summary



## FUND STRUCTURE

The accounting and budgeting system of the City of Colleyville is organized on a fund basis. A fund may be defined as an accounting entity with a separate set of self balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures. The following types of funds are used by the City:

**GOVERNMENTAL FUNDS** are budgeted on a modified accrual basis. Revenues are budgeted when they will be both measurable and available. Available means collectible within the current period or 60 days thereafter to be used to pay the liabilities of the current period. Expenditures are budgeted for when the liability is expected to be incurred.

### GENERAL FUND

Accounts for the many operations of the City such as public safety, public works, community development, parks and general administration. This fund includes all financial resources other than those required to be accounted for in another fund. There is a legally adopted annual budget for this fund.

### DEBT SERVICE FUND

Accounts for the accumulation of resources for and the payment of, general long term debt principal, interest, and related costs. There is a legally adopted annual budget for this fund.

### CAPITAL PROJECT FUND

Accounts for financial resources to be used for the acquisition or construction of major capital facilities.

### SPECIAL REVENUE FUND

Accounts for the revenues and expenditures associated with a special project or purpose. The Colleyville Crime Control and Prevention District (CCCPD) Fund and the Colleyville Economic Development Corporation (CEDC) Fund have legally adopted annual budgets.

**PROPRIETARY FUNDS** budgeted on a full accrual basis. Under this method revenues are budgeted in the period when earned and expenses are budgeted in the period when they are expected to occur.

### ENTERPRISE FUNDS

Accounts for operations that are financed in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services be financed or recovered through charges to the user. The Utility Fund and Drainage Utility Fund are examples of this type of fund. The Utility Fund provides water and sewer services and the Drainage Utility Fund provides for maintenance of drainage facilities. There is a legally adopted annual budget for each of these funds.

## Relationship between Functional Units and Funds

### Funds with Functional Units:

- 001 General Fund
- 002 Utility Fund
- 017 Drainage Utility Fund
- 024 Colleyville Economic Development Corporation (CEDC) Fund
- 027 Colleyville Crime Control and Prevention District (CCCPD) Fund

	<b>Fund</b>	<b>Dept./Program Code</b>
City Council	001	1010
City Manager's Office		
City Manager's Office	001	1110
Administration Expenses- CEDC Funded	024	1110
Community Development		
Building Inspection	001	1210
Community Development- Planning & Zoning	001	1910
Economic Development	001	1310
City Secretary's Office	001	1410
Finance		
Finance	001	1510
Municipal Court	001	4110
Utility Billing	002	2010
Legal	001	1610
Library & Recreation		
Library	001	1710
Library Expenses- CEDC Funded	024	1710
Recreation	001	3410
Recreation- CEDC Funded Special Events	024	3410
Senior Center	001	3420
Senior Center- CEDC Funded	024	3420
Public Works		
Engineering	001	1810
Streets Maintenance	001	3310
Fleet	001	5110
Building Services	001	5710
Utility Operations- Water	002	6110
Utility Operations- Wastewater	002	6120
Utility Support	002	6130
Drainage	017	5210
Stormwater Management	017	5220
Fire		
Fire Admin	001	2210
EMS Operations	001	2220
Fire Operations	001	2230
Fire Prevention	001	2240
Police		
Police Admin	001	2310
Police Admin- CCCPD Funded	027	2310
Animal Control	001	2320
CID	001	2360
CID- CCCPD Funded	027	2360
Communications/Jail	001	2340
Community Services	001	2350
Patrol	001	2370
Patrol- CCCPD Funded	027	2370
SRO	001	2380
Warrant	001	2390
Code Enforcement	001	2330
Parks		
Athletics	001	3220
Parks Maintenance	001	3210
Parks Maintenance- CEDC Funded	024	3210
Communications		
Communications	001	3610
Communications- CEDC Funded	024	3610
Colleyville Center		
Colleyville Center	001	3710
Colleyville Center- CEDC Funded	024	3710
Human Resources	001	3910

Information Services Management (ISM)		
Information Services	001	5910
GIS	001	5920
Non-Departmental		
General Fund Compensation Adjustments	001	6210
General Fund Transfers	001	6310
CCCPD Fund Transfers	027	6310
General Fund Non-Departmental	001	9999
Utility Fund Compensation Adjustments	002	6210
Utility Fund Transfers	002	6410
Utility Fund Debt Service	002	6510
CCCPD Fund Debt Service	027	6510
Utility Fund Non-Departmental	002	9999
Drainage Utility Fund Compensation Adjustments	017	6210
Drainage Utility Fund Transfers	017	6410
Drainage Utility Fund Debt Service	017	6510
Drainage Utility Fund Non-Departmental	017	9999

## ALL FUNDS SUMMARY - ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2018

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2017*	\$6,456,467	\$4,253,847	\$807,345	\$1,570,506	\$13,088,165
AD VALOREM TAXES	\$14,322,575	\$0	\$693,367	\$0	\$15,015,942
FRANCHISE TAXES	2,070,000	0	0	0	2,070,000
SALES TAXES	3,800,000	0	0	0	3,800,000
LICENSES AND PERMITS	968,400	0	0	0	968,400
FINES	920,460	0	0	0	920,460
CHARGES FOR SERVICE	886,300	15,482,017	0	955,880	17,324,197
INTERGOVERNMENTAL	359,534	0	0	0	359,534
MISCELLANEOUS/INTEREST INCOME	200,000	58,000	5,000	6,000	269,000
USE OF FUND BALANCE	0	0	125,000	0	125,000
INTERFUND TRANSFERS (IN)	407,297	0	1,156,045	0	1,563,342
<b>ESTIMATED REVENUES</b>	<b>\$23,934,566</b>	<b>\$15,540,017</b>	<b>\$1,979,412</b>	<b>\$961,880</b>	<b>\$42,415,875</b>
GENERAL MANAGEMENT	\$1,805,139	\$47,412	\$0	\$0	\$1,852,551
FINANCE/COURT/UTILITY BILLING	983,959	433,425	0	0	1,417,384
ECONOMIC DEVELOPMENT	214,053	0	0	0	214,053
ENGINEERING	469,799	0	0	0	469,799
INFORMATION SERVICES	918,444	63,316	0	20,456	1,002,216
COMMUNITY DEVELOPMENT	857,370	0	0	0	857,370
POLICE	4,823,712	0	0	0	4,823,712
FIRE	4,942,360	0	0	0	4,942,360
LIBRARY	553,848	0	0	0	553,848
RECREATION	422,339	0	0	0	422,339
PARKS	1,296,063	0	0	0	1,296,063
COLLEYVILLE CENTER	368,041	0	0	0	368,041
PUBLIC WORKS: STREETS/DRAINAGE**	3,911,845	0	0	1,323,974	5,235,819
UTILITY OPERATIONS	0	14,250,939	0	0	14,250,939
COMPENSATION ADJUSTMENT	673,722	29,711	0	5,847	709,280
NON-DEPARTMENTAL	1,083,117	222,108	0	6,511	1,311,736
DEBT SERVICE	0	157,325	1,979,412	124,574	2,261,311
INTERFUND TRANSFERS (OUT)**	371,000	322,306	0	0	693,306
<b>ESTIMATED EXPENDITURES</b>	<b>\$23,694,811</b>	<b>\$15,526,542</b>	<b>\$1,979,412</b>	<b>\$1,481,362</b>	<b>\$42,682,127</b>
ESTIMATED BALANCE AT SEPTEMBER 30, 2018	\$6,696,222	\$4,267,322	\$682,345	\$1,051,024	\$12,696,913
NET INCREASE/DECREASE	\$239,755	\$13,475	(\$125,000)	(\$519,482)	(\$391,252)
REQUIRED RESERVE (90 DAYS)	\$5,842,556	\$3,828,462	\$488,074	\$365,267	

NOTES:

\* BALANCES ARE UNAUDITED

\*\*PUBLIC WORKS GENERAL FUND BUDGET INCLUDES A TRANSFER OF \$1,500,000 TO THE CAPITAL PROJECTS FUND FOR STREET PROJECTS

**ALL FUNDS SUMMARY - SUMMARY OF EXPENDITURES BY TYPE  
ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2018**

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	DRAINAGE UTILITY FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2017 *	\$6,456,467	\$4,253,847	\$807,345	\$1,570,506	\$13,088,165
AD VALOREM TAXES	\$14,322,575	\$0	\$693,367	\$0	\$15,015,942
FRANCHISE TAXES	2,070,000	0	0	0	2,070,000
SALES TAXES	3,800,000	0	0	0	3,800,000
LICENSES AND PERMITS	968,400	0	0	0	968,400
FINES	920,460	0	0	0	920,460
CHARGES FOR SERVICE	886,300	15,482,017	0	955,880	17,324,197
INTERGOVERNMENTAL	359,534	0	0	0	359,534
MISCELLANEOUS/INTEREST INCOME	200,000	58,000	5,000	6,000	269,000
USE OF FUND BALANCE	0	0	125,000	0	125,000
INTERFUND TRANSFERS (IN)	407,297	0	1,156,045	0	1,563,342
ESTIMATED REVENUES	\$23,934,566	\$15,540,017	\$1,979,412	\$961,880	\$42,415,875
LESS EXPENDITURES:					
PERSONNEL	\$15,048,648	\$1,983,307	\$0	\$424,005	\$17,455,960
CONTRACTUAL	5,341,951	12,717,635	0	134,826	18,194,412
SUPPLIES	1,275,506	245,969	0	47,957	1,569,432
CAPITAL	14,000	100,000	0	0	114,000
DEBT SERVICE	0	157,325	1,979,412	124,574	2,261,311
INTERFUND TRANSFERS (OUT)	2,014,706	322,306	0	750,000	3,087,012
ESTIMATED EXPENDITURES	\$23,694,811	\$15,526,542	\$1,979,412	\$1,481,362	\$42,682,127
ESTIMATED BALANCE AT SEPTEMBER 30, 2018	<u>\$6,696,222</u>	<u>\$4,267,322</u>	<u>\$682,345</u>	<u>\$1,051,024</u>	<u>\$12,696,913</u>

NOTES:

\* BALANCES ARE UNAUDITED

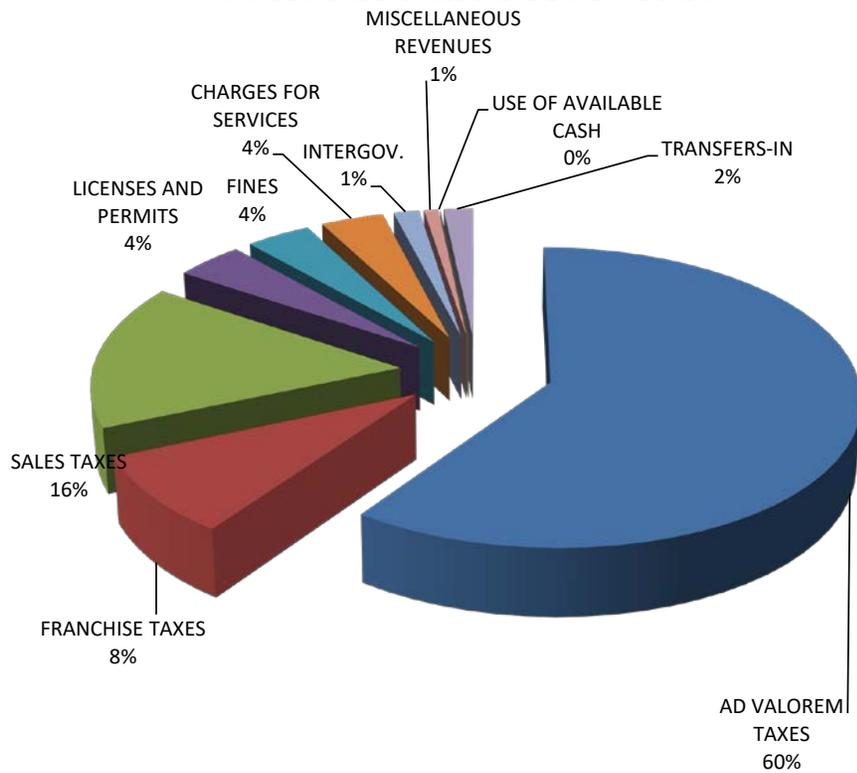
# General Fund



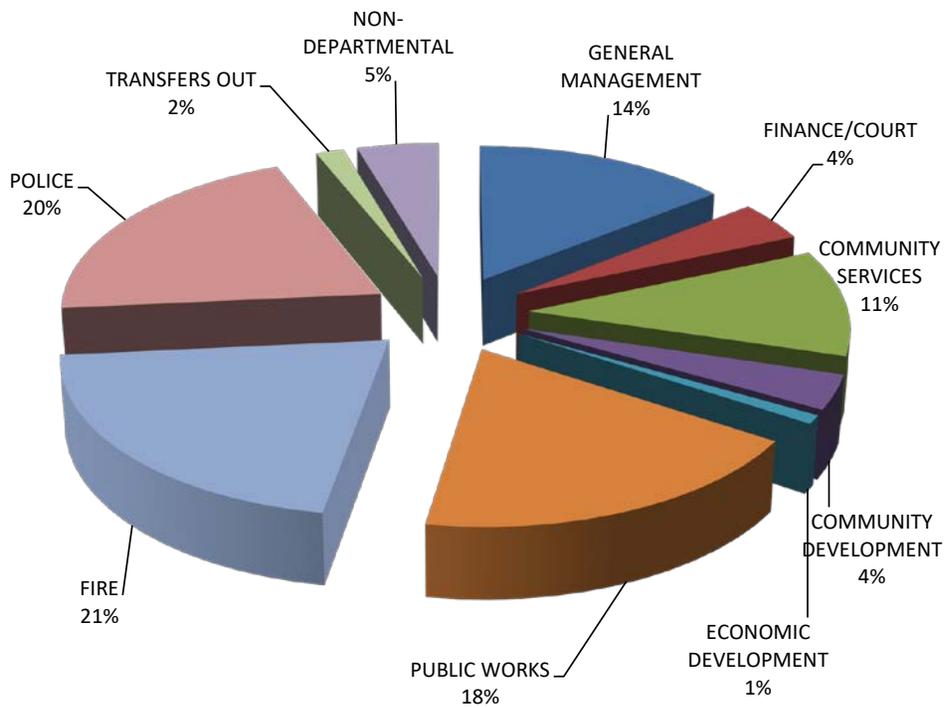
## GENERAL FUND SUMMARY

	ACTUAL FY 2016	PROJECTED FY 2017	BUDGETED FY 2018
<b>REVENUES:</b>			
AD VALOREM TAXES	\$ 13,037,816	\$ 13,620,000	\$ 14,322,575
FRANCHISE TAXES	2,206,890	2,112,085	2,070,000
SALES TAXES	3,834,115	3,912,828	3,800,000
LICENSES AND PERMITS	1,337,927	982,200	968,400
FINES	912,533	870,460	920,460
CHARGES FOR SERVICES	901,795	937,342	886,300
INTERGOVERNMENTAL	341,971	326,693	359,534
MISCELLANEOUS REVENUES	306,359	205,000	200,000
USE OF AVAILABLE CASH	0	1,000,000	0
TRANSFERS-IN	832,350	0	407,297
 TOTAL GENERAL FUND REVENUES	 \$ 23,711,756	 \$ 23,966,608	 \$ 23,934,566
	ACTUAL FY 2016	PROJECTED FY 2017	BUDGETED FY 2018
<b>EXPENDITURES:</b>			
CITY COUNCIL	\$ 166,573	\$ 174,289	\$ 206,441
CITY MANAGER'S OFFICE	578,854	624,048	737,831
CITY SECRETARY'S OFFICE	206,155	224,481	234,153
LEGAL	221,806	200,000	210,000
HUMAN RESOURCES	299,735	320,339	356,224
COMMUNICATIONS	169,863	59,281	60,490
FINANCE	414,998	529,806	545,094
MUNICIPAL COURT	349,298	419,415	438,865
BUILDING SERVICES	478,594	526,877	486,915
INFORMATION SYSTEMS MANAGEMENT	856,976	908,598	918,444
COMMUNITY DEVELOPMENT	336,761	419,589	431,484
BUILDING INSPECTIONS	451,919	407,041	425,886
ECONOMIC DEVELOPMENT	255,269	199,828	214,053
ENGINEERING	437,353	458,973	469,799
POLICE	4,446,774	4,702,861	4,823,712
FIRE	4,613,453	4,546,827	4,942,360
PARKS	1,253,267	1,286,061	1,296,063
RECREATION	312,631	387,316	422,339
LIBRARY	697,248	724,703	553,848
COLLEYVILLE CENTER	338,342	385,898	368,041
STREETS	5,363,706	4,025,593	3,182,621
FLEET MAINTENANCE	216,415	237,505	242,309
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	252,000	402,000	371,000
CAPITAL PROJECTS FUND	0	0	0
COMPENSATION ADJUSTMENT	138,300	204,873	673,722
NON-DEPARTMENTAL	855,466	953,559	1,083,117
 TOTAL GENERAL FUND EXPENDITURES	 \$ 23,711,756	 \$ 23,329,761	 \$ 23,694,811
 TOTAL BEGINNING FUND BALANCE - 10/1	 \$ 8,719,620	 \$ 8,719,620	 \$ 6,456,467
 INCREASE / (DECREASE ) TO FUND BALANCE	 \$ 0	 \$ 636,847	 \$ 239,755
 LESS USE OF AVAILABLE CASH	 \$ 0	 \$ 1,000,000	 \$ 0
 TOTAL ENDING FUND BALANCE	 \$ 8,719,620	 \$ 8,356,467	 \$ 6,696,222
 TRANSFER AMOUNT >100 DAYS RESERVE TO CAPITAL PROJECTS FUND	 \$ 1,900,000		

## General Fund Revenue



## General Fund Expenses



## GENERAL FUND FORECAST

	PROJECTED FY 2017	BUDGET FY 2018	PROJECTED FY 2019	PROJECTED FY 2020	PROJECTED FY 2021	PROJECTED FY 2022
<b>BEGINNING FUND BALANCE</b>	\$8,719,620	\$6,456,467	\$6,696,222	\$6,927,729	\$7,160,831	\$7,406,216
<b>REVENUE:</b>						
Ad Valorem Taxes	\$13,620,000	\$14,322,575	\$15,038,704	\$15,790,639	\$16,580,171	\$17,409,180
Sales Tax	\$3,912,828	\$3,800,000	\$3,838,000	\$3,876,380	\$3,915,144	\$3,954,295
Franchise Fees	\$2,112,085	\$2,070,000	\$2,070,000	\$2,070,000	\$2,070,000	\$2,070,000
Licenses & Permits	\$982,200	\$968,400	\$949,032	\$930,051	\$911,450	\$893,221
Fines	\$870,460	\$920,460	\$929,665	\$938,961	\$948,351	\$957,834
Charges for Service	\$937,342	\$886,300	\$895,163	\$904,115	\$913,156	\$922,287
Intergovernmental	\$326,693	\$359,534	\$363,129	\$366,761	\$370,428	\$374,133
Miscellaneous Income	\$205,000	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486
Use of Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Transfers In	\$0	\$407,297	\$415,443	\$423,752	\$432,227	\$440,871
<b>TOTAL REVENUES</b>	<b>\$23,966,608</b>	<b>\$23,934,566</b>	<b>\$24,703,136</b>	<b>\$25,508,739</b>	<b>\$26,353,169</b>	<b>\$27,238,308</b>
Expenditures	\$20,904,761	\$22,194,811	\$22,971,629	\$23,775,636	\$24,607,784	\$25,469,056
Contribution- CIP projects	\$2,425,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
<b>TOTAL EXPENDITURES</b>	<b>\$23,329,761</b>	<b>\$23,694,811</b>	<b>\$24,471,629</b>	<b>\$25,275,636</b>	<b>\$26,107,784</b>	<b>\$26,969,056</b>
<b>NET REVENUE</b>	<b>\$636,847</b>	<b>\$239,755</b>	<b>\$231,507</b>	<b>\$233,102</b>	<b>\$245,385</b>	<b>\$269,252</b>
<b>ENDING FUND BALANCE</b>	\$8,356,467	\$6,696,222	\$6,927,729	\$7,160,831	\$7,406,216	\$7,675,468
<b>DAYS OF FUND BALANCE</b>	131	103	103	103	104	104
<i>Transfer to CIP Fund</i>	\$1,900,000					
<i>Ending Fund Balance</i>	\$6,456,467					
<i>Days of Fund Balance</i>	101					

The five-year forecast (shown above) was prepared and presented to the City Council to guide decision making during the budget process and ensure that long-term implications are considered. The forecast served as a caution to adding recurring expenditures unless absolutely necessary and generated discussion about the need to reduce operating expenditures in order to achieve the goal of adopting the effective tax rate next year.

Significant revenue assumptions include a 5.0% increase in assessed valuation and declining tax-supported debt. A 1% increase in sales tax is projected for FY 2019-2022, with no increase in FY 2018 based on the anticipated impact of the State Highway 26 street reconstruction project on the city's primary business corridor. Overall, the revenue assumptions are conservative and will be adjusted in future years should any revenue category outperform these projections.

The use of \$1.0 Million of fund balance was planned in FY 2017 to fund street maintenance. In the FY 2017 year-end budget amendment, the City Council decided to decrease operating reserves to 100 days of expenditures (minimum is 90 days per the City's financial policy). Excess reserves were transferred to the Capital Projects Fund to provide funding for the City's 5-Year Capital Improvement Program, namely street maintenance.

The forecast includes expenditures that reflect a 3.5% increase in base expenditures for cost increases for materials or contractual services and for personnel costs. The visual presentation of these costs in a financial forecast provided a clearer understanding of how commitments and general cost increases can limit the ability to absorb additional items into the budget each year. This forecast will be updated annually and will be used to guide future budget discussions as well.

**FY 2018 REVENUE ESTIMATE**

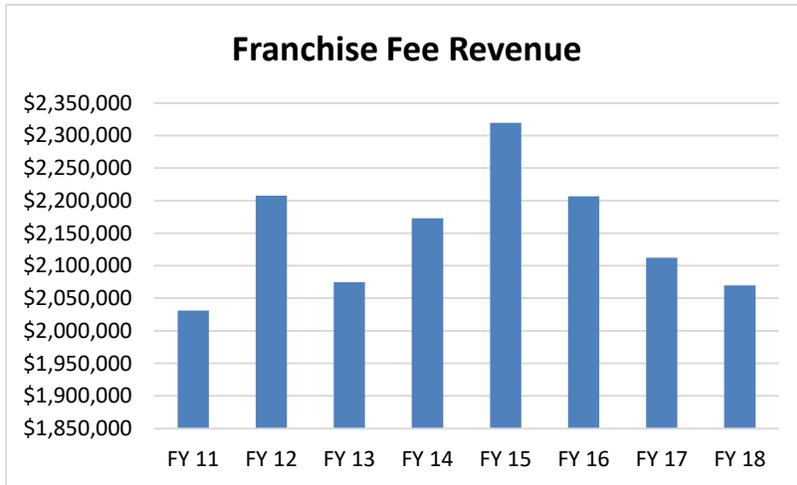
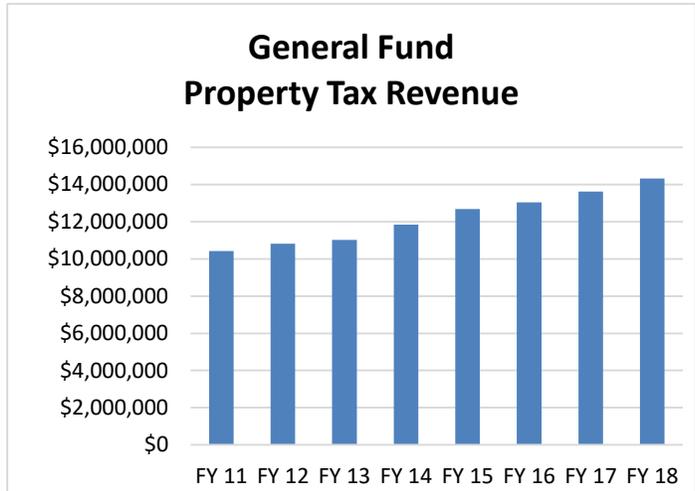
	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 YE Proj.	FY 2018 PROJECTION
<b>GENERAL FUND</b>								
<i>AD VALOREM TAXES</i>								
5101-CURRENT TAXES	10,182,430	10,622,072	10,862,289	11,712,637	12,578,401	12,954,951	13,540,000	14,242,575
5102-DELINQUENT TAXES	130,136	105,376	73,071	59,789	27,703	27,219	20,000	25,000
5103-PENALTY & INTEREST	103,889	83,819	79,838	76,852	72,027	55,646	60,000	55,000
TOTAL AD VALOREM TAXES	\$10,416,455	\$10,811,267	\$11,015,197	\$11,849,278	\$12,678,130	\$13,037,816	\$13,620,000	\$14,322,575
<i>FRANCHISE FEES</i>								
5201-ONCOR ELECTRIC	864,130	1,024,875	891,771	893,973	903,390	903,933	889,222	885,000
5202-TRI-COUNTY ELECTRIC	120,249	118,281	100,229	105,326	126,855	112,116	101,311	100,000
5203-ATMOS GAS	381,513	333,098	289,708	354,663	449,640	368,202	334,570	325,000
5204-AT&T	99,534	86,852	83,482	76,147	71,354	66,702	62,908	60,000
5205-VERIZON/OTHERS	74,519	82,212	85,565	88,013	75,198	59,956	76,112	65,000
5206-GARBAGE/RECYCLING	124,649	146,181	156,478	159,285	166,291	168,787	161,380	160,000
5207-CABLE TV	366,674	415,962	467,498	495,394	526,995	527,194	486,582	475,000
TOTAL FRANCHISE TAXES	\$2,031,268	\$2,207,461	\$2,074,730	\$2,172,801	\$2,319,723	\$2,206,890	\$2,112,085	\$2,070,000
<i>SALES TAX</i>								
5301-1% SALES TAX	2,642,996	2,858,065	3,073,879	3,351,728	3,456,800	3,727,508	3,800,000	3,700,000
5302-MIXED BEVERAGE TAX	80,731	65,808	68,592	98,160	107,977	106,607	112,828	100,000
TOTAL SALES TAX	\$2,723,727	\$2,923,873	\$3,142,470	\$3,449,888	\$3,564,777	\$3,834,115	\$3,912,828	\$3,800,000
<i>LICENSES &amp; PERMITS</i>								
5411-BUILDING	536,534	706,421	526,110	667,583	850,326	846,260	628,000	625,000
5412-PLUMBING	60,124	78,329	57,748	64,991	75,655	74,777	60,000	72,000
5413-MECHANICAL	37,811	48,621	40,560	43,421	43,163	64,518	40,000	48,000
5414-ELECTRICAL	48,721	68,491	50,062	58,064	64,800	74,905	56,000	51,000
5416-CITY LICENSE	40,472	45,917	41,210	47,620	43,315	58,349	55,000	26,000
5417-BUILDING PLAN REVIEW FEE	90,790	118,622	102,006	155,636	166,976	132,212	80,000	88,000
5418-NEW BUSINESS	4,935	5,689	5,781	5,123	5,076	6,811	8,200	7,400
5419-ANIMAL	677	577	0	0	0	0	0	0
5420-SIGN PERMITS	7,486	6,884	7,070	12,355	9,275	10,690	8,000	8,000
5421-FENCE PERMITS	3,700	5,050	4,800	11,850	10,800	21,500	17,000	15,000
5423-FIRE PERMIT FEES	7,250	8,975	6,350	9,300	15,265	20,060	10,000	8,000
5424-IRRIGATION PERMIT FEES	15,090	19,547	15,438	14,069	16,559	27,771	20,000	20,000
5425-GAS AND OIL WELL PERMIT FEES	70,000	0	0	0	2,500	75	0	0
TOTAL LICENSES & PERMITS	\$923,590	\$1,113,123	\$857,134	\$1,090,011	\$1,303,710	\$1,337,927	\$982,200	\$968,400
<i>FINES</i>								
5611-FINES	860,707	911,217	815,025	844,369	1,002,095	834,556	800,000	850,000
5612-FINES-ALARMS	60,425	52,948	50,992	54,966	57,031	52,997	53,000	53,000
5630-LIBRARY FINES	25,850	24,921	26,577	26,534	24,975	24,980	17,460	17,460
TOTAL FINES	\$946,982	\$989,086	\$892,594	\$925,869	\$1,084,101	\$912,533	\$870,460	\$920,460
<i>CHARGES FOR SERVICES</i>								
5511-PLANNING AND ZONING	7,892	11,635	8,523	13,092	10,794	7,743	9,000	9,000
5512-PLAT FEE	5,123	5,410	12,870	15,860	8,910	5,943	7,200	7,200
5514-BOARD OF ADJUSTMENT	2,000	3,125	2,250	2,225	2,450	3,000	2,500	2,000
5711-SALE OF MATERIAL	343	105	104	2,043	71	418	100	100
5712-WEED MOWING	7,900	7,900	6,872	29,985	5,246	11,356	14,000	7,000
5715-SITE PLAN REVIEW	0	1,000	0	1,250	1,250	1,000	1,000	1,000
5718-ANIMAL IMPOUNDMENT FEE	2,632	1,420	0	0	0	0	0	0
5721-AMBULANCE	306,959	319,797	293,957	357,352	321,119	358,523	320,000	320,000
5722-RECREATION PROGRAM	189,891	199,233	171,472	193,029	185,462	201,166	200,000	193,500
5730-LANDSCAPING PLAN FEE	0	1,000	0	1,250	1,250	1,000	500	0
5811-ENGINEERING & INSPECTION	0	12,424	48,453	243,024	264,252	4,908	48,802	20,000
5813- 1% MATERIALS TESTING FEE	0	0	0	0	0	7,734	17,000	10,000
5812-CHGS & REIMBURSEMENTS	0	0	0	0	0	0	0	0
5845-LOT DRAINAGE INSP FEE	14,875	20,000	13,375	14,000	23,500	23,875	15,000	15,000
5855-FIELD USE CHARGE	23,860	22,110	20,575	26,485	24,295	21,510	23,000	21,500
5873-COLLEYVILLE CENTER FEES	245,749	230,329	246,798	230,793	227,901	209,820	235,000	240,000
5874-NON-RESIDENT FEE	31,470	36,644	35,838	34,150	40,415	43,800	44,240	40,000
TOTAL CHARGES FOR SERVICE	\$838,694	\$872,132	\$861,085	\$1,164,538	\$1,116,913	\$901,795	\$937,342	\$886,300

**FY 2018 REVENUE ESTIMATE**

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 YE Proj.	FY 2018 PROJECTION
<b>INTERGOVERNMENTAL REVENUE</b>								
5828-SRO OFFICER REIMB	89,792	89,793	94,282	94,282	94,282	94,282	98,996	98,996
5826-KELLER COURT	0	0	216,980	225,915	231,409	247,689	227,697	260,538
TOTAL INTERGOVERNMENTAL REVENUE	\$89,792	\$89,793	\$311,262	\$320,197	\$325,691	\$341,971	\$326,693	\$359,534
<b>MISCELLANEOUS REVENUE</b>								
5714-SALE OF SURPLUS PROPERTY	7,098	147,969	0	13,801	3,798	52,957	0	5,000
5716-INTEREST INCOME	60,855	60,031	39,271	22,081	61,683	60,008	45,000	45,000
5719-MISCELLANEOUS	55,111	67,598	81,036	59,600	82,802	99,828	70,000	60,000
5832-ANTENNA LEASE	67,400	70,041	70,513	71,022	75,415	93,566	90,000	90,000
5867-LEASE PROCEEDS	0	894,534	209,425	831,155	0	0	0	0
5790-USE OF AVAILABLE CASH	0	0	0	0	0	0	1,000,000	0
TOTAL MISCELLANEOUS REVENUE	\$190,464	\$1,240,173	\$400,245	\$997,658	\$223,698	\$306,359	\$1,205,000	\$200,000
<b>TRANSFERS IN</b>								
5872-TRANSFER FROM UTILITY FD	858,879	1,081,868	\$1,049,222	1,116,974	1,115,272	832,350	0	196,920
5888-TRANSFER FOR CONST. INSP.	0	0	0	0	0	0	0	0
5892- TRANSFER FROM TIF	0	0	0	0	0	0	0	210,377
TOTAL TRANSFERS IN	\$858,879	\$1,081,868	\$1,049,222	\$1,116,974	\$1,115,272	\$832,350	\$0	\$407,297
<b>TOTAL GENERAL FUND REVENUES</b>	\$19,019,851	\$21,328,776	\$20,603,940	\$23,087,214	\$23,732,014	\$23,711,756	\$23,966,608	\$23,934,566

AD VALOREM TAXES

The 2017 certified value provided by Tarrant Appraisal District is \$5,065,743,299 (a 10.4% increase over 2016 current valuation). \$99,275,636 of the increase is from new construction. The total taxable value includes TIF zone property value of \$372,873,919, which is not included in the General Fund revenue estimate. The tax rate of \$.333834 is allocated \$.3160 to O&M (General Fund) and \$.017834 to debt (Debt Service Fund).

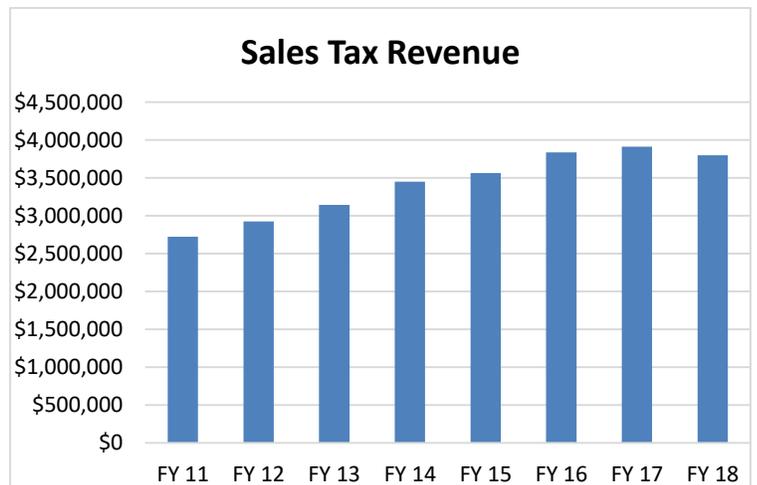


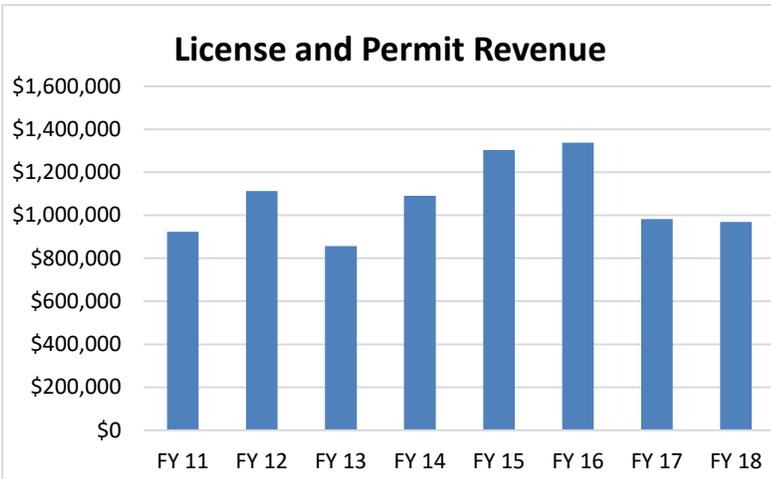
FRANCHISE FEES

The franchise fees were estimated based upon historical and industry trends. Due to lack of growth in land phone lines, there is a decrease projected for AT&T phone franchise fees. Franchise fees for gas and electricity are often correlated with weather due to higher usage of electricity during hot summers and gas during cold winters. Franchise fees are budgeted conservatively as influencing factors like weather are unpredictable, with very modest growth due to several new neighborhoods being built.

SALES TAX

While sales tax growth has slowed from that experienced in prior years, FY 2017 sales tax revenue came in 0.5% above the prior year and 5% above budget. No growth is anticipated for the next year or two due to the reconstruction of SH26, the city's primary commercial corridor.



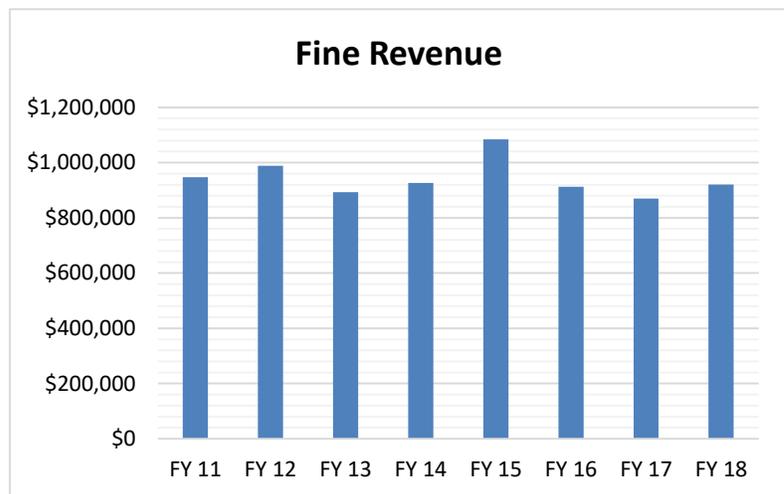


## LICENSES AND PERMITS

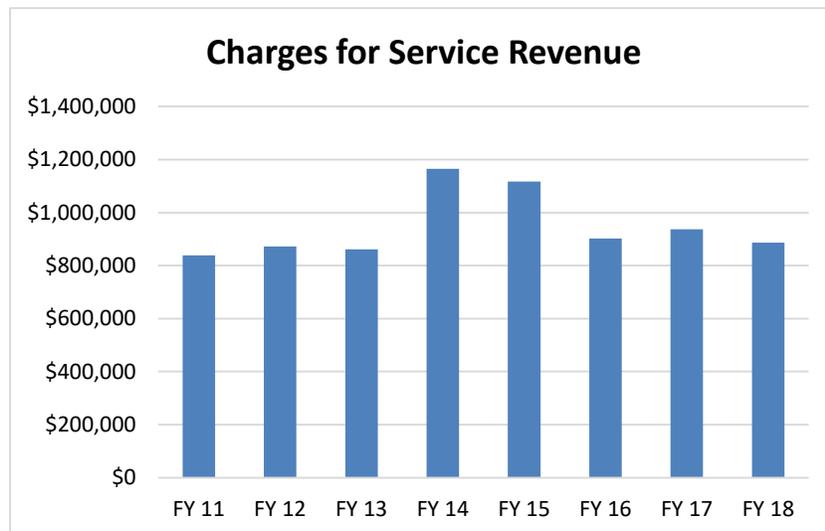
The revenues for licenses and permits are based upon growth in both residential and commercial development. Residential permits may continue to increase slightly but will ultimately wane as the number of available lots decreases. Commercial development continues to fluctuate with the economy.

## FINES

Revenue from fines is projected to be \$920,460 for FY 2018. This includes \$850,000 in fines, \$17,460 in library fines and annual alarm registration fees of \$53,000.



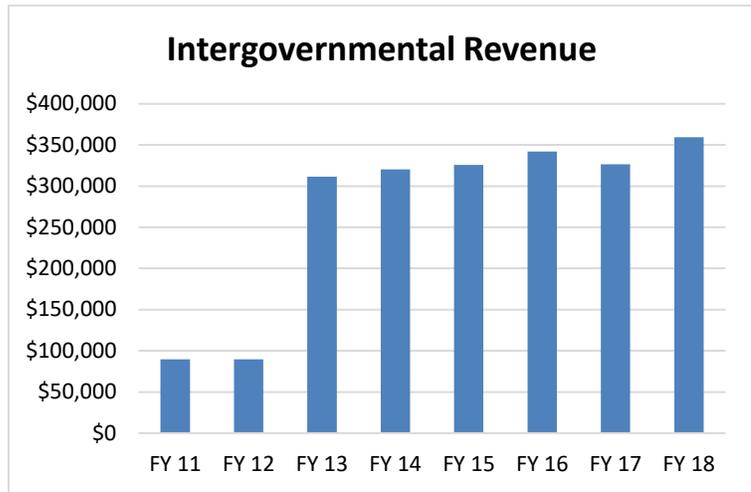
## CHARGES FOR SERVICE



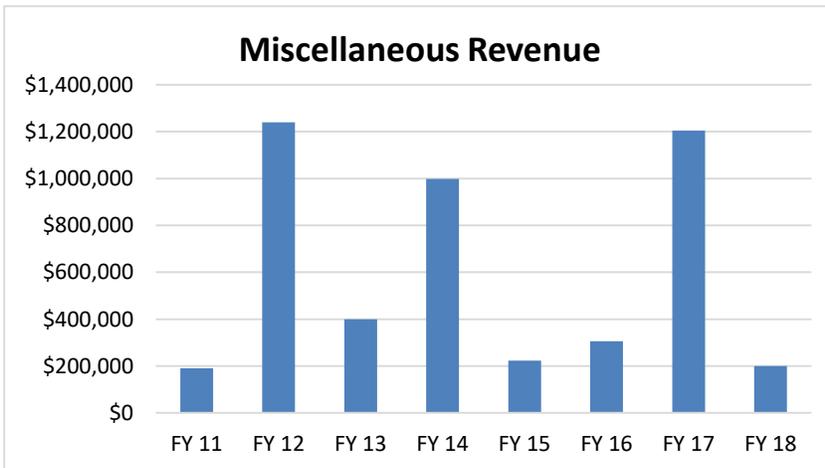
Charges for service tend to fluctuate based on varying conditions. The FY 2018 budget for major revenues in this category including ambulance charges, recreation fees, and Colleyville Center charges are expected to remain level. The peak in FY 2014 was due to higher ambulance cost recovery, recreation program revenue, and fees to recover costs of certain engineering services.

INTERGOVERNMENTAL

The amount budgeted includes \$98,996 in funding from the Grapevine-Colleyville Independent School District for an officer at each of the two middle schools, and \$260,538 for Keller’s share of the combined Municipal Court operation that began in FY 2013.



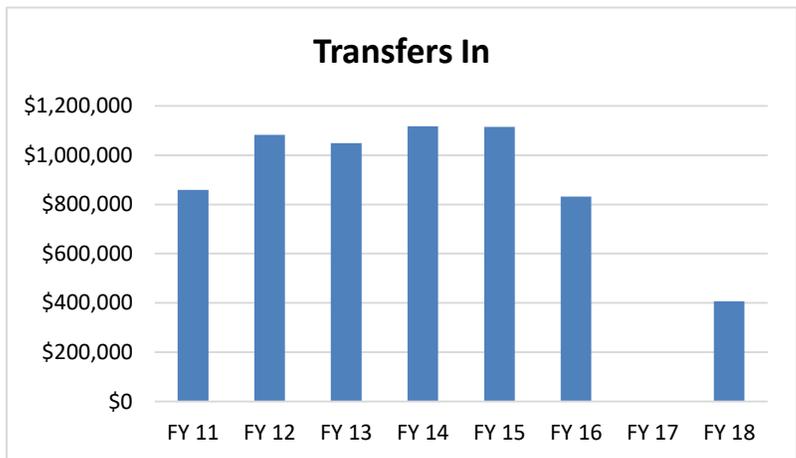
MISCELLANEOUS



Interest income for the fund is estimated to be \$45,000. The increase in FY 2012 and FY 2014 was due to gas lease proceeds. FY 2017 includes the anticipated use of \$1,000,000 of available cash for street maintenance purposes.

TRANSFERS IN

The transfer from the Utility Fund, comprised of a Franchise Fee of 4% and Operating Transfer of 4%, was ended as of September 30, 2016. In August 2016 the City Council decided to eliminate these transfers and reduce water rates by an offsetting amount in order to provide rate relief to utility customers. The transfers in FY 2018 include a reimbursement of eligible personnel costs from the TIF and Utility Fund to the General Fund.



# Guide to Business Plans



# GUIDE TO BUSINESS PLANS

Each year in advance of the budget process, departments update their business plans. Elements of the business plans not included in the adopted budget book are an analysis of the strengths and opportunities of each core service in a department, as well as an organizational risk analysis.



**Description**

A description of the department, including significant information about customers and major programs

**Department Description**

The City Council is the body of elected representatives for the city. They have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council shall through its leadership keep the City of Colleyville a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents.

**Core Services**

The City Council is responsible for the following core services:

1. Provide leadership and direction for all programs and services
  - 6.1 Articulate a compelling vision and direction for the community.*

City Council are the elected representatives of the city, have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council determines the price property owners are willing to pay for services. The fiscal year 2018 budget includes a tax rate of \$0.333834/\$100 of a \$0.005296 reduction from the \$0.339130 tax rate in fiscal year 2017. This rate serves to provide some relief to property owners receiving higher appraisal values also providing the revenue necessary to continue funding programs and services at a sustainable level.

**Core Services**

Each business plan lists the core services of that department. The blue text under the core service demonstrates how that service is linked to the City's Strategy Map, specifically citing budget objectives. A brief narrative explanation of the core service follows.



# GUIDE TO BUSINESS PLANS (continued)

## Performance Measures & Vital Statistics

Department business plans include two types of metrics- performance measures and vital statistics. Performance measures are measures of efficiency or effectiveness and represent outcomes that can be directly influenced by staff, and therefore have targets. Vital statistics represent data that is important to track for overall understanding of how a program is performing and for decision making, but is not necessarily a reflection of efficiency or effectiveness, and is not something that staff has significant control over. As such, vital statistics do not have targets. The presentation of both performance measures and vital statistics provides a well-rounded look at performance and trends in programs and services, while also furthering the City's efforts of accountability and transparency to those we serve.

## Performance Measures & Vital Statistics

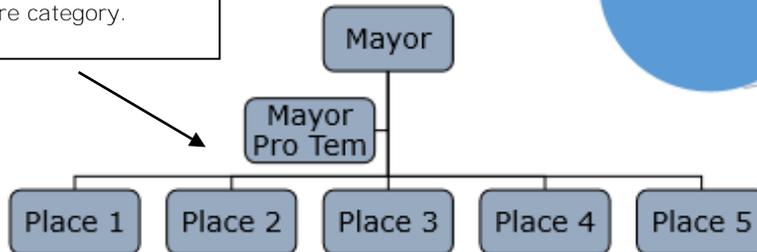
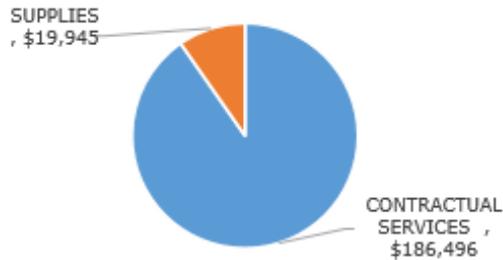
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Tax rate per hundred dollars of valuation	\$0.3559	\$0.3559	\$0.3559	\$0.3559	\$0.3559
Percent of citizens satisfied with quality of life in Colleyville	n/a	98%	n/a	n/a	98%
Percent of citizens satisfied with value of services for taxes paid	n/a	81%	n/a	n/a	81%

## Department Resources

FY 2018 Budget: \$206,441

### Department Resources

Department resources include both personnel and budget dollars. This section provides a departmental org chart as well as the FY 2018 budget amount, both in total and broken down by expenditure category.



## 5-Year + Outlook

The vision of the City Council is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens through capital improvements to replace aging infrastructure and maintain the city's unique identity and safe neighborhoods for the community's future.

### 5-Year + Outlook

A look at potential changes in demographics, development, workload, technology, equipment, etc. that will affect the department in the next 5+ years. Answers the question, "Where are we going?" Serves as a big picture focusing tool and allows for proactive planning to address major changes.



# City Council

## FY 2018 Department Business Plan

### Department Description

The City Council is the body of elected representatives for the city. They have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council shall through its leadership keep the City of Colleyville a model city with attention to being an efficient and attractive neighborhood-oriented community sensitive to our history, resources and residents.

### Core Services

The City Council is responsible for the following core services:

1. Provide leadership and direction for all programs and services

#### *6.1 Articulate a compelling vision and direction for the community.*

City Council are the elected representatives of the city, have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council determines the tax rate, ultimately establishing the price property owners are willing to pay for programs and services. The fiscal year 2018 budget includes a tax rate of \$0.333834/\$100 of valuation, a \$0.005296 reduction from the \$0.339130 tax rate in fiscal year 2017. This rate reduction serves to provide some relief to property owners receiving higher appraisal values, while also providing the revenue necessary to continue funding programs and services at a sustainable level.

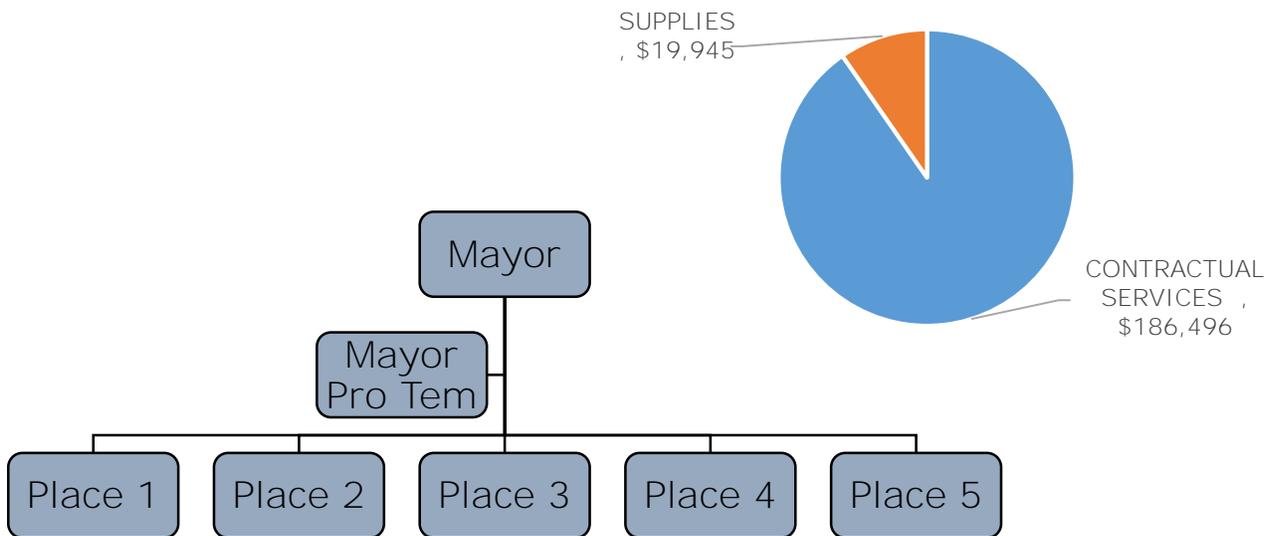


## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Tax rate per hundred dollars of valuation	\$0.3559	\$0.3559	\$0.3559	\$0.3559	\$0.33913	\$0.33383
Percent of citizens satisfied with quality of life in Colleyville	n/a	98%	n/a	n/a	85%	n/a
Percent of citizens satisfied with value of services for taxes paid	n/a	81%	n/a	n/a	73%	n/a

## Department Resources

FY 2018 Budget: \$206,441



## 5-Year + Outlook

The vision of the City Council is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City Council is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens, planning for capital improvements to replace aging infrastructure and maintaining Colleyville's unique identity and safe neighborhoods for the community's future.



# City Manager's Office

## FY 2018 Department Business Plan

### Department Description

The City Manager's Office provides leadership and direction for City departments in the implementation of the City Council's strategic goals, directives and policies. The City Manager's Office works closely with the City Council and its appointed boards, commissions, and committees to develop, analyze and implement policy direction. The City Manager's Office is responsible for the oversight and direction of all services and programs delivered to **the community, its' citizens and visitors. Specifically, the City Manager's Office is responsible** for working with the community and stakeholders in the formation of policy recommendations for City Council consideration, establishing direction and expectations for service delivery by **all City employees, developing, implementing and monitoring the City's budget and capital improvement programs, coordinating the City's strategic and performance management system, coordinating and implementing administrative procedures, maintaining effective intergovernmental relationships, responding to citizen requests, and coordinating and maintaining franchise agreements.**

### Core Services

The **City Manager's Office** is responsible for the following core services:

1. Provide leadership, direction, and oversight of all programs and services based on City Council policies

*1.4 Communicate thoroughly and strategically*

*6.2 Establish a culture of mutual trust and respect*

*6.3 Ensure clarity of City Council and staff roles and responsibilities*

The City Manager's Office provides leadership and direction for City departments in the implementation of the City Council's goals, directives and policies. Specifically, the **City Manager's Office is responsible for** supervising every city department and establishing direction and expectations for service delivery by all City employees.

2. Develop, implement, and monitor the City's budget

*2.4 Demonstrate stewardship of public resources*



The city's annual operating budget authorizes spending of approximately \$40 Million. The **City Manager's Office** guides the development of departmental budget requests, analyzes and prioritizes funding needs, and ultimately submits a balanced budget for City Council consideration. In order to maximize taxpayer resources in the delivery of City services, staff creatively funds operating and capital priorities through a variety of funding sources. Prudent financial planning has allowed for cash financing of projects and avoided the issuance of new debt. Upon City Council adoption, staff prepares the budget book for submission to the **Government Finance Officer's Distinguished Budget Award** program for review. Staff also assists departments throughout the year with budgetary issues and monitors spending for compliance with budget authorization.

3. Direct the City's strategic management system and evaluate programs and services for alignment

*1.4 Communicate thoroughly and strategically*

*6.2 Establish a culture of mutual trust and respect*

*6.3 Ensure clarity of City Council and staff roles and responsibilities*

*6.4 Foster our shared values*

The City's Strategic Plan contains strategies and objectives that further the goals of the City Council and the community. The City Manager's Office works to ensure that programs and services align with those strategies and objectives through a comprehensive business planning process that coincides with the budget preparation process each year. Success and progress are also measured through quarterly performance reports and dashboards that are submitted to City Council. The strategic management system also includes a biennial citizen survey, to obtain **important input on where staff's focus should be** and how well we are delivering programs and services. In addition, a biennial employee engagement survey is conducted through Gallup to gauge employee engagement, identify areas requiring attention and/or investment, and to measure progress in this area. Finally, it is also imperative that the strategies contained in the Strategic Plan remain in the **forefront of our minds, and the City Manager's Office continually seeks appropriate opportunities to keep the organization focused on those priorities.**

4. Coordinate the city's franchise agreements

*2.1 Provide responsive, efficient city services*

All locally regulated franchise utility agreements are negotiated, monitored, and coordinated by the City Manager's Office. Staff also works through groups of cities, like the Steering Committee of Cities Served by Oncor and the Atmos Cities Steering Committee, to provide collective legislative advocacy for citizens and negotiate with the companies on rate increases. Locally regulated franchise agreements include gas, electricity, and garbage and recycling services. Staff in the City Manager's Office handles all calls related to franchise holders and works with the provider to address any service delivery concerns,



including those for which the State of Texas is the franchising authority such as telecommunications providers.

5. Respond to City Council and citizen requests for service

*1.4 Communicate thoroughly and strategically*

*2.1 Provide responsive, efficient city services*

*6.2 Establish a culture of mutual trust and respect*

For many citizens, the City Manager's Office is the "Grand Central Station" for City Hall and any questions/issues related to Colleyville. While staff may not always have all the details to answer every question received, staff is able to answer most questions and connect citizens to the appropriate person, department, or even other agencies when needed. **Similarly, the City Manager's Office responds to all questions and requests from the City Council**, as well as coordinating all details for Council meeting meals, travel arrangements, and RSVPs for events.

6. Develop policy and procedure recommendations

*2.1 Provide responsive, efficient city services*

With a bird's-eye view of the organization, **the City Manager's Office is constantly** on the look-out for process and procedure improvements. Our staff is uniquely able to notice when issues present in one department are also struggles in other departments. There are also many times when policies or procedures impact the broader organization and recommendations need to be developed and proposed by a representative from this office. **City Manager's Office staff often serve as the shepherds, champions, and organizers of** broader efforts, ensuring input and collaboration from across all departments, ultimately allowing the best recommendations to be brought forward to the City Council or City Manager for consideration.

7. Develop and maintain working relationships with community groups, other governmental entities, and other stakeholders

*1.1 Actively involve and engage stakeholders*

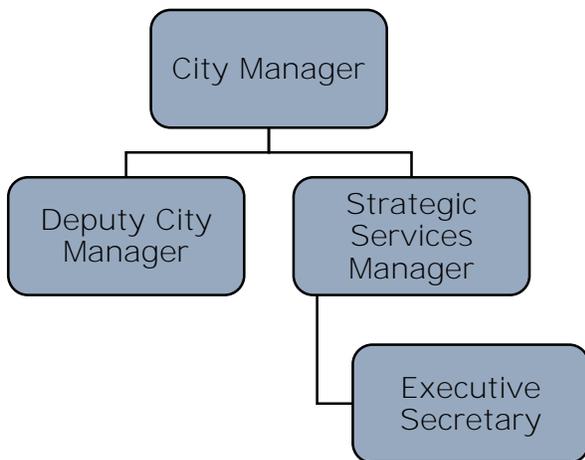
In order to make informed decisions, it is essential to understand the priorities and perspectives of your stakeholders and community partners. Building and maintaining relationships with stakeholders, partners, and neighboring agencies allows staff to identify opportunities for collaboration and partnership. In the environment of limited resources and high expectations for service delivery, it is critical that we stay tuned in to the needs and desires of the community, to ensure that the top priorities are being met and addressed effectively. Sharing best practices and working with neighbors are also important tools, helping us to stay current and relevant, and maximizing our resources when cost sharing arrangements are possible.

## Performance Measures & Vital Statistics

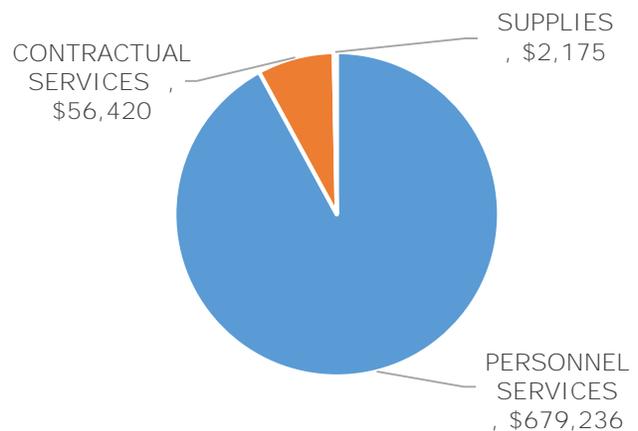
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Achieve GFOA's Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of household hazardous waste collections (at Fort Worth ECC and Clean Sweep event)	572	553	658	752	702
Number of citizen survey responses	N/A	1,323	N/A	N/A	907

## Department Resources



FY 2018 Budget: \$737,831



## **5-Year + Outlook**

The vision of the City Manager's Office is to maintain sustainable government by delivering excellent services to citizens within the resources provided. The City Manager's Office is committed to developing alternate sources of revenue through economic development opportunities and reducing the tax burden on citizens, planning for capital improvements to replace aging infrastructure, and maintaining Colleyville's safe neighborhoods for the community's future.



# City Secretary's Office

## FY 2018 Department Business Plan

### Department Description



The City Secretary is responsible for the legislative operations of the City and serves as the official records management officer. In this role, the office is accountable for the integrity, protection, compliance, availability, retention, disposition, and transparency of all City records in accordance with the Texas State Library and Archives Commission Records Retention Schedules.

The City Secretary's Office is a citywide information and document resource to the City Council, City departments, citizens, and general public. Over the years, municipal clerks have become the hub of government, the direct link between the constituents of their community and their government. The Office pledges to provide exemplary customer service in a professional, courteous, impartial, and transparent manner to promote the standards of integrity, communication, excellence, and transparency while also promoting the City Council's Strategic Plan.



### Core Services

The City Secretary's Office performs duties set forth by the City Charter, Ordinances, federal and state laws and administrative direction. To successfully accomplish these duties, the City Secretary's Office is responsible for the following core services:

1. Provide Professional and Courteous Customer Service
  - 2.1 - *Provide Responsive, efficient city services*
  - 6.2 - *Establish a culture of mutual trust and respect*

The City Secretary's Office provides exemplary customer service in a professional, courteous, and impartial manner, and promotes the standards of integrity, communication, excellence, and transparency by maximizing resources. Although small, this Office is responsible for core services which are the pulse of the City's legislative process and of significant interest to the citizens. This Office supports both internal and external customers, which includes but is not limited to:

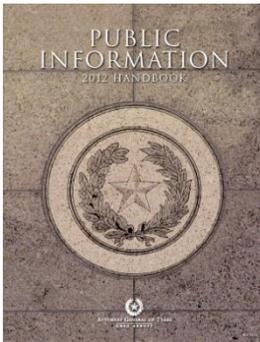
- Research and provide access to public documents;
- City **Council's staff liaison to boards, commissions, and committee members;**
- Respond to requests for information received via walk-ins, phone, and email;
- Process forms and applications administered through the Office (alcohol permits, notice of claims, and board, commission, or committee applications);
- Assist the public with general information; and
- Receive citizen concerns and resolve in a professional and confidential manner



## 2. Ensure an Open Government

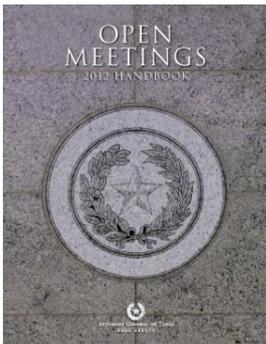
### 1.1 – *Actively involve and engage stakeholders*

### 1.4 – *Communicate thoroughly and strategically*



When we think of government transparency, we most often think about finances. While that certainly remains important, local governments are going beyond the numbers of revenue and spending to report on other public concerns such as environmental issues, Fire/EMS/Police, community culture and human services.

**The City Secretary's Office is a service oriented department entrusted to serve as stewards of open and transparent City government through the Local Government Code, Texas Open Meetings Act, Public Information Act, City Charter, and adherence to the laws that govern; and to build public trust and confidence in local government through the establishment of open and transparent processes and procedures, and accurate information management.**



The Texas Open Meetings Act applies to nearly every governmental body in Texas, yet there has not been a consistent way for public officials to receive training on how to comply with these laws. This is significant, because a failure to comply with the Open Meetings Act may result in civil and criminal penalties for public officials, and can also lead to a general breakdown of confidence in our governing bodies.

The Office of the Attorney General has found that in most cases where a governmental body violates the open government laws, it is the result of public officials simply not knowing what the law requires. Inconsistent and inaccurate legal advice regarding these laws has sometimes added to the confusion.

Attorney General Greg Abbott called on the 79th Texas Legislature to enact legislation to require public officials to obtain open government training in an effort to promote openness and increase compliance with our "Sunshine laws." The Legislature responded by passing Senate Bill 286, which requires public officials to receive training in the requirements of the Open Meetings Act beginning January 1, 2006.

**The City Secretary's Office consistently manages all board, commission, and committee members, and employee positions slated for compliance with the Texas Open Meetings Act**

by holding frequent viewings of the training video, and properly filing of the certificate of completion for each member.

### 3. Enhance Governmental Transparency

#### 1.3 – *Assure convenient access to public information*

#### 1.4 – *Communicate thoroughly and strategically*

The City Secretary’s Office maintains custody, control, filing and storage of all legislation, books, documents, minutes, and other written and recorded materials pertaining to the operation of the City government. These City documents are made available through the City’s website in an understandable manner for the public.

The Office is responsible for compliance with the Texas Open Meetings Act and the Public Information Act. As such, the office oversees the postings of every public meeting of the City Council, appointed boards, commissions, and committees. In addition to agendas, packets are made available to the public immediately through the recent addition of a web portal feature of the agenda management software, BoardSync. Minutes are also available immediately upon receipt from the board, commission, or committee.

The City’s proactive approach to enhance governmental excellence and transparency is a collaboration of all City departments. As such, all meeting agenda packets are created and sent electronically for all City Council, board, commission, and committee meetings. The

City further utilizes all resources, whether it be the website or social media, to keep the public abreast of City business, events, and projects.



#### 4. Deliver Exceptional Administrative Support to the Governing Body

#### 1.4 – *Communicate thoroughly and strategically*

#### 6.2 – *Establish and enforce a culture of mutual trust and respect*

#### 6.4 – *Foster our shared values*

The City Secretary’s Office supports the City Council in both an administrative and technical capacity to facilitate the legislative process and City business. This Office must remain engaged with our elected officials and the public to understand their expectations and preferences, and look for opportunities to develop solutions and services that deliver value.

This includes, but is not limited to:

- Organization of City Council agendas;
- Preparation of the City Council agenda packets;
- Preparation of City Council meeting minutes;
- Coordination and scheduling of City Council meetings and public hearings, and recording of each for permanent record;
- Accepting petitions filed by citizens; overseeing, guiding, and tracking the entire legislation process, from induction of proposed legislation to final approval and publication; and
- Advertise and process applications, and schedule interviews for board, commission, or committee appointments twice yearly in September and December



## 5. Coordinate Convenient, Efficient, and Sound Municipal Elections

*2.1 – Provide responsive, efficient city services*

*5.4 – Actively seek public-private partnerships*



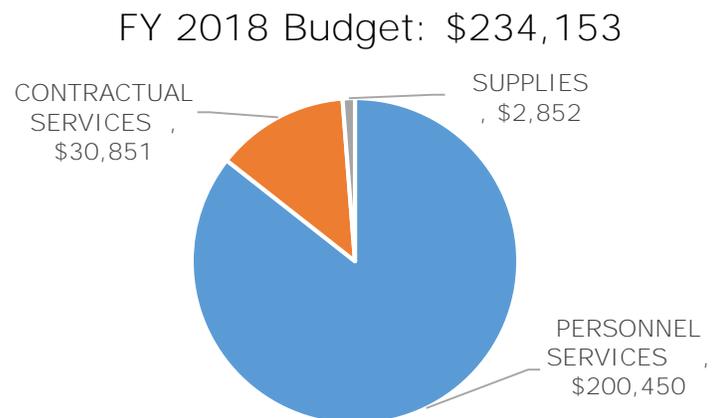
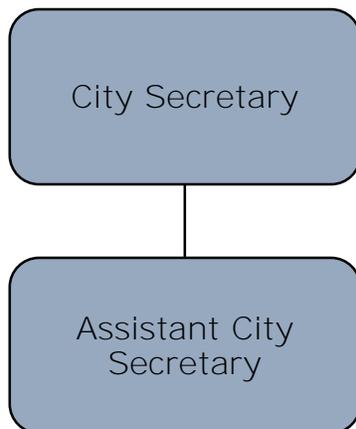
The City Secretary serves as Elections Administrator to provide fair and legal City of Colleyville elections efficiently. As such, the City Secretary ensures the annual municipal elections are held in compliance with local, state and federal election laws and regulations. This office does this by fostering an excellent partnership with the Tarrant County Election Administrators for election services and equipment, which provides a cost savings to the City. In addition to municipal elections, the City Secretary facilitates and coordinates early voting for county, state and federal elections. In an effort to go green, **the City Secretary's Office provides all forms, including the candidate packet on the City's website. As the local filing authority, the City Secretary receives and makes available to the public all candidate applications and campaign finance reports. The Office actively promotes public education of the municipal elections. Citizens can locate information, relative to local, state, and federal elections, such as Early Voting locations, Election Day polling locations, sample ballots, and instructions for voting by mail ballot on the City's website.**

## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of board, commission, and committee members that have completed Texas Open Meetings Act training	< 50%	89%	91%	86%	94%	≥95%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Number of public information requests	217	260	283	296	255	255

## Department Resources



## 5-Year + Outlook

The City **Secretary's Office is committed to maximizing resources with** the application of technology and high quality, responsive customer service, while continuing to **strengthen the community's faith in** local government by ensuring public records are readily available.

**The digitization of records allows the City Secretary's Office to better manage the** creation and disposition of records in accordance with the Texas State Library and Archives Commission Records Retention Schedules, and will enhance governmental transparency to better serve the public, elected officials, and City departments. This decrease in paper documents also reduces the costs related to off-site storage, and space utilized for storage within individual departments.

**The City Secretary's Office is also committed to establishing a citizen interest** and recruitment video for boards, commissions, and committee vacancies. These volunteers impact every corner of the community and help to greatly advance a shared vision of making Colleyville the best place to live. Their participation provides the link to the community, and helps aid City Council in making decisions to help balance competing interests, while ensuring the best quality of life for Colleyville citizens.

It is equally important to recognize the board, commission, and committee volunteers **as meaningful and important members of Colleyville's decision making process.** The **City Secretary's Office is further committed to provide a training and recognition** program for these volunteers. This project further enhances the core service of providing an open and transparent government, while also delivering exceptional administrative support to the governing body.



# Colleyville Center

## FY 2018 Department Business Plan

### Department Description

The Colleyville Center Department provides a unique meeting venue for the citizens of Colleyville. Built to provide our community a central location for civic meetings and socialization, the Center is known for offering- **"Your day. Your way. Our place."**

This department provides customer service to clients that include individuals and businesses, whether local resident or non-resident. Additionally, internal support to all City Departments involves special events, training and safety seminars, health fairs, job fairs and public space for town hall communication and updates by Colleyville City Government.

### Core Services

COLLEYVILLE  
*Center*



The Colleyville Center is responsible for delivering the following core services:

1. Provision of First Class Customer Service
  - 2.1 - *Provide responsive, efficient city services*
  - 5.3 - *Provide attractive facilities for leisure and recreation*
  - 5.4 - *Actively seek public/private partnerships*

Customer service is paramount to every customer segment utilizing the Center. The provision of excellent customer service is a direct reflection on the City and its commitment to its citizens and outlying communities. The department's weekend part-time event staff and weekday operation staff have been hired to provide exceptional face to face, customer engaging service. An integral element to both training and retaining existing staff is feedback from satisfaction surveys provided by customers.

The Center is proactive in providing a safe environment for citizens and guests. Emergencies and catastrophes can happen and our citizens expect a plan to be in place for weather related events during a rental, as well as provision of security for patrons. Seven security cameras are monitored providing 24/7 motion surveillance. Four cameras inside, one outside. When extreme weather conditions develop during an event, employees are trained to direct guests to safety within the building. As an added security benefit, effective FY17 all social events, especially with school aged children or when alcohol is served, are required to hire an off duty Colleyville Police Officer.

Connection and partnerships within local Colleyville Businesses and civic organizations helps the Center capitalize in the provision of cost effective services as well as fuel the Colleyville local economy. These partnerships also allow staff to provide even better customer service to clients, as Center management is often able to develop relationships with local Colleyville businesses, securing discounts on catering services, hotel shuttle services, linen, food, alcohol, floral, and lighting packages for booked client events. In addition, partnerships with civic organizations like NCL, Lion's Club, Women's Club and Garden Club will be leveraged securing donations to update kitchen and bathroom appliances and aesthetically improve the grounds for citizen engagement and enjoyment at City events.



**2. Provide a venue for public events, meetings, and city business**

***1.4 – Communicate thoroughly and strategically***

***5.3 – Provide attractive facilities for leisure and recreation***

The Colleyville Center provides a forum for interaction and communication between citizens, City Council, and City Management. From town hall meetings, civic organization meetings, business seminars, city department meetings, and public events, the Center provides an informal, neutral place for fellowship, community work, public discourse, and dissemination of public information. Over 68% of meetings held at the Center are booked by Colleyville civic organizations and residents whom enjoy deeply discounted rental rates (20%-50% depending on day) when utilizing the facility.

Maintaining this community asset in good working condition is integral to ensuring that the venue is able to be enjoyed by generations to come. The Colleyville Center was completed in 1998 through citizen fundraising and special bond issue. In 2010 extensive renovations to update the Center technology and façade to a more neutral pallet were completed. The ongoing maintenance of both the facility and grounds for citizen social enjoyment or civic events, remains constant for the facility to remain relevant. To this end the Center has a full time maintenance technician monitoring equipment, scheduling maintenance and proactively servicing HVAC, kitchen catering appliances, tables, chairs, lighting, grounds and audio video equipment. The ongoing maintenance schedule also includes weekly monitoring of fire alarm panel functionality and review of weekend event footage should excessive cleanup be required. With over 20,000 guests per year the protection of the asset remains paramount.

3. Provide a venue for private events to generate revenue that serves to offset total costs

*1.1 – Actively involve and engage stakeholders*

*2.4 – Demonstrate stewardship of public resources*

*4.3 – Adopt best-practice planning and development processes*

In an effort to offset the cost of operating and maintaining the Center for its primary purpose as a venue for public and civic use, the facility is made available for private use at rates that are competitive in the venue rental market. Center marketing efforts concentrate on three targeted segments: Residents, Non-Residents, and Businesses. Incremental revenue sources include value-added services such as refreshments and linens. The Colleyville Center is a popular venue for weddings, both ceremonies and receptions. Staff has also been pursuing more business rentals for weekday utilization and has seen increased bookings in this segment. Efforts will continue to maximize Center utilization for revenue generation, while still being available for public and civic use.

Process improvements for sales and account management, as well as operational maintenance include annual reviews of software licensing with intent to reduce paper and rely upon electronic file management of client activity and inventory. The goal in 2017 is to mitigate current paper filled file folders and manage client and operation files utilizing web based technology.

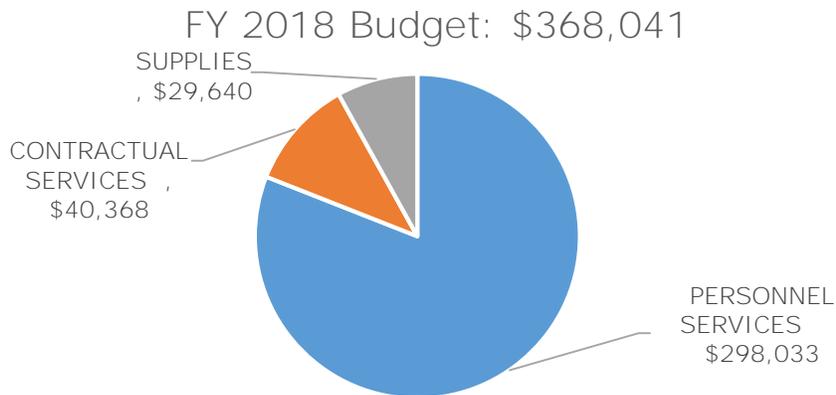
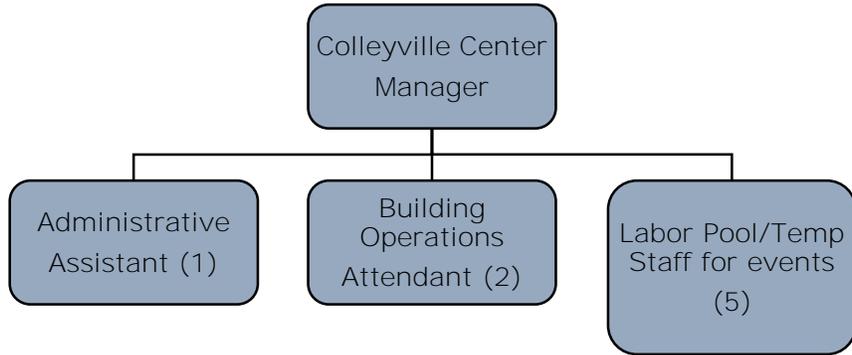
In order to stay relevant in a competitive venue market, you must evaluate and adjust rental rates accordingly based on trends in the hospitality market. The utilization of monthly performance metrics to measure and analyze what we are doing correctly and see where we may have better internal and external opportunities will be a constant.

The Department conducts daily huddles to align weekly, monthly and quarterly venue goals. Included in the huddle is a white board with not only Department mapping but our alignment to overall City mapped objectives reflecting citizen and community needs. It is the Colleyville Center Department understanding of critical business outcomes that aligns its employees to the importance of their contribution as a piece of the puzzle.

## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percent of customer satisfaction "Excellent" ratings	96.3%	96.4%	97.3%	98%	97%	≥97.5%
Number of events held	386	412	452	376	405	≥ 400
Cost Recovery	66%	81%	75%	62%	65%	≥ 70%
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Revenue	\$246,797	\$230,793	\$226,901	\$209,919	\$230,612	
Percentage of events generating economic impact for local business	57%	59%	59%	60%	70%	
Percent of total events held: Colleyville residents	9%	10%	13%	23%	13%	
Percent of total events held: Non-residents	41%	36%	30%	25%	34%	
Percent of total events held: Non-profits	44%	47%	50%	45%	46%	
Percent of total events held: City departments	6%	7%	9%	7%	7%	

## Department Resources



## 5-Year + Outlook

In order to maintain a state of the art venue that attracts business and social events, it is necessary to upgrade, and as needed, renovate our asset. The Colleyville Center is entering its 19<sup>th</sup> year of operation and the facility is beginning to show its age, requiring capital improvements. The following improvements will need to be addressed within the next 10 years to ensure the marketability and longevity of the Center as an upscale rental facility.

- Additional small conference room spaces to improve rental income
- Additional storage space for tables, chairs and audio video equipment
- Kitchen equipment upgrade to accommodate catering activities during events
- Outdoor restroom facilities for ongoing outdoor City events
- Window replacement
- Outdoor rental space for ceremonies and receptions

The Colleyville Center's unique value to the community as an amenity and to local businesses as an economic generator will continue to mature. The majority of the week day rentals (68%) continue to be residents and non-profit groups utilizing the Center for meetings. Although they are the primary users of the facility, only 16% of current revenue is generated

by these groups. FY17 and FY18 a 25% increase to non-profit rates will go into effect. Resident venue fees will remain unchanged and continue to remain deeply discounted for the 19<sup>th</sup> year at 20% providing an additional marketing incentive for resident usage.

Targeted marketing efforts will continue to both non-resident and business segments. With 54% of current revenue generated by the non-local weekend rentals, the Center will concentrate on the non-resident segment for both revenue growth and to fuel use of services provided by local Colleyville businesses. Weekend weddings and multi-day business seminars continue to provide the largest opportunity. Additional marketing funding for social media will be necessary to reach out to these segments and expand the DFW community use of the Center in addition to our residents.



# Communications & Marketing

## FY 2018 Department Business Plan

### Department Description

Communications provides information to the general public, media, and other stakeholders to build awareness of city issues, policy decisions, and services. It also is responsible for the **city's public education, public engagement, and public outreach** activities to keep Colleyville residents informed and aware about activities in the city in a consistent, transparent, and clear manner. Marketing activities for the department include all promotion and advertising activities related to city programs, activities, events, and services.

### Core Services

The Communications & Marketing Department is responsible for the following core services:

1. Communication programs to build awareness, inform, and educate the Colleyville public and other stakeholders about city plans, programs, and activities
  - 1.3 *Assure convenient access to public information*
  - 1.4 *Communicate thoroughly and strategically*
  - 2.3 *Effectively leverage information technology*
  - 5.1 *Create and sustain an identifiable Colleyville brand*

The department is responsible for communicating city plans, programs, and initiatives to Colleyville citizens and other stakeholders in a clear and consistent manner across multiple platforms to build awareness and engagement. One of the most important aspects of citizen communications is to build communication channels to quickly reach out to citizens in the event of an emergency or public safety concern so that they can take any necessary safety precautions. Communication tools utilized by the city include the website, social media (Facebook, Twitter, Instagram), monthly printed newsletter in citizen water bills, weekly electronic newsletter, cable channel, CodeRed, and program guides.

2. Media relations functions to boost public outreach and public information efforts
  - 1.3 *Assure convenient access to public information*
  - 1.4 *Communicate thoroughly and strategically*

The local media play an important role in keeping the public aware and informed. The department handles all media relations, including releases and advisories, responding to inquiries, and serving in the role of spokesperson, as well as being onsite in emergencies and events to work with local media outlets.

3. Marketing and promotional activities related to city programs and events

- 1.3 *Assure convenient access to public information*
- 1.4 *Communicate thoroughly and strategically*
- 5.1 *Create and sustain an identifiable Colleyville brand*

The department manages all marketing efforts on behalf of the city, including advertising, marketing collateral, library and recreation guides, graphic design, and photography needs.

4. **Manage the city’s brand**

- 5.1 *Create and sustain an identifiable Colleyville brand*

The department manages the city’s brand so that communications and marketing programs initiated by the city are clearly identified as the City of Colleyville and meet the consistently meet the **city’s standards** for all advertising, marketing collateral, and digital platforms.

**Performance Measures & Vital Statistics**

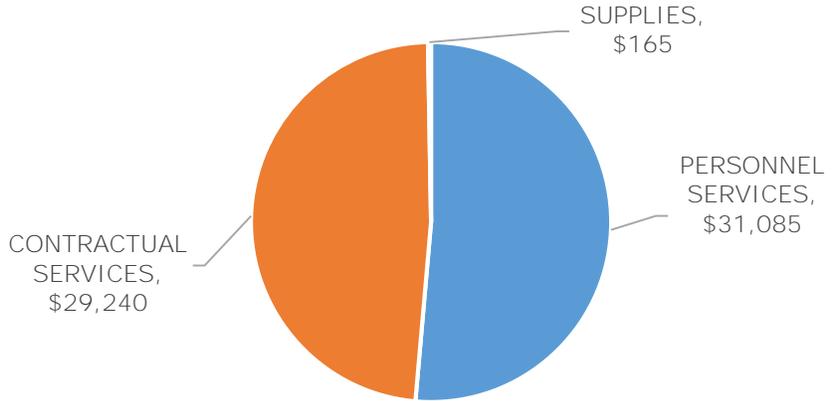
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
City-initiated News Leads	31	23	29	31	52	≥30
Public Information Campaigns	6	4	6	6	9	≥8
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Visits to Colleyville.com	300,605	318,759	317,793	321,567	294,099	
E-News Service Subscribers	1,679	2,621	2,839	3,225	3,819	
Facebook Followers on City of Colleyville Government	New Measure	New Measure	1,000	1,836	2,639	

**Department Resources**

Executive Director  
of Economic  
Development and  
Communications

Communications &  
Marketing  
Coordinator

FY 2018 Budget: \$60,490  
(General Fund)



Note: The Executive Director of Economic Development and Communications is funded out of the Economic Development budget in the General Fund; the Communications & Marketing Coordinator position is partially funded by the Colleyville Economic Development Corporation Fund

**5-Year + Outlook**

The next five years will be evolving as it relates to communications and marketing. As social media continues to grow and change, the city will need to ensure it maintains a strong social media presence, staying actively engaged and responsive. Social media is a great tool for two-way citizen interaction, and the city will look for additional ways to enhance these efforts. City Communications will be more proactive in its communication efforts, anticipating what residents want to know, need to know, and how to best reach them. The implementation of a new Colleyville.com will be critical. Further, the city will utilize more video content for the



# Community Development

FY 2018 Department Business Plan

## Department Description

The Community Development Department's focus is protecting the unique beauty and quality of life of the community in addition to guiding quality, sustainable growth and redevelopment. This focus is performed with the goal of providing exceptional customer service to our citizens and to the development community.

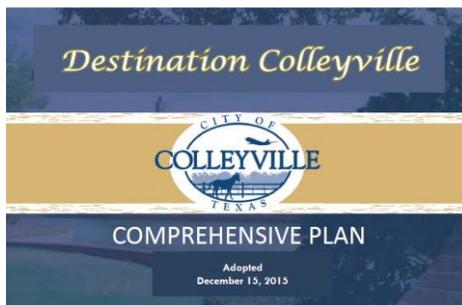
Community Development includes the Planning and Building Inspections Divisions. The Department is responsible for reviewing new development proposals, planning for new growth, redevelopment and long term community sustainability, and ensuring compliance with building codes. The Department works closely with other City departments to ensure that the development process runs as efficiently and effectively as possible.

## Core Services

To successfully accomplish the duties of the office, Community Development is responsible for the following core services:

1. Provide guidance for the orderly and effective development of the city that is attractive, safe and consistent with the comprehensive plan and community expectations
  - 4.1 – *Protect Colleyville's semi-rural residential character*
  - 4.2 – *Encourage compatible commercial growth*
  - 4.3 – *Adopt best-practice planning and development processes*
  - 6.1 – *Articulate a compelling vision and direction for the community*

*Community Development Critical Business Outcome 01 – Implement the comprehensive plan*



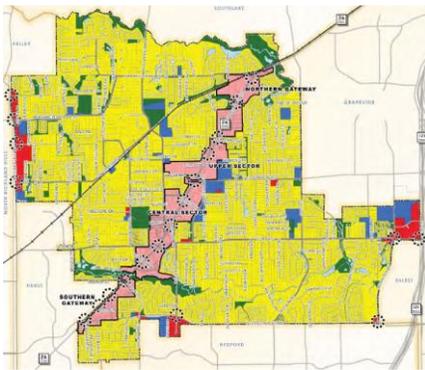
Since Colleyville was incorporated, the City has completed five comprehensive Master Plans. In 2012, the City Council approved funding the update the 2004 Master Plan through the creation of a new comprehensive plan that, as its name implies, provides a holistic focus on future development and the related infrastructure requirements that it requires. The comprehensive plan **provides a roadmap to effectively guide the City's growth and redevelopment with the ultimate goal of promoting the long term sustainability of the community.** The

comprehensive plan update began in February 2014 and was completed in December 2015. The City Council then revisited the newly adopted plan at the end of 2016, and approved a comprehensive amendment in February 2017. Implementation of the plan includes **Land Development Code calibration, linkage to the City's strategic plan, and strategies to foster additional redevelopment and sustainable land use along the City's commercial corridors.** Plan implementation will be tracked through the City strategic plan and through an independent implementation plan linked directly to the comprehensive plan.

2. Manage comprehensive planning to support the City's vision

*4.2 – Encourage compatible commercial growth*

*Community Development Critical Business Outcome 02 – Maximize the highest and best use of the City's business corridor*



Approximately 85 percent of the City's commercial properties are located along Colleyville Boulevard (SH26). SH26 divides the City into almost two equally sized portions. Given these conditions, the roadway serves as a true main street for Colleyville. In concert with the economic development department, planning for the future development and redevelopment of the corridor is vital and will serve to foster a more sustainable tax base, improved corridor aesthetics through enforcement of architectural and landscape standards.

As part of the implementation of the comprehensive plan, Community Development staff will begin work to create zoning tools along the corridor for future City Council consideration. These districts will provide the tools necessary to catalyze the redevelopment of older, non-compliant properties and to provide specific development guidelines tailored to a specific portion of the corridor providing context sensitive solutions **for development that seeks to meet, in whole, the community's expectations.**

3. Promote communication and awareness in the planning and development process

*1.1 – Actively involve and engage stakeholders*

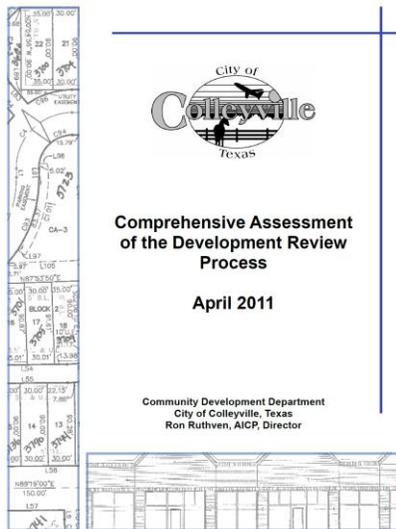
*1.4 – Communicate thoroughly and strategically*

*6.1 – Articulate a compelling vision and direction for the community*

Constant, consistent communication with the development community is extremely important. The department is responsible for the enforcement, maintenance and oversight of thousands of pages of codes and procedures. These codes and procedures are in a constant state of review for necessary amendments and changes in order to adapt, adjust and keep up with ever changing development trends, legal issues and community expectations.

Communication methods utilized in order to keep our customers in the loop include the extensive use of the department web page, periodic email updates, builder and developer roundtable meetings, posting bulletins at the front counter, community outreach (HOA meetings, speaking to various community groups) and utilization of other citywide communication vehicles such as newsletters.

#### 4. Manage and oversee the development process



#### *4.3 – Adopt best-practice planning and development processes*

The development review process involves multiple departments that contribute to the review of various applications and types of development. With this in mind, process execution is only as good as the process itself and, likewise, a process can only be effectively executed if the proper resources are in place to ensure consistent execution. The community development department plays an integral role in management of the development process and its execution.

In order to stay up to speed with community expectations, resources and development activity, two

development process reviews have been completed within the past six years. Both reports contain many recommendations for process improvement that have been, and are being implemented.

Moving forward, processes and resources related to the development process must remain in a constant state of review in order remain consistent with community expectations regarding quality of development and overall resources dedicated to this service delivery function.



#### **Development Process Review**

Submitted to  
Jennifer Fadden, City Manager  
February 26, 2014

#### 5. Urban Forestry

##### *4.1 – Protect Colleyville’s semi-rural character*

##### *4.3 – Adopt best-practice planning and development processes*

##### *5.1 – Create and sustain an identifiable Colleyville brand*

The Community Development Department understands that the presence of mature trees throughout the city are unique and important assets to our community. Urban forestry, the careful care and management of urban forests, such as tree populations in urban settings for the purpose of improving the urban environment, is an overarching goal of Community **Development Department operations. Colleyville has been recognized as a “Tree City USA”** by the Arbor Day Foundation consecutively for the past 18 years. Community Development proactively preserves and protects trees through construction and improvements.

The Urban Forester performs tree evaluations, tree inventories, and identifies maintenance needs, in conjunction with the Parks Department, that increase the safety of park patrons and property.

## Performance Measures & Vital Statistics

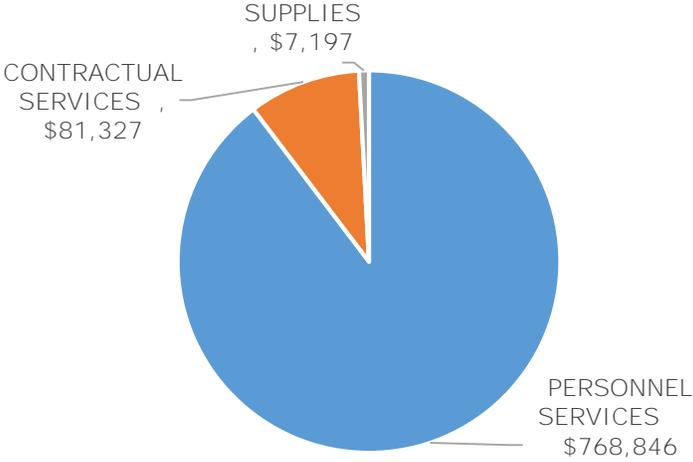
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of residential plan reviews completed in seven days or less (was 5 through FY16)	21%	41%	77%	75%	84%	≥ 75%
Percentage of commercial plan reviews completed in seven days or less (was 10 through FY16)	44%	55%	77%	80%	80%	≥ 75%
Percentage of inspections performed within 24 hours	97%	98%	99%	98%	98%	≥ 95%
Percent of online department survey respondents satisfied with overall service	89%	98%	100%	70%	100%	=100%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Inspections Performed	6,832	4,621	7,194	9,977	9,978

**Department Resources**



FY 2018 Budget: \$857,370



## 5-Year + Outlook

Development activity is expected to remain robust. New commercial and residential construction has remained relatively consistent coming out of the last recession with an average of 7 new commercial permits per year from 2011 to 2014 and an average of 122 new residential permits per year. In fiscal year 2015, new commercial permits rose to a total of 12. In fiscal year 2016, new commercial permits totaled 9. With approximately 600 residential lots available, residential permitting activities are expected to remain constant. New commercial activity is expected to remain consistent as well.

As the City approaches build out, currently estimated to occur by 2035 according to the current Master Plan estimate, new residential activity will begin to decrease. Assuming current economic conditions remain static, land for new residential subdivisions will significantly decrease, leaving only infill and tear down and rebuild projects to build out. Commercial activity will be more difficult to predict. However, given that there remains limited undeveloped commercial land in the City, in addition to numerous redevelopment opportunities for existing legacy properties, commercial, as well as institutional, development opportunities should continue to avail themselves over the next five years and beyond.

Overall, the department will remain very busy over the next five years and is in need of staffing at a level commensurate with community and organizational expectations to be able to adequately fulfill its mission to protect, preserve and promote the **exceptional and unique quality of the community's built environment and natural resources.**



# Economic Development

## FY 2018 Department Business Plan

### Department Description

Economic Development serves the citizens, businesses, and commercial property owners of Colleyville, as well as prospective new retailers, restaurants, corporate tenants, developers, brokers, and other stakeholders. Economic Development is community specific, and for Colleyville, seeks to increase quality of life by adding commercial amenities, add jobs to increase daytime population, increase sales tax revenue, increase commercial property tax value, and work with the private sector to take a proactive approach to commercial development to facilitate projects that fit with the Colleyville character.

### Core Services

To successfully accomplish the duties of the office, Economic Development is responsible for the following core services:

**Business attraction:**

**4.2 Encourage compatible commercial growth**

Economic Development seeks to attract projects that add jobs to the community. Jobs equal daytime population, which is needed to help sustain restaurants in Colleyville. The city has the opportunity to attract small corporate and regional headquarters projects to accomplish this, and the Northern Gateway provides a great setting for a corporate environment. **Economic Development seeks to attract new hotel development. The city's first hotel is performing well, and there is opportunity at several sites for additional hotels. This would provide additional hotel occupancy tax revenue, sales tax, and commercial property tax value.** Economic Development seeks to **attract "character" restaurants and soft goods retail.** Doing so will differentiate ourselves from surrounding communities and provide something unique for Colleyville citizens and potentially draw people in to shop and dine in our community. Economic Development aims to attract missing national brands that help drive traffic and help support more local businesses. Economic Development will work with existing shopping centers to secure tenants in vacant leased space, which provide a great opportunity to fill with missing national brands. There is currently very low vacant space, as the city has a 95 percent occupancy rate but there are key spaces in major shopping centers available. Economic Development works to attract new development to southern Colleyville Blvd., where opportunity exists with vacant land and also substantial redevelopment. Often times, new development adjacent to older properties can spur and be a catalyst for redevelopment. Economic Development has a focus on commercial development to the Precinct Line area. This is one of the largest remaining commercial tracts, and the city is willing to hold out and

keep it commercial. The city is actively looking to match potential developers and tenants to this area. As SH26 undergoes major construction, Economic Development is taking a long-term redevelopment perspective along the commercial corridor. Traditional greenfield development is a long process, and redevelopment takes even longer. Economic Development as a part of business attraction is looking at opportunities to provide space to facilitate entrepreneurship. Businesses stay where they start, and creating an entrepreneurial location provides opportunity for organic business growth and public private partnership.

### **Business retention:**

#### 4.2 Encourage compatible commercial growth

Once a business has chosen to invest in Colleyville, Economic Development seeks to help facilitate their success so that they remain open and prosperous long-term. It is always easier and more cost-effective to keep what you have than to recruit new. To ensure businesses are retained, the city takes necessary steps to help facilitate business success such as hosting business retention meetings, especially with major employers and top sales taxpayers. This ensures that the first time the business has interaction **with the city isn't when there is a problem**, but rather is an established relationship. Economic Development seeks to ensure the city has good processes and a reasonable approach to commercial development. A great example of this is when Town Center Colleyville, the largest shopping center, wanted to add directional signage but it was not allowed per code. So, the city set up reasonable regulations to allow them to do this. **A major component of the city's business retention is the SH26 business outreach plan**, facilitated by a dedicated staff member for the construction project. The city is staying in touch with businesses affected by the project providing up-to-date information on how and when then project will directly affect their business and ways the city can help reduce or mitigate the effects. Economic Development works with existing corporate businesses on potential expansion plans by monitoring leases of key tenants and meeting with them well ahead of their expiration date. If a business expands, Economic Development wants to ensure it is in Colleyville and help assist them in making that an easy decision. Economic Development readily provide access to market-specific data for existing business through an online subscription to CoStar, the North Central Texas Council of Governments, traffic counts, and demographics. Economic Development also facilitates business retention by encouraging shopping locally and communicate benefits of doing so. The city hosts cash mob events to stimulate business for restaurants, awards a featured business of the month that garners free publicity, and is actively looking to revamp the Colleyville Closebuy program to make it more user friendly.

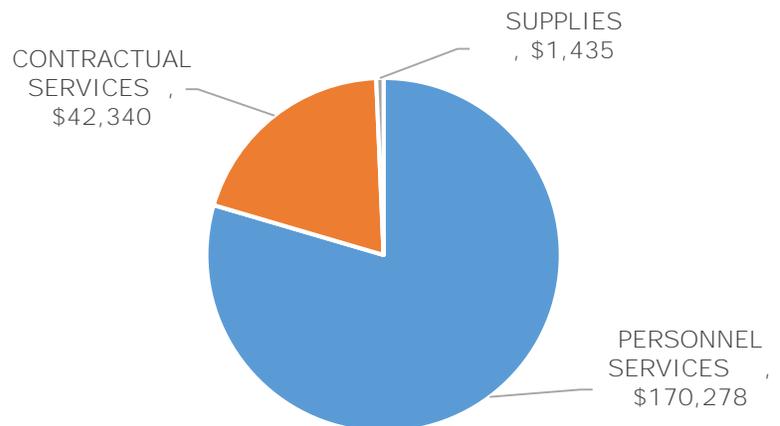
## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Colleyville retail occupancy rate	88%	90%	90%	96%	97%	≥ 90%
Colleyville office occupancy rate	89%	89%	90%	92%	93%	≥ 90%
Percentage growth in sales of sales tax revenue (General Fund)	7.6%	9.0%	3.1%	8.0%	0.5%	≥ 1.05%
Percentage of citizens very satisfied or satisfied with efforts to encourage economic growth	Biennial measure	74%	Biennial measure	N/A	75%	≥ 75%

## Department Resources

FY 2018 Budget: \$214,053

Executive Director of Economic Development and Communications



## 5-Year + Outlook

The next five years will be important for economic development in Colleyville. The city's major commercial corridor is now under construction, which will take approximately 2.5 years. In the long-term once complete, the roadway will improve aesthetics and mobility and will provide redevelopment opportunity. In the short-term, the major construction project could have a negative impact on business along the corridor, including a decrease in sales tax revenue due to motorist frustration and SH26 avoidance. Staff has an aggressive and proactive business outreach plan to provide information, formulate solutions, and assist the business community throughout the duration of the project.

The city will likely see commercial development activity within the last remaining large commercial tracts including the Northern Gateway and Precinct Line area. Staff must be at **the table during these discussions to advocate for Colleyville's vision. As the city nears final build-out**, careful attention should be paid to assisting property owners in redevelopment of their commercial property along SH26, including disposition and assemblage of multiple properties. The next five years will provide Colleyville with the opportunity to think creatively in terms of job and economic growth. This could come in the way of forming a space for entrepreneurs to start, develop and grow organic companies. Staff should lead discussions with interested parties in how this type of space could come together.



# Finance Department

## FY 2018 Department Business Plan

### Department Description

This program provides financial support, utility billing services, and municipal court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, treasury management, general ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the City Council, policy and procedure development, and maintenance and preparation of the annual financial report. The municipal court provides the cities of Colleyville and Keller with enforcement of Class C misdemeanor criminal laws and ordinance violations. Court staff assists the Municipal Court Judge, maintains all paperwork related to citations, completes reports on convictions and revenues received, and informs defendants of their legal options under State law. Utility billing services include setting up new accounts, processing bills and payments for approximately 9,800 accounts, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts. The Finance department aligns with the strategic point to demonstrate stewardship of public resources and provide responsive, efficient city services. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

### Core Services

To successfully accomplish the duties of the office, Finance is responsible for the following core services:

1. Provide accurate, reliable reporting of financial data

#### *2.4- Demonstrate stewardship of public resources*

Finance oversees the recording of all financial information into the city's accounting software. This is done in accordance with Generally Accepted Accounting Principles to increase reliability on financial reporting, as well as rules set by the Governmental Accounting Standards Board.



2. Ensure all purchases made are in accordance with the city's purchasing policy

#### *2.4- Demonstrate stewardship of public resources*

Purchases must follow the city's purchasing policy which was written according to state law. All purchases are approved electronically in the Munis financial software.

3. Process payroll

*2.4- Demonstrate stewardship of public resources*

Paychecks are processed and sent out biweekly with little or no error and with attention to providing internal control over sensitive employee information.

4. Preparation of Comprehensive Annual Financial Report (CAFR)

*2.4- Demonstrate stewardship of public resources*

Finance staff helps prepare the city's annual financial report that not only meets the **Government Finance Officers Association's (GFOA)** requirements, but also displays the information in an easily accessible and readable format for citizens.

5. Manage the City's investments and debt

*2.4- Demonstrate stewardship of public resources*

Treasury functions, including cash management, investments, and debt management are handled by the Chief Financial Officer. These are critical functions that are essential to maintaining **the city's AAA bond rating** in all three areas of debt (general, utility, and drainage). Managing the cash flow available to the organization is also critical to planning for major projects.



6. Provide municipal court services

*6.2-Establish a culture of mutual trust and respect*

*6.4-Foster our shared values*

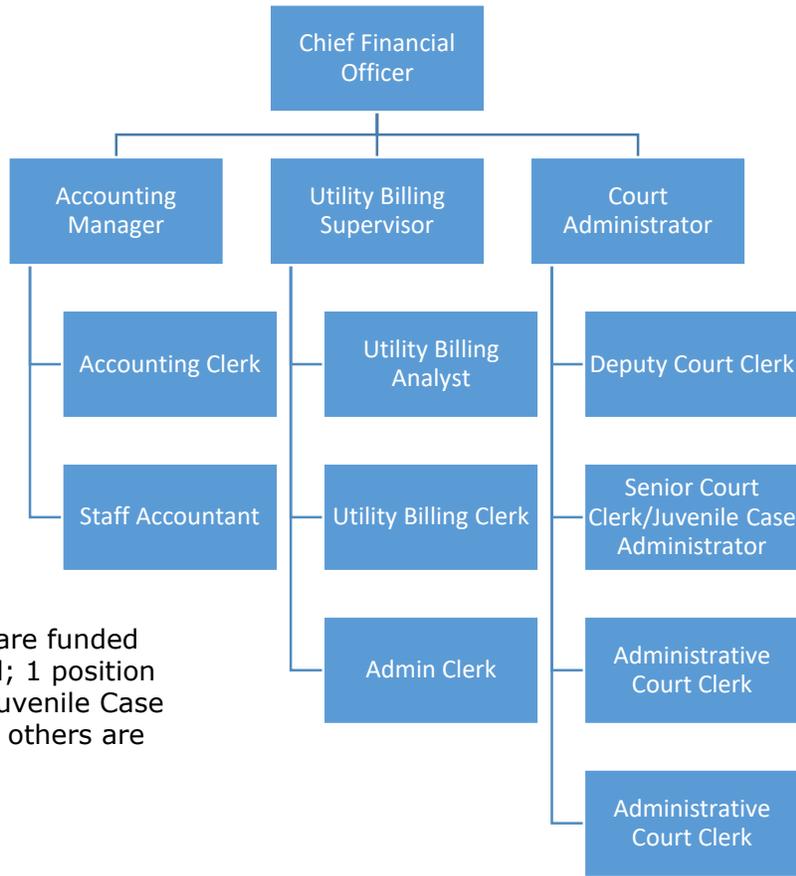
The municipal court staff is responsible for processing court citations for both the cities of Colleyville and Keller. They also collect and account for fines and state mandated fees and taxes for both cities. Docket schedules are set allowing citizens for both cities an opportunity to confer with the Municipal Court Judge.

## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Number of audit adjustments in period 13 closing	12	10	10	7	N/A	≤ 12
Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
Percentage of warrants issued after 10 business day period from due date or court date	New Measure	97%	99%	99%	99%	≥ 97%
Utility billing accuracy rate	99%	98.6%	99.8%	99.9%	99.6%	≥ 99.5%

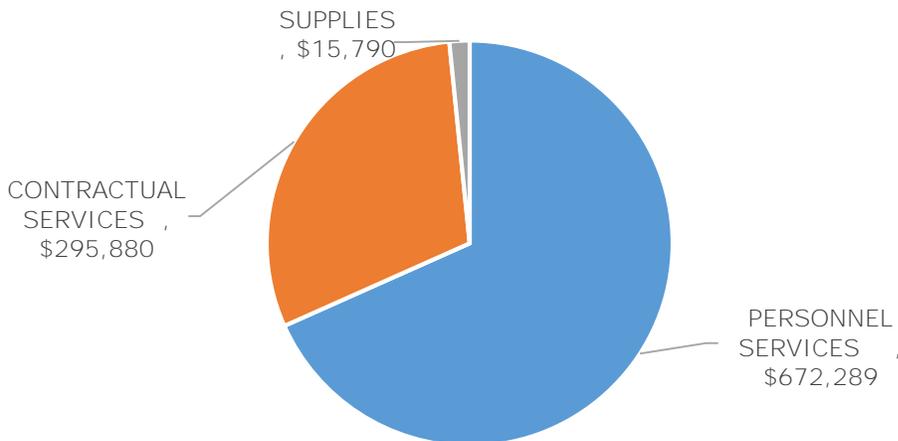
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of ACH payments to total accounts payable	New Measure	16%	26%	26%	28%
Number of citations filed per FTE	4,268	4,610	4,609	4,220	4,268
Percentage of automatic draft utility customers/total customers	15%	19%	16%	17%	19%
Percentage of utility customers paying before cutoff	97%	97%	97%	97%	96%
Uncollectible utility accounts written off at year end (water & sewer)	\$30,500	\$26,080	\$27,178	\$19,150	\$22,096

## Department Resources



Note: 4 positions are funded by the Utility Fund; 1 position is funded by the Juvenile Case Manager Fund; all others are General Fund

FY 2018 Budget: \$983,959  
(General Fund)



## **5-Year + Outlook**

The ongoing implementation of an ERP (enterprise resource platform) financial and utility billing software will accommodate the department over the next decade for changes and updates in technology. The software includes the financial suite with integrated modules including payroll, purchasing and utility billing. The Utility Billing staff will utilize new automated processes to become more efficient. The department plans to implement a citizen self-service portal to allow customers to view their account information. This will allow the customer to access historical consumption usage, current and past due billing history. Citizens will also have the option to request electronic billing and have the capability to make online payments.

Finance will continue to strive for high standards of fiscal responsibility by applying for the Government Finance Officers awards in Financial Reporting and Budgeting. Finance will also continue to make information available on the website and increase financial transparency by sharing information in a user-friendly format that allows taxpayers to drill down for more information.

### **Municipal Court 5 Year Outlook:**

#### **Notify:**

Court Notifications is a program that offers an automated way for your court to contact multiple people, such as those with pending warrants, issued warrants, upcoming court dates, or outstanding balances via the telephone or text. After the completion of the campaign, you can run a report on the results to get statistical and/or detailed feedback. The results of the calls and/or texts are noted on the History tab of the Violation Manager so you can view notification outcomes on a case-by-case basis.

The Municipal court is working on having this project implemented by July 2017. This option is installed and training completed we are just making sure currently working the way the court needs to utilize this project. The Keller version of notify was not working as of April 2017.

#### **Online payments (InSite)-**

Defendants enjoy 24/7 online access to pay municipal court fines, including full, partial and planned payments. They can also request deferred adjudication, extensions or state-specific driver safety courses online so your staff can operate at a greater rate of efficiency. The court controls the option of which features to turn on or off depending on your requirements.

The online payment system – Insite- the municipal court would like to have implemented before the end of this fiscal year however this item is in development

stages for Incode version 10. This option will allow Defendants to request citation options online by submitting forms and making payments to the court office.

### **Municipal Court Room Updates:**

The municipal court technology will need up to date in the court room. Adding a document scan option for evidence to be seen by all parties of a trial or jury trial, working projector in the court room and update any current

### **Cash Bond Entry Screen from Incode**

The municipal court has requested a cash bond entry screen be developed from Incode. At this time this option has not been provided how the court is consistently requesting this option from Incode. The court staff efficiency with a cash bond entry screen would improve greatly when processing jail paperwork for other city payments collected in the jail.



# Fire Department

## FY 2018 Department Business Plan

### Department Description

The Fire Department is a full service all hazards Fire and EMS organization that consistently strives to provide the most effective and efficient life safety/customer services possible. This is achieved through prevention and safety focused messages, emergency medical services, fire suppression and rescue operations, as well as emergency management operations and non-emergency community activities. The Colleyville Fire Department provides the citizens and visitors with the highest level of professional services through measured response times, positive intervention, accessibility and education. It is the expectation of the Colleyville Fire Department to be a well-trained, well-equipped, properly staffed emergency services organization that is recognized for providing outstanding customer service while being fiscally responsible. Our values are Integrity, Communication, Excellence and Transparency; providing caring, compassionate and competent assistance in all we do.

### Core Services



To successfully accomplish the duties of the Department, the Fire Department is responsible for the following core services:

#### **1. Provide Fire Rescue Operations**

- 2.1 – Provide responsive, efficient city services*
- 2.4 – Demonstrate stewardship of public resources*
- 3.4 – Thoroughly plan for future capital and investments and associated costs*
- 4.3 – Adopt best practice planning and development processes*
- 5.2 – Support a variety of community events, concerts and celebrations*

The Fire Department operates with three fire stations strategically located to provide for uniform coverage of the city. The fire apparatus fleet consists of one front line and one reserve battalion command vehicle, one front line and one reserve ambulance, one front line and one reserve aerial ladder truck, two front line engines and one Fire Marshal vehicle. Emergency calls are dispatched through our partnership with Keller Dispatch Services. In addition to firefighting capabilities, fire rescue operations include vehicle extrication, high angle rescue, trench rescue and water rescue. A mutual aid agreement through the Northeast Fire Department Association (NEFDA) is in place with 14 Northeast Tarrant County cities. The purpose of the agreement is to combine strength and resources of all member departments for enhancing service delivery and education for specialty operations. The specialty operations include hazardous materials, technical rescue, swift-water rescue, mass casualty response and explosive ordnance device response. Each city sends personnel to train and perform on the aforementioned teams. Capital assets are purchased and replaced through the agreement by balancing priorities with resources.



## **2. Provide Fire Prevention/Investigation**

*2.1 – Provide responsive, efficient city services*

*2.4 – Demonstrate stewardship of public resources*

*3.4 – Thoroughly plan for future capital and investments and associated costs*

*4.3 – Adopt best practice planning and development processes*

*5.2 – Support a variety of community events, concerts and celebrations*

The Fire Marshal is responsible for carrying out all of the fire prevention functions, duties, and activities, as well as conducting all fire investigations. The Fire Marshal is a certified Fire Investigator as well as a certified Peace Officer with arrest and warrant powers. The fire prevention plans review function along with the certificate of occupancy inspections and fire code compliance activities are what comprise the majority of the duties of this office. Commercial as well as residential development plan reviews are submitted to the Building Official/Plans Examiner and to the Fire Marshal.

The commercial plan review includes site/access plans, fire hydrant locations, emergency vehicle access, adequate water flows from fire hydrants, new construction plans, renovation plans, fire sprinkler system plans, fire alarm system plans, and underground systems inspections. The residential plan review includes site/access plans and subdivision layout: roadway length and widths, fire hydrant locations and adequate water flow, fire sprinkler plans if required based on square footage of the structure, residential gate information including dimensions and gate override functions to gain emergency vehicle access. New construction and alterations of existing structures require permits and review, particularly when a fire sprinkler system is installed. Upgrading to the 2012 International Fire Codes (IFC) will benefit builders, as surrounding cities are currently operating under the 2012 IFC. Homeowners will also benefit from a safety aspect of the updated codes.



### **3. Provide Emergency Medical Services (EMS)**

- 2.1 – Provide responsive, efficient city services*
- 2.4 – Demonstrate stewardship of public resources*
- 3.4 – Thoroughly plan for future capital and investments and associated costs*
- 4.3 – Adopt best practice planning and development processes*
- 5.2 – Support a variety of community events, concerts and celebration*

The Fire Department provides the transport Emergency Medical Services (EMS) for the City. Often referred to as fire-based EMS, all members of the department are certified firefighters as well as certified Emergency Medical Technicians (EMTs)/Paramedics. The department operates the EMS system under the license of the Medical Director, who is an Emergency Department Physician contracted by the city. The Medical Director establishes the protocols from which the system operates under and provides training. The department has been very fortunate to attract, develop and retain skilled employees who embrace our



city values, as well as the department values of providing caring, compassionate and competent assistance in all we do. The department currently operates with one front line and one reserve ambulance, also known as Mobile Intensive Care Units (MICUs). On occasion multiple calls for service occur and the department relies on our mutual aid partnerships to assist us with the

calls. As the population ages and the city reaches build out, the ambulance call volume is anticipated to be such that a second MICU will be necessary. Forecasting this need and planning for the future will assist us in the balancing of priorities with resources.

#### **4. Provide Emergency Management Services and Support**

*1.1 – Actively involve and engage stakeholders*

*2.1 – Provide responsive, efficient city services*

*2.4 – Demonstrate stewardship of public resources*

*3.4 – Thoroughly plan for future capital and investments and associated costs*

*4.3 – Adopt best practice planning and development processes*

*5.2 – Support a variety of community events, concerts and celebration*

The Emergency Management Plan for the City of Colleyville provides general guidelines for emergency management activities. The plan describes our response organization and assigns responsibilities for various emergency tasks. The plan is intended to provide a framework for more specific functional annexes that describes what each city department is responsible for. The plan applies to all local officials, departments and agencies. The primary audience for the plan includes our chief elected official, the emergency management staff, department and agency heads and their senior staff members, leaders of local volunteer organizations such as designated ham radio operators and storm spotters that support emergency operations and others who may participate in our mitigation, preparedness, response, and recovery efforts.

**The City's designated Emergency Management Coordinator is responsible** for maintaining and updating the Emergency Management Plan. The Coordinator is also responsible for the operations and upkeep of the Outside Warning Sirens as well as joint oversight with the Police Department for the radio system and tower. The Coordinator is an integral position within the Emergency Operations Center (EOC), monitoring incident activities and progress. Cost recovery efforts for EOC disaster operations is also an important function. Day to day activities for the Coordinator often include monitoring storm warnings, potential public health issues and Code Red activations to warn residents of specific public safety issues.



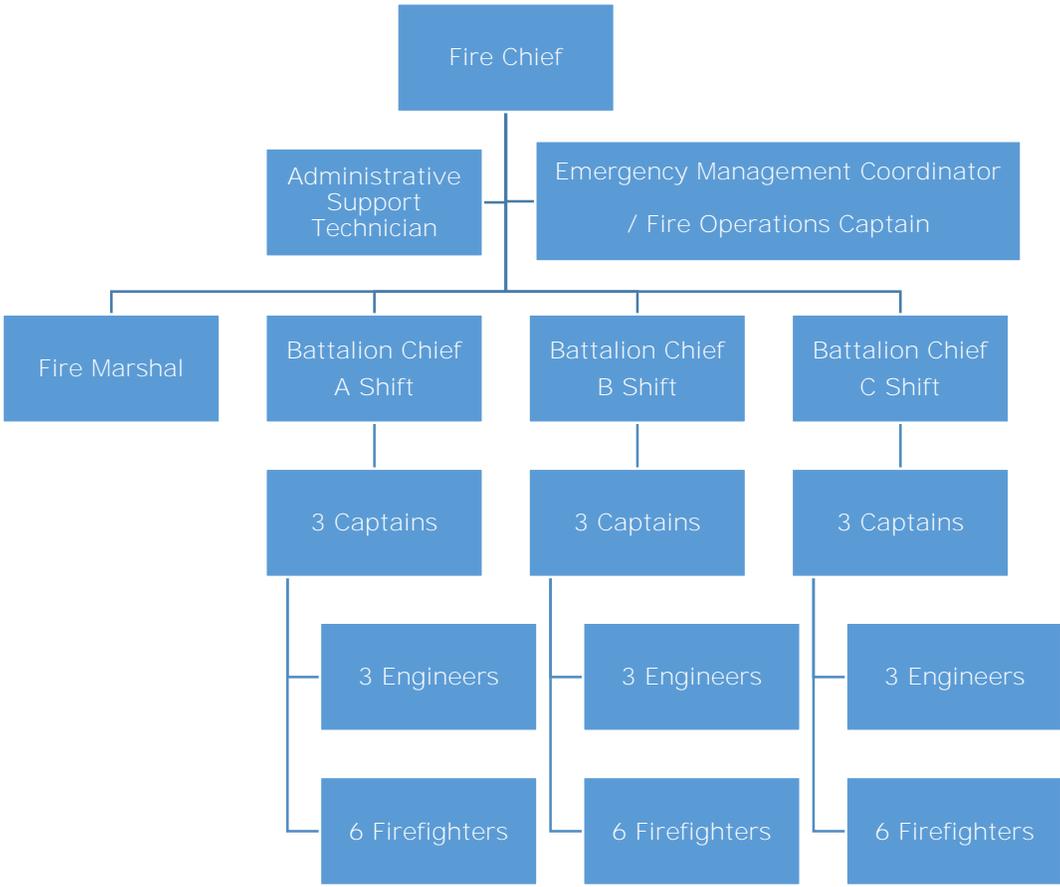
## Performance Measures & Vital Statistics

\* Previously reported as percentage of response times under six minutes

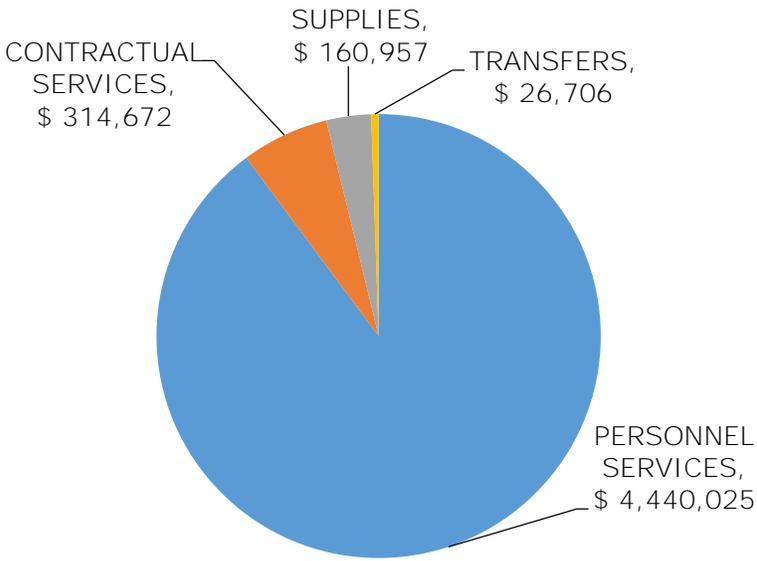
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Fire/Ambulance average response time	85%	82%	82%	<b>* 4:43 Minutes</b>	<b>4:40 Minutes</b>	≤ 6:00
Percentage of plans reviewed within 48 hours	100%	100%	99%	99%	99%	≥ 98%
Percentage of fire investigations cleared within 30 days	100%	100%	100%	100%	100%	≥ 95%
Percentage of inspections performed within 48 hours of request	100%	100%	100%	100%	100%	≥ 95%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Fire related responses	381	500	542	566	610
Service related responses	357	127	152	180	191
EMS related responses	829	950	959	1037	967
Ambulance billing revenue	\$323,627	\$399,312	\$354,239	\$388,803	\$318,738
Percentage of billed services recovered	30%	32%	29%	31%	59%
Total number of volunteer hours from CFAAA & Rehab Team	900	418.5	672.5	491.75	482
Community Fire Prevention Events	N/A	116	125	122	118
Average hours of training per employee	160.9	161	134.77	166	170

# Department Resources



FY 2018 Budget: \$4,942,360



## 5-Year + Outlook

The replacement of the front overhead apparatus bay doors at fire stations #1 and #3 with vertical bi-fold doors will greatly improve the operations and safety of responding out of these two stations. Station #2 was outfitted with the vertical bi-fold doors when the station was built. There are many advantages to these doors, such as high durability, low maintenance, less moving parts, quicker and safer opening operations, taking half the time of the overhead door opening operations. The bi-fold doors are more expensive than the overhead doors, but they pay for themselves overtime in maintenance cost savings.

The converting of the fire apparatus fleet to attain an optimum deployment of two front line Engines, one front-line Ladder Truck and one Reserve Ladder Truck was completed at the beginning of Fiscal Year 2017. The enhanced response capabilities will also even out the costs as designated through a replacement plan for future apparatus. Reserve Quint 243 (Unit 402) was removed from service and sold when the new Fire Engine was acquired. Engine 243 (Unit 407) will remain in service with an extended service life. One Ladder Truck will remain in front line service at fire station #1 and the other will be placed in reserve status at fire station #3. The Ladder Trucks will swap out every five years to extend the service life of both.

Continue to follow through on converting the decommissioned Hall-Johnson fire facility to a fully functional ready-reserve and equipment storage facility. The renovations would require a complete demolition of the current interior of the structure to make way for the needed apparatus bays and anticipated add-on to accommodate future needs. The facility currently houses three vehicles: the Rehab vehicle, a Ford 350 flatbed truck which tows the accompanying Hazardous Materials Decontamination Trailer. There is currently no space in any of the three existing stations to store equipment or house any more vehicles. **The Fire Marshal's vehicle is parked outside all year round**, as is the backup Battalion Chief vehicle.

Renovation work will be needed to enlarge Fire Station #2. An additional sleeping room is needed along with an enlarged fitness room and day room. An additional apparatus bay will be necessary in the future to bring the facility up to the functionality that will be necessary.

**Replace Fire Marshal's vehicle, a 2006 Ford Explorer, with a new and more economical vehicle.**

The addition of a second Ambulance and six personnel (2 for each shift) will be necessary as calls for EMS services increase. Mutual aid EMS to our city is becoming increasingly necessary as the number of times additional calls come in while already on an EMS call.

Conduct a Best Practices Recognition Program through the Texas Fire Chiefs Association

Conduct a formal **ISO review through the ISO's Public Protection (PPC) Classification Program**

Addition of a Full Time Employee (FTE) – Fire Inspector

Addition of a Full Time Employee (FTE) – Deputy Fire Chief

Addition of a Full Time Employee (FTE) – Emergency Management Coordinator



# Human Resources

## FY 2018 Department Business Plan

### Department Description

This department provides service and support to all City of Colleyville departments in recruitment and hiring programs, testing and selection, classification and compensation administration, benefits administration, communication and employee relations, compliance with federal and state employment laws, employee counseling, health and wellness programs, organizational development, performance management, policy and procedure development and maintenance, recognition and incentive programs, safety and risk administration, special **event coordination, training programs, and workers' compensation administration**. The department also provides service and support to job applicants seeking employment with the City. The Human Resources function aligns with the strategic point to deliver high quality core services and supports the City's **most important investment** – its employees. The Human Resources Department is committed to optimizing organizational effectiveness through delivery of quality customer service and by attracting, developing, engaging, rewarding and retaining a talented and diverse workforce to support the City's **vision, mission and values**.

### Core Services

To successfully accomplish the duties of the office, Human Resources is responsible for the following core services:

1. Recruitment and Onboarding
  - 2.1 *Provide responsive, efficient city services*
  - 2.2 *Recruit and retain a highly-qualified workforce*
  - 2.3 *Effectively leverage information technology*



Human Resources is responsible for the management of the employee recruitment, selection and onboarding processes including vacancy advertising and marketing, applicant tracking, selection process oversight, management support, pre-employment screening and workforce planning. Human Resources staff conducts all new employee processing and new employee onboarding. The department is also responsible for ensuring the employment processes and procedures in place are in compliance with state and federal regulations.

## 2. Employee Relations

### *1.2 Develop future community leaders*

#### *2.1 Provide responsive, efficient city services*

#### *2.2 Recruit and retain a highly-qualified workforce*

#### *2.3 Effectively leverage information technology*



The Human Resources Department is responsible for interacting with employees concerning all aspects of employment in order to develop and maintain a positive relationship between the City and its employees. This is accomplished through programs and policies that ensure fairness, respect and consistent treatment for all employees. Various types of communication tools are used in order to ensure employees receive timely and accurate information. Such tools include **employee email, the City's intranet,** quarterly all employee meetings, and a mobile Human Resources staff that office in various City locations each month.

In addition to communication, employee relations also involves employee support and support programs, special event coordination, employee recognition and incentive programs, and grievance and disciplinary matters. Human Resources also advises supervisors when considering employment action for misconduct or performance issues to ensure compliance with City standards and fair and consistent treatment.

## 3. Compensation and Benefits

### *2.1 Provide responsive, efficient city services*

#### *2.2 Recruit and retain a highly-qualified workforce*

#### *2.3 Effectively leverage information technology*

Human Resources is responsible for administration of the City's classification and compensation system including job evaluation, job description development, completion of salary surveys and administration and application of the compensation plan. In addition to compensation, the department is also responsible for administration of the employee benefits and retirement programs. This includes annual evaluation of benefit plan designs, contract administration, and compliance with federal and state regulations. The Human Resources Department also administers leave benefits provided to employees.

The City's wellness program, created in conjunction with the Employee Benefits and Wellness Committee, has been tremendously successful since its re-implementation in fiscal year 2010. With the outcomes-based model, medical insurance premiums paid by employees are based on tiers earned through biometric screening measurements. Tier I provides the highest City subsidy and Tier III provides the least City subsidy. Participation in the wellness program remains steadily high - in 2016 participation was 92%.



According to the City's health insurance broker, when compared to the other cities in the state of Texas, Colleyville has one of the most progressive wellness programs that is three to four years ahead of other cities. Colleyville has developed and implemented a long-term strategy of linking wellness to the health benefits plan.

Since the adoption of the Patient Protection and Affordable Care Act, or Affordable Care Act, businesses such as the City of Colleyville are having to adapt to new reporting and compliance processes each year. The changes due to the reform have had a direct impact on the City's health benefit decisions and will continue to affect the City's health plan offerings to employees. This trend will continue as new benefit options are emerging in the marketplace and will need to be evaluated on how they fit into the City's business strategy. The Human Resources Department is responsible for ensuring that the City is compliant with all facets of the Act, and will continue to stay abreast of the ongoing changes.

4. Safety Awareness and Injury Prevention
  - 2.1 *Provide responsive, efficient city services*
  - 2.2 *Recruit and retain a highly-qualified workforce*
  - 2.3 *Effectively leverage information technology*

The Human Resources Department is responsible for the development, implementation and maintenance of employee safety awareness and injury prevention programs. This includes providing safety training, injury analysis, and the oversight and **administration of the City's workers' compensation program.**

In addition, the Human Resources Department works with the Safety Committee to assess current safety policies, evaluate current processes, and maintain a program designed to minimize the impact and occurrence of incidents.



The purpose is to heighten safety awareness, promote education and increase accountability to minimize incidents in the workplace.

## 5. Legal and Regulatory Compliance

### *2.1 Provide responsive, efficient city services*

### *2.2 Recruit and retain a highly-qualified workforce*

### *2.3 Effectively leverage information technology*

There are numerous laws and regulations governing the employment relationship that Human Resources staff must understand and navigate in order to help avoid costly fines and other penalties. Common examples of the types of laws regulating the employer-employee relationship include: the Fair Labor Standards Act, which establishes the minimum wage and rights to overtime pay for certain workers; federal civil rights laws, **which prohibit employers from considering race, gender, age, or other "protected" status** when making hiring and firing decisions or otherwise setting the terms and conditions of employment; the Family and Medical Leave Act (FMLA), which grants certain employees the right to take up to twelve weeks of unpaid leave each year in specific circumstances, as well as the right to be restored to the same or equivalent position upon returning from such leave; and the Uniform Services Employment and Reemployment Rights Act (USERRA), which establishes certain rights and protections for employees who are called to active military duty. For the City of Colleyville, Human Resources also manages the various compensation and benefit programs, which are heavily regulated as well. The Patient Protection and Affordable Care Act (PPACA) of 2010 is an example; upon its inception, the law established more than two dozen new rules relating to employer-sponsored health benefits.

To ensure compliance with the various employment laws, the Human Resources Department is responsible for the development and administration of personnel policies and procedures, providing policy direction recommendations on personnel issues, and providing personnel management support to City departments. The new Personnel Manual, effective in FY 2017, is a comprehensive and customized personnel policies handbook that is designed to be a clear and understandable document by supervisors and employees. The manual serves as a roadmap for employee conduct standards and

emphasizes the expectation of employee integrity and service. Carefully written personnel policies contribute to enhancing staff morale by clearly communicating what the City expects of its employees and what, in turn, employees can expect from the City. Human Resources staff is responsible for development, oversight, policy application and training of the Personnel Manual.

6. Training and Organizational Development

*1.2 Develop future community leaders*

*2.1 Provide responsive, efficient city services*

*2.2 Recruit and retain a highly-qualified workforce*

*2.3 Effectively leverage information technology*

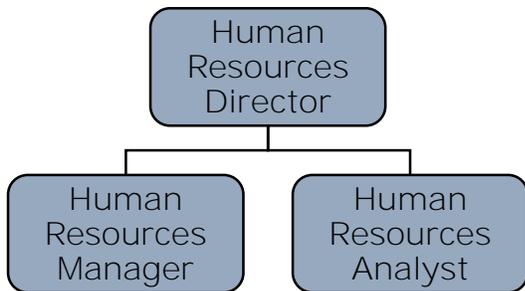


Providing workplace training for employees can give a competitive edge in the marketplace, help manage risk, raise morale among team members, increase skill level and increase employee productivity. The Human Resources Department is responsible for development, implementation and tracking of employee and supervisor training programs that will provide ongoing learning and training opportunities.

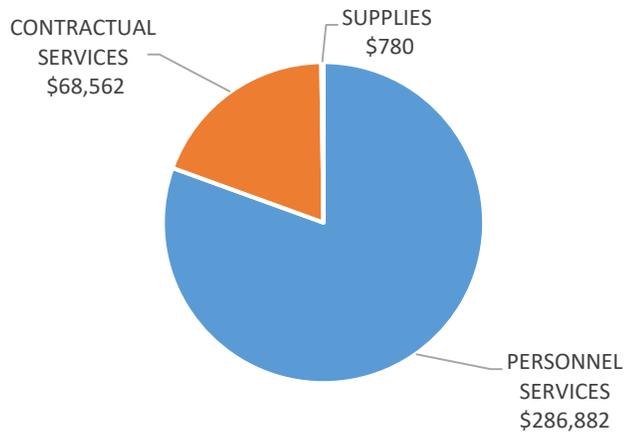
## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage turnover (per fiscal year)	22%	15%	17%	14%	14%	≤ 15%
Percentage of annual performance evaluations completed on time	25%	98%	73%	99%	95%	≥ 90%
Percentage of employees who participate in wellness program	78%	86%	85%	92%	91%	≥ 80%
Workers' compensation experience modification factor (actual losses compared to expected losses)	0.48	0.45	0.83	0.84	0.84	≤ 0.85
Medical and pharmacy loss ratio (paid claims divided by premiums as of Aug 2015)	66%	75.8%	87.4%	75.5%	102.4%	≤ 85%

## Department Resources



FY 2018 Budget: \$356,224



## 5-Year + Outlook

Over the next five to ten years, the Human Resources Department will be affected by several changes that will influence how the City conducts business. Federal executive and legislative policies and regulations, as well as Supreme Court rulings, will continue to affect processes and procedures within the department and the policies of the City as a whole. With the recent changes to the Presidency, the Supreme Court, and constantly changing legislation, the Human Resources Department must continue to make an effort to stay abreast of legislative and regulatory developments in employment law.

In addition to legislation affecting compensation and other employment-related matters, federal health care reform has had a large impact on how all employers manage their health plans. The administration and cost of health care benefits with the Patient Protection and Affordable Care Act will have a long-term impact on the organization. The changes due to the reform have had a direct impact on the City's **health benefit decisions** and will continue to affect the City's **health and prescription drug plan offerings to employees**. **This trend will continue as new benefit options are emerging in the marketplace and will need to be evaluated on how they fit into the City's business strategy.**

New technology will enable Human Resources to more efficiently deliver services to employees and job applicants. With the implementation of the integrated human resources and financial software in FY14, built-in software efficiencies will allow supervisors, employees and applicants to be more self-sufficient through self-service components. In addition, the implementation of new technology will require the Human Resources staff to migrate an extensive amount of information to the system and learn new processes and procedures while ensuring appropriate and applicable training and education to employees and applicants. Because of limited storage space for paper files, and the cost of storing paper files offsite, the Department is converting more documents into a digital format. In addition, new applicant tracking software was implemented in FY 2017 to eliminate paper applications and streamline the hiring process for applicants, hiring managers and the Human Resources Department staff.

The City will be challenged with knowledge transfer due to turnover. Most specifically, almost a third of the workforce is currently eligible to retire with the known expectation that eligibility will increase through FY 2022. **A strategic approach to transfer and retain employees' know-how and best practices is critical.**



# Information Systems Management

FY 2018 Department Business Plan

## Department Description

Information Systems Management provides effective technology support for audio/visual, computer, multimedia, voice, video, data center operations, geographical information, telecommunications, web based applications, and services to all areas of the City. The department promotes and facilitates the effective integration of technology into the basic mission of the city through planning, programming, training, consulting, and other support activities. The Information Systems Management department develops, enhances, and **manages the City's enterprise networks to provide high speed communications and highly functional connectivity** among all information resources. The department employs new uses of information technology within the City through the support for exploratory and innovative applications and provides leadership for secure, effective, strategic, and tactical planning in the use of technology.

## Core Services

To successfully accomplish the duties of the office, Information Systems management is responsible for the following core services:

1. Network Operations

*1.3 – Assure convenient access to public information*

*2.1 – Provide responsive, efficient city services*

*2.3 – Effectively leverage information technology*

Management of Wired or Wireless infrastructure that allows communications between any known digital devices.

2. Application Systems Operations

*1.3 – Assure convenient access to public information*

*1.4 – Communicate thoroughly and strategically*

*2.1 – Provide responsive, efficient city services*

*2.3 – Effectively leverage information technology*

Management of software platforms, operating systems, and the hardware those systems reside on.

### 3. Geographical Information Systems

#### *1.3 – Assure convenient access to public information*

##### *2.1 – Provide responsive, efficient city services*

##### *2.3 – Effectively leverage information technology*

Combines technology and people to analyze, record, and produce information into a geospatial format that provides critical thinkers the ability to better identify trends associated with data prior to making crucial decisions for current projects or long-term planning initiatives.

### 4. Audio/Video Broadcast Operations

#### *1.3 – Assure convenient access to public information*

##### *1.4 – Communicate thoroughly and strategically*

##### *2.3 – Effectively leverage information technology*

Presentation technology that is present in all training rooms, conference rooms, EOC, and broadcast operations within the City Council Chamber

### 5. Data Center Operations

#### *1.3 – Assure convenient access to public information*

##### *2.1 – Provide responsive, efficient city services*

##### *2.3 – Effectively leverage information technology*

Managing the lifecycle of equipment that allows for battery backup and environmental monitoring

### 6. Desktop Operations

##### *1.4 – Communicate thoroughly and strategically*

##### *2.1 – Provide responsive, efficient city services*

##### *2.3 – Effectively leverage information technology*

##### *6.2 – Establish a culture of mutual trust and respect*

Managing all hardware and software for client devices, ensuring that the organization is fully equipped and operational while providing help desk and field support

### 7. Technology advancement

##### *1.4 – Communicate thoroughly and strategically*

##### *2.3 – Effectively leverage information technology*

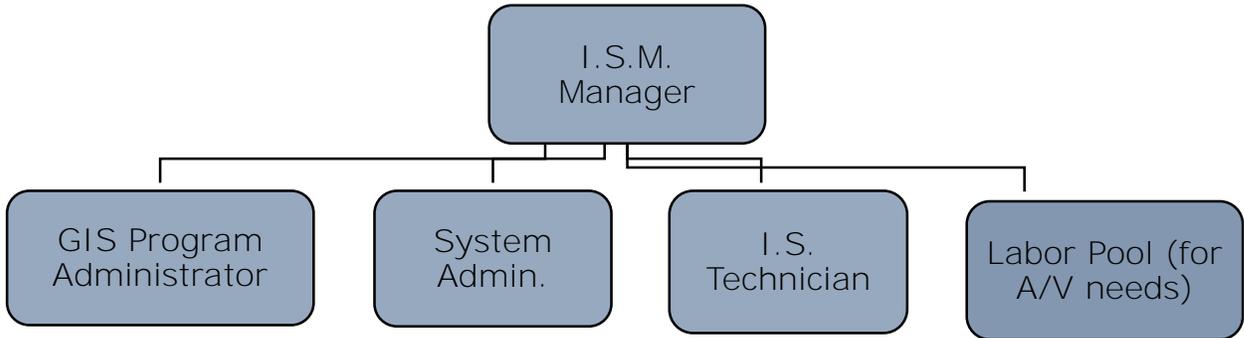
Proactively develop plans to enhance and further technology initiatives that will increase efficiencies and foster sustainable fiscal responsibility

## Performance Measures & Vital Statistics

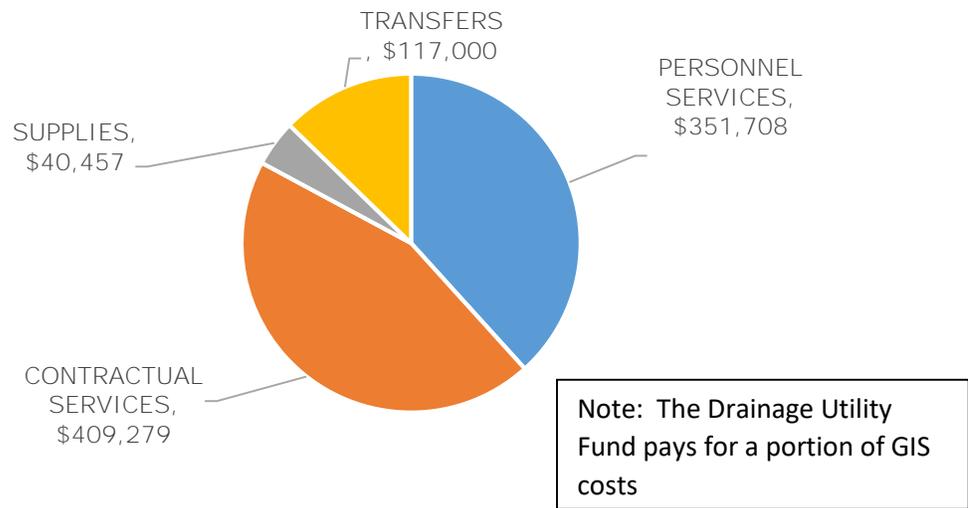
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of product requests completed on time- GIS	82%	87.88%	93%	93.4%	92%	≥ 85%
Percentage of address and/or plat issues responded to within 30 days- GIS	64%	89.0%	100%	100%	100%	≥ 90%
Percentage of broadcast uptime	99.82%	99.86%	99.88%	99.99%	99.99%	≥ 99%
Percentage of work orders completed on time	87%	78%	87%	92.9%	91%	≥ 95%
Percentage of network data and telecommunications uptime	99.83%	99.73%	99.80%	99.99%	99.99%	≥ 99%
Percentage of IT work plan projects completed on time	100%	97%	94%	95%	100%	= 100%
Percentage of data backup success	91%	91%	92%	94.2%	97%	= 100%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Total number of equipment pieces maintained by department	419	569	589	609	609

**Department Resources**



FY 2018 Budget: \$918,444  
(General Fund)



## 5-Year + Outlook

The Information Systems Management vision is to help the City of Colleyville be the city of choice for its current and future citizens by deploying technology that communicates outward more effectively, integrates applications that innovate the way we service our citizens, and creates an environment that drives innovation **through the use of new technology, and allows the City's employees to develop better strategies for their unique brand of service.**

Technology is rapidly changing and constantly creating new opportunities for improvement of efficiencies and heightened capabilities to the employee. This creates a change in outlook to the technology personnel in the city. The I.S.M. department will need to employ personnel that are able to rapidly visualize, adapt, learn, deploy and teach change. As the I.S.M. department is expected to create efficiencies in the departments through the use of improved technology, the workload within the ISM department will increase considerably. The I.S.M. department will need to focus on the following over the next 5 years in order to keep up with change and continue to create efficiencies within the department:

- Continue to implement communication technology that allows citizens to gain more readily available information and to allow for citizen feedback.
- Centralization of all data center equipment, network communications, and data backup services in order to lower electrical usage, eliminate the need for added equipment locations, and to centralize growing administrative oversight.
- Emphasize business process flows through technology that lower the use of paper and increase the speed of processes.
- Minimize the energy impact on the city by datacenter centralization, virtualizing the maximum amount of hardware, and placing smart technology that lowers equipment usage during city low usage hours.
- Build a redundant datacenter that provides added recovery in case of city emergencies. Increase our offsite capability through shared resource planning with surrounding city IT departments when possible.
- Implement more web technology driven applications in order to drive down the needs of end user hardware while increasing the capability of mobile usage.
- Integrate mapping technology into our applications in order to make them more consumer friendly.
- **Increase in the current infrastructures' capabilities to offer more mobile applications to employees.** Mobile employees have fewer needs to type and

have more form based operations that help guide high quality business operations while maximizing the sophistication of reporting to the management level.

- Increase the City owned fiber infrastructure and try to partner with the neighboring school district in order to offset cost of deployment, leased fiber line cost, and increase the service levels to our customers exponentially.



# Legal

## FY 2018 Department Business Plan

### Department Description

City legal services are provided on a contract basis.

### Core Services

The City Attorney is responsible for the following core services:

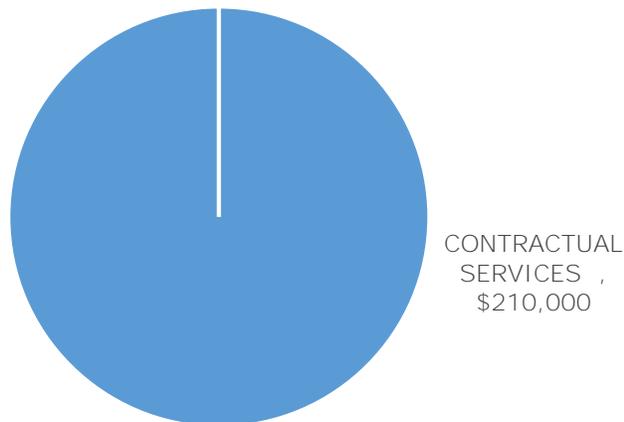
1. Provide legal services for all city business

#### *2.1- Deliver high quality core services*

The City Attorney delivers contracted legal services for all city business, providing exceptional customer service to City Council and city staff.

### Department Resources

FY 2018 Budget: \$210,000





# Library and Recreation Department

## FY 2018 Department Business Plan

### Department Description

Library and Recreation serve the cultural, educational, intellectual and recreational needs of Colleyville residents of all ages.

First and foremost, the Library works to ensure that residents of all ages in Colleyville will have access in a timely manner to materials in a variety of formats, anytime, anywhere, to enhance their leisure time. Secondly, the Library offers an array of early literacy programs and services for children from birth to age five, designed to create young readers. In addition, the Library works to insure that Colleyville residents of all ages will have a resource center that provides materials and programs that address their need to explore topics of interest for self-directed personal growth and development opportunities throughout their lives.

The mission of the Library is:

*Colleyville residents of all ages will have state-of-the-art library services, accessible "Anytime. Anywhere."*

The Recreation Department consistently strives to improve the quality of life in the City of Colleyville. Recreation provides a variety of diverse programs for all ages, from preschoolers to seniors. The department manages park pavilion and athletic field rentals of park facilities throughout the City. In addition, the department promotes a sense of community and civic pride to residents through the coordination of special events throughout the year.

The mission of Recreation is:

*To create opportunities where people can escape and enjoy an enriching environment.*

### Core Services

To successfully accomplish the duties of the office, Library and Recreation is responsible for the following core services:

1. Provide reading, viewing and listening materials
  - 2.1- Provide responsive, efficient city services
  - 2.3- Effectively leverage information technology
  - 5.3- Provide attractive facilities for leisure and recreation

The Library works to ensure that residents of all ages in Colleyville will have access in a timely manner to materials in a variety of formats, anytime, anywhere, to enhance their leisure time and will have the help they need to make choices from among the options. To support this service, **the Library provides an array of adult and children's library materials** in a variety of formats: fiction and non-fiction books; magazines; DVDs; music CDs; books on CD; magazines; digital media downloads, including audio books, eBooks, eMagazines, music and video; and access to online databases in the Library and remotely. Access to Library materials is provided seven days a week, twenty-four hours a day via the **online catalog and the Library's downloadable digital collection**. Users are allowed to place holds on materials online or in the Library and receive e-mail or telephone notification when the item becomes available. **The Library's online catalog** is designed to enhance the user **experience and facilitates access to the Library's materials collections**. It includes such **features as seamless incorporation of eBooks and other digital content in the Library's catalog**; refinements to narrow searches and structure searching; self-service options for users including sharing reading lists or saved searches with friends; and Novelist Select® and Goodreads® **integration for readers' advisory including, "more like this"** recommendations, complete series information and reader reviews, anywhere, anytime users search. Additionally, the Library offers a variety of programs to support this service including summer reading programs for adults, teens and children; fiction and non-fiction book clubs and film discussion book clubs. The Library has space to display new materials in a prominent location; display shelving to merchandize collections and media and has meeting space to provide programs. Also, the Library has knowledgeable staff who can provide reader/viewer/listener advisory services to users and plan and present programs.

## 2. Provide early literacy programs and services to create young readers

### *2.1- Provide responsive, efficient city services*

### *5.3- Provide attractive facilities for leisure and recreation*

The Library offers an array of programs and services for children from birth to age five designed to ensure that they will enter school ready to learn to read, write, and listen. To support this service, the Library offers weekly story time programs divided by age of intended audience, pre-talkers, talkers and pre-readers. The story programs include interactive components such as stories, singing, puppets, action rhymes, finger plays and crafts. The Library supports the ***Every Child Ready to Read @ your library*** early literacy initiative and incorporates the six pre-reading skills that children must learn in order to learn to read in story time programs. The Library sponsors a ***Books for Babies*** program, which is a national literacy program that acquaints parents of newborns with the important role they play in the development of their children. Parents are presented with a ***Books for Babies*** kit containing a **board book for baby, baby's first library card, a bib, and a variety of brochures with reading tips and early literacy information from nationally-recognized educational organizations**. The Library **includes a "Read to Me" component in the summer reading program, and other reading programs, with incentives for parents/caregivers and the children**. Additionally, the Library provides six ***Early Literacy***



**Station** educational computers which feature more than 70 educational software programs for preschool children. **The Library's** materials collection for youth includes print, media and electronic resources to support early literacy and includes board books, book/media kits, concept books, DVDs and CDs, picture books, I-Can-Read books and online e-books for preschool children. The Library has a dedicated area for children ages newborn to five that is comfortable, safe and appropriate for this age group and includes space to provide preschool programs. Also, the Library has staff, knowledgeable about early literacy, who can develop and deliver effective programs for preschool children.



### 3. Provide resources for lifelong learning

#### *2.1- Provide responsive, efficient city services*

#### *5.3- Provide attractive facilities for leisure and recreation*

#### *5.4- Actively seek public/private partnerships*

The Library works to insure that Colleyville residents of all ages will have a resource center that provides materials and programs that address their need to explore topics of interest for self-directed personal growth and development opportunities throughout their lives. To support this service, the Library provides an array of adult and **children's** non-fiction library materials in a variety of formats: books; magazines; DVDs; books on CD; magazines; digital media downloads, including audio books, eBooks, eMagazines, and video; and access to online databases in the Library and remotely. To **supplement the Library's materials** collection, the Library provides Interlibrary Loan Service, which allows the Library to request materials for patrons throughout the nation and worldwide. To



provide additional access to resources, the Library participates in the TexShare Card Program, which allows patrons to borrow materials from any other participating Texas library. Also, to support this service, the Library provides in-person, telephone, and e-mail reference service; public internet computer stations; wireless internet throughout the library; photocopier/fax services; and study rooms. Ongoing, the Library provides a variety **of adult and children's** programs to provide lifelong learning opportunities. The Library works with local organizations to cosponsor demonstrations of topics of interest, and displays exhibits of local organizations and local residents to promote learning opportunities. Also, the Library provides safe and welcoming physical spaces for users to meet and interact with others or to sit quietly and read, and virtual spaces that support networking and learning. The Library has staff that is knowledgeable about print and

electronic resources, and can plan and present programs on a variety of lifelong learning topics.

4. Provide unique and innovative recreation programming for all ages.

*5.3- Provide attractive facilities for leisure and recreation*

The City of Colleyville is committed to providing creative recreation programming to satisfy the interests and needs of the residents of Colleyville. The variety of programming include dance, art, sports, and engineering for preschool, youth and teens. In addition, to a multitude of camps such as, sports, Lego, and art, which are offered during school breaks. Adult classes that are offered throughout the year include tennis, dance, and fitness. Senior recreation programming targets a vast age group starting at the young age of 50. The activities and programs include health, wellness, enrichment, technology, education, special events and travel opportunities. The Recreation Department strives to provide diverse programming, so that everyone may find something they are compelled to participate in.



5. Provide special events that promote a sense of community in a safe and fun environment

*5.2- Support a variety of community events, concerts and celebrations*

*5.4- Actively seek public / private partnerships*

Recreation provides special events throughout the year to all ages and interests of the community. Winter Ball is an event for the entire family, and is an opportunity for Mothers and Sons and/or Dads and Daughters to spend a special night together dancing, playing games, and bonding. The Senior Prom is an event for the seniors to enjoy a night of dancing, pictures, refreshments, and games. The Recreation Department partners with



**Colleyville Heritage High School's Leadership** class to host this annual event for the seniors. The Bunny Brunch has transformed the traditional egg hunt to an event that includes brunch, a petting zoo, egg hunt, pictures with the bunny, and spring prizes. The Texas Junior Anglers event is an opportunity for youth to experience the sport of fishing and enjoy the outdoors. The Senior Health Fair is an event for citizens to receive a variety of information from health, education, senior services, and of course to get the annual flu shot. The Recreation Department actively seeks sponsorships and donations from area businesses, civic groups, and individuals. The sponsors and donations enhance the quality

and variety of events that are offered to the City of Colleyville residents.

Additionally, Library and Recreation works with other city departments to plan and produce three larger city events throughout the year. The first event, **Red, White & Sousa** is an

outdoor patriotic concert that is held annually the last Friday in June. The event is held at the Colleyville Center and includes reserved table and open lawn seating. Attendees can enjoy an inspirational concert under the stars, while dining on a variety of foods offered at a food truck park.

The second event, **Haunted Trail Fest** is an outdoor event that is held annually the third Saturday in October. The happening is held at the Colleyville Nature Center and includes Halloween games, crafts, and treats, a costume contest, a pumpkin patch and a haunted trail. Princesses, pirates, goblins and ghouls can enjoy a night of Halloween amusement under eerie skies and venture down a haunted trail.

The third event, the **City Tree Lighting Ceremony** is an outdoor event that is held annually the first Friday in December. The event is held at the Colleyville City Hall/Library in the Village at Colleyville and includes the lighting of the city tree, community decorated trees, photos with Santa, holiday themed children’s games and crafts, cookie decorating, performances by local children’s choirs, food vendors and carriage rides. Merrymakers can launch the holiday season with a magical evening filled with holiday sparkling lights and a variety of festive entertainment.

6. Coordinate and maintain the reservations of park and recreation facilities

*5.3- Provide attractive facilities for leisure and recreation*

*5.4- Actively seek public / private partnerships*

The Recreation Department manages the reservations of park pavilions and athletic field rentals. There are currently seven (7) pavilions that are available to reserve on an hourly basis. The City offers game and practice facilities that can be reserved for baseball, softball, soccer, and tennis. In addition, Recreation assists the Youth Sports Associations (Colleyville Lacrosse Association and Colleyville Baseball Association) in securing both City and GCISD practice and game facilities for their programs.



**Performance Measures & Vital Statistics**

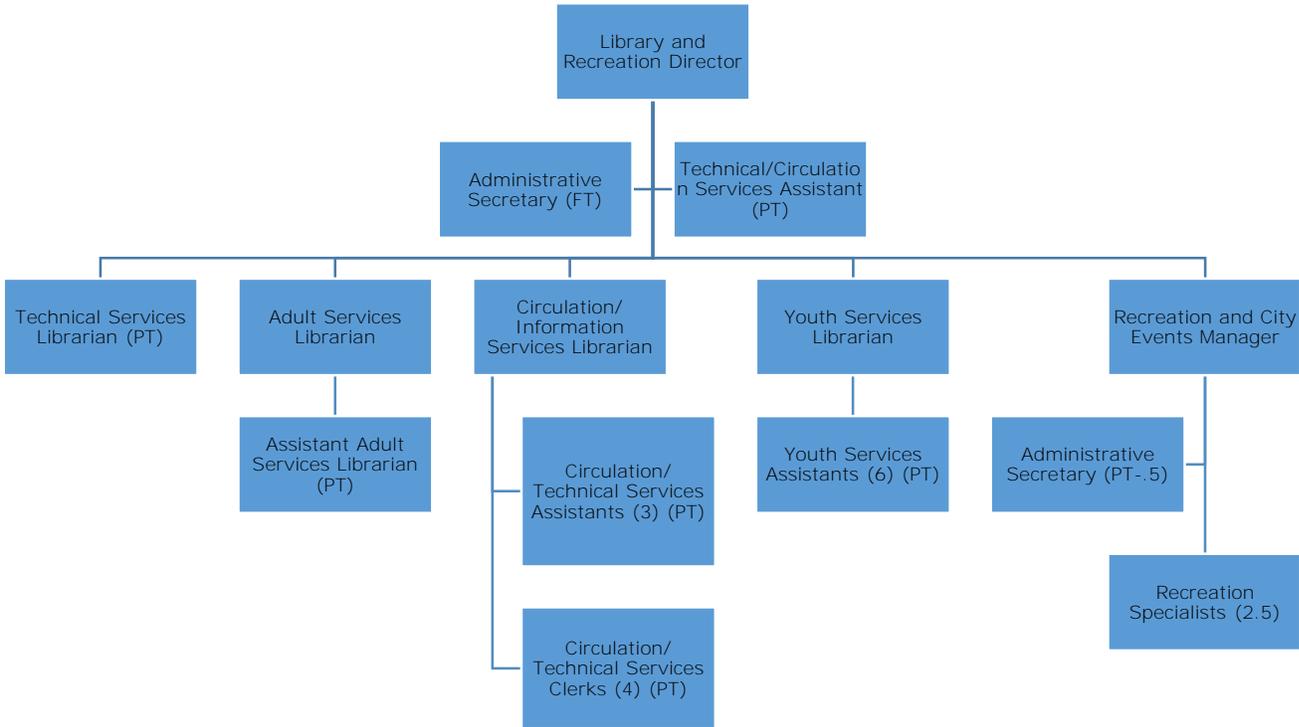
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of library materials requests filled within 30 days	86%	96%	93%	94%	98%	≥ 80%

Percentage of library patrons who come to the library looking for items and find them	79%	80%	81%	83%	83%	≥80%
Library children's program attendance	21,995	18,363	17,173	18,888	19,471	≥18,000
Adult and teen program attendance	910	795	651	800	1,113	≥650
Children's summer reading program participation	1,182	1,188	987	1,278	1,127	≥ 1,000
Adult and teen summer reading program participation	118	114	84	148	228	≥ 100
Library patron visits	123,211	134,314	133,076	120,202	94,649	≥ 115,000
Reference questions answered	35,048	34,073	25,025	28,717	33,280	≥ 25,000
Circulation of the library materials collection	250,737	234,667	228,160	222,123	227,252	≥ 220,000
Percentage of Recreation offered classes/programs held	65%	71%	73%	77%	79%	≥60%
Number of Senior Center participants	1,751	3,734	3,767	4,574	4,148	≥1,500
Percentage of resident membership visits to the Senior Center	58%	60%	59%	51%	50%	≥60%

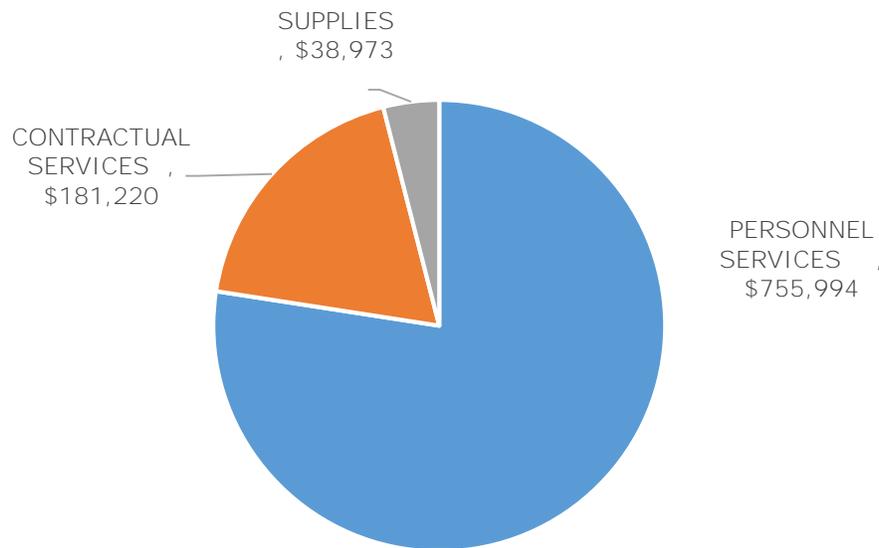
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percentage of Colleyville households with at least one active library card holder	50%	50%	50%	50%	50%
Library materials collection size	69,736	74,525	77,664	80,452	82,182

Number of Senior Center classes/programs offered	151	212	191	172	179
Average membership visits per month to the Senior Center	534	544	827	1,019	913
Number of Meals on Wheels participants	1,727	1,607	1,695	1,553	1,284
Percentage of Meals participants who are residents	52%	49%	47%	43%	45%
Percentage of resident class participants	49%	42%	44%	43%	43%

**Department Resources**



## FY 2018 Budget: \$976,187



### 5-Year + Outlook

When considering the future of public libraries, one key word permeates the literature: transformation. Public libraries today are facing unprecedented transformation. One of the major drivers of this transformation is the fast-changing world of technology, which is dramatically reshaping the field of information services. But, in the midst of this chaotic change, the overall mission of public libraries still prevails and remains a cornerstone of our free society: providing free and fair access to information anytime, anywhere.

Over the next five years, libraries must be ready to evaluate the library experience, embrace new information technologies, preserve the memories of their communities, and experiment with creative spaces so the future role of the library can define itself. Many predict that libraries in the future will be command centers for information; changing their focus from storehouses for books to connecting centers for people.

The Colleyville Public Library Long-Range Plan 2016-2021 articulates a vision and plan for the Colleyville Public Library for the next five years, and provides recommendations for user-centered service delivery, marketing, collections, technology, programs, and services. The Plan recommendations include:

- Reallocate collection development to meet patron use patterns
- Transition to a single service point on the first floor

- Revise public access to technology
- Update and increase the number of reader seats
- Improve access to popular materials
- **Revise access to children's programs**
- Engage the aging population

The five-year outlook for Recreation continues to include the 2011 Parks, Recreation and Open Space Master Plan goals which are as follows:

- Provide leisure opportunities for all ages specifically targeting young adults and baby boomers (who are historically under served in terms of recreation facilities and programming).
- Support the development of a healthy community by providing facilities and programs that lead to choices for healthy living.
- Aim to be comprehensive and financially sustainable while encouraging collaboration.
- Market Colleyville as destination known, in part, for its unique leisure programs while marketing to current users and residents.

In addition, striving to make the Colleyville Senior Center a recreation facility that is appealing to the community and provides recreation opportunities for all ages.



# Parks Department

## FY 2018 Department Business Plan

### Department Description

The Parks Department serves the community by managing and maintaining the City's parks and open spaces. Department staff take special care to provide unique and highly aesthetic places for Colleyville's park patrons to get connected and experience community in the outdoors. Department efforts are focused primarily in the areas of park and athletic field maintenance, but Parks staff also perform a myriad of other services throughout the City that serve to protect public assets, beautify public spaces, and meet the needs and desires of our citizens. The Parks Department consistently and strategically evaluates the services and amenities that it provides in an effort to stay relevant to the citizens of Colleyville.

### Core Services

To successfully accomplish the duties of the Department, Parks is responsible for the following core services:

1. Park and Facility Maintenance

*2.1 Provide responsive, efficient city services*

*3.4 Thoroughly plan for future capital investments and associated costs*

*5.3 Provide attractive facilities for leisure and recreation*

The Parks Department is responsible for the maintenance of approximately 270 acres of parkland and public property within Colleyville. These properties, located throughout the city, include community parks such as City Park, McPherson Park, and Pleasant Run Park as well



as neighborhood parks such as Kimzey, Sparger, and Woodbriar Parks. Additionally, the Parks Department oversees the maintenance of medians and other open space on City-owned property and land leased to the City (such as the Cotton Belt railroad right-of-way).

Park and open space mowing and horticulture maintenance is

performed by an outside vendor for the aforementioned areas. Parks staff are responsible for the maintenance and operation of restroom facilities, pavilions, trails and other amenities such as tennis courts and sand volleyball courts at each park. Playground safety inspections, routine maintenance, and repairs are also a critical role performed within the scope of this service. The Parks Department also works to protect, care for, and maintain trees throughout the City, often **times working closely with the City's Urban Forester.**

## 2. Athletic Field Maintenance

### *2.1 Provide responsive, efficient city services*

### *3.4 Thoroughly plan for future capital investments and associated costs*

### *5.3 Provide attractive facilities for leisure and recreation*

Athletic Field Maintenance staff maintains approximately twenty two acres of hybrid turfgrass at four sports complexes. The primary facilities include game fields at City Park and the Pleasant Run Soccer Complex as well as practice facilities at Pleasant Run Park and Reagan Park.

The Parks Department provides fine-cut mowing, and assorted horticultural maintenance to maintain the health and quality of the turfgrass and associated ancillary facilities. These services ensure that the City's **athletic** fields are both safe and highly aesthetic. **Colleyville's award** winning athletic fields have become a staple of the community, which boost participation in the youth sports and provide an economic benefit to the City.



## 3. Youth Sports Association Management

### *1.1 Actively involve and engage stakeholders*

### *2.1 Provide responsive, efficient city services*

The Parks Department has the privilege of working with the Colleyville Baseball Association, the Colleyville Girls Softball Association, and the Colleyville Soccer Association to deliver wide reaching and high quality opportunities for residents and visitors to utilize the athletic complexes in the city. The Associations serve to promote and market the youth sports programs and to coordinate participant registration, game schedules, team formation, concession operations, and fund raising for park enhancements.

Staff work year-round with the associations to coordinate special events, tournaments, park enhancement projects, practice locations, and special requests. The Parks Department also

staffs weekend games and tournaments to provide players, coaches, and spectators a world class experience at our Parks.



#### 4. Trail System Management

*3.4 Thoroughly plan for future capital investments and associated costs*

*4.1 Protect Colleyville’s semi-rural residential character*

*5.3 Provide attractive facilities for leisure and recreation*

**Management of Colleyville’s trail system** consists of routine inspections and maintenance coupled with planning and prioritizing for future expansion of the system. The Parks Department currently maintains over fourteen miles of trail with the Cotton Belt Trail serving as the central core of the system. Staff serve to ensure that trails remain safe and clean by addressing items such as the encroachment of low hanging tree limbs and litter.



To meet the expressed desires of Colleyville citizens, Parks Department staff work closely with the Public Works and Community Development departments to develop trail system expansion plans that promote active recreation, good health, and access to schools, stores and workplaces.

#### 5. Public Property Management

*2.4 Demonstrate stewardship of public resources*

*3.4 Thoroughly plan for future capital investments and associated costs*

In addition to the park properties, Parks Department responsibilities also include maintenance of the grounds and landscaping on the premises of public buildings which include City Hall,

the Public Library, the Colleyville Center, Justice Center and the Senior Center, and turf maintenance for four Fire Stations. The Parks Department also manages the maintenance of the landscaping in various rights-of-way such as the roundabouts and medians along Glade Road.

Water is a necessary component in maintaining highly attractive parks, athletic fields, and landscaped areas. The proper management of public irrigation systems is a critical component in the responsible use of water. Parks Department staff ensure the proper function of over forty irrigation systems located throughout the city. These systems are located in roadway medians and roundabouts as well as on athletic fields and on the premises of public buildings, such as the Justice Center and City Hall. The evaluation and upkeep of irrigation systems through routine inspections and maintenance constitute a large part of this core service.

Additionally, staff serve to review irrigation plans for various public improvement projects, prioritize the replacement of current systems, and increase water conservation by modernizing components within each system. Staff also custom tailor system programming and closely monitor system use through a centralized computer system.

The Parks Department is constantly evaluating innovative solutions in the areas of field maintenance techniques and irrigation technology that reduce the amount of water necessary to maintain safe and attractive parks and athletic fields.

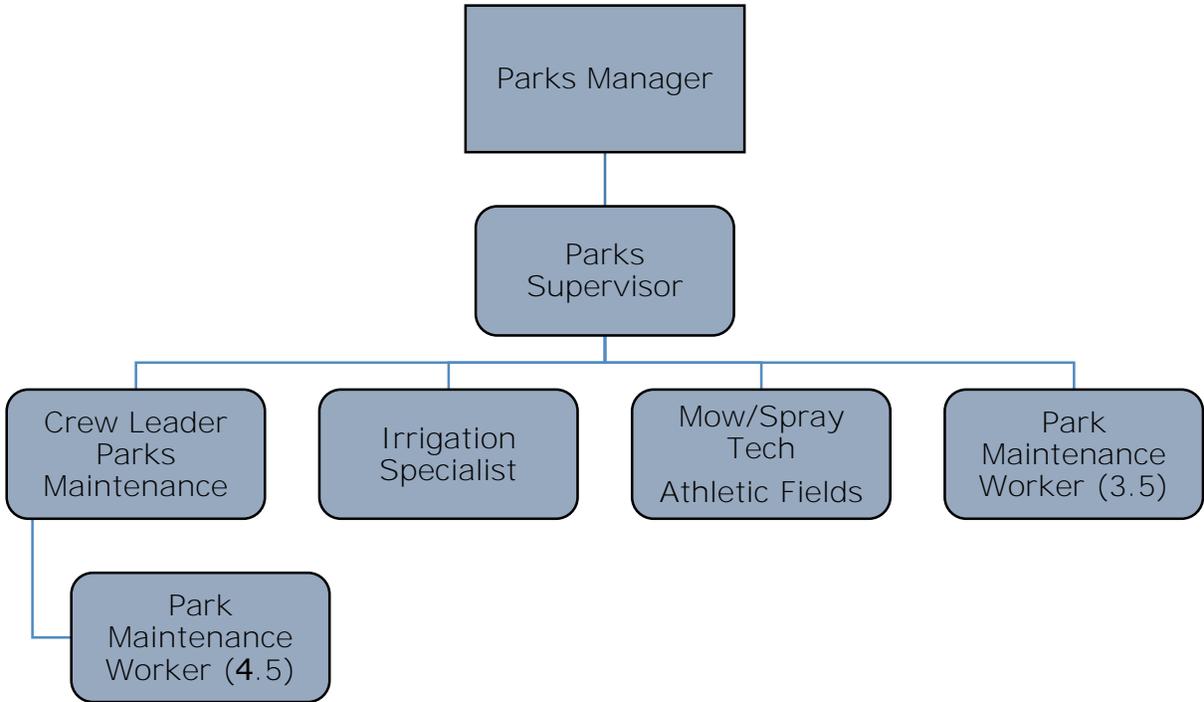


## Performance Measures & Vital Statistics

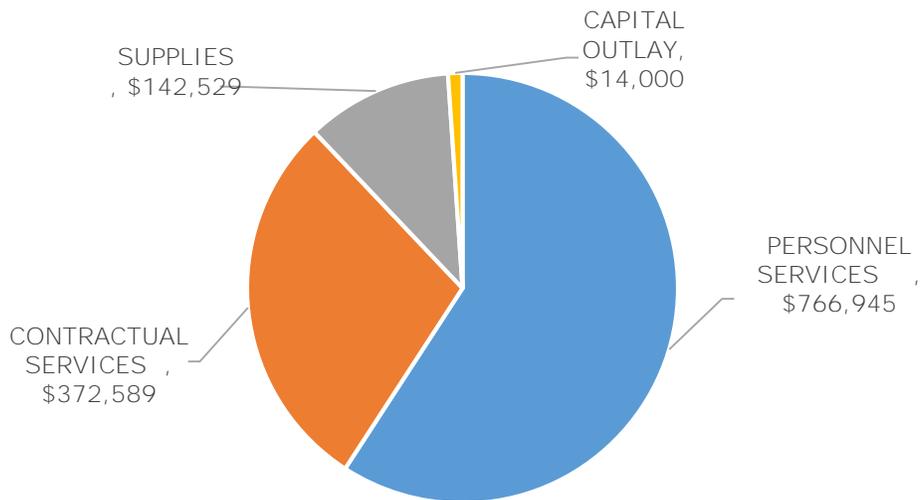
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of competitive athletic fields meeting departmental maintenance standards	New Measure	80%	80%	85%	100%	≥ 85%
Percentage of park inspections meeting standards	87%	80%	95%	96%	96%	≥ 85%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of staff hours dedicated to athletic field maintenance and game preparation	4,884	3,697	4,032	4,007	<b>3,804</b>
Percentage of revenue recovery	12%	12%	20%	18%	18%
Number of youth sports participants	4,063	4,315	4,434	4,302	4,517
Percentage of participants that are non-residents for all youth sports	49%	52%	52%	59%	49%

**Department Resources**



FY 2018 Budget: \$1,296,063



## 5-Year + Outlook

The 2011 Parks, Recreation and Open Space Master Plan has served as the guiding document for park enhancements and planning since its adoption in December. In order to ensure relevance of the plan with the community, and its desires, an update is expected to commence in mid-2017. A facility condition assessment will be conducted as part of the update and will provide the data necessary to prioritize park projects and to develop sound reinvestment strategies. Additionally, the plan will include an update to the trails master plan focused on providing connectivity throughout the community.

People are at the center of the services that the Parks Department provides, but technology must be used to greater enable them to perform their jobs at a high level. The use of Geographic Information Systems (GIS) will be largely increased within the department. GIS will enable staff to more accurately account for assets throughout the parks and to make more decisions based on quantifiable data. Furthermore use of technology, such as a work order tracking system and electronic document storage is also being explored as part of the effort to proactively seek process improvements and sustainable solutions.

Trees are a unique staple of Colleyville and highly valued by our citizenry. The Parks **Department aims to develop a comprehensive “Tree Planting Program” with a goal of planting new trees throughout the parks to maintain the beauty and quality of life that only nature can provide.** The plan will be based on data gathered as part of the **department’s initiative to inventory and assess trees currently at each park.**

**A critical element of the department’s ability to provide highly** maintained and aesthetic parks and athletic fields is water. Great attention must be paid to water conservation efforts and projects that seek to reduce water use. As turfgrass fields are the most significant consumers of water use by the department, staff will work **to formalize a “Turf Management Program”** introducing new organic and mechanical processes to improve turf quality, while reducing water usage. Natural resource conservation and sustainability will be a key factor in all decisions we make.

Standardizing and documenting processes is necessary to improve accountability, training and information sharing. For that reason, the department will be working to define our roles, responsibilities and work processes through the development of standard operating guidelines throughout the next five years.



# Police Department

## FY 2018 Department Business Plan

### Department Description

The Colleyville Police Department models a community policing based philosophy that values problem solving. The Police Department is focused on forming lasting community partnerships that will foster and maintain our ability to protect and preserve our neighborhoods and enhance the safety and security of residents and visitors alike. The Police Department works with community members to analyze neighborhood issues and formulates specific plans and develops strategies to address and eliminate the problems. Employees and community members are empowered to take responsibility for tasks they can perform that further our efforts to protect our city. Collaboration is encouraged through training our employees and community members to recognize shared interests, trends and opportunities. The Police Department strives to communicate openly with both employees and the community through varied methods and technologies. This focus on information sharing through frequent communication leads to low crime and shared trust. The Police Department values all individuals and their rights as human beings and carries out our duties with the proper respect and empathy. The mission of the Colleyville Police Department is to provide exceptional police services, in partnership with the community, ensuring safe and secure neighborhoods that support Colleyville's unique quality of life.



### Core Services

To successfully accomplish the duties of the office, the Police Department is responsible for the following core services:

1. Protect and Preserve the Safety of Neighborhoods

*2.1 – Provide responsive, efficient city services*

Patrol officers will actively seek persons, places, and behaviors to ensure that the community is protected and that neighborhoods are safe. A high level of police service, unique to Colleyville, is provided through innovative programs and technology to maintain and promote a safe and secure environment. Technology is utilized to provide real time criminal intelligence information to our officers. The bicycle patrol program consists of officers that have volunteered for the position in addition to their regular patrol duties. The program revolves around a commitment to community policing by encouraging contact and interaction with the public, which facilitates problem solving and builds mutual trust and respect. These officers utilize bicycles to protect and preserve our residents and neighborhoods, visitors, parks, trails and retail establishments.

2. Timely Response to all citizen calls for Police Service

*2.1 – Provide responsive, efficient city services*

*6.2 – Establish a culture of mutual trust and respect*

Patrol officers will maintain district responsibility allowing them to get to know the public they serve while ensuring rapid response times for calls for service. As the city of Colleyville experiences growth, our resources will continue to be stretched. More residences and businesses will mean additional workload for our employees. The department will need to maintain the current course set by our staffing plan to ensure that we continue to provide the service level our community expects and deserves. The Department will continue to participate in NETCOM with Keller and Southlake to provide 911 communication services to allow for a cost effective service delivery of timely responses to all citizen calls for service.

3. Promote Traffic Safety and Reduce Accidents on Roadways

*2.1 – Provide responsive, efficient city services*

Patrol officers will conduct traffic enforcement and awareness to change driving behaviors to help reduce accidents and make our roadways safer. The Traffic Unit is dedicated to reducing the number and severity of traffic collisions within the City by utilizing a community oriented-problem solving approach to traffic issues. The Traffic Unit proactively promotes traffic safety through proper levels of enforcement and education along with high visibility of uniformed personnel. Radar signs are also used to educate drivers of their speeds in various locations and encourage driver awareness. The Traffic Unit also participates in regional child passenger safety seat education and installation programs.



4. Enhance Crime Prevention

*1.1 – Actively involve and engage stakeholders*

Enhance crime prevention through proactive business, neighborhood, and park checks. Patrol officers will actively patrol our entire community to ensure high visibility to enhance crime prevention and safety for all. Patrol officers will work with other City Departments, residents, business owners, and the school district in the development of crime prevention initiatives, public education programs, and youth mentoring programs dedicated to crime prevention.

5. Focus on Community-based Policing

*2.1 – Provide responsive, efficient city services*

The Colleyville Police Department has a continued focus on community-based policing dedicated to forming interactive community partnerships in order to build trust and foster collaboration. Patrol officers will provide exceptional police services, in partnership with the **community, ensuring safe and secure neighborhoods that support Colleyville’s unique** quality of life.

6. Provide Investigations for all Criminal Offenses

*2.1 – Provide responsive, efficient city services*

Utilize effective and thorough criminal investigation techniques in order to timely identify and apprehend offenders and work toward clearance of most offenses. Detectives are charged with the timely, thorough, and effective follow-up of all criminal offenses that occur in Colleyville by utilizing effective investigative techniques and available technology. The use of analysis, technology and networking with other agencies in the area contribute to maintaining a high level of police service and a low crime rate in our city.

Detectives investigate crimes and prepare cases in order to provide information to the District Attorney that will cause a successful prosecution of perpetrators of criminal offenses.

Detectives should follow up with each crime victim within (3) days of a reported crime. This insures that no evidence is lost or lead is overlooked that might assist in the crime being solved. The Victim Liaison provides information regarding counseling for victim children through our child advocacy partner agencies, referrals to social service agencies for victims of violent crime, or assisting victims with property recovery. **Crime Victims’** Compensation assistance is also provided.

7. Efficient Processing and Management of Physical Evidence and Recovered Property

*2.1 – Provide responsive, efficient city services*

Colleyville Police Department Detectives conduct some crime scene investigations; package evidence and transport to the crime lab for analysis; ensure integrity of evidence is maintained. Outside agency partners typically handle major crime scene investigations. The Property Room Clerk will continue to utilize best practices for the handling and **processing of both physical evidence and recovered property stored in the department’s** property room.

8. Provide School Safety and Security

*6.2 – Establish a culture of mutual trust and respect*

School Resource Officers effectively partner with school district employees, parents, and students to maintain security at school campuses and contribute to the quality level of education in the Grapevine-Colleyville Independent School District. SROs provide positive youth mentoring through instruction and informal contacts.

9. Enhance and Maintain Neighborhoods and Commercial Property through Effective Code Enforcement

*4.1 – Protect Colleyville’s semi-rural residential character*

Code Enforcement proactively identifies and is responsible for facilitating community compliance with city codes including zoning, environmental, health and safety, nuisance, signage, landscaping, tree preservation, and building codes for both residential and commercial properties.

10. Process all Open Records Requests

*1.3 - Assure convenient access to public information*

Administrative Services processes all open records requests according the legal guidelines **set forth by the Texas Open Records Act and the Attorney General’s rulings. Administrative Services** personnel manage all police records including distribution, data entry, record sealing, expunctions, and other required reporting processes in strict adherence to the Department of Public Safety Uniform Crime Reporting guidelines and the Texas State Library Standards for Records Retention.

11. Provide Telephone and Walk-in Reception of all Citizen Requests for Service

*2.1 – Provide responsive, efficient city services*

Administrative Services personnel conduct initial intake for police services requests. Staff provides general service information, routes non-emergency service calls to NETCOM dispatch and provides community services such as fingerprinting, medication disposal, solicitation permit processing, and animal permits.

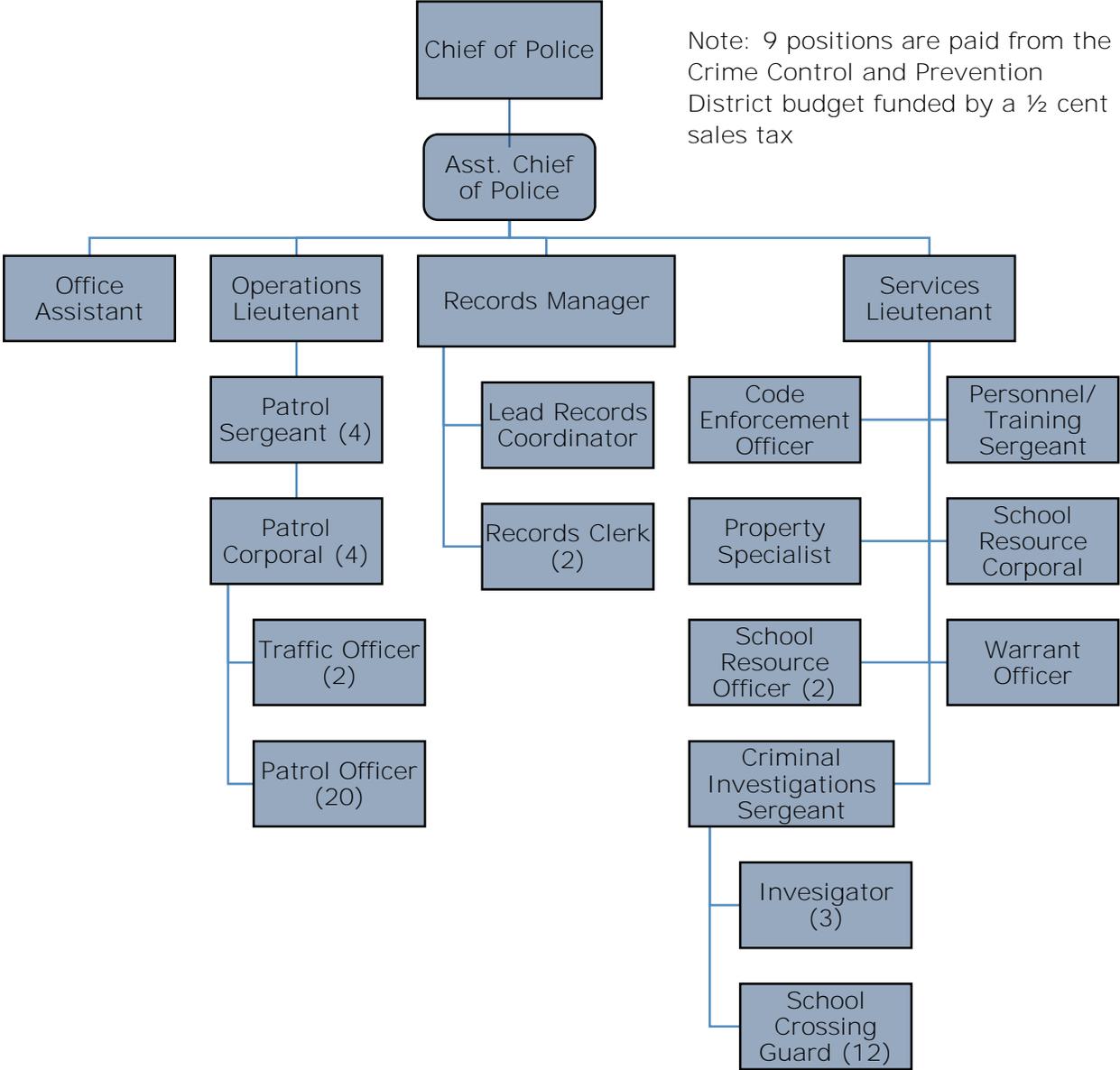


## Performance Measures & Vital Statistics

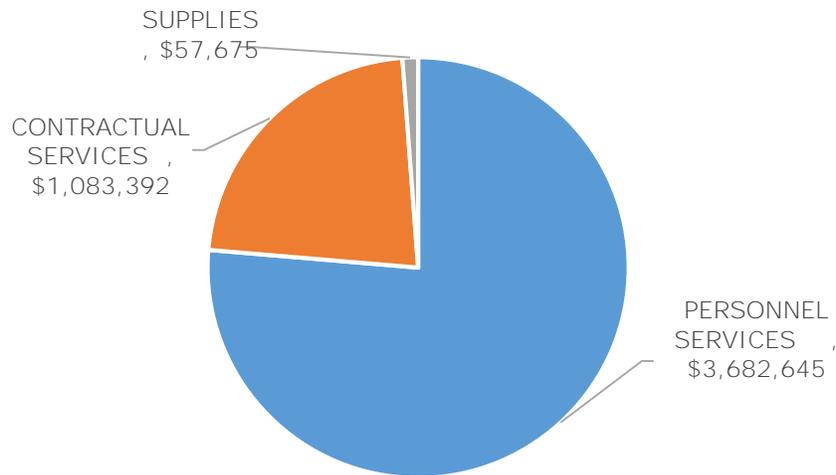
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Number of UCR Part 1 Crimes	175	160	141	158	146	≤180
Average Priority 1 response Time	4:11	4:03	3:12	3:25	3:36	<5:00
Percentage of Part 1 offenses cleared	20%	30%	31%	28%	29%	≥ 20%
Crime Victims Contacted by Detective within 3 days	92%	98%	100%	100%	97%	> 95%
Percentage of Code Violations located proactively	69%	80%	69%	70%	79%	>50%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Injury Accidents per 1000 population	0.75	0.7	0.7	0.72	0.71
Self-Initiated Calls for Service	54,231	50,897	43,781	35,652	37,273
Total Number of outstanding warrants in system since 01/01/03	3,971	4,056	3,657	3,006	2,457
Number of Warrants Served	1,452	2,767	2,610	2,350	2,874

# Department Resources



FY 2018 Budget: \$4,823,712



### 5-Year + Outlook

Attempting to predict what changes are in store for law enforcement agencies over the course of the next five (5) years is a daunting feat. Policing is currently changing at a break-neck speed. The catalyst for the vast majority of the changes is technology. Modern policing is becoming more and more dependent on technology. The Intelligence led and predictive policing model that is becoming the norm is based on ensuring that the department has current, relevant and accurate information. Windows based and mobile applications are becoming the standard and web based programs are allowing more and more of our business practices to be converted to the electronic format. The Colleyville Police Department currently employs adequate technology however, the department must develop a strategy that will allow us to enhance our customer service both internally and externally, increase our community interaction and our intelligence gathering and disseminating capabilities. Future technologies will allow our officers instant access to a monumental amount of accurate and pertinent information gleaned from a multitude of verified sources.

The demographics of the Colleyville Police Department will significantly adjust over the next five (5) years as well. As the more tenured employees leave the department we will transition to a much younger work force. This will have both positive and negative effects. The younger workforce will also mean that we will be less experienced. Management will have to be strategic when developing policy and procedures, training and career development. Leadership and succession training will play a large role in determining the sustainability of our success as an organization.

As the City of Colleyville experiences growth our resources will continue to be stretched. More residences and businesses will mean additional workload for our employees. The department will need to maintain the current course set by our staffing plan to ensure that we continue to provide the service level our community expects and deserves. Our established neighborhoods will continue to age and we will be taxed with monitoring and

enforcing our codes and regulations related to property standards to ensure that they do not degrade to a point that they foster criminal activity. The growth of our City combined with an aging street infrastructure will impact traffic safety in the area of traffic flow and motor vehicle accidents. The department will need to continue to evaluate traffic unit staffing to ensure it has adequate personnel to address traffic issues.

As the Police Department continues to grow to meet the service level of our community, the Colleyville Justice Center will not be able to meet the facility needs of the department in its current configuration. A building assessment will need to be conducted to allow for the planning toward **reconfiguring the building to meet the department's needs moving forward.**

The Colleyville community has set itself on a course for future success and the Police Department is determined to follow suit. We will continue to be strategic in planning for the future and equipping our employees with the knowledge, training and technology they need to do the important job they are tasked with. The Colleyville Police Department is committed to raising our self-expectations as we strive to become the model police department in our region and beyond.



# Public Works

## FY 2018 Department Business Plan

### Department Description

The Public Works Department provides vital services and positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. The department oversees the design and construction of new public infrastructure, provides year-round maintenance and repair of existing municipal infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Drainage Fund, and Utility Fund. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

Public Works is responsible for the following core services:

1. Maintain and extend the useful life of the transportation system in order to protect and preserve neighborhoods and support economic prosperity.

#### *3.1 - Upgrade the condition of major roads and neighborhood streets*

The streets and pedestrian pathways throughout our community must be accessible, durable and aesthetically pleasing. Engineering is responsible for overseeing the construction of public streets and sidewalks. New development within the city is inspected by Construction Management to ensure compliance with plans and standards. Street Maintenance cares for these infrastructure assets as well as traffic lights and street signs. Ongoing maintenance of our streets and sidewalks includes pothole repair, temporary patches and crack sealing, refreshing pavement markings on a cyclic basis, and upkeep of over 3,100 street name and regulatory signs to guide vehicular and pedestrian traffic throughout the city. Through these programs, the transportation systems will continue to perform and citizens will be able to enjoy the community they have built.



2. Provide adaptable, clean, safe, accessible and energy-efficient public facilities to uphold Colleyville's reputation as a quality community.

### *3.4 - Thoroughly plan for future capital investments and associated costs*



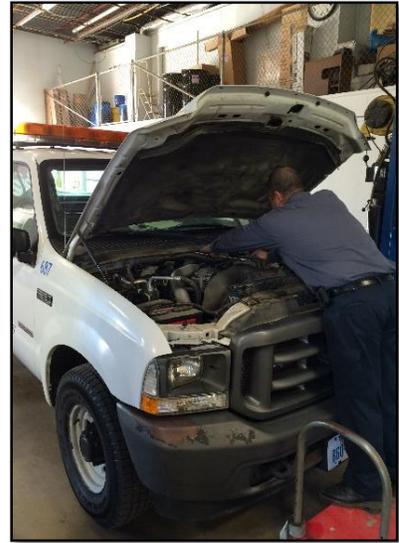
Facility Services provides an essential service by maintaining some of our most valued public assets--our city buildings. The Library, Colleyville Center, and the Senior Center host educational, recreational, and social events that enhance the quality of life for the citizens of Colleyville. City Hall, the Justice Center, the Public Works Service Center, and our Fire Stations house the day-to-day operations that enable the community to function. Facility Services manages

janitorial contracts, maintains heating and air conditioning systems, oversees various contracts for major maintenance and repair, and performs minor repairs.

3. Provide all maintenance, monitoring, and procurement services for the City's fleet.

#### *3.4 - Thoroughly plan for future capital investments and associated costs*

Fleet Services enables other city departments to achieve their missions. The importance of Fleet Services is immeasurable. Forecasting vehicle and equipment life cycles along with an extensive preventative maintenance program improves overall fleet health, reduces repair costs and increases fleet availability rates. The Police Department relies on this service to ensure safe and secure neighborhoods that support a unique quality of life in Colleyville. Fleet Services supports Public Works in delivering emergency and routine management of the vehicles and equipment that our city uses to operate. By providing these **services to the City's fleet**, except for large fire apparatuses and small routine repairs on turf maintenance equipment, Fleet Services facilitates the mobility of the public servants dedicated to the City of Colleyville.



4. Manage the stormwater system to protect properties from flooding, ensure that stormwater entering our creeks and water ways is free of pollutants, and reduce health risks through our Mosquito Management Program.

#### *3.3 - Mitigate stormwater runoff and flooding risks*

Stormwater management programs reduce the risk of flooding, prevent erosion, and protect water quality. **Development within the City's floodplains** and floodways is managed by Public Works in accordance with federal and state laws and regulations. Engineering administers the Municipal Separate Service Stormwater System (MS4) permit and ensures compliance with all regulations governing clean water and stormwater runoff. Environmental compliance efforts include the citywide Integrated Mosquito Management Program to mitigate public health risks. Regular inspections of inlets and outfalls reduce the likelihood of hazardous driving conditions during rain events. The maintenance and inspection of storm drainage facilities also reduces the negative impact of the quantity of rainwater on surrounding properties, roadway integrity, and stormwater infrastructure. Monitoring the quality of our runoff for pollutants protects local water sources in addition to animal and human life.

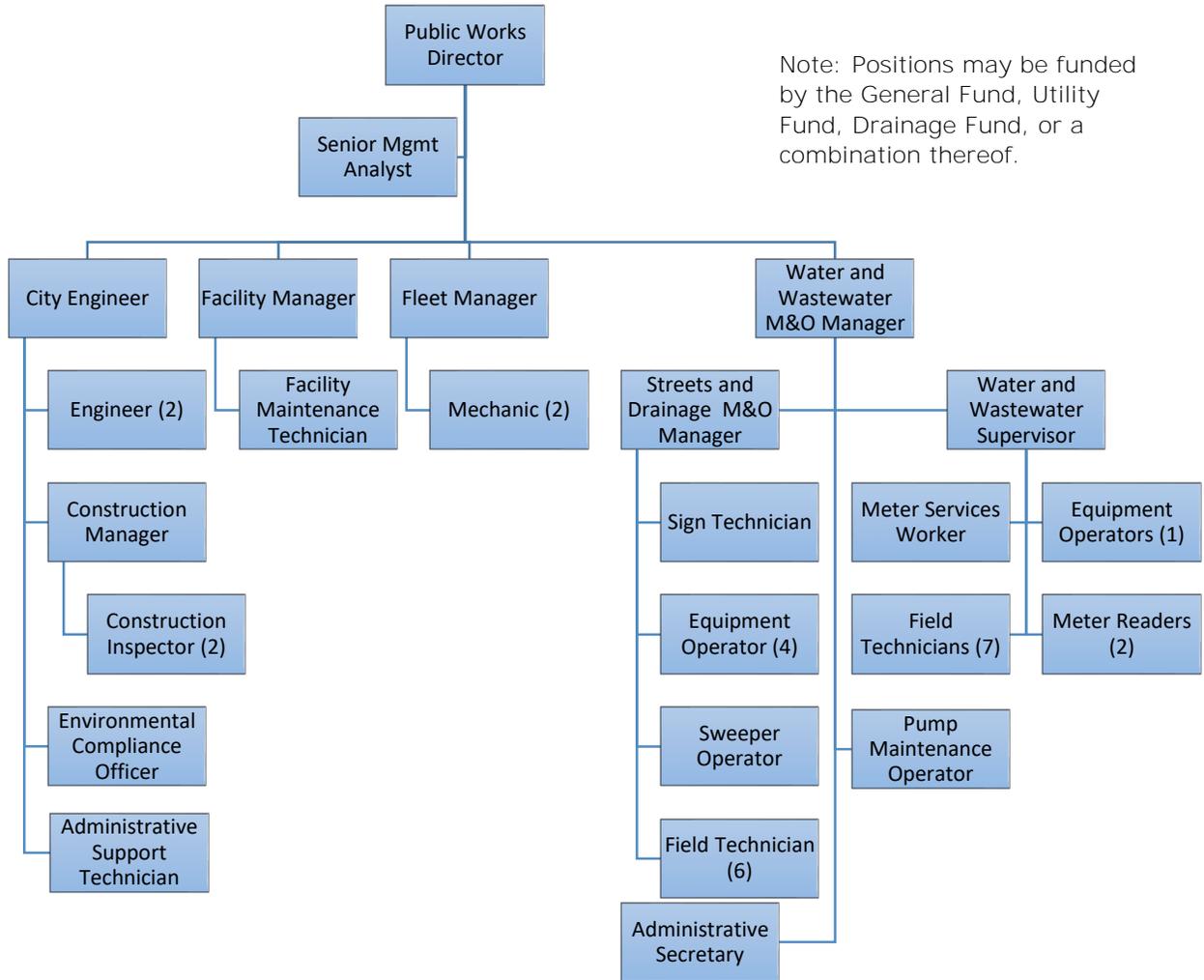


## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of pavement markings renewed	New Measure	20%	4%	15%	12.2%	≥20%
Average age of long line pavement markings	New Measure	≤5 Years				
Percentage of street and traffic signs replaced	12%	15%	15%	7%	5%	≥10%
Average age of street and traffic signs	New Measure	≤10 Years				
Percentage of facility work orders responded to within one business day	78%	51%	83%	89%	91%	≥90%
Percent of internal customers satisfied with facility environment	89%	84%	86%	96%	92%	≥90%

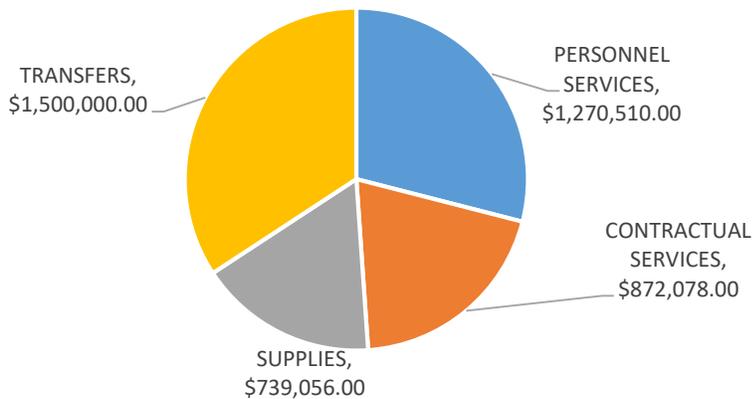
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of infrastructure repairs needed within two-year maintenance bond period	0	0	0	0	2
Value of newly-constructed public infrastructure in place	New Measure	\$5.82M	\$17.3M	\$11.7M	\$19.4 M
Percentage of construction time with City staff present	New Measure	18%	23%	30%	25%
Ratio of scheduled facility maintenance to unscheduled repairs	68%	41%	68%	50%	51%
Percentage of fleet time available	98%	98%	98%	99%	99%
Percentage of preventive maintenance for fleet completed on schedule	New Measure	95%	96%	96%	99%

# Department Resources



Note: Positions may be funded by the General Fund, Utility Fund, Drainage Fund, or a combination thereof.

FY 2018 General Fund Budget:  
\$4,381,644



## 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

Managing multiple **CAPITAL IMPROVEMENT PROJECTS** while ensuring proper construction of both publicly and privately-built infrastructure is critical to confirm sound systems are in place for years to come. Effective communication with the citizenry and affected businesses is paramount before, during and after construction. The need for these communication efforts is significant during major road reconstruction projects and the SH-26/Colleyville Boulevard project as a broad constituency is affected.

As the condition of **TRANSPORTATION SYSTEM INFRASTRUCTURE** continues to decline due to normal wear and tear, demands for **STREET MAINTENANCE** of both improved and unimproved streets will continue to increase. The sign replacement program replaces regulatory and advisory signs in a systemic manner. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP) and facilitate and support reconstruction of State Highway 26. Continuation of a sustainable CIP that allows for the perpetual maintenance of all components of City-owned infrastructure will require a steady commitment of funding.

As **PUBLIC BUILDINGS** age, they will require more and more maintenance. In order to minimize emergency repairs and major failures, it is important to plan ahead to replace major system components on a life-cycle basis. Emergency back-up power supplies need to be installed at critical facilities throughout the City. Improvements will be made to aging facilities which may include the Public Works Service Center, the Senior Center and the Fire Station Annex. In response to state-mandated energy reduction goals, energy conservation programs should be evaluated.

Continuation of the 15-year **FLEET REPLACEMENT PROGRAM** is critical to maintain overall fleet health, reduce repair costs, and increase fleet availability rates. Additionally, Fleet Services will continually evaluate needs to ensure appropriate and adequate equipment is in place. Interdepartmental equipment sharing will be encouraged with the goal of reducing fleet size. Evaluative measures will assess the costs and benefits of ownership versus short-term rental of equipment.

A systematic program to inspect drainage system infrastructure will be implemented so that deficiencies can be identified and long-term plans for major renewal and replacement of our **STORMWATER INFRASTRUCTURE** can be developed. The Stormwater Master Plan will be updated and the storm drainage fee structure will be reviewed and possibly revised to provide funding for needed stormwater improvements. Utilizing the latest technology will ensure safe and reliable operation of automated flood gates and flood warning systems.

Aging **WATER** and **WASTEWATER INFRASTRUCTURE** will continue to create additional renewal and maintenance demands. Continual water cost increases dictate the city improve upon efficiencies in delivering water. As technology improves in the area of meter reading, an opportunity may present itself in more accurate systems to better track water usage. Development and implementation of a proactive water valve exercise program will ensure the

ability to manage a major water shut-off emergency. Capital projects identified in the 2014 Water and Wastewater Master Plan will be initiated based on funding availability.

Public awareness and education concerning the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the upcoming years. Efforts to improve the accuracy of our GIS datasets and utilizing this information in VUEWorks is critical in ensuring we know each asset we own, where it is, what condition it is in, **and what maintenance we've performed on it.** Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future **health of Colleyville's infrastructure systems and continuation of essential service delivery and** completion of asset inventories and planning for condition assessments are key components in this process. Public Works staff will continue to evaluate performance and activity measures for accuracy and relevance, focusing on aligning measures with City Council's identified standards of Integrity, Commitment, Excellence, and Transparency. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2018 Department Business Plan

### Department Description

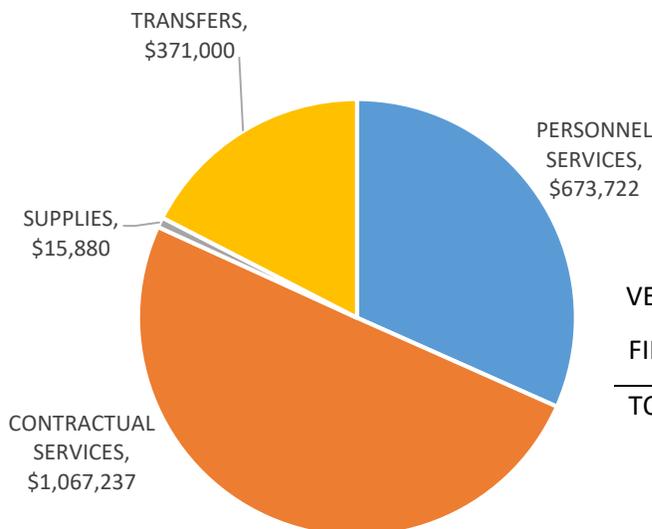
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

### Core Services

The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

### Department Resources

FY 2018 Budget: \$2,127,839



#### TRANSFERS SUMMARY

VEHICLE/EQUIPMENT REPLACEMENT	221,000
FIRE APPARATUS REPLACEMENT	150,000
<b>TOTAL</b>	<b>\$ 371,000</b>

# Utility Fund



### UTILITY FUND SUMMARY

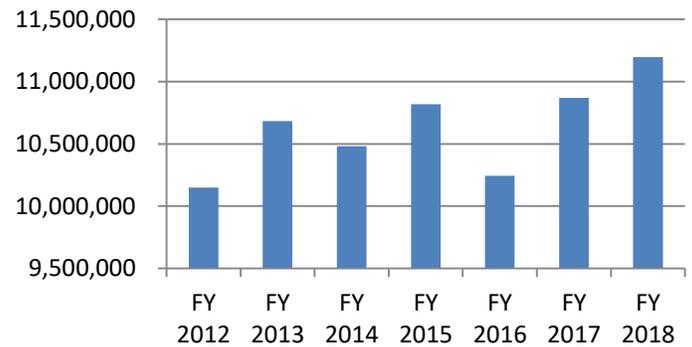
	ACTUAL FY 2016	PROJECTION FY 2017	BUDGET FY 2018	PROJECTION FY 2019	PROJECTION FY 2020	PROJECTION FY 2021	PROJECTION FY 2022
<b>TOTAL BEG. WORKING CAPITAL</b>	6,188,832	6,993,489	4,253,847	4,267,322	4,370,314	4,402,552	4,471,030
<b>FUND REVENUES</b>							
Water Sales	10,243,727	10,869,131	11,195,957	11,755,755	12,343,543	12,960,720	13,608,756
Wastewater Sales	3,693,142	3,650,000	4,024,060	4,305,744	4,951,606	5,347,734	5,615,121
Water Installation	53,060	42,000	42,000	42,000	42,000	42,000	42,000
Wastewater Installation	18,600	15,000	15,000	15,000	15,000	15,000	15,000
Engineering Charges	2,155	25,000	5,000	5,000	5,000	5,000	5,000
Penalties	256,157	237,000	200,000	200,000	200,000	200,000	200,000
Miscellaneous	104,221	13,000	13,000	13,000	13,000	13,000	13,000
Interest Income	61,050	45,000	45,000	45,000	45,000	45,000	45,000
<b>TOTAL REVENUES</b>	<b>14,432,111</b>	<b>14,896,131</b>	<b>15,540,017</b>	<b>16,381,499</b>	<b>17,615,148</b>	<b>18,628,454</b>	<b>19,543,877</b>
<b>FUND EXPENSES</b>							
City Manager's Office		0	47,412	49,071	50,789	52,567	54,406
Utility Billing	347,485	426,102	433,425	442,094	450,935	459,954	469,153
IS GIS		0	63,316	65,532	67,826	70,200	72,657
Utility Support	1,032,244	1,237,273	1,124,497	1,146,987	1,169,927	1,193,325	1,217,192
Utility Operations - Water	518,275	607,495	677,952	691,511	705,342	719,449	733,837
TRA Water (volumetric)	4,319,455	5,399,250	6,313,042	6,658,274	7,252,545	7,437,538	7,437,539
TRA Water (debt)	2,956,224	2,795,881	3,052,783	3,205,422	3,365,693	3,533,977	3,710,676
Utility Operations - Wastewater	228,142	180,279	283,930	289,608	295,401	301,309	307,335
TRA Wastewater	2,375,369	2,522,307	2,798,735	3,218,545	3,701,327	4,256,526	4,895,005
Non-Departmental	192,010	320,803	222,108	226,550	231,081	235,703	240,417
Transfer to General Fund	832,350	0	196,920	203,812	210,946	218,329	225,970
Transfer to Colleyville Tomorrow Fund (Repayment)	44,285	44,286	44,286	0	0	0	0
Transfer to Utility CIP Fund for future vehicle replacement	0	0	81,100	81,100	81,100	81,100	81,100
Compensation Adjustment	3,500	28,208	29,711	0	0	0	0
Debt Service	365,325	359,900	157,325	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>13,627,454</b>	<b>13,921,784</b>	<b>15,526,542</b>	<b>16,278,507</b>	<b>17,582,911</b>	<b>18,559,976</b>	<b>19,445,288</b>
NET INCOME	804,657	974,347	13,475	102,992	32,238	68,478	98,589
Transfer- Utility Cap. Proj. Fund (Maintain 100 day reserve)	0	(3,713,989)	0	0	0	0	0
<b>ENDING WORKING CAPITAL - 9/30</b>	<b>6,993,489</b>	<b>4,253,847</b>	<b>4,267,322</b>	<b>4,370,314</b>	<b>4,402,552</b>	<b>4,471,030</b>	<b>4,569,619</b>

Note: In FY 2017 the Utility Fund was divided into a Utility Operating Fund (shown here) and a Utility Capital Projects Fund (to separately track resources for utility capital projects). FY 2016 numbers shown here have been adjusted for consistent comparison across years. Depreciation expenses are not included.

## WATER SALES

Revenue from water sales is projected to increase due to increased costs from the Trinity River Authority (TRA) that the City passes on to customers through the volumetric rate. The volumetric rate per 1,000 gallons of water usage is directly tied to the cost the City pays to TRA for treated water.

## **Water Revenue**



## WASTEWATER SALES

Wastewater sales are projected to increase due to increased costs from the Trinity River Authority (TRA) that the City passes on to customers through the volumetric rate. The volumetric rate for wastewater is directly tied to the cost the City pays to TRA for wastewater treatment services.

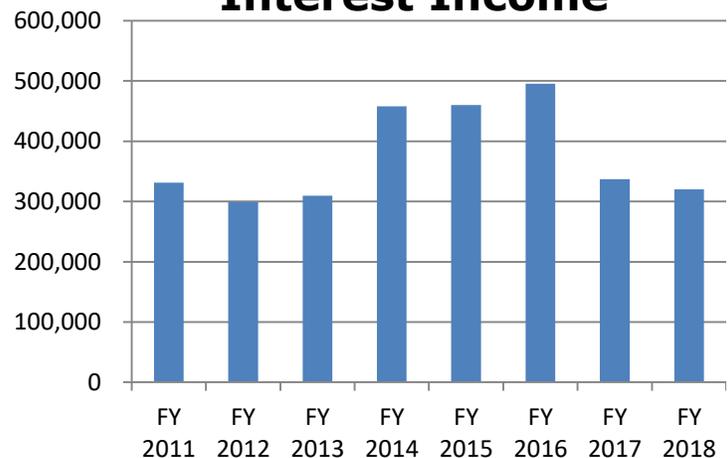
## **Wastewater Revenue**



## OTHER REVENUES

Building related revenues such as water and wastewater installation and engineering revenues are projected at conservative levels, as activity varies with development. Interest income projections continue to be limited, as interest rates have not increased significantly.

## **Other Revenue & Interest Income**





# Finance Department

## FY 2018 Department Business Plan

### Department Description

This program provides financial support, utility billing services, and municipal court operations. In the area of financial support, staff provides financial reporting, payroll processing, debt payment and reconciliation, treasury management, general ledger maintenance, coordination of the external audit, purchasing, accounts payable, employee expense report processing, monthly reports to the City Council, policy and procedure development, and maintenance and preparation of the annual financial report. The municipal court provides the cities of Colleyville and Keller with enforcement of Class C misdemeanor criminal laws and ordinance violations. Court staff assists the Municipal Court Judge, maintains all paperwork related to citations, completes reports on convictions and revenues received, and informs defendants of their legal options under State law. Utility billing services include setting up new accounts, processing bills and payments for approximately 9,800 accounts, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts. The Finance department aligns with the strategic point to demonstrate stewardship of public resources and provide responsive, efficient city services. Finance is committed to increased transparency by continually improving ways to make information available to employees as well as citizens to support the City's vision, mission and values.

### Core Services

To successfully accomplish the duties of the office, Finance is responsible for the following core services:

1. Provide accurate, reliable reporting of financial data

#### *2.4- Demonstrate stewardship of public resources*

Finance oversees the recording of all financial information into the city's accounting software. This is done in accordance with Generally Accepted Accounting Principles to increase reliability on financial reporting, as well as rules set by the Governmental Accounting Standards Board.



2. Ensure all purchases made are in accordance with the city's purchasing policy

#### *2.4- Demonstrate stewardship of public resources*

Purchases must follow the city's purchasing policy which was written according to state law. All purchases are approved electronically in the Munis financial software.

3. Process payroll

*2.4- Demonstrate stewardship of public resources*

Paychecks are processed and sent out biweekly with little or no error and with attention to providing internal control over sensitive employee information.

4. Preparation of Comprehensive Annual Financial Report (CAFR)

*2.4- Demonstrate stewardship of public resources*

Finance staff helps prepare the city's annual financial report that not only meets the **Government Finance Officers Association's** (GFOA) requirements, but also displays the information in an easily accessible and readable format for citizens.

5. Manage the City's investments and debt

*2.4- Demonstrate stewardship of public resources*

Treasury functions, including cash management, investments, and debt management are handled by the Chief Financial Officer. These are critical functions that are essential to maintaining **the city's AAA bond rating** in all three areas of debt (general, utility, and drainage). Managing the cash flow available to the organization is also critical to planning for major projects.



7. Maintain billing and collection for the city's utility system

*2.1-Provide responsive, efficient city services*

*6.3-Ensure clarity of City Council and staff roles and responsibilities*

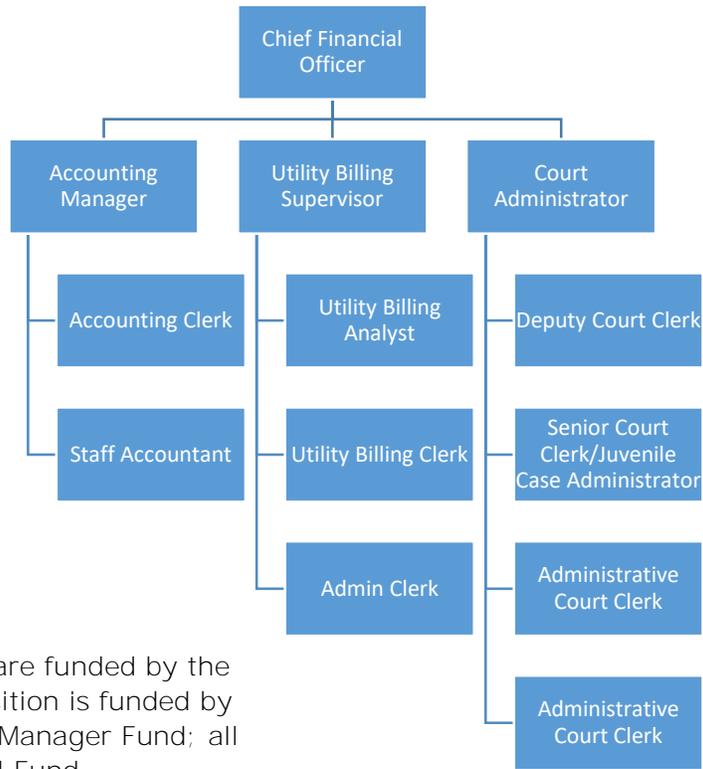
Utility billing staff is responsible for billing and collecting utility payments for water, wastewater, drainage, garbage, and recycling. Staff delivers unique customer assistance in all situations and provides sustainable revenues by ensuring accuracy and efficiency in the billings and collections process.

## Performance Measures & Vital Statistics

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Number of audit adjustments in period 13 closing	12	10	24	7	N/A	≤ 12
Achieve GFOA's Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
Utility billing accuracy rate	99.0%	98.6%	99.8%	99.9%	99.6%	≥ 99.5%

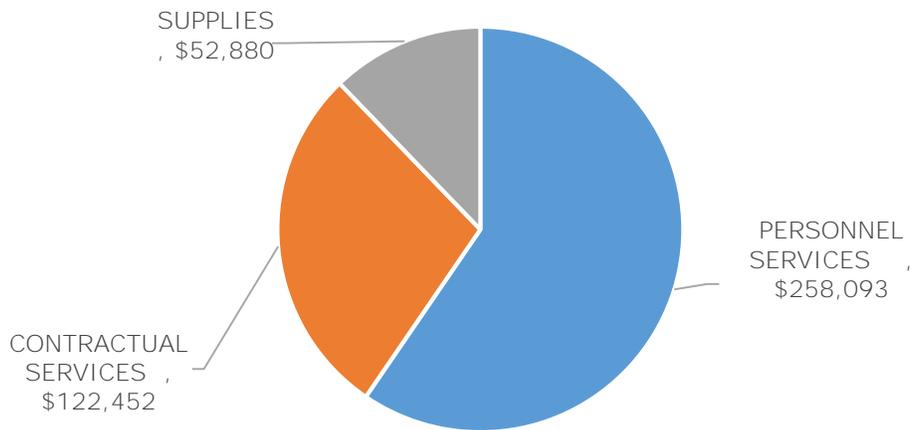
Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percent of ACH payments to total accounts payable	New Measure	16%	26%	26%	28%
Percentage of automatic draft utility customers/total customers	15%	19%	16%	17%	19%
Percentage of utility customers paying before cutoff	97%	97%	97%	97%	96%
Uncollectible utility accounts written off at year end (water & sewer)	\$30,500	\$26,080	\$27,178	\$19,150	\$22,069

## Department Resources



Note: 4 positions are funded by the Utility Fund; 1 position is funded by the Juvenile Case Manager Fund; all others are General Fund

FY 2018 Budget: \$433,425  
(Utility Fund)



## **5-Year + Outlook**

The ongoing implementation of an ERP (enterprise resource platform) financial and utility billing software will accommodate the department over the next decade for changes and updates in technology. The software includes the financial suite with integrated modules including payroll, purchasing and utility billing. The Utility Billing staff will utilize new automated processes to become more efficient. The department plans to implement a citizen self-service portal to allow customers to view their account information. This will allow the customer to access historical consumption usage, current and past due billing history. Citizens will also have the option to request electronic billing and have the capability to make online payments.

Finance will continue to strive for high standards of fiscal responsibility by applying for the Government Finance Officers awards in Financial Reporting and Budgeting. Finance will also continue to make information available on the website and increase financial transparency by sharing information in a user-friendly format that allows taxpayers to drill down for more information.



# Public Works

## FY 2018 Department Business Plan

### Department Description

The Public Works Department provides vital services and positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. The department oversees the design and construction of new public infrastructure, provides year-round maintenance and repair of existing municipal infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Drainage Fund, and Utility Fund. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

Public Works is responsible for the following core services:

1. Guarantee a safe, reliable and adequate water supply is provided to residents and visitors of Colleyville.



### *3.2 - Ensure regular replacement of water and wastewater facilities*

The City of Colleyville purchases treated water from the Trinity River Authority. Water Distribution then manages this vital resource around the clock by maintaining three elevated storage towers, one ground storage tank, a pump station, and 200+ miles of water mains. Routine maintenance of these assets includes flushing dead-end water mains, regularly replacing meters, and exercising valves throughout the network. Water is routinely sampled from various sites throughout the city and tested for chlorine residual and

bacteria. Samples are also tested for lead and copper. The Engineering Division oversees the construction of water infrastructure delivery system components to make certain that improvements meet Colleyville Development Standards. These standard practices ensure the delivery of clean, pure water to citizens.

2. Ensure wastewater is managed in a safe and efficient manner for the sake of maintaining the public health.

### 3.2 - Ensure regular replacement of water and wastewater facilities

Wastewater collection provides environmentally-friendly conveyance of our wastewater to the treatment plant operated by the Trinity River Authority. Maintaining and operating existing infrastructure to reduce the effect of our waste material on health and the environment is crucial. The Wastewater division takes an aggressive approach to this responsibility through a proactive monitoring and preventive maintenance program. These operations include cleaning and inspecting 180 miles of sewer mains in addition to 2,686 manholes and three (3) lift stations. The construction of new public infrastructure is inspected by the Engineering Division to ensure that it meets all necessary specifications. This comprehensive program serves the public by maintaining a safe and healthy environment.

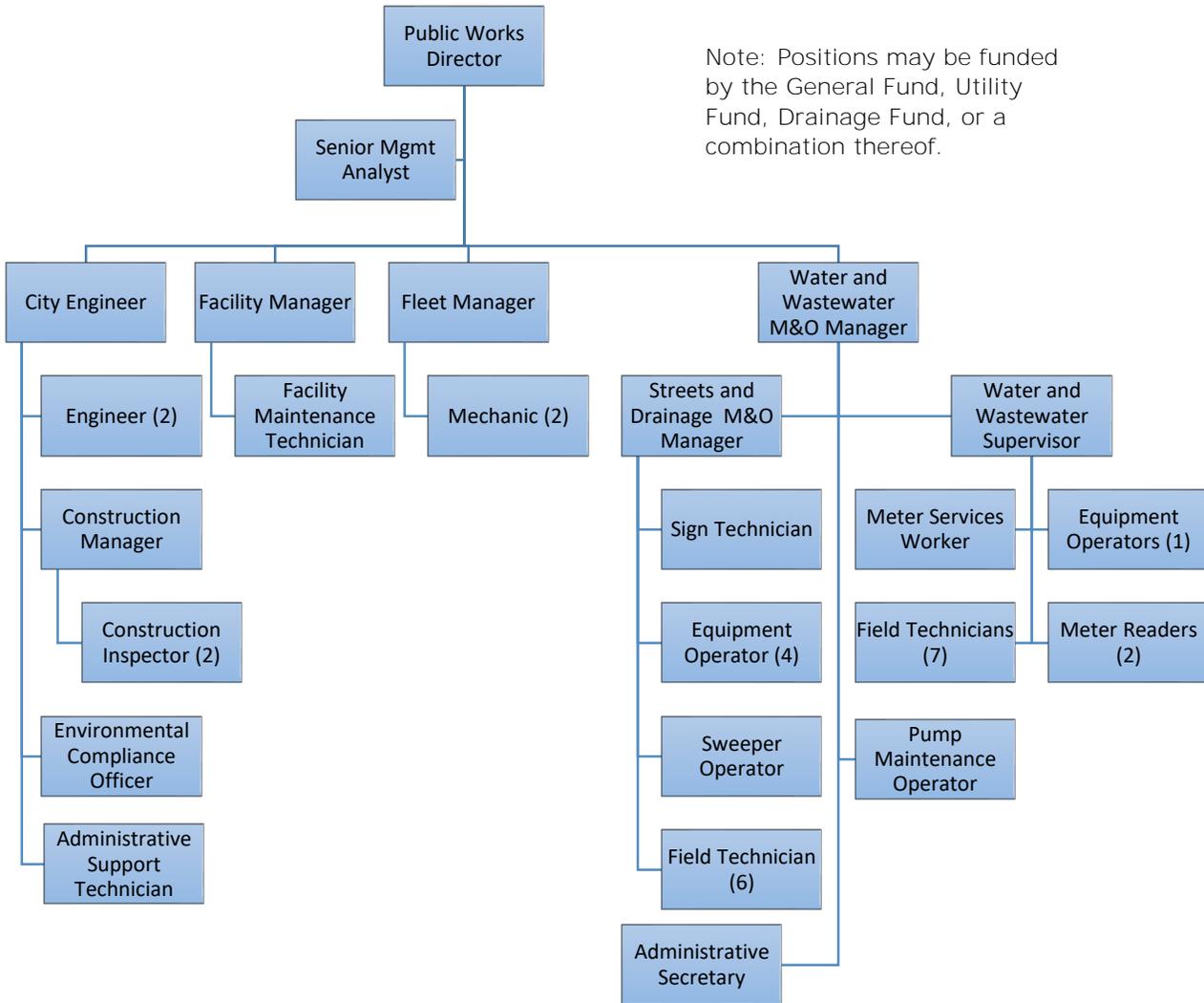


## Performance Measures & Vital Statistics

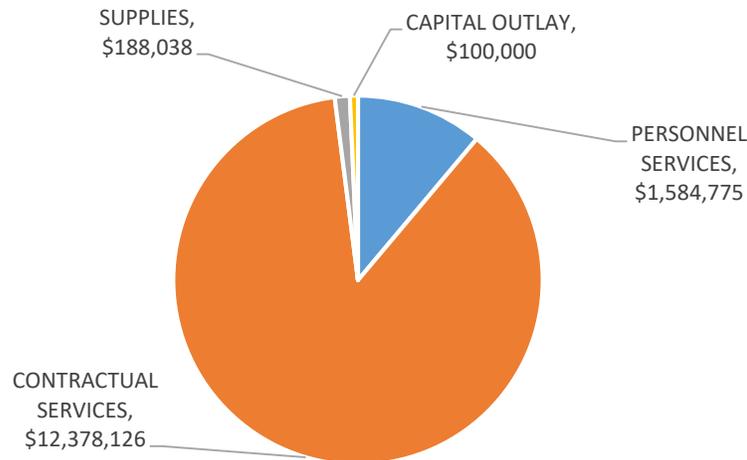
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percentage of water valves exercised	New Measure	12%	1%	15%	34%	≥20%
Meter reading accuracy	99%	99%	98%	99%	98%	≥98%
Scheduled wastewater line cleanings completed	93%	78%	91%	94%	93%	≥95%

Vital Statistics	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Water loss ratio	4.3%	4.3%	3%	2.5%	Calendar Year Measure
Percentage of monthly water samples testing negative for coliform bacteria	99.36%	99%	98%	100%	100%

## Department Resources



FY 2018 Utility Fund Budget:  
\$14,250,939



### 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

Managing multiple **CAPITAL IMPROVEMENT PROJECTS** while ensuring proper construction of both publicly and privately-built infrastructure is critical to confirm sound systems are in place for years to come. Effective communication with the citizenry and affected businesses is paramount before, during and after construction. The need for these communication efforts is significant during major road reconstruction projects and the SH-26/Colleyville Boulevard project as a broad constituency is affected.

Aging **WATER** and **WASTEWATER INFRASTRUCTURE** will continue to create additional renewal and maintenance demands. Continual water cost increases dictate the city improve upon efficiencies in delivering water. As technology improves in the area of meter reading, an opportunity may present itself in more accurate systems to better track water usage. Development and implementation of a proactive water valve exercise program will ensure the ability to manage a major water shut-off emergency. Capital projects identified in the 2014 Water and Wastewater Master Plan will be initiated based on funding availability.

Public awareness and education concerning the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the upcoming years. Efforts to improve the accuracy of our GIS datasets and utilizing this information in VUEWorks is critical in ensuring we know each asset

we own, where it is, what condition it is in, **and what maintenance we've performed on it.** Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future **health of Colleyville's infrastructure systems and continuation of essential service delivery and** completion of asset inventories and planning for condition assessments are key components in this process. Public Works staff will continue to evaluate performance and activity measures for accuracy and relevance, focusing on aligning measures with City Council's identified standards of Integrity, Commitment, Excellence, and Transparency. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2018 Department Business Plan Utility Fund

### Department Description

The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

### Core Services

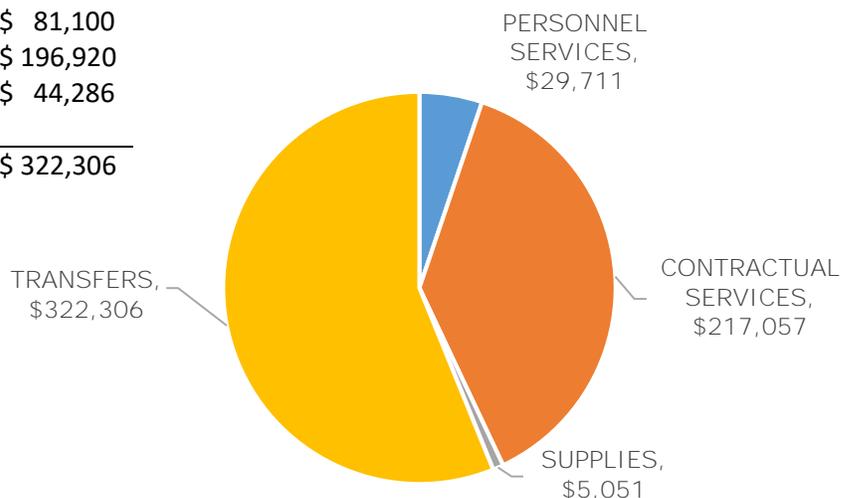
The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

### Department Resources

#### TRANSFERS SUMMARY

CAPITAL PROJECTS	\$ 81,100
GENERAL FUND	\$ 196,920
COLLEYVILLE TOMORROW FUND (REPAYMENT)	\$ 44,286
<b>TOTAL</b>	<b>\$ 322,306</b>

FY 2018 Budget: \$574,125  
(Utility Fund)



# Utility Fund Debt Service



**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
WATER AND SEWER REVENUE BONDS**

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2018	\$155,000	\$2,325	\$157,325
<b>TOTAL</b>	<u>\$155,000</u>	<u>\$2,325</u>	<u>\$157,325</u>

**OUTSTANDING DEBT SERVICE REQUIREMENTS BY ISSUE  
WATER AND SEWER REVENUE BONDS**

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
<b>2010 REFUNDING BONDS</b>			
2018	\$155,000	\$2,325	\$157,325
<b>TOTAL</b>	<u>\$155,000</u>	<u>\$2,325</u>	<u>\$157,325</u>

**OUTSTANDING BONDS BY ISSUE  
WATER AND SEWER REVENUE BONDS**

<u>DESCRIPTION</u>	<u>FISCAL YEAR OF MATURITY</u>	<u>INTEREST RATES</u>	<u>PRINCIPAL AMOUNT OUTSTANDING</u>
2010 REFUNDING BONDS	2018	2.00% TO 3.00%	<u>\$155,000</u>
		<b>TOTAL</b>	\$155,000

**ANNUAL REQUIREMENTS**

	<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
CURRENT YEAR	2018	\$155,000	\$2,325	\$157,325
MAXIMUM YEAR	2018	\$155,000	\$2,325	\$157,325
AVERAGE ANNUAL DEBT SERVICE		\$157,325		

**BOND REPAYMENT INFORMATION**

Revenue bonds issued by the City of Colleyville are payable from revenue received from water and sewer sales, installation fees, engineering charges, and interest income. The coverage ratio for the City's Revenue Bonds is 1.2 times average annual debt service.

# Drainage Fund



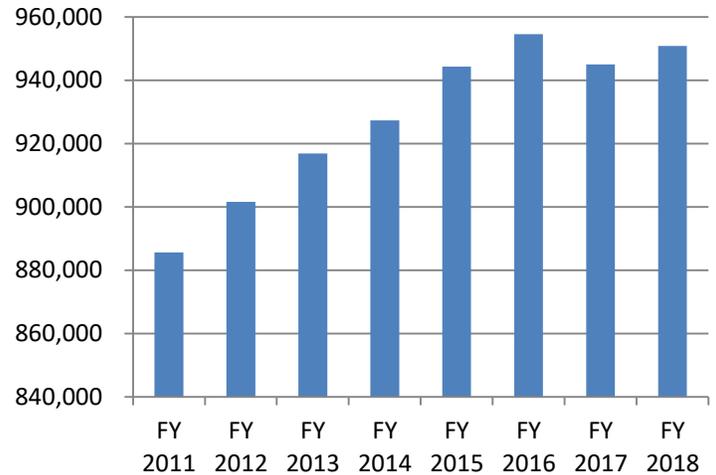
## DRAINAGE UTILITY FUND SUMMARY

	ACTUALS FY 2016	PROJECTED FY 2017	BUDGETED FY 2018	PROJECTED FY 2019	PROJECTED FY 2020	PROJECTED FY 2021	PROJECTED FY 2022
<b>TOTAL BEG. WORKING CAPITAL</b>	952,046	1,357,958	1,570,506	1,051,024	872,000	1,097,172	110,982
FUND REVENUES							
Drainage Fees	954,637	945,000	950,880	956,760	962,640	968,520	974,400
Penalties/Misc	4,539	5,000	5,000	9,568	9,626	9,685	9,744
Interest Income	7,506	6,000	6,000	6,120	6,242	6,367	6,495
<b>TOTAL OPERATING REVENUES</b>	<b>966,682</b>	<b>956,000</b>	<b>961,880</b>	<b>972,448</b>	<b>978,509</b>	<b>984,572</b>	<b>990,639</b>
FUND EXPENSES							
Drainage Operations	370,406	480,376	460,591	476,712	493,397	510,665	528,539
Stormwater Management	33,981	107,860	113,383	117,351	121,459	125,710	130,110
IS GIS	0	0	20,456				
Non-Departmental	4,726	6,141	6,511	6,739	6,975	7,219	7,472
Compensation Adjustment	5,505	1,652	5,847	0	0	0	0
Debt Service	127,121	128,391	124,574	125,670	131,506	127,169	0
Interfund loan repayment	19,032	19,032	0	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>560,770</b>	<b>743,452</b>	<b>731,362</b>	<b>726,472</b>	<b>753,336</b>	<b>770,763</b>	<b>666,120</b>
NET REVENUE	405,912	212,548	230,518	245,976	225,173	213,809	324,519
CAPITAL EXPENDITURES							
Vehicle/Equipment Replacement	0	0	250,000	0	0	0	0
Drainage CIP Projects	0	0	0	425,000	0	1,200,000	0
Update Drainage Master Plan	0	0	500,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>560,770</b>	<b>743,452</b>	<b>1,481,362</b>	<b>1,151,472</b>	<b>753,336</b>	<b>1,970,763</b>	<b>666,120</b>
Addition to Working Capital / (Use of Working Capital)	405,912	212,548	(519,482)	(179,024)	225,173	(986,191)	324,519
<b>ENDING WORKING CAPITAL</b>	<b>1,357,958</b>	<b>1,570,506</b>	<b>1,051,024</b>	<b>872,000</b>	<b>1,097,172</b>	<b>110,982</b>	<b>435,500</b>
Required Coverage Ratio (25% of debt service)	31,780	32,098	31,144	31,418	32,877	31,792	0
<b>ENDING AVAILABLE WORKING CAPITAL</b>	<b>1,326,178</b>	<b>1,538,408</b>	<b>1,019,881</b>	<b>840,582</b>	<b>1,064,296</b>	<b>79,189</b>	<b>435,500</b>

## DRAINAGE UTILITY FEES

On a monthly basis, \$7.00 is charged to each residential customer for use in drainage projects. The fees for other customer classes are as follows: Commercial/industrial customers pay \$24.40 per acre of development, churches pay \$15.25 per acre of development, and park type customers pay \$10.68 per acre. Revenue growth in this fund comes from an estimated increase in residential and commercial customers.

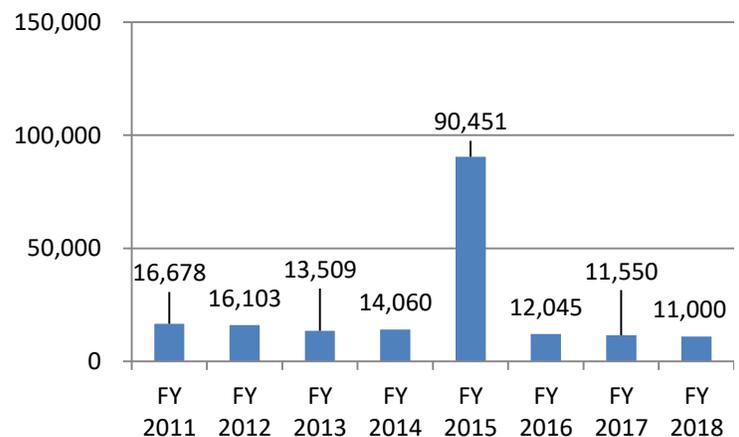
## Drainage Fee Revenue



## OTHER REVENUES

The drainage fees are included on a **customer's monthly** utility bill and are subject to penalty if not paid by the due date. Penalty income is projected for customers who do not pay by the due date. Additionally, interest income of \$6,000 is projected. The higher amount shown in FY 2015 is due to the use of available cash to update floodplain maps.

## Other Revenue





# Public Works

## FY 2018 Department Business Plan

### Department Description

The Public Works Department provides vital services and positively impacts the quality of life in the City of Colleyville. Public Works proactively plans for future needs, manages public investments, promotes environmental quality, and protects the health and safety of citizens. The department oversees the design and construction of new public infrastructure, provides year-round maintenance and repair of existing municipal infrastructure, and strives to deliver these essential services in an efficient and timely manner. Programs in the Public Works Department are funded by the General Fund, Drainage Fund, and Utility Fund. The mission of the Public Works Department is:

*To enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure in a sustainable manner to the highest possible standards.*

### Core Services

Public Works is responsible for the following core services:

1. Manage the stormwater system to protect properties from flooding, ensure that stormwater entering our creeks and water ways is free of pollutants, and reduce health risks through our Mosquito Management Program.

#### *3.3 - Mitigate stormwater runoff and flooding risks*

Stormwater management programs reduce the risk of flooding, prevent erosion, and protect water quality. **Development within the City's floodplains** and floodways is managed by Public Works in accordance with federal and state laws and regulations. Engineering administers the Municipal Separate Service Stormwater System (MS4) permit and ensures compliance with all regulations governing clean water and stormwater runoff. Environmental compliance efforts include the citywide Integrated Mosquito Management Program



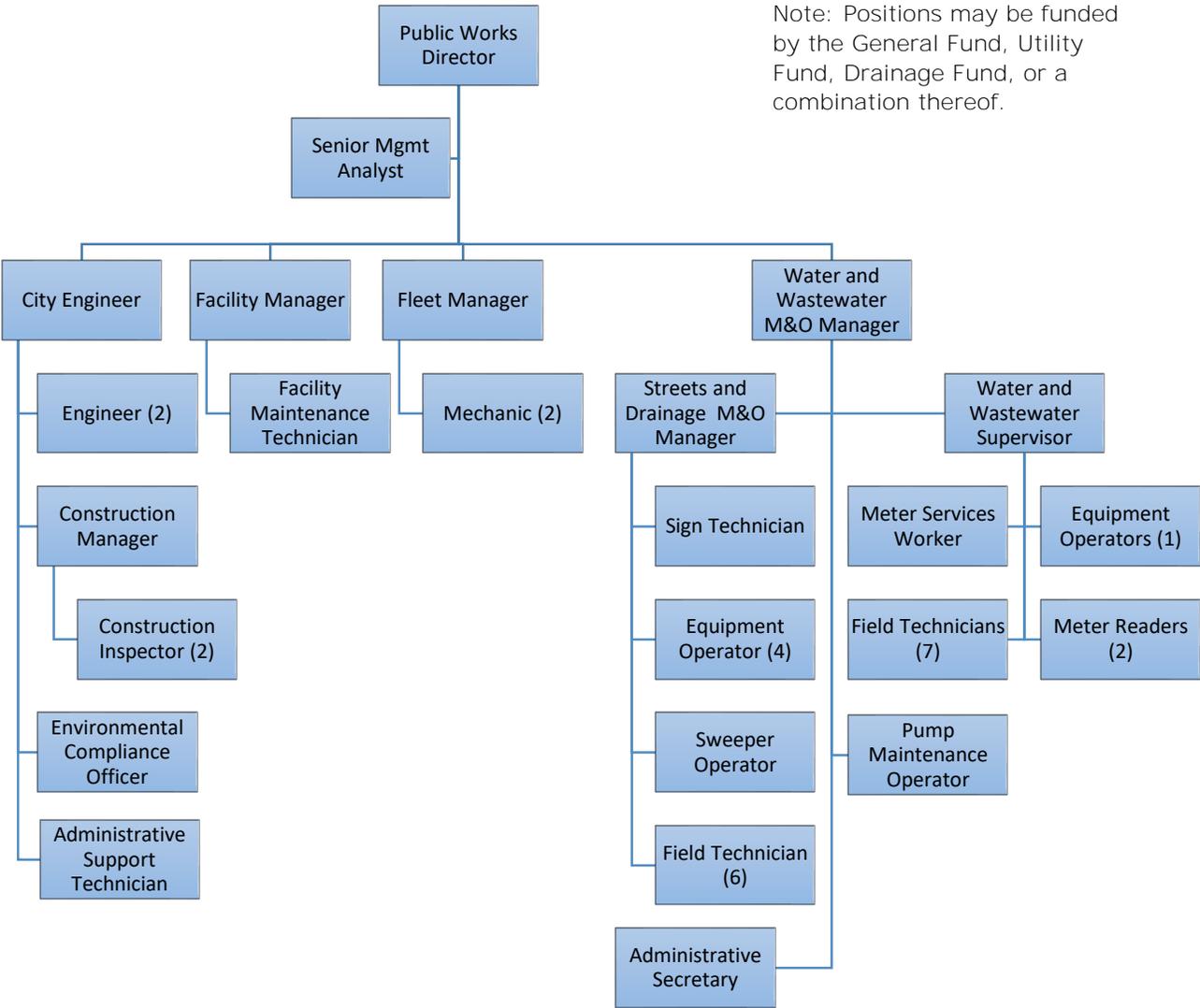
to mitigate public health risks. Regular inspections of inlets and outfalls reduce the likelihood of hazardous driving conditions during rain events. The maintenance and inspection of storm drainage facilities also reduces the negative impact of the quantity of rainwater on surrounding properties, roadway integrity, and stormwater infrastructure. Monitoring the quality of our runoff for pollutants protects local water sources in addition to animal and human life.

**Performance Measures & Vital Statistics**

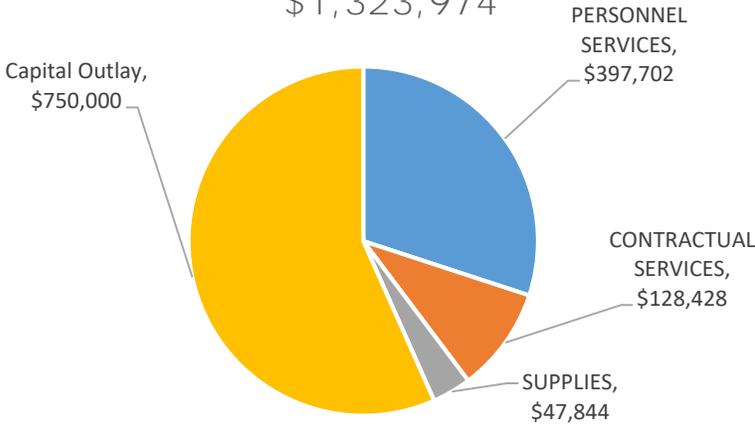
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Target
Percent of scheduled lane miles of public streets swept	98%	99%	99.5%	94%	100%	≥98%
Percentage of storm drain inlets inspected	New Measure	20%	51%	55%	50%	≥50%
Percentage of storm sewer lines inspected	New Measure	<1%	<1%	<1%	<1%	≥10%

# Department Resources

Note: Positions may be funded by the General Fund, Utility Fund, Drainage Fund, or a combination thereof.



FY 2018 Drainage Fund Budget:  
\$1,323,974



## 5-Year+ Outlook

Public Works touches the life of every citizen every day. Safe water and sanitation are critical for public health. Adequate roads promote commerce, economic vitality and mobility. Public buildings house City services and social gatherings for the community. The City fleet enables public servants to complete their missions. Flood and drainage structures protect properties from damage. Citizens rely on the services of the Public Works Department to enhance their quality of life on a daily basis.

A systematic program to inspect drainage system infrastructure will be implemented so that deficiencies can be identified and long-term plans for major renewal and replacement of our **STORMWATER INFRASTRUCTURE** can be developed. The Stormwater Master Plan will be updated and the storm drainage fee structure will be reviewed and possibly revised to provide funding for needed stormwater improvements. Utilizing the latest technology will ensure safe and reliable operation of automated flood gates and flood warning systems.

Public awareness and education concerning the mission and functions of the department, including infrastructure management and resource constraints, will be an ongoing priority of the department throughout the upcoming years. Efforts to improve the accuracy of our GIS datasets and utilizing this information in VUEWorks is critical in ensuring we know each asset we own, where it is, what condition it is in, **and what maintenance we've performed on it.** Opportunities to improve and document policies, procedures and practices will increase effectiveness and organizational sustainability. Long-term planning is critical for the future **health of Colleyville's infrastructure systems and continuation of essential service delivery** and completion of asset inventories and planning for condition assessments are key components in this process. Public Works staff will continue to evaluate performance and activity measures for accuracy and relevance, focusing on aligning measures with City Council's identified standards of Integrity, Commitment, Excellence, and Transparency. Additionally, training needs will be identified and addressed to further develop a committed team to successfully build and maintain the public infrastructure well into the future.



# Non-Departmental

## FY 2018 Department Business Plan Drainage Fund

### Department Description

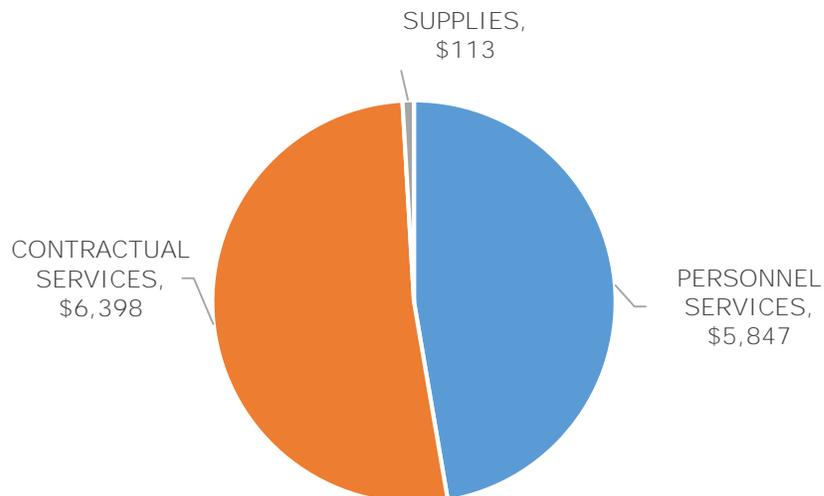
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department include utility bills, property and liability insurance premiums, copier leases and charges, and communications maintenance expenses for public safety radios. Non-Departmental expenditures also include funding for compensation adjustments for city employees and transfers.

### Core Services

The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

### Department Resources

FY 2018 Budget: \$12,358  
(Drainage Fund)



# Drainage Fund Debt Service



**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
DRAINAGE UTILITY SYSTEM REVENUE BONDS**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2018	\$110,000	\$14,574	\$124,574
2019	\$115,000	\$10,670	\$125,670
2020	\$125,000	\$6,506	\$131,506
2021	\$125,000	\$2,169	\$127,169
<b>TOTAL</b>	<b>\$475,000</b>	<b>\$33,919</b>	<b>\$508,919</b>

**OUTSTANDING BONDS BY ISSUE  
DRAINAGE UTILITY SYSTEM REVENUE BONDS**

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATE	PRINCIPAL AMOUNT OUTSTANDING
2011 REFUNDING BONDS	2021	3.47% TO 3.47%	\$475,000
		<b>TOTAL</b>	<b>\$475,000</b>

**ANNUAL REQUIREMENTS**

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2018	\$110,000	\$14,574	\$124,574
MAXIMUM YEAR	2020	\$125,000	\$6,506	\$131,506
AVERAGE ANNUAL DEBT SERVICE		\$127,230		

**BOND REPAYMENT INFORMATION**

Revenue bonds issued by the City of Colleyville are payable from revenue received from residential and commercial drainage utility fees and interest income. The coverage ratio for the City's Drainage Revenue Bonds is 1.25 times average annual debt service.

# Debt Service Fund Summary



## DEBT SERVICE FUND SUMMARY

	ACTUAL FY 2016	PROJECTED FY 2017	BUDGET FY 2018	PROJECTED FY 2019	PROJECTED FY 2020	PROJECTED FY 2021	PROJECTED FY 2022
<b>BEGINNING FUND BALANCE - 10/1</b>	831,441	760,501	807,345	682,345	682,345	682,345	682,345
<b>FUND REVENUES</b>							
Current Property Taxes	757,478	725,000	683,367	681,877	566,485	563,485	565,960
Delinquent Property Taxes	2,154	5,000	5,000	5,000	5,000	5,000	5,000
Penalty & Interest	3,487	5,000	5,000	5,000	5,000	5,000	5,000
Transfer-in CCCPD Fund**	500,242	503,862	501,845	509,100	0	0	0
Transfer-in TIF Fund**	0	655,781	654,200	653,725	654,675	0	0
Interest Income/Other	3,855	5,000	5,000	5,000	5,000	5,000	5,000
Use of Available Cash	0	0	125,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>1,267,216</b>	<b>1,899,643</b>	<b>1,979,412</b>	<b>1,859,702</b>	<b>1,236,160</b>	<b>578,485</b>	<b>580,960</b>
<b>FUND EXPENDITURES</b>							
2006 G.O. Refunding Bonds	539,883	542,229	538,938	549,828	0	0	0
2007 G.O. Bonds	312,000	153,000	0	0	0	0	0
2011 G.O. Refunding Bonds	169,375	169,950	165,450	170,000	173,400	0	0
2016 G.O. Refunding Bonds	0	776,466	933,450	923,300	963,025	478,750	481,225
2016 Engine Lease	0	48,485	48,485	48,485	48,485	48,485	48,485
Ambulance Lease	44,580	44,580	50,000	50,000	50,000	50,000	50,000
Motorola Radio Tower Lease	152,666	0	0	0	0	0	0
2017 Ambulance Lease down payment	0	0	125,000	0	0	0	0
2010 Fire Truck Lease	116,839	116,839	116,839	116,839	0	0	0
Paying Agent	2,813	1,250	1,250	1,250	1,250	1,250	1,250
<b>TOTAL EXPENDITURES</b>	<b>1,338,156</b>	<b>1,852,799</b>	<b>1,979,412</b>	<b>1,859,702</b>	<b>1,236,160</b>	<b>578,485</b>	<b>580,960</b>
LESS USE OF AVAILABLE CASH	(70,940)	0	(125,000)	0	0	0	0
<b>ENDING FUND BALANCE - 9/30</b>	<b>760,501</b>	<b>807,345</b>	<b>682,345</b>	<b>682,345</b>	<b>682,345</b>	<b>682,345</b>	<b>682,345</b>

\*\* The 2006 G.O. Refunding Bonds include a refinance of debt paid from sales tax collected by the Colleyville Crime Control and Prevention District (CCCPD) Fund. The 2016 G.O. Refunding Bonds include a refinance of debt from the Tax Increment Financing (TIF) Fund. The transfers in from the CCCPD and TIF Funds are shown as a revenues in the Debt Service Fund, which pay those funds' respective portion of the debt.

Note: The City of Colleyville has been focused on reducing and eliminating debt, working toward a pay as you go method. All recent debt issuances are refundings; new tax supported debt has not been issued since 2007.

**OUTSTANDING DEBT SERVICE REQUIREMENTS BY FISCAL YEAR  
TAX SUPPORTED DEBT**

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2018	\$375,000	\$106,793	\$481,793
2019	\$385,000	\$95,303	\$480,303
2020	\$400,000	\$81,750	\$481,750
2021	\$410,000	\$68,750	\$478,750
2022	\$425,000	\$56,225	\$481,225
2023	\$435,000	\$43,325	\$478,325
2024	\$445,000	\$32,350	\$477,350
2025	\$455,000	\$23,350	\$478,350
2026	\$465,000	\$14,150	\$479,150
2027	\$475,000	\$4,750	\$479,750
<b>TOTAL</b>	<u><u>\$4,270,000</u></u>	<u><u>\$526,746</u></u>	<u><u>\$4,796,746</u></u>

**OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT**

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2006 GENERAL OBLIGATION RFD BONDS	2019	3.64% TO 3.64%	\$75,000
2011 GENERAL OBLIGATION RFD BONDS	2020	3.0% TO 4.0%	\$480,000
2016 GENERAL OBLIGATION RFD BONDS	2027	2.0% TO 3.0%	<u>\$3,715,000</u>
		<b>TOTAL</b>	<u><u>\$4,270,000</u></u>

**ANNUAL REQUIREMENTS**

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2018	\$375,000	\$106,793	\$481,793
MAXIMUM YEAR	2018	\$375,000	\$106,793	\$481,793

**AUTHORIZED GENERAL OBLIGATION DEBT**

The City currently has no authorized but unissued General Obligation debt.

PURPOSE OF IMPROVEMENT	AMOUNT AUTHORIZED	AMOUNT ISSUED	UNISSUED BALANCE
PUBLIC SAFETY	<u>\$4,575,000</u>	<u>\$4,575,000</u>	<u>\$0</u>
<b>TOTAL</b>	<u><u>\$4,575,000</u></u>	<u><u>\$4,575,000</u></u>	<u><u>\$0</u></u>

## OUTSTANDING DEBT SERVICE REQUIREMENTS - TAX SUPPORTED DEBT

### 2006 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2018	\$35,000	\$2,093	\$37,093
2019	\$40,000	\$728	\$40,728
TOTAL	\$75,000	\$2,821	\$77,821

### 2011 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2018	\$150,000	\$15,450	\$165,450
2019	\$160,000	\$10,000	\$170,000
2020	\$170,000	\$3,400	\$173,400
TOTAL	\$480,000	\$28,850	\$508,850

### 2016 GENERAL OBLIGATION REFUNDING BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2018	\$190,000	\$89,250	\$279,250
2019	\$185,000	\$84,575	\$269,575
2020	\$230,000	\$78,350	\$308,350
2021	\$410,000	\$68,750	\$478,750
2022	\$425,000	\$56,225	\$481,225
2023	\$435,000	\$43,325	\$478,325
2024	\$445,000	\$32,350	\$477,350
2025	\$455,000	\$23,350	\$478,350
2026	\$465,000	\$14,150	\$479,150
2027	\$475,000	\$4,750	\$479,750
TOTAL	\$3,715,000	\$495,075	\$4,210,075

## LEGAL DEBT MARGIN

Article XI, Section 5 of the State of Texas Constitution states in part:

".... but no tax for any purpose shall ever be lawful for any one year, which shall exceed two and one-half percent of the taxable property of such city."

Article X, Section 3 of the Charter of the City of Colleyville, Texas states:

The maximum tax rate shall not exceed \$1.50 on the one hundred dollars (\$100.00) valuation of the taxable property with the City.

The tax rate for Fiscal Year ended September 30, 2018 is \$.333834 per \$100 of assessed valuation at 100% of the market value. The City of Colleyville operates under a Home Rule Charter, which adopts the constitutional provision.

### Calculation of State of Texas Legal Debt Limit

City of Colleyville FY 2018 tax rate	\$0.333834
Maximum allowable State tax rate	\$2.50
Percentage of allowable tax rate used	13.35%

### Calculation of Charter Legal Debt Limit

City of Colleyville FY 2018 tax rate	\$0.333834
Maximum allowable Charter tax rate	\$1.50
Percentage of allowable tax rate used	22.26%

Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 allowable for the repayment of debt service. The FY 2018 debt portion of the tax rate is \$.017834, which is 1.2% of the permissible debt service allocation.



# Special Revenue Funds



## **SPECIAL REVENUE FUNDS**

While not appropriated as a part of the annual budget ordinance, and therefore not presented in the summary of all funds, special revenue funds play an important role in financing the services and programs offered by the City of Colleyville. Two of the more significant special revenue funds do have a budget for FY 2018 based on the requirements of the specific fund.

Other special revenue funds that do not have an annual budget only spend resources as they become available, in accordance with the restrictions of the fund, and financial summaries for each of those funds are not included in the budget document. The available balance of those funds, however, was considered when evaluating department budget requests and a number of requests were funded from the available resources in the applicable special revenue fund. Those instances are noted in the Budget Message found at the beginning of the FY 2018 Adopted Budget book. A list and description of the various special revenue funds is also included in the Budget Message. Several special revenue funds are also cited as revenue sources for the Capital Improvement Program (CIP).

As mentioned, two special revenue funds do have an annual budget and including that information in the FY 2018 Adopted Budget book provides a more detailed look at how certain items and services are funded. The pages that follow provide information on the FY 2018 budget and future year forecasts for the following special revenue funds:

- Colleyville Crime Control & Prevention District Fund (CCCPD)
- Colleyville Economic Development Corporation Fund (CEDC)

**ORDINANCE O-17-2018**

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2018 FOR THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018, A COPY OF SAME BEING ON FILE IN THE OFFICE OF THE CITY SECRETARY, TO BECOME EFFECTIVE UPON PASSAGE BY THE CITY COUNCIL**

**WHEREAS,** the laws of the State of Texas require the Board of Directors of the Colleyville Crime Control and Prevention District to adopt a budget of projected revenues and proposed expenditures, cash on hand at the start of the year, the amount of money received during the prior year, the tax rate, and the projected ending fund balance; and

**WHEREAS,** on July 11, 2017, the Board of Directors of the Colleyville Crime Control and Prevention District approved the following budget; and

**WHEREAS,** the City Council determines that the passage of this Ordinance is in the best interests of the health, safety, and welfare of the public.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT the budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 for the Colleyville Crime Control and Prevention District, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this Ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 and that the City Manager is authorized to execute all contracts and agreements approved as a part of the budget.

Sec. 2. THAT the budget of the fiscal year beginning October 1, 2017, and ending September 30, 2018, for the Colleyville Crime Control and Prevention District with a sales and use tax rate of .5%, is hereby fixed as follows:

Projected Revenue Received in Fiscal Year 2017	\$ 1,948,470
Projected Cash on Hand as of October 1, 2017	\$ 1,438,234
Revenues	\$ 2,146,143
Expenditures	\$ 1,945,405
Ending Fund Balance at September 30, 2018	\$ 1,194,329

**AND IT IS SO ORDERED.**

The first reading and public hearing being conducted on the 18<sup>th</sup> day of July 2017.

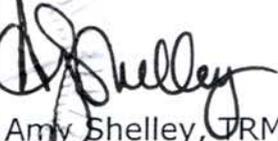
The second reading and public hearing being conducted on the 1<sup>st</sup> day of August 2017.

APPROVED BY A VOTE OF 1 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 1<sup>ST</sup> DAY OF AUGUST 2017.

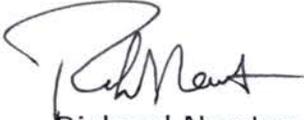
Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 3, Kathy Wheat	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, George Dodson	<u>Aye</u>		

**ATTEST:**

**CITY OF COLLEYVILLE**

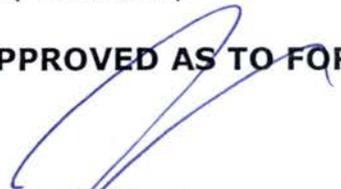


Amy Shelley, TRMC  
City Secretary



Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**



Whitt L. Wyatt  
City Attorney

**COLLEYVILLE CRIME CONTROL DISTRICT  
FY 2017 THROUGH FY 2022 PROJECTION**

<b>FISCAL YEAR</b>	<b>ADOPTED FY 2017</b>	<b>PROJECTED FY 2017</b>	<b>BUDGETED FY 2018</b>	<b>PROJECTED FY 2019</b>	<b>PROJECTED FY 2020</b>	<b>PROJECTED FY 2021</b>	<b>PROJECTED FY 2022</b>
BEGINNING FUND BALANCE	\$1,381,476	\$1,483,659	\$1,438,234	\$1,194,329	\$972,451	\$1,022,872	\$889,441
<b>REVENUES:</b>							
1/2 CENT SALES TAX REVENUE*	\$1,613,620	\$1,700,000	\$1,700,000	\$1,717,000	\$1,734,170	\$1,751,512	\$1,769,027
INTEREST INCOME	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
USE OF AVAILABLE CASH	\$343,350	\$246,970	\$444,643	\$425,518	\$0	\$133,431	\$0
TOTAL REVENUES	\$1,958,470	\$1,948,470	\$2,146,143	\$2,144,018	\$1,735,670	\$1,886,443	\$1,770,527
<b>EXPENDITURES:</b>							
ADMINISTRATIVE BOARD/AUDIT EXPENSES:	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
POLICE SOFTWARE ANNUAL MAINTENANCE CONTRACT	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500
REGIONAL RECRUITING AND HIRING PROCESS	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
REGIONAL CRIME SCENE RESPONSE UNIT	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
CRIME REPORTS ANALYTICAL CRIME MAPPING SOFTWARE	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492	\$5,492
NETMOTION WIRELESS MAINTENANCE AGREEMENT	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219
L-3 IN-CAR VIDEO SYSTEM SERVER MAINTENANCE	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949
TICKET WRITER REPLACEMENT	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700
CALEA ACCREDITATION	\$0	\$0	\$11,000	\$6,000	\$6,000	\$6,000	\$6,000
<b>PERSONNEL:</b>							
9 POLICE OFFICERS	\$770,103	\$770,103	\$841,350	\$883,418	\$927,589	\$973,968	\$1,022,667
ADDITIONAL OFFICER IN FY 2019	\$0	\$0	\$0	\$85,000	\$89,250	\$93,713	\$98,398
ADDITIONAL SERGEANT IN FY 2021	\$0	\$0	\$0	\$0	\$100,000	\$105,000	\$110,250
TEEN COURT	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750
<b>CAPITAL -</b>							
FACILITY NEEDS ASSESSMENT	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0
UPS BATTERY BACKUP REPLACEMENT	\$85,000	\$85,000	\$0	\$0	\$0	\$0	\$0
JUSTICE CENTER DUMPSTER ENCLOSURES	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
HVAC REPLACEMENT - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$237,000	\$0
METAL ROOF COATING - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$167,200	\$0	\$0
CARPET & VCT TILE REPLACEMENT - JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$88,052	\$0
<b>VEHICLES:</b>							
REPLACEMENT - PATROL VEHICLE AND EQUIPMENT	\$113,000	\$113,000	\$206,600	\$206,600	\$206,600	\$206,600	\$206,600
REPLACEMENT - MOTORCYCLE (TWO)	\$0	\$0	\$0	\$12,500	\$12,500	\$0	\$0
REPLACEMENT - ADMINISTRATIVE VEHICLES	\$121,500	\$121,500	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
NEW VEHICLE (FOR NEW OFFICERS)	\$0	\$0	\$0	\$51,650	\$0	\$0	\$0
<b>EQUIPMENT:</b>							
ANNUAL WEAPONS REPLACEMENT	\$8,500	\$8,500	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
SWAT EQUIPMENT AND TRAINING	\$0	\$0	\$6,150	\$6,150	\$6,150	\$6,150	\$6,150
SAFETY EQUIPMENT AND REPLACEMENT	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
BALLISTIC TAC PLATE CARRIERS AND HELMETS	\$0	\$0	\$13,500	\$0	\$0	\$0	\$0
TWO RADAR SIGNS- LICENSES	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
IN CAR CAMERAS & SERVER	\$0	\$0	\$195,000	\$0	\$0	\$0	\$0
<b>DEBT SERVICE:</b>							
2006 SERIES REFUNDING DEBT	\$503,862	\$503,862	\$501,845	\$509,100	\$0	\$0	\$0
<b>TRANSFERS:</b>							
CAPITAL EQUIPMENT REPLACEMENT FUND - IN-CAR MOBILE DIGITAL COMPUTER SYSTEM	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL EXPENDITURES	\$1,756,925	\$1,746,925	\$1,945,405	\$1,940,378	\$1,685,249	\$1,886,443	\$1,620,025
EXCESS REVENUES OVER EXPENDITURES ^^	\$201,545	\$201,545	\$200,738	\$203,640	\$50,421	\$0	\$150,502
ENDING FUND BALANCE	\$1,239,670	\$1,438,234	\$1,194,329	\$972,451	\$1,022,872	\$889,441	\$1,039,943

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$201,545) FOR DEBT SERVICE PAYMENT IN FY 2017

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$200,738) FOR DEBT SERVICE PAYMENT IN FY 2018

^^ MUST HAVE A 1.4 TIMES COVERAGE RATIO (\$203,640) FOR DEBT SERVICE PAYMENT IN FY 2019

\*NOTE: SALES TAX GROWTH PROJECTION OF 0% IN FY 2018, 1% IN FY 2019 - FY 2022

**COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION  
ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT PROGRAM FY 2018 - FY 2022**

**Exhibit A**

FISCAL YEAR	Budget 2017	YE Projection 2017	Budgeted 2018	Projection 2019	Projection 2020	Projection 2021	Projection 2022
BEGINNING FUND BALANCE	\$3,351,459	\$3,456,897	\$4,105,189	\$3,243,155	\$2,643,122	\$2,019,748	\$1,427,573
<b>REVENUES:</b>							
PROJECTED 1/2 CENT SALES TAX REVENUE	\$1,750,000	\$1,850,000	\$1,850,000	\$1,868,500	\$1,887,185	\$1,906,057	\$1,925,117
INTEREST INCOME	\$3,741	\$9,000	\$9,090	\$9,181	\$9,273	\$9,365	\$9,459
TOTAL REVENUE	\$1,753,741	\$1,859,000	\$1,859,090	\$1,877,681	\$1,896,458	\$1,915,422	\$1,934,577
<b>EXPENDITURES:</b>							
ADMINISTRATIVE:	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
2005 DEBT SERVICE	\$601,872	\$601,872	\$594,704	\$602,176	\$604,144	\$600,752	\$606,928
PARKS:							
WATER / WASTEWATER- MC PHERSON PARK	\$19,096	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796
TECHNOLOGY - HARDWARE REPLACEMENT	\$0	\$0	\$0	\$6,800	\$0	\$0	\$0
LIBRARY:							
PERSONNEL	\$91,340	\$91,340	\$288,713	\$497,374	\$662,296	\$682,165	\$702,629
OPERATIONS	\$7,830	\$7,830	\$6,456	\$6,586	\$6,717	\$6,852	\$6,989
TECHNOLOGY - SOFTWARE & MAINTENANCE CONTRACTS	\$18,927	\$18,927	\$19,306	\$19,692	\$20,085	\$20,487	\$20,897
TECHNOLOGY - HARDWARE REPLACEMENT	\$10,400	\$10,400	\$11,800	\$5,450	\$27,600	\$0	\$0
SENIOR CENTER:							
PERSONNEL	\$72,652	\$72,652	\$78,230	\$80,577	\$82,994	\$85,484	\$88,048
OPERATIONS	\$500	\$500	\$500	\$500	\$500	\$500	\$500
TECHNOLOGY - HARDWARE REPLACEMENT	\$4,800	\$4,800	\$8,000	\$1,550	\$3,100	\$0	\$0
COLLEYVILLE CENTER:							
OPERATIONS	\$500	\$500	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
TECHNOLOGY- SOFTWARE & MAINTENANCE CONTRACTS	\$8,854	\$8,854	\$6,960	\$7,099	\$7,241	\$7,386	\$7,534
TECHNOLOGY - HARDWARE REPLACEMENT	\$1,500	\$1,500	\$8,800	\$1,200	\$3,850	\$0	\$0
PROMOTIONAL:							
SPECIAL EVENTS	\$87,000	\$87,000	\$92,000	\$95,000	\$95,000	\$95,000	\$95,000
ECONOMIC DEVELOPMENT PROMOTIONAL	\$39,000	\$39,000	\$39,000	\$39,780	\$40,576	\$41,387	\$42,215
PERSONNEL - COMMUNICATIONS	\$48,981	\$48,981	\$53,035	\$54,626	\$56,265	\$57,953	\$59,691
TOTAL OPERATING EXPENDITURES	\$1,015,252	\$1,001,156	\$1,216,654	\$1,427,714	\$1,619,832	\$1,607,595	\$1,640,231
EXCESS REVENUES OVER EXPENDITURES	\$738,489	\$857,844	\$642,436	\$449,967	\$276,626	\$307,827	\$294,346
<b>CAPITAL:</b>							
COLLEYVILLE CENTER -							
FACILITY UPDATES AND REPLACEMENTS	\$9,200	\$68,795	\$0	\$0	\$0	\$0	\$0
REPLACEMENT OF PALLADIUM WINDOWS	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0
CITYWIDE TRAIL SYSTEM -							
IMPROVEMENTS AT COTTON BELT - LD LOCKETT PARK TRAILHEAD - CARRY FORWARD	\$0	\$35,772	\$0	\$0	\$0	\$0	\$0
PLEASANT RUN TRAIL CONSTRUCTION & PARK IMPROVEMENTS	\$300,000	\$0	\$300,000	\$0	\$0	\$0	\$0
PARKS MASTER PLAN UPDATE	\$100,000	\$55,000	\$45,000	\$0	\$0	\$0	\$0
CITY PARK MOW STRIPS FOR BALL FIELDS 1 - 5 and 7	\$0	\$49,985	\$0	\$0	\$0	\$0	\$0
LD LOCKETT PARK DRAINAGE IMPROVEMENTS	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0
KIMZEY PARK POND DREDGING	\$0	\$0	\$170,000	\$0	\$0	\$0	\$0
WEBB HOUSE REPAIRS	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
LIBRARY RENOVATIONS	\$0	\$0	\$459,470	\$0	\$0	\$0	\$0
FUTURE PROJECTS	\$1,078,519	\$0	\$300,000	\$900,000	\$900,000	\$900,000	\$900,000
TOTAL CAPITAL EXPENDITURES	\$1,487,719	\$209,552	\$1,504,470	\$1,050,000	\$900,000	\$900,002	\$900,002
<b>TOTAL EXPENDITURES (OPERATING &amp; CAPITAL)</b>	<b>\$2,502,971</b>	<b>\$1,210,708</b>	<b>\$2,721,124</b>	<b>\$2,477,714</b>	<b>\$2,519,832</b>	<b>\$2,507,597</b>	<b>\$2,540,233</b>
USE OF FUND BALANCE ON CAPITAL PROJECTS/(ADDITIONS TO FUND BALANCE)	\$749,230	(\$648,292)	\$862,034	\$600,033	\$623,374	\$592,175	\$605,656
ENDING FUND BALANCE	\$2,602,229	\$4,105,189	\$3,243,155	\$2,643,122	\$2,019,748	\$1,427,573	\$821,917
RESERVE FOR .4 TIMES BOND COVERAGE RATIO	\$240,749	\$240,749	\$237,882	\$240,870	\$241,658	\$240,301	\$242,771
AVAILABLE ENDING FUND BALANCE	\$2,361,480	\$3,864,440	\$3,005,274	\$2,402,252	\$1,778,091	\$1,187,272	\$579,146

**RESOLUTION R-17-143**

**A RESOLUTION ADOPTING THE ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT PROGRAM (EDCIP) FOR FISCAL YEARS 2018-2022**

**WHEREAS,** the bylaws of the Colleyville Economic Development Corporation require that an Economic Development Capital Improvement Program (EDCIP) be developed, setting forth long and short-term goals that address the needs of the City within the financial constraints of revenues available to the Corporation; and

**WHEREAS,** the EDCIP shall identify projects to be undertaken by the Corporation and the expected cost of the implementation.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION:**

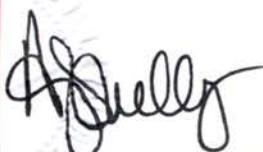
- Sec. 1. THAT the Economic Development Capital Improvement Program of the Colleyville Economic Development Corporation (Exhibit A) is hereby adopted.
- Sec. 2. THAT once approved, the EDCIP will be forwarded to the City Council for their subsequent approval.
- Sec. 3. THAT this Resolution shall become effective on the date of passage.

**AND IT IS SO RESOLVED.**

APPROVED BY A VOTE OF 7 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS 24<sup>TH</sup> DAY OF AUGUST 2017.

Vice Pres. Richard Newton	<u>Aye</u>	Director Tammy Nakamura	<u>Aye</u>
Director George Dodson	<u>Aye</u>	Director John Terhoeve	<u>Aye</u>
Director Amy Dowell	<u>Aye</u>	Director Mark Slosson	<u>Aye</u>
Director Bobby Lindamood	<u>Aye</u>		

**ATTEST:**

  
Amy Shelley, TRMC  
Secretary

**COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION**  
  
Richard Newton  
Vice President

# Capital Improvement Program



## **CAPITAL IMPROVEMENT PROGRAM**

In keeping with the City’s focus to sustain and plan for Colleyville’s long-term needs, the fiscal year 2018 budget includes the City’s 5-Year comprehensive Capital Improvement Plan (CIP). This plan identifies planned projects for the next five years, based on funding availability, and a schedule for completion. Capital projects are defined as those projects requiring an investment of \$50,000 or more and that have a useful life of at least five years. **Colleyville’s CIP** includes projects in a number of categories, as shown in the chart below. The CIP provides an opportunity to consider **all of the city’s capital needs in the coming years and determine the priority of each**, as well as whether available funding resources are sufficient to support those expenditures.

FY 2018 Project Category	FY 2018 Project Cost
Streets	\$10,903,000
Utility	1,913,000
Parks	300,000
Facilities	889,092
<b>TOTAL</b>	<b>\$14,005,092</b>

The City Council approved resolution R-17-4175 adopting the comprehensive five-year capital improvement program for FY 2018-2022, which will require Council approval for any changes. Having the entire five year CIP approved by resolution serves **to communicate the City’s long-term** plans and provides a basis on which staff can plan for anticipated projects.

The capital projects fund itself has no dedicated revenue source; any income received is from transfers from other funds, to set aside funding for capital projects that are often multi-year in nature and not appropriate for an annual operating budget. It is also the holding place for street impact fees, perimeter street fees, and other escrows until they are used for eligible purposes. Similarly, the Utility Capital Projects Fund (created in FY 2017) receives funding from transfers from surpluses from the Utility (operating) Fund and revenue from the CIP base rate on utility bills, for use on utility capital projects. It is also the holding place for water and wastewater impact fees, until they are used for eligible utility capital projects. The 5-Year CIP utilizes a variety **of funding sources including the City’s major operating funds**, capital projects funds, special revenue funds, and other entities such as the County.

The pages that follow provide a summary of the FY 2018 CIP projects and associated funding sources, as well as a description and map indicating the location. Project descriptions also include information relating to any anticipated operating costs associated with the capital project, however, most capital projects do not require any new operating costs as they are primarily improvement to or replacement of already existing infrastructure.

**RESOLUTION R-17-4175**

**A RESOLUTION APPROVING CITY COUNCIL ACTION UNDER  
CONSENT ITEMS AT THE REGULAR CITY COUNCIL MEETING OF  
SEPTEMBER 19, 2017**

**WHEREAS**, City Council has taken action on certain items on the agenda under Consent Items.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE  
CITY OF COLLEYVILLE, TEXAS:**

- Sec. 1. THAT the agenda decisions approved by City Council action under Consent Items as follows are hereby adopted:
- a. Approval of the minutes of the regular City Council meeting of September 5, 2017
  - b. Adoption of the Fiscal year 2018 to 2022 Capital Improvement Program (CIP)
  - c. Approval of authorized broker / dealers for investment purchases
  - d. Approval of the annual review and updates to the City of Colleyville Investment Policy
  - e. Approval of an extension to the Interlocal Agreement with Tarrant County for the rehabilitation of Bedford Road to the Little Bear Creek bridge, and authorize the city manager to execute the agreement

**AND IT IS SO RESOLVED.**

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 19<sup>TH</sup> DAY OF SEPTEMBER 2017.

Mayor Richard Newton	<u>AYE</u>	Mayor Pro Tem Bobby Lindamood	<u>AYE</u>
Place 1, Tammy Nakamura	<u>AYE</u>	Place 3, Kathy Wheat	<u>AYE</u>
Place 4, George Dodson	<u>ABSENT</u>	Place 5, Nancy Coplen	<u>AYE</u>
Place 6, Mike Taylor	<u>AYE</u>		

**ATTEST:**

  
Christine Loven, TRMC  
Assistant City Secretary

**CITY OF COLLEYVILLE**

  
Richard Newton  
Mayor

	Total Project Cost	Capital Projects Fund	CEDC (Parks, Trails & Libraries)	County Funding	Crime Control and Prevention District	Drainage Fund	FHA/TxDOT	Perimeter Street Fees	Impact Fees - Area II (West of 26)	TIF	Utility Capital Projects Fund	Water Impact Fees
Estimated 9/30/17 Available Balances	\$ 2,589,366	\$ -	\$ -	\$ -	\$ -	\$ 987,581	\$ -	\$ 1,510,515	\$ 2,024,564	\$ 19,000,000	\$ 1,835,184	\$ 2,238,827
(+) Estimated Transfer from Operating Fund (draw down amount above 90 day reserve)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,165,000	\$ -
(+) Year-end surplus/draw down	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ -
(+) FY18 Budgeted Contribution	\$ 1,500,000	\$ 859,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ 170,000	\$ -
<b>Estimated 10/1/17 Available Balances</b>	<b>\$ 5,989,366</b>	<b>\$ 859,470</b>	<b>\$ -</b>	<b>N/A</b>	<b>\$ -</b>	<b>\$ 987,581</b>	<b>N/A</b>	<b>\$ 1,510,515</b>	<b>\$ 2,024,564</b>	<b>\$ 23,000,000</b>	<b>\$ 5,970,184</b>	<b>\$ 2,238,827</b>

**2018**

Bransford Water Tank Rehabilitation - DESIGN	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$0.00
Central Fire Station Repairs	\$147,322.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$147,322.00	\$0.00	\$0.00
Cheek-Sparger Road (San Bar to Brown Trail) - DESIGN & ROW	\$399,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$399,000.00	\$0.00	\$0.00
Fire Station 2 Repairs	\$67,300.00	\$67,300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Folding Doors- Fire Station #3	\$115,000.00	\$115,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Glade Road (Phase 2 - Manning to Pool) - CONSTRUCTION	\$5,484,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$342,897.00	\$0.00	\$4,724,103.00	\$0.00	\$417,000.00
Library Renovations	\$459,470.00	\$0.00	\$459,470.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Kimzey Park Pond Dredging	\$170,000.00	\$0.00	\$170,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
L. D. Lockett Rehab. (Westcoat Dr to Pleasant Run) - CONSTRUCTION	\$220,000.00	\$220,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
L.D. Lockett Park Drainage Improvements	\$130,000.00	\$0.00	\$130,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
McDonwell School Rd and Westcoat Dr Roundabout - CONSTRUCTION	\$1,400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,400,000.00	\$0.00	\$0.00	\$0.00
McDonwell School Rd Westcoat Dr Roundabout - ROW ACQUISITION	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00
Montclair Rehab. (Hall Johnson to Glade Rd) - County Proj. - CONSTRUCTION	\$550,000.00	\$330,000.00	\$0.00	\$220,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Pleasant Run Rehab. (John McCain to North City Limits) - CONSTRUCTION	\$450,000.00	\$450,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Roberts Road - CONSTRUCTION	\$2,100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,100,000.00	\$0.00	\$0.00
Streetlighting for Pedestrian Crosswalks - CONSTRUCTION	\$50,000.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supervisory Control and Data Acquisition (SCADA) Replacement	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00
Water Project 10: Apple Valley/Rustic Oaks/Bills Lane Water Lines and Road Rehabilitation on Black Drive	\$935,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$935,000.00	\$0.00
Water Project 8: Install Pressure Relief and Flow Control Valves - CONSTRUCTION	\$348,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$348,000.00	\$0.00
Webb House Repairs	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WW Project 3 (Completion): Replacement of 6" and 8" Pipelines on Manning Drive and in the Vicinity of f	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00	\$0.00
	<b>\$14,005,092.00</b>	<b>\$1,232,300.00</b>	<b>\$859,470.00</b>	<b>\$220,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$342,897.00</b>	<b>\$1,400,000.00</b>	<b>\$7,620,425.00</b>	<b>\$1,913,000.00</b>	<b>\$417,000.00</b>
(+) Year-end surplus/draw down	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 192,000
(+) FY19 Budgeted Contribution	\$ 1,500,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ -	\$ 170,000	\$ -
<b>Estimated 10/1/18 Available Balances</b>	<b>\$ 6,857,066</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>N/A</b>	<b>\$ -</b>	<b>\$ 987,581</b>	<b>N/A</b>	<b>\$ 1,167,618</b>	<b>\$ 624,564</b>	<b>\$ 19,479,575</b>	<b>\$ 4,727,184</b>	<b>\$ 2,013,827</b>

**2019**

Bransford Rehab. - County Project (Glade to LD Lockett) - CONSTRUCTION	\$706,000.00	\$423,600.00	\$0.00	\$282,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Bransford Water Tank Rehabilitation - CONSTRUCTION	\$500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500,000.00	\$0.00
Cheek-Sparger Road (San Bar to Brown Trail) - CONSTRUCTION	\$2,085,395.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,660,395.00	\$0.00	\$0.00	\$425,000.00	\$0.00	\$0.00
City Hall/Library - HVAC Replacement	\$327,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$327,600.00	\$0.00	\$0.00
Flood Gates Upgrade	\$425,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$425,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Replacement of Palladium Windows	\$150,000.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SH-26 Lighting	\$2,500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,500,000.00	\$0.00	\$0.00
Water Project 11: Tinker Road Water Lines - DESIGN	\$123,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$123,000.00	\$0.00
Water Project 5: Upsize and Replace Water Lines in Brighton Oaks Subdivision and Rehab. Streets - CONS	\$2,550,000.00	\$650,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,900,000.00
WW Project 5: Quails Path and Chestnut Bend Sewer Line Replacement - DESIGN	\$91,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$91,000.00	\$0.00
	<b>\$9,457,995.00</b>	<b>\$1,073,600.00</b>	<b>\$150,000.00</b>	<b>\$282,400.00</b>	<b>\$0.00</b>	<b>\$425,000.00</b>	<b>\$1,660,395.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,252,600.00</b>	<b>\$714,000.00</b>	<b>\$1,900,000.00</b>
(+) Year-end surplus/draw down	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 245,976	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 192,000
(+) FY20 Budgeted Contribution	\$ 1,500,000	\$ -	\$ -	\$ 167,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200,000	\$ 170,000	\$ -
<b>Estimated 10/1/19 Available Balances</b>	<b>\$ 7,883,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>	<b>\$ 167,200</b>	<b>\$ 808,557</b>	<b>N/A</b>	<b>\$ 1,167,618</b>	<b>\$ 624,564</b>	<b>\$ 20,426,975</b>	<b>\$ 4,683,184</b>	<b>\$ 305,827</b>

**2020**

County Project (TBD) - CONSTRUCTION	\$800,000.00	\$400,000.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
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	Total Project Cost	Capital Projects Fund	CEDC (Parks, Trails & Libraries)	County Funding	Crime Control and Prevention District	Drainage Fund	FHA/TxDOT	Perimeter Street Fees	Impact Fees - Area II (West of 26)	TIF	Utility Capital Projects Fund	Water Impact Fees
Justice Center - Metal Roof Coating	\$167,200.00	\$0.00	\$0.00	\$0.00	\$167,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Water Project 11 (Partial): Tinker Road Water Lines - CONSTRUCTION	\$1,110,000.00	\$450,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$660,000.00	\$0.00
Water Project 12 (Partial): Woodbriar Estate Water Lines Replacement - DESIGN	\$70,020.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,020.00	\$0.00
Water Project 6: Upsize and Replace Water Lines in Woodbriar Estates and Quail Crest Subdivisions - DESIGN	\$145,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$145,000.00	\$0.00
WW Project 1: Replace Sewer Lines in Woodbriar Estates and Quail Crest Subdivisions - DESIGN	\$361,700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$361,700.00	\$0.00
WW Project 5: Quails Path and Chestnut Bend Sewer Line Replacement and Road Rehabilitation - CONST	\$829,000.00	\$110,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$719,000.00	\$0.00
	<b>\$3,482,920.00</b>	<b>\$960,000.00</b>	<b>\$0.00</b>	<b>\$400,000.00</b>	<b>\$167,200.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,955,720.00</b>	<b>\$0.00</b>
(+) Year-end surplus/draw down		\$ 600,000	\$ -		\$ -	\$ 225,173		\$ -	\$ -	\$ -	\$ 500,000	\$ 192,000
(+) FY21 Budgeted Contribution		\$ 1,500,000	\$ -		\$ 325,052	\$ -		\$ -	\$ -	\$ 4,300,000	\$ 170,000	\$ -
Estimated 10/1/20 Available Balances		\$ 9,023,466	\$ -	N/A	\$ 325,052	\$ 1,033,730	N/A	\$ 1,167,618	\$ 624,564	\$ 24,726,975	\$ 3,397,464	\$ 497,827
<b>2021</b>												
City Hall - Flooring Rehab	\$87,808.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$87,808.00	\$0.00	\$0.00
County Project (TBD) - CONSTRUCTION	\$800,000.00	\$400,000.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Justice Center - Carpet and VCT Tile	\$88,052.00	\$0.00	\$0.00	\$0.00	\$88,052.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Justice Center - HVAC Replacement	\$237,000.00	\$0.00	\$0.00	\$0.00	\$237,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Pleasant Run Road Bridge at Big Bear (White Chapel Bridge) - CONSTRUCTION	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Water Project 12/Partial Woodbriar Estate Water Lines Replacement - CONSTRUCTION	\$433,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$433,000.00	\$0.00
Water Project 3: New Elevated Water Storage Tank & Distribution Lines - DESIGN	\$545,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$545,000.00
Water Project 6: Upsize and Replace Water Lines in Woodbriar Estates and Quail Crest Subdivisions - CONSTRUCTION	\$745,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$745,000.00	\$0.00
Woodbriar, Quail Crest Estates Rehab. (Companion to Water Proj. #6 and 12/Portion and Wastewater Proj. #1)	\$2,768,000.00	\$2,768,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WW Project 1: Replace Sewer Lines in Woodbriar Estates and Quail Crest Subdivisions - CONSTRUCTION	\$1,900,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,900,000.00	\$0.00
	<b>\$8,803,860.00</b>	<b>\$3,168,000.00</b>	<b>\$0.00</b>	<b>\$400,000.00</b>	<b>\$325,052.00</b>	<b>\$1,200,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$87,808.00</b>	<b>\$3,078,000.00</b>	<b>\$545,000.00</b>
(+) Year-end surplus/draw down		\$ 600,000	\$ -		\$ -	\$ 213,809		\$ -	\$ -	\$ -	\$ 500,000	\$ 192,000
(+) FY22 Budgeted Contribution		\$ 1,500,000	\$ -		\$ -	\$ -		\$ -	\$ -	\$ 4,400,000	\$ 170,000	\$ -
Estimated 10/1/21 Available Balances		\$ 7,955,466	\$ -	N/A	\$ -	\$ 47,539	N/A	\$ 1,167,618	\$ 624,564	\$ 29,039,167	\$ 989,464	\$ 144,827
<b>2022</b>												
County Project (TBD) - CONSTRUCTION	\$800,000.00	\$400,000.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Library - Flooring Rehab	\$95,210.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95,210.00	\$0.00	\$0.00
Water Project 3: New Elevated Water Storage Tank and Distribution Lines - CONSTRUCTION	\$4,500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,500,000.00	\$0.00	\$0.00
	<b>\$5,395,210.00</b>	<b>\$400,000.00</b>	<b>\$0.00</b>	<b>\$400,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,595,210.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
(+) Year-end surplus/draw down		\$ 600,000	\$ -		\$ -	\$ 324,519		\$ -	\$ -	\$ -	\$ 500,000	\$ 192,000
(+) FY23 Budgeted Contribution		\$ 1,500,000	\$ -		\$ -	\$ -		\$ -	\$ -	\$ 4,500,000	\$ -	\$ -
Estimated 10/1/22 Available Balances		\$ 9,655,466	\$ -	N/A	\$ -	\$ 372,058	N/A	\$ 1,167,618	\$ 624,564	\$ 28,943,957	\$ 1,489,464	\$ 336,827

# 2018 Capital Improvement Projects



## Road Reconstruction Projects

Glade Road (SH26 to Pool)  
 L.D. Lockett (Westcoat Dr. to Pleasant Run Rd)  
 McDonwell School Road/Westcoat Roundabout  
 Roberts Road



## Utility Projects

Water Project 8: Pressure Relief Valves (John McCain)  
 Water Project 10: Apple Valley/Rustic Oaks  
 Waste Water Project 3: Manning Drive



## Design

Cheek-Sparger (San Bar to Brown Trail)



## Local Street Maintenance Program



## Miscellaneous Projects

- 1 Bransford Water Tank Rehabilitation – Design
  - 2 Central Fire Station Repairs
  - 3 Fire Station #2 Repairs
  - 4 Fire Station #3 Folding Doors
  - 5 Kimzey Park Pond Dredging
  - 6 L.D. Lockett Park Drainage Improvements
  - 7 Library Renovations
  - 8 SCADA Replacement
  - 9 Webb House Repairs
- Street Lighting for Pedestrian Crosswalks



**Bransford Water Tank Rehabilitation - Design**

Project Year  
**2018**

**Program Description**

This project is the development of engineered construction plans for the complete rehabilitation of the Bransford 1.0 MG elevated storage tank. This tank was included in the Water Facilities Evaluation performed with the 2014 Water/Wastewater Master Plan which described the tank to be in good to fair condition. However a more recent May 2016 inspection of the facility noted thinning and deterioration of the protective coating and structural interior. The design will identify protective coating removal and reapplication needs, quantities, an estimated construction cost, and product specifications. This project is recommended to extend the useful life of the facility.

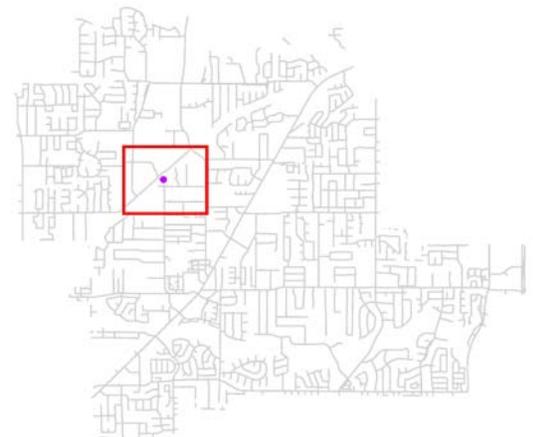
Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$80,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$80,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$80,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.



**Strategy Map Connection**

3.2 - Ensure regular replacement of water and wastewater facilities



**Central Fire Station Repairs**

Project Year  
**2018**

**Program Description**

Fire Station 1 has roofing exterior wall deficiencies; some deficiencies need to be addressed with high priority due to water entering building. This maintenance is recommended to occur in FY2018.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$147,322	NA	TBD	TBD

**Funding**

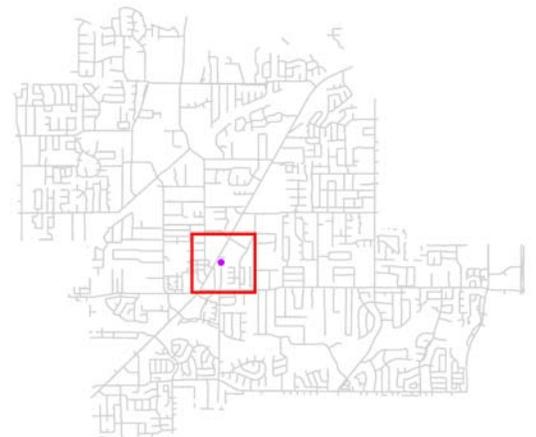
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$147,322
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$147,322</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Make improvements to aging facilities.

**Strategy Map Connection**

3.4 - Thoroughly plan for future capital investments and associated costs





**Cheek-Sparger Road (San Bar to Brown Trail) - Design and ROW Acquisition**

Project Year  
**2018**

**Program Description**

This project will provide for the design of Cheek-Sparger Road from San Bar to Brown Trail.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$399,000	NA	TBD	TBD
<b>Funding</b>			
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$399,000
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$399,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets





**Fire Station 2 Repairs**

Project Year  
**2018**

**Program Description**

Fire Station 2 has exterior deficiencies; the cracks in the wall are allowing water into the building. Request also includes roof repairs. These repairs are recommended to occur in FY 2018.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$67,300	NA	TBD	TBD

**Funding**

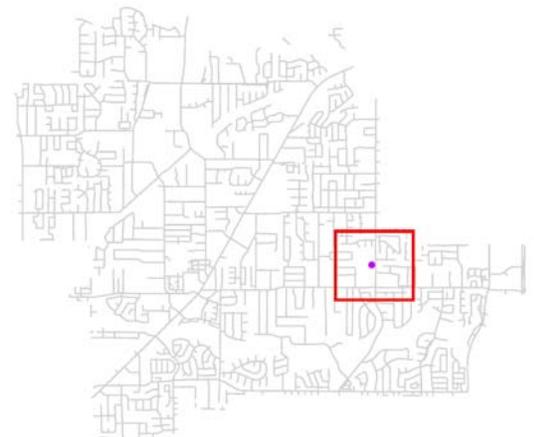
Capital Projects Fund	\$67,300	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$67,300</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Make improvements to aging facilities.

**Strategy Map Connection**

3.4 Thoroughly plan for future capital investments and associated costs





**Folding Doors- Fire Station #3**

Project Year  
**2018**

**Program Description**

This request will replace the doors at Fire Station 3 with bi-fold doors.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$115,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$115,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$115,000</b>
		<i>Non Funded</i>	\$0

**Business Plan Connection**

Make improvements to aging facilities.

**Strategy Map Connection**

3.4 Thoroughly plan for future capital investments and associated costs





**Glade Road (Phase 2 - Manning to Pool) - Construction**

Project Year  
**2018**

**Program Description**

This project includes reconstruction of Glade Road from Bedford Road to Pool Road.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$5,484,000	NA	TBD	TBD
<b>Funding</b>			
Capital Projects Fund	\$0	Perimeter Street Fees	\$342,897
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$4,724,103
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$417,000
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$5,484,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets





**Kimzey Park Pond Dredging**

Project Year  
**2018**

**Program Description**

Dredge the excessive amount of silt that has eroded into the Kimzey Park Pond. The pond helps reduce flooding up stream and down stream by providing a reservoir to help alleviate storm water runoff. The pond has become filled with sediment and it is impacting the holding capacity of the pond as well as the habitat for fish and other aquatic life. The shallow depths create a prime area for algae growth that greater impacts the aquatic species and the overall aesthetics of the pond, park and neighborhood.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$170,000	NA	TBD	TBD

**Funding**

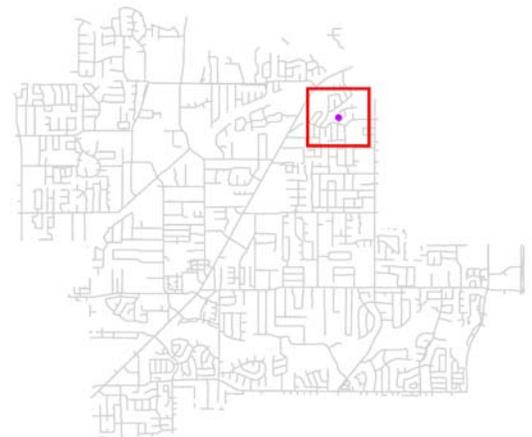
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$170,000	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$170,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Parks and Facility Maintenance; Public Property Management

**Strategy Map Connection**

2.1 Provide responsive, efficient city services; Mitigate stormwater runoff and flooding risks; Provide attractive facilities for leisure and recreation





**L. D. Lockett Rehabilitation (Westcoat Drive to Pleasant Run) - Construction**

Project Year  
**2018**

**Program Description**

This project will rehabilitate L.D. Lockett from Westcoat Drive to Pleasant Run, a collector road, with a 2" mill and overlay.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$220,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$220,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$220,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.



**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets



**L.D. Lockett Park Drainage Improvements**

Project Year  
**2018**

**Program Description**

The L.D. Lockett Park Drainage Improvements project is identified to address the issue of flooding on the Cotton Belt Trail that could negatively impact the integrity of the trail and undercut the soil beside and below the trail in multiple locations. It will also help improve the positive flow of the water to reduce the breeding sites for mosquitos. This project will define a channel that will route storm runoff through the park and into the drainage channel under the railroad tracks. This project will remove the sediment build up from the silt and erosion issues upstream and help reduce the flooding in L.D. Lockett Park, along the Cotton Belt Trail and some additional flooding that occurs down stream.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$130,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$130,000	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$130,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Parks and Facility Maintenance; Trail System Management; Public Property Management

**Strategy Map Connection**

2.1 Provide responsive, efficient city services; 3.3 Mitigate stormwater runoff and flooding risks; 5.3 Provide attractive facilities for leisure and recreation





**Library Renovations**

Project Year  
**2018**

**Program Description**

The project includes modifications to the layout, furniture, and technology located on the first and second floor of the Colleyville Public Library. These modifications to the current library layout are based upon recommendations of the Long-Range Plan 2016-2021, which include: Reallocate collection development to meet patron use patterns; Revise access to children’s programs; Improve access to popular materials; Engage the aging population; Revise public access to technology; Update and increase the number of reader seats; and Transition to a single service point on the first floor.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$459,470	NA	TBD	TBD

**Funding**

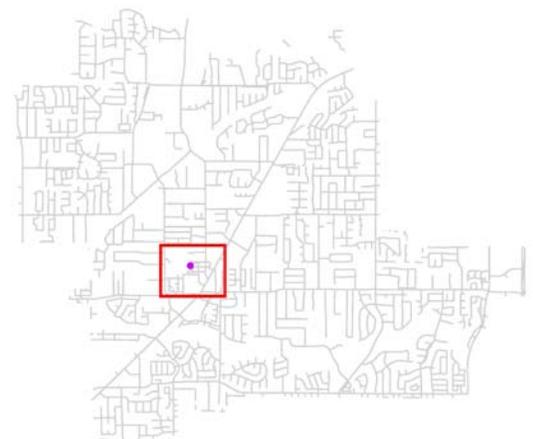
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$459,470	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$459,470</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Provide reading, viewing, and listening materials; Provide early literacy programs and services to create young readers; Provide resources for lifelong learning

**Strategy Map Connection**

2.1 - Provide responsive, efficient city services; 2.3 - Effectively leverage information technology; 2.4 - Demonstrate stewardship of public resources; 5.2 - Support a variety of community events, concerts, and celebrations; 5.3 - Provide attractive facilities





**McDonwell School Road and Westcoat Drive Roundabout - Construction**

Project Year  
**2018**

**Program Description**

This project is for the construction of a roundabout at McDonwell School Road and Westcoat Drive, per the Comprehensive Plan.

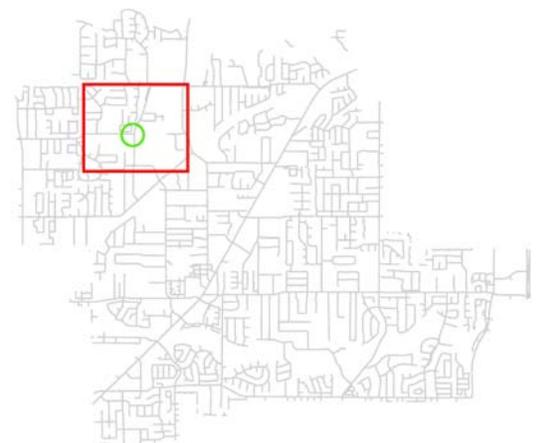
Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$1,400,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$1,400,000	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$1,400,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.



**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets



**McDonwell School Road Westcoat Drive Roundabout - ROW Acquisition**

Project Year  
**2018**

**Program Description**

This project is for the construction of a roundabout at McDonwell School Road and Westcoat Drive, per the Comprehensive Plan.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$250,000	NA	TBD	TBD
<b>Funding</b>			
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$250,000
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$250,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.



**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets



**Roberts Road - Construction**

Project Year  
**2018**

**Program Description**

This project provides for the reconstruction of Roberts Road from Glade Road to the Grapevine city limits. This project will build the minor collector road in accordance with the Master Thoroughfare Plan to include curbs, gutters, sidewalks and drainage improvements.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$2,100,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$2,100,000
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$2,100,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

3.1 Upgrade the condition of major roads and neighborhood streets





**Street Maintenance Program**

Project Year  
**2018**

**Program Description**

The Local Street Maintenance Program consists of multiple techniques including mill and overlay, asphalt overlay, micro-resurfacing, base repairs (patching), and crack sealing of public streets in order to preserve and extend the life of the pavement.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$842,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$842,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$842,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure; A regular program to evaluate the street network has been implemented which helps in identifying when and where to use available funding for maintenance and reconstruction.

**Strategy Map Connection**

- 3.1 Upgrade the condition of major roads and neighborhood streets
- 3.4 Thoroughly plan for future capital investments and associated costs





**Streetlighting for Pedestrian Crosswalks - Construction**

Project Year  
**2018**

**Program Description**

In October 2016, a consultant completed a pedestrian crossing evaluation for the City of Colleyville. In that report, several areas were identified that would benefit from additional street lighting.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$50,000	\$2,000	TBD	TBD

**Funding**

Capital Projects Fund	\$50,000	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$50,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Maintain and extend the useful life of the transportation system.

**Strategy Map Connection**

2.1 Provide responsive, efficient city services; 3.1 Upgrade the condition of major roads and neighborhood streets





**Supervisory Control and Data Acquisition (SCADA) Replacement**

Project Year  
**2018**

**Program Description**

This project is needed to replace the city’s existing Supervisory Control and Data Acquisition (SCADA) system. The existing system utilizes outdated technology and is becoming increasingly difficult to maintain and repair. This project will improve system efficiency through the incorporation of new technology that provides for more comprehensive operations and system monitoring as well as increased security. Although this project was not part of the 2014 Water/Wastewater Master Plan a number of projects recommended in the Master Plan include components that are designed to integrate into SCADA.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$250,000	NA	TBD	TBD

**Funding**

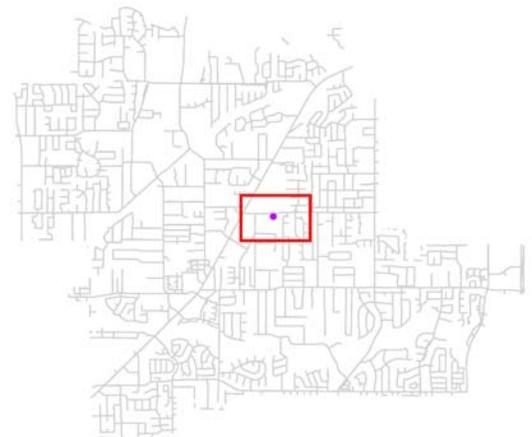
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$250,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$250,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Upgrade the SCADA system for monitoring the water storage tanks and pump station.

**Strategy Map Connection**

3.2 - Ensure regular replacement of water and wastewater facilities





**Water Project 10: Apple Valley/Rustic Oaks/Bills Lane Water Lines and Road Rehabilitation on Black Drive and Rustic Trail**

Project Year  
**2018**

**Program Description**

The project includes the addition of an 8” PVC line to connect Apple Valley Drive to Bills Lane, and replacement of a 2-inch pipeline along Black Drive with an 8-inch pipe. This project addresses looping issues of the pipeline in that area and bottleneck concerns of the existing 2-inch pipe. Individual dead-end pipelines exist on Apple Valley Drive and Bills Lane, and existing 2-inch bottleneck on Black Drive. These connector pipes will address those dead ends, provide increased fire flow to the residences in that area, and remove a known bottleneck. Project costs include rehabilitation of Black Drive and Rustic Trail.

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$935,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$935,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$935,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.



**Strategy Map Connection**

3.2 Ensure regular repair and replacement of water and wastewater facilities



**Water Project 8: Install Pressure Relief and Flow Control Valves to Regulate Flow Between High and Low Pressure Planes**

Project Year  
**2018**

**Program Description**

The project includes the addition of two pressure release and flow control valves to regulate flow from the northeast section of the high pressure plane into the northwest portion of the low pressure plane. The project also includes associated vaults and connecting 8” and 12” piping. Project costs include the rehabilitation of John McCain from Monticello Parkway west 330’.

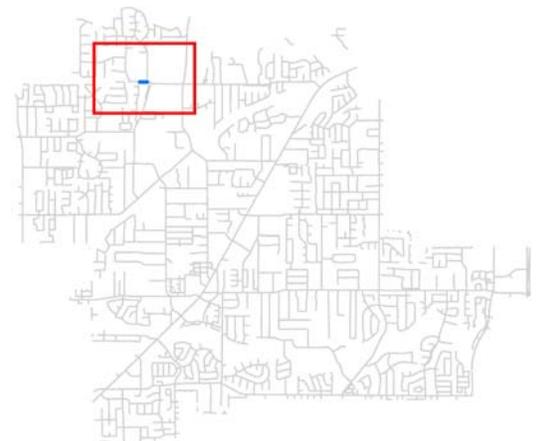
Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$348,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$348,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$348,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.



**Strategy Map Connection**

3.2 Ensure regular repair and replacement of water and wastewater facilities



**Webb House Repairs**

Project Year  
**2018**

**Program Description**

Rehabilitation of the Web House

Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$100,000	NA	TBD	TBD

**Funding**

Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$100,000	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$0
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$100,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

Make improvements to aging facilities.

**Strategy Map Connection**

3.4 - Thoroughly plan for future capital investments and associated costs





**WW Project 3 (Completion): Replacement of 6" and 8" Pipelines on Manning Drive**

Project Year  
**2018**

**Program Description**

The City staff have identified several pipelines for replacement due to condition and operational issues associated with each line segment. This portion of the WW Project 3 will complete WW Project 3.

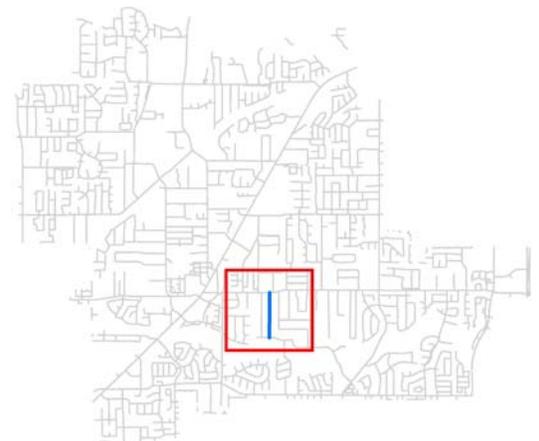
Total Project Cost	O and M Annual Costs	Project Start Date	Project End Date
\$300,000	NA	TBD	TBD
<b>Funding</b>			
Capital Projects Fund	\$0	Perimeter Street Fees	\$0
CEDC (Parks, Trails & Libraries)	\$0	TIF	\$0
County Funding	\$0	Tomorrow Fund - Colleyville	\$0
Crime Control and Prevention Dis	\$0	Tomorrow Fund - Parks	\$0
Drainage Fund	\$0	Utility Fund	\$300,000
FHA/TxDOT	\$0	Wastewater Impact Fees	\$0
General Fund	\$0	Water Impact Fees	\$0
Impact Fees - Area I (East of 26)	\$0	Other: City Funding	\$0
Impact Fees - Area II (West of 26)	\$0	Other: Non-City Funding	\$0
Parkland Dedication Fund	\$0	<b>Total Funding</b>	<b>\$300,000</b>
		<i>Non Funded</i>	<i>\$0</i>

**Business Plan Connection**

The Water and Wastewater Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034; continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

**Strategy Map Connection**

3.2 Ensure regular repair and replacement of water and wastewater facilities



# Appendix



## FINANCIAL POLICIES

The City of Colleyville's Financial Policies include several components:

- adopted Investment Policy (attached),
- adopted Fund Balance Policy (attached),
- City of Colleyville Charter requirements,
- Bond covenants (if any), and
- State of Texas law.

Key sections of the City's Charter requirements are highlighted below; the complete Charter document is available on the City's website ([www.colleyville.com](http://www.colleyville.com)).

ANNUAL BUDGET (Section 9.02): The budget shall provide a complete financial plan of all City funds and activities and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. A budget message explaining the budget both in fiscal terms and in terms of work programs shall be submitted with the budget. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, and indicate any major changes from the current year in financial policies, expenditures, and revenues, with reason for such change. It shall also summarize the City's debt position and include such other material as the City Manager deems advisable. The budget shall begin with a clear, general summary of its contents, shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures for the ensuing fiscal year.

AMENDMENT BY COUNCIL BEFORE ADOPTION (Section 9.02D): After public hearings, the Council may adopt the budget with or without amendment. It may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income plus funds available from prior years.

BALANCED BUDGET (Section 9.02): The proposed budgeted expenditures shall not exceed the total of estimated income.

ANNUAL AUDIT (Section 9.06C): At the close of each fiscal year and at such times as may be deemed necessary, the City Council shall cause an independent audit to be made of all accounts of the City by a certified public accountant.

FINANCIAL REPORTS (Section 9.06B): The City Manager shall submit to the Council at its second formal meeting each month the financial condition of the City by budget items, budget estimates versus accruals for the preceding month and for the fiscal year to date.

DEBT ISSUANCE POLICY (Section 9.07):

GENERAL OBLIGATION BONDS: The City shall have the power to borrow money on the credit of the City and to issue general obligation bonds for permanent public improvements or for any other public purpose not prohibited by the Constitution and laws of the State of Texas, and to issue refunding bonds to refund outstanding bonds of the City previously issued. All such bonds shall be issued in conformity with the laws of the State of Texas.

REVENUE BONDS: The City shall have the power to borrow money for the purpose of constructing, purchasing, improving, extending, or repairing of public utilities, recreational facilities or any other self-liquidating function not prohibited by the State of Texas, and to issue revenue bonds to evidence the obligation created thereby. Such bonds shall be a charge upon and payable from properties, or interest therein pledged, or the income there from, or both. The holders of the revenue bonds shall never have the right to demand payment thereof out of monies raised or to be raised by taxation. All such bonds shall be issued in conformity with the laws of the State of Texas.

BONDS INCONTESTABLE: All bonds of the City having been issued and sold and having been delivered to the purchaser thereof, shall thereafter be incontestable and all bonds issued to refund in exchange for outstanding bonds previously issued shall and after said exchange, be incontestable.

USE OF BOND FUNDS: Any and all bond funds approved by a vote of the citizens of Colleyville will be expended only for the purposes stated in the bond issue.

CERTIFICATES OF OBLIGATION: All certificates of obligation issued by the City shall be approved by ordinance and issued in accordance with the laws of the State of Texas.

## **CITY OF COLLEYVILLE INVESTMENT POLICY**

### **Policy**

It is the policy of the City of Colleyville (the City) to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all State of Texas laws and statutes including the Public Funds Investment Act, Chapter 2256 of the Government Code and City ordinances.

### **Scope**

This investment policy applies to all financial assets of the City. These funds are accounted for in the City's Comprehensive Annual Financial Report and include:

- General Fund
- Special Revenue Funds
- Capital Projects Funds
- Enterprise Funds
- Debt Service Funds, including reserves and sinking funds
- Trust and Agency Funds, to the extent not required by law or existing contract to be kept segregated and managed separately

and any new fund created by the City Council, unless specifically exempted by the City Council or by law. All funds may be combined as pooled funds unless specifically prohibited by State law or statute or City ordinance.

### **Objectives**

The primary objectives, in priority order, of the City's investment activities shall be:

**Safety:** Safety of principal is the foremost objective of the City in managing its portfolio. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective the City will diversify its investments by investing funds among

a variety of securities offering independent returns and financial institutions. The City will also take into account the marketability of the investment if the need arises to liquidate the investment before maturity.

Liquidity: The City will also maintain sufficient liquidity to provide adequate and timely working funds.

Return on Investments: The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs. The City investment strategy is passive and the portfolio shall be designed with the objective of regularly exceeding the weighted average return on thirteen-week Treasury bills. This is considered a benchmark for riskless investment transactions, and therefore, is a minimum standard for the portfolio's rate of return. For bond funds that fall under the arbitrage provisions of the Tax Reform Act of 1986, the City will attempt to earn allowable bond yield with market conditions permitting.

### **Delegation of Authority**

The City designates the Investment Officers to be the City Manager with overall responsibilities to see that investment objectives are accomplished and the Chief Financial Officer and Accounting Manager with the specific day-to-day performance of managing the funds of the City.

### **Ethics and Conflict of Interest**

All investment Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees shall disclose to the City of Colleyville and Texas Ethics Commission a statement under the following conditions:

- A. If they have a personal business relationship with a business organization offering to engage in an investment transaction with the entity. Under the Public Funds Investment Act, a personal business relationship is defined as:
  - 1. The investment officer owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or

more of the fair market value of the business organization:

2. Funds received by the investment officer from the business organization exceed 10 percent of the investment officer's gross income for the previous year; or
  3. The investment officer has acquired from the business organization during the previous year, investments with a book value of \$2,500 or more for the personal account of the investment officer.
- B. If they are related within the second degree by affinity or consanguinity, as determined by Chapter 573 V.A.T.C.S. to an individual seeking to sell an investment to the City of Colleyville.

## **Prudence**

Investments shall be made with judgement and care – under circumstances then prevailing – which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person", which means the officer may not be an expert but is obligated to act responsibly and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Investment officers shall notify the City Council in writing of any conflicts of interest, as defined by the Public Funds Investment Act, no later than the next regularly scheduled Council meeting.

It is the policy of the City that the Investment Officers perform their duties in accordance with the policies and procedures set forth in this policy. The Investment Officers of the City (City Manager, Chief Financial Officer and Accounting Manager) shall be personally indemnified in the event of investment loss provided the Investment Policy is followed.

## **Internal Controls**

The Chief Financial Officer and Accounting Manager shall establish a system of written internal controls which shall be reviewed annually by the independent auditor. The controls shall be designed to prevent the loss of public funds due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.

## **Permissible Instruments**

The following is a list of permissible instruments as authorized by the 70th Texas Legislature in the Public Funds Investment Act (TEX. REV. CIV. STAT. ANN. ACT 842A-2) and amended by the 71st Legislature:

1. Obligations of the United States or its agencies or instrumentalities;
2. Direct obligations of the State of Texas or its agencies;
3. Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the State of Texas or the United States or its agencies or instrumentalities;
4. Obligations of states, agencies, counties, cities, and other political subdivisions of any state having been rated as to investment quality by nationally recognized investment rating firm and having received a rating of not less than "A" or its equivalent;
5. Certificates of deposit issued by state and national depository institutions that have its main office or branch office in this state that are:
  - a. Guaranteed or insured by the Federal Deposit Insurance Corporation, FSLIC or its successors; or
  - b. Secured by obligations that are described by subdivisions (1) through (4) of this subsection, which are intended to include all direct federal agency or instrumentality issued mortgage backed securities, and which have a market value of not less than the principal amount of the certificates or in any other manner and amount provided by law for deposits of the investing entities;
6. Invest in a local government investment pool as authorized by the Interlocal Cooperation Act (TEX. REV. CIV. STAT. ANN. ACT. 4413

(32c), as amended, and the Public Funds Investment Act (TEX. REV. CIV. STAT. ACT. 842a-2), as amended. The investment pool must comply with the requirements of the Public Funds Investment Act, as amended, as follows:

- a. The investment pool maintains a stable asset value of one dollar as defined in the Public Funds Investment Act;
  - b. The investment pool maintains a AAA, or AAAM rating by one of the nationally recognized rating agencies;
  - c. The investment pool's maximum average dollar weighted maturity does not exceed 90 days; and
  - d. The investment pool's continued compliance with the remaining provisions of the Public Funds Investment Act.
  - e. The eligible investments of the pool are as follows: obligations of the United States or its agencies and instrumentalities, other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the United States, fully collateralized repurchase agreements with a defined termination date secured by obligations of the United States or its agencies and instrumentalities, other obligations, the principal of and interest on which are unconditionally guaranteed or insured by the United States, and SEC registered money market funds authorized by the Public Funds Investment Act and rated in the highest category by at least one nationally recognized rating agency, reverse repurchase agreements with a term of no longer than 90 days.
  - f. Include in its investment policy and/or operating procedures the following information: a description of eligible investment securities and unacceptable investments, a written statement on investment policy and objectives, a description of interest calculations, distribution, and treatment of gains and losses, security safeguarding, valuation collateralization and auditing, and a fee schedule.
7. Direct repurchase agreements with primary security dealers or financial institutions doing business in the State of Texas having a defined termination date, and secured by U.S. Government or federal agency securities, provided that the ownership of collateral for the repurchase agreement is transferred to the City, and deposited with a safekeeping agent for the duration of the contract and a signed master repurchase agreement has been executed with the counterparty.
  8. SEC-registered no-load money market mutual funds with a dollar weighted average portfolio of 90 days or less whose assets consist

exclusively of United States Government Securities whose investment objectives include seeking to maintain a stable net asset value of \$1.00 per share. Investment in mutual funds shall be limited to a maximum of ten percent (10%) of the City's available funds.

9. Certificate of Deposit Account Registry Service (CDARS) deposited with a certificate of deposit issued by a depository institution that has its main office or branch office in this state that is selected by the investing entity pursuant to the requirements of Section 2256.010 of the Government Code.

The City is not required to liquidate an investment that was authorized at the time of its purchase.

### **Unacceptable Investment Instruments**

The following securities, although authorized by the Public Funds Investment Act, are not eligible investments for the City:

1. Collateralized mortgage obligations and/or obligations of the following structure
  - a) obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal;
  - b) obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
  - c) collateralized mortgage obligations that have a stated final maturity date of greater than 10 years; and
  - d) collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.
2. Commercial paper
3. Banker's acceptances
4. Reverse repurchase agreements (Local Government Investment Pools which the City participates in may engage in reverse repurchase agreements if the term is 90 days or less)
5. No-load mutual funds other than SEC-registered no-load money

market mutual funds with a dollar weighted average portfolio of 90 days or less whose assets consist exclusively of United States Government Securities whose investment objectives include seeking to maintain a stable net asset value of \$1.00 per share.

6. Guaranteed investment contracts
7. Share certificates of qualifying credit unions

### **Effect of Loss of Required Rating**

An investment that requires a minimum rating does not qualify as an authorized investment during the period the investment does not have a minimum rating. The Investment Officer shall take all prudent measures that are consistent with the City's investment policy to liquidate the investment(s) that does not have the minimum rating (2256.021). In accordance with Section (2256.005(b)), the Investment Officer shall monitor rating changes in current investments by keeping a monthly record of ratings issued by three nationally recognized rating agencies.

### **Investment Strategy**

The investment strategy by type of fund is as follows:

#### (1) Operating Funds

The investment strategy for operating fund(s) is to assure that anticipated cash flows are matched with adequate investment liquidity. A secondary objective is to create a portfolio, which will experience minimum volatility during economic cycles. These funds shall not have an investment with a stated maturity greater than two years and the weighted average maturity shall not exceed eighteen months.

#### (2) Debt Service Funds

The investment strategy for debt service fund(s) is the assurance of investment liquidity to cover the debt service obligations on the required payment date. Investments purchased shall not have a stated final maturity date which exceeds the corresponding debt service payment date. The weighted average maturity shall not exceed one year.

#### (3) Reserve Funds

The investment strategy for reserve fund(s) is the assurance of investment liquidity adequate to cover the debt service obligations not funded by debt service funds on the required payment date. Investment of reserve funds are controlled by their ordinance, resolution or indenture, and Federal and State law. Bond documents must be examined for each issue, for potential differences with this policy concerning investment instruments, maximum maturity or average life restrictions, call dates or sinking fund redemptions, and applicable arbitrage yields and rebate liability. Provisions contained in the bond documents will supersede provisions of this policy. Weighted average maturity shall be in compliance with bond requirements, as stated.

Reserve funds will be invested using a more conservative approach than the current standard investment strategy when arbitrage rebate rules require refunding excess earnings. All excess earnings received will be segregated to allow a proper determination of interest income to be used in the arbitrage calculation.

#### (4) Special Project or Special Purpose Funds

The investment strategy for special projects or special purpose fund portfolio(s) will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The city's final maturity dates of securities held shall not exceed the estimated project completion date. Funds in excess of defined construction payment schedules shall be limited to a maximum final maturity date of three years.

Maturity limitations for single issue reserve funds shall not exceed the sooner of five (5) years, the call provisions of the bond ordinance, or the final maturity of the bond issue.

Annually, the City Council shall formally review the Investment Policy and investment strategy contained with the Policy and record in writing that it has reviewed the Policy and record any changes to either the policy or strategy.

#### A. Diversification

The City will attempt to limit the risk of loss through diversification of its portfolio and to achieve the aforementioned investment strategies by diversification of instruments.

Diversification by Instrument of Portfolio	Maximum Percent
--	-----------------

U.S. Treasury Obligations (Bills, Notes and Bonds),	100%
U.S. Government Agency Securities, and Instrumentalities of Government Sponsored Corporations	75%
Certificates of Deposit (CD's) Commercial Bank's	75%
Local Government Investment Pool	75%
Certificate of Deposit Account Registry Service (CDARS)	75%
Tri-Party Repurchase Agreement	75%
SEC registered, no-load mutual fund	10%

### **Investment Procedures**

The City shall enter the following agreements (if applicable): safekeeping, PSA repurchase agreements, wire transfer agreements, banking services contracts, and collateral/depository agreements. These contracts shall include the explicit delegation of authority to persons responsible for the transactions involving these agreements. No person except those designated in the contract may engage in any investment transactions.

On all funds invested in instruments as listed in "Permissible Investments" numbers one through five, oral bids shall be requested from at least two broker/dealers or national banks. The City will accept the bid that provides the highest rate of return within the maturity required and within the parameters of this policy. Records will be kept of the bids offered, bids accepted, and a brief explanation of the decision that was made regarding the investment.

### **Qualified Institutions**

Annually, the City Council shall approve four financial institutions for investment purposes as recommended by the Chief Financial Officer. All firms shall answer the Broker/Dealer questionnaire (Appendix A) and submit their most recent audited financial statements to the City Council for evaluation of credit worthiness. All personnel in the firms who will be trading or quoting securities to the City Council must maintain a current NASD license and be

registered to deal securities in the State of Texas. An investment certification form (Appendix B) on the firm's letterhead signed by a principal of the firm must be on file with the City.

## **Safekeeping**

All marketable securities purchased by the City shall be held in third party safekeeping by an institution designated as primary agent. All securities will be delivered to the third party institution by seller. Personnel in the third party institution will verify the correct security was delivered by the seller ("delivery vs payment"). The third party institution shall issue a safekeeping receipt to the City listing the specific instrument, rate/yield, maturity, CUSIP, and other pertinent information. Collateral on deposit type securities which exceed the FDIC coverage shall be held in a third party safekeeping institution. In the event a third party safekeeping institution is used, a collateral agreement shall be executed between the City Council, depository which pledged the collateral, and the third party custodian of the collateral. The City will retain possession of all original safekeeping receipts and the receipts will state the security is pledged to the City. Either the City Manager, Chief Financial Officer or Accounting Manager must approve release of collateral in writing prior to its removal from the safekeeping account.

## **Selection of Financial Institutions**

Depositories shall be selected through the City's banking services procurement process, which shall include a formal request for application. In selecting depositories, the services available, service costs, and credit-worthiness of institutions shall be considered, and the Investment Officers, shall conduct a comprehensive review of prospective depositories' credit characteristics and financial history.

The City shall select financial institutions from which the City may purchase certificates of deposit in accordance with the Act and this Policy. The City will have a written depository agreement with any financial institution with whom the City has time or demand deposits. The Investment Officer shall monitor the financial condition of financial institutions where certificates of deposit are held. A qualified representative of the financial institution must sign the investment certification form (Appendix B) on the financial institutions letterhead and it must be kept on file with the City.

## **Collateral Securities for Certificates of Deposit and Demand Accounts**

The City will accept as collateral for its Certificates of Deposit and demand accounts the following securities:

- A. FDIC coverage
- B. U.S. Treasury bills, notes and bonds
- C. United States Agency and instrumentalities bills or notes
- D. GNMA mortgage backed fully modified pass through securities
- E. Texas state, city, county or school bonds with a remaining maturity of seven years or less and a rating of "A" or better by Moody's, Fitch Ratings, and Standard and Poor's.
- F. Surety Bond

### **G. Federal Home Loan Bank Letter of Credit issued to the City**

Collateral shall be "marked to market" monthly by the Finance Manager. The following percentages constitute the minimum market value for collateral instruments that are pledged for the City's Certificates of Deposit and demand deposits.

Form of Collateral Pledged	Collateral	Ratio
1. U.S. Treasury bills, notes, and bonds		
	a. maturing within 1 year	102%
	b. maturing in 1-5 years	105%
	c. maturing in more than 5 years	110%
2. Actively traded U.S. Government Agency securities		
	a. maturing in less than 1 year	103%
	b. maturing in 1-5 years	107%
	c. maturing in more than 5 years	115%
3. GNMA mortgage pass through securities		115%

#### 4. Entities in the State of Texas bonds

General Obligation Bonds

a. maturing in less than 1 year	102%
b. maturing in 1-5 years	105%
c. maturing in more than 5 years	107%
Revenue Bonds	
a. maturing in less than 1 year	105%
b. maturing in 1-5 years	110%
c. maturing in more than 5 years	115%

Collateral shall be audited annually by the City's independent auditor and may be audited by the City at anytime during normal business hours of the safekeeping bank.

### **Arbitrage**

The Tax Reform Act of 1986 places limitations on the City's yield from investing certain tax-exempt bond proceeds, debt service funds and reserve funds. The rebate provisions require that the City compute earnings on investments from certain issues of bonds on a periodic basis to determine if rebate is required.

To determine the City's arbitrage position, the City is required to calculate the actual yield earned on the investment of the funds and compare it to the yield that would have been earned if the funds had been invested at a rate equal to the yield on the applicable bonds sold by the City. The rebate provisions state that periodically (not less than once every five years and not later than sixty days after maturity of the bonds), the City is required to pay the United States Treasury a rebate of any excess earnings. These restrictions require extreme precision in the monitoring and record keeping of investments, particularly in computing yields to ensure compliance. Failure to comply can dictate that the bonds become taxable, retroactively from the date of issuance.

The investment strategy for bond funds which fall under the arbitrage provisions of the Tax Reform Act of 1986, is that the City will attempt to earn maximum allowable bond yield with market conditions permitting.

### **Reporting Requirements**

The Chief Financial Officer and Accounting Manager shall issue a written report quarterly to the Audit Committee and City Council concerning the City's investment transactions for the preceding quarter and describing in detail the

investment position of the City as of the end of the quarter indicating the market values of all investments held during the quarter. The report shall list for each investment held during the quarter: the purchase price of the investment, the par value of the investment, the market value of the investment at the beginning of the quarter, market value of the investment at the end of the quarter, and fully accrued interest for the period. The portfolio shall be marked to market monthly and market pricing information is to be obtained through the use of appropriate external third party software, third party safekeeping service, or a third party independent pricing service. This report shall be in compliance with provisions of the Public Funds Investment Act, as amended. The report shall be signed by the Chief Financial Officer and Accounting Manager, as the investment officers for the City, and state its compliance with the Public Funds Investment Act and adopted investment policy strategy. The quarterly investment reports must be reviewed annually by the City's external audit firm as a part of the City's annual audit and reported to the City Council.

### **Training Requirements**

In accordance with the Act (2256.005 and 2256.008), the Chief Financial Officer and Accounting Manager shall attend 10 hours of investment training within 12 months of assuming duties and 8 hours not less than once in a two-year period that begins on the first day of the City's fiscal year and consists of the two consecutive fiscal years after that date. Both the Chief Financial Officer and Accounting Manager shall complete ten hours of training every two years as required by the Public Funds Investment Act. This training may be obtained from the following sources: North Central Texas Council of Governments, Government Treasurer's Organization of Texas, Government Finance Officer's of Texas, Texas Municipal League or the University of North Texas Center for Professional Development. The training must include education in investment controls, security risks, strategy risks, market risks, and any other topics as required by the Public Funds Investment Act.

## **GLOSSARY**

**AGENCIES** - Federal agency securities and/or Government-sponsored entities.

**BENCHMARK** – A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

**BROKER** – A broker brings buyers and sellers together for a commission.

**CERTIFICATE OF DEPOSIT** – A time deposit with a specific maturity evidenced by a certificate. Large- denomination CD's are typically negotiable.

**COLLATERAL** – Securities, evidence of deposit, or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**DEALER** – A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**DELIVERY VERSUS PAYMENT** – Delivery versus payment is the delivery of a security and there is an exchange of money after the delivery of the security.

**DISCOUNT SECURITIES** – Non-interest bearing money market instruments that are being issued at a discount and redeemed at maturity for full face value, e.g. Treasury Bills.

**DIVERSIFICATION** – Dividing instruments among securities offering independent returns.

**FEDERAL CREDIT AGENCIES** – Agencies of the Federal government set up to supply credit to various classes of institutions and individuals e.g. savings and loans, small business firms, students, farmers, farm cooperatives, and exporters.

**FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC)** – A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

**FEDERAL HOME LOAN BANKS (FHLB)** – Government sponsored regional wholesale banks which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLB is to liquefy the housing related assets of its members who must purchase stock in their district bank.

**FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA)** – FNMA, like GNMA was

chartered under the Federal National Mortgage Association Act in 1938. It is a federal corporation and the largest single provider of residential mortgage funds in the United States. FNMA's securities are highly liquid and widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA) – Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations. Security holder is backed by the full faith and credit of the US Government.

LIQUIDITY – An asset that can be converted quickly and easily to cash.

LOCAL GOVERNMENT INVESTMENT POOL – An investment by local governments in which their money is pooled as a method for managing local funds.

MARKET VALUE – The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT – A written contract that establishes each party's rights in the transactions. A master agreement will specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

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

MUTUAL FUND – An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by Securities and Exchange disclosure guidelines.

PORTFOLIO – Collection of securities held by an investor.

PRIMARY DEALER – A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to informal oversight.

PRUDENT PERSON RULE – An investment standard outlining fiduciary responsibilities of public funds investors relating to investment practices.

RATE OF RETURN – The yield obtainable on a security based on its purchase price or its current market price.

REPURCHASE AGREEMENT – An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to

repurchase the securities at a specified price or at a specified later date.

**REVERSE REPURCHASE AGREEMENT** – An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

**SAFEKEEPING** – Holding of assets (e.g. securities) by a financial institution.

**TREASURY BILLS** – A non-interest bearing discount security issued by the US Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year. The yields on these bills are monitored closely for interest rate trends.

**TREASURY BONDS** – Long term US government debt securities with maturities of ten to thirty years.

**TREASURY NOTES** – Intermediate term US government debt securities with maturities of one to ten years.

**YIELD** – The current rate of return on an investment security generally expressed as a percentage of the securities current price.

**City of Colleyville**  
**General and Utility Fund Balance Policy**  
**Updated at the May 2017 Audit Committee meeting**

**General:**

The objective of this policy is to ensure adequate fund balances are maintained, to have funding available for expenses in the event of unforeseen emergencies and to preserve the credit worthiness of the City for borrowing monies at favorable interest rates. After designations of the available General and Utility Fund Balances are authorized, the remaining respective amount is defined as Unassigned Fund Balance. Operating revenues will sufficiently fund current year operating expenditures. (Operating deficits are normally contrary to City policy as well as reasonable financial prudence.) All Unassigned Fund Balance are eligible for use at the discretion of the City Council. Such determinations will be handled by the City Council on a case-by-case basis. Operating revenues are defined as both (a) current year revenues and (b) revenues generated in prior fiscal years.

**Purpose:**

Establishing a policy for the fund balance in the General and Utility Funds is to provide a guideline for budgeting decisions and to insure that an adequate unassigned balance is provided to fund operations, by providing sufficient protection against uncollected taxes and shortfalls from municipal revenue sources. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Colleyville desires to maintain its current debt rating of AAA. Rating agencies are concerned about a government's credit worthiness and the level of unassigned General and Utility Fund balances are a part of the rating agencies evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Colleyville obtains a substantial portion of its revenue from property taxes, sales taxes, franchise fees and utility fees.

While the most stable of revenue sources, property tax growth over the coming years will stabilize in growth as the city nears build-out. Sales tax collections are derived from local retail sales and are dependent upon both the local and national economies. The collection of franchise fees, particularly those based upon sales of electricity and natural gas, vary widely depending upon local weather conditions. Utility fees, similar to franchise fees, are subject to weather conditions. As a result, the desired level of unassigned General and Utility Fund

balances are higher than the minimum level designated by the Government Finance Officers Association recommended practice on determining the appropriate level of unassigned fund balance for the General and Utility Funds.

## **Definitions**

**Fund Equity** - A fund's equity is generally the difference between its assets and its liabilities.

**Fund Balance** - An accounting distinction is made between the portions of fund equity that are spendable and nonspendable. These are broken up into five categories:

1. **Nonspendable fund balance** - includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.
2. **Restricted fund balance** - includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.
3. **Committed fund balance** - includes amounts that can be used only for the specific purposes determined by a formal action of the City Council. Commitments may be changed or lifted only by the City Council.
4. **Assigned fund balance** - comprises amounts intended to be used by the City of Colleyville for specific purposes. Intent can be expressed by the City Council. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
5. **Unassigned fund balance** - is the residual classification of the General Fund and Utility Fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

## **Policy**

### **Committed Fund Balance**

The City Council is the City's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is an ordinance approved by the Council at the City Council meeting. The ordinance must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is

made. The amount subject to the constraint may be determined in the subsequent period.

### **Assigned Fund Balance**

The City Council has authorized the City's Chief Financial Officer as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy and City Council action.

### **Minimum Unassigned Fund Balance**

It is the goal of the City to achieve, and maintain an unassigned fund balance equal to three months of that year's budgeted expenditures for both the General and Utility Funds. The City Council may declare a fiscal emergency and withdraw any amount of the unassigned General and Utility Fund Balances for purposes of addressing the fiscal emergency. Any such action must also provide for necessary appropriations to restore the designated fund balance to the balance within a three-year.

### **Order of Expenditure of Funds**

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the City Council, and unassigned fund balance), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds, unless specified otherwise by the City Council.

### **Procedures:**

In order to achieve the objectives of this policy, the following guidelines shall be adhered to:

1. As part of the annual budget process, the Chief Financial Officer will estimate and prepare a projection of the year-end unassigned fund balances. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis. The Chief Financial Officer shall present the findings to the City Council as a part of the budget review process for the ensuing fiscal year.

2. Any anticipated balance in excess of the three months of Unassigned Fund Balance in the General and Utility Funds may be budgeted to reduce the ensuing year's property tax levy and/or utility rates or may be allocated by the City Council during the course of the fiscal year for special projects.
3. This policy will be reviewed by the Audit Committee every three years following adoption or sooner, at the direction of the City Council.

**City of Colleyville**  
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The objective of this policy is to ensure adequate fund balances are maintained, to have funding available for expenses in the event of unforeseen emergencies and to preserve the credit worthiness of the City for borrowing monies at favorable interest rates. After designations of the available General and Utility Fund Balances are authorized, the remaining respective amount is defined as Unassigned Fund Balance. Operating revenues will sufficiently fund current year operating expenditures. (Operating deficits are normally contrary to City policy as well as reasonable financial prudence.) All Unassigned Fund Balance are eligible for use at the discretion of the City Council. Such determinations will be handled by the City Council on a case-by-case basis. Operating revenues are defined as both (a) current year revenues and (b) revenues generated in prior fiscal years.

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Establishing a policy for the fund balance in the General and Utility Funds is to provide a guideline for budgeting decisions and to insure that an adequate unassigned balance is provided to fund operations, by providing sufficient protection against uncollected taxes and shortfalls from municipal revenue sources. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Colleyville desires to maintain its current debt rating of AAA. Rating agencies are concerned about a government's credit worthiness and the level of unassigned General and Utility Fund balances are a part of the rating agencies evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Colleyville obtains a substantial portion of its revenue from property taxes, sales taxes, franchise fees and utility fees.

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made. The amount subject to the constraint may be determined in the subsequent period.

### **Assigned Fund Balance**

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### **Minimum Unassigned Fund Balance**

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### **Procedures:**

In order to achieve the objectives of this policy, the following guidelines shall be adhered to:

1. As part of the annual budget process, the Chief Financial Officer will estimate and prepare a projection of the year-end unassigned fund balances. Such projection will include an analysis of trends in fund balance levels on an historical and future projection basis. The Chief Financial Officer shall present the findings to the City Council as a part of the budget review process for the ensuing fiscal year.

2. Any anticipated balance in excess of the three months of Unassigned Fund Balance in the General and Utility Funds may be budgeted to reduce the ensuing year's property tax levy and/or utility rates or may be allocated by the City Council during the course of the fiscal year for special projects.
3. This policy will be reviewed by the Audit Committee every three years following adoption or sooner, at the direction of the City Council.

**ORDINANCE O-17-2028**

**AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018**

**WHEREAS,** a notice of public hearing on the annual budget for the City of Colleyville, Texas, for the fiscal year beginning October 1, 2017 through September 30, 2018, was heretofore published in a newspaper of general circulation; and

**WHEREAS,** said public hearing on said budget was duly held and all interested persons were given the opportunity to be heard for or against any item therein; and

**WHEREAS,** the City Council determines that the passage of this ordinance is in the best interests of the health, safety and welfare of the public.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT all matters stated hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

Sec. 2. THAT the budget of the proposed expenditures for the fiscal year beginning October 1, 2017, and ending September 30, 2018, a copy of which is on file in the Office of the City Secretary, is hereby made a part of this ordinance by reference and is hereby approved and adopted by the City Council of the City of Colleyville, Texas, as the official budget for the fiscal year beginning October 1, 2017, and ending September 30, 2018.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2018 budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	\$23,694,811
Utility Fund (Water & Wastewater)	\$15,526,542
Debt Service Fund	\$ 1,979,412
Drainage Utility Fund	\$ 1,481,362

Sec. 4. THAT the City Manager is hereby authorized to execute all contracts and documents for which funding is appropriated in the aforementioned budgets.

**AND IT IS SO ORDERED.**

The first reading and public hearing being conducted on the 5<sup>th</sup> day of September 2017.

The second reading and public hearing being conducted on the 19<sup>th</sup> day of September 2017.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 19<sup>TH</sup> DAY OF SEPTEMBER 2017.

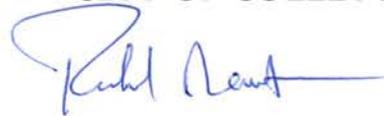
Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 3, Kathy Wheat	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, George Dodson	<u>Absent</u>		

**ATTEST:**



Christine Loven, TRMC  
Assistant City Secretary

**CITY OF COLLEYVILLE**



Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**



Whitt L. Wyatt  
City Attorney

**ORDINANCE O-17-2029**

**AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS, LEVYING TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR 2018; ESTABLISHING THE AD VALOREM TAX RATE OF \$0.333834 PER ONE HUNDRED DOLLARS VALUATION; PROVIDING FOR APPORTIONMENT OF TAXES FOR INTEREST AND SINKING FUND FOR CERTAIN BOND INDEBTEDNESS AND FOR GENERAL OPERATING NEEDS, PROVIDING PENALTIES AND INTEREST FOR THE DELINQUENT TAXES, AND TO BECOME EFFECTIVE ON OCTOBER 1, 2017**

**WHEREAS,** a budget has been adopted by the City Council of the City of Colleyville, Texas, covering the proposed expenditures of the municipal government of the City of Colleyville for the fiscal year beginning October 1, 2017 and ending September 30, 2018; and

**WHEREAS,** said budget reflects the needs for revenue to meet the expenses proposed therein; and

**WHEREAS,** the City is required to accumulate an Interest and Sinking Fund for certain outstanding bond indebtedness; and

**WHEREAS,** the City Council desires to lower the current tax rate, to provide relief to property owners from increasing property values.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEYVILLE, TEXAS:**

Sec. 1. THAT there is hereby levied an ad valorem tax that shall be collected for the use and support of the municipal government of the City of Colleyville. It shall provide the legally required Interest and Sinking Fund for certain outstanding bond indebtedness during the 2018 fiscal year. Such tax shall be levied upon all property, real, personal, or mixed within the corporate limits of Colleyville, Texas, which is subject to taxation. The rate of tax shall be \$0.333834 on each \$100.00 property assessment. Said tax levied for and apportioned to the following specific purposes:

A. For the General Fund, a tax rate of \$0.3160 is levied.

B. For the Interest and Sinking Fund, a tax rate of \$.017834 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2017, and shall become delinquent on the first day of February 2018, if unpaid. Upon taxes becoming delinquent, interest and penalty will be added as required in Section 33.01 of the Texas Property Tax Code, and shall commence on the first day of February 2018. The City of Colleyville is hereby authorized to adopt any and all legal remedies provided by the Texas Property Tax Code for the purpose of collecting delinquent taxes.

**AND IT IS SO ORDERED.**

The first reading and public hearing being conducted on the 5<sup>th</sup> day of September 2017.

The second reading and public hearing being conducted on the 19<sup>th</sup> day of September 2017.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS, AND 0 ABSTENTIONS ON THIS THE 19<sup>TH</sup> DAY OF SEPTEMBER 2017.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Aye</u>	Place 5, Nancy Coplen	<u>Aye</u>
Place 3, Kathy Wheat	<u>Aye</u>	Place 6, Mike Taylor	<u>Aye</u>
Place 4, George Dodson	<u>Absent</u>		

**ATTEST:**



Christine Loven, TRMC  
Assistant City Secretary

**CITY OF COLLEYVILLE**



Richard Newton  
Mayor

**APPROVED AS TO FORM AND LEGALITY:**



Whitt L. Wyatt  
City Attorney

## **GLOSSARY KEY BUDGET TERMS**

**ACCRUAL BASIS:** A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of cash flows.

**AD VALOREM TAX:** A tax levied on taxable property (land, improvements and personal property) for the purpose of financing general operations of the City and debt service requirements.

**APPRAISED VALUE:** The market value of real and personal property located in the City as of January 1 each year, which is determined by the Tarrant Appraisal District.

**APPROPRIATION:** The maximum level of spending for each fund and for each department as authorized annually by the City Council.

**ASSESSED VALUATION:** A value that is established for real or personal property used as a basis for levying property taxes. (Note: Property values are established by Tarrant Appraisal District).

**BALANCED BUDGET:** A budget adopted by the City Council and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus fund balances.

**BOND:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, called the maturity date, together with periodic interest at a specified rate.

**BONDED DEBT:** Portion of indebtedness represented by outstanding bonds.

**BUDGET:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for various municipal services.

**BUDGET MESSAGE:** A general discussion of the submitted budget presented in writing by the City Manager as a part of the budget document.

**BUDGET SCHEDULE:** The schedule of key dates or milestones that a government follows in the preparation and adoption of a budget.

**CAPITAL OUTLAY:** An expenditure greater than \$5,000 which results in the acquisition of or addition to fixed assets, and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and, is not readily susceptible to loss.

**CAPITAL PROJECT:** A specific and identifiable improvement or purpose for which expenditures are proposed within the capital budget or capital improvement program.

**CCCPD:** Acronym for the Colleyville Crime Control and Prevention District, a special district funded by a ½ cent sales and use tax which is legally restricted to police department operations as approved by the Colleyville Crime Control and Prevention Board.

**CEDC:** Acronym for the Colleyville Economic Development Corporation, a nonprofit corporation, formed under the Development Corporation Act of 1979, which provides funding to the City for economic development, parks, library and cultural improvements. This corporation is funded by a ½ cent sales and use tax.

**CERTIFICATES OF OBLIGATION (C.O.):** Tax-supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval of the City Council.

**CITY CHARTER:** The document of a home rule City similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among the various branches of government.

**CITY COUNCIL:** The Mayor and six (6) Council members collectively acting as the legislative and policymaking body of the City.

**CONTRACTUAL SERVICES:** Services purchased by the City such as utility services, insurance, maintenance contracts, and outside consulting.

**CURRENT TAXES:** Taxes levied and due within one year.

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DELINQUENT TAXES:** Taxes remaining unpaid on or after the date on which a penalty for non-payment is attached. February 1<sup>st</sup> is the date the unpaid taxes become delinquent in the City.

**DEPARTMENT:** A major administrative division of the City, which indicates overall responsibility for an operation or a group of related operations within a functional area.

**DEPRECIATION:** That portion of the cost of a capital asset that is charged as an expense during a particular period. This is the process of estimating and recording the expired useful life of a fixed asset that cannot or will not be restored by repair and will be replaced.

**EFFECTIVE TAX RATE:** A rate, which generates the same amount of revenues from property, which is taxed in both years.

**ENCUMBRANCES:** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

**EXEMPT/EXEMPTION:** Amounts under state law that is deducted from the appraised value of property for tax purposes. Tax rates are applied to the non-exempt portion of the appraised value to calculate the annual tax levy.

**ENTERPRISE FUND:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises-- where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EXPENDITURE:** Decreases in (use of) financial resources other than through interfund transfers. This term applies to all governmental type funds.

**EXPENSE:** A use of financial resources denoted by its use in the enterprise funds, which is accounted for on a basis consistent with the private business accounting model (full accrual basis).

**FTE:** The acronym for Full Time Equivalent; used as a standard metric for comparing the number of positions within an organization, as opposed to a "head count" of employees

**FISCAL YEAR (FY):** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Colleyville has specified October 1 to September 30 as its fiscal year.

**FRANCHISE FEE:** A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

**FUND:** An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures.

**FUND BALANCE:** The assets of a governmental fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance".

**GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP):** Detailed accounting standards and practices as prescribed by the Governmental Accounting Standards Board.

**GENERAL FUND:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, public works, and general administration.

**GENERAL OBLIGATION (G.O.) BONDS:** Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and the full faith and credit of the issuing government back these bonds.

**GOALS:** Broad general statements of each department's desired outcomes.

**GOVERNMENTAL FUNDS:** The funds through which most governmental functions are typically funded.

**INTEREST INCOME:** The earnings from available funds invested during the year in U.S. Treasury bills and notes, Government agencies, and local government investment pools.

**INTERGOVERNMENTAL REVENUES:** revenues from other governments in the form of grants or shared revenues.

**LEVY:** To impose taxes for the support of City services.

**MAJOR FUND:** A fund that comprises at least 10 percent of revenues/expenditures of all funds

**MIXED BEVERAGE TAX:** A tax at the rate of 10% imposed on the gross receipts of a licensee from the sale, preparation, or serving of mixed beverages

**MODIFIED ACCRUAL BASIS:** Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurs, if measurable.

**NON-DEPARTMENTAL:** Includes debt service, operating transfers between funds, and compensation adjustment.

**NETCO:** The Northeast Tarrant County radio consortium that includes the cities of Bedford, Colleyville, Euless, Grapevine, Keller, and Southlake.

**(O)PERATIONS AND (M) AINTENANCE:** Represents the portion of taxes assessed for the operations and maintenance of General Fund Services.

**OPERATING BUDGET:** A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

**OPERATING EXPENSES:** Proprietary fund expenses directly related to the fund's primary service activities.

**OPERATING REVENUES:** Proprietary fund revenues directly related to the fund's primary service activities. They consist primarily of user charges for services.

**ORDINANCE:** A formal legislative enactment by the governing body of a municipality. It is not in conflict with any higher form of law, such as a state statute or constitutional provision; it has the full force and effect of law within the boundaries of the municipality to which it applies.

**PER CAPITA DEBT:** Total tax supported debt outstanding divided by population.

**PERSONNEL SERVICES:** Expenditures made for salaries and related benefit costs.

**POLICY:** A definite course of action adopted after a review of information and directed at the realization of goals.

**PROPERTY TAXES:** Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**PROPRIETARY FUND:** used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.

**PROPOSED BUDGET:** The budget prepared by the City Manager and submitted to the City Council for approval.

**RESERVE:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**RETAINED EARNINGS:** An account reflecting the accumulated earnings of an enterprise fund, as determined at the end of each fiscal year.

**REVENUE BONDS:** Long term debt (bonds) the repayment of which is based upon pledged revenues from a revenue generating facility.

**REVENUES:** All amounts of money earned or received by the City from external sources.

**SALES TAX:** A general "sales tax" is levied on persons and businesses selling merchandise and/or services in the city limits on a retail basis. State law defines the categories for taxation.

**STRATEGY MAP:** The strategic plan used by the City of Colleyville to outline the City's goals and objectives

**SUPPLIES:** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

**TAX BASE:** The total property valuations on which each taxing entity levies its tax rates.

**TAX LEVY:** The total revenues to be raised by ad valorem taxes for expenditure as authorized by the City Council.

**TAX RATE:** A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

**TAX ROLL:** The official list showing the amount of taxes levied against each taxpayer or property in the city. The list is provided to the city by the Tarrant Appraisal District.

**TAXABLE VALUE:** Estimated value of property on which ad valorem taxes are levied.

**TAXES:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**TIF:** Acronym for Tax Increment Financing District formed to make public improvements under the authority of the Tax Increment District Financing Act.

**TMRS:** Acronym for Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.

**TxDOT:** Acronym for the Texas Department of Transportation, the state agency responsible for transportation.

**TRANSFERS IN/OUT:** Transfers made from one City fund to another City fund for the purposed of reimbursement of expenditures, general and administrative services, or debt service.

**UNENCUMBERED FUND BALANCE:** The amount of fund balance which is not reserved for a future purpose.

**WORKING CAPITAL:** Equals current assets minus current liabilities; indicates whether an organization has enough short term assets to cover its short term debt.