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Mary Louise Nicholson, County Clerk
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Colleyville, TX

Annual Operating Budget

Fiscal Year 2022



City of Colleyville

Fiscal Year 2021-2022

Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$90,607 which is a 0.5 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 \$174,517.

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

FOR: Richard Newton, Bobby Lindamood, Tammy Nakamura, Kathy Wheat, George Dodson, Chuck Kelley, Callie Rigney

AGAINST:

PRESENT and not voting:

ABSENT:

Property Tax Rate Comparison

	2021-2022	2020-2021
Property Tax Rate:	\$0.291778/100	\$0.304365/100
No-New-Revenue (Effective) Tax Rate:	\$0.291778/100	\$0.310644/100
No-New-Revenue Maintenance & Operations Rate:	\$0.280687/100	\$0.294873/100
Voter-Approval (Rollback) Tax Rate:	\$0.301602/100	\$0.320118/100
Debt Rate:	\$0.011091/100	\$0.014925/100

Total debt obligation for City of Colleyville secured by property taxes: \$821,898

*if viewing this document digitally, click the page numbers below to be transferred directly to the corresponding document sections.

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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 01, 2020

Christopher P. Morill

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, 2020.

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

This 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 the GFOA to determine its eligibility for another award.

Fiscal Year 2022

City Council



Richard Newton
Mayor



Bobby Lindamood
Mayor Pro Tem



Tammy Nakamura
Place 1



Kathy Wheat
Place 3



George Dodson
Place 4



Chuck Kelley
Place 5



Callie Rigney
Place 6

Budget Message



COLLEYVILLE

FY 2022 Budget Message

Dear Fellow Citizens of Colleyville,

This has been a trying year for all of us in varying degrees. We have been forced to deal with a global pandemic that has stolen lives, livelihoods, and opportunities, and altered our way of life. On top of that, a massively debilitating winter storm overtook North Texas, putting lives at risk and causing millions of dollars in property damage throughout the area. This past year has been marked by anxiety, uncertainty, and loss in a way most of us have never seen. Yet through this uncertainty, the City of Colleyville has never stopped working for you. When other levels of government closed down, Colleyville employees continued to staff our offices. We answered phones, responded to calls for help, and reached out to make sure we were doing everything in our power to support you. When restaurants and retail establishments were facing state-mandated operating restrictions and potential closures, the City went into action to support these businesses via grants and several rounds of our City-wide gift card program in an effort to put dollars directly into the pockets of our embattled small businesses. When an unprecedented winter storm took power and water from our residents' homes, the City repurposed its facilities to be warming centers, staffed around the clock and providing food, water, and shelter for anyone in need. And through it all, our staff and elected officials have made a concerted effort to communicate openly with our citizens and businesses on a routine basis so that, if nothing else, you had the information you needed to make your own decisions in this difficult environment. It truly has been a year like no other for us, and we're proud to have made it through with all of you.

Perhaps one of the many lessons we can take from this year is that local government holds a responsibility unlike any other. Of all of the levels of public service that you pay for, we are the first line, closest to you, and the first to respond. Our programs and services fall within a few miles of your homes and businesses, and can be seen just outside your windows. Our staff and elected officials keep this at the front of our minds as we prepare our plans and priorities for each upcoming fiscal year. With that, we are pleased to present the adopted FY 2022 Combined Annual Operating Budget for the City of Colleyville. This budget includes program funding for first responders, infrastructure maintenance, utility support, parks and recreation facilities, and all supporting administrative efforts. It was developed to not only provide for the needs of today but to meet the needs of the future as well. Our 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 provided through operating funds (utilizing taxes, fines, fees and service charges, primarily), special revenue funds (utilizing sales taxes and hotel taxes), and capital project funds. 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. Note that there were no changes between the proposed and adopted budgets.

FY 2022 Proposed	General Fund	Utility Fund	Drainage Fund	Debt Service Fund	Hotel Tax Fund
Operating Revenues	\$25,659,689	\$18,088,171	\$1,030,868	\$627,500	\$252,500
Operating Expenditures	\$25,130,144	\$18,088,171	\$ 694,204	\$821,898	\$247,822

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, 2021. Additionally, any operating surplus experienced by our operating funds at the end of the fiscal year will be moved to one of our capital funds to assist in cash-funding our 5-year capital improvement plan.

Fund Type	Number of Days	Amount	Capital Transfer FY21 Year-end
General	138	\$ 8,984,376	\$1,500,000
Utility	119	\$5,699,511	\$1,278,726
Drainage	259	\$ 718,287	\$ 221,316
Debt Service	165	\$ 857,945	
Hotel Tax	323	\$ 177,662	

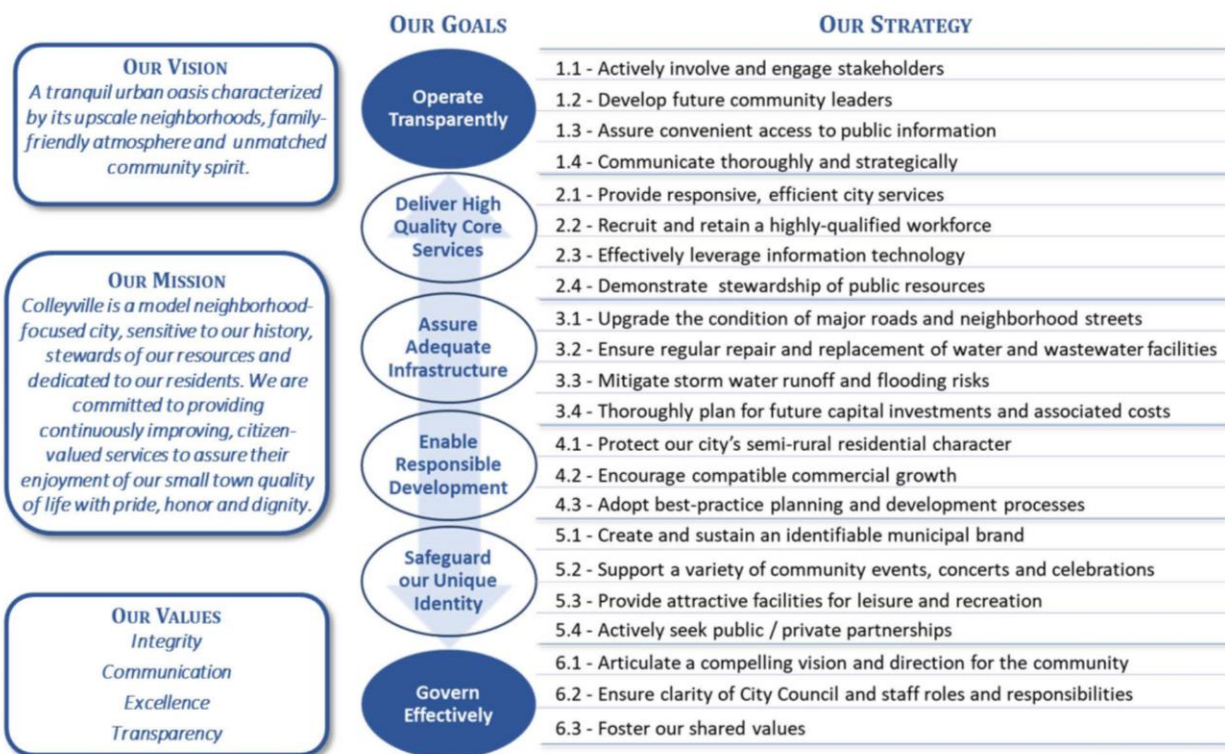
These reserves earn interest, bolster cash flow, and are available for unanticipated expenditures or emergencies. As a non-recurring revenue source, beginning fund balances are used to fund capital or other one-time expenses only. The City Council has provided direction to maintain at least a 100-day 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 vehicles and major apparatus.

BUDGET STRATEGY & DEVELOPMENT

Strategy in Action

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 in the version that was updated in June 2018. For each strategy identified, one or more objectives were assigned.

City of Colleyville Strategic Plan (updated June 2018)



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 2022 budget was guided by the priorities outlined in the City of Colleyville's Strategic Plan. Additionally, Colleyville elected officials hold a work session each June to reaffirm or modify these goals. 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, such as those we have seen in FY20 and FY21. Property values had been experiencing tremendous growth, although the last two years' certified values have shown more modest increases. This modest showing appears to be a symptom of a more conservative approach to property appraisals by the Tarrant Appraisal District, as municipalities all over the County experienced it. However, although Colleyville is close to build-out, the City did enjoy over \$70 million in new property value in the previous year and almost \$60 million in the current year, most of which is located outside of the Tax Increment Financing District. One of the City Council's highest priorities has been minimizing the tax burden of our citizens, so this new growth is crucial to maintaining that goal. Each year, 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 additional revenue due to increased property values. The City Council's budgeting strategy is that any tax rate above the no-new-revenue rate must be fully justified for specific programs or services. For reference, the no-new-revenue rate is a tax rate that aims to keep the average property owner's tax bill static from year-to-year, meaning only brand new property that didn't exist in the previous year can result in new revenue. Fiscal Year 2022 represents the fourth consecutive fiscal year in which the budget is funded with the no-new-revenue tax rate.

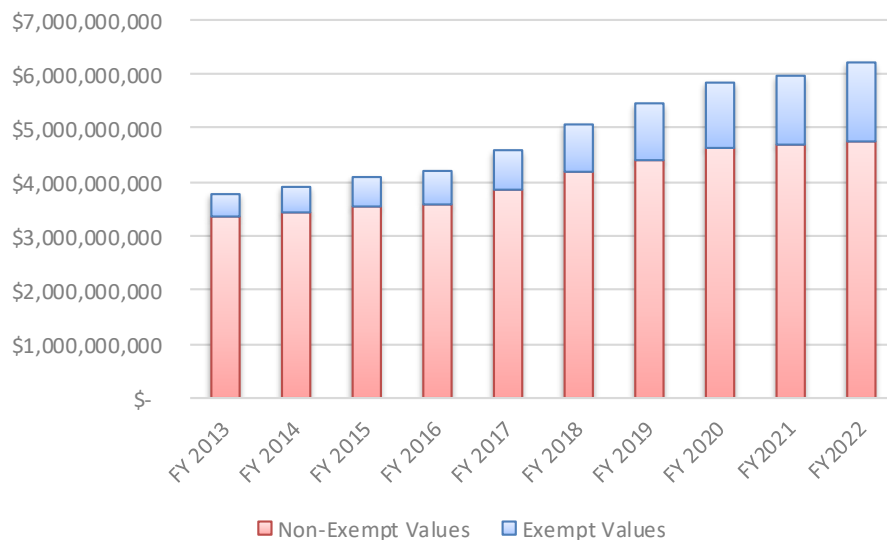
Sales tax is the second largest General Fund revenue source. The City's primary commercial corridor is located on Colleyville Boulevard (SH26), which has recently completed its construction (expanding from four-to-six lanes with medians) and beautification efforts. Our biggest sales tax earners tend to be large grocers and liquor stores. As those businesses carry items many shoppers consider to be essential, their sales tend to fluctuate much less than other economic sectors. However, about 10%, or \$800,000 worth of tax does come from our restaurant/bar industry, which has been substantially impacted from the COVID-related restrictions. Once it was clear that COVID was going to have the impact it has, staff prepared to rely on its financial contingency plan to compensate for an anticipated sales tax hit to the restaurant sector. While that industry (and others) did feel an impact, sales tax as a whole did not decrease as predicted. This was due primarily to sales from online purchases that were sourced to Colleyville. Fiscal year 2020 sales tax receipts actually saw an 8.7% increase over the previous year. Similarly, fiscal year 2021 receipts are projected to bring in a similar, if not stronger, gain. For the purposes of budgeting conservatively, staff balanced the FY22 budget with a more modest, 1-1.5% increase over the current year.

Even though the City's sales tax as a whole improved substantially, it must be acknowledged that segments of Colleyville's economy have nonetheless suffered. In keeping with its history of being proactive and creative in supporting local establishments during business interruptions, the City implemented grants and several rounds of a gift card program to try and spur consumers to patronize local restaurants and retailers during the last year. These programs were very well received by all involved, and staff will likely implement them in the future as well. It

is important to note that these efforts have been lauded by the Texas Municipal League and the Texas Economic Development Council for their creativity and innovation.

Colleyville continues to prioritize and address the City’s critical infrastructure including streets, water, wastewater, sidewalks/trails, and parks. This budget includes a robust 5-year Capital Improvement Plan (CIP), completely funded with cash, to insure infrastructure is maintained and built new where needed to maintain an exceptional quality of life for residents and businesses.

As fortunate as the City has been throughout the pandemic, Colleyville isn’t without its revenue issues. Among them is a marked increase in the number of properties that qualify for a property tax exemption. While Colleyville does not currently have a homestead exemption as some surrounding areas do, the City does offer a property tax exemption for citizens aged 65 and older. When applied, this exemption discounts the taxable value of the residence by \$65,000 and subsequently freezes the tax bill owed on the property for as long as the exemption is in place. Growth in the amount of exempt properties each year further suppresses any total assessed value growth, reducing the amount the City can raise from its tax rate. Over a ten-year period, these exemptions went from being 11% of the total assessed value to 23.5% as of the most recent assessment. For a City that prides itself on keeping its property tax rate low, this trend will continue to present a challenge.



There are two other revenue pressures facing Colleyville, one of which began in FY 2020 and will continue forward. First, the proposed budget accounts for H.B. 3535 which was approved by the Texas Legislature during the 84th Legislative Session. This legislation will significantly reduce franchise fee revenue by allowing companies that provide telecommunications and cable or video services to pick whether they want to pay telecommunications franchise fees or cable/video franchise fees, but not both. The City has already experienced a decline in this franchise fee revenue, which peaked in FY19 at almost \$2.3 million and is projected to bring in close to \$2 million

by the end of FY20. The second issue reflected in this budget is Colleyville's approach toward residential build-out, which necessitates transitioning to more of a redevelopment and rehabilitation focus. This transition is poised to reduce building permit and associated development fee revenue in the coming years.

Priorities and Fiscal Year 2022 Focus

The adopted budget accomplishes a number of priorities, including the following highlights:

- **Maintains a low tax rate**

2021 certified values increased 4.1% in total compared to 2020 certified values. The fiscal year 2022 proposed budget includes a proposed tax rate of \$0.291778/\$100 of valuation, a \$0.01259 reduction from the current \$0.304365 tax rate. **This marks the fourth year that Colleyville has adopted the calculated no-new-revenue rate**, meaning that the City's property tax rate is adjusted downward as property values increase. This is designed to keep taxpayers' bills from increasing on average, with the City instead relying on the tax revenue from new property developments to fund budget increases.

- **Provides a balanced budget**

The fiscal year 2022 proposed budget is a balanced budget, consistent with both the City's Charter and state law requirements. Operating expenditures are funded with operating revenues. Operating funds maintain a fund balance above the 90-day reserve at all times, as required by the City's financial policies. The City's practice is to maintain a fund balance of at least 100 days, which is accomplished in the proposed budget.

- **Better aligns specific expenditures with restricted funds**

As with each year, staff examined the budget line-by-line in an effort to place expenditures in the most appropriate fund. Last year, this effort led to the identification of three full-time positions currently being funded in the General Fund that should be contained in the Hotel Tax and Colleyville Economic Development Corporation (CEDC) funds. The restrictions on the Hotel Tax Fund are that expenditures must be limited to (1) efforts to attract guests to our hotel industry and (2) seven other specific stipulations, one of which is to advertise the City to individuals and businesses. Staff identified the following positions as being qualified for this funding source: the Community Relations Specialist whose job is to advertise Colleyville, and the Colleyville Center Manager who spends approximately 60% of her time on wedding-related activities at the City-owned Colleyville Center.

Restrictions on the CEDC Fund expenses include parks and park facilities, our library, our community center, open space improvements, and other facilities and improvements. From this, staff determined that Colleyville Center's Sales and

Event Specialist could be reallocated to the CEDC Fund, as well as the remaining 40% of the Colleyville Center Manager's salary.

This year, staff identified \$260,000 in contractual costs for the mowing of parks properties that could be reallocated from the General Fund to the CEDC Fund. Similarly, staff also moved one additional police officer position from the General Fund into the Crime Control and Prevention District Fund, which exists solely to pay for police department operations.

This strategy plays an important part in keeping the City's tax rate low, and it will continue to be a focus in future years.

- **Adjusts General Fund revenue to account for legislative changes and transitioning to nearing residential build-out**

Fiscal year 2021 was the first year S.B. 2 which was approved by the Texas Legislature during the 84th Legislative Session came into play. The bill made several changes to the existing Truth-in-Taxation laws for setting property tax. Chiefly, the effective rate is now called the no-new-revenue rate, and rollback rate is now called the voter approval rate. Additionally, cities will be permitted to only raise their tax revenue by 3.5% net of new development revenue before holding a mandatory vote. As discussed earlier, Colleyville is operating with its calculated no-new-revenue tax rate for fiscal year 2022. The adopted budget also reflects Colleyville nearing residential build-out and transitioning to more of a redevelopment and rehabilitation phase by reducing building permit and associated development fee revenue.

- **Demonstrates responsible fiscal management with corporate-like efficiency**

City staff has focused on efficiency and sustainability over the last three years, saving over \$1,000,000 in General Fund operating costs. This effort to reduce expenditures was about more than just limiting labor costs and saving dollars. It was an effort to bring corporate-like efficiency to the organization. Our strategy is to only take in the revenue necessary to provide programs and services, rather than accept the maximum possible revenue and then decide how to spend it. This effort continues with the fiscal year 2022 proposed budget. This will be the second full year with the new Enterprise Fleet Management contract to assist the City staff with fleet purchasing and maintenance scheduling, which ultimately saves the City money by timing the disposal of vehicles to maximize return, providing a newer fleet, therefore reducing maintenance costs, and utilizing a fleet with better gas mileage. The newer fleet will also provide enhanced safety features for employees who drive the vehicles. The retirement of the fleet service manager in the summer of 2019 provided an opportunity to evaluate how the City conducts its fleet purchasing and maintenance operations. Rather than fill the position, the City has shifted the management oversight to the current field operations supervisor.

The City absorbs costs whenever possible, reallocating dollars to where the need exists rather than being content with the status quo on resource prioritization. This effort pays dividends when attempting to hold service levels steady amidst a global pandemic and subsequent economic recession, as we are currently experiencing. Personnel cost increases and maintaining service levels as well as the health insurance deductible reimbursement program are able to be absorbed without needing any additional property tax revenue. Helping this effort is Colleyville's 2022 health insurance re-rate, which showed no increases in insurance costs.

- **Expands public safety services**

Public safety continues to be one of the community's highest priorities and this budget expands funding for the high level of services Colleyville citizens expect. The proposed fiscal year 2022 budget includes funding for 44 sworn police officers, 13 of whom are funded out of the Colleyville Crime Control and Prevention District (CCCPD) budget (funded by a ½ cent sales tax). When possible, the City will continue to move officers from the General Fund into the CCCPD fund. The City's strategy is to fund police officers and services from CCCPD as opposed to capital items to connect the sales tax approved by the voters to direct public safety. This strategy has the added benefit of reducing reliance on property tax.

Increases to our public safety budget this year include enhancements to the juvenile processing/interview room video surveillance system, a safeguarding program to support detectives working child sexual abuse cases, scheduling software, expansion of the wellness program, and increased training for crowd control. On the other side of the public safety spectrum, the Fire Department has added an assistant chief position, funded out of the General Fund.

- **Makes long-term plans for adjusting the Utility Capital Improvement Plan rate in order to fund 5-year CIP**

In 2017, the City Council voted to create a new component of the City's utility rates dedicated solely to funding capital projects. The rate is tiered based on meter size and as of FY21 has yielded approximately \$360,000 in revenue. However, since 2017 the City has been relying on the Utility Fund's ample cash balance to pay for the majority of the projects. Because this excess balance is projected to run out in the coming years, Council will begin adjusting the CIP rate incrementally to provide for adequate capital project funding. Going forward, the adoption of the 5-year CIP will trigger an adoption of a rate necessary to fully fund it. For FY22, this rate will increase to \$5.83 per month for the smallest meter sizes.

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

Year 1 (fiscal year 2022) of the City's 5-Year Capital Improvement Plan (CIP) includes over \$29 million in projects to replace aging infrastructure, both above

and below ground. These projects include street rehabilitation and reconstruction, water line replacements, park improvements including a new restroom facility, and reinvestment in City facilities such as City Hall, the Colleyville Library, Central Fire Station, and the Justice Center. The CIP also includes funding for drainage improvements and sidewalks/trails. Ensuring that these community assets are well maintained is and will continue to be a high priority. These projects are all fully-funded with cash that is currently available or with revenues projected to be received during this time period. No new debt is planned and the City is actively working to pay off all outstanding debt, which should be accomplished in less than 10 years.

- **Further beautification efforts throughout the community**

The fiscal year 2022 budget also provides funding to further beautification efforts throughout the community. This includes improvements to pedestrian crosswalks and roundabouts, as well as landscaping and street lighting. Funding is also included for design and installation of towers at the City's northern gateway along the SH26 corridor. The City recognizes that this corridor is truly Colleyville's main street, and the look and feel should be reflective of the exceptional quality found throughout Colleyville.

The objective in developing the fiscal year 2022 budget 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 \$25,559,689. Major revenue considerations include:

- A tax rate decrease from \$0.304365 to \$0.291778 per \$100 of valuation
- Small increase in property tax revenue due to new property developments only
- Conservatively projected growth in sales tax revenue
- Lower budget for building permits due to the City approaching residential build-out
- Lower budget for franchise fees due to the passing of House Bill 3535 by the Texas Legislature during the 84th session.

Property Tax

The primary source of income for the City is property taxes, accounting for 61 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.

Colleyville's property valuations for tax year 2021 (fiscal year 2022) are valued at \$6,213,549,734, and includes \$60,415,888 in new construction. This represents an increase of \$246,583,414 (4.1%) over the fiscal year 2021 taxable value. The total taxable value includes TIF zone property, which has a combined taxable value increment of \$439,107,273 (TIF Zone #1 adopted in 1998- \$422,931,176 and TIF Zone #1A adopted in 2012- \$16,176,097). The final TIF value is subject to change, as valuation is still under appeal. However, this does represent a decrease of \$11,854,488 (2.6%) over the current year TIF valuation. This decrease is at least partially related to COVID-related business closures being a consideration for the appraisal district when assessing property values.

The fiscal year 2022 budget includes a property tax rate of \$0.291778 per \$100 value. The tax rate is comprised of an operation and maintenance rate of \$0.280687, and an interest and sinking rate of \$0.011091. 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
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	\$500,748	\$0.33383	\$1,671.67
2019	\$521,831	\$0.320800	\$1,674.03
2020	\$552,770	\$0.306807	\$1,695.94
2021	\$562,115	\$0.304365	\$1,710.88
2022	\$584,915	\$0.291778	\$1,706.65

Sales Tax

The second major financial consideration guiding development of the budget is sales tax revenue. 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. Sales tax has been budgeted at a conservative 4 percent decrease for fiscal year 2022 compared to fiscal year 2021. The decrease is an attempt to recognize that a portion of the City's FY2021 sales tax revenue came from costs related to home repairs from the winter storm as well as a windfall from businesses opening back up in early 2021. The decrease is budgeted as a recognition that those events were outliers and the associated revenue cannot be counted on in future years.

Licenses and Permits

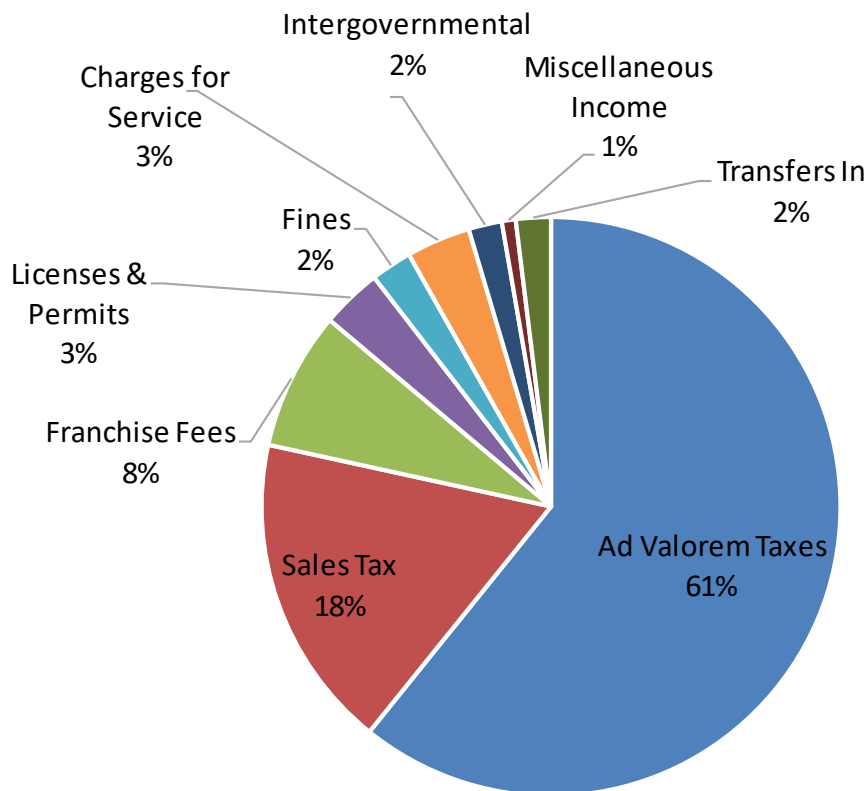
The City has conservatively budgeted license and permit revenue for fiscal year 2022, acknowledging the early stages of new residential development trends in Colleyville. Large subdivisions are reaching conclusion and smaller infill projects are coming into

the City. More and more, the City is seeing remodel and redevelopment in the shape of tear down, build new. As such, revenue projections have been kept flat with FY21 projections, with steady decreases in the subsequent years. The fiscal year 2022 budget for license and permit revenue makes up 3.4 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 as well as a school resource officer. Keller is paying a percentage of the total municipal court cost based upon their percentage of total citations issued by both cities.

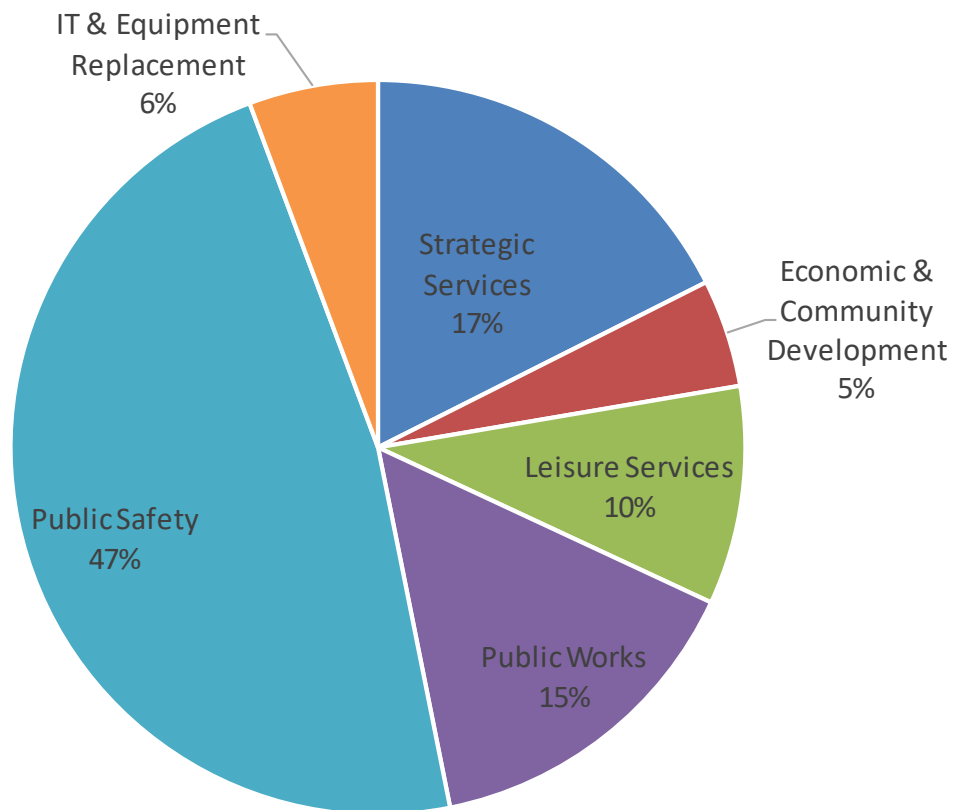
Revenue



Expenditures

The illustration on the next page shows how the City plans to spend each tax dollar for the upcoming fiscal year. The total adopted General Fund budget for fiscal year 2022 is \$25,149,806. As seen in the chart, 47% of the General Fund is for public safety. When combined with public works, 62% of the General Fund is scheduled for police, fire, and infrastructure services.

Expenditure



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 into two funds- the Utility Fund and Utility Capital Projects Fund, although these funds are rolled together for financial reporting purposes in the Certified Annual Financial Report (annual audit). 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 following sections specifically discuss revenues and expenditures for the Utility Fund.

Revenues

Utility bills include both volumetric and base rates. The City’s operating costs for delivery of treated water and collection of wastewater are included in the monthly water and wastewater base rates. The volumetric rate is a direct pass through of the 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 fiscal year for base rates and TRA’s fiscal year for volumetric rates. Water and wastewater volumetric charges account for 77 percent of operating revenue and water and wastewater base rates account for 23 percent. Interest, tap fees, and miscellaneous revenues comprise the remainder.

Water Rates

Prior to fiscal year 2016, the Colleyville Utility System operated on a much more traditional, tiered rate structure. Based on an inclining scale from 1,501 gallons used to over 50,000 gallons used, the rates were initially intended to encourage water conservation. In actuality, this resulted in the utility earning far more in revenue than it needed. The years of cash surpluses built up to a point where it was obvious the rate philosophy wasn’t working as intended. A consultant was hired and a citizens rate advisory committee was formed to tackle the issue. The final recommendation was to cover the utility’s costs with static base rates based on meter size for both operational and capital expenses and to pass through the Trinity River Authority’s volumetric costs with a rate based on consumption. The base rates are reviewed annually during the budget process. This year, staff and Council determined that modest increases in the operating and capital (CIP) rates were warranted. Below is a comparison of the monthly rates for fiscal years 2021 and 2022. It should be noted that approximately 96% of all customers in Colleyville have a meter size of 1” or less.

Water Meter Size	1" Meter	1.5" Meter	2" Meter	3" Meter	4" Meter
FY 2021 Water	\$13.58	\$27.16	\$43.45	\$81.47	\$135.78
FY 2022 Water	\$14.06	\$28.12	\$45.00	\$84.37	\$140.61
Increase	\$0.48	\$0.96	\$1.55	\$2.90	\$4.83
FY 2021 Wastewater	\$11.60	\$11.60	\$11.60	\$11.60	\$11.60
FY 2022 Wastewater	\$12.32	\$12.32	\$12.32	\$12.32	\$12.32
Increase	\$0.62	\$0.62	\$0.62	\$0.62	\$0.62
FY 2021 CIP	\$3.91	\$7.24	\$11.24	\$20.56	\$33.87
FY 2022 CIP	\$5.83	\$10.79	\$16.75	\$30.65	\$50.49
Increase	\$1.90	\$3.51	\$5.46	\$9.98	\$16.44
FY 2021 Total	\$29.09	\$46.00	\$66.29	\$113.63	\$181.25
FY 2022 Total	\$32.21	\$51.23	\$74.07	\$127.34	\$203.42
Increase	\$3.12	\$5.23	\$7.78	\$13.71	\$22.17

Expenditures

Utility Fund expenditures total \$18,088,176 for the fiscal year 2022 budget. There is no utility-supported bonded debt obligation, as fiscal year 2018 was the last year of debt payments for the Utility Fund. The largest component, 77 percent of the fund, covers the contractual obligation for water and wastewater to the TRA.

DEBT SERVICE FUND

The City budgets for tax-supported debt in the Debt Service Fund. The total fiscal year 2021 Debt Service Fund expenditure budget is \$821,898. This City has been focused on paying off all outstanding debt and financing all capital needs going forward with cash.

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. The TIF portion was paid off in fiscal year 2020.

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. 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.

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 \$1,030,868 in fiscal year 2022, primarily from the collection of the monthly fee. The final annual debt payment for the outstanding bonds were paid off in fiscal year 2021, making this fund debt free. The

remaining funds support personnel and other operational costs. The TIF funded a stormwater master plan that concluded in fiscal year 2020. The Drainage Utility Fund could fund some of the prioritized recommendations from that master plan in coming years.

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:

Hotel Tax Fund

In 1998, Colleyville City Council passed an ordinance establishing a hotel occupancy tax equal to 7 percent of the lodging cost of a hotel room within city limits. Texas state law mandates that the revenue derived from this tax must only be used for expenses that promote the tourism industry, including (but not limited to) convention/civic center facilities, general promotional and tourist advertising for the City, and the encouragement, promotion, improvement and application of the arts. Although authorized in 1998, the City did not have a hotel within its boundaries until 2017. Since that time, all revenue derived from the tax has been used on non-recurring expenses relating to special events. However, beginning in fiscal year 2021 the City allocated operating costs to this fund as authorized by state law. This includes a significant portion of the City's advertising expenses as well as personnel costs for Colleyville's Community Relations Specialist and partial personnel costs for the Colleyville Center Manager and its Sales and Event Specialist. Because all or part of these positions are dedicated to advertising the City and bringing guests in from out of town, they meet the state's tourism requirement for hotel taxes, allowing the City to shift the costs away from the General Fund. This reliance on restricted revenue sources for operational costs is part of the City's ongoing initiative to keep its property tax rate as low as possible.

This fund is budgeted to bring in \$250,500 in anticipated revenue while spending \$250,054.

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 to spur economic development 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 total taxable value includes TIF zone property, which has a combined taxable value increment of \$439,107,273 (TIF Zone #1 adopted in 1998- \$422,931,176 and TIF Zone #1A adopted in 2012- \$16,176,097). The final TIF value is subject to change, as valuation is still under appeal. This represents a decrease of \$11,854,488 (2.6%) from the current year TIF valuation of \$450,961,761.

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 \$2,001,200. The budget provides funding for compensation for 13 police officers, 2 part-time public safety officers, 1 part-time accreditation coordinator, vehicle replacements, various minor capital items, specialized training, weapons replacement, and CALEA accreditations, with total expenditures of \$2,179,605 for fiscal year 2021. Staff anticipates this fund utilizing \$178,000 in balance for non-recurring costs.

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 2022 is \$2,385,000. 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. 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 2022 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 2022 the Voluntary Park Fund will pay for improvements to various parks and athletic fields. The Voluntary Park Fund will be an important funding source to improvement projects identified in the recently updated Parks Master Plan.

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.

The City drafts rolling five-year capital improvement plans (CIP) every year with the budget process. Several funds house CIP-related expenditures, but the primary ones involved are the Capital Projects Fund and the TIF Fund. The newly adopted CIP includes over \$90 million in projects over its life, and it will be updated each year. With the City's emphasis on being debt-free, all projects are cash-funded.

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. The fund 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.

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. The fiscal year 2022 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

Mark Wood

Mark Wood
Assistant City Manager

Adrienne Lothery

Adrienne Lothery
Assistant City Manager

City Strategic Plan



City of Colleyville Strategic Plan

(updated June 2018)

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*

OUR GOALS

Operate
Transparently

Deliver High
Quality Core
Services

Assure
Adequate
Infrastructure

Enable
Responsible
Development

Safeguard
our Unique
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 storm water runoff and flooding risks
- 3.4 - Thoroughly plan for future capital investments and associated costs
- 4.1 - Protect our city'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 municipal 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 - Ensure clarity of City Council and staff roles and responsibilities
- 6.3 - Foster our shared values

Strategic Goals Mapped to Departments

Goals	Strategy Map	City Council	City Administration	Economic Development	City Secretary
Operate Transparently	Actively involve and engage stakeholders		X		X
	Develop future community leaders				
Deliver High Quality Core Services	Assure convenient access to public information				X
	Communicate thoroughly and strategically		X		X
Assure Adequate Infrastructure	Provide responsive, efficient city services		X		
	Recruit and retain a highly-qualified workforce				X
	Effectively leverage information technology				
Enable Responsible Development	Demonstrate stewardship of public resources				
	Upgrade the condition of major roads and neighborhood streets				
	Ensure regular repair and replacement of water and wastewater facilities				
	Mitigate storm water runoff and flooding risks				
Safeguard our Unique Identity	Thoroughly plan for future capital investments and associated costs				
	Protect our city's semi-rural residential character			X	
	Encourage compatible commercial growth			X	
Govern Effectively	Encourage compatible commercial growth			X	
	Adopt best-practice planning and development processes			X	
	Create and sustain an identifiable municipal brand			X	
Govern Effectively	Support a variety of community events, concerts, and celebrations				
	Provide attractive facilities for leisure and recreation				
	Actively seek public/private partnerships			X	X
Govern Effectively	Articulate a compelling vision and direction for the community	X			
	Ensure clarity of City Council and staff roles and responsibilities		X		X
	Foster our shared values		X		X

Strategic Goals Mapped to Departments

Goals	Strategy Map	Finance	Legal	Library	Public Works	Community Development
Operate	Actively involve and engage stakeholders					X
	Develop future community leaders					
Transparently	Assure convenient access to public information					
	Communicate thoroughly and strategically	X				
Deliver High Quality Core Services	Provide responsive, efficient city services	X	X	X		
	Recruit and retain a highly-qualified workforce					
	Effectively leverage information technology			X		
	Demonstrate stewardship of public resources	X	X			
Assure Adequate Infrastructure	Upgrade the condition of major roads and neighborhood streets				X	
	Ensure regular repair and replacement of water and wastewater facilities				X	
	Mitigate storm water runoff and flooding risks				X	
	Thoroughly plan for future capital investments and associated costs	X			X	
Enable Responsible Development	Protect our city's semi-rural residential character					X
	Encourage compatible commercial growth					X
	Encourage compatible commercial growth					X
	Adopt best-practice planning and development processes					X
Safeguard our Unique Identity	Create and sustain an identifiable municipal brand					X
	Support a variety of community events, concerts, and celebrations			X		
	Provide attractive facilities for leisure and recreation			X		
	Actively seek public/private partnerships			X		
Govern Effectively	Articulate a compelling vision and direction for the community					X
	Ensure clarity of City Council and staff roles and responsibilities					
	Foster our shared values					

Strategic Goals Mapped to Departments

Goals	Strategy Map	Fire	Police	Parks and Recreation	Communications	Colleyville Center
Operate	Actively involve and engage stakeholders	X	X	X		
	Develop future community leaders					
Transparently	Assure convenient access to public information		X		X	
	Communicate thoroughly and strategically				X	
Deliver High Quality Core Services	Provide responsive, efficient city services	X	X	X		X
	Recruit and retain a highly-qualified workforce					
	Effectively leverage information technology				X	
Assure Adequate Infrastructure	Demonstrate stewardship of public resources	X		X		
	Upgrade the condition of major roads and neighborhood streets					
	Ensure regular repair and replacement of water and wastewater facilities					
Enable Responsible Development	Mitigate storm water runoff and flooding risks					
	Thoroughly plan for future capital investments and associated costs	X		X		
	Protect our city's semi-rural residential character		X	X		
Safeguard our Unique Identity	Encourage compatible commercial growth					
	Encourage compatible commercial growth					
	Adopt best-practice planning and development processes	X				
Govern Effectively	Create and sustain an identifiable municipal brand				X	
	Support a variety of community events, concerts, and celebrations	X	X	X	X	X
	Provide attractive facilities for leisure and recreation			X		X
Govern Effectively	Actively seek public/private partnerships			X		
	Articulate a compelling vision and direction for the community					
	Ensure clarity of City Council and staff roles and responsibilities					
Govern Effectively	Foster our shared values					

Strategic Goals Mapped to Departments

Goals	Strategy Map	Human Resources	Municipal Court	Information Services	Capital Equipment Reserve Fund
Operate Transparently	Actively involve and engage stakeholders			X	
	Develop future community leaders	X			
Deliver High Quality Core Services	Assure convenient access to public information				
	Communicate thoroughly and strategically			X	
	Provide responsive, efficient city services	X	X	X	
	Recruit and retain a highly-qualified workforce	X			
Assure Adequate Infrastructure	Effectively leverage information technology	X	X	X	
	Demonstrate stewardship of public resources				
	Upgrade the condition of major roads and neighborhood streets				
	Ensure regular repair and replacement of water and wastewater facilities				
Enable Responsible Development	Mitigate storm water runoff and flooding risks				
	Thoroughly plan for future capital investments and associated costs				X
	Protect our city's semi-rural residential character				
	Encourage compatible commercial growth				
Safeguard our Unique Identity	Encourage compatible commercial growth				
	Adopt best-practice planning and development processes				X
	Create and sustain an identifiable municipal brand				
	Support a variety of community events, concerts, and celebrations				
Govern Effectively	Provide attractive facilities for leisure and recreation				
	Actively seek public/private partnerships				
	Articulate a compelling vision and direction for the community				
	Ensure clarity of City Council and staff roles and responsibilities				
	Foster our shared values				

Strategic Goals Mapped to Departments

Strategic Goals	Resources Dedicated*
Thoroughly plan for future capital investments and associated costs	\$ 24,698,888
Provide responsive, efficient city services	\$ 21,921,581
Ensure regular repair and replacement of water and wastewater facilities	\$ 16,459,786
Support a variety of community events, concerts, and celebrations	\$ 12,076,333
Demonstrate stewardship of public resources	\$ 9,853,989
Actively involve and engage stakeholders	\$ 9,367,393
Provide attractive facilities for leisure and recreation	\$ 4,241,136
Effectively leverage information technology	\$ 3,453,148
Communicate thoroughly and strategically	\$ 3,242,884
Upgrade the condition of major roads and neighborhood streets	\$ 2,972,119
Protect our city's semi-rural residential character Encourage compatible commercial growth	\$ 2,726,267
Adopt best-practice planning and development processes	\$ 2,352,479
Assure convenient access to public information	\$ 2,275,574
Actively seek public/private partnerships	\$ 2,071,876
Ensure clarity of City Council and staff roles and responsibilities	\$ 1,035,511
Foster our shared values	\$ 1,035,511
Create and sustain an identifiable municipal brand	\$ 1,029,045
Encourage compatible commercial growth	\$ 713,401
Articulate a compelling vision and direction for the community	\$ 686,741
Mitigate storm water runoff and flooding risks	\$ 663,029
Recruit and retain a highly-qualified workforce	\$ 628,019
Develop future community leaders	\$ 366,430

*Please note that departmental resources are typically dedicated to more than one strategic goal at a time. Therefore, the sum total from the above table will equal more than the total of Colleyville's combined operating funds.

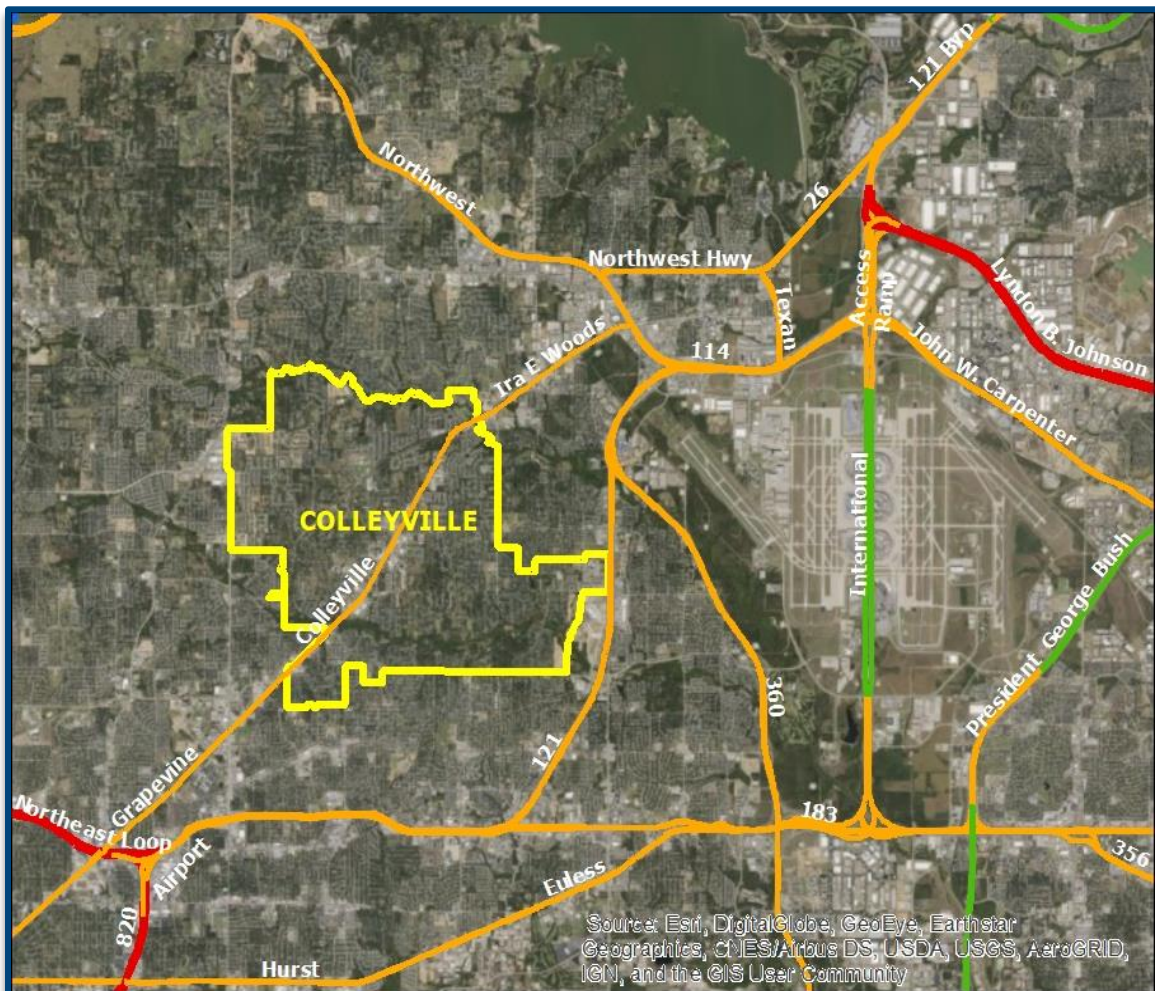
City Profile



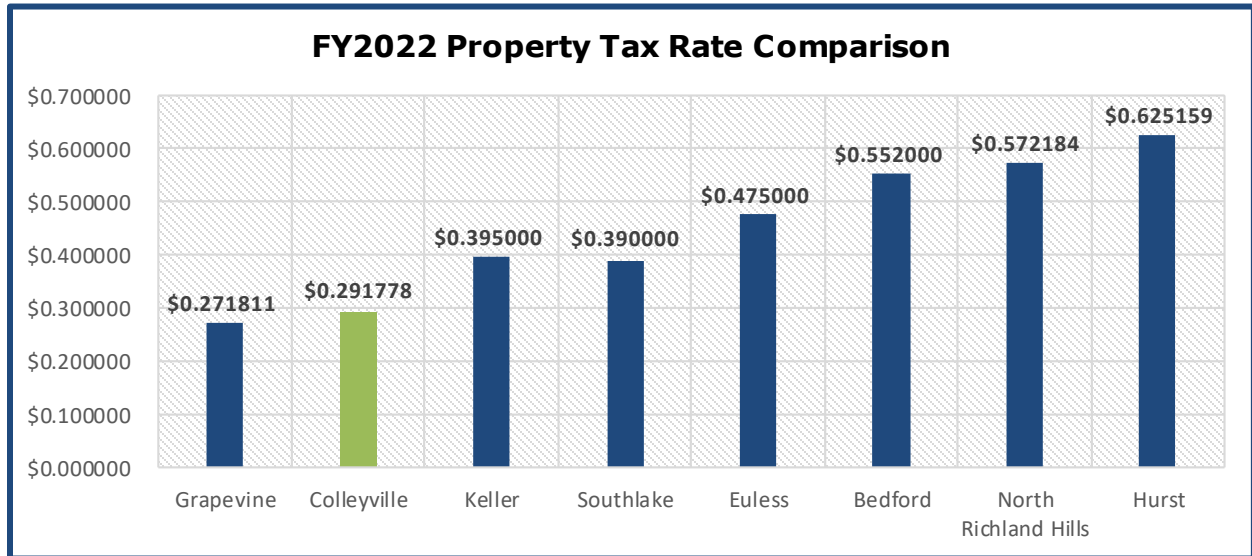
CITY PROFILE

The City of Colleyville, at approximately 13 square miles, is situated in the heart of the Dallas-Fort Worth area of North Texas. Since its incorporation in 1956, Colleyville has managed to grow and develop while still maintaining its rural roots which can be traced back to the City's humble beginnings. Today Colleyville is known as one of the premier communities in the nation and consistently ranked at or near the top of the best places to live in the United States.

Colleyville has been featured in numerous local and national rankings. In a 2012 report on from the American City Business Journal, the City was ranked the 10th on "Quality of Life in the South." The next year, 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, an online resource providing information on community safety, has consistently ranked Colleyville as one of the safest cities in Texas, most recently the fourth safest in 2021. Additionally, the site included Colleyville among one of the top 100 safest cities in the nation. 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 takes pride in its atmosphere of friendliness and having a close-knit community. While maintaining its rural feel, the City still provides many modern amenities and quality services for its residents. Stores such as Whole Foods and Market Street promote a healthy lifestyle within the community, along with many other stores and restaurants that are open in the City. Throughout Colleyville there are many local businesses that provide exceptional services for every need, and upscale retail alongside extraordinary residential areas draw people to the City.



Colleyville residents are able to enjoy one of the lowest tax rates in the area at \$0.271811. Compared to the surrounding cities, Colleyville has the second lowest tax rate. The only city with a lower tax rate, Grapevine, has a larger sales tax revenue and tax base, which allows for the lower property tax rate.

The City of Colleyville is currently undergoing an exciting transformation as well. In 2020, the Texas Department of Transportation completed a \$38 million road reconstruction and expansion of the main commercial corridor of the City of Colleyville, State Highway 26. The project spanned 3 miles and included full reconstruction from four lanes to six with a landscaped median. The City of Colleyville contributed an additional \$8 million to enhance the landscaping, lighting, and other pedestrian elements. The City is currently undergoing further beautification improvements on SH26, including the construction of two tower elements located at the gateway into Colleyville. Other notable improvements slated within the next five years include a widening of Glade Road and a complete renovation of the City's Senior Center.





The City offers several enriching events throughout the year for residents. On Sunday afternoons in the fall residents can enjoy the **Colleyville Farmers Market** outside of City Hall/Library in the Village. Vendors from Colleyville and beyond feature items such as fresh produce, artisanal breads, and more.

In the summer time the Library, in conjunction with other departments, hosts the **Summer Reading Finale**. The Reading Finale is an outdoor celebration to wrap up the Summer Reading Program held every year by the Library. This event features children's arts and crafts, carnival games, and



special costume character guests and more.



Residents can also look forward to **Stars and Guitars**- a free outdoor concert under the stars held every June. Past line-ups have featured award winning bands, such as Asleep at the Wheel, Vocal Majority, John Michael Montgomery, and Jo Dee Messina. This celebration also features gourmet food trucks and fireworks! Families can also enjoy snacks and family friendly movie screenings at the City's **Movie in the Village** events. This event allows residents to hang out in the green space near City Hall and watch free movies under the stars. For car enthusiasts and families alike, the City hosts the **Colleyville Car Show**, where everyone

can get together to enjoy live music, great food, and cars of all kinds.

During fall is the City's **Harvest Festival**, which is an outdoor event at the City Plaza. The event features games, crafts, a petting zoo, kid's events and more! Just a few months later, residents can launch the holiday season at the **City Tree Lighting Ceremony**. This outdoor event is held at City Hall/Library in the Village and features the lighting of the city tree, photos with Santa, holiday themed children's games and crafts, and performances by the local children's choir. These are just some of the events that help make our City unique. The City is always looking for new ways to bring the Colleyville community together.



COLLEYVILLE HISTORY

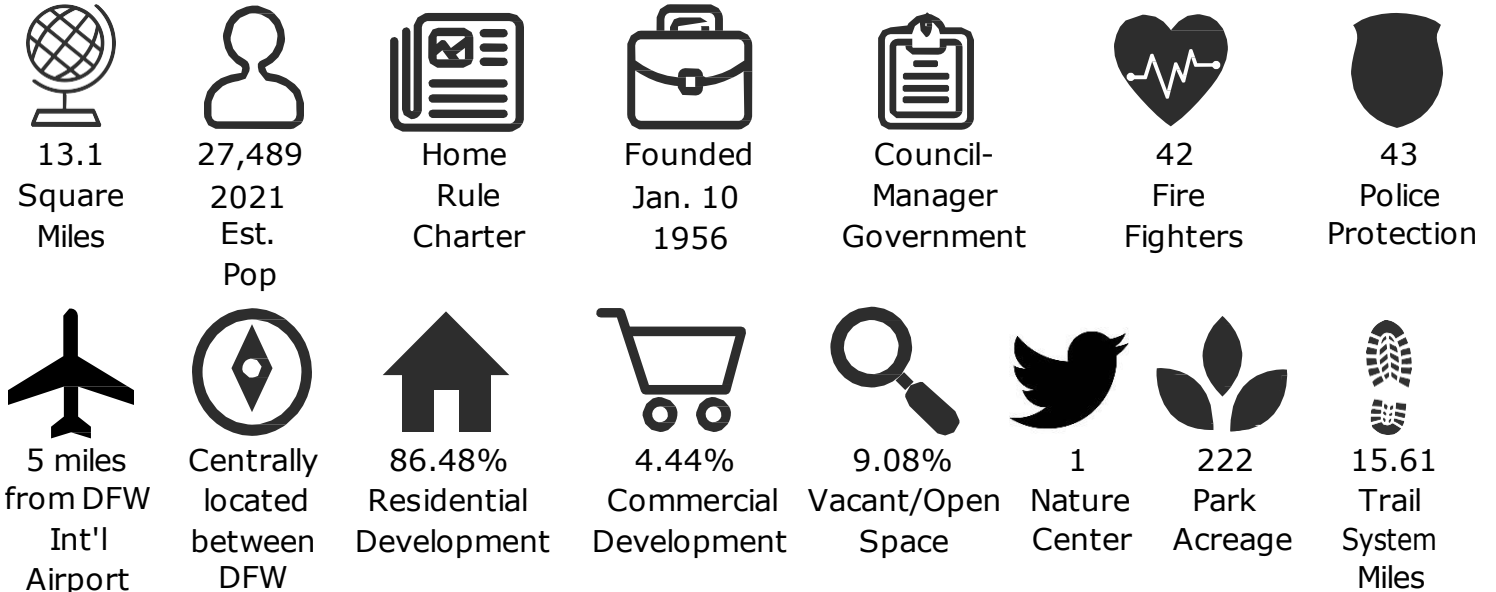
The area now known as Colleyville was first settled in the mid-1800s and was comprised of five separate small communities centered around area churches and schools. Settlers came to Texas during the nearly ten years of the Independent Republic of Texas, but none settled in the wild and beautiful land between the creeks that would become Colleyville. 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. Coyotes, wild turkey, deer, bear, and nomadic Indians were the main inhabitants of pre-Colleyville. 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.



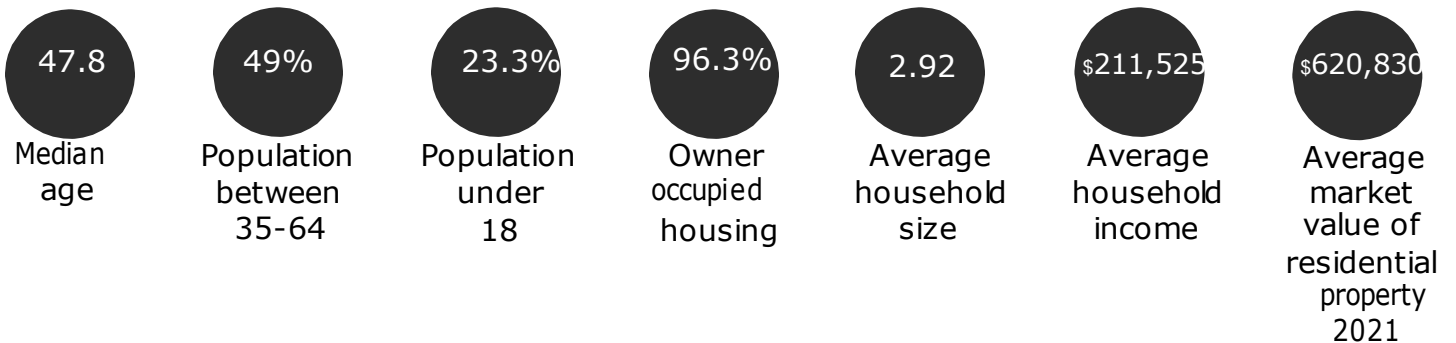
Colleyville was incorporated in January 1956 with less than two square miles and a population of approximately 250. During the late 1970s and early 1980s, Colleyville's close proximity to Dallas-Fort Worth International Airport sparked the growth of high quality residential development. Today, Colleyville is home to over 25,000 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 while still maintaining the City's country atmosphere.

COLLEYVILLE, TX: AT A GLANCE

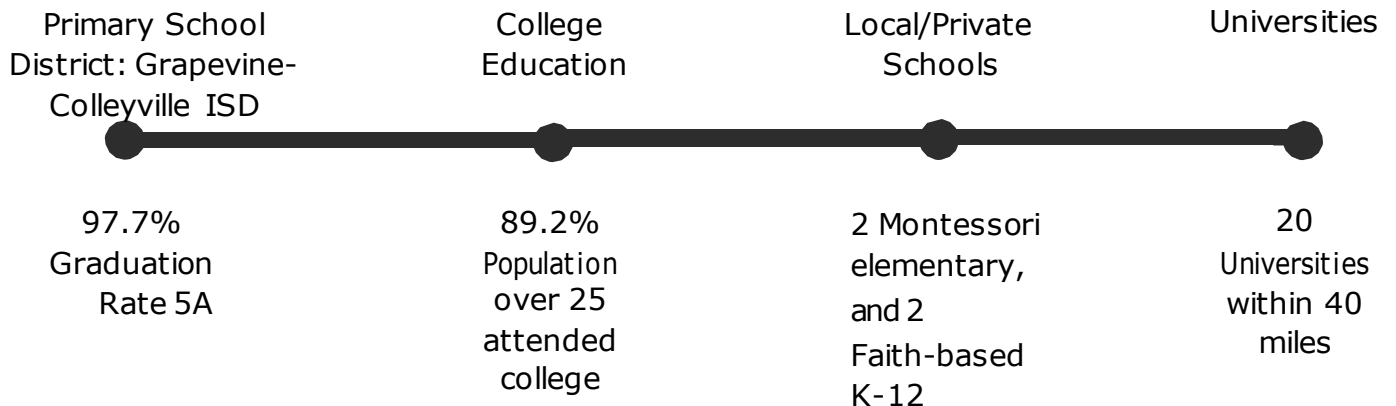
COMMUNITY & GOVERNMENT



DEMOGRAPHICS



EDUCATION



CITY OF COLLEYVILLE

Top Ten Taxpayers: Assessed Valuation & Percent of Total Assessed Valuation of Fiscal Year 2022

- 1 SVAP II TC COLLEYVILLE LLC**
ASSESSED VALUATION: \$39,672,877
PERCENT OF TOTAL ASSESSED VALUATION: 0.64%
- 2 KRG COLLEYVILLE LLC**
ASSESSED VALUATION: \$31,126,847
PERCENT OF TOTAL ASSESSED VALUATION: 0.50%
- 3 ONCOR ELECTRIC DELIVERY CO LLC**
ASSESSED VALUATION: \$20,098,783
PERCENT OF TOTAL ASSESSED VALUATION: 0.32%
- 4 LTF REAL ESTATE M9 I LLC**
ASSESSED VALUATION: \$13,685,000
PERCENT OF TOTAL ASSESSED VALUATION: 0.22%
- 5 WELLTOWER TCG RIDEA LANDLORD LLC**
ASSESSED VALUATION: \$10,762,176
PERCENT OF TOTAL ASSESSED VALUATION: 0.17%
- 6 COLLEYVILLE LOFTS VENTURE LLC**
ASSESSED VALUATION: \$10,371,005
PERCENT OF TOTAL ASSESSED VALUATION: 0.017%
- 7 ATMOS ENERGY / MID TEX DIVISION**
ASSESSED VALUATION: \$10,171,634
PERCENT OF TOTAL ASSESSED VALUATION: 0.16%
- 8 OAK ALLEY DEVELOPMENT LLC**
ASSESSED VALUATION: \$6,315,550
PERCENT OF TOTAL ASSESSED VALUATION: 0.10%
- 9 COLLEYVILLE PLAZA LP**
ASSESSED VALUATION: \$6,125,094
PERCENT OF TOTAL ASSESSED VALUATION: 0.10%
- 10 MOMENTUM USA RE VENTURES DELAWARE LLC**
ASSESSED VALUATION: \$6,030,136
PERCENT OF TOTAL ASSESSED VALUATION: 0.10%

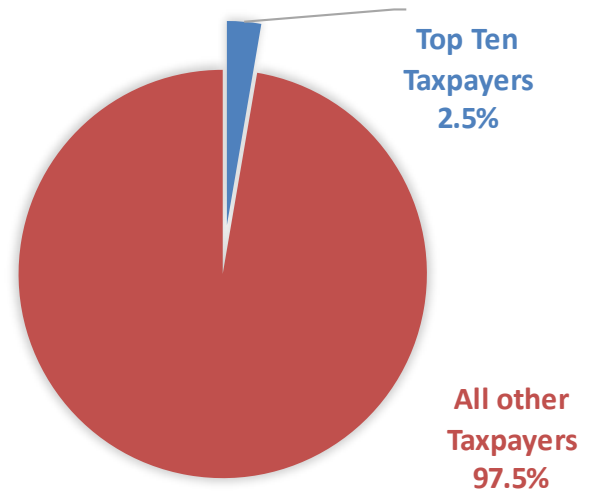
TOTAL FISCAL YEAR 2022

TOP TEN TAXPAYERS FISCAL YEAR 2022 ASSESSED VALUATION: \$154,359,102

TOTAL PERCENT OF TOTAL ASSESSED VALUATION: 2.5%

SOURCE: Tarrant County Appraisal District

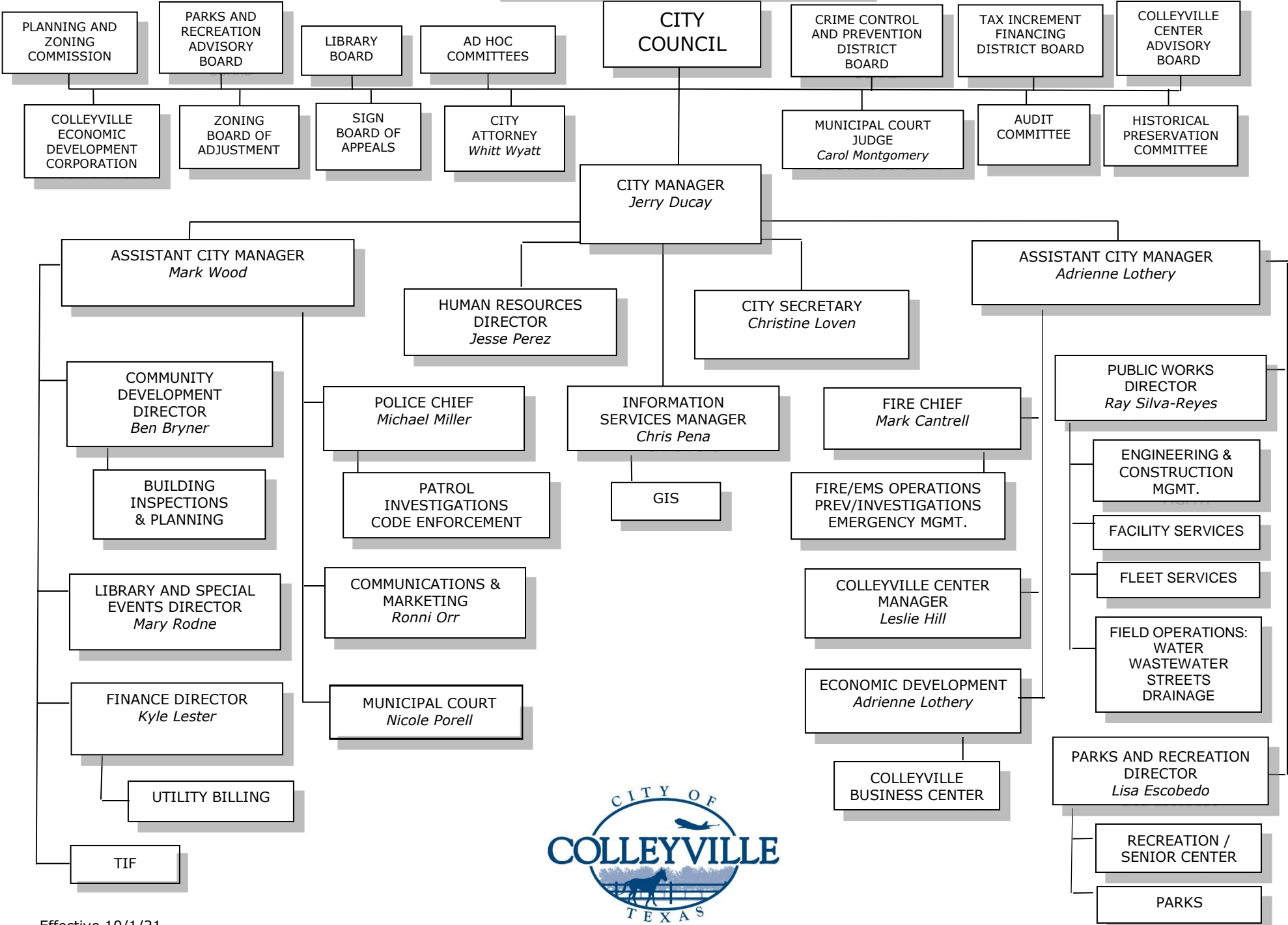
PERCENT OF TOTAL ASSESSED VALUATION
(TOP TEN VS. ALL OTHER TAXPAYERS)



Organizational Chart



CITIZENS OF COLLEYVILLE



DEPARTMENTAL STAFFING SUMMARY

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		ACTUAL	ACTUAL	ACTUAL	BUDGETED	ADOPTED
General Fund	City Manager's Office	5.00	3.20	3.20	3.20	3.20
	City Secretary's Office	2.00	1.50	2.00	2.00	2.00
	Colleyville Center	4.00	4.00	4.00	2.00	2.00
	Communications	0.38	0.38	0.38	0.00	0.00
	Community Development	9.00	9.00	9.00	9.00	9.00
	Economic Development	1.00	0.80	0.80	0.80	0.80
	Finance	4.00	4.00	4.00	4.00	4.00
	Fire	42.00	41.50	44.50	44.50	46.00
	Human Resources	3.00	2.00	2.00	2.00	2.00
	Information Systems Management	3.14	3.14	3.64	3.64	3.64
	Library and Recreation	9.50	-	-	-	0.00
	Library	-	5.00	5.00	5.00	5.00
	Recreation	-	3.00	3.00	3.00	3.00
	Municipal Court	4.00	4.00	4.00	5.00	5.00
	Parks	13.00	12.00	12.00	12.00	12.00
	Police	39.75	38.00	37.00	37.00	36.00
	Public Works	16.10	16.10	15.10	13.10	12.35
	Total General Fund FTEs:		155.87	147.62	149.62	146.24

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		ACTUAL	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Utility Fund	Public Works	21.60	20.70	20.70	22.70	23.35
	Information Systems Management	-	0.65	0.65	0.65	0.65
	Utility Billing	4.00	4.00	4.00	4.00	4.00
	Total Utility Fund FTEs:	25.60	25.35	25.35	27.35	28.00

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		ACTUAL	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Drainage Fund	Public Works	6.41	6.20	6.20	6.20	6.41
	Information Systems Management	-	0.21	0.21	0.21	0.21
	Total Drainage Fund FTEs:	6.41	6.41	6.41	6.41	6.62

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		BUDGETED	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Crime Control & Prevention District (CCCPD)	Police	9.00	11.00	13.73	13.73	14.73
	Total CCCPD FTEs:	9.00	11.00	13.73	13.73	14.73

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		ACTUAL	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Hotel Tax Fund	Communications/Marketing	0.00	0.00	0.00	1.00	1.00
	Colleyville Center	0.00	0.00	0.00	1.20	1.20
	Total Drainage Fund FTEs:	0.00	0.00	0.00	2.20	2.20

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		BUDGETED	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Juvenile Case Manager Fund	Finance- Municipal Court	1.00	1.00	1.00	0.00	0.00
	Total Juvenile Case Manager FTEs:	1.00	1.00	1.00	0.00	0.00

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		BUDGETED	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Capital Projects Fund	Public Works	0.00	0.00	0.00	1.00	1.00
	Total Capital Projects FTEs:	0.00	0.00	0.00	1.00	1.00

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		BUDGETED	BUDGETED	PROPOSED	BUDGETED	ADOPTED
Economic Development Corporation (CEDC)	Library	6.50	7.50	7.50	7.50	7.75
	Recreation	1.00	1.00	1.00	1.00	1.00
	Colleyville Center	0.00	0.00	0.00	0.80	0.80
	Communications/Marketing	0.63	0.63	0.63	0.00	0.00
	Total CEDC FTEs:	8.13	9.13	9.13	9.30	9.55

	DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		BUDGETED	BUDGETED	PROPOSED	BUDGETED	ADOPTED
All Funds Summary	General Fund	155.87	147.62	149.62	146.24	145.99
	Utility Fund	25.60	25.35	25.35	27.35	28.00
	Drainage Fund	6.41	6.41	6.41	6.41	6.62
	CCCPD	9.00	11.00	13.73	13.73	14.73
	Hotel Tax Fund	0.00	0.00	0.00	2.20	2.20
	Juvenile Case Manager Fund	1.00	1.00	1.00	0.00	0.00
	Capital Projects Fund	0.00	0.00	0.00	1.00	1.00
	CEDC	8.13	9.13	9.13	9.30	9.55
	Total FTEs:	206.01	200.50	205.23	206.23	208.09

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, two Assistant City Managers, Finance Director, and Human Resources Director (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 2022, the City Council's nine consensus priorities and objectives identified in the City's Strategy Plan 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 work session. Department heads are available to respond to City Council questions at the work session. 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 2022 Budget Preparation Calendar

Regular City Council meeting dates
 Additional meeting dates

January 2021						
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

January Prepare budget calendar for upcoming year CMO/Finance

February 2021						
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

16-Feb City Council reviews proposed budget calendar City Council
 February Prepare Current Service Level Numbers; Enter in Munis Finance
 February Departments notified of the deadline and requirements for new position or reclassification requests Human Resources
 February Post applications for FY 2022 agency agreements City Secretary

March 2021						
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 Finance
 25-Mar Budget Kickoff meeting Departments
 31-Mar Agency Applications due City Secretary

April 2021						
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

9-Apr New position and reclassification requests due to HR Departments
 Non-Discretionary Requests due in MUNIS Level 2; budget prep
 9-Apr workbooks due to Finance Director Departments
 14-Apr-21 RFP for health insurance Human Resources
 23-Apr-21 All other components of the Budget Submittal are due Departments
 Apr 26-May 7 Department Budget Submittal Meetings Depts/Budget Team

May 2021						
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

1-May City Council Election City Council
 11-May City Council - Special meeting - canvass of election City Council
 18-May New Councilmembers Sworn In City Council
 Late May Preliminary property value estimates released Tarrant Appraisal
 Late May Council priority setting Worksession (or early June- tbd) City Council

June 2021						
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

June Review RFP analysis and finalist recommendations Benefits Committee
1-Jun CC Worksession: Budget Process Overview (if desired) City Council
 3-Jun Publish CCCPD budget public hearing notice (Board) City Manager's Office
15-Jun Budget Worksession (review of prelim. numbers & insurance) City Council
15-Jun CCCPD budget public hearing & Worksession (before CC mtg) CCCPD Board

July 2021						
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

6-Jul CCCPD budget adoption (before City Council meeting) CCCPD Board
6-Jul Approve insurance contracts City Council
 Discussion on updates to fees/charges (if needed) City Council
 Present Draft 5-Year CIP City Council
 8-Jul Publish CCCPD budget public hearing notice (Governing body) City Manager's Office
20-Jul 1st Reading CCCPD budget/public hearing by governing body City Council
 23-Jul Certified tax roll released Tarrant Appraisal
 30-Jul City Manager's proposed budget distributed to City Council City Manager's Office

August 2021						
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		
3-Aug	Worksession- Presentation of the Proposed Budget Submission of certified appraisal roll & collection rate Submission of effective and rollback tax calculations 2nd Reading of CCCPD budget - approval by the governing body Resolution approving proposed tax rate (for public hearings & notices)	City Council
10-Aug	Colleyville Eco. Dev. Corporation (CEDC) Budget Worksession	CEDC Board
12-Aug	Publish Combined Notice of Effective and Rollback Tax Rate Publish Notice of Budget Public Hearing	City Manager's Office
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

September 2021						
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		
7-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 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 CEDC budget Resolution adopting the EDCIP	City Council
21-Sep	2nd reading of budget ordinance (official adoption) 2nd reading of tax rate ordinance (official adoption) 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) Resolution adopting the 5-Year CIP Resolution ratifying the property tax increase (if needed)	City Council

October 2021						
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	Prepare Adopted Budget Book	Finance/CMO

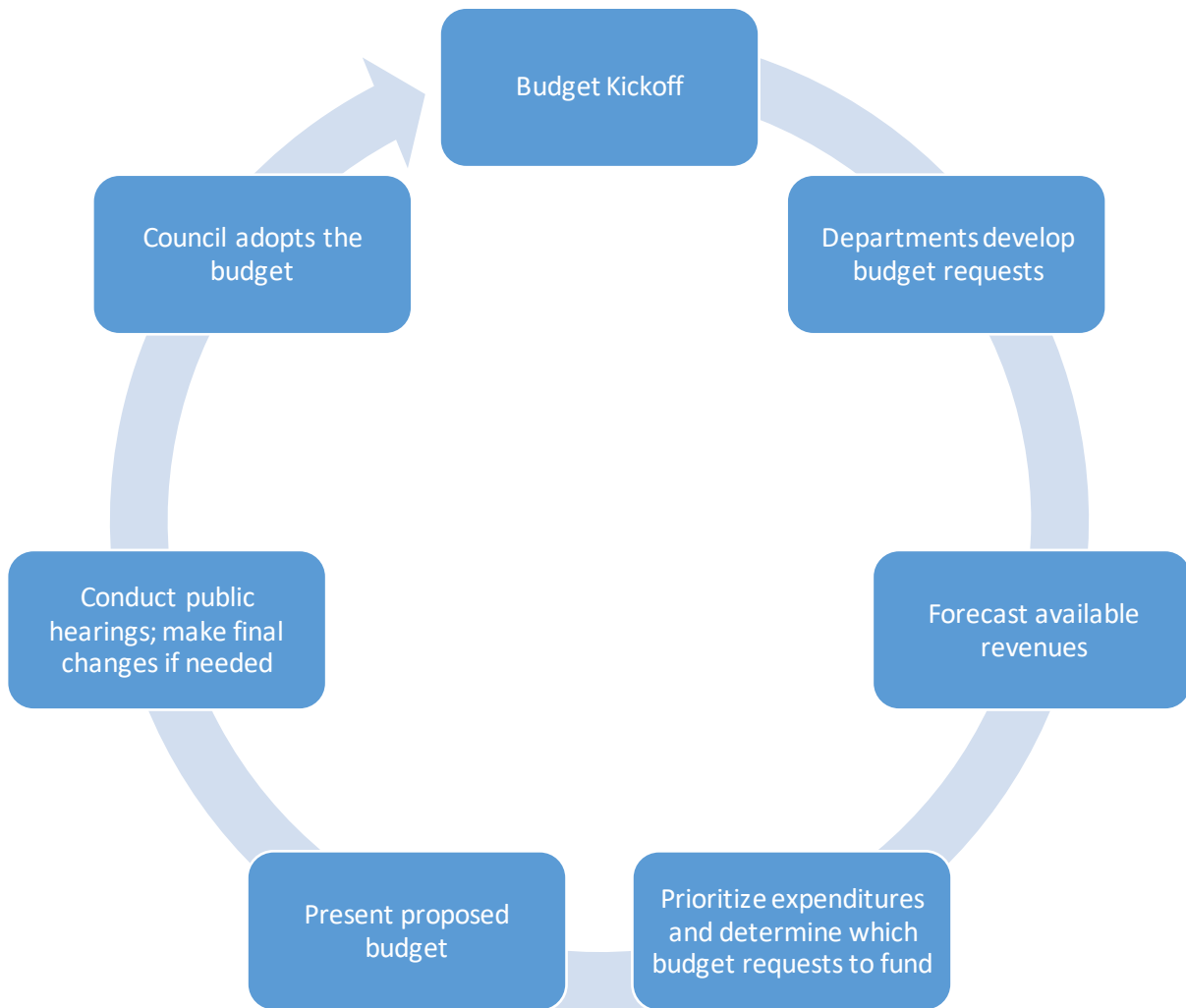
November 2021						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

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

December 2021						
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	Finance/CMO
7-Dec	1st reading of ordinance for utility volumetric rate changes	Finance
21-Dec	2nd reading of ordinance for utility volumetric rate changes	Finance

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 (Annual Report) 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.

Funds Structure & 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. All funds listed in this section are considered major operating funds, although the City has minor funds not budgeted annually. The following types of funds are used by the City:

GOVERNMENTAL FUNDS are budgeted annually 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 annually 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.

ALL FUNDS SUMMARY - ESTIMATE OF FINANCIAL POSITION AT SEPTEMBER 30, 2022

ALL OPERATING FUND SUMMARIES AND RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	HOTEL OCCUPANCY TAX FUND	DRAINAGE UTILITY FUND	ECONOMIC DEVELOPMENT FUND	CRIME CONTROL AND PREVENTION DISTRICT FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2021*	\$8,984,376	\$5,699,511	\$692,695	\$245,560	\$939,603	\$5,799,376	\$1,979,200	\$24,340,321
AD VALOREM TAXES	\$15,640,000	\$0	\$552,000	\$0	\$0	\$0	\$0	\$16,192,000
FRANCHISE TAXES	1,973,000	0	0	0	0	0	0	1,973,000
SALES TAXES	4,505,000	0	0	250,000	0	2,150,000	2,000,000	8,905,000
LICENSES AND PERMITS	867,000	0	0	0	0	0	0	867,000
FINES	586,000	0	0	0	0	0	0	586,000
CHARGES FOR SERVICE	914,875	17,609,171	0	0	1,024,626	0	0	19,548,672
INTERGOVERNMENTAL	476,758	450,000	0	0	0	225,000	0	1,151,758
MISCELLANEOUS/INTEREST	198,000	29,000	6,000	2,500	6,242	10,000	1,200	252,942
INTERFUND TRANSFERS (IN)	499,056	0	0	0	0	0	0	499,056
ESTIMATED REVENUES	\$25,659,689	\$18,088,171	\$558,000	\$252,500	\$1,030,868	\$2,385,000	\$2,001,200	\$49,975,429
CITY COUNCIL	\$ 220,751	\$0	\$0	\$0	\$0	\$2,000	\$0	\$222,751
CITY MANAGER'S OFFICE	771,922	0	0	0	0	0	0	0
CITY SECRETARY	261,589	0	0	0	0	0	0	0
LEGAL	242,008	0	0	0	0	0	0	0
HUMAN RESOURCES	366,430	0	0	0	0	0	0	0
COMMUNICATIONS	127,145	0	0	143,499	0	260,000	0	\$530,644
COURT	546,905	0	0	0	0	0	0	\$546,905
FINANCE/UTILITY BILLING	730,457	482,912	0	0	0	0	0	\$1,213,369
ECONOMIC DEVELOPMENT	247,411	0	0	0	0	0	0	\$247,411
ENGINEERING	393,682	0	0	0	0	0	0	\$393,682
INFORMATION SERVICES	1,060,674	76,032	0	0	24,564	0	0	\$1,161,270
COMMUNITY DEVELOPMENT	947,284	0	0	0	0	0	0	\$947,284
POLICE	5,192,390	0	0	0	0	0	2,217,069	\$7,409,459
FIRE	6,744,999	0	0	0	0	0	0	\$6,744,999
LIBRARY	592,279	0	0	0	0	470,618	0	\$1,062,897
PARKS & RECREATION	1,615,454	0	0	0	0	1,331,202	0	\$2,946,656
COLLEYVILLE CENTER	213,604	0	0	104,323	0	223,808	0	\$541,735
PUBLIC WORKS**	3,358,298	0	0	0	663,028	300,000	0	\$4,321,326
UTILITY OPERATIONS	0	16,459,784	0	0	0	0	0	\$16,459,784
NON-DEPARTMENTAL	1,125,862	233,605	0	0	6,612	0	0	\$1,366,079
DEBT SERVICE	0	0	821,898	0	0	0	0	\$821,898
INTERFUND TRANSFERS (OUT)	371,000	835,838	0	0	0	5,000,000	0	\$6,206,838
ESTIMATED EXPENDITURES	\$25,130,144	\$18,088,171	\$821,898	\$247,822	\$694,204	\$7,587,628	\$2,217,069	\$54,786,937
ESTIMATED BALANCE AT SEPTEMBER 30, 2019	\$9,513,921	\$5,699,511	\$428,797	\$250,238	\$1,276,267	\$596,748	\$1,763,331	\$19,528,813
NET INCREASE/DECREASE	\$529,545	\$0	(\$263,898)	\$4,678	\$336,664	(\$5,202,628)	(\$215,869)	\$606,989
REQUIRED RESERVE (90 DAYS OPERATING COSTS)	\$6,196,474	\$4,460,097	\$202,660	\$61,107	\$171,174	\$339,652	\$546,674	\$11,091,511

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, 2022**

	GENERAL FUND	UTILITY FUND	DEBT SERVICE FUND	HOTEL OCCUPANCY TAX FUND	DRAINAGE UTILITY FUND	ECONOMIC DEVELOPMENT FUND	CRIME CONTROL AND PREVENTION DISTRICT FUND	TOTAL ALL FUNDS
ESTIMATED BALANCE AT OCTOBER 1, 2021 *	\$8,984,376	\$5,699,511	\$692,695	\$245,560	\$939,603	\$5,799,376	\$1,979,200	\$24,340,321
AD VALOREM TAXES	\$15,640,000	\$0	\$552,000	\$0	\$0	\$0	\$0	\$16,192,000
FRANCHISE TAXES	1,973,000	0	0	0	0	0	0	\$1,973,000
SALES/HOTEL/BEVERAGE TAXES	4,505,000	0	0	250,000	0	2,150,000	2,000,000	\$8,905,000
LICENSES AND PERMITS	867,000	0	0	0	0	0	0	\$867,000
FINES	586,000	0	0	0	0	0	0	\$586,000
CHARGES FOR SERVICE	914,875	17,609,171	0	0	1,024,626	0	0	\$19,548,672
INTERGOVERNMENTAL	476,758	450,000	0	0	0	225,000	0	\$1,151,758
MISCELLANEOUS/INTEREST INCOME	198,000	29,000	6,000	2,500	6,242	10,000	1,200	\$252,942
INTERFUND TRANSFERS (IN)	499,056	0	0	0	0	0	0	\$499,056
ESTIMATED REVENUES	\$25,659,689	\$18,088,171	\$558,000	\$252,500	\$1,030,868	\$2,385,000	\$2,001,200	\$49,975,429
LESS EXPENDITURES:								
PERSONNEL	\$16,747,113	\$2,320,856	\$0	\$185,022	\$511,320	\$624,239	\$1,446,129	\$21,834,679
CONTRACTUAL	5,468,637	14,522,859	0	62,800	131,186	655,969	222,440	\$21,063,891
SUPPLIES	869,348	308,618	0	0	51,698	53,767	25,850	\$1,309,281
CAPITAL	30,340	100,000	0	0	0	1,253,653	512,650	\$1,896,643
DEBT SERVICE	0	0	821,898	0	0	0	0	\$821,898
INTERFUND TRANSFERS (OUT)	2,014,706	835,839	0	0	0	5,000,000	10,000	\$7,860,545
ESTIMATED EXPENDITURES	\$25,130,144	\$18,088,171	\$821,898	\$247,822	\$694,204	\$7,587,628	\$2,217,069	\$54,786,937
ESTIMATED BALANCE AT SEPTEMBER 30, 2022	\$9,513,921	\$5,699,511	\$428,797	\$250,238	\$1,276,267	\$596,748	\$1,763,331	\$19,528,813
PLANNED USE OF FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$5,910,152	\$250,000	\$6,160,152
RECURRING REVS/RECURRING EXPS	\$529,545	\$0	(\$263,898)	\$4,678	\$336,664	\$707,524	\$34,131	\$1,348,644

NOTES:

* BALANCES ARE UNAUDITED

GENERAL FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
<i>REVENUES:</i>			
AD VALOREM TAXES	\$ 15,191,976	\$ 15,495,000	\$ 15,640,000
FRANCHISE TAXES	2,084,091	2,002,558	1,973,000
SALES TAXES	4,285,231	4,683,000	4,505,000
LICENSES AND PERMITS	959,702	873,250	867,000
FINES	631,592	613,806	586,000
CHARGES FOR SERVICES*	2,227,868	709,775	914,875
INTERGOVERNMENTAL	448,639	522,643	476,758
MISCELLANEOUS REVENUES	515,001	185,555	198,000
TRANSFERS-IN	409,882	476,179	499,056
 TOTAL GENERAL FUND REVENUES	 \$ 26,753,982	 \$ 25,561,766	 \$ 25,659,689
	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
<i>EXPENDITURES:</i>			
CITY COUNCIL	\$ 152,122	169,546	220,751
CITY MANAGER'S OFFICE	667,822	745,980	771,922
CITY SECRETARY'S OFFICE	177,887	215,342	261,589
LEGAL	308,158	242,008	242,008
HUMAN RESOURCES	255,934	261,873	366,430
COMMUNICATIONS	66,548	48,025	127,145
FINANCE	546,723	608,150	730,457
MUNICIPAL COURT	452,385	500,487	546,905
BUILDING SERVICES	518,394	562,140	609,986
INFORMATION SYSTEMS MANAGEMENT	940,789	1,095,893	1,060,674
COMMUNITY DEVELOPMENT	397,839	435,908	465,990
BUILDING INSPECTIONS	419,021	466,808	481,294
ECONOMIC DEVELOPMENT	196,116	228,094	247,411
ENGINEERING	410,414	433,457	393,682
POLICE	5,056,927	5,156,303	5,192,390
FIRE	5,823,520	6,279,740	6,744,999
PARKS**	1,291,325	1,228,578	1,098,102
RECREATION	367,244	497,209	517,352
LIBRARY	516,548	581,981	592,279
COLLEYVILLE CENTER**	346,242	192,886	213,604
STREETS	2,647,660	2,442,558	2,578,437
FLEET MAINTENANCE	157,510	320,057	169,875
TRANSFERS OUT -			
CAPITAL EQUIPMENT RESERVE FUND	371,000	371,000	371,000
COMPENSATION ADJUSTMENT***	178,900	0	0
NON-DEPARTMENTAL	978,098	1,228,866	1,125,862
 TOTAL GENERAL FUND EXPENDITURES	 \$ 23,245,125	 \$ 24,312,889	 \$ 25,130,144
 TOTAL BEGINNING FUND BALANCE - 10/1	 \$ 9,102,499	 \$ 7,735,499	 \$ 8,984,376
 INCREASE / (DECREASE) TO FUND BALANCE	 \$ 3,508,857	 \$ 1,248,877	 \$ 529,545
 TOTAL ENDING FUND BALANCE	 \$ 7,735,499	 \$ 8,984,376	 \$ 9,513,921

*Charges for Services for FY20 includes Federal CARES Act payment of \$1,395,350

**Budgetary decreases are reflective of costs being reallocated to the CEDC/Hotel Tax Funds

***Compensation Adjustments are now funded through each department's budget.

UTILITY OPERATING FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
BEG. WORKING CAPITAL	5,873,267	5,873,267	5,699,511
FUND REVENUES			
Water - Base Rate	1,797,655	1,830,000	1,985,445
Water - Volumetric Rate	10,123,865	9,277,232	10,605,069
Sale of Material	4,362	3,214	0
Wastewater - Base Rate	1,230,121	1,380,000	1,452,695
Wastewater - Volumetric Rate	2,964,397	3,259,153	3,303,963
Water Installation	24,430	20,000	42,000
Wastewater Installation	7,200	7,000	15,000
T.R.A. TRUE-UP	440,771	1,452,481	450,000
Engineering Charges	62,217	5,000	5,000
Penalties	91,060	50,000	200,000
Miscellaneous	8,505	7,000	15,000
Interest Income	104,305	10,000	14,000
TOTAL REVENUES	16,858,888	17,301,081	18,088,171
FUND EXPENSES			
Utility Billing	415,035	418,052	482,912
IS GIS	73,034	77,235	76,032
Utility Support	1,130,731	1,186,007	1,273,326
Utility Operations - Water	844,476	838,022	908,623
TRA Water (volumetric)	6,004,020	6,056,723	6,923,613
TRA Water (debt)	3,393,244	3,220,509	3,681,456
Utility Operations - WW	320,549.00	366,651	368,803
TRA Wastewater	2,874,020	3,259,153	3,303,963
Non-Departmental	174,020	237,043	233,605
Transfer to General Fund	250,030	281,861	304,738
T.R.A. True-Up / Capital Transfer	1,263,708	1,452,481	450,000
VERF Transfer	81,100	81,100	81,100
Merit Pool*	34,922	-	-
TOTAL EXPENDITURES	16,858,888	17,474,837	18,088,171
ENDING WORKING CAPITAL	5,873,267	5,699,511	5,699,511

Costs related to the purchase of water/sewer treatment from the Trinity River Authority

Costs related to maintenance and operation of the City's system

Days of Working Capital	127	119	115
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*The Merit Pool (salary increases) costs used to be shown in one line item. Since 2021, these costs are distributed in each department's budget.

**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). Depreciation expenses are not included.

***Year-end operating surpluses are transferred to the Utility Capital Projects Fund for future utility capital projects. A minimum of 100 days of reserves are maintained in the Utility Operating Fund.

DRAINAGE UTILITY FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
TOTAL BEG. WORKING CAPITAL	718,286	718,287	939,603
FUND REVENUES			
Drainage Fees	1,002,409	1,007,839	1,015,000
Penalties/Misc	5,105	3,000	9,626
Sale of Surplus	18,980	0	0
Interest Income	8,168	1,000	6,242
TOTAL OPERATING REVENUES	<u>1,034,662</u>	<u>1,011,839</u>	<u>1,030,868</u>
FUND EXPENSES			
Drainage Operations	390,183	469,171	510,007
Stormwater Management	136,118	155,045	153,021
IS GIS	23,477	24,694	24,564
Non-Departmental	4,447	6,131	6,612
Merit Pool*	5,900	0	0
Debt Service	131,634	135,482	0
Transfer to Capital	342,904	0	0
TOTAL OPERATING EXPENSES	<u>1,034,662</u>	<u>790,523</u>	<u>694,204</u>
NET REVENUE	0	221,316	336,664
ENDING WORKING CAPITAL	<u>718,287</u>	<u>939,603</u>	<u>1,276,267</u>
Required Coverage Ratio (25% of debt service)	32,908	0	0
ENDING AVAILABLE WORKING CAPITAL	<u>685,378</u>	<u>939,603</u>	<u>1,276,267</u>
Days of Working Capital	253	434	671

*The Merit Pool (salary increases) costs used to be shown in one line item. Since 2021, these costs are distributed in each department's budget.

DEBT SERVICE FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
<i>BEGINNING FUND BALANCE - 10/1</i>	844,866	1,126,001	1,052,343
FUND REVENUES			
Current Property Taxes	849,975	785,238	615,000
Delinquent Property Taxes	2,198	3,000	1,500
Penalty & Interest	4,753	2,500	5,000
Transfer-in TIF Fund*	654,675	0	0
Interest Income/Other	5,932	800	6,000
<i>TOTAL REVENUES</i>	<u>1,517,533</u>	<u>791,538</u>	<u>627,500</u>
FUND EXPENDITURES			
2016 G.O. Refunding Bonds	875,000	410,000	425,000
2016 Engine Lease	34,495	48,485	48,485
Ambulance Lease	45,189	49,988	49,988
2019 Ambulance Lease	170,000	165,773	120,000
2020 Pumper Lease	0	120,700	120,700
Projected: Future Leases		0	0
Bond Interest	110,213	68,750	56,225
Paying Agent	1,500	1,500	1,500
<i>TOTAL EXPENDITURES</i>	<u>1,236,398</u>	<u>865,196</u>	<u>821,898</u>
<i>ENDING FUND BALANCE - 9/30</i>	<u>1,126,001</u>	<u>1,052,343</u>	<u>857,945</u>

* The 2016 G.O. Refunding Bonds included a refinance of debt from the Tax Increment Financing (TIF) Fund, but this was paid off in the previous year.

HOTEL TAX FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGET FY 2022
<i>BEGINNING FUND BALANCE - 10/1</i>	499,574	399,005	172,984
FUND REVENUES			
Hotel Taxes	113,691	100,000	250,000
Earned Interest	4,196	300	2,500
<i>TOTAL REVENUES</i>	<u>117,887</u>	<u>100,300</u>	<u>252,500</u>
FUND EXPENDITURES			
Library	9,431	0	0
Parks and Recreation	85,613	0	0
Police Administration	14,418	0	0
Promotional Events/Arts Promotion	0	35,000	47,000
Economic Development	0	0	0
Colleyville Promotion/Advertising	89,063	83,196	96,499
Colleyville Center	19,930	208,126	104,323
<i>TOTAL EXPENDITURES</i>	<u>218,456</u>	<u>326,321</u>	<u>247,822</u>
LESS USE OF AVAILABLE CASH	0	0	0
<i>ENDING FUND BALANCE - 9/30</i>	<u>399,005</u>	<u>172,984</u>	<u>177,662</u>

CRIME CONTROL AND PREVENTION DISTRICT FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
TOTAL BEG. WORKING CAPITAL	1,298,863	1,669,895	1,979,200
FUND REVENUES			
Sales Tax	1,951,705	2,050,000	2,000,000
Sale of Surplus Property	129,456	0	0
Miscellaneous	8,686	0	0
Interest Income	6,044	500	1,200
TOTAL OPERATING REVENUES	<u>2,095,891</u>	<u>2,050,500</u>	<u>2,001,200</u>
FUND EXPENSES			
Police Administration	511,292	533,601	760,940
Police Patrol	1,203,567	1,197,594	1,446,129
Transfer to Capital	10,000	10,000	10,000
TOTAL OPERATING EXPENSES	<u>1,724,859</u>	<u>1,741,195</u>	<u>2,217,069</u>
NET REVENUE	371,032	309,305	-215,869
ENDING WORKING CAPITAL	<u>1,669,895</u>	<u>1,979,200</u>	<u>1,763,331</u>
Days of Working Capital	353	415	290

*The fund is planning a nonrecurring use of fund balance in the amount of \$250,000 in FY22.

COMMUNITY ECONOMIC DEVELOPMENT FUND SUMMARY

	ACTUAL FY 2020	PROJECTED FY 2021	BUDGETED FY 2022
TOTAL BEG. WORKING CAPITAL	4,150,120	4,479,889	5,799,376
FUND REVENUES			
Sales Tax	2,096,882	2,237,106	2,150,000
Grant Proceeds	0	0	225,000
Insurance Proceeds	0	70,000	0
Transfer from TIF*	0	5,518,968	0
Interest Income	36,446	12,000	10,000
TOTAL OPERATING REVENUES	<u>2,133,328</u>	<u>7,838,074</u>	<u>2,385,000</u>
FUND EXPENSES			
City Administration	2,000	2,000	2,000
Library	338,817	363,569	470,618
Parks and Recreation	460,523	669,054	1,331,202
Communications	146,515	223,711	260,000
Colleyville Center	251,560	142,087	223,808
Public Works	0	300,000	300,000
Interfund Loan*	0	0	5,000,000
Debt Service	604,144	4,818,166	0
TOTAL OPERATING EXPENSES	<u>1,803,560</u>	<u>6,518,587</u>	<u>7,587,628</u>
NET REVENUE	329,769	1,319,487	-5,202,628
ENDING WORKING CAPITAL	<u>4,479,889</u>	<u>5,799,376</u>	<u>596,748</u>
Days of Working Capital (adjusted for Transfer)	907	325	158

*The CEDC Fund had previously issued debt to pay for projects that were ultimately within the City's tax increment financing district (TIF), which is a section along the commercial corridor whose tax revenue is designated to be used within that corridor. Because of this, the TIF was able to reimburse the CEDC Fund for those expenses, and the CEDC subsequently paid off its remaining bonds. This fund will potentially loan back a portion of the reimbursement to the TIF to assist with capital improvement cash-flow for the next few years. The ultimate result of this action was to save approximately \$645,000 in outstanding interest on the bonds while also freeing up the budget that was previously dedicated to annual principle and interest payments. This fund's balance is projected to decrease substantially as a result of the interfund loan as well as non-recurring capital projects expenses.

General Fund



GENERAL FUND FORECAST

GENERAL FUND PROJECTION FY 2021 - FY 2026

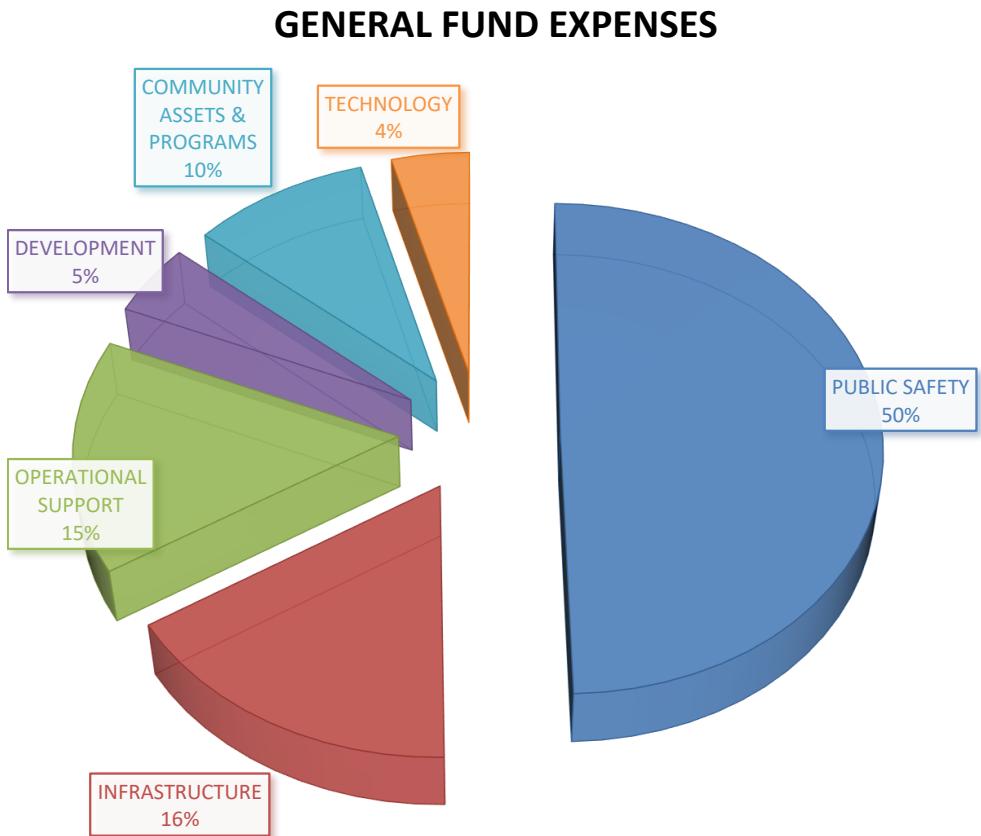
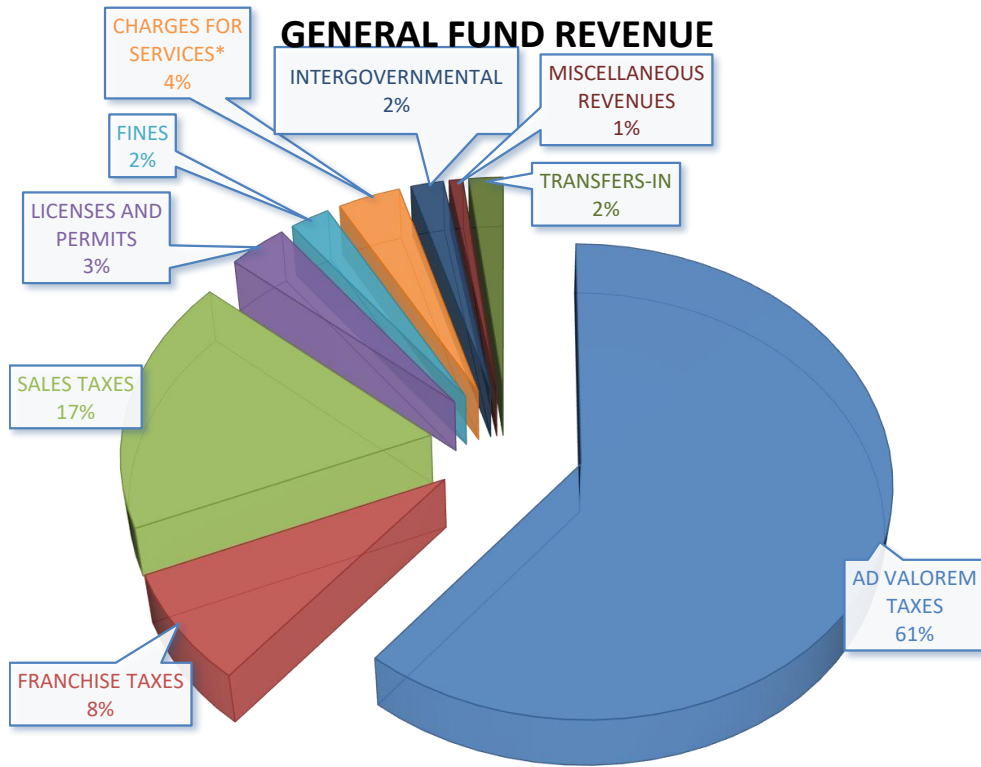
	BUDGET FY 2021	YE PROJECTED FY 2021	BUDGET FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
BEGINNING FUND BALANCE	\$7,735,499	\$7,735,499	\$8,984,376	\$9,513,921	\$9,901,103	\$10,294,057	\$10,691,425
<i>REVENUE:</i>							
Ad Valorem Taxes	\$15,320,000	\$15,495,000	\$15,640,000	\$16,004,600	\$16,483,122	\$16,975,984	\$17,483,615
Sales Tax	\$4,305,000	\$4,683,000	\$4,505,000	\$4,616,050	\$4,718,586	\$4,811,886	\$4,883,523
Franchise Fees	\$2,053,000	\$2,002,558	\$1,973,000	\$1,992,730	\$2,012,657	\$2,032,784	\$2,053,112
Licenses & Permits	\$820,000	\$873,250	\$867,000	\$836,670	\$795,637	\$746,166	\$722,272
Fines	\$620,000	\$613,806	\$586,000	\$591,860	\$597,779	\$603,756	\$609,794
Charges for Service	\$799,875	\$709,775	\$914,875	\$924,024	\$933,264	\$942,597	\$952,023
Intergovernmental	\$482,327	\$522,643	\$476,758	\$487,632	\$503,627	\$520,378	\$533,956
Miscellaneous Income	\$248,000	\$185,555	\$198,000	\$199,980	\$201,980	\$204,000	\$206,040
Transfers In	\$476,179	\$476,179	\$499,056	\$511,927	\$526,443	\$541,574	\$552,242
TOTAL REVENUES	\$25,124,381	\$25,561,766	\$25,659,689	\$26,165,473	\$26,773,093	\$27,379,124	\$27,996,578
Expenditures	\$22,981,446	\$22,812,889	\$23,630,144	\$24,278,291	\$24,880,140	\$25,481,755	\$26,212,693
Annual Contribution to CIP	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Fund Balance Transfer to CIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$24,481,446	\$24,312,889	\$25,130,144	\$25,778,291	\$26,380,140	\$26,981,755	\$27,712,693
NET REVENUE	\$642,935	\$1,248,877	\$529,545	\$387,182	\$392,953	\$397,369	\$283,885
ENDING FUND BALANCE	\$8,378,433	\$8,984,376	\$9,513,921	\$9,901,103	\$10,294,057	\$10,691,425	\$10,975,310
DAYS OF FUND BALANCE	125	135	138	140	142	145	145

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.

Significant revenue assumptions include a modest increase in revenue from assessed valuation next fiscal year with about 3% increases in following years. With adopting the effective tax rate in FY 2022, no new revenue was budgeted for ad valorem taxes beyond that gleaned from new development. A total sales tax revenue increase of 8.4% is forecasted throughout the five years presented, with annual increases ranging from 1.5% to 2.5%. Additionally, staff has budgeted a decrease in sales tax coming into FY22. This is reflective of tax windfall Colleyville received from home repairs from the winter storm as well as heightened economic activity following COVID-related closures, which will likely not continue. Staff is also forecast that our building permit revenue to decline steadily over the five years as the City reaches build-out. In total, revenue is assumed to increase an average of 1.8% throughout the forecast.

The expenditure forecast for future years reflects costs that slightly outpace revenues on a year-to-year basis. The largest category, personnel costs, carry the highest increase as staff anticipates continuing the City's merit increase program every year as well as a comprehensive market survey commencing in 2022. Cost increases for materials or contractual services were considered individually and using the most recent data staff has. This forecast will be updated annually and will be used to guide future budget discussions as well.

Much of the City's priorities in the next five years are rooted in our cash-funded capital improvement plan. This forecast includes the strategy of holding our tax rate low, relying on restricted revenue, and freeing up dollars for use on our multi-year CIP.

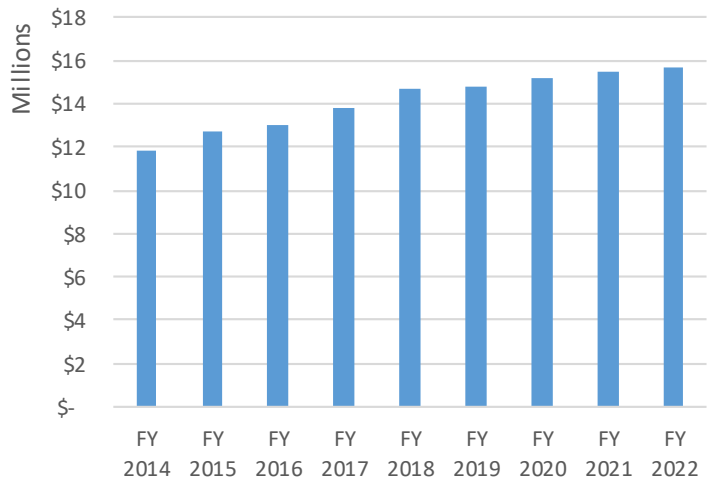


FY 2022 REVENUE ESTIMATES

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 PROJECTION	FY 2022 PROJECTION
GENERAL FUND									
<i>AD VALOREM TAXES</i>									
5101-CURRENT TAXES	11,712,637	12,578,401	12,954,951	13,658,699	14,529,616	14,721,304	15,071,523	15,400,000	15,560,000
5102-DELINQUENT TAXES	59,789	27,703	27,219	19,923	67,973	28,247	37,605	40,000	25,000
5103-PENALTY & INTEREST	76,852	72,027	55,646	70,366	75,758	74,790	82,848	55,000	55,000
TOTAL AD VALOREM TAXES	\$11,849,278	\$12,678,130	\$13,037,816	\$13,748,988	\$14,673,347	\$14,824,341	\$15,191,976	\$15,495,000	\$15,640,000
<i>FRANCHISE FEES</i>									
5201-ONCOR ELECTRIC	893,973	903,390	903,933	889,222	890,388	927,038	904,918	861,417	860,000
5202-TRI-COUNTY ELECTRIC	105,326	126,855	112,116	101,311	105,858	114,793	116,817	115,415	110,000
5203-ATMOS GAS	354,663	449,640	368,202	334,570	401,952	480,576	392,766	407,227	395,000
5204-AT&T	76,147	71,354	66,702	61,776	55,509	48,828	42,547	18,000	33,000
5205-VERIZON/OTHERS	88,013	75,198	59,956	75,934	73,191	72,740	53,969	35,000	35,000
5206-GARBAGE/RECYCLING	159,285	166,291	168,787	166,942	198,372	210,595	210,058	220,000	195,000
5207-CABLE TV	495,394	526,995	527,194	476,126	455,680	441,028	363,015	345,000	345,000
5208-NETWORK NODES	0	0	0	0	0	1,680	0	500	0
TOTAL FRANCHISE TAXES	\$2,172,801	\$2,319,723	\$2,206,890	\$2,105,881	\$2,180,950	\$2,297,279	\$2,084,091	\$2,002,558	\$1,973,000
<i>SALES TAX</i>									
5301-1% SALES TAX	3,351,728	3,456,800	3,727,508	3,750,749	3,898,740	3,889,583	4,200,061	4,578,000	4,400,000
5302-MIXED BEVERAGE TAX	98,160	107,977	106,607	117,315	110,056	98,662	85,170	105,000	105,000
TOTAL SALES TAX	\$3,449,888	\$3,564,777	\$3,834,115	\$3,868,064	\$4,008,796	\$3,988,245	\$4,285,231	\$4,683,000	\$4,505,000
<i>LICENSES & PERMITS</i>									
5411-BUILDING	667,583	850,326	846,260	658,435	813,754	721,635	724,081	650,000	650,000
5412-PLUMBING	64,991	75,655	74,777	56,650	65,539	59,167	39,342	41,250	35,000
5413-MECHANICAL	43,421	43,163	64,538	48,752	50,598	47,782	30,819	21,000	21,000
5414-ELECTRICAL	58,064	64,800	74,905	56,905	70,533	53,521	9,977	13,000	13,000
5416-CITY LICENSE	47,620	43,315	58,349	59,200	50,700	49,600	24,900	25,000	25,000
5417-BUILDING PLAN REVIEW FEE	155,636	166,976	132,212	101,051	108,373	139,667	77,987	75,000	75,000
5418-NEW BUSINESS	5,123	5,076	6,811	7,110	7,200	6,300	6,000	6,500	6,500
5420-SIGN PERMITS	12,355	9,275	10,690	9,260	8,010	7,925	6,400	7,000	7,000
5421-FENCE PERMITS	11,850	10,800	21,500	17,826	15,951	14,850	13,175	12,000	12,000
5423-FIRE PERMIT FEES	9,300	15,265	20,060	11,700	9,565	19,585	18,320	15,000	15,000
5424-IRRIGATION PERMIT FEES	14,069	16,559	27,771	22,784	14,487	10,875	8,700	7,500	7,500
5425-GAS AND OIL WELL PERMIT FEES	0	2,500	75	0	0	0	0	0	0
TOTAL LICENSES & PERMITS	\$1,090,011	\$1,303,710	\$1,337,927	\$1,049,673	\$1,214,620	\$1,130,907	\$959,702	\$873,250	\$867,000
<i>FINES</i>									
5611-FINES	844,369	1,002,095	834,556	760,448	665,823	623,147	565,940	557,806	520,000
5612-FINES-ALARMS	54,966	57,031	52,997	58,481	61,238	59,328	55,572	50,000	60,000
5630-LIBRARY FINES	26,534	24,975	24,980	21,656	19,927	20,433	10,080	6,000	6,000
TOTAL FINES	\$925,869	\$1,084,101	\$912,533	\$840,585	\$746,988	\$702,908	\$631,592	\$613,806	\$586,000
<i>CHARGES FOR SERVICES</i>									
5511-PLANNING AND ZONING	13,092	10,794	7,743	10,734	13,725	6,184	8,293	11,000	10,000
5512-PLAT FEE	15,860	8,910	5,943	6,488	8,853	4,868	6,342	9,000	8,000
5514-BOARD OF ADJUSTMENT	2,225	2,450	3,000	3,200	2,150	1,100	175	1,275	1,275
5711-SALE OF MATERIAL	2,043	71	418	56	969	0	0	0	100
5712-WEED MOWING	29,985	5,246	11,356	15,108	2,920	8,647	3,250	3,500	6,000
5715-SITE PLAN REVIEW	1,250	1,250	1,000	2,000	2,000	1,000	250	1,750	2,250
5718-ANIMAL IMPOUNDMENT FEE	0	0	0	0	0	0	0	0	0
5721-AMBULANCE	357,352	321,119	358,523	316,938	363,118	373,882	357,675	360,000	360,000
5722-RECREATION PROGRAM	193,029	185,462	201,166	231,267	306,492	272,562	89,777	125,000	250,000
5730-LANDSCAPING PLAN FEE	1,250	1,250	1,000	1,500	1,750	1,000	0	1,750	2,250
5750-CARES ACT FUNDING	0	0	0	0	0	0	1,395,350	0	0
5811-ENGINEERING & INSPECTION	243,024	264,252	4,908	59,800	2,576	9,051	179,372	5,000	15,000
5813- 1% MATERIALS TESTING FEE	0	0	7,734	16,774	3,292	3,698	48,318	8,000	8,000
5845-LOT DRAINAGE INSP FEE	14,000	23,500	23,875	17,500	20,875	15,375	10,375	10,000	17,000
5855-FIELD USE CHARGE	26,485	24,295	21,510	22,585	21,930	22,850	11,570	21,500	22,000
5865-LIBRARY RENTAL	0	0	0	0	0	240	330	0	0
5873-COLLEVILLE CENTER FEES	230,793	227,901	209,820	230,612	171,524	158,243	92,111	110,000	170,000
5874-NON-RESIDENT FEE	34,150	40,415	43,800	44,240	43,355	47,360	24,680	42,000	43,000
TOTAL CHARGES FOR SERVICE	\$1,164,538	\$1,116,913	\$901,795	\$978,802	\$965,529	926,059	2,227,868	709,775	914,875
<i>INTERGOVERNMENTAL REVENUE</i>									
5828-SRO OFFICER REIMB	94,282	94,282	94,282	98,996	98,996	103,945	109,142	114,599	114,599
5826-KELLER COURT	225,915	231,409	247,689	239,468	260,538	311,599	339,497	408,044	362,159
5902-GRANT PROCEEDS	0	0	0	463	34,570	0	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	\$320,197	\$325,691	\$341,971	\$338,927	\$394,104	\$415,544	\$448,639	\$522,643	\$476,758
<i>MISCELLANEOUS REVENUE</i>									
5714-SALE OF SURPLUS PROPERTY	13,801	3,798	52,957	17,000	34,396	14,116	121,145	20,000	20,000
5716-INTEREST INCOME	22,081	61,683	60,008	73,161	111,611	364,787	207,734	26,555	25,000
5719-MISCELLANEOUS	59,600	82,802	99,828	80,599	97,480	38,807	95,971	50,000	60,000
5759-CREDIT CARD FEE REVENUE	0	0	0	39,133	16,434	18,760	14,158	14,000	18,000
5832-ANTENNA LEASE	71,022	75,415	93,566	98,859	101,662	93,495	75,993	75,000	75,000
5867-LEASE PROCEEDS	831,155	0	0	541,073	356,459	0	0	0	0
5790-USE OF AVAILABLE CASH	0	0	0	0	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	\$997,658	\$223,698	\$306,359	\$849,825	\$718,042	\$529,965	\$515,001	\$185,555	\$198,000
<i>TRANSFERS IN</i>									
5872-TRANSFER FROM UTILITY FD	1,116,974	1,115,272	832,350	0	196,920	226,117	250,492	281,861	304,738
5888-TRANSFER FOR CONST. INSP.	0	0	0	0	0	0	0	0	0
5892- TRANSFER FROM TIF	0	0	0	0	210,377	159,390	159,390	194,318	194,318
TOTAL TRANSFERS IN	\$1,116,974	\$1,115,272	\$832,350	\$0	\$407,297	\$385,507	\$409,882	\$476,179	\$499,056
TOTAL GENERAL FUND REVENUES	\$23,087,214	\$23,732,014	\$23,711,756	\$23,780,746	\$25,309,673	\$25,200,756	\$26,753,982	\$25,561,766	\$25,659,689

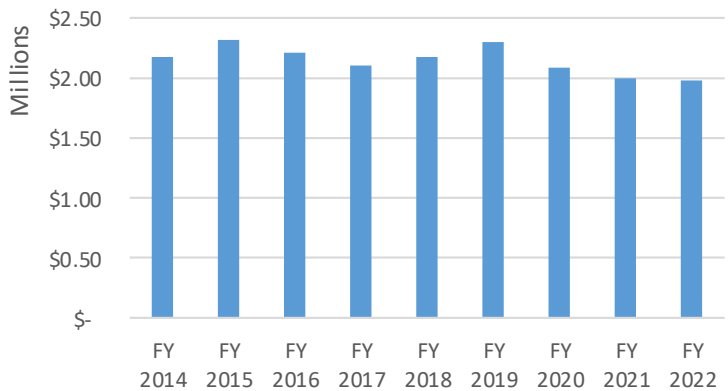
The 2021 certified value provided by Tarrant Appraisal District is \$6,213,549,734 (a 4.1% increase over the 2020 current valuation). Of that increase, \$60,415,888 (or 1%) comes from new construction. The total taxable value includes TIF zone property, which has a combined taxable value increment of \$439,107,273. The final TIF value is subject to change, as valuation is still under appeal. The tax rate of \$0.291778 is allocated \$0.280687 to the General Fund for operations and \$0.011091 to the Debt Service Fund to pay for principle and interest on the City's outstanding General Obligation bonds.

AD VALOREM TAXES



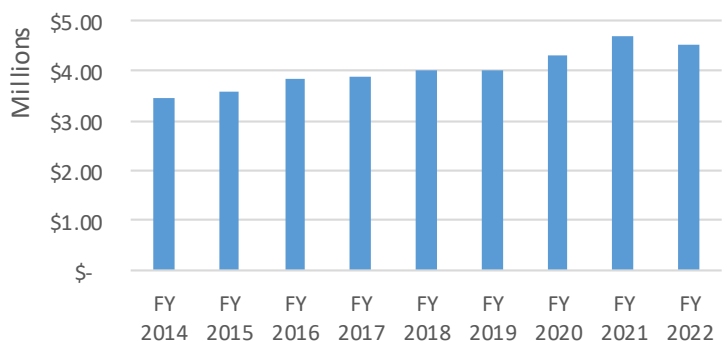
Franchise fees were estimated based on historical and industry trends. For FY 2021, however, the City significantly reduced the estimates for cable t.v. and other utilities' fees due to legislation passed by the Texas Legislature in the 86th Legislative Session. This legislation altered the way telecommunications companies calculate payment owed to cities for use of rights-of-way. Thankfully, this revenue did not take as much of a hit as was budgeted, but Colleyville as well as cities across Texas did see a decline in this revenue stream.

FRANCHISE FEES



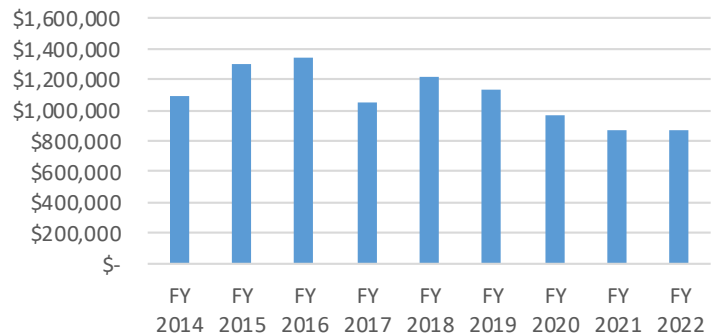
Sales tax for FY 2021 was budgeted to remain flat with FY 2020, but currently the City is showing a 14% increase with one payment left to go. It appears that remote sales (online shopping) in part led the resurgence in revenue. Staff estimates that a portion of this increase is likely non-recurring, led by business reopenings after COVID as well as massive home repairs stemming from the February winter storm. Therefore, a slight decrease from FY21 is anticipated.

SALES TAX



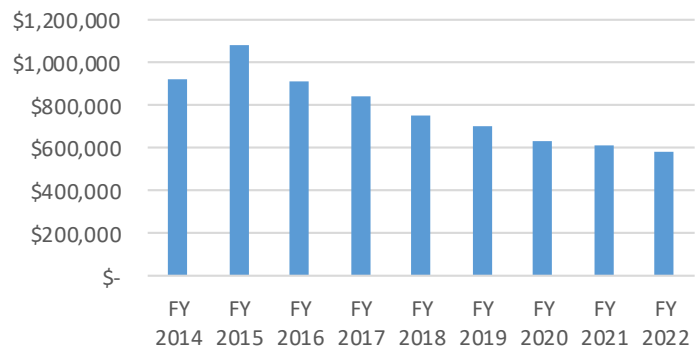
The revenues for licenses and permits are based upon growth in both residential and commercial development. Residential permits are estimated to decrease gradually over the next several years as the number of available lots decreases. Redevelopment of residential lots is expected to increase, while new subdivision construction will slow. Commercial development continues to fluctuate with the economy.

LICENSES & PERMITS



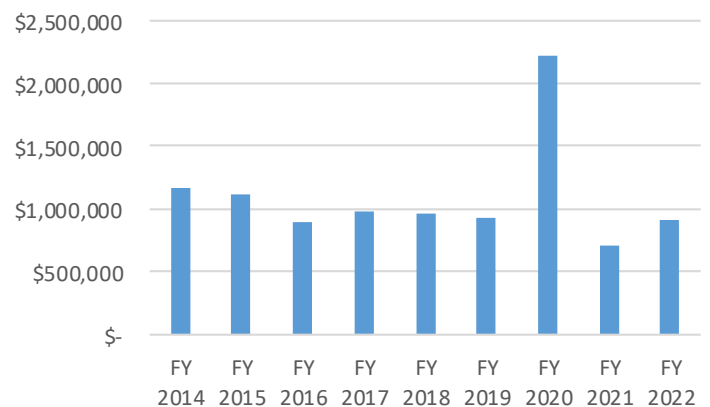
Revenue from fines is projected to be \$586,000 for FY 2022. This includes \$520,000 in fines, \$6,000 in library fines, and annual alarm registration fees of \$60,000. Over all, fines have been decreasing significantly since FY 2015, although the \$500,000 to \$600,000 range appears to be holding steady.

FINES



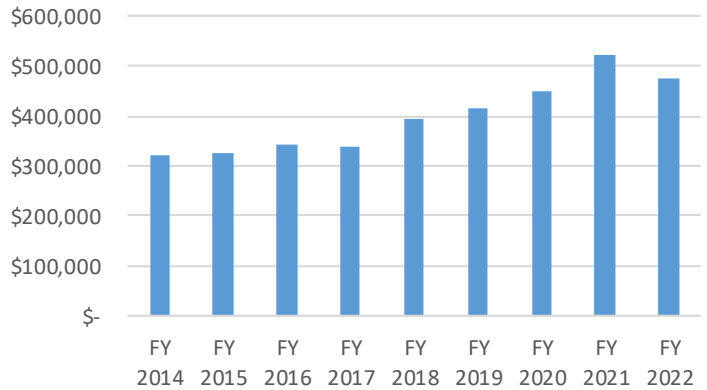
FY 2020 and 2021 has brought several anomalies with the City's service charges. First, due to facility closures charges from the Colleyville Center, recreation programs, and library programs essentially ceased during their traditional peak period. FY 2022 assumes these return to normal, albeit cautiously. However, the biggest anomaly in FY 2020 was the CARES Act revenue, totaling \$1.395 million. This was coded to a service charge code, resulting in a large increase over FY 2019.

CHARGES FOR SERVICES



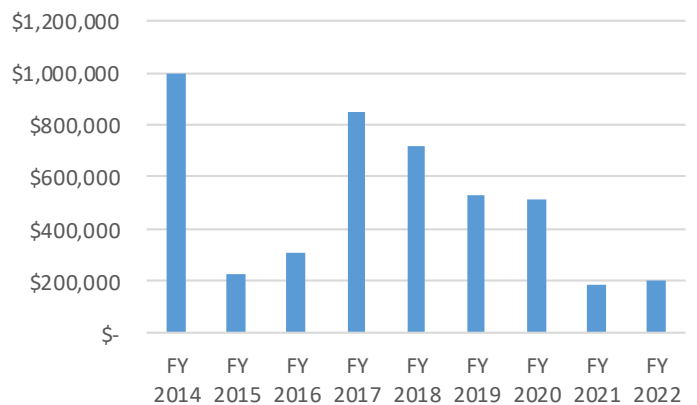
Intergovernmental revenue comes from other municipalities with whom Colleyville has a service agreement. The total FY 2022 budget of \$477,000 includes \$362,000 from the City of Keller as payment for shared Municipal Court service, which Colleyville administers, and \$114,600 from Grapevine-Colleyville Independent School District to reimburse Colleyville for our School Resource Officers. This revenue is expected to remain steady with our associated program costs for the near future.

INTERGOVERNMENTAL REVENUE



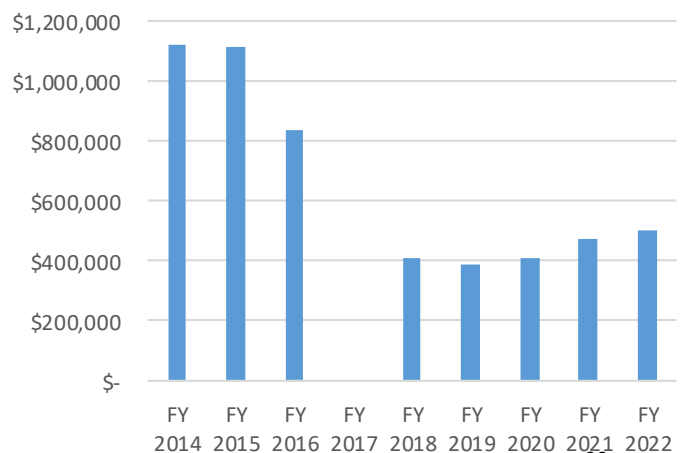
Miscellaneous revenue includes any revenue items that do not fit into another category, such as grant proceeds, sale of property, credit card revenue, and earned interest. Until FY 2020, earned interest was the highest earner in this category. However, our recent recession has turned this around, and staff is currently budgeting \$25,000 of interest income as opposed to the \$200,000 received in FY 2020.

MISCELLANEOUS REVENUE



Previously, the City adhered to a common practice whereby the Utility Fund had been charged a franchise fee of 4% as well as an operating transfer of another 4%. This practice was discontinued by the City Council in conjunction with lower water rates in August of 2016, resulting in no revenue here in FY 2017. The transfers in subsequent years as well as FY 2022 include reimbursement of eligible personnel costs from the TIF and Utility Fund to the General Fund. This practice is expected to continue indefinitely as long as General and TIF Fund personnel work on Utility Fund related operations.

TRANSFERS IN

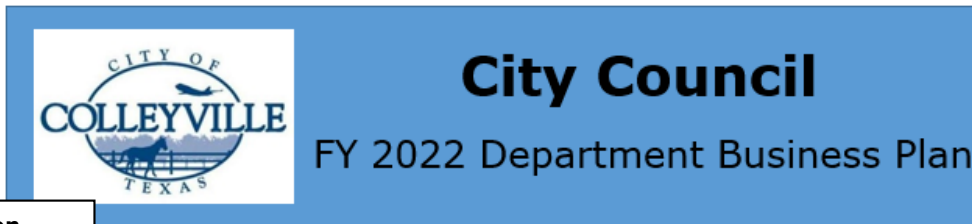


Guide to Business Plans



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

City Council is the body of elected representatives for the city. They have home rule 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, attractive neighborhood-oriented community sensitive to our history, resources and residents.

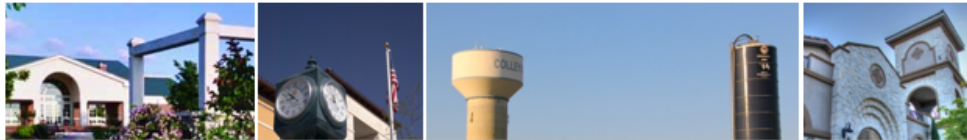
Core Services
Each business plan lists the core services of that department. The blue text under the core service demonstrates how that service is linked to the City's Strategy Map, specifically citing objectives. A brief narrative explanation of the core service follows.

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 2022 budget includes a tax rate of \$0.29177/\$100 of valuation, a \$0.012588 reduction from the \$0.304365 tax rate in fiscal year 2020. 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.



GUIDE TO BUSINESS PLANS (continued)

Performance Measures & Vital Statistics

Performance Measures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Tax rate per hundred dollars of valuation	\$0.3559	\$0.33913	\$0.333834	\$0.320800	\$0.3068
Percent of citizens satisfied with quality of life in Colleyville	n/a	85%	n/a	n/a	n/a
Percent of citizens satisfied with value of services for taxes paid	n/a	73%	n/a	n/a	n/a

Performance Measures & Vital Statistics

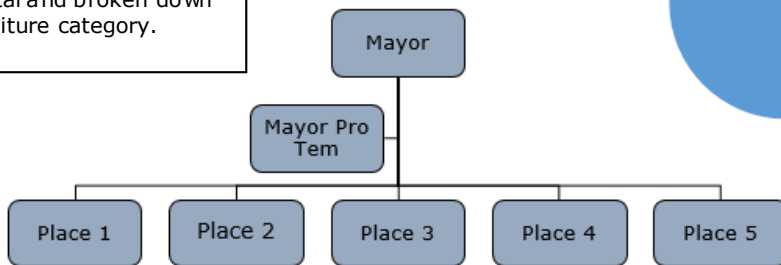
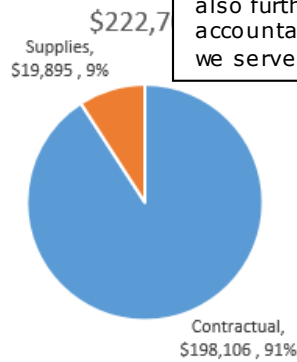
Department business plans include two types of metrics - performance measures and vital statistics. Performance measures are measures of efficiency or effectiveness and represent outcomes that can be directly influenced by staff, and therefore have targets. Vital statistics represent data that is important 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.

Department Resources

Department Resources

Department resources include both personnel and budget dollars. This section provides a departmental org chart as well as the FY 2019 budget amount, both in total and broken down by expenditure category.

FY 2021 General Fund



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.

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 2022 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

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1. Provide leadership and direction for all programs and services

6.1 Articulate a compelling vision and direction for the community.

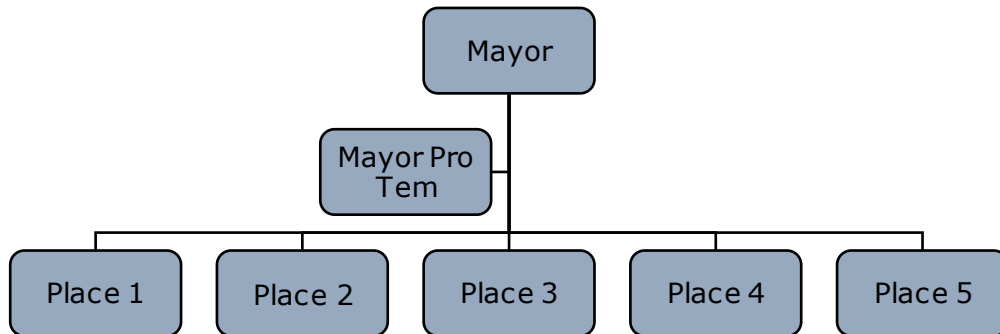
City Council are the elected representatives of the City, have home rule charter authority and serve as the policymakers and decision makers for Colleyville. City Council regularly establishes community goals and policies, adopts ordinances and resolutions and appoints citizens to community boards and commissions. City Council determines the tax rate, ultimately establishing the price property owners are willing to pay for programs and services. The fiscal year 2022 budget includes a tax rate of \$0.29177/\$100 of valuation, a \$0.012588 reduction from the \$0.304365 tax rate in fiscal year 2021. 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.



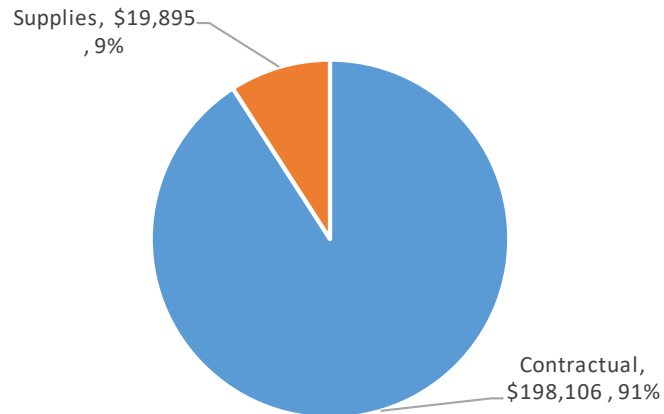
Performance Measures & Vital Statistics

Performance Measures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Tax rate per hundred dollars of valuation	\$0.3559	\$0.33913	\$0.333834	\$0.320800	\$0.306807	\$0.304365	\$0.291778
Percent of citizens satisfied with quality of life in Colleyville	n/a	85%	n/a	n/a	n/a	n/a	n/a
Percent of citizens satisfied with value of services for taxes paid	n/a	73%	n/a	n/a	n/a	n/a	n/a

Department Resources



FY 2022 General Fund City Council:
\$220,751



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.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
<p>Work with Citizen’s Capital Advisory Committee to decide on a general capital improvement funding method</p>	<p>Spring of 2022</p>	<p>1.1 Actively involve and engage stakeholders</p> <p>2.4. Demonstrate stewardship of public resources</p> <p>3.4 Thoroughly plan for future capital investments and associated costs</p>
<p>Work with key stakeholders and staff to determine future funding for drainage capital projects</p>	<p>Fall of 2022</p>	<p>1.1 Actively involve and engage stakeholders</p> <p>2.4. Demonstrate stewardship of public resources</p> <p>3.4 Thoroughly plan for future capital investments and associated costs</p>



City Manager's Office

FY 2022 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 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. Direct the City's strategic management system and evaluate programs and services for alignment

1.4 Communicate thoroughly and strategically

6.2 Ensure clarity of City Council and staff roles and responsibilities

6.3 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's 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.

3. 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.

4. Respond to City Council and citizen requests for service

1.4 Communicate thoroughly and strategically

2.1 Provide responsive, efficient city services

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.

5. 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.

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

1.1 Actively involve and engage stakeholders

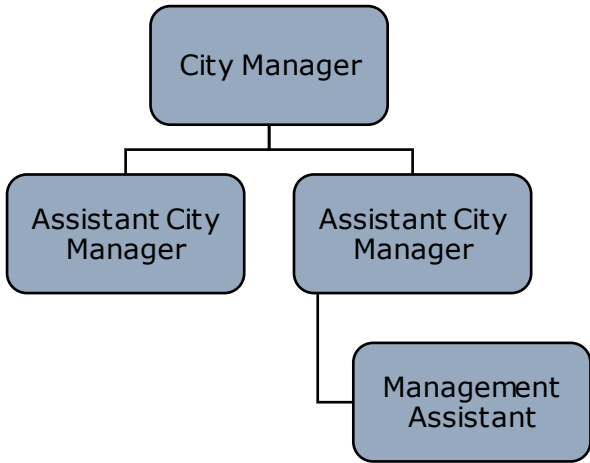
In order to make informed decisions, it is essential to understand the priorities and perspectives of your stakeholders and community partners. Building and maintaining relationships with stakeholders, partners, and neighboring agencies allows staff to identify opportunities for collaboration and partnership. 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

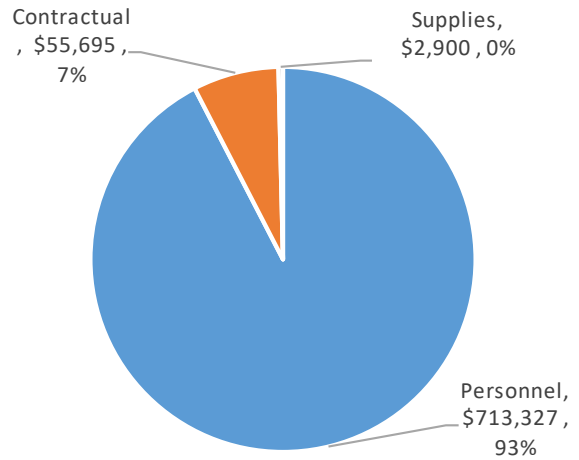
Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Achieve GFOA’s Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Number of household hazardous waste collections (at Fort Worth ECC and Clean Sweep event)	658	752	702	639	357	631
Number of citizen survey responses	N/A	N/A	907	N/A	N/A	1,317

Department Resources



FY 2022 General Fund City
Manager's Office:
\$771,922



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 2022 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 (CSO) is a Citywide information and document resource to the City Council, City departments, residents, and the public. The CSO is a direct link between community and government, and pledges to provide exemplary customer service in a professional, courteous, impartial, and transparent manner and to promote the standards of integrity, communication, excellence, and transparency while also promoting the City Council's Strategic Plan.

Core Services

The City Secretary performs duties set forth by the City Charter, ordinances, federal and state laws and administrative direction. To successfully accomplish these duties, the City Secretary 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*

Although small, the CSO supports both internal and external customers and is responsible for core services which are of significant interest to all residents. These services include:

- Receiving citizen concerns and resolving same in a professional and confidential manner;
- Providing access to public documents;
- Serving as staff liaison to boards, commissions, and committee members;
- Conducting research;

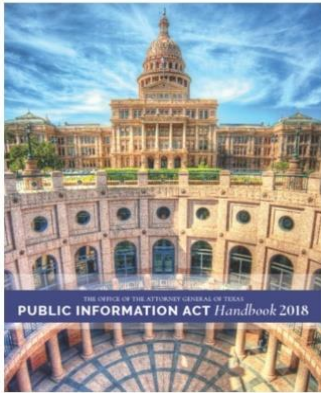


- Processing of forms and applications administered through the CSO (alcohol permits, notice of claims, and board, commission, or committee applications); and
- Assisting the public with general information.

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 important, local governments go 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 CSO 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 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 when open government laws are violated by a governmental body, 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 CSO consistently manages board, commission, and committee member's compliance with the Texas Open Meetings Act by requiring the online training be taken, and maintaining a record 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 CSO 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 posting of every public meeting of the City Council and appointed boards, commissions, and committees. In addition to agendas, packets are made available to the public immediately through a web portal. 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

6.3 – Foster our shared values

The City Secretary supports the City Council in both an administrative and technical capacity to facilitate the legislative process and City business. The CSO engages with our elected officials and the public to understand expectations and preferences, and looks for opportunities to develop solutions and services which 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
- Processing applications for board, commission, and committee appointments.

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 Administration 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.

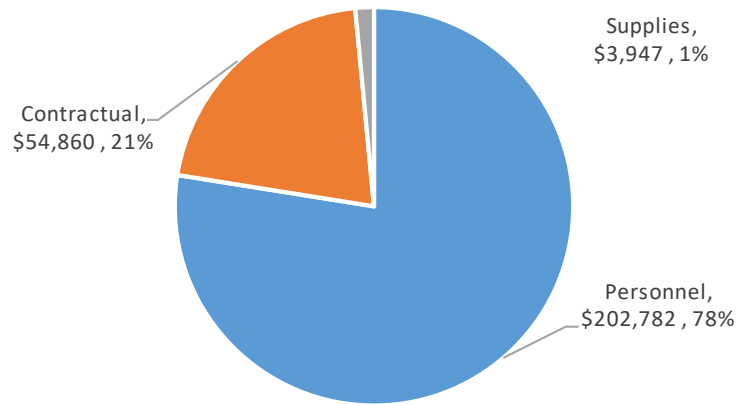
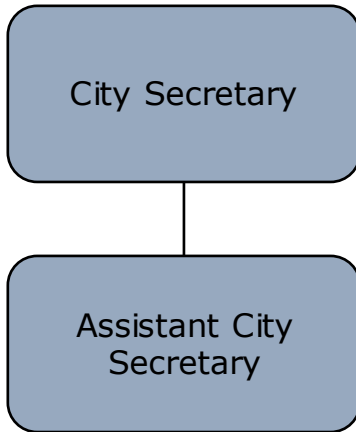
Performance Measures & Vital Statistics

Performance Measures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of board, commission, and committee members that have completed Texas Open Meetings Act training	95%	95%	95%	95%	95%

Vital Statistics	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Number of public information requests	276	315	305	398	325

Department Resources

FY 2022 City Secretary Budget: \$261,589



5-Year + Outlook

The City Secretary 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 access to public records;
- Complying with the Public Information Act and Open Meetings Act;
- Being receptive and responsive to residents and the public;
- Continuing to seek technology which assists in efficiencies; and
- Interacting and engaging with residents and staff.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Utilize new software to track and issue alcohol permits	Summer of 2022	2.3 Effectively leverage information technology
Analysis and restructure of Laserfiche	Spring of 2022	2.3 Effectively leverage information technology
Pilot a digital sign board at City Hall	Spring of 2022	1.4 Communicate thoroughly and strategically 2.3 Effectively leverage information technology



Colleyville Center

FY 2022 Department Business Plan

Department Description

The Colleyville Center 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 Center provides customer service to individuals, businesses and non-profits, whether local resident or non-resident. Additionally, the Center provides customer service to all City Departments through 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



The Colleyville Center Teams goal is delivering the following core services;

2.1 – Provide responsive, efficient city services

Provision of First Class Customer Service

Customer service is paramount to all customer segments utilizing the Center. The provision of excellent service is a reflection of City Management direction and commitment to not only Colleyville but also outlying communities who use the venue. The Department's weekend event staff and weekday operation staff provide face-to-face, intentional and engaging customer service. Customer satisfaction surveys following each event provide essential feedback for both employee training and feedback for ongoing facility improvements.

The Center is proactive in providing a safe environment for citizens and their guests. Emergencies, pandemics and acts of nature can happen. The 2020 COVID

pandemic will remain a pivotal influence on Department operations and the provision of a safe, sanitized, socially distanced meeting and social environment for citizens. (Staff monitor security cameras during business hours with motion surveillance after hours.)

Continued networking and partnerships within local Colleyville businesses and civic organizations helps the Center capitalize on the provision of cost effective services as well as fuel the local Colleyville economy. Staff will continue to act as conduits of communication for City Management as we provide community outreach to local businesses during what is expected to be another tough, pandemic influenced year. Currently, Center management has developed relationships with local Colleyville businesses, securing discounts on catering services, hotel shuttle services, linens, food, alcohol, floral, and lighting packages for client events.

In addition, partnerships with Colleyville civic organizations like National Charity League, Lion's Club, Women's Club and Garden Club will be leveraged to access grants or cash donations. Funding will be used to update venue appliances, purchase security cameras, or aesthetically improve the grounds with landscape gardens.



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

5.3 – Provide attractive facilities for leisure and recreation

Provide a Venue for Public Events, Meetings, and City Business

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 60% of meetings held at the Center are booked by Colleyville Civic organizations or residents who enjoy deeply discounted rental rates. Staff will continue to support these groups with the departments' membership in the organizations who utilize the venue. With a central location in the City of Colleyville, the Center and its grounds provide a palette for life events. Whether a holiday themed city event with concerts, fundraising banquets, baptisms, birthdays, graduations, or memorials, the Center will remain a hub for the community and our citizen celebrations in 2022.

Maintaining a community asset is integral to ensure its availability for future generations. The Colleyville Center was completed 24 years ago through citizen fundraising and a bond issue. Since then, upgrades have been done to improve technology, and increase useable patio and grounds for ceremonies and receptions. In 2022 the ongoing development of a park like setting to the existing 7 acres will continue with the Center partnering with the Colleyville Garden Club on some landscaping improvements. Existing, dated lighting will also be replaced in the Grand Hall.

With over 25,000 guests in the facility annually, staffing will remain small but mighty. The Center will continue to retain four full time employees conducting event support and sales while maintaining the building to high, sanitized standards.

Provide a venue that generates rental revenue to offset operating expenses

In an effort to offset the maintenance and operation expense of maintaining the Center, the facility is made available for private use at retail rates that are competitive in the venue rental market. Center marketing efforts concentrate on three targeted segments: Residents, Non-Resident, and Business.

Incremental revenue sources include value-added services such as up-lighting, refreshments and linens. The Colleyville Center is a popular venue for both wedding ceremonies and receptions. Over the last 3 years, marketing has focused on bringing in businesses to fill the Monday-Friday 8am-5pm time blocks. Rental rates for these customers are 20% higher than resident rates. Staff efforts will continue to maximize revenue and utilization, while still being sensitive to resident and civic use and maintaining rates set by our City Council.

In order to stay relevant in an extremely competitive venue market, the Center Advisory Committee, comprised of both citizens and civic organizations, reviews Center rates annually. Staff will once again provide findings in early 2022 for Advisory Committee review. If rental rate increases are agreed upon, Advisory will recommend to Council with increase taking effect with new bookings in FY2023.

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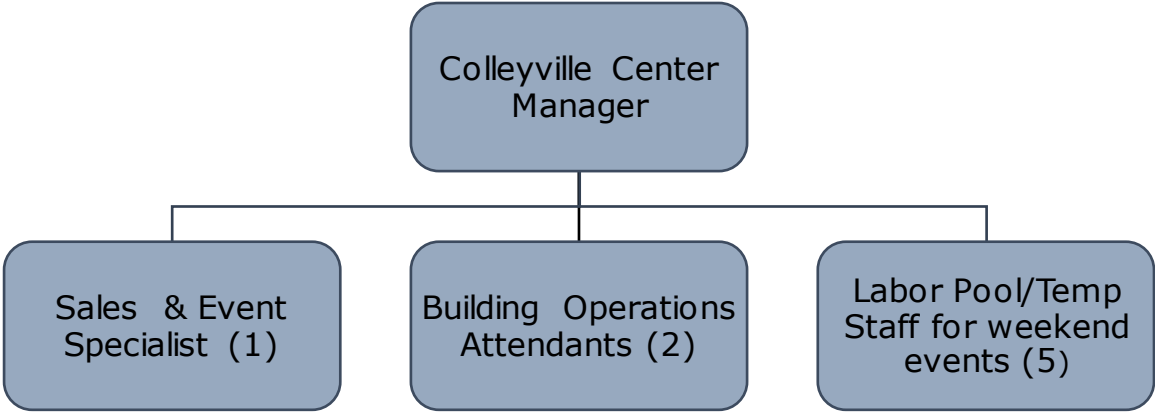
Performance Measures & Vital Statistics

Performance Measures	FY 2016	FY 2017	FY 2018	FY 2019	*FY 2020	FY 2021	FY 2022 Target
Percent of customer satisfaction "Excellent" ratings	98%	97%	97%	97.5%	97%	97.4	97%
Number of events held	376	405	320	314	128	200	200
Cost Recovery	62%	65%	60%	50%	27%	76%	50%
Vital Statistics	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Revenue	\$209,919	\$230,612	\$180,000	\$158,242	\$92,110	\$145,281	
Percentage of events generating economic impact for local business	60%	70%	70%	70%	50%	75%	
Percent of total events held: Colleyville residents	23%	13%	13%	14%	2%	9%	
**	25%	34%	28%	31%	35%	68%	
Percent of total events held: Non-profits	45%	46%	48%	46%	62%	22%	
Percent of total events held: City departments	7%	7%	11%	9%	1%	1%	

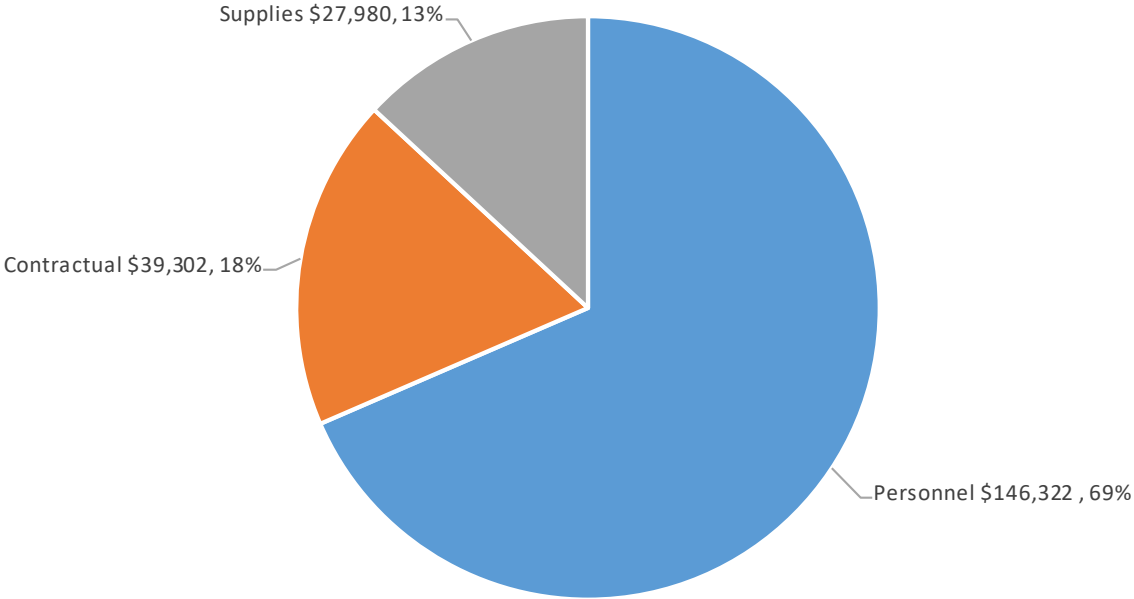
*7 month pandemic FY20

** 6 month pandemic/mandates removed FY 21

Department Resources



FY 2022 General Fund Colleyville Center:
\$213,604



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 the venue asset. The Colleyville Center is entering its 24th year of operation and the facility is showing its age, requiring capital improvements. These are detailed in the departmental objectives section, below.

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 weekday rentals continue to be comprised of 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. Resident venue fees will remain unchanged and continue to remain deeply discounted, at 20%, providing an additional incentive for resident usage.

Targeted marketing efforts will continue to both non-resident and business segments. With 35% 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, and presence on, social media will be necessary to reach these segments and expand visibility in the DFW market, in addition to our residents.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Upgrade booking software	January 2022	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology
Convert Grand Hall/Stage lighting to LED; upgrade sound and projection system	Within a 5-10 year horizon	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology
Remodel bathroom to include new stalls, toilets, sinks and light fixtures	Within a 5-year horizon	2.1 Provide responsive, efficient city services 5.3 Provide attractive facilities for leisure and recreation

Departmental Specific Objectives (continued)

Description	Timeline	Strategic Goal Link
Additional storage space for tables, chairs and audio video equipment	Within a 5-10 year horizon	2.1 Provide responsive, efficient city services 5.2 Support a variety of community events, concerts, and celebrations
Replacement of fogged palladium windows and decaying wood frame	Within a 5-year horizon	5.3 Provide attractive facilities for leisure and recreation
Add outdoor electrical outlets for lighting	Within a 5-year horizon	5.2 Support a variety of community events, concerts, and celebrations 5.3 Provide attractive facilities for leisure and recreation
Add VIP covered parking	Within a 5-10 year horizon	5.3 Provide attractive facilities for leisure and recreation





Communications and Marketing

FY 2022 Department Business Plan

Department Description

Communications and Marketing 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 and 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, video 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.

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

The Communications Department is also the city's Special Events Department and plans and produces city events throughout the year. One of the biggest events, **Stars and Guitars** is an outdoor concert that is held annually the last Friday in June. The event is held at City Park and includes reserved tables and open lawn seating. Attendees can enjoy a concert and fireworks under the stars, while dining on a variety of foods offered at a food truck park.

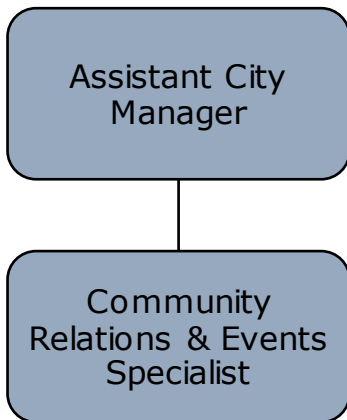
Another big event is the **Harvest Festival**, an outdoor event that is held annually the third Saturday in October. The event is held at the Plaza and South Grounds of Colleyville City Hall and includes games, live music, treats, a costume contest, horse-drawn carriage rides, a pumpkin patch, pony rides, a petting zoo, food vendors, and a fall market. Princesses, pirates, goblins and ghouls can enjoy a day of Halloween amusement and fun for the whole family.

The **Colleyville Christmas Tree Lighting Celebration** is an outdoor event that is held annually on the first Friday in December. The event is held at the Plaza and South Grounds at City Hall and includes the lighting of the city tree, community decorated tree winners announced, photos with Santa, attractions for children (i.e., balloon artists, face painting, caricature artists, inflatables), petting zoo, pony rides, trackless train rides, horse-drawn carriage rides, performances by local children's choirs, food vendors and a Christmas market. Merrymakers can launch the holiday season with a magical evening filled with holiday sparkling lights and a variety of festive entertainment.

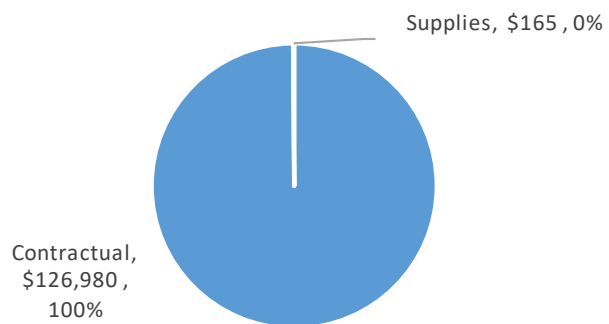
Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY2019	FY 2020	FY 2021	FY 2022 Target
Number of News Releases	52	60	60	60	60	60
Public Information Campaigns	9	8	10	10	40	35
Vital Statistics	FY 2017	FY 2018	FY2019	FY 2020	FY 2021	FY 2022
E-News Service Subscribers	3,819	4,074	3,745	4,849	4,344	
Social Media Followers on City of Colleyville Government	2,639	4,755	6,725	6,497	7,900	

Department Resources



FY 2022 General Fund Communications:
\$127,145



Note: The Communications & Marketing Coordinator position is funded out of the Hotel Occupancy Tax Fund as of FY 2021.

5-Year + Outlook

The next five years will be evolving as it relates to community relations, 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. Communications will continue its proactive approach by continuing the video segments introduced in 2021 – City Beat, Your Council Minute, and Service in Focus -- anticipating what residents want to know, need to know, and how to best reach them. The city recently launched a new Colleyville.com and will look for ways to grow and enhance the site. Events will continue to be fine-tuned to meet the needs of the community.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Attain complete sound system needs to be fully self sufficient	Spring of 2022	5.2 Support a variety of community events, concerts, and celebrations
Work with Economic Development Dept. to secure higher quality directional & event signage	Winter of 2022	5.2 Support a variety of community events, concerts, and celebrations



Community Development

FY 2022 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. The Department pursues this focus with the goal of providing exceptional customer service to our citizens and to the development community.

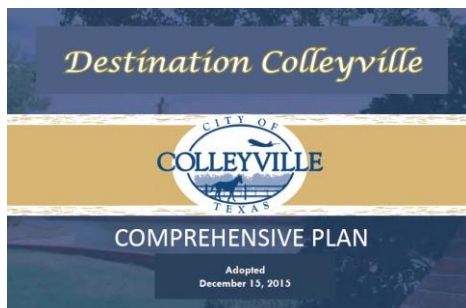
Community Development includes the Planning and Building Inspections Divisions. The Department is responsible for reviewing new development proposals, planning for new growth, redevelopment and long-term community sustainability, and ensuring compliance with building codes. The Department works closely 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



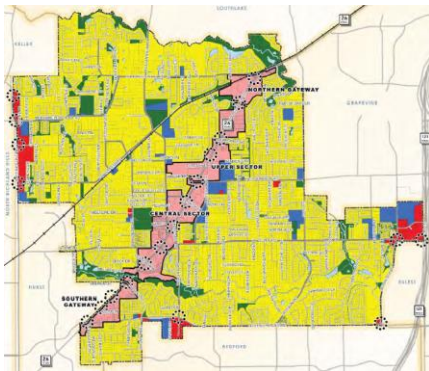
Since Colleyville incorporated, the City has completed five comprehensive Master Plans. In 2012, the City Council approved funding to update the 2004 Master Plan through the creation of a new comprehensive plan that, as its name implies, provides a holistic focus on future development and the related infrastructure requirements that it requires. The comprehensive plan provides a roadmap that effectively guides 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 concluded 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. A significant portion of the Land Development Code, to include chapters 1 through 9, was amended throughout the years of 2018 and 2019. Additional chapters will be amended in the near future. Plan implementation is 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. This is achieved with improved corridor aesthetics through enforcement of architectural and landscape standards via grants that were created for these purposes.

As part of the implementation of the comprehensive plan, Community Development staff worked to amend the Land Development Code to create zoning tools that apply to commercial development along the corridor. These amendments work together with the grant opportunities to 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

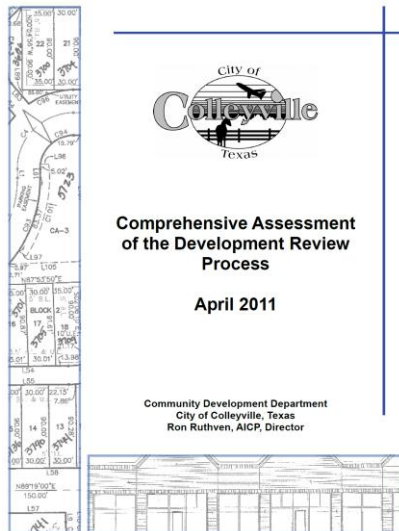
Constant, consistent communication with the development community is extremely important. The department is responsible for the enforcement, maintenance and oversight of thousands of pages of codes and procedures. These codes and procedures are in a constant state of review for necessary amendments and 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.

The department recently (2019) installed a touch-screen monitor in the reception area that allows citizens, customers, and staff to access the City's interactive map. This has increased the department's ability to serve and communicate with all who enter our doors.

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 is only effective 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 seven years. Both reports contain many recommendations for process improvement that have been, and are being implemented.



Development Process Review

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

Submitted to
Jennifer Fadden, City Manager
February 26, 2014

The State of Texas passed a bill in 2019 that requires development related applications to be processed and approved in an expeditious timeline. The submittal calendar has been modified to accommodate the approval of submitted cases as required by the bill.

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 the Community Development Department operations. Colleyville has been recognized as a “Tree City USA” by the Arbor Day Foundation consecutively for the past 20 years. Community Development proactively preserves and protects trees through construction and improvements.

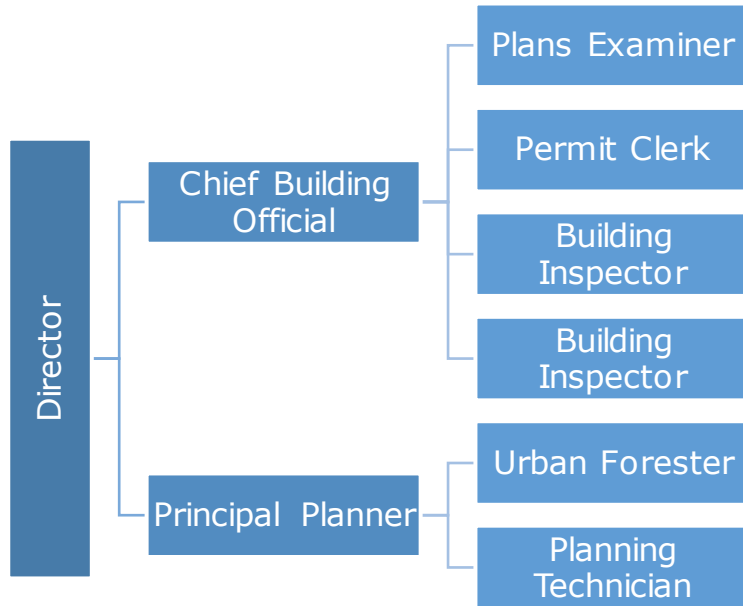
The Urban Forester performs tree evaluations, tree inventories, and identifies maintenance needs, in conjunction with the Parks Department, that increase the safety of park patrons and property.

Performance Measures & Vital Statistics

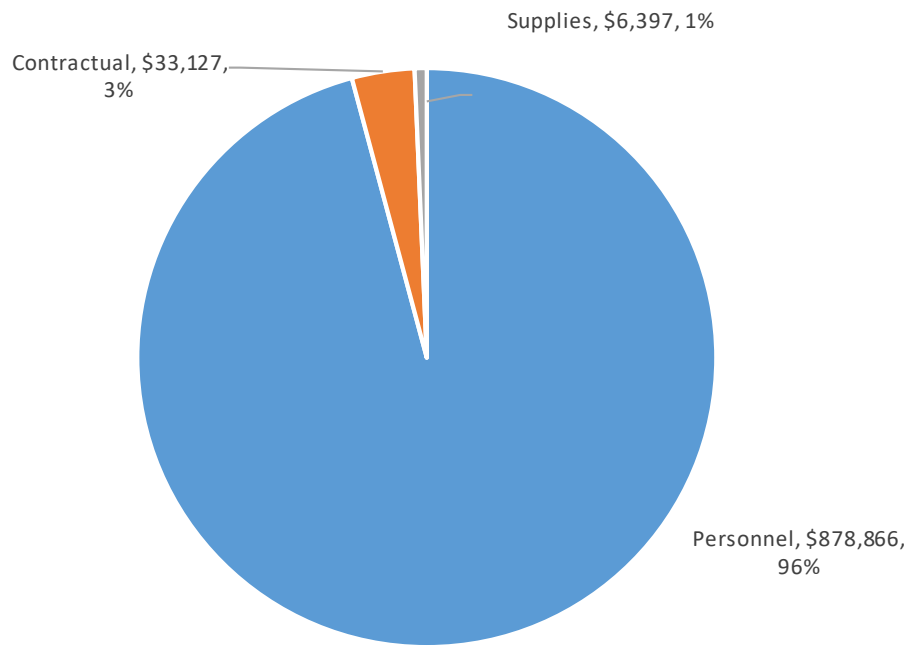
Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of residential plan reviews completed in seven days or less (was 5 through FY16)	84%	45% (891 reviews)	46% (865 reviews)	47% (1,093 reviews)	39% (1,325 reviews)	≥75%
Percentage of commercial plan reviews completed in seven days or less (was 10 through FY16)	80%	51% (182 reviews)	65% (291 reviews)	60% (249 reviews)	74% (220 reviews)	≥75%
Percentage of inspections performed within 24 hours	98%	90%	94%	98%	98%	≥95%
Percent of online department survey respondents satisfied with overall service	100%	N/A [No longer used]	N/A	N/A	N/A	N/A

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of Inspections Performed	9,978	11,981	10,519	7,321	6,971

Department Resources



FY 2022 General Fund Community Development:
\$947,284



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 and an average of 134 new residential permits per year, both being the average of the previous 10 years.

FISCAL YEAR	NEW RESIDENTIAL	NEW COMMERCIAL
FY2017	136 permits	2 permits
FY2018	163 permits	2 permits
FY2019	116 permits	11 permits
FY2020	86 permits	6 permits
FY2021	61 permits	2 permits

With two new subdivisions opened in 2021, several residential lots will still be available. Thus, residential permitting activities are expected to remain consistent. New commercial activity is expected to remain consistent as well, if not increased, now that Colleyville Boulevard construction has been completed.

As the City approaches build out, currently estimated to occur by 2035 according to the current Master Plan estimate, new residential activity has begun to decrease. Assuming current economic conditions remain static, land for new residential subdivisions will significantly decrease, leaving only infill and tear down & 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. The reconstruction of Colleyville Boulevard (State Highway 26) is at completion which will attract commercial development and redevelopment.

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.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Deploy Energov Permitting Software	Spring/Summer of 2022	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 4.3 Adopt best-practice planning and development processes



Economic Development

FY 2022 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 increasing sales tax revenue, facilitate quality redevelopment of commercial corridors, increase commercial property tax value, add jobs to increase daytime population, 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:

Economic Development seeks to attract quality businesses to the City to provide retail opportunities, which generate sales tax to help pay for city services. Economic development also seeks to attract quality development to greenfield development sites such as the 60-acre Northern Gateway at John McCain and SH26 and the 20-acre Precinct Line Road site, as well as other smaller infill locations throughout the commercial areas of Colleyville.

Redevelopment:

In conjunction with City's SH26 beautification efforts, the City is partnering with businesses and property owners to redevelop older buildings to ensure the improved roadway and commercial corridor match in quality. The City commissioned a study of the Southern Gateway portion of SH26 (Brown Trail to southern limits) to help in the redevelopment activity. The City has also purchased several parcels in the Southern Gateway area, to proactively assemble separate parcels into a larger tract that can be sold for redevelopment.

Business retention:

Economic Development works with existing business owners to ensure that once in Colleyville, they remain in Colleyville. Staff seeks feedback from businesses to determine what assistance they may need and how the City can provide help facilitate their success. Throughout the COVID-19 pandemic, the City provided programs to ensure businesses had revenue coming in. These included \$35 gift cards to residents to be used at Colleyville businesses, marketing

and promotion grants, and an advertising grant program coupled with businesses giving to local charities.

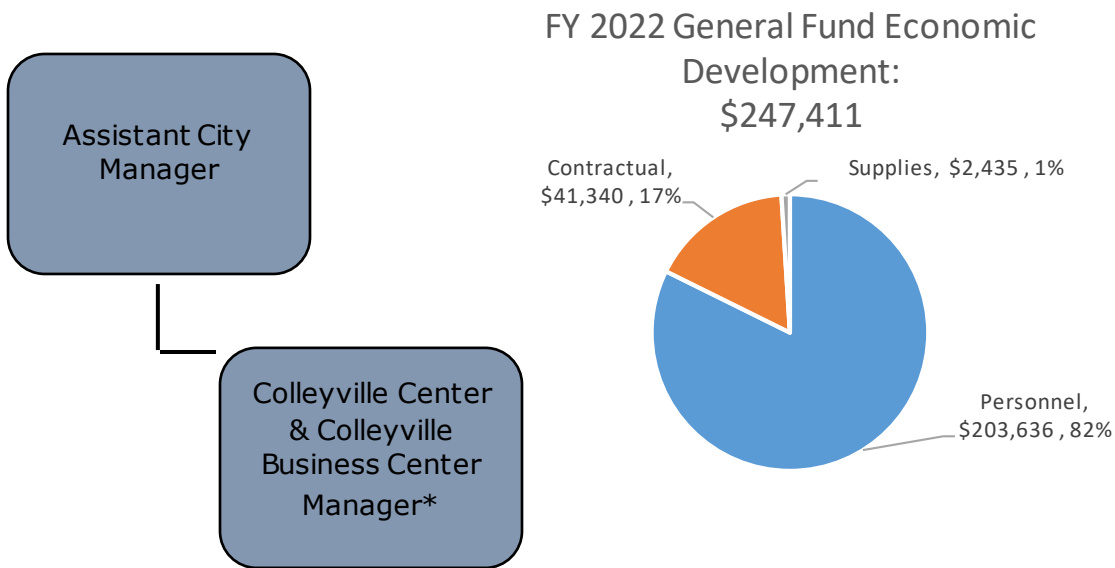
Entrepreneurism:

The City seeks to support local entrepreneurs and encourage the growth of new businesses in town. To that end, the City has opened the Colleyville Business Center. The partnership with the Colleyville Chamber of Commerce and SCORE provides a one-stop-shop to support businesses at any stage, as well as private offices and workstations available for rent.

Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Colleyville retail occupancy rate	97%	95.2%	93.2%	93.9%	93.2%	93%
Colleyville office occupancy rate	93%	93%	91.7%	90.5%	87.8%	90%
Percentage growth in sales of sales tax revenue (General Fund)	0.5%	4.0%	(0.2%)	8.0%	14%	2.00%

Department Resources



*Funded in other budgets

5-Year + Outlook

The next five years will be important for economic development in Colleyville. With the completion of the SH26 Gateways construction (Phase III of beautification work), Colleyville has established itself as a community that expects high quality commercial development. In the next several years, the six acres purchased by the City in the Southern Gateway will be listed for sale for a development that meets our quality standards. The City will also continue to explore appropriate development opportunities for the Northern Gateway, being patient for the right fit. Property improvement grants will continue to play a role in the redevelopment of commercial property. The City will continue to look for opportunities to promote existing business with programs and support new business growth via the Colleyville Business Center.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
<p>Sell/develop the City-owned acreage along the Southern and Northern Gateways</p>	<p>Within a 5-year horizon</p>	<p>2.4 Demonstrate stewardship of public resources</p> <p>4.1 Protect our city’s semi-rural residential character</p> <p>4.2 Encourage compatible commercial growth</p> <p>5.4 Actively seek public/private partnerships</p>
<p>Demolish existing Acuff properties owned by the City and prepare a concept of potential development/marketing material</p>	<p>End of 2022</p>	<p>2.4 Demonstrate stewardship of public resources</p> <p>4.1 Protect our city’s semi-rural residential character</p> <p>4.2 Encourage compatible commercial growth</p> <p>5.4 Actively seek public/private partnerships</p>
<p>Re-introduce available grants with a new mailer and marketing for businesses that may be unaware, and consider additional grant for neighborhood improvements</p>	<p>2022</p>	<p>2.4 Demonstrate stewardship of public resources</p> <p>4.1 Protect our city’s semi-rural residential character</p> <p>5.4 Actively seek public/private partnerships</p>

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Launch a Colleyville Business Center intern program, partnering with the Chamber of Commerce	2022	1.2 Develop future community leaders 2.2. Recruit and retain a highly-qualified workforce



Finance Department

FY 2022 Department Business Plan

Department Description

The Finance Department services housed in the General Fund provide financial administration, accounting and purchasing services. 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, 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 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, the department's General Fund core services are responsible for the following:

1. Provide accurate, reliable reporting of financial data

1.4- Communicate thoroughly and strategically

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. Manage the City's annual budget process

1.4- Communicate thoroughly and strategically

2.4- Demonstrate stewardship of public resources

3.4- Thoroughly plan for future capital investments and associated costs

The finance department is responsible for coordinating and managing the annual budget process, including multi-year forecasting and capital improvement planning. This process is set up to ensure the city does not spend or obligate more than its annual financial resources can cover, and it results in a legally adopted budget by the end of September each year.

3. 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 applicable laws and regulations. All purchases are approved electronically in the Munis financial software.

4. Process payroll

2.4- Demonstrate stewardship of public resources

Paychecks are processed and sent out biweekly with attention to providing internal control over sensitive employee information.

5. Preparation of Comprehensive Annual Financial Report (Annual Report)

1.4- Communicate thoroughly and strategically

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.

6. 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 finance department. 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.



**STANDARD & POOR'S
RATINGS SERVICES**

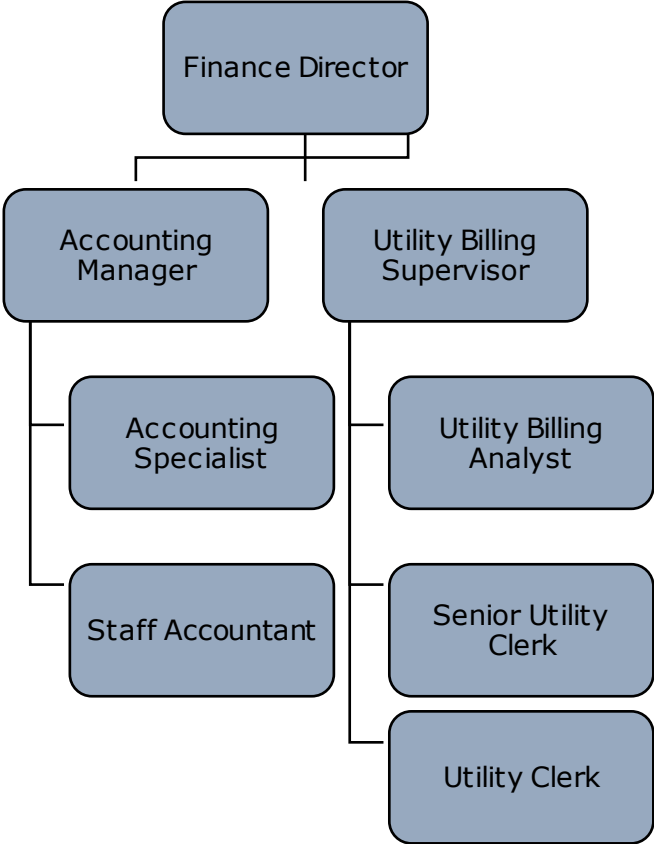
McGRAW HILL FINANCIAL

Performance Measures & Vital Statistics

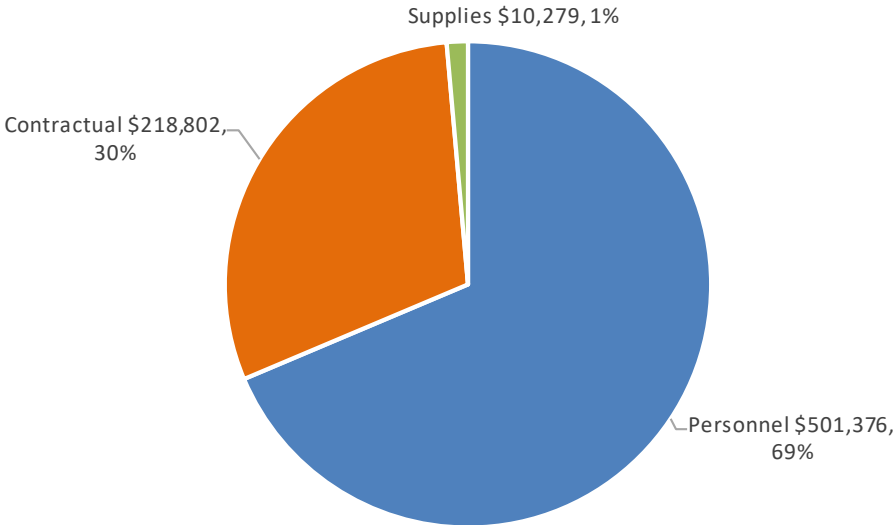
Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Achieve GFOA's Certificates of Achievement for Excellence in Financial Reporting / Presentation	Yes	Yes	Yes	Yes	Yes	Yes

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Estimate
Percent of ACH payments to total accounts payable	28%	30%	29%	30%	32%	30%

Department Resources



FY 2022 General Fund Finance Budget:
\$730,457



5-Year + Outlook

Finance Administration

Finance will continue to strive for high standards of fiscal responsibility through adhering to the reporting standards set forth by the Governmental Accounting Standards Board, as well as applying best practices laid out by the Government Finance Officers Association (GFOA). To that end, staff will continue to apply for GFOA awards in financial reporting.

Holding transparency and communication as crucial values, the finance staff will work to ensure all monthly and quarterly reports present the City's position in a clear, concise format. Additionally, staff will work with OpenGov, the City's vendor for online transparency, to create informative, value-added reports for Council, staff, and all citizens of Colleyville on an ongoing basis. These reports will be available to access on-line and in real-time.

Finally, the Finance Department this marks the second year the Finance office has managed the City's budget process. Staff strives to maintain the City's high standards for this process, taking care to lay out long-range forecasts and act as advisor and facilitator between departments, City Management, and Council. Finance staff will also make sure Colleyville's tax rate setting process adheres to the State's regulates as well as Colleyville's history of public transparency. Additionally, the Finance office has contracted with ClearGov to transition this budget document from a paper process to being wholly online and interactive. Staff expects this to be up and running in early 2022.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Deploy Executime Time Entry software	Summer of 2022	2.3 Effectively leverage information technology
Deploy ClearGov budget summary software	Spring of 2022	1.3 Assure convenient access to public information 1.4 Communicate thoroughly and strategically 2.3 Effectively leverage information technology 2.4 Demonstrate stewardship of public resources
Deploy new PCard agreement	Winter/Spring of 2022	2.1 Provide responsive, efficient city services
Work with Citizen's Capital Advisory Committee to decide on a general capital improvement funding method	Spring of 2022	1.1 Actively involve and engage stakeholders 2.4. Demonstrate stewardship of public resources 3.4 Thoroughly plan for future capital investments and associated costs



Fire Department

FY 2022 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 needs of the citizens, the Fire Department is responsible for the following four 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, two front line and one reserve ambulance, one front line and one reserve aerial ladder truck, two front line engines, a Squad 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.



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 2082 International Fire Codes (IFC)



will benefit builders, as surrounding cities are currently operating under the 2018 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 two 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. The Fire Department also utilizes a Squad to respond to most EMS calls. Utilizing this unit allows for a faster more mobile response. This also reduces wear and tear on larger more costly vehicles.

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

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.

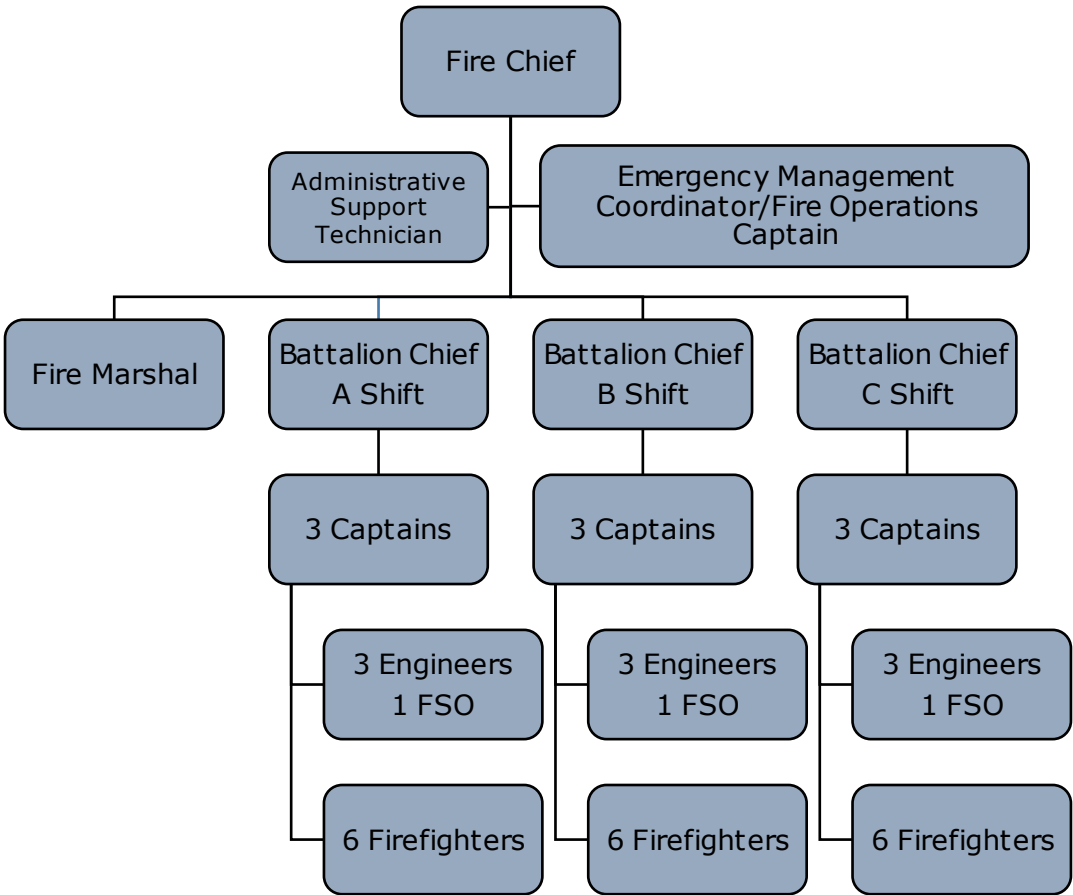
Performance Measures & Vital Statistics

* Previously reported as percentage of response times under six minutes

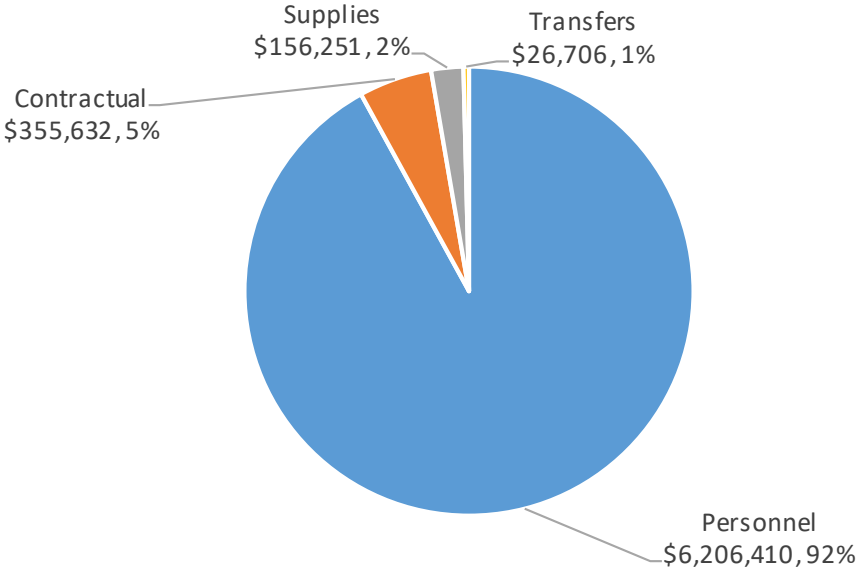
Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Fire/Ambulance average response time	* 4:40 Minutes	4:47 Minutes	4:50 Minutes	4:29 Minutes	4:52 Minutes	4:40 Minutes
Percentage of plans reviewed within 48 hours	99%	99%	99%	99%	99%	99%
Percentage of fire investigations cleared within 30 days	100%	100%	100%	100%	100%	100%
Percentage of inspections performed within 48 hours of request	100%	100%	100%	99%	100%	100%

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Estimate
Fire related responses	610	571	556	580	528	577
Service related responses	191	188	234	237	522	206
EMS related responses	967	1002	1004	962	1098	995
Ambulance billing revenue	\$318,738	\$399,673	\$390,541	\$390,585	\$389,524	\$385,000
Percentage of billed services recovered	59%	59%	55%	60%	51%	55%
Total number of volunteer hours from CFAAA & Rehab Team	482	491	490	287		474
Community Fire Prevention Events	118	132	140	95		138
Average hours of training per employee	170	177	185	217		210

Department Resources



FY 2022 Fire Department Budget: \$6,744,999



Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Continue apparatus replacement program to ensure the most up to date and safest equipment is available for our community.	Ongoing	2.1 Provide responsive, efficient city services 3.4 Thoroughly plan for future capital investments and associated costs
Continue converting the Hall-Johnson fire facility to a fully functional ready-reserve and equipment storage facility.	May of 2022	2.4 Demonstrate stewardship of public resources 3.4 Thoroughly plan for future capital investments and associated costs
Provide covered parking. 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.	Fiscal year 2024	2.4 Demonstrate stewardship of public resources 3.4 Thoroughly plan for future capital investments and associated costs
Renovate and 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	Within 10 years	2.4 Demonstrate stewardship of public resources 3.4 Thoroughly plan for future capital investments and associated costs
Addition of three personnel	Within 5 years	2.1 Provide responsive, efficient city services 2.2 Recruit and retain a highly-qualified workforce
Conduct a Best Practices Recognition Program through the Texas Fire Chiefs Association	August of 2022	2.1 Provide responsive, efficient city services



Human Resources

FY 2022 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, and all employee meetings.

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.

3. Compensation and Benefits (continued)

2.1 Provide responsive, efficient city services

2.2 Recruit and retain a highly-qualified workforce

2.3 Effectively leverage information technology

The City's wellness program, created in conjunction with the Employee Benefits and Wellness Committee, has been 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 2021 participation was 95%.



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.

5. Legal and Regulatory Compliance (continued)

2.1 Provide responsive, efficient city services

2.2 Recruit and retain a highly-qualified workforce

2.3 Effectively leverage information technology

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 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

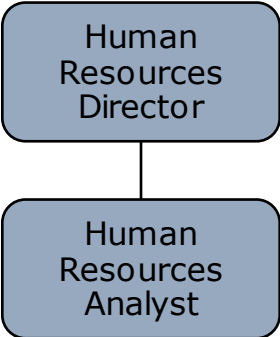


Providing workplace training for employees can give a competitive edge in the marketplace, help manage risk, raise morale among team members, increase skill level and increase employee productivity. The Human Resources Department is responsible for development, implementation and tracking of employee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

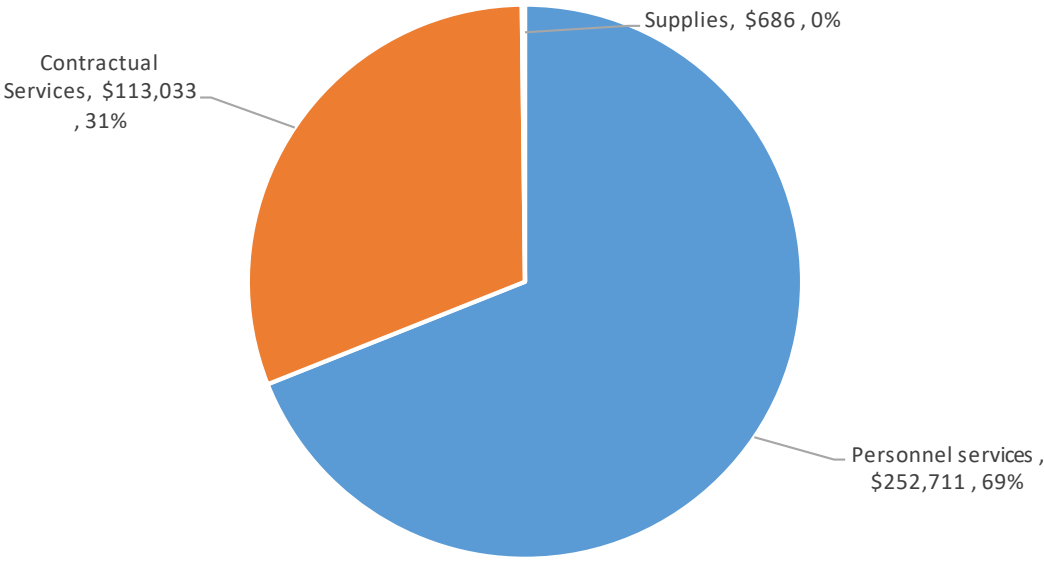
Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage turnover (per fiscal year)	14%	17.9%	10.9%	11.2%	10.7%	< 16%
Percentage of annual performance evaluations completed on time	95%	97%	98%	98%	100%	≥ 90%
Percentage of employees who participate in wellness program	91%	94%	95%	97%	95%	≥ 80%
Workers' compensation experience modification factor (actual losses compared to expected losses)	0.84	0.58	0.40	0.32	.30	≤ .70
Medical and pharmacy loss ratio (paid claims divided by premiums)	102.4%	82.7%	93.1%	88.7%	100%	≤ 85%

Department Resources



FY 2022 Human Resources Budget: \$366,430



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 constantly changing legislation, the Human Resources Department must continue to stay abreast of these 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 has enabled 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 has allowed employees to be more self-sufficient through self-service components. As new software upgrades are available, Human Resources will continue to leverage these upgrades to make processes and procedures more efficient. Because of limited storage space for paper files, and the cost of storing paper files offsite, the Department continues to convert more documents into a digital format and is looking to automating more of its processes. The 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 benefit enrollment software has allowed for a more efficient and paperless process for employees during the City's open enrollment period. The Department will continue to look for more opportunities to make processes even more efficient.

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 2023. A strategic approach to transfer and retain employees' know-how and best practices is critical.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Deploy Executime Time Entry software	Summer of 2022	2.3 Effectively leverage information technology



Information Systems Management

FY 2022 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

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

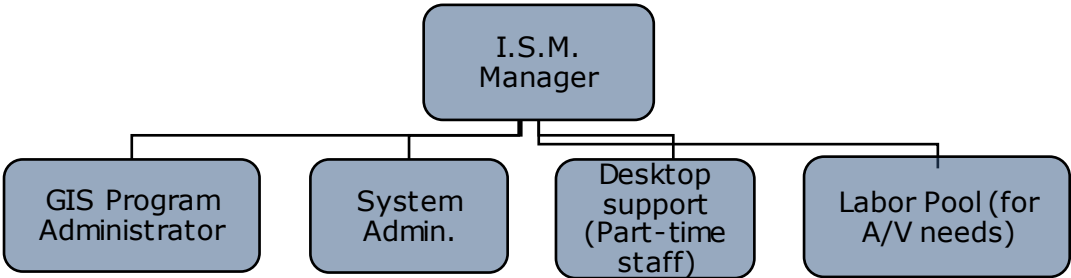
Proactively develop plans to enhance and further technology initiatives that will increase efficiencies and foster sustainable fiscal responsibility .

Performance Measures & Vital Statistics

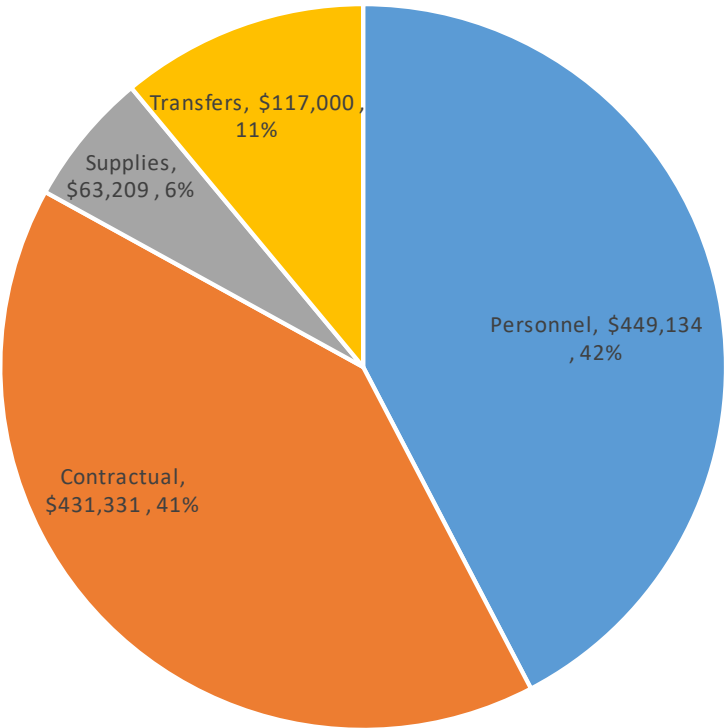
Performance Measures	FY 2017	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of product requests completed on time- GIS	92%	95%	95%	85%	100%	95%
Percentage of broadcast uptime	99.99%	99.999%	99.998%	99%	99%	99%
Percentage of work orders completed on time	91%	92%	95.97%	95.0%	94%	100%
Percentage of network data and telecommunications uptime	99.99%	99%	99.998%	99%	99%	99%
Percentage of IT work plan projects completed on time	100%	100%	100%	100%	100%	100%
Percentage of data backup success	97%	97%	95.247%	100%	96%	100%

Vital Statistics	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Estimate
Total number of equipment pieces maintained by department	609	629	643	643	643

Department Resources



FY 2022 Information Services Budget: \$1,060,674



Note: The Drainage Utility Fund pays for a portion of GIS costs

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 advancement 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.

Departmental Specific Objectives		
Description	Timeline	Strategic Goal Link
Build a redundant datacenter that provides added recover in the case of emergencies and increase our offsite capability through shared resources planning with surrounding Cities	Within a 5-year horizon	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 4.3 Adopt best-practice planning and development processes
Implement more web technology driven applications in order to drive down the needs of end-user hardware while increasing the capability of mobile usage	Within a 5-year horizon	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 4.3 Adopt best-practice planning and development processes
Integrate mapping technology into our applications in order to make them more consumer friendly.	Within a 5-year horizon	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 4.3 Adopt best-practice planning and development processes

Departmental Specific Objectives (Continued)

Description	Timeline	Strategic Goal Link
<p>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.</p>	<p>Within a 5-year horizon</p>	<p>2.1 Provide responsive, efficient city services</p> <p>2.3 Effectively leverage information technology</p> <p>4.3 Adopt best-practice planning and development processes</p>
<p>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</p>	<p>Within a 5-year horizon</p>	<p>2.1 Provide responsive, efficient city services</p> <p>2.3 Effectively leverage information technology</p> <p>4.3 Adopt best-practice planning and development processes</p>
<p>Emphasize business process flows through technology that lower the use of paper and increase the speed of processes.</p>	<p>Within a 5-year horizon</p>	<p>2.1 Provide responsive, efficient city services</p> <p>2.3 Effectively leverage information technology</p> <p>4.3 Adopt best-practice planning and development processes</p>
<p>Continue to implement communication technology that allows citizens to gain more readily available information and to allow for citizen feedback.</p>	<p>Within a 5-year horizon</p>	<p>2.1 Provide responsive, efficient city services</p> <p>2.3 Effectively leverage information technology</p> <p>4.3 Adopt best-practice planning and development processes</p>



Legal

FY 2022 Department Business Plan

Department Description

City legal services are provided on a contract basis.

Core Services

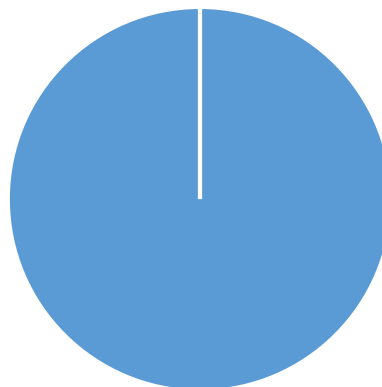
The City Attorney is responsible for the following core services:

1. Provide legal services for all city business
 - 2.1- *Deliver high quality core services*
 - 2.4- *Demonstrate stewardship of public resources*

The City Attorney delivers contracted legal services for all city business, providing exceptional customer service to City Council and city staff. The City Attorney's function is to advise City leaders on any matters involving all applicable laws, statutes, or other legislation to ensure taxpayer resources are appropriately used.

Department Resources

FY 2022 Legal Budget: \$242,008



Contractual,
\$242,008 , 100%



Library Department

FY 2022 Department Business Plan

Department Description

The Library serves the cultural, educational, and intellectual 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."

Core Services

To successfully accomplish the duties of the office, the Library Department 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

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; digital media downloads, including eAudio books, eBooks, eMagazines and eNewspapers; 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, crafts, and STEM/STEAM activities. 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. Also, the Library is a part of *1,000 Books Before Kindergarten*, a national program which encourages parents to read 1,000 books with their child before they walk through the kindergarten doors. The program is free to the community and includes a Family Reading Starter Pack filled with ideas, book suggestions, reading logs, and prize levels. As parent and child progresses through the levels, rewards are available to children. 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 five *Early Literacy Station* educational computers which feature more than 85 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, VOX Books, books that talk, STEAM kits 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; STEAM kits; digital media downloads, including eAudio books, eBooks, eMagazines and eNewspapers; 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 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

The Library provides special events throughout the year to all ages and interests of the community. The Library 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.

The Library’s largest special event, the **Summer Reading Finale**, is an outdoor event held annually the last Friday in July or the first Friday in August. The event is held at The Plaza at Colleyville City Hall. Attendees can enjoy a live deejay, children’s arts and crafts, face painting, balloons, carnival games, bounce houses, inflatable and mechanical rides, special costume character guests, food vendors and more.

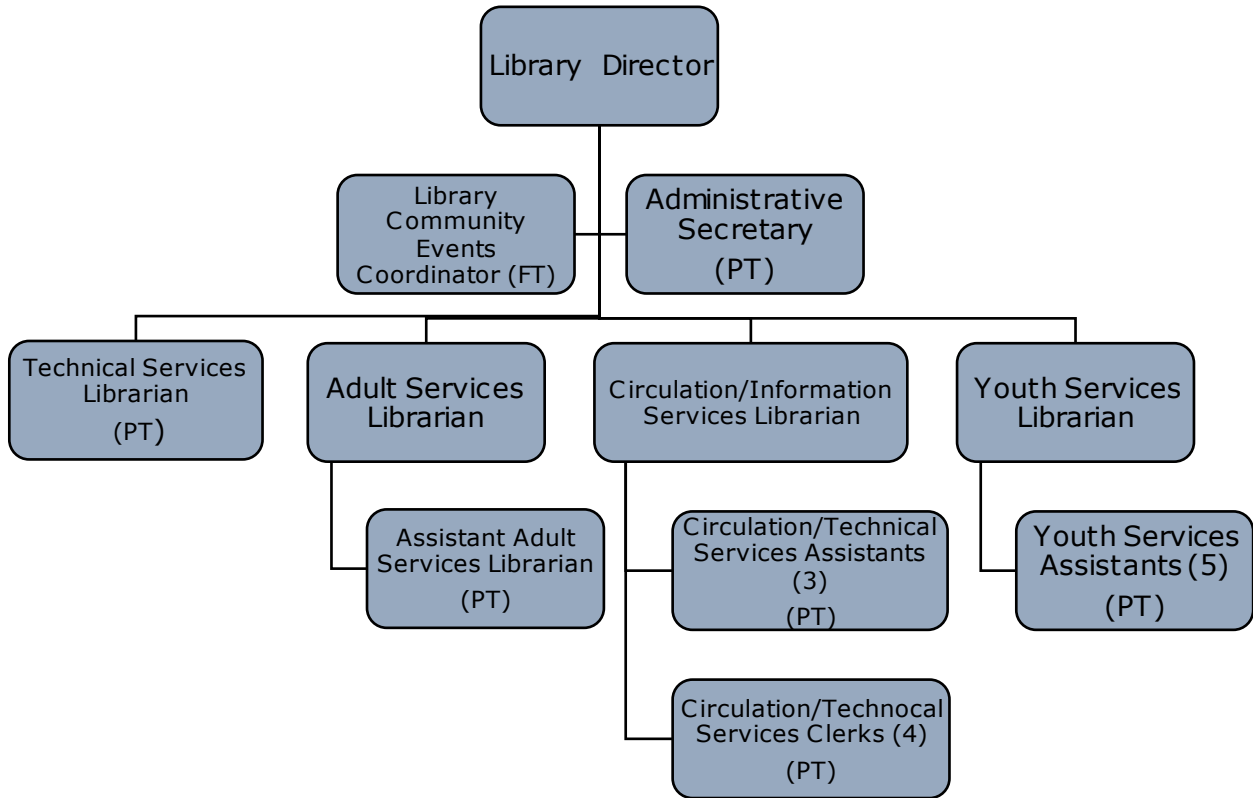
Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of library materials requests filled within 30 days	98%	91%	96%	95%	94%	80%
Percentage of library patrons who come to the library looking for items and find them	83%	82%	82%	90%	93%	80%
Library children’s program attendance	19,471	20,995	20,790	20,181	11,216	6,000
Adult and teen program attendance	1,113	821	1,025	595	453	350
Children’s summer reading program participation	1,127	1,249	1,250	317	896	600
Adult and teen summer reading program participation	228	197	179	217	435	150
Library patron visits	94,649	114,678	81,663	55,711	75,305	30,000
Library patron visits – In Person	New Measure	109,764	75,970	48,750	63,691	25,000

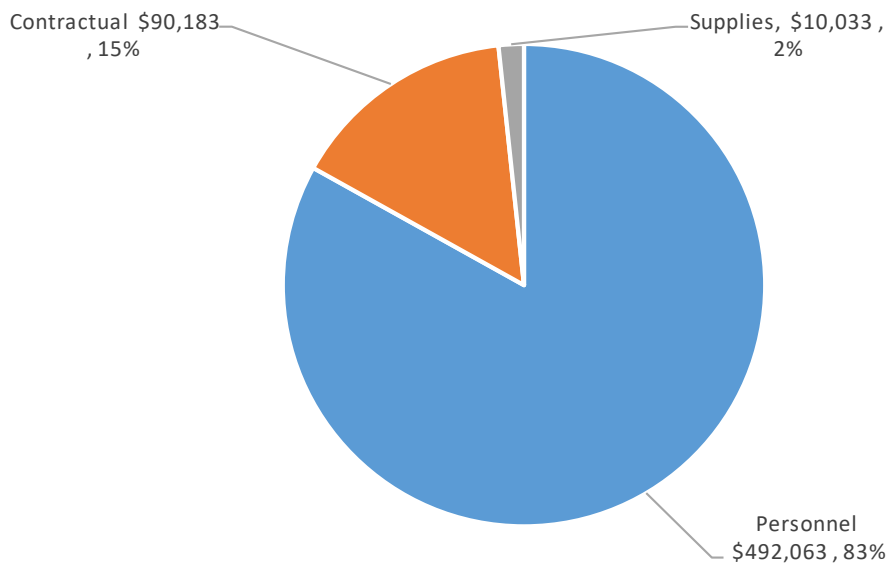
Library patron visits – Online	New Measure	4,914	5,693	6,961	8,202	5,000
Reference questions answered	33,280	36,530	35,932	28,002	30,849	15,000
Circulation of the library materials collection	227,252	237,124	234,477	145,218	246,043	150,000

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Estimate
Percentage of Colleyville households with at least one active library card holder	50%	64%	64%	64%	48%	50%
Library materials collection size	82,182	71,188	70,161	74,939	72,871	75,000

Department Resources



FY 2022 Library Budget: \$592,279



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.

Currently, the Library is in a planning process to update The Colleyville Public Library Long-Range Plan for 2022-2027. The final document will articulate a vision and plan for the Colleyville Public Library for the next five years, and will provide recommendations for user-centered service delivery, marketing, collections, technology, programs, and services. The final plan will include vision and mission statements for the Library and identified goals, objectives, and activities to implement the Library's core service priorities, identified in the City's Business Plan.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Launch new Computer Access & Reservation Control/Print software	Winter of 2022	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology
Complete update of the Colleyville Public Library Long-Range Plan 2022-2027	Spring of 2022	1.1 Actively involve and engage stakeholders 2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 2.4 Demonstrate stewardship of public resources 5.3 Provide attractive facilities for leisure and recreation
Launch new service, wireless printing, internal and remote	Winter/Spring of 2022	2.1 Provide responsive, efficient city services 3 Effectively leverage information technology
Launch new circulating materials collection, Literacy Kits	Summer of 2022	2.1 Provide responsive, efficient city services



Parks and Recreation Department

FY 2022 Department Business Plan

Department Description

Parks and Recreation serve the cultural, educational, and recreational needs of the community by managing and maintaining the City's parks, recreation and open spaces. 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. 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 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 Parks & Recreation is:

To build community and enrich lives through the provision of recreational, educational, and cultural opportunities that encourage residents to enjoy a healthy lifestyle and have fun.

Core Services



To successfully accomplish the duties of the Department, Parks and Recreation 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.



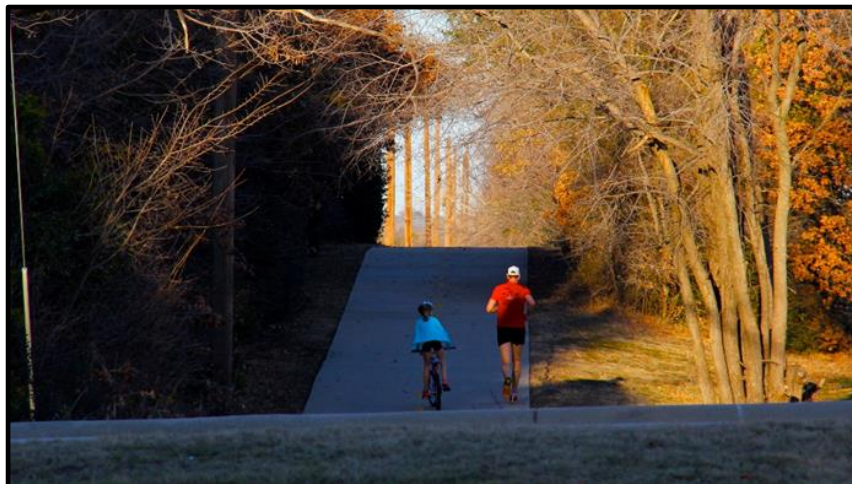
4. Trail System Management

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.



6. 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 karate for 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, 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.

7. 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 Bunny Brunch/Lunch has transformed the traditional egg



hunt to an event that includes brunch or lunch, 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, Parks and Recreation works with other city departments to plan and produce three larger city events throughout the year. The first event, **Stars & Guitars** is an outdoor concert that is held annually in June. The event is held at City Park and includes reserved table and open lawn seating. Attendees can enjoy a concert under the stars, while dining on a variety of foods offered at a food truck park.

The second event, **the Harvest Festival** is an outdoor event that is held annually the third Saturday in October. This event is held at the Colleyville City Plaza and includes fall activities and treats, a costume contest, a petting zoo and a food truck park. Princesses, pirates, goblins and ghouls can enjoy a day of Halloween/fall amusement under sunny skies.

The third event, the **Christmas Tree Lighting Celebration** 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 Plaza and includes the lighting of the city tree, community

decorated trees, photos with Santa, holiday themed children’s activities, 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.

8. 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.



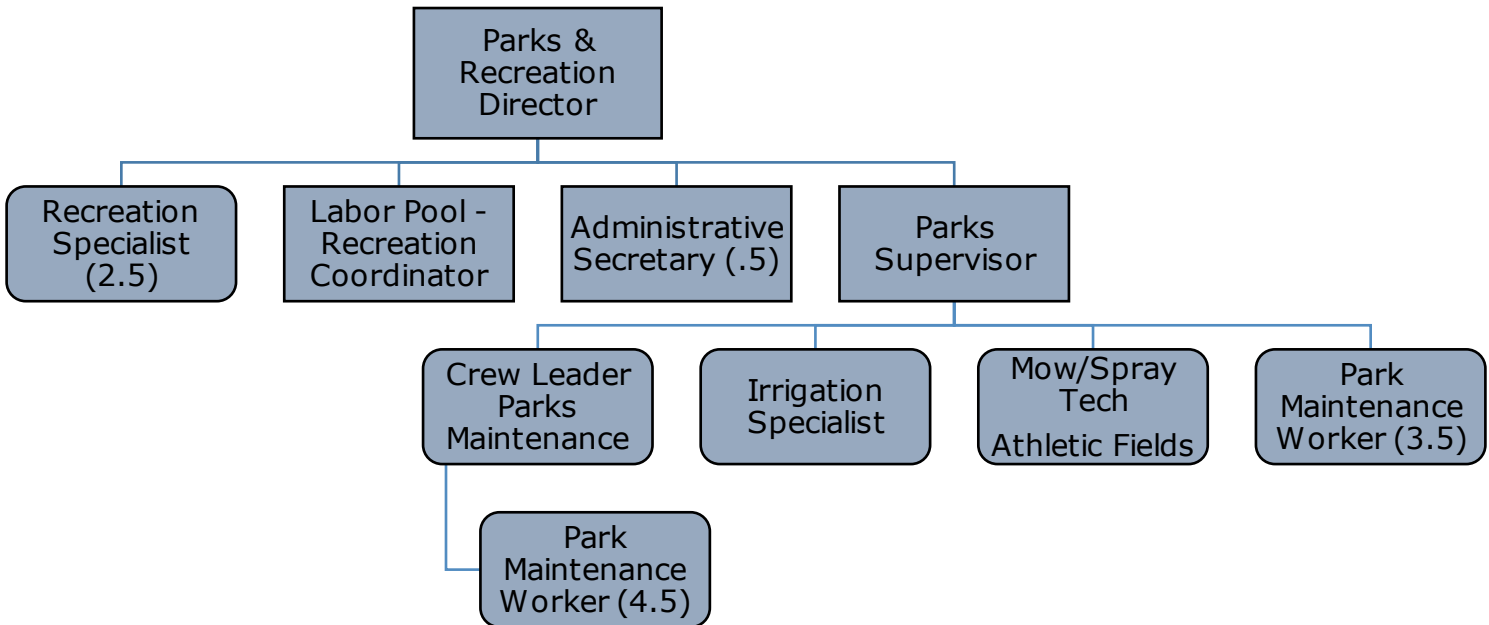
Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Estimate	FY 2022 Target
Percentage of competitive athletic fields meeting departmental maintenance standards	100%	89%	81%	66%	84%	85%
Percentage of park inspections meeting standards	96%	96%	96%	95%	96%	96%
Percentage of offered classes/programs held (Recreation)	79%	78%	80%	75%	84%	79%
Number of Participants (Senior Center)	4,148	3,875	4,029	2,764	2,953	4,000

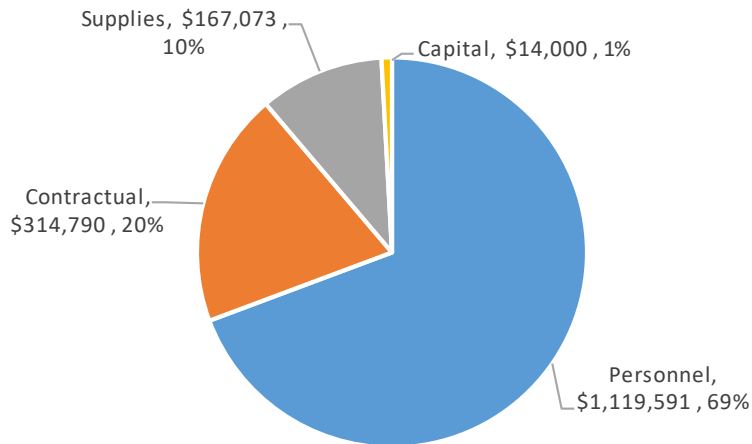
Percentage of Resident Memberships (Senior Center)	50%	50%	55%	59%	52%	50%
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Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Estimate
Number of staff hours dedicated to athletic field maintenance and game preparation	3,804	3,358	3,931	3503	3583
Percentage of revenue recovery	18%	18%	19%	5.4%	11%
Number of youth sports participants	4,517	4,386	4,570	2,314	4,361
Percentage of participants that are non-residents for all youth sports	49%	49%	52%	53%	57%
Number of classes/programs offered (Senior Center)	179	158	160	96	111
Average membership visits per month (Senior Center)	913	878	825	400	198
Number of Metroport Meals on Wheels Participants (Senior Center)	1,284	1,229	1,277	1263	1548
Percentage of Meals on Wheels participants who are residents (Senior Center)	45%	43%	33%	33%	33%
Percentage of resident class participants (Recreation)	43%	42%	44%	45%	47%

Department Resources



FY 2022 General Fund Parks and Rec:
\$1,615,454



5-Year + Outlook

The 2018 Parks, Recreation and Open Space Master Plan provides direction on program offerings, facility construction and management, general capital improvements, and park amenities. This plan was also utilized to establish goals, objectives, policies, and standards to help guide the future development of the City's parks, recreation and open space system.

The plan informs city leaders and staff engaged in decision making processes how to best meet short-term, mid-term, and long-term needs of citizens through renovations to existing indoor and outdoor facilities and potential development of new indoor athletic and/or recreation facilities.

The Department's mission can be accomplished through achieving the goals and objectives put forth in the plan. The following goals represent areas of strategic priority for action over the next five to ten years.

1. Maintain Exemplary Facilities, Programs, and Services

Strive for excellence in all aspects of parks and recreation with an emphasis on safety and security to meet and encourage high standards for facilities, programs, and services.

2. Promote Fun, Excitement, Health and Community Enrichment through Parks and Programs

Strategically plan short and long-term investments in parks, facilities, and programs that promote the enrichment of the community.

3. Utilize Connectivity to Build Community

Improve connectivity to promote community interaction, health, and awareness of opportunities for parks, trails, programs, and events.

4. Ensure Equitable Access to a Wide Variety of Park and Recreation Services

Strive to ensure accessibility of park facilities and programs to provide equitable access for all present and future users.

5. Respect Nature

Emphasize the value of Colleyville's natural resources through preservation, education, and sustainable management practices.

6. Acquire Open Space

Acquire land for open space and future parks.

Citywide Projects

In addition to the site-specific projects identified within the Master Plan, Colleyville will consider citywide projects that transcend the existing conditions and look to the future needs of the community. The following items are the top priorities for the parks system as determined by the master plan process and in consultation with the City Council and Park Board.

1. Acquire Additional Land

When possible, staff will seek opportunities to acquire additional open space, prioritizing land that is contiguous to existing open space or parks. Additionally, considerations will be given to land that includes a mix of natural and groomed open

space. Other priorities will focus on acquiring land in areas of the City that are currently underserved by parks and open space. Whenever possible, staff will seek out multi-use locations that may be able to serve multiple community needs. Seeking floodplain property donations from developers for open space and nature trails is another possible avenue of consideration.

2. Implement Trail Plan

The Trail Plan provides a multi-year strategy to design and construct trails to improve connectivity to parks, regional trails, schools, and commercial areas. Staff will identify a priority projects list from the strategy and secure funding.

The Parks Master Plan identifies the Trail Plan implementation as a project for the near future. This initiative is borne of the desire to provide pedestrian and bicycle connectivity across Colleyville. Currently, the City has just under 20 miles of shared-use trails. These trails serve as the backbone of a trail network published within the Trail Master Plan.

3. Improve Wayfinding in Parks

Signs located at public outdoor facilities perform the integral function of connecting a site and its visitors. They provide identification, direct and educate visitors, and provide users with a sense of knowledge and safety. Currently there is a variety of signage throughout the park system, including: welcome, rules and regulations, and historical/educational. There is no consistent graphic conformity to these signs and their locations are often inconsistent or inconspicuous. Upgrades will be made to the park signage system in order to provide uniformity, branding of the city, and directional wayfinding for user convenience.

4. Upgrade and Enhance Parks

New park facilities and enhancements in existing parks will help meet the needs of the growing population and the increased usage of parks. Initial focus will be directed toward improvements to existing parks and include the addition of restroom facilities and shade structures. Staff will also evaluate and address issues related to playground safety and ADA accessibility. Park facility upgrades and improvements will address deficiencies in specific parks and improve their function, safety, and longevity. These enhancements will also improve access to all facilities.

5. Improve Colleyville Nature Center

The Colleyville Nature Center is a destination which attracts visitors to Colleyville. Improvements needed to the center include the addition of a restroom facility followed by drinking fountains, shade, bird blinds, and improved signage. These improvements will allow for school groups to use the space and self-led use of the facility. Staff will also explore the feasibility of adding a nature education center for educational programming.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Upgrade/renovate facilities at the Colleyville Senior Center	Winter of 2022	5.3 Provide attractive facilities for leisure and recreation
Continue annual plan to restroom facilities at city parks	Winter of 2022	5.3 Provide attractive facilities for leisure and recreation



Police Department

FY 2022 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

The Police Department utilizes a strategy called Omnipresence, or high visibility patrols, 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

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

The Police Department will enhance crime prevention efforts 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 Evidence Technician 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

Records personnel processes all open records requests according the legal guidelines set forth by the Texas Open Records Act and the Attorney General’s rulings. Records 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

Records 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

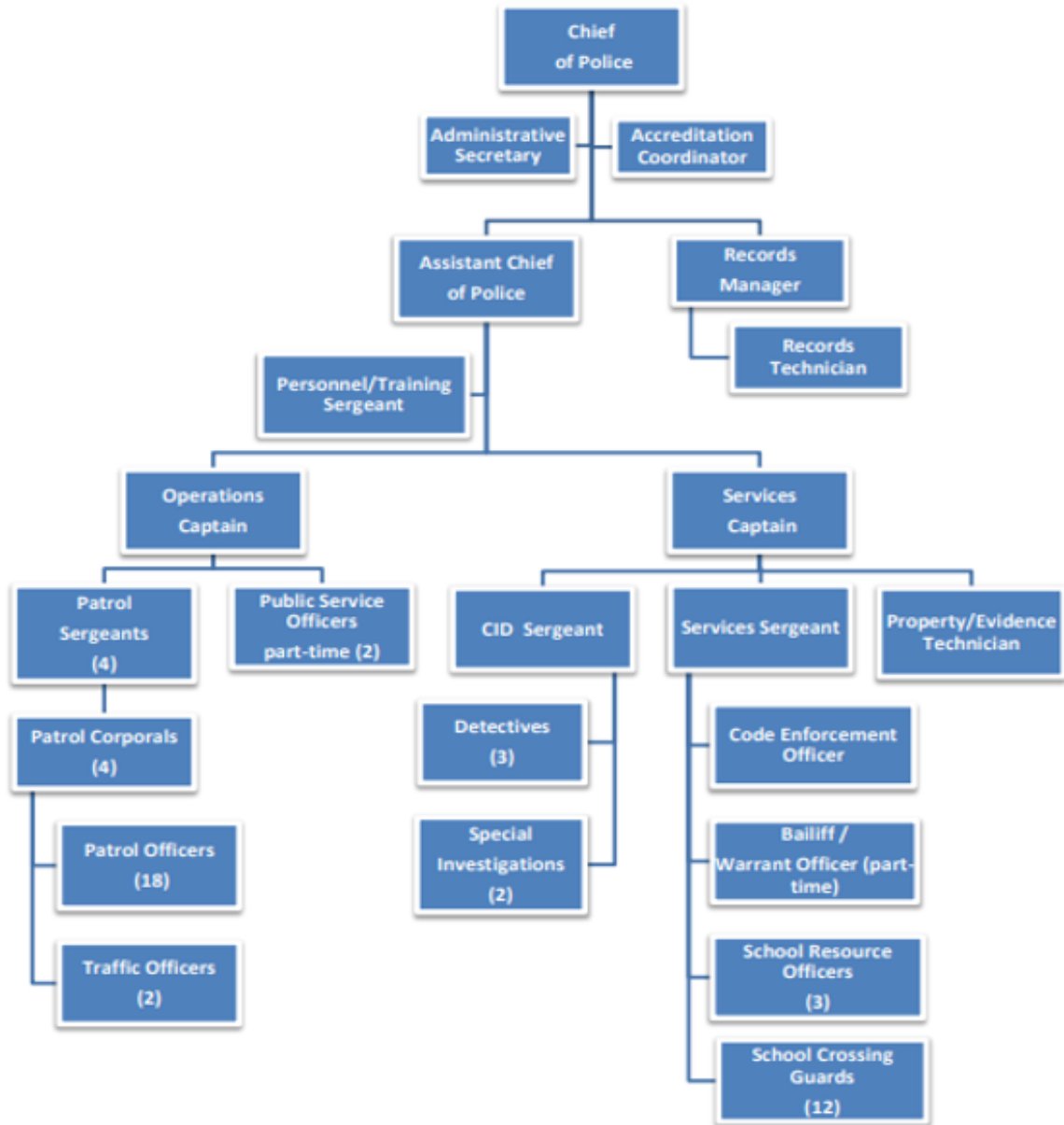
Performance Measures	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Number of UCR Part 1 Crimes	141	158	146	114	174	156	135	150
Average Priority 1 response Time	3:12	3:25	3:36	3:31	3:47	3:14	3:15	3:38
Percentage of Part 1 offenses cleared	31%	28%	29%	44%	23%	28%	43%	35%
Crime Victims Contacted by Detective within 3 days	100%	100%	100%	99%	99%	98%	98%	100%
Percentage of Code Violations located proactively	69%	70%	79%	82%	80%	85%	56%	60%

Vital Statistics	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Estimate
Injury Accidents per 1000 population	0.7	0.72	0.71	2.28	2.04	1.92	1.76	2.0
Self-Initiated Calls for Service	43,781	35,652	37,273	25,945	33,538	44,929	44,902	36,500
Total Number of outstanding warrants in system since 01/01/03	3,657	3,006	2,457	2,137	2,262	2,485	1,319 *	2,300
Number of Warrants Served	2,610	2,350	2,874	1,419	2,073	1,266	1,363	1,900

*Likely different query by Courts

Department Resources

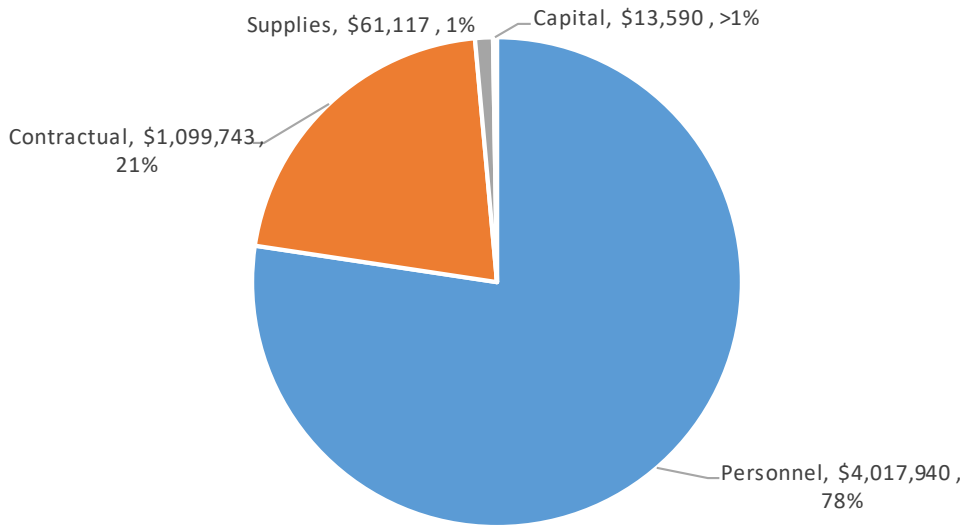
Colleyville Police Department Organizational Chart | 2021



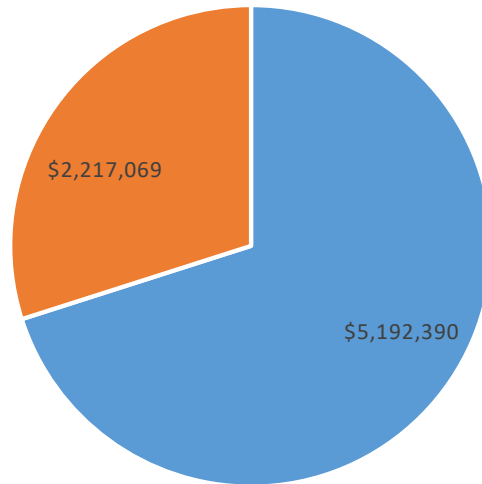
Revised September 2021

Note: 13 positions are funded out of the City's Crime Control and Prevention District Fund

FY 2022 General Fund Police:
\$5,192,390



Total FY22 Police Budget (General Fund and CCCPD Fund)



Note: 13 positions are funded out of the City's Crime Control and Prevention District Fund

■ General Fund ■ CCCPD Fund

5-Year + Outlook

The Colleyville Police Department is well positioned to take on the challenges over the next five (5) years. Fiscal years 2020 and 2021 have prepared us to deal with a global pandemic and peaceful protests in the City of Colleyville – both things we have never experienced before. We will be better prepared if we face these challenges again in the next several years. During the last two years, we have worked hard to fill open positions, provide additional tools to our officers and detectives, meet or exceed industry best practices through state and national accreditation, positively engage with our community through many channels, and provide for the well-being of our workforce.

Policing continues to change at break-neck speed. The last two years challenged many law enforcement agencies around the country as most agencies found their Use of Force policies and procedures inadequate as calls for police reform grew louder after the death of George Floyd. Agencies, like ours, that had previously achieved law enforcement accreditation, found that we had already implemented almost all of reforms that experts were recommending. Over the last 3 ½ year, we worked to align our agency’s policies and procedures with national best practices. The culmination of this effort was attaining national law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in November of 2021. We will continue to equip our team with the most up-to-date technology that will positively impact their productivity and efficacy. We will also ensure they are equipped with tools, such as body-worn and in-car cameras, to ensure accountability and transparency so that we maintain the trust of our community. We will continue to invest in training on de-escalation, crisis intervention, procedural justice, implicit bias, and officer safety and wellness, just to name a few, to ensure our officers have the skills necessary for constitutional policing.

We will continue to be an intelligence led, data driven, and strategy focused agency. We will continue to use technology to help us understand the trends and patterns of crimes in our city and develop effective strategies to disrupt them. We will use this information to most effectively deploy our resources. One of these new tools that will be procured over this time period is a new Computer Aided Dispatch and Records Management System. This new system will be state-of-the-art and will provide streamlined access to law enforcement and fire department records, enhanced crime analysis tools, electronic case management, and upgraded 911 and dispatch capability.

The demographics and culture of the Colleyville Police Department will significantly change over the next five (5) years as well. Since mid-2018, we have hired more than a quarter of our authorized sworn workforce to replace those who have retired or left the agency for one reason or another. This means that we will have a much younger and less experienced department in the near term. While these new employees will bring new positive energy and enthusiasm, management will have to be strategic when developing policy and procedures and providing training and career development. Leadership training and succession planning will play a significant role in determining the sustainability of our success as an organization going forward. To support this effort, the City Council approved additional funds for ongoing training for our personnel in the 2022 budget.

In closing, 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 their job with excellence. We will continue to uphold and live out our values of Integrity, Service and Innovation as we proudly serve this great community.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Juvenile processing and interview room WatchGuard video system	Fall/Winter 2021	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology
Safeguarding program for detectives working child sexual abuse cases	Winter 2021/Spring 2022	2.1 Provide responsive, efficient city services 2.2 Recruit and retain a highly-qualified workforce
Online scheduling software	Fall/Winter 2021	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology
Wellness program expansion	Spring/Summer 2022	2.1 Provide responsive, efficient city services 2.2 Recruit and retain a highly-qualified workforce
Mobile Field Force / Crowd Control Training	Spring/Summer 2022	2.1 Provide responsive, efficient city services



Public Works

FY 2022 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

The Public Works General Fund operation 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



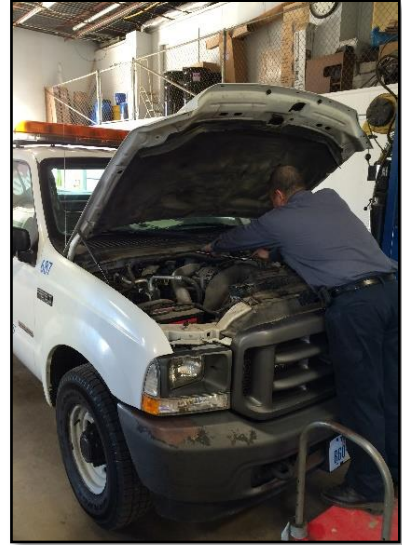
Facility Services provides an essential service by maintaining some of our most valued public assets--our city buildings. The Library, Colleyville Center, and the Senior Center host educational, recreational, and social events that enhance the quality of life for the citizens of Colleyville. City Hall, 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.

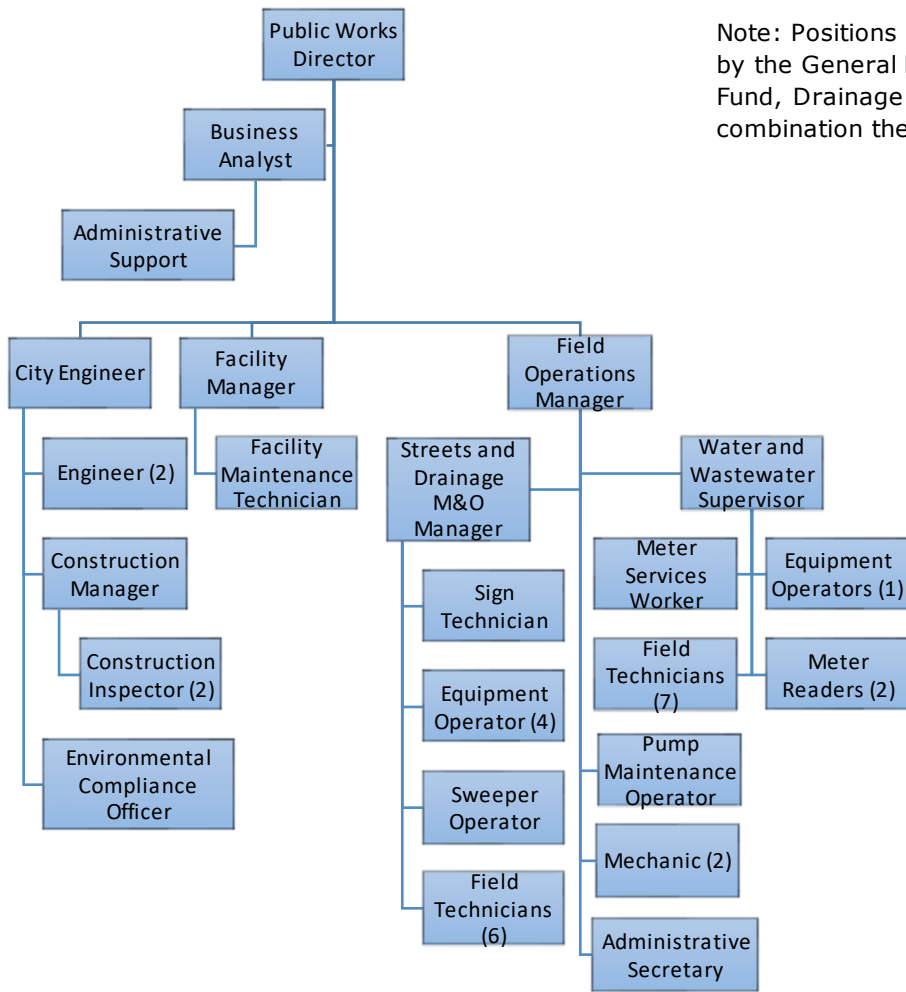


Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of pavement markings renewed	12%	23%	64%	12%	16%	≥20%
Percentage of street and traffic signs replaced	5%	5%	2%	3%	2%	≥10%
Percentage of facility work orders responded to within one business day	91%	90%	92%	91%	93%	≥90%
Percent of internal customers satisfied with facility environment	92%	92%	89%	96%	96%	≥90%
Percent of scheduled lane miles of public streets swept	100%	100%	100%	100%	96%	≥98%

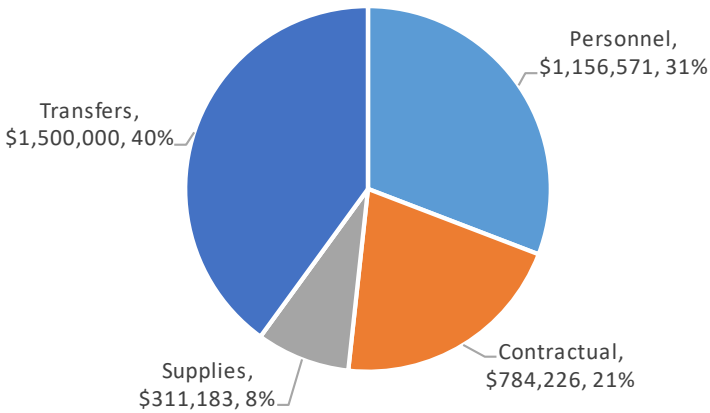
Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Quarterly inspections of public infrastructure within the two year maintenance bond	New Measure	New Measure	100%	100%	100%
Percentage of construction time with City staff present	25%	23%	30%	29%	19%
Ratio of scheduled facility maintenance to unscheduled repairs	51%	49%	51%	50%	51%
Percentage of fleet time available	99%	99%	99%	98%	99%
Percentage of preventive maintenance for fleet completed on schedule	99%	97%	98%	98%	99%

Department Resources



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

FY 2022 General Fund Public Works Budget:
\$3,751,980



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 reconstruction projects such as the Glade Road Reconstruction and SH26/Colleyville Boulevard Reconstruction and Beautification 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. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP). 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. In addition, the sign replacement program replaces regulatory and advisory signs in a systemic manner. Likewise, the pavement parking program ensures markings are renewed in a systemic manner.

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. 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.

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for **FLEET MANAGEMENT** services. The services include procurement, disposal, and vehicle maintenance. This partnership 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.

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.

Strengths and Opportunities

The section that follows is a self-assessment performed by the department for each core service.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

Asphalt and concrete contract repair programs are in place that provide for responsive minor repairs to the streets, curbs, gutters, sidewalks and handicap ramps in the city.

The City partners with Tarrant County each year to rehabilitate roadways in Colleyville; this partnership saves the City more than \$200,000 per year as the County provides all labor and equipment and the City pays only for the cost of materials.

Emergency preparedness for severe winter weather with state of the art equipment and action plans are in place.

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

Standard construction specifications and details have been created to ensure quality construction of City 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.

The City utilizes a pavement management software package to model and forecast future maintenance needs.

Street signs are replaced on a regular basis.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Opportunities

Ensure staffing levels and equipment on hand are adequate to optimize efficiency and effectiveness of in-house resources.

Continue a systematic rehabilitation program of the street system.

Improve upon sign replacement program to include regulatory and advisory signs in a systemic manner.

Develop and document standard operating procedures for maintenance of streets, traffic signals, signs, and pavement markings.

Plan and develop an effective Capital Improvement Plan based on resource availability and execute the adopted year-one projects in a timely manner.

Continue to improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize available funds and extend the useful life of all components of the system.

Consider utilization of new school zone flasher programming systems whereby technology is used to remotely control school flashers via cellular phones.

4. 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

Strengths

Several major rehabilitation projects were identified, funded and completed over the last few fiscal years.

Staff is continually assessing major building component replacement needs.

Most city buildings are relatively new and in good condition.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Continuous employee training is in place and ensures quality staff is in place to address changes and advances in technology.

Opportunities

Identify funding for the building component replacement needs.

Make improvements to aging facilities.

Evaluate energy efficient programs in order to meet state-mandated energy reduction goals.

Develop and document standard operating procedures for operations and maintenance of public buildings.

Utilize VUEWorks to proactively schedule maintenance to optimize available funds and extend the useful life of all components of the facilities.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for fleet management services which ensures the best use of funding and helps maintain a healthy fleet.

As a result of implementing fleet GPS monitoring system, the City is realizing reduced mileage and fuel consumption.

Opportunities

Continually evaluate needs to ensure that appropriate and adequate equipment is in place.

Promote interdepartmental equipment usage to reduce fleet size.

Evaluate the costs and benefits of ownership of equipment versus short-term rental agreements.

Ensure mechanics are properly trained to keep up with the latest technology.

Develop and document standard operating procedures for maintenance and procurement of city vehicles and equipment.

Install emergency generator at Service Center to ensure continuity of operations during emergencies.

Business Risk Assessment

In October 2014, the City identified five (5) key business risks that have: (a) a high likelihood of occurrence; and (b) a high significance of impact to the organization. The five key business risks are:

1. Externally driven risks
2. Organizational sustainability
3. Physical evolution of our built environments
4. Political environment
5. Expectations

For the purposes of the Public Works Department Business Plan, the risks that have the potential of having the greatest impact upon the department have been identified in the chart below.

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
Externally driven risks	Downturn in economic cycle and resultant revenue decreases	Medium	No	Yes	CIP plans would need to be adjusted due to the reduction in funding; staff reductions might occur
Externally driven risks	State and federal regulations; unfunded mandates	High	No	Yes	Will depend upon particular mandate; will most likely be a funding issue

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
Externally driven risks	Severe weather	High	A severe weather response SOP has been developed for ice and snow	Yes	The City is participating with the NCTCOG to develop a hazardous mitigation action plan; update City of Colleyville Emergency Operations Plan
Organizational sustainability	Loss of institutional knowledge and lack of bench strength	Medium	In Progress	Yes	Development of documented processes will minimize information loss; cross training and leadership development will build bench strength
Physical evolution of our built environment	Aging infrastructure which could result in eventual catastrophic failures	High	Partial	Yes	Secure funding for Capital Improvement Projects identified in the 5 year CIP and relevant Master Plans
Physical evolution of our built environment	Lack of emergency generators at critical facilities including water distribution systems	High	Yes	Yes	Identify funding for emergency generators

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
Physical evolution of our built environment	Impact of construction on business and adjacent properties	High	Ongoing	Yes	Public engagement and open communication
Change in community priorities	Shifting priorities complicate project development, planning, and execution.	High	No	Yes	Respond as required and adjust as necessary
Expectations	Gap between needs and resources available	High	No	Yes	Identify funding and make necessary adjustments where applicable such as utility rate structure

Citizen Survey – Opportunity Assessment

While not all questions on the Citizen Survey directly correlate to work performed by an individual department, some do have direct correlations, and others are influenced by a number of departments. This section allows each department to identify how their work contributes citizen satisfaction, and opportunities to improve performance in areas that directly touches citizens. Many opportunities for improvement may have already been identified in previous sections of the Department Business Plan. The items below are those that are only identified or brought to staff's attention through the Citizen Survey, such as customer service.

Citizen Survey Question:

Q2- How satisfied are you with the City of Colleyville's performance for each of the following areas? (2019 Survey)

Results:

Listening to citizens, 72%

Q3- If you have had contact with a City of Colleyville employee within the past year, how satisfied were you with the following? (2019 Survey)

Results:

General courtesy 96%

Directing you to the appropriate dept. /person 94%

Appropriate staff returned call/email promptly 88%

Seemed concerned about my issue 88%

My issue was adequately addressed 85%

Received timely follow-up 83%

Strategy Map Connection: 2.2 Recruit and retain a highly qualified workforce

Opportunities for Improvement: Implement customer service standards throughout the department. Ensure staff is trained properly to address customer needs in a timely, adequate, and courteous manner.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Evaluate staffing structure prior to budget planning to determine if personnel resources are adequately distributed	Winter/Spring of 2022	2.1 Provide responsive, efficient city services
Work with Fire Department to deploy fire hydrant identification system	Fall of 2022	2.1 Provide responsive, efficient city services 2.4 Demonstrate stewardship of public resources
Develop systematic five-year drainage system TV inspection program, including data storage plan	Spring 2023	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 3.3 Mitigate storm water runoff and flooding risks



Non-Departmental

FY 2022 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, communications maintenance expenses for public safety radios, and inter-fund transfers.

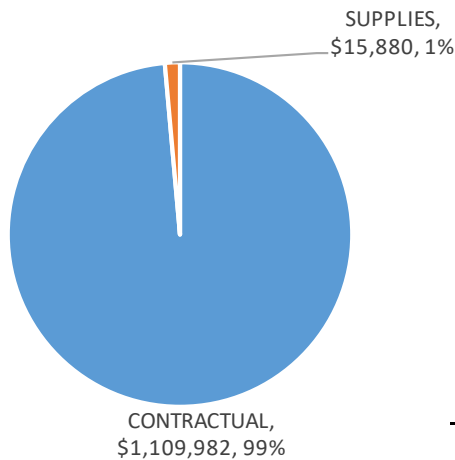
Core Services

The Non-Departmental department does not have staff and is not responsible for core services. Managed by the Finance Department, this cost center is used to account for expenditures that are city-wide in nature and support the work of all departments.

Department Resources

FY 2022 General Fund Non-Departmental Budget:

\$1,125,862



TRANSFERS SUMMARY

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

Utility Fund



UTILITY OPERATING FUND SUMMARY

	BUDGET FY 2021	YE PROJECTED FY 2021	PROJECTION FY 2022	PROJECTION FY 2023	PROJECTION FY 2024	PROJECTION FY 2025	PROJECTION FY 2026
BEG. WORKING CAPITAL	5,873,267	5,873,267	5,699,511	5,699,511	5,699,511	5,699,511	5,999,512
FUND REVENUES							
Water - Base Rate	1,864,515	1,830,000	1,985,445	2,033,794	2,121,951	2,214,721	2,288,415
Water - Volumetric Rate	10,605,069	9,277,232	10,605,069	11,279,218	12,268,231	13,034,567	13,785,183
Sale of Material	0	3,214	0	0	0	0	0
Wastewater - Base Rate	1,339,711	1,380,000	1,452,695	1,505,730	1,570,648	1,722,022	1,773,340
Wastewater - Volumetric Rate	3,303,963	3,259,153	3,303,963	3,761,298	4,010,841	4,500,345	4,753,070
Water Installation	42,000	20,000	42,000	42,420	42,844	43,273	43,705
Wastewater Installation	15,000	7,000	15,000	15,150	15,302	15,455	15,609
T.R.A. TRUE-UP	450,000	1,452,481	450,000	450,000	450,000	450,000	450,000
Engineering Charges	5,000	5,000	5,000	5,050	5,101	5,152	5,203
Penalties	200,000	50,000	200,000	202,000	204,020	206,060	208,121
Miscellaneous	15,000	7,000	15,000	15,150	15,302	15,455	15,609
Interest Income	60,000	10,000	14,000	14,140	14,281	14,424	14,568
TOTAL REVENUES	17,900,259	17,301,081	18,088,171	19,323,951	20,718,519	22,221,472	23,352,824
FUND EXPENSES							
Utility Billing	469,229	418,052	482,912	499,586	519,485	540,392	557,779
IS GIS	73,453	77,235	76,032	78,815	82,128	85,613	87,968
Utility Support	1,213,381	1,186,007	1,273,326	1,317,089	1,372,769	1,431,390	1,473,424
Utility Operations - Water	795,589	838,022	908,623	917,438	957,241	999,177	1,035,026
TRA Water (volumetric)	6,923,612	6,056,723	6,923,613	7,363,737	8,009,422	8,509,732	8,999,778
TRA Water (debt)	3,681,456	3,220,509	3,681,456	3,915,481	4,258,808	4,524,835	4,785,405
Utility Operations - WW	418,507	366,651	368,803	383,128	400,674	419,230	434,800
TRA Wastewater	3,303,963	3,259,153	3,303,963	3,761,298	4,010,841	4,283,369	4,534,585
Non-Departmental	233,605	237,043	233,605	240,613	247,832	255,266	262,924
Transfer to General Fund	281,861	281,861	304,738	315,666	328,219	341,368	350,034
T.R.A. True-Up	450,000	1,452,481	450,000	450,000	450,000	450,000	450,000
VERF Transfer	81,100	81,100	81,100	81,100	81,100	81,100	81,100
TOTAL EXPENDITURES	17,925,757	17,474,837	18,088,171	19,323,951	20,718,519	21,921,472	23,052,824
ENDING WORKING CAPITAL	5,847,769	5,699,511	5,699,511	5,699,511	5,699,511	5,999,512	6,299,514

T.R.A. Revenues / Expenses (not controlled by customer consumption)

City-controlled Revenues (base rates) / Expenses (overhead to run the system)

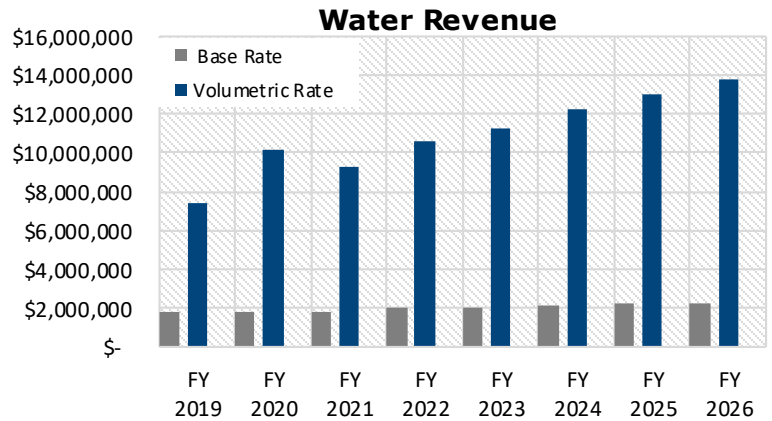
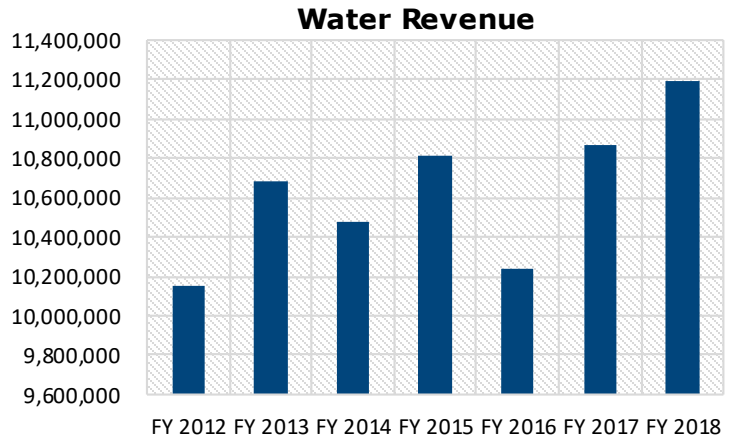
Days of Working Capital	119	119	115	108	100	100	100
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- Notes:
1. In FY 2017 the Utility Fund was divided into a Utility Operating Fund (shown here) and a Utility Capital Projects Fund (to separately track resources for utility capital projects). Depreciation expenses are not included.
 2. Year-end operating surpluses are transferred to the Utility Capital Projects Fund for future utility capital projects. A minimum of 100 days of reserves are maintained in the Utility Operating Fund.
 3. In FY 2018, all Utility Fund debt was paid off by the City of Colleyville. The City is working to make a complete transition to a cash funded strategy.
 4. Costs and revenues highlighted in yellow represent volumetric charges from the Trinity River Authority. The City then charges its customers a rate designed to pass those costs through to them. Projections for fiscal years 2023 through 2026 include the most recent available information from the Trinity River Authority regarding operations and debt service costs.

WATER SALES

Through FY 2018, the City budgeted and accounted for revenue from water sales in a single account, which included revenue from both water base rates and water volumetric rates.

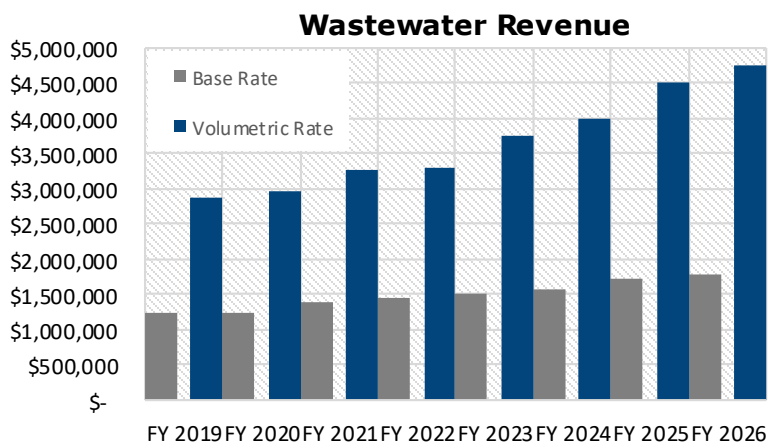
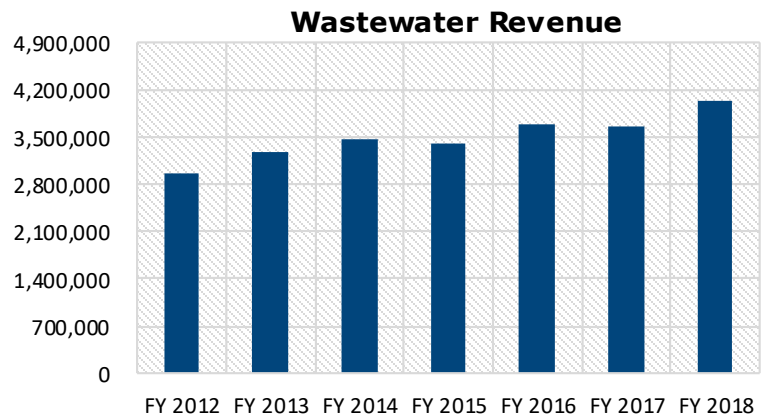
Beginning in FY 2019, the revenue from water base rates and water volumetric rates is budgeted and tracked separately. This is intended to provide greater transparency, as the City recovers all operating costs via the base rate. The volumetric rate is set to simply pass through the charges the City incurs from the Trinity River Authority (TRA) for treated water. As is evident from the accompanying charts, the majority of water revenue comes from the volumetric rate and is expected to continue to increase in accordance with projections provided by TRA.



WASTEWATER SALES

Through FY 2018, the City budgeted and accounted for revenue from wastewater sales in a single account, which included revenue from both wastewater base rates and wastewater volumetric rates.

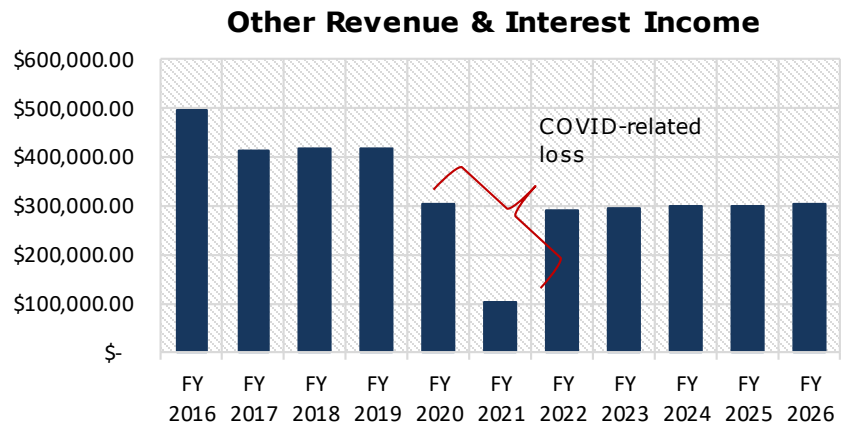
Beginning in FY 2019, the revenue from wastewater base rates and wastewater volumetric rates is budgeted and tracked separately. This is intended to provide greater transparency, as the City recovers all operating costs via the base rate. The volumetric rate is set to simply pass through the charges the City incurs from the Trinity River Authority (TRA) for treated water. As is evident from the accompanying charts, the majority of wastewater revenue comes from the volumetric rate and is expected to continue to increase in accordance with projections provided by the TRA.



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 significantly decreased in recent months.

The City temporarily stopped charging late fees halfway through 2020 and most of 2021 in response to the pandemic, resulting in the large decrease in revenue depicted on the chart to the right.





Finance Department

FY 2022 Department Business Plan

Department Description

The Finance Department services housed in the Utility Fund provide financial support and utility billing 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, 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.

Utility billing services include setting up new accounts, processing bills and payments for approximately 10,500 accounts, responding to service orders in a timely manner, and providing customer assistance and information regarding utility billing accounts.

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. Manage the city's annual budget process

2.4- Demonstrate stewardship of public resources

The finance department is responsible for coordinating and managing the annual budget process, including multi-year forecasting and capital improvement planning. This process is set up to ensure the city does not spend or obligate more than its annual financial resources can cover, and it results in a legally adopted budget by the end of September each year.

3. 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 applicable laws and regulations. All purchases are approved electronically in the Municipis financial software.

4. Process payroll

2.4- Demonstrate stewardship of public resources

Paychecks are processed and sent out biweekly with attention to providing internal control over sensitive employee information.

5. 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.

6. 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 finance department. These are critical functions that are essential



**STANDARD & POOR'S
RATINGS SERVICES**

McGRAW HILL FINANCIAL

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. Provide utility billing services

2.1 – Provide responsive, efficient city services

2.4 – Demonstrate stewardship of public resources

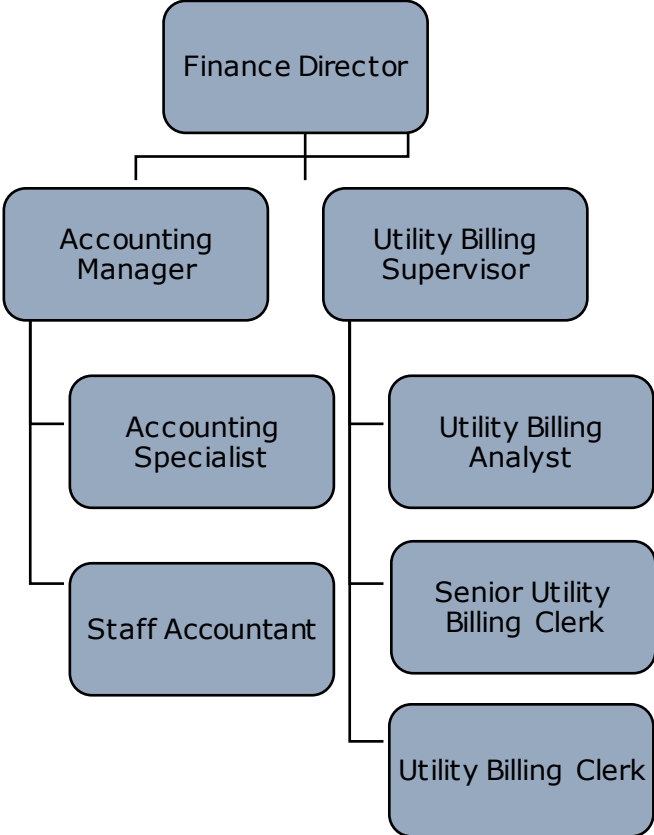
The utility billing staff is responsible for utility account management, customer billing, payment processing, and overall customer services for approximately 10,500 water and sewer customers inside the City of Colleyville. As a part of our customer service philosophy, the utility billing staff assists customers with leak detection, meter replacements, and payment plans. The staff's attitude toward their job is that they are here to serve the customers, not the other way around.

Performance Measures & Vital Statistics

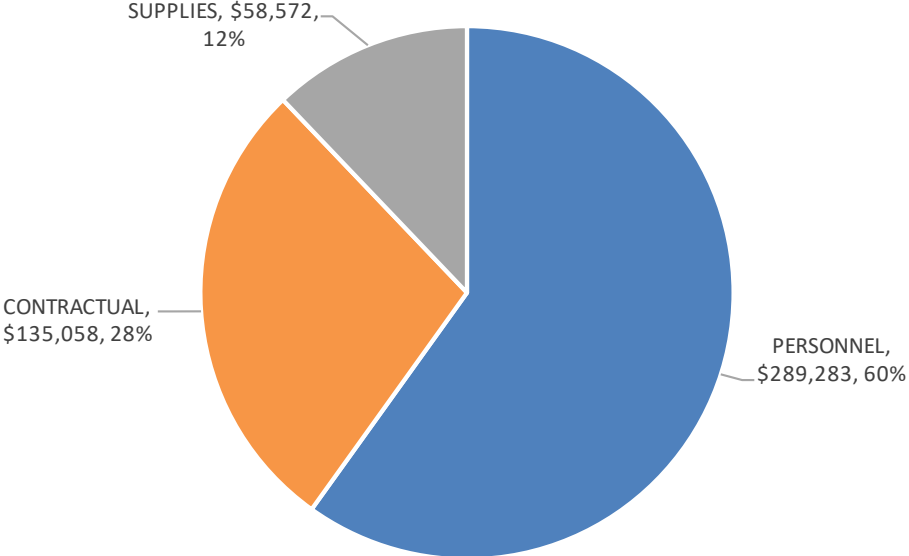
Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Utility billing accuracy rate	99.6%	99%	99%	99.8%	99.6%	≥ 99%

Vital Statistics	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of automatic draft utility customers/total customers	17%	19%	24%	22%	31%	41%	24%
Percentage of utility customers paying before cutoff	97%	96%	97%	97%	92%	92%	97%
Uncollectible utility accounts written off at year end (water & sewer)	\$19,150	\$20,693	\$21,605	\$25,498	N/A	N/A	\$25,900

Department Resources



FY 2022 Utility Fund Finance Budget: \$482,913



5-Year + Outlook

Finance Administration

Finance will continue to strive for high standards of fiscal responsibility through adhering to the reporting standards set forth by the Governmental Accounting Standards Board, as well as applying best practices laid out by the Government Finance Officers Association (GFOA). To that end, staff will continue to apply for GFOA awards in financial reporting.

Holding transparency and communication as crucial values, the finance staff will work to ensure all monthly and quarterly reports present the city's position in a clear, concise format. Additionally, staff will work with OpenGov, the city's vendor for online transparency, to create informative, value-added reports for Council, staff, and all citizens of Colleyville on an ongoing basis. These reports will be available to access on-line and in real-time.

Finally, this will be the second Colleyville budget the Finance Department has prepared, as the staff has taken over the City's annual budget process. Staff strives to maintain the City's high standards for this process, taking care to lay out long-range forecasts and act as advisor and facilitator between departments, City Management, and Council. Finance staff will also make sure Colleyville's tax rate setting process adheres to the State's regulates as well as Colleyville's history of public transparency.

Utility Billing

The Utility Billing staff will continue to utilize new, automated processes to become more efficient. The department has recently implemented a citizen self-service portal to allow customers to view their account information and manage their account on line. This will allow the customer to access historical consumption usage, current and past due billing history. Citizens also have the option to request electronic billing, text notifications, and have the capability to make online payments.



Public Works

FY 2022 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

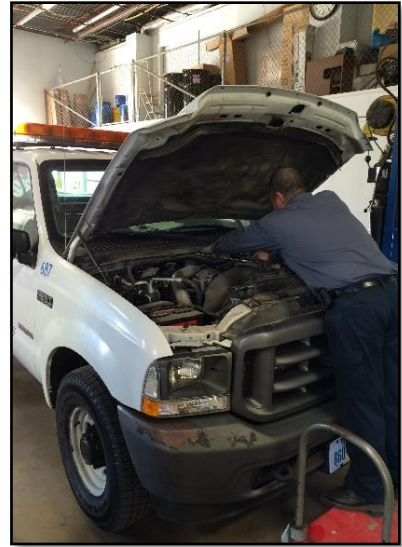
janitorial contracts, maintains heating and air conditioning systems, oversees various contracts for major maintenance and repair, and performs minor repairs.

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.



5. 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.

6. 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.



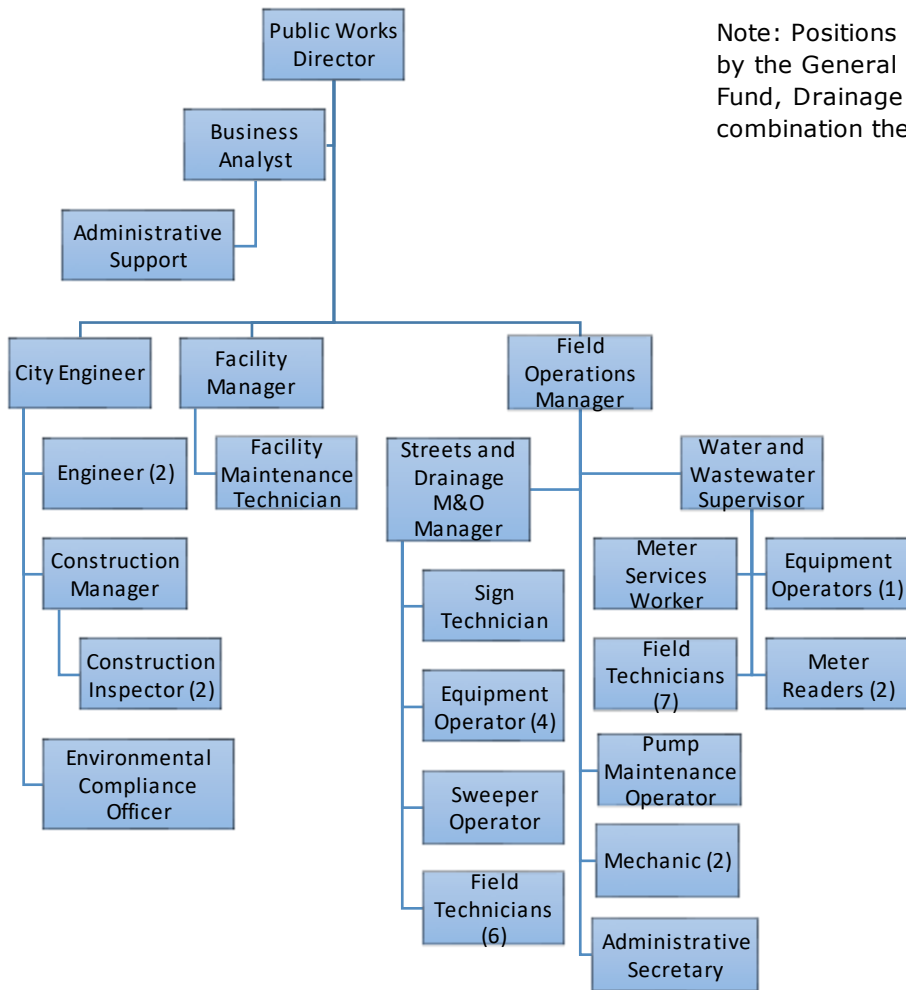
Performance Measures & Vital Statistics

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of pavement markings renewed	12%	23%	64%	12%	16%	≥20%
Percentage of street and traffic signs replaced	5%	5%	2%	3%	2%	≥10%
Percentage of facility work orders responded to within one business day	91%	90%	92%	91%	93%	≥90%
Percent of internal customers satisfied with facility environment	92%	92%	89%	96%	96%	≥90%
Percent of scheduled lane miles of public streets swept	100%	100%	100%	100%	96%	≥98%
Percentage of storm drain inlets inspected	50%	51%	69%	56%	52%	≥50%
Percentage of drainage ditches cleaned	New Measure	New Measure	1%	1%	3%	≥5%
Percentage of water valves exercised	34%	11%	14%	19%	6%	≥5
Meter reading accuracy	98%	98%	97%	99%	99%	≥98%
Scheduled wastewater line cleanings completed	93%	96%	98%	97%	97%	≥95%
Percentage of water meters replaced	New Measure	2%	2%	4%	3%	≥3%

Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Quarterly inspections of public infrastructure within the two year maintenance bond	New Measure	New Measure	100%	100%	100%
Percentage of construction time with City staff present	25%	23%	30%	29%	19%

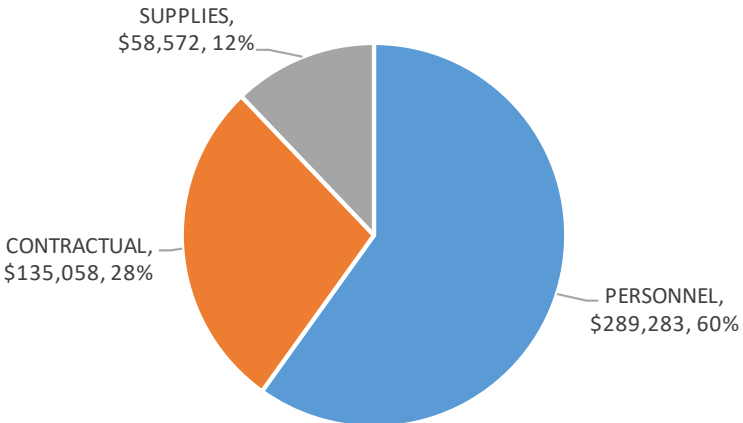
Ratio of scheduled facility maintenance to unscheduled repairs	51%	49%	51%	50%	51%
Percentage of fleet time available	99%	99%	99%	98%	99%
Percentage of preventive maintenance for fleet completed on schedule	99%	97%	98%	98%	99%
Water loss ratio	3%	2.9%	6%	7.7%	Annual Measure
Percentage of monthly water samples testing negative for coliform bacteria	100%	100%	100%	100%	100%

Department Resources



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

FY 2022 Utility Fund Finance Budget: \$482,913



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 reconstruction projects such as the Glade Road Reconstruction and SH26/Colleyville Boulevard Reconstruction and Beautification 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. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP). 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. In addition, the sign replacement program replaces regulatory and advisory signs in a systemic manner. Likewise, the pavement parking program ensures markings are renewed in a systemic manner.

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. 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.

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for **FLEET MANAGEMENT** services. The services include procurement, disposal, and vehicle maintenance. This partnership 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. Evaluation of automatic meter reading (AMR) began in FY21. AMR is a proven technology that will automatically collect consumption, diagnostic, and status data from water meters which in turn transfers that data to a central database for billing, troubleshooting, and analyzing purposes. A pilot program was initiated in FY21. 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.

Strengths and Opportunities

The section that follows is a self-assessment performed by the department for each core service.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

A methodical program to regularly flush dead-end water mains is in place to ensure a safe water supply. Regulatory testing is completed to verify this result.

The Water Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034.

The water meter replacement program minimizes water loss and results in a low water loss ratio in comparison to standard municipal benchmarks.

A high level of accuracy in meter reading helps minimize unaccounted-for water.

Storage and pumping facilities are in good condition and are well maintained.

Standard construction specifications and details are in place to ensure quality construction of City infrastructure.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

A proactive water valve exercise program to enhance readiness and the ability to manage a major water shut-off emergency has been initiated.

Opportunities

Evaluate advanced technology, such as Smart Meters, to promote conservation and increase the level of customer service.

Develop and document standard operating procedures for operations and maintenance of the water distribution system, storage tanks, and pump station.

Monitor rate structure to ensure true fixed costs of operating, maintaining, and renewing the system are recovered.

Continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

Improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize utility funds and extend the useful life of all components of the system.

Upgrade the SCADA system for monitoring the water storage tanks and pump station.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

An aggressive sewer line cleaning program, including the use of an effective degreaser for "hot spots," minimizes overflows and blockages, thereby protecting properties from damage.

A methodical lift station maintenance program is in place to minimize service interruptions.

The City provides additional insurance coverage for property damage caused by sewer back-ups that would otherwise be the responsibility of the property owner.

The Wastewater Master Plan was updated in FY 2014 and identifies capital projects through 2034.

Standard construction specifications and details have been created to ensure quality construction of City infrastructure.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Opportunities

Develop and document standard operating procedures for operations and maintenance of the wastewater collection system and sewage lift stations.

Continue execution of the 17 capital projects identified in the 2014 Water and Wastewater Master Plan.

Improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize utility funds and extend the useful life of all components of the system.

3. 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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

Asphalt and concrete contract repair programs are in place that provide for responsive minor repairs to the streets, curbs, gutters, sidewalks and handicap ramps in the city.

The City partners with Tarrant County each year to rehabilitate roadways in Colleyville; this partnership saves the City more than \$200,000 per year as the County provides all labor and equipment and the City pays only for the cost of materials.

Emergency preparedness for severe winter weather with state of the art equipment and action plans are in place.

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

Standard construction specifications and details have been created to ensure quality construction of City 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.

The City utilizes a pavement management software package to model and forecast future maintenance needs.

Street signs are replaced on a regular basis.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Opportunities

Ensure staffing levels and equipment on hand are adequate to optimize efficiency and effectiveness of in-house resources.

Continue a systematic rehabilitation program of the street system.

Improve upon sign replacement program to include regulatory and advisory signs in a systemic manner.

Develop and document standard operating procedures for maintenance of streets, traffic signals, signs, and pavement markings.

Plan and develop an effective Capital Improvement Plan based on resource availability and execute the adopted year-one projects in a timely manner.

Continue to improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize available funds and extend the useful life of all components of the system.

Consider utilization of new school zone flasher programming systems whereby technology is used to remotely control school flashers via cellular phones.

4. 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

Strengths

Several major rehabilitation projects were identified, funded and completed over the last few fiscal years.

Staff is continually assessing major building component replacement needs.

Most city buildings are relatively new and in good condition.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Continuous employee training is in place and ensures quality staff is in place to address changes and advances in technology.

Opportunities

Identify funding for the building component replacement needs.

Make improvements to aging facilities.

Evaluate energy efficient programs in order to meet state-mandated energy reduction goals.

Develop and document standard operating procedures for operations and maintenance of public buildings.

Utilize VUEWorks to proactively schedule maintenance to optimize available funds and extend the useful life of all components of the facilities.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for fleet management services which ensures the best use of funding and helps maintain a healthy fleet.

As a result of implementing fleet GPS monitoring system, the City is realizing reduced mileage and fuel consumption.

Opportunities

Continually evaluate needs to ensure that appropriate and adequate equipment is in place.

Promote interdepartmental equipment usage to reduce fleet size.

Evaluate the costs and benefits of ownership of equipment versus short-term rental agreements.

Ensure mechanics are properly trained to keep up with the latest technology.

Develop and document standard operating procedures for maintenance and procurement of city vehicles and equipment.

Install emergency generator at Service Center to ensure continuity of operations during emergencies.

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

3.3 - Mitigate stormwater runoff and flooding risks

Strengths

An innovative Mosquito Management Program is in place to educate citizens and mitigate the consequences of mosquito breeding grounds.

A revised Stormwater Management Plan has been developed for the Municipal Separate Storm Sewer System (MS4) permit to ensure compliance with state and federal stormwater regulations.

A flood damage prevention ordinance which exceeds the minimum standards established by the National Flood Insurance Program (NFIP) is in place.

A street sweeping program removes pollutants to control and improve stormwater quality.

Regularly-scheduled inlet inspections ensure drainage assets are properly maintained.

Oversight of development and enforcement of stormwater regulations ensures compliance with the City's Municipal Separate Storm Sewer System (MS4) permit.

Standard construction specifications and details have been created to ensure quality construction of City infrastructure.

Opportunities

Update the Stormwater Master Plan to identify project needs and priorities.

Increase outreach to property owners about the requirements and importance of maintaining private drainage ways.

Review and potentially revise the storm drainage fee structure to provide funding for needed improvements.

Enhance public awareness regarding stormwater practices through community education.

Continue to improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize available funds and extend the useful life of all components of the system.

Utilize advances in technology to upgrade the flood warning system and automatic flood gates.

Develop and document standard operating procedures for maintenance of the public drainage system.

Business Risk Assessment

In October 2014, the City identified five (5) key business risks that have: (a) a high likelihood of occurrence; and (b) a high significance of impact to the organization. The five key business risks are:

1. Externally driven risks
2. Organizational sustainability
3. Physical evolution of our built environments
4. Political environment
5. Expectations

For the purposes of the Public Works Department Business Plan, the risks that have the potential of having the greatest impact upon the department have been identified in the chart below.

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
Externally driven risks	Downturn in economic cycle and resultant revenue decreases	Medium	No	Yes	CIP plans would need to be adjusted due to the reduction in funding; staff reductions might occur
Externally driven risks	State and federal regulations; unfunded mandates	High	No	Yes	Will depend upon particular mandate; will most likely be a funding issue
Externally driven risks	Prolonged drought conditions	High	Yes	Yes	Implement additional water conservation and drought

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
					contingency measures
Externally driven risks	Severe weather	High	A severe weather response SOP has been developed for ice and snow	Yes	The City is participating with the NCTCOG to develop a hazardous mitigation action plan; update City of Colleyville Emergency Operations Plan
Organizational sustainability	Loss of institutional knowledge and lack of bench strength	Medium	In Progress	Yes	Development of documented processes will minimize information loss; cross training and leadership development will build bench strength
Physical evolution of our built environment	Aging infrastructure which could result in eventual catastrophic failures	High	Partial	Yes	Secure funding for Capital Improvement Projects identified in the 5 year CIP and relevant Master Plans
Physical evolution of our built environment	Lack of emergency generators at critical facilities including	High	Yes	Yes	Identify funding for emergency generators

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
	water distribution systems				
Physical evolution of our built environment	Impact of construction on business and adjacent properties	High	Ongoing	Yes	Public engagement and open communication
Change in community priorities	Shifting priorities complicate project development, planning, and execution.	High	No	Yes	Respond as required and adjust as necessary
Expectations	Gap between needs and resources available	High	No	Yes	Identify funding and make necessary adjustments where applicable such as utility rate structure

Citizen Survey – Opportunity Assessment

While not all questions on the Citizen Survey directly correlate to work performed by an individual department, some do have direct correlations, and others are influenced by a number of departments. This section allows each department to identify how their work contributes citizen satisfaction, and opportunities to improve performance in areas that directly touches citizens. Many opportunities for improvement may have already been identified in previous sections of the Department Business Plan. The items below are those that are only identified or brought to staff's attention through the Citizen Survey, such as customer service.

Citizen Survey Question:

Q2- How satisfied are you with the City of Colleyville's performance for each of the following areas? (2019 Survey)

Results:

Listening to citizens, 72%

Q3- If you have had contact with a City of Colleyville employee within the past year, how satisfied were you with the following? (2019 Survey)

Results:

General courtesy 96%

Directing you to the appropriate dept. /person 94%

Appropriate staff returned call/email promptly 88%

Seemed concerned about my issue 88%

My issue was adequately addressed 85%

Received timely follow-up 83%

Strategy Map Connection: 2.2 Recruit and retain a highly qualified workforce

Opportunities for Improvement: Implement customer service standards throughout the department. Ensure staff is trained properly to address customer needs in a timely, adequate, and courteous manner.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Evaluate staffing structure prior to budget planning to determine if personnel resources are adequately distributed	Winter/Spring of 2022	2.1 Provide responsive, efficient city services
Work with Fire Department to deploy fire hydrant identification system	Fall of 2022	2.1 Provide responsive, efficient city services 2.4 Demonstrate stewardship of public resources
Develop systematic five-year drainage system TV inspection program, including data storage plan	Spring 2023	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 3.3 Mitigate stormwater runoff and flooding risks



Non-Departmental

FY 2022 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

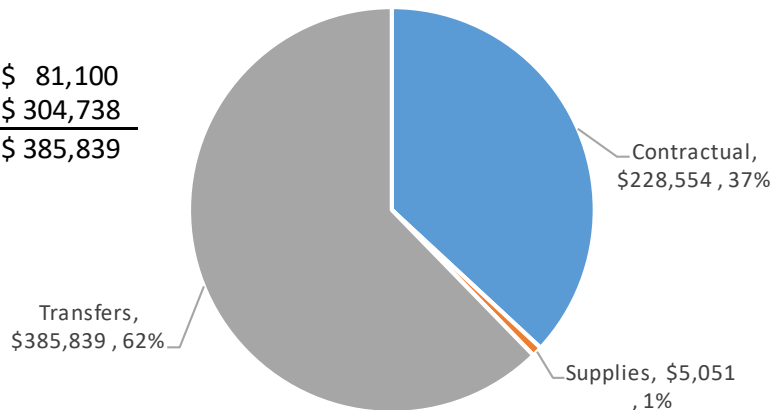
The Non-Departmental department does not have staff and is not responsible for core services. This department is used to account for expenditures that are city-wide in nature and support the work of all departments.

Department Resources

FY 2022 Utility Fund Non-Departmental Budget:
\$619,444

TRANSFERS SUMMARY

CAPITAL PROJECTS	\$ 81,100
GENERAL FUND	\$ 304,738
TOTAL	\$ 385,839



Drainage Fund Summary



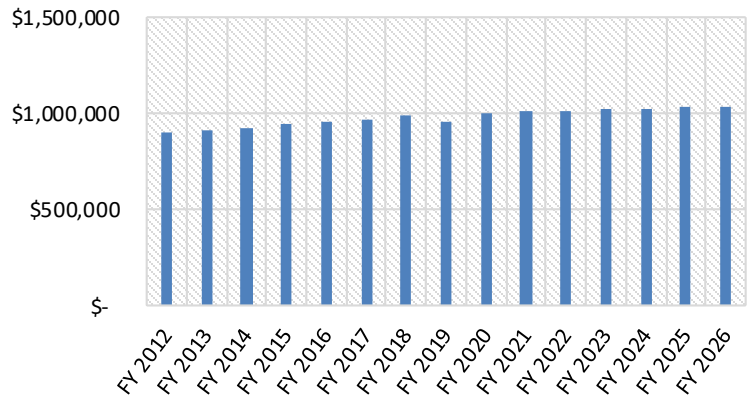
DRAINAGE UTILITY FUND SUMMARY

	BUDGETED FY 2021	YE PROJECTED FY 2021	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
TOTAL BEG. WORKING CAPITAL	718,287	718,287	939,603	1,276,267	1,592,397	1,882,684	2,145,473
FUND REVENUES							
Drainage Fees	962,640	1,007,839	1,015,000	1,020,075	1,025,175	1,030,301	1,035,453
Penalties/Misc	9,626	3,000	9,626	9,722	9,819	9,918	10,017
Interest Income	6,242	1,000	6,242	6,304	6,367	6,431	6,495
TOTAL OPERATING REVENUES	<u>978,508</u>	<u>1,011,839</u>	<u>1,030,868</u>	<u>1,036,102</u>	<u>1,041,362</u>	<u>1,046,651</u>	<u>1,051,967</u>
FUND EXPENSES							
Drainage Operations	505,457	469,171	510,007	529,452	553,034	577,932	598,209
Stormwater Management	147,233	155,045	153,021	158,358	164,608	171,165	176,253
IS GIS	23,731	24,694	24,564	25,351	26,418	27,540	28,298
Non-Departmental	6,612	6,131	6,612	6,810	7,015	7,225	7,442
Debt Service	127,169	135,482	0	0	0	0	0
TOTAL OPERATING EXPENSES	<u>810,202</u>	<u>790,523</u>	<u>694,204</u>	<u>719,972</u>	<u>751,075</u>	<u>783,863</u>	<u>810,203</u>
NET REVENUE	<u>168,306</u>	<u>221,316</u>	<u>336,664</u>	<u>316,130</u>	<u>290,288</u>	<u>262,789</u>	<u>241,764</u>
ENDING WORKING CAPITAL	<u>886,593</u>	<u>939,603</u>	<u>1,276,267</u>	<u>1,592,397</u>	<u>1,882,684</u>	<u>2,145,473</u>	<u>2,387,237</u>
Required Coverage Ratio (25% of debt service)	31,792	0	0	0	0	0	0
ENDING AVAILABLE WORKING CAPITAL	<u>854,800</u>	<u>939,603</u>	<u>1,276,267</u>	<u>1,592,397</u>	<u>1,882,684</u>	<u>2,145,473</u>	<u>2,387,237</u>
Days of Working Capital	399	434	671	807	915	999	1,075

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. Modest growth is projected through FY 2026.

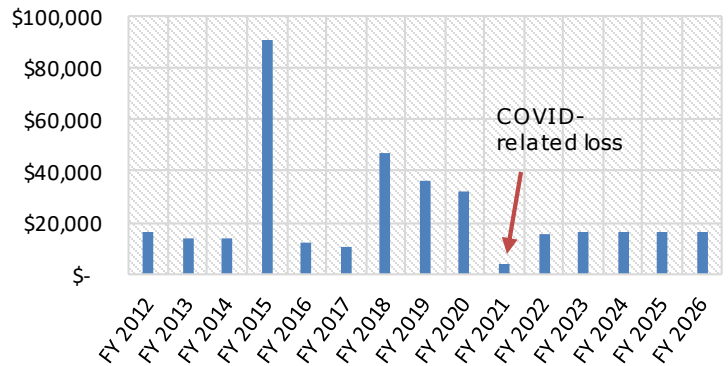
Drainage Fee Revenue



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 \$6,242 is projected. The higher amount shown in FY 2015 is due to the use of available cash to update floodplain maps. Low earnings in FY21 are reflective of low interest rates as well as lower penalty revenue, as the City temporarily suspended penalties in response to COVID. As with Drainage Utility Fees, these revenues are conservatively projected through FY 2026.

Other Revenue





Public Works

FY 2022 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



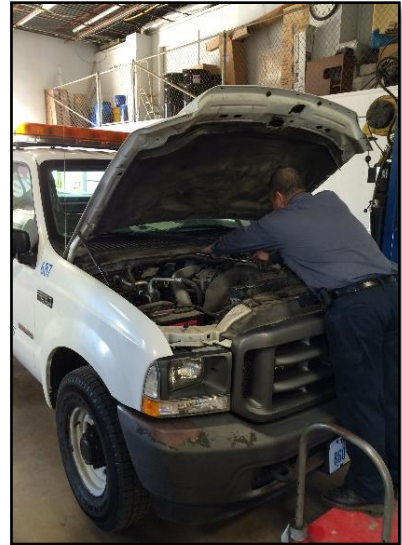
Facility Services provides an essential service by maintaining some of our most valued public assets--our city buildings. The Library, Colleyville Center, and the Senior Center host educational, recreational, and social events that enhance the quality of life for the citizens of Colleyville. City Hall, 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.



5. 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.

6. 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.



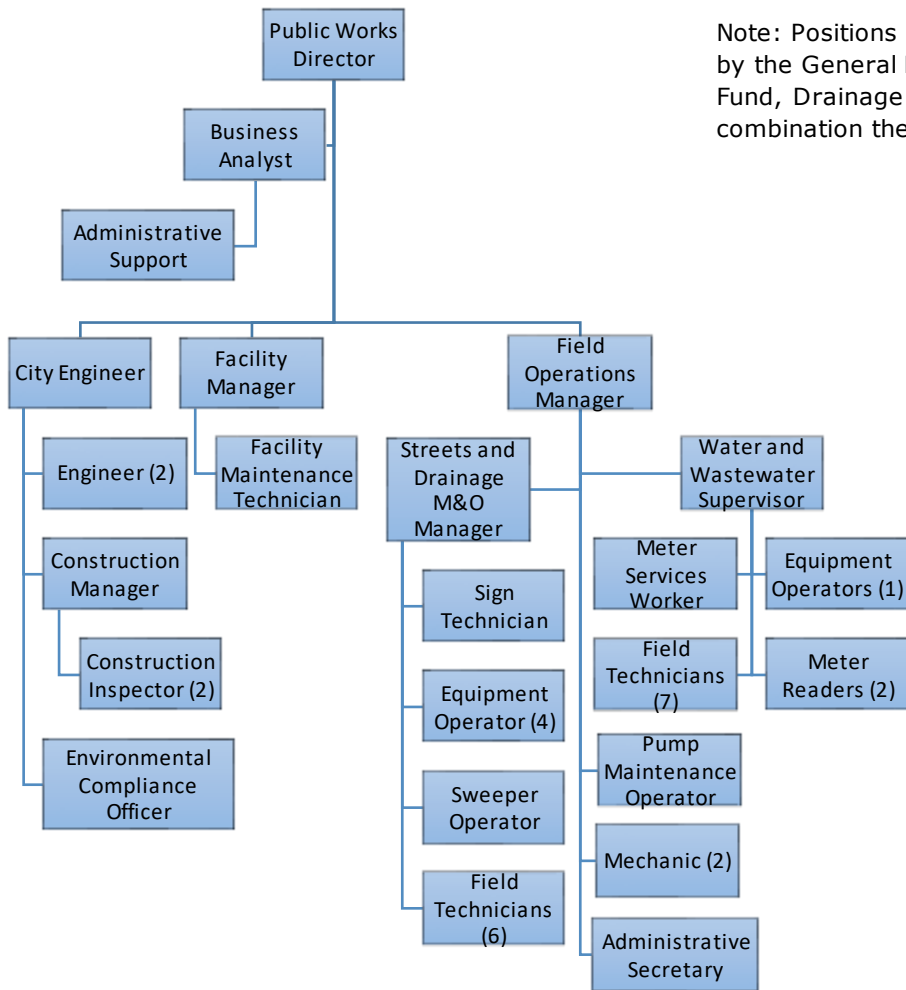
Performance Measures

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Target
Percentage of pavement markings renewed	12%	23%	64%	12%	16%	≥20%
Percentage of street and traffic signs replaced	5%	5%	2%	3%	2%	≥10%
Percentage of facility work orders responded to within one business day	91%	90%	92%	91%	93%	≥90%
Percent of internal customers satisfied with facility environment	92%	92%	89%	96%	96%	≥90%
Percent of scheduled lane miles of public streets swept	100%	100%	100%	100%	96%	≥98%
Percentage of storm drain inlets inspected	50%	51%	69%	56%	52%	≥50%
Percentage of drainage ditches cleaned	New Measure	New Measure	1%	1%	3%	≥5%
Percentage of water valves exercised	34%	11%	14%	19%	6%	≥5%
Meter reading accuracy	98%	98%	97%	99%	99%	≥98%
Scheduled wastewater line cleanings completed	93%	96%	98%	97%	97%	≥95%
Percentage of water meters replaced	New Measure	2%	2%	4%	3%	≥3%

Vital Statistics

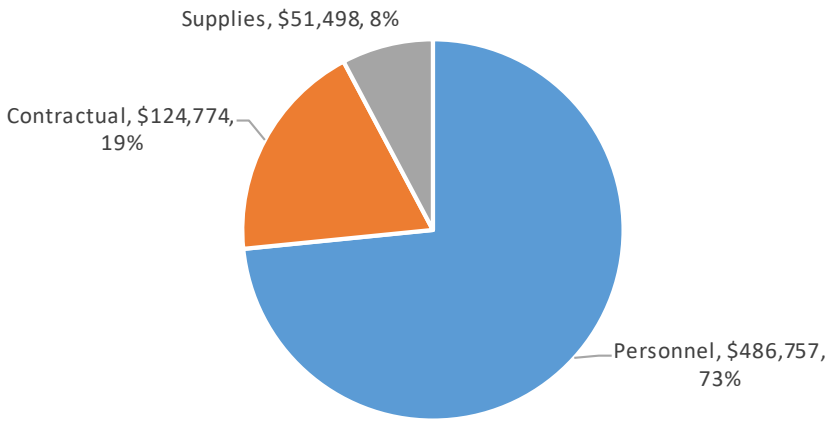
Vital Statistics	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Quarterly inspections of public infrastructure within the two year maintenance bond	New Measure	New Measure	100%	100%	100%
Percentage of construction time with City staff present	25%	23%	30%	29%	19%
Ratio of scheduled facility maintenance to unscheduled repairs	51%	49%	51%	50%	51%
Percentage of fleet time available	99%	99%	99%	98%	99%
Percentage of preventive maintenance for fleet completed on schedule	99%	97%	98%	98%	99%
Water loss ratio	3%	2.9%	6%	7.7%	Annual Measure
Percentage of monthly water samples testing negative for coliform bacteria	100%	100%	100%	100%	100%

Department Resources



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

Public Works: Drainage FY 2022 Budget
\$663,029



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 reconstruction projects such as the Glade Road Reconstruction and SH26/Colleyville Boulevard Reconstruction and Beautification 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. Staff will continue to manage street projects in the five-year Capital Improvement Plan (CIP). 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. In addition, the sign replacement program replaces regulatory and advisory signs in a systemic manner. Likewise, the pavement parking program ensures markings are renewed in a systemic manner.

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. 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.

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for **FLEET MANAGEMENT** services. The services include procurement, disposal, and vehicle maintenance. This partnership 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. Evaluation of automatic meter reading (AMR) began in FY21. AMR is a proven technology that will automatically collect consumption, diagnostic, and status data from water meters which in turn transfers that data to a central database for billing, troubleshooting, and analyzing purposes. A pilot program was initiated in FY21. 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.

Strengths and Opportunities

The section that follows is a self-assessment performed by the department for each core service.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

A methodical program to regularly flush dead-end water mains is in place to ensure a safe water supply. Regulatory testing is completed to verify this result.

The Water Master Plan was updated in FY 2014 and identifies needed capital projects through the year 2034.

The water meter replacement program minimizes water loss and results in a low water loss ratio in comparison to standard municipal benchmarks.

A high level of accuracy in meter reading helps minimize unaccounted-for water.

Storage and pumping facilities are in good condition and are well maintained.

Standard construction specifications and details are in place to ensure quality construction of City infrastructure.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

A proactive water valve exercise program to enhance readiness and the ability to manage a major water shut-off emergency has been initiated.

Opportunities

Evaluate advanced technology, such as Smart Meters, to promote conservation and increase the level of customer service.

Develop and document standard operating procedures for operations and maintenance of the water distribution system, storage tanks, and pump station.

Monitor rate structure to ensure true fixed costs of operating, maintaining, and renewing the system are recovered.

Continue execution of the 27 capital projects identified in the 2014 Water and Wastewater Master Plan.

Improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize utility funds and extend the useful life of all components of the system.

Upgrade the SCADA system for monitoring the water storage tanks and pump station.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

An aggressive sewer line cleaning program, including the use of an effective degreaser for “hot spots,” minimizes overflows and blockages, thereby protecting properties from damage.

A methodical lift station maintenance program is in place to minimize service interruptions.

The City provides additional insurance coverage for property damage caused by sewer back-ups that would otherwise be the responsibility of the property owner.

The Wastewater Master Plan was updated in FY 2014 and identifies capital projects through 2034.

Standard construction specifications and details have been created to ensure quality construction of City infrastructure.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Opportunities

Develop and document standard operating procedures for operations and maintenance of the wastewater collection system and sewage lift stations.

Continue execution of the 17 capital projects identified in the 2014 Water and Wastewater Master Plan.

Improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize utility funds and extend the useful life of all components of the system.

3. 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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

Asphalt and concrete contract repair programs are in place that provide for responsive minor repairs to the streets, curbs, gutters, sidewalks and handicap ramps in the city.

The City partners with Tarrant County each year to rehabilitate roadways in Colleyville; this partnership saves the City more than \$200,000 per year as the County provides all labor and equipment and the City pays only for the cost of materials.

Emergency preparedness for severe winter weather with state of the art equipment and action plans are in place.

A proactive preventive street maintenance program is established to maximize the life of the street infrastructure.

Standard construction specifications and details have been created to ensure quality construction of City 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.

The City utilizes a pavement management software package to model and forecast future maintenance needs.

Street signs are replaced on a regular basis.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Opportunities

Ensure staffing levels and equipment on hand are adequate to optimize efficiency and effectiveness of in-house resources.

Continue a systematic rehabilitation program of the street system.

Improve upon sign replacement program to include regulatory and advisory signs in a systemic manner.

Develop and document standard operating procedures for maintenance of streets, traffic signals, signs, and pavement markings.

Plan and develop an effective Capital Improvement Plan based on resource availability and execute the adopted year-one projects in a timely manner.

Continue to improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize available funds and extend the useful life of all components of the system.

Consider utilization of new school zone flasher programming systems whereby technology is used to remotely control school flashers via cellular phones.

4. 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

Strengths

Several major rehabilitation projects were identified, funded and completed over the last few fiscal years.

Staff is continually assessing major building component replacement needs.

Most city buildings are relatively new and in good condition.

Delivery of high quality customer service in a timely manner is an absolute standard.

Emergency situations are addressed quickly.

Continuous employee training is in place and ensures quality staff is in place to address changes and advances in technology.

Opportunities

Identify funding for the building component replacement needs.

Make improvements to aging facilities.

Evaluate energy efficient programs in order to meet state-mandated energy reduction goals.

Develop and document standard operating procedures for operations and maintenance of public buildings.

Utilize VUEWorks to proactively schedule maintenance to optimize available funds and extend the useful life of all components of the facilities.

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

3.4 - Thoroughly plan for future capital investments and associated costs

Strengths

In an effort to maximize the efficient use of resources, the City entered into an agreement with Enterprise Fleet Management (EFM) for fleet management services which ensures the best use of funding and helps maintain a healthy fleet.

As a result of implementing fleet GPS monitoring system, the City is realizing reduced mileage and fuel consumption.

Opportunities

Continually evaluate needs to ensure that appropriate and adequate equipment is in place.

Promote interdepartmental equipment usage to reduce fleet size.

Evaluate the costs and benefits of ownership of equipment versus short-term rental agreements.

Ensure mechanics are properly trained to keep up with the latest technology.

Develop and document standard operating procedures for maintenance and procurement of city vehicles and equipment.

Install emergency generator at Service Center to ensure continuity of operations during emergencies.

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

3.3 - Mitigate stormwater runoff and flooding risks

Strengths

An innovative Mosquito Management Program is in place to educate citizens and mitigate the consequences of mosquito breeding grounds.

A revised Stormwater Management Plan has been developed for the Municipal Separate Storm Sewer System (MS4) permit to ensure compliance with state and federal stormwater regulations.

A flood damage prevention ordinance which exceeds the minimum standards established by the National Flood Insurance Program (NFIP) is in place.

A street sweeping program removes pollutants to control and improve stormwater quality.

Regularly-scheduled inlet inspections ensure drainage assets are properly maintained.

Oversight of development and enforcement of stormwater regulations ensures compliance with the City's Municipal Separate Storm Sewer System (MS4) permit.

Standard construction specifications and details have been created to ensure quality construction of City infrastructure.

Opportunities

Update the Stormwater Master Plan to identify project needs and priorities.

Increase outreach to property owners about the requirements and importance of maintaining private drainage ways.

Review and potentially revise the storm drainage fee structure to provide funding for needed improvements.

Enhance public awareness regarding stormwater practices through community education.

Continue to improve GIS datasets and utilize this information in VUEWorks to proactively schedule maintenance for all assets to optimize available funds and extend the useful life of all components of the system.

Utilize advances in technology to upgrade the flood warning system and automatic flood gates.

Develop and document standard operating procedures for maintenance of the public drainage system.

Business Risk Assessment

In October 2014, the City identified five (5) key business risks that have: (a) a high likelihood of occurrence; and (b) a high significance of impact to the organization. The five key business risks are:

1. Externally driven risks
2. Organizational sustainability
3. Physical evolution of our built environments
4. Political environment
5. Expectations

For the purposes of the Public Works Department Business Plan, the risks that have the potential of having the greatest impact upon the department have been identified in the chart below.

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
Externally driven risks	Downturn in economic cycle and resultant revenue decreases	Medium	No	Yes	CIP plans would need to be adjusted due to the reduction in funding; staff reductions might occur
Externally driven risks	State and federal regulations; unfunded mandates	High	No	Yes	Will depend upon particular mandate; will most likely be a funding issue
Externally driven risks	Prolonged drought conditions	High	Yes	Yes	Implement additional water conservation and drought

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
					contingency measures
Externally driven risks	Severe weather	High	A severe weather response SOP has been developed for ice and snow	Yes	The City is participating with the NCTCOG to develop a hazardous mitigation action plan; update City of Colleyville Emergency Operations Plan
Organizational sustainability	Loss of institutional knowledge and lack of bench strength	Medium	In Progress	Yes	Development of documented processes will minimize information loss; cross training and leadership development will build bench strength
Physical evolution of our built environment	Aging infrastructure which could result in eventual catastrophic failures	High	Partial	Yes	Secure funding for Capital Improvement Projects identified in the 5 year CIP and relevant Master Plans
Physical evolution of our built environment	Lack of emergency generators at critical facilities including	High	Yes	Yes	Identify funding for emergency generators

Public Works Business Risk Assessment					
Risk Category	Risk Description	Likelihood of Occurrence (high, medium, low)	Mitigation plans in place?	Action required?	If action is required, briefly describe
	water distribution systems				
Physical evolution of our built environment	Impact of construction on business and adjacent properties	High	Ongoing	Yes	Public engagement and open communication
Change in community priorities	Shifting priorities complicate project development, planning, and execution.	High	No	Yes	Respond as required and adjust as necessary
Expectations	Gap between needs and resources available	High	No	Yes	Identify funding and make necessary adjustments where applicable such as utility rate structure

Citizen Survey – Opportunity Assessment

While not all questions on the Citizen Survey directly correlate to work performed by an individual department, some do have direct correlations, and others are influenced by a number of departments. This section allows each department to identify how their work contributes citizen satisfaction, and opportunities to improve performance in areas that directly touches citizens. Many opportunities for improvement may have already been identified in previous sections of the Department Business Plan. The items below are those that are only identified or brought to staff's attention through the Citizen Survey, such as customer service.

Citizen Survey Question:

Q2- How satisfied are you with the City of Colleyville's performance for each of the following areas? (2019 Survey)

Results:

Listening to citizens, 72%

Q3- If you have had contact with a City of Colleyville employee within the past year, how satisfied were you with the following? (2019 Survey)

Results:

General courtesy 96%

Directing you to the appropriate dept. /person 94%

Appropriate staff returned call/email promptly 88%

Seemed concerned about my issue 88%

My issue was adequately addressed 85%

Received timely follow-up 83%

Strategy Map Connection: 2.2 Recruit and retain a highly qualified workforce

Opportunities for Improvement: Implement customer service standards throughout the department. Ensure staff is trained properly to address customer needs in a timely, adequate, and courteous manner.

Departmental Specific Objectives

Description	Timeline	Strategic Goal Link
Evaluate staffing structure prior to budget planning to determine if personnel resources are adequately distributed	Winter/Spring of 2022	2.1 Provide responsive, efficient city services
Work with Fire Department to deploy fire hydrant identification system	Fall of 2022	2.1 Provide responsive, efficient city services 2.4 Demonstrate stewardship of public resources
Develop systematic five-year drainage system TV inspection program, including data storage plan	Spring 2023	2.1 Provide responsive, efficient city services 2.3 Effectively leverage information technology 3.3 Mitigate stormwater runoff and flooding risks



Non-Departmental

FY 2022 Department Business Plan

Department Description

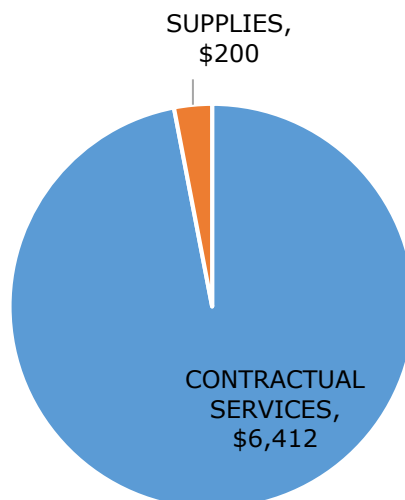
The Non-Departmental department was expanded during the FY 2014 budget preparation process to account for expenditures that are city-wide in nature. Consolidation of these expenditures allows for better tracking and trend analysis over time. Expenditures now included in the Non-Departmental department 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 2022 Drainage Fund Non-Departmental Budget: \$6,612



Debt Service Fund



DEBT SERVICE FUND SUMMARY

	PROJECTED FY 2021	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
<i>BEGINNING FUND BALANCE - 10/1</i>	1,126,001	1,052,343	857,945	678,192	479,808	295,550
FUND REVENUES						
Current Property Taxes	785,238	615,000	576,758	632,651	590,276	507,251
Delinquent Property Taxes	3,000	1,500	1,500	1,500	1,500	1,500
Penalty & Interest	2,500	5,000	5,000	5,000	5,000	5,000
Transfer-in TIF Fund**	0	0	0	0	0	0
Interest Income/Other	800	6,000	6,000	6,000	6,000	6,000
<i>TOTAL REVENUES</i>	791,538	627,500	589,258	645,151	602,776	519,751
FUND EXPENDITURES						
2011 G.O. Refunding Bonds	0	0	0	0	0	0
2016 G.O. Refunding Bonds	410,000	425,000	435,000	445,000	455,000	465,000
2016 Engine Lease	48,485	48,485	48,485	48,485	48,485	48,485
Ambulance Lease	49,988	49,988	0	0	0	0
2019 Ambulance Lease	165,773	120,000	120,000	0	0	0
2020 Pumper Lease	120,700	120,700	120,700	120,700	120,700	0
Projected: Future Leases	0	0	0	195,500	138,000	138,000
Bond Interest	68,750	56,225	43,325	32,350	23,350	23,350
Paying Agent	1,500	1,500	1,500	1,500	1,500	1,500
<i>TOTAL EXPENDITURES</i>	865,196	821,898	769,010	843,535	787,035	676,335
<i>ENDING FUND BALANCE - 9/30</i>	1,052,343	857,945	678,192	479,808	295,550	138,966

** The 2016 G.O. Refunding Bonds included a refinance of debt from the Tax Increment Financing (TIF) Fund, but this was paid off in the previous year.

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 - TAX SUPPORTED DEBT

	2016 GENERAL OBLIGATION REFUNDING BONDS		
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
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	<hr/> \$2,700,000	\$174,150	\$2,874,150

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

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
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	<u>\$2,700,000</u>	<u>\$174,150</u>	<u>\$2,874,150</u>

OUTSTANDING BONDS BY ISSUE - TAX SUPPORTED DEBT

DESCRIPTION	FISCAL YEAR OF MATURITY	INTEREST RATES	PRINCIPAL AMOUNT OUTSTANDING
2016 GENERAL OBLIGATION RFD BONDS	2027	2.0% TO 3.0%	<u>\$2,700,000</u>
		TOTAL	<u>\$2,700,000</u>

ANNUAL REQUIREMENTS

	FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
CURRENT YEAR	2022	\$425,000	\$56,225	\$481,225
MAXIMUM YEAR	2022	\$425,000	\$56,225	\$481,225

AUTHORIZED GENERAL OBLIGATION DEBT

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

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, 2020 is \$.291778 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 2022 tax rate	\$0.291778
Maximum allowable State tax rate	\$2.50
Percentage of allowable tax rate used	11.67%

Calculation of Charter Legal Debt Limit

City of Colleyville FY 2021 tax rate	\$0.291778
Maximum allowable Charter tax rate	\$1.50
Percentage of allowable tax rate used	19.45%

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 2022 debt portion of the tax rate is \$.011091, which is 0.67% of the permissible debt service allocation.

Special Revenue Funds



SPECIAL REVENUE FUNDS

While carrying restrictions on what their revenue can be used for, special revenue funds play an important role in financing the services and programs offered by the City of Colleyville. Three of the more significant special revenue funds do have a budget for FY 2022 based on the requirements of the specific fund, although only one is included in the annual General City Budget Ordinance. The other two do have an annual budget, but they are each adopted by an additional governing body before being approved by Council via resolution or ordinance.

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 discussed in the Budget Message found at the beginning of the FY 2022 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, three special revenue funds do have an annual budget, only one of which is included in the General City Budget Ordinance. Including this information in the FY 2022 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 2022 budget and future year forecasts for the following special revenue funds:

- Hotel Occupancy Tax Fund (HOT), adopted on September 21, 2021 along with the General City Budget Ordinance
- Colleyville Crime Control & Prevention District Fund (CCCPD), adopted on August 3, 2021 via a separate Ordinance approved by the City Council
- Colleyville Economic Development Corporation Fund (CEDC), adopted on September 7, 2021 via Consent Resolution approved by City Council

Colleyville Crime Control and Prevention District



RESOLUTION R-21-0090

**A RESOLUTION ADOPTING AN ANNUAL BUDGET FOR
FISCAL YEAR 2022 FOR THE
COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT**

WHEREAS, the laws of the State of Texas require an annual budget be adopted by the Board of Directors; and

WHEREAS, the laws require the budget includes 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.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COLLEYVILLE CRIME CONTROL AND PREVENTION DISTRICT:

Sec. 1. THAT the Fiscal Year 2022 budget amounts for the Colleyville Crime Control and Prevention District with a sales and use tax rate of .5% are as follows:

Projected Revenue Received in Fiscal Year 2021	\$2,458,000
Projected Cash on Hand as of October 1, 2021	\$1,420,796
Revenues	\$1,908,000
Expenditures	\$2,796,597
Projected Ending Fund Balance at September 30, 2022	\$1,161,204

AND IT IS SO RESOLVED.

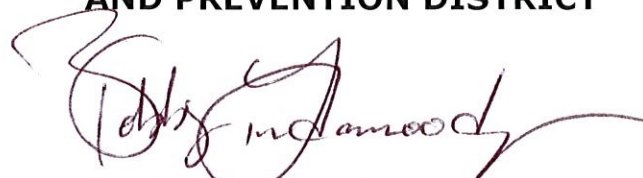
APPROVED BY A VOTE OF 7 AYES, 0 NAYS, THIS THE 6TH DAY OF JULY 2021.

President Bobby Lindamood	<u>Aye</u>	Vice President Richard Newton	<u>Aye</u>
Director Tammy Nakamura	<u>Aye</u>	Director Kathy Wheat	<u>Aye</u>
Director George Dodson	<u>Aye</u>	Director Chuck Kelley	<u>Aye</u>
Director Callie Rigney	<u>Aye</u>		

ATTEST:


Christine Loven, TRMC
City Secretary

**COLLEYVILLE CRIME CONTROL
AND PREVENTION DISTRICT**


Bobby Lindamood
President

**COLLEYVILLE CRIME CONTROL DISTRICT
FY 2021 THROUGH FY 2026 PROJECTION**

FISCAL YEAR	ADOPTED FY 2021	PROJECTED FY 2021	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
BEGINNING FUND BALANCE	\$1,669,895	\$1,669,895	\$1,979,200	\$1,763,331	\$1,528,648	\$1,470,951	\$1,418,237
REVENUES:							
1/2 CENT SALES TAX REVENUE	\$1,900,000	\$2,050,000	\$2,000,000	\$2,014,125	\$2,059,443	\$2,130,632	\$2,152,141
INTEREST INCOME	\$8,000	\$500	\$1,200	\$2,500	\$3,500	\$5,000	\$8,000
TOTAL REVENUES	\$1,908,000	\$2,050,500	\$2,001,200	\$2,016,625	\$2,062,943	\$2,135,632	\$2,160,141
EXPENDITURES:							
ADMINISTRATIVE BOARD/AUDIT EXPENSES:	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
SOFTWARE:							
ANNUAL MAINTENANCE CONTRACT	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500
EARLY WARNING/INTERNAL AFFAIRS	\$5,500	\$5,949	\$6,177	\$6,486	\$6,810	\$7,151	\$7,508
ONLINE SCHEDULING (PLANIT POLICE)	\$0	\$0	\$2,075	\$2,075	\$2,075	\$2,075	\$2,075
ANNUAL LICENSE PLATE READER CAMERA LICENSES	\$0	\$0	\$9,000	\$9,450	\$9,923	\$10,419	\$10,940
INVESTIGATIVE TOOL	\$9,750	\$9,750	\$9,750	\$9,750	\$9,750	\$9,750	\$9,750
CRIME REPORTS ANALYTICAL CRIME MAPPING	\$5,492	\$5,492	\$5,730	\$5,730	\$5,730	\$5,730	\$5,730
RECRUITING AND HIRING PROCESS	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
TRAINING - LEADERSHIP DEVELOPMENT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TRAINING - DE-ESCALATION & CRISIS INTERVENTION	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
MOBILE FIELD FORCE TRAINING	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0
CRIME SCENE RESPONSE UNIT	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
NETMOTION WIRELESS MAINTENANCE AGREEMENT	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219	\$3,219
DETECTIVE SAFEGUARDING PROGRAM (CHILD ABUSE CASES)	\$0	\$0	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
WELLNESS PROGRAM EXPANSION	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
IN-CAR VIDEO SYSTEM SERVER MAINTENANCE	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$0
OFF-DUTY WEBSITE ANNUAL FEES/MAINTENANCE	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
TICKET WRITER REPLACEMENT	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700
CALEA ACCREDITATION	\$16,825	\$16,825	\$16,825	\$16,825	\$16,825	\$16,825	\$16,825
PERSONNEL:							
13 OFFICERS, 2 PT PUBLIC SAFETY OFFICERS, 1 PT ACCREDITATION COORDINATOR	\$1,292,239	\$1,197,594	\$1,446,129	\$1,498,724	\$1,562,258	\$1,629,127	\$1,674,826
TEEN COURT	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750
EQUIPMENT:							
ANNUAL WEAPONS REPLACEMENT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
SWAT EQUIPMENT AND TRAINING	\$6,150	\$6,150	\$6,150	\$6,150	\$6,150	\$6,150	\$6,150
SAFETY EQUIPMENT AND REPLACEMENT	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TWO RADAR SIGNS- LICENSES	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
VEHICLES:							
ANNUAL REPLACEMENT FUNDING	\$262,500	\$262,500	\$262,650	\$291,000	\$321,000	\$321,000	\$271,000
TRANSFERS:							
CAPITAL EQUIPMENT REPLACEMENT FUND - IN-CAR MOBILE DIGITAL COMPUTER SYSTEM	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
CAPITAL -							
REPLACE CAD/RMS SYSTEM	\$550,000	\$87,416	\$37,464	\$0	\$0	\$0	\$0
REIMBURSE CAPITAL FUND FOR JUSTICE CTR. COSTS	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0
FUTURE CAPITAL	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0
TOTAL EXPENDITURES	\$2,297,975	\$1,741,195	\$2,217,069	\$2,251,309	\$2,120,640	\$2,188,345	\$2,159,923
EXCESS REVENUES OVER EXPENDITURES ^^	-\$389,975	\$309,305	-\$215,869	-\$234,684	-\$57,697	-\$52,713	\$218
ENDING FUND BALANCE	\$1,279,920	\$1,979,200	\$1,763,331	\$1,528,648	\$1,470,951	\$1,418,237	\$1,418,456

Colleyville Economic Development Corporation



RESOLUTION R-21-160

A RESOLUTION ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2022 FOR THE COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION

WHEREAS, the bylaws of the Colleyville Economic Development Corporation require that an annual budget be adopted by the Board of Directors; and

WHEREAS, the bylaws require that the budget includes projected revenues and proposed expenditures.

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

Sec. 1. THAT the Fiscal Year 2022 budget amounts for the Colleyville Economic Development Corporation are as follows:

Total Revenues	\$2,385,000
Operating Expenditures	\$1,377,476
Capital Expenditures	\$ 950,000
Loan to TIF	\$5,000,000
Total Expenditures	\$7,327,476

AND IT IS SO RESOLVED.

APPROVED BY A VOTE OF **6** AYES, **0** NAYS, ON THIS 24TH DAY OF AUGUST 2021.

President George Dodson	<u>Aye</u>	Director Scotty Richardson	<u>Aye</u>
Vice Pres. Richard Newton	<u>Aye</u>	Director John Terhoeve	<u>Aye</u>
Director Ralph Hunkins	<u>Aye</u>	Director Kathy Wheat	<u>Aye</u>
Director Bobby Lindamood	<u>Absent</u>		

ATTEST:


Christine Loven, TRMC
Secretary

COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION


George Dodson
President

COLLEYVILLE ECONOMIC DEVELOPMENT CORPORATION
ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT PROGRAM FY 2022 - FY 2026

Exhibit A

FISCAL YEAR	Budget 2021	Projection 2021	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
BEGINNING FUND BALANCE	\$4,479,889	\$4,479,889	\$5,799,376	\$596,748	\$1,207,403	\$1,113,103	\$1,914,825
REVENUES:							
PROJECTED 1/2 CENT SALES TAX REVENUE	\$2,052,391	\$2,237,106	\$2,150,000	\$2,203,750	\$2,253,334	\$2,298,401	\$2,332,877
GRANT PROCEEDS	\$225,000	\$0	\$225,000	\$0	\$0	\$231,818	\$0
TIF TRANSFER	\$5,518,968	\$5,518,968	\$0	\$0	\$0	\$0	\$5,000,000
INSURANCE PROCEEDS	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0
INTEREST INCOME	\$10,000	\$12,000	\$10,000	\$10,100	\$10,201	\$10,303	\$10,406
TOTAL REVENUE	\$7,806,359	\$7,838,074	\$2,385,000	\$2,213,850	\$2,263,535	\$2,540,522	\$7,343,283
EXPENDITURES:							
ADMINISTRATIVE:	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
DEBT SERVICE	\$4,775,000	\$4,818,166	\$0	\$0	\$0	\$0	\$0
LOAN-BACK TO TIF	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0
COMMUNICATIONS	\$0	\$0	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
PARKS:							
WATER / WASTEWATER- MC PHERSON PARK	\$5,628	\$5,878	\$5,628	\$5,986	\$6,511	\$6,917	\$7,316
MAINTENANCE	\$50,000	\$50,000	\$310,942	\$320,270	\$337,378	\$355,000	\$373,150
LIBRARY:							
PERSONNEL	\$395,467	\$299,167	\$386,642	\$399,921	\$414,758	\$430,199	\$439,084
OPERATIONS	\$33,802	\$33,802	\$53,376	\$35,921	\$39,492	\$43,169	\$46,957
TECHNOLOGY - HARDWARE REPLACEMENT	\$30,600	\$30,600	\$30,600	\$31,518	\$32,464	\$33,437	\$34,441
SENIOR CENTER:							
PERSONNEL	\$96,372	\$101,545	\$100,880	\$104,595	\$109,108	\$113,863	\$117,180
OPERATIONS	\$500	\$500	\$500	\$515	\$530	\$546	\$563
TECHNOLOGY - HARDWARE REPLACEMENT	\$3,100	\$3,100	\$3,100	\$3,193	\$3,289	\$3,387	\$3,489
COLLEYVILLE CENTER:							
PERSONNEL	\$126,010	\$130,295	\$136,717	\$140,916	\$147,040	\$153,498	\$158,039
OPERATIONS	\$2,000	\$1,080	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
FURNITURE REPLACEMENT	\$0	\$0	\$49,000	\$3,090	\$3,183	\$3,278	\$3,377
BALL ROOM LIGHTING	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
TECHNOLOGY- SOFTWARE & MAINTENANCE CONTR	\$7,241	\$7,241	\$7,241	\$7,458	\$7,682	\$7,912	\$8,150
TECHNOLOGY - HARDWARE REPLACEMENT	\$3,850	\$3,471	\$3,850	\$3,966	\$4,084	\$4,207	\$4,333
SPECIAL EVENTS:							
MOVIES IN THE VILLAGE	\$15,000	\$0	\$15,375	\$15,606	\$15,840	\$16,077	\$16,318
STARS & GUITARS	\$60,000	\$119,883	\$95,000	\$96,425	\$97,871	\$99,339	\$100,830
TREE LIGHTING / CHRISTMAS EVENT	\$35,000	\$62,577	\$60,000	\$60,900	\$61,814	\$62,741	\$63,682
HAUNTED TRAILS / HARVEST FESTIVAL	\$20,000	\$0	\$20,500	\$20,808	\$21,120	\$21,436	\$21,758
FARMERS MARKET	\$10,000	\$0	\$10,250	\$10,404	\$10,560	\$10,718	\$10,879
MISCELLANEOUS	\$5,000	\$931	\$0	\$0	\$0	\$0	\$0
MEMORIAL DAY EVENT* Spent in preparation for the event, most vendors' services pushed to Stars & Guitars or the upcoming Harvest Festival	\$15,000	\$31,717	\$0	\$0	\$0	\$0	\$0
FINE ARTS EVENT	\$10,000	\$0	\$10,250	\$10,404	\$10,560	\$10,718	\$10,879
FWSO CONCERT	\$20,000	\$1,810	\$0	\$0	\$0	\$0	\$0
SPECIAL EVENTS	\$15,239	\$6,792	\$3,625	\$5,829	\$7,570	\$8,810	\$8,942
TOTAL OPERATING EXPENDITURES	\$5,736,809	\$5,710,556	\$6,377,476	\$1,328,195	\$1,382,836	\$1,438,799	\$1,484,515
EXCESS REVENUES OVER EXPENDITURES	\$2,069,550	\$2,127,518	(\$3,992,476)	\$885,655	\$880,699	\$1,101,722	\$5,858,769
CAPITAL:							
COLLEYVILLE CENTER -							
FACILITY UPDATES AND REPLACEMENTS	\$0	\$180,000	\$0	\$0	\$0	\$0	\$0
SIDEWALK/TRAIL CONSTRUCTION/GRANT MATCH	\$300,000	\$300,000	\$300,000	\$0	\$0	\$300,000	\$0
RESTROOM FACILITY RENOVATIONS	\$0	\$243,031	\$75,000	\$75,000	\$125,000	\$0	\$0
KIMZEE PARK PLAYGROUND IMPROVEMENT	\$0	\$0	\$0	\$100,000	\$500,000	\$0	\$0
PARKS HOUSE DEMO	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0
SOFTBALL - SHADE STRUCTURE W/SEATING AND PL	\$300,000	\$0	\$260,152	\$0	\$0	\$0	\$0
SENIOR CENTER	\$65,000	\$65,000	\$500,000	\$100,000	\$200,000	\$0	\$0
WOODBRIAR PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
FIRE STATIONS 2 & 3 LANDSCAPING	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0
SAND VOLLEYBALL PITTS	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0
FLAGPOLE AT MCPHERSON PARK	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$685,000	\$808,031	\$1,210,152	\$275,000	\$975,000	\$300,000	\$0
TOTAL EXPENDITURES (OPERATING & CAPITAL)	\$6,421,809	\$6,518,587	\$7,587,628	\$1,603,195	\$2,357,836	\$1,738,799	\$1,484,515
ENDING FUND BALANCE	\$5,864,439	\$5,799,376	\$596,748	\$1,207,403	\$1,113,103	\$1,914,825	\$7,773,593
RESERVE FOR .4 TIMES BOND COVERAGE RATIO	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AVAILABLE ENDING FUND BALANCE	\$5,864,439	\$5,799,376	\$596,748	\$1,207,403	\$1,113,103	\$1,914,825	\$7,773,593

Hotel Tax Fund



Hotel Occupancy Tax Fund 5-Year Forecast

HOTEL TAX FUND SUMMARY

	BUDGET FY 2021	PROJECTED FY 2021	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
BEGINNING FUND BALANCE - 10/1	399,005	399,005	172,984	177,662	181,361	186,539	192,763
FUND REVENUES							
Hotel Taxes	235,000	100,000	250,000	255,000	265,000	275,000	285,000
Earned Interest	2,500	300	2,500	2,500	2,500	2,500	2,501
TOTAL REVENUES	237,500	100,300	252,500	257,500	267,500	277,500	287,501
FUND EXPENDITURES							
Promotional Events/Arts Promotion	35,000	35,000	47,000	47,000	47,000	47,000	47,000
Colleyville Promotion/Advertising	82,592	83,196	96,499	100,063	104,419	109,013	112,239
Colleyville Center	209,584	208,126	104,323	106,738	110,903	115,263	118,291
TOTAL EXPENDITURES	327,176	326,321	247,822	253,801	262,322	271,276	277,529
ENDING FUND BALANCE - 9/30	309,329	172,984	177,662	181,361	186,539	192,763	202,734

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. Shifting operating costs away from the General Fund and into the Hotel Occupancy Tax Fund played a major part in maintaining the City's low tax rate for FY 2021 and FY 2022.

Economic restrictions brought on by COVID-19 drastically affected revenues, as hotel bookings throughout the spring and summer months waned. Staff anticipated the fund earning less than half of its budgeted FY 2021 revenue, followed by a relatively quick turnaround once COVID-related travel restrictions eased. This appears to be in process, as the last two quarters' worth of revenue have shown sharp increases, as has the month of October 2021. Staff predicts a return to normal for FY22, with the remainder of the forecast conservatively projecting 2% to 4% increases annually.

Costs in the Hotel Tax Fund for FY 2022 include personnel expenses dedicated to marketing the City, non-recurring improvements at the City's event center, marketing materials, and special event funding. With hotel tax revenue having accumulated over the past several years, staff is planning on drawing down this fund's balance on eligible projects as they arise. The fund is operationally balanced with revenues being sufficient to support the ongoing operational costs contained here.



Hotel Occupancy Tax Fund

FY 2022 Operating Budget

Fund Description

The Hotel Occupancy Tax was created in 1959 by the Texas Legislature, allowing the State to levy a 3% tax on all lodging revenues in Texas. In the early 1970's, the Legislature authorized municipalities to levy similar tax on lodging revenues, now equivalent to up to 2%. However, use of this revenue is specifically restricted to costs benefitting the hotel and tourism industry, and further subdivided into nine categories:

- Convention and visitor centers,
- Convention registration,
- General advertising for the City,
- Promotion of the arts,
- Historical restoration and preservation,
- Sporting events in counties with under one million in population,
- Enhancing or upgrading existing sports facilities or fields (certain cities only),
- Tourist transportation systems, and
- Signage directing the public to sights and attractions

While Colleyville has had expenses that are eligible for hotel occupancy tax funding, the City did not have a hotel within its limits until 2017. When the City began collecting tax revenues, those dollars were used on non-recurring improvements to eligible facilities and costs related to special events. However, FY 2021 represented a shift in the use of this funding from non-recurring expenses to some operational expenses that qualify under the Texas Local Government Code, such as Colleyville Center operations and some personnel expenses. FY 2022 continues this shift, helping to alleviate reliance on General Fund revenue for these qualifying expenses.

Core Services funded from the Hotel Tax Fund

With the emphasis of hotel tax revenues funding operations that benefit the tourism industry, City staff identified a few key areas of City operations that work toward that goal:

1. Advertising and Promoting City Events and Amenities

Colleyville prides itself on hosting events and amenities that showcase the City's businesses and attractions. Among these events are our Car Show, which attracts over 300 cars from all over the State, Concerts in the Plaza, Colleyville's Fourth of July

concert and celebration, and several events showcasing artists from all over the Dallas/Fort Worth Metroplex. Each of these events is managed and advertised by the City's Community Relations Specialist, whose job responsibilities are centered on attracting visitors to Colleyville to shop in our stores, eat in our restaurants, and stay at our hotel. As a result, staff has relocated the funding for this position and associated advertising expenses to our hotel occupancy tax fund in FY 2021.



2. Funding a portion of the Colleyville Center

The Colleyville Center is a city-owned event venue designed for seminars, special events, fairs, town halls, and weddings and other parties. All or part of the Center can be rented out by residents and non-residents for their event on an hourly or daily basis, and it remains in high demand. The Center hosts as many as 450 events in one fiscal year, attracting over 28,000 guests and generating measurable impact on local businesses. Furthermore, approximately 60% of the events held there each year are weddings,

which are guaranteed to attract out-of-town guests. The Center is run by a staff of four full-time positions, two of whom actively market the Center and help ensure each event runs smoothly. Because these positions have a direct impact on advertising and marketing for the Center, a portion of each of their personnel expenses have been funded out of the hotel occupancy tax fund as of FY 2021.

2. Limited special events

As discussed earlier, Colleyville hosts numerous special events throughout the year. Some of these events are smaller and more community oriented, such as a weekly farmer's market and hosting movie screenings in the plaza. Others, however, are more far-reaching and tend to attract out-of-town guests. The aforementioned Colleyville Car Show and Stars and Guitars are perfect examples of events held by the City that attract out-of-town guests. Because some of these events have a direct benefit to Colleyville's tourism industry, they are potentially eligible for hotel occupancy tax funding. These are considered on individually, as the event is planned.





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 2022 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 several 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.

Project Category	2022
Drainage	\$100,000
Facilities	\$5,015,000
Information Technology	\$300,000
Master Plans/Studies	\$200,000
Parks and Recreation	\$5,415,000
Sidewalks/Trails	\$2,850,000
Streets	\$12,991,000
Wastewater	\$600,000
Water	\$1,805,539
Total	\$29,276,539

The City Council approved resolution R-21-4651 adopting the comprehensive five-year capital improvement program for FY 2022-2026, 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 2022 CIP projects and associated funding sources, as well as a description and map indicating the location.

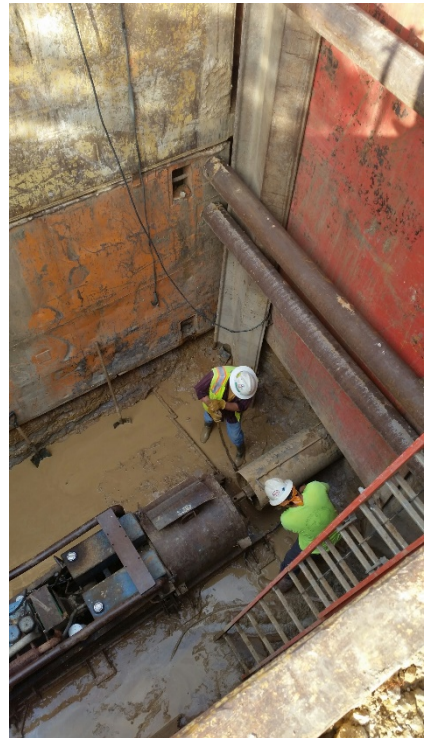
Impact on Operating Budget:

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.



Fiscal Year 2022 – 2026 CAPITAL IMPROVEMENT PROGRAM

Adopted by Resolution No. R-21-4651



Overview

In keeping with the City's focus to sustain and plan for Colleyville's long-term needs, the fiscal year 2022 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. 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.

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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 if they are primarily improvement to or replacement of already existing infrastructure.

Capital Revenue Sources and Strategy

The Capital Improvement Plan is simply that – a plan. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by the Mayor and City Council. Because priorities can change, projects included in outward planning years are not guaranteed for funding. All budgets are constrained by available revenues. Capital projects are prioritized so that available funds are allocated based on need, Council priority, and their impact on service provision. The 5-year Capital Improvement Plan includes funding for a variety of City projects.

Pay as you Go – Capital Projects Fund, Capital Utility Fund, and Drainage Fund

Whenever possible, pay-as-you-go (“operating revenue” or “Transfer from --- Fund”) funding is the preferred method of funding CIP projects. These funds provide for a majority of the street maintenance projects as well as drainage and utility related projects.

Colleyville Economic Development Corporation (CEDC)

The Colleyville Economic Development Corporation (CEDC) is funded by a one-half cent sales tax approved by voters in 1996. The ballot language states that the sales tax will "provide for parks and park facilities, a library, a community center, open space improvements, and other facilities and improvements only as authorized by Section 4B of Article 5190.6" of the Local Government Code.

Impact Fees

Transportation, water, and wastewater impact fees are collected throughout the City. These impact fees can only be spent in the Service Area they were collected and/or the specific CIP project identified in the impact fee study.

Tax Increment Financing (TIF) District Fund

Projects included in the original and amended TIF plan are funded through this fund.

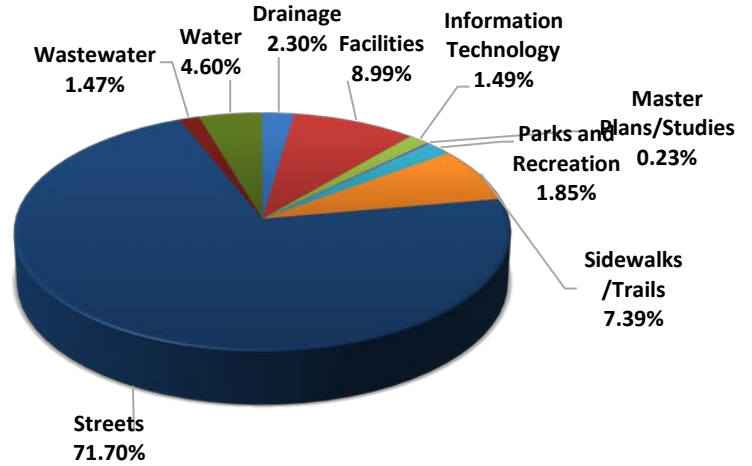
Third Party Partnerships

Funding for various improvements is provided by external sources or third parties. These work efforts are usually associated with individual projects and programs and are developed on a project/program basis. The City continues to aggressively pursue federal, state, and regional grant funding, and have been successful in many of these efforts.

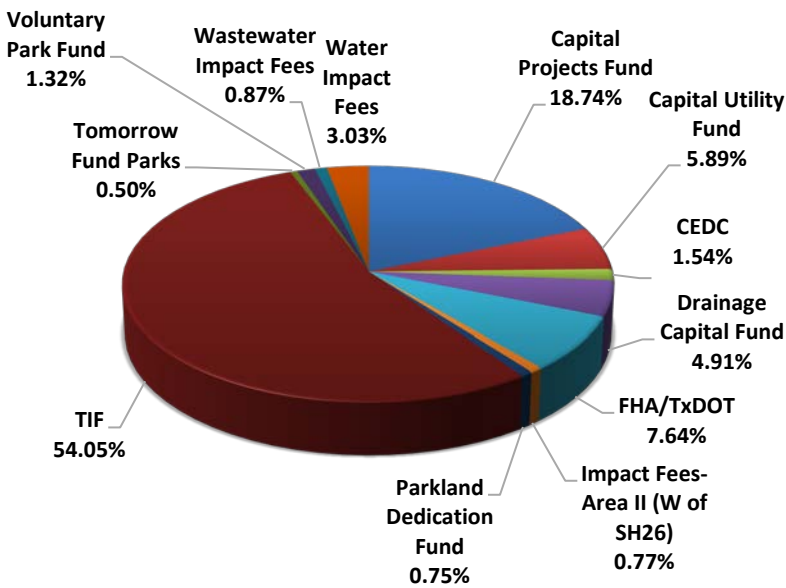
Fiscal Year 2021 Projects by Category and Funding Source

Fiscal Year 2021 Projects by Category

Project Category	Amount
Drainage	\$9,250,000
Facilities	\$3,617,600
Information Technology	\$600,000
Master Plans/Studies	\$90,900
Parks and Recreation	\$745,000
Sidewalks/Trails	\$2,975,000
Streets	\$28,860,000
Wastewater	\$590,000
Water	\$1,850,000
TOTAL	\$40,253,500



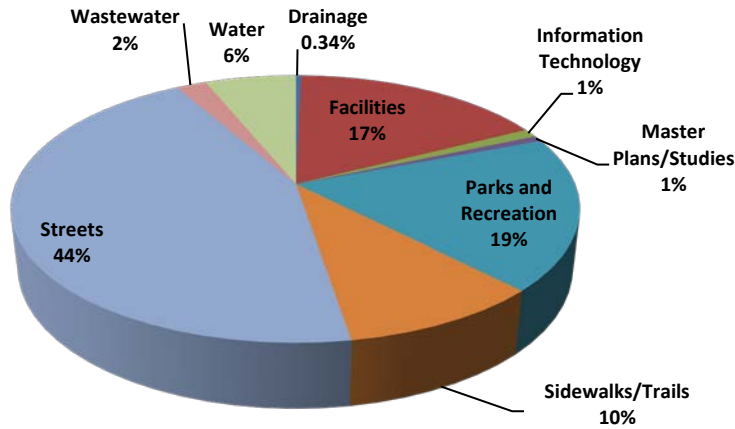
Fiscal Year 2021 Projects by Funding Source



Funding Source	Amount
Capital Projects Fund	\$7,545,000
Capital Utility Fund	\$2,370,000
CEDC	\$620,000
Drainage Capital Fund	\$1,975,000
Grant	\$3,077,000
Impact Fees-Area II (W of SH26)	\$310,000
Parkland Dedication Fund	\$300,000
TIF	\$21,756,500
Tomorrow Fund Parks	\$200,000
Voluntary Park Fund	\$530,000
Wastewater Impact Fees	\$350,000
Water Impact Fees	\$1,220,000
TOTAL	\$40,253,500

Fiscal Year 2022-2026 Capital Improvement Program Total Summary

Colleyville’s 2022-2026 CIP identifies projects ranging from new infrastructure and rehabilitation to information technology and equipment. The program projects are grouped into categories and are funded through multiple sources as identified below.

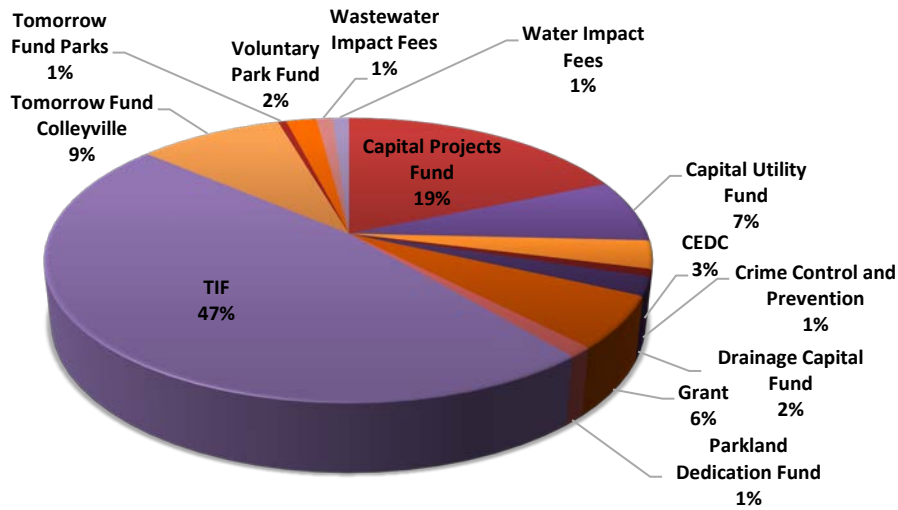


Fiscal Year 2022-2026 Program Categories

Project Category	2022	2023	2024	2025	2026	Total
Drainage	\$100,000	\$800,000	\$300,000	\$400,000	\$300,000	\$1,900,000
Facilities	\$5,015,000	\$2,075,000	\$1,550,000	\$200,000	\$50,000	\$8,890,000
Information Technology	\$300,000	—	—	\$100,000	—	\$400,000
Master Plans/Studies	\$200,000	—	—	—	—	\$200,000
Parks and Recreation	\$5,415,000	\$5,655,000	\$1,300,000	\$525,000	\$325,000	\$13,220,000
Sidewalks/Trails	\$2,850,000	\$1,000,000	\$2,725,000	\$1,850,000	\$2,950,000	\$11,375,000
Streets	\$12,991,000	\$2,922,302	\$3,250,000	\$1,750,000	\$1,000,000	\$21,913,302
Wastewater	\$600,000	\$300,000	—	—	—	\$900,000
Water	\$1,805,539	\$2,075,000	\$3,550,000	\$3,150,000	\$4,250,000	\$14,830,539
Total	\$29,276,539	\$14,827,302	\$12,675,000	\$7,975,000	\$8,875,000	\$73,628,841

Further details of the planned programs/projects are provided in subsequent tables for each project group.

Fiscal Year 2022-2026 Program Funding Sources



Funding Source	2022	2023	2024	2025	2026	Total
Capital Projects Fund	\$5,665,000	\$2,900,000	\$6,600,000	\$3,275,000	\$2,425,000	\$20,865,000
Capital Utility Fund	\$2,067,562	\$2,250,000	\$3,550,000	\$2,900,000	\$1,700,000	\$12,467,562
CEDC	\$925,000	\$375,000	\$1,075,000	\$300,000	\$300,000	\$2,975,000
Crime Control and Prevention	\$250,000	—	—	—	—	\$250,000
Drainage Capital Fund	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
Grant	\$1,712,977	\$1,222,302	—	—	—	\$2,935,279
Parkland Dedication Fund	\$329,500	\$180,000	—	\$100,000	—	\$609,500
TIF	\$13,751,000	\$6,300,000	\$900,000	\$750,000	\$2,000,000	\$22,201,000
Tomorrow Fund Colleyville	\$2,665,000	—	—	—	—	\$2,665,000
Tomorrow Fund Parks	\$150,000	\$700,000	—	—	—	\$850,000
Voluntary Library Fund	—	—	—	\$100,000	—	\$100,000
Voluntary Park Fund	\$560,500	\$600,000	\$250,000	—	\$250,000	\$1,660,500
Wastewater Impact Fees	\$300,000	—	—	—	—	\$300,000
Water Impact Fees	\$300,000	—	—	\$250,000	\$1,900,000	\$2,450,000
Total	\$29,276,539	\$14,827,302	\$12,675,000	\$7,975,000	\$8,875,000	\$73,628,841

Program Summaries by Group

Drainage

Drainage improvements are developed to optimize the performance and maintainability of the overall existing system. Projects are identified by utilizing the 2019 Storm Drainage Master Plan, staff recommendations, community input, and review by the Drainage Task Force. All projects requiring funding are reviewed and acted on by the City Council. Investments are made in: rehabilitating degraded open drainage channels to perform as designed and to facilitate ongoing maintenance; staff utilizes technology to inspect various aspects of the underground drainage system to ensure it is performing as designed; and by utilization of the work order system to track and identify recurring drainage problems so that an in-depth investigation can identify underlying causes and develop solutions.

Program Summary: Drainage

Drainage	2022	2023	2024	2025	2026	Total
Drainage Infrastructure						
Drainage Improvements FY2022	\$100,000	—	—	—	—	\$100,000
Drainage Improvements FY2023	—	\$300,000	—	—	—	\$300,000
Drainage Improvements FY2024	—	—	\$300,000	—	—	\$300,000
Drainage Improvements FY2025	—	—	—	\$400,000	—	\$400,000
Drainage Improvements FY2026	—	—	—	—	\$300,000	\$300,000
Drainage Infrastructure Total	\$100,000	\$300,000	\$300,000	\$400,000	\$300,000	\$1,400,000
Rehabilitation						
Drainage Improvements at Nature Center	—	\$400,000	—	—	—	\$400,000
Flood Gates Upgrade	—	\$100,000	—	—	—	\$100,000
Rehabilitation Total	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Drainage Total	\$100,000	\$800,000	\$300,000	\$400,000	\$300,000	\$1,900,000

Facilities

Staff is implementing a Facility Condition Assessment (FCA) approach for City owned facilities. The FCA is planned as a major assessment management tool to develop a comprehensive evaluation of the condition of each facility, as a means to work proactively on scheduled maintenance and repair, as well as assess short-term and long-term investment strategies.

Conducting an FCA involves the collection of data on the condition of each building or facility and categorizing the information into building system components, such as roofing or HVAC. Once the information is gathered for all locations, the evaluation for facility needs can be conducted on a systematic approach where objective determinations can be made based on clear priorities and benchmarks. Conducting an FCA also sets up a system for proactive preventative maintenance which can then alleviate the need for expensive capital replacement.

Program Summary: Facilities

Facilities	2022	2023	2024	2025	2026	Total
Pavement Markings						
Parking Facility Pavement Marking-2022	\$50,000	—	—	—	—	\$50,000
Parking Facility Pavement Marking-2023	—	\$50,000	—	—	—	\$50,000
Parking Facility Pavement Marking-2024	—	—	\$50,000	—	—	\$50,000
Parking Facility Pavement Marking-2025	—	—	—	\$50,000	—	\$50,000
Parking Facility Pavement Marking-2026	—	—	—	—	\$50,000	\$50,000
Pavement Markings Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Rehabilitation						
Central Fire Station Interior Renovation	\$125,000	—	—	—	—	\$125,000
City Hall and Library Exterior Cleaning and Sealing	\$300,000	—	—	—	—	\$300,000
Fire Station 3 Renovation	\$250,000	—	—	—	—	\$250,000
Historic Fire Station Renovation	\$100,000	—	—	—	—	\$100,000
Justice Center Exterior Cleaning and Sealing	\$350,000	—	—	—	—	\$350,000
Justice Center Exterior Safety Enhancements	\$450,000	—	—	—	—	\$450,000
Senior Center Renovations	\$3,065,000	—	—	—	—	\$3,065,000
Sparger Park Restroom Facility Renovation	\$75,000	—	—	—	—	\$75,000
Historic Fire Station Renovation-2023	—	\$50,000	—	—	—	\$50,000
Justice Center - Bitumen Roof	—	\$250,000	—	—	—	\$250,000
Pleasant Run Competition Field Restroom Facility Renovation	—	\$75,000	—	—	—	\$75,000

Senior Center Renovations-2023	—	\$1,000,000	—	—	—	\$1,000,000
City Hall - Boiler Replacement	—	—	\$200,000	—	—	\$200,000
Justice Center Interior Renovation	—	—	\$500,000	—	—	\$500,000
City Hall Dumpster Enclosure and Storage Facility	—	—	—	\$150,000	—	\$150,000
Rehabilitation Total	\$4,715,000	\$1,375,000	\$700,000	\$150,000	\$0	\$6,940,000
Equipment						
Fire Station 3 Backup Generator	\$250,000	—	—	—	—	\$250,000
Central Fire Station Backup Generator	—	\$400,000	—	—	—	\$400,000
Fire Station 2 Backup Generator	—	\$250,000	—	—	—	\$250,000
Justice Center Backup Generator	—	—	\$400,000	—	—	\$400,000
Public Works Service Center Emergency Generator	—	—	\$400,000	—	—	\$400,000
Equipment Total	\$250,000	\$650,000	\$800,000	\$0	\$0	\$1,700,000
Facilities Total	\$5,015,000	\$2,075,000	\$1,550,000	\$200,000	\$50,000	\$8,890,000

Information Technology

The City of Colleyville partnered with the City of Grapevine and the Grapevine/Colleyville Independent School District to install additional fiber optic throughout the City. This initiative will ensure the city has the bandwidth and connections to support current systems but will also grow to meet the technology needs of the City's departments.

Program Summary: Information Technology

Information Technology	2022	2023	2024	2025	2026	Total
New Construction						
Fiber Optic	\$300,000	—	—	—	—	\$300,000
New Construction Total	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Equipment						
Library Equipment Replacement	—	—	—	\$100,000	—	\$100,000
Equipment Total	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Information Technology Total	\$300,000	\$0	\$0	\$100,000	\$0	\$400,000

Master Plans/Studies (Systems, Operational, and Legislative Mandates)

Master Plans are developed to provide a road map for future facilities to be installed and/or updated generally within a 20-year timeframe. The City has several System Master Plans which provide guidance in prioritizing projects. These include the 2014 Water and Wastewater Master Plan, 2018 Parks, Recreation, and Open Space Master Plan, and the 2019 Storm Drainage Master Plan, currently in progress.

Studies are initiated to periodically review and update associated fees for water, wastewater, drainage and impact fees. Impact fee studies determine future projects and ensure the associated water, wastewater, and roadway impact fees are appropriate.

Program Summary: Master Plans/Studies

Master Plans/Studies	2022	2023	2024	2025	2026	Total
Wastewater Renewals						
Lift Stations Condition Assessment	\$75,000	—	—	—	—	\$75,000
Wastewater Renewals Total	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Water Renewals						
Water Project 3: Elevated Storage Tank-Study	\$50,000	—	—	—	—	\$50,000
Water Renewals Total	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Street Network						
Pavement Condition Assessment	\$75,000	—	—	—	—	\$75,000
Street Network Total	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Master Plans/Studies Total	\$200,000	\$0	\$0	\$0	\$0	\$200,000

Parks and Recreation

The Colleyville 2018 Parks, Recreation, and Open Space Master Plan provides direction on program offerings, facility construction and management, general capital improvements, and park amenities. This plan is also intended to establish goals, objectives, policies, and standards to help guide the future development of the City’s parks, recreation, and open space system. Parks improvements are identified by the priorities established through the various boards, committee, and maintenance needs. All projects requiring funding are reviewed and approved by the City Council.

Program Summary: Parks and Recreation

Parks and Recreation	2022	2023	2024	2025	2026	Total
New Construction						
City Park New Amenity	\$700,000	—	—	—	—	\$700,000
Colleyville Gateways-2022	\$4,000,000	—	—	—	—	\$2,500,000
Overland Park Amenity Phase II	\$150,000	—	—	—	—	\$150,000
Senior Center Monument Sign and Landscape	\$60,000	—	—	—	—	\$60,000
Colleyville Gateways-2023	—	\$4,500,000	—	—	—	\$4,500,000
Dog Park/Splash Pad	—	\$700,000	—	—	—	\$700,000
Senior Center Park Trees	—	\$100,000	—	—	—	\$100,000
City Park Playground/Splash Pad	—	—	\$200,000	—	—	\$200,000
Senior Center Park Playground	—	—	\$200,000	—	—	\$200,000
Senior Center Outdoor Fitness	—	—	—	\$200,000	—	\$200,000
Senior Center Splash Pad	—	—	—	\$250,000	—	\$250,000
City Park Playground/Splash Pad	—	—	—	—	\$250,000	\$250,000
New Construction Total	\$4,910,000	\$5,300,000	\$400,000	\$450,000	\$250,000	\$11,310,000
Rehabilitation						
City Park Event Fence	\$30,000	—	—	—	—	\$30,000
Fire Stations 2 and 3 Landscape Improvements	\$50,000	—	—	—	—	\$50,000
Justice Center Pond Beautification	\$250,000	—	—	—	—	\$250,000
Park Beautification-2022	\$50,000	—	—	—	—	\$50,000
Park Signage/Branding Program-2022	\$50,000	—	—	—	—	\$50,000
Parkway Tree Removal and Replacement-2022	\$75,000	—	—	—	—	\$75,000
City Park Tennis Lights Replacement (LED)	—	\$150,000	—	—	—	\$150,000

Parks and Recreation	2022	2023	2024	2025	2026	Total
Park Beautification-2023	—	\$50,000	—	—	—	\$50,000
Parkway Tree Removal and Replacement-2023	—	\$75,000	—	—	—	\$75,000
Kimzey Park Playground Improvements	—	—	\$500,000	—	—	\$500,000
McPherson Park Restrom Renovation	—	—	\$125,000	—	—	\$125,000
Park Beautification-2024	—	—	\$50,000	—	—	\$50,000
Parkway Tree Removal and Replacement-2024	—	—	\$75,000	—	—	\$75,000
Sand Volleyball Pit Rehabilitation (McPherson & Kimzey Parks)	—	—	\$50,000	—	—	\$50,000
Woodbriar Park Improvements	—	—	\$100,000	—	—	\$100,000
Parkway Tree Removal and Replacement-2025	—	—	—	\$75,000	—	\$75,000
Parkway Tree Removal and Replacement-2026	—	—	—	—	\$75,000	\$75,000
Rehabilitation Total	\$505,000	\$275,000	\$900,000	\$75,000	\$75,000	\$1,830,000
Equipment						
Reagan Park Perry Weather	—	\$80,000	—	—	—	\$80,000
Equipment Total	\$0	\$80,000	\$0	\$0	\$0	\$80,000
Parks and Recreation Total	\$5,415,000	\$5,655,000	\$1,300,000	\$525,000	\$325,000	\$13,220,000

Sidewalks/Trails

Sidewalk/trail improvements encompass the installation of new sidewalk/trail segments, removal of obstructions along existing segments, and improvements to access ramps to ensure compliance with accessibility standards. Sidewalk/trail improvements are targeted to improve pedestrian mobility and access around schools, recreation areas, community centers, and other high pedestrian uses.

Program Summary: Sidewalks/Trails

Sidewalks/Trails	2022	2023	2024	2025	2026	Total
New Construction						
Annual Small Segment Sidewalk/Trail Construction FY2022	\$550,000	—	—	—	—	\$550,000
Bransford Rd Trail (Field St to Cotton Belt Trail)-Construction	\$900,000	—	—	—	—	\$900,000
Nature Center Trail-Construction	\$1,000,000	—	—	—	—	\$1,000,000
Annual Small Segment Sidewalk/Trail Construction FY2023	—	\$550,000	—	—	—	\$550,000
Annual Small Segment Sidewalk/Trail Construction FY2024	—	—	\$550,000	—	—	\$550,000
Bedford Rd Trail (Glade to Cheek-Sparger)-Construction	—	—	\$1,500,000	—	—	\$1,500,000
Jackson Rd Trail (Cheek-Sparger to Shenendoah)-Design	—	—	\$125,000	—	—	\$125,000
Annual Small Segment Sidewalk/Trail Construction FY2025	—	—	—	\$550,000	—	\$550,000
Jackson Rd Trail (Cheek-Sparger to Shenendoah)-Construction	—	—	—	\$400,000	—	\$400,000
Nature Center Trail PH2a-Construction	—	—	—	\$500,000	—	\$500,000
Annual Small Segment Sidewalk/Trail Construction FY2026	—	—	—	—	\$550,000	\$550,000
Nature Center Trail PH2b-Construction	—	—	—	—	\$2,000,000	\$2,000,000
New Construction Total	\$2,450,000	\$550,000	\$2,175,000	\$1,450,000	\$2,550,000	\$9,175,000
Rehabilitation						
Misc Concrete Rehabilitation FY2022	\$400,000	—	—	—	—	\$400,000
Cheek-Sparger Trail-Design	—	\$50,000	—	—	—	\$50,000
Misc Concrete Rehabilitation FY2023	—	\$400,000	—	—	—	\$400,000
Cheek-Sparger Trail	—	—	\$150,000	—	—	\$150,000
Misc Concrete Rehabilitation FY2024	—	—	\$400,000	—	—	\$400,000

Sidewalks/Trails	2022	2023	2024	2025	2026	Total
Misc Concrete Rehabilitation FY2025	—	—	—	\$400,000	—	\$400,000
Misc Concrete Rehabilitation FY2026	—	—	—	—	\$400,000	\$400,000
Rehabilitation Total	\$400,000	\$450,000	\$550,000	\$400,000	\$400,000	\$2,200,000
Sidewalks/Trails Total	\$2,850,000	\$1,000,000	\$2,725,000	\$1,850,000	\$2,950,000	\$11,375,000

Streets

The Street Capital Improvement Strategy is driven by its mission to provide a safe and reliable street system for effective movement of people, goods and services. The CIP is developed from many sources within the City as well as exterior sources. These sources include:

- **Master Plans.** Master Plans are developed to provide a strategic plan for future infrastructure to be installed generally within a 20 plus year timeframe.
- **Collaboration with other Public Entities.** Ongoing collaboration with other public entities occurs such that transportation/street plans are coordinated and facilities integrated to create a seamless street system. Organizations include surrounding Cities, NCTCOG, TxDOT, and Tarrant County.
- **Corporate Priorities.** Street System improvements are provided in support of City Council- approved priority programs for the development of the City.
- **Legislative and Regulatory Mandates.** The Federal Government through the U.S. Department of Transportation (USDOT) and the Texas Legislature through the Texas Department of Transportation (TxDOT) regulate many standards for the design and operation of associated street components. Compliance with these regulations is typically related to traffic control signage, pavement markings, and various forms of traffic signals.
- **Condition Assessment and Maintenance History.** Staff routinely reviews the operation and maintenance records of the various elements of the Street System infrastructure for rehabilitation to extend the operating life of the asset and minimize maintenance costs by applying appropriate techniques at the most effective time intervals. These types of projects are identified through street assessment studies and the review of maintenance records to identify the appropriate rehabilitation or reconstruction technique that should be applied.
- **CIP Priority Criteria**
The Street System CIP is directly linked to the goals of: mobility, public safety, improving neighborhoods and communities, and retaining/encouraging economic growth. The specific goals and project prioritization are aligned with citywide strategic goals as reflected in the capital project prioritization system.

Reconstruction of failing streets, and application of various rehabilitation techniques to extend the life cycle of the street such as mill and overlays, overlays, joint/crack sealing, concrete panel/base failure repair, and asphalt sealing and resurfacing. Sub-categories within streets include the following:

- **Bridges:** These improvements include the rehabilitation and/or reconstruction of existing bridges where rehabilitation would not be cost effective. The City utilizes funding to partner with TxDOT and neighboring cities in the rehabilitation of bridge structures such that Federal Bridge monies are maximized. The Pleasant Run Bridge is complete and the Jackson Road Bridge is scheduled to be rehabilitated and/or reconstructed. Funding will be through grants and local match.
- **Intersection Improvements:** Safety and capacity improvements at existing intersections include Glade Road at Bluebonnet, roundabouts at Glade Road and Riverwalk Drive; McDonwell School Road and Westcoat Drive; and John McCain Road at Westcoat Drive, and the addition of a right turn lane on L.D. Lockett Road at Precinct Line Road.
- **Pavement Markings:** Rehabilitation of existing pavement markings throughout the street system encompassing: lane lines, railroad crossings, crosswalks, and school zones.

- **School & Neighborhood Safety:** Rehabilitation and upgrading of existing school zones with new signage, pavement markings, flashing beacons; and neighborhood speed awareness/warning devices to better manage travel speeds in residential areas.
- **Street Lighting:** Installation of new street lighting in unlighted areas and or rehabilitation of existing lighting systems including new lighting along the SH26 corridor.
- **Traffic Signals:** Installation of new traffic signals, system and communication network elements, and the rehabilitation of existing signals and system components.

Program Summary: Streets

STREETS	2022	2023	2024	2025	2026	Total
Bridges						
John McCain Bridge Expansion	\$200,000	—	—	—	—	\$200,000
Jackson Road Bridge Renovation-Construction	—	\$1,222,302	—	—	—	\$1,222,302
BRIDGES TOTAL	\$200,000	\$1,222,302	\$0	\$0	\$0	\$1,422,302
Intersection Improvements						
Glade Road at Bluebonnet Drive	\$1,900,000	—	—	—	—	\$1,900,000
Intersection Improvements Total	\$1,900,000	\$0	\$0	\$0	\$0	\$1,900,000
Pavement Markings						
Street Pavement Marking-2022	\$100,000	—	—	—	—	\$100,000
Street Pavement Marking-2023	—	\$100,000	—	—	—	\$100,000
Street Pavement Marking-2024	—	—	\$100,000	—	—	\$100,000
Street Pavement Marking-2025	—	—	—	\$100,000	—	\$100,000
Street Pavement Marking-2026	—	—	—	—	\$100,000	\$100,000
Pavement Markings Total	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Reconstruction						
Cheek-Sparger Road (San Bar to Brown Trail) - Design	\$26,000	—	—	—	—	\$26,000
Glade Road (Phase 2 - SH26 to Pool) - FY22 Construction	\$6,000,000	—	—	—	—	\$6,000,000
Roberts Road - Construction	\$1,000,000	—	—	—	—	\$1,000,000
Water Project 11: Tinker Road Water/Drainage/Road Reconstruction	\$2,700,000	—	—	—	—	\$2,700,000
Cheek-Sparger Road (San Bar to Brown Trail) - Construction Overruns	—	\$200,000	—	—	—	\$200,000
Cooks and Waller Lane-Design and ROW	—	\$500,000	—	—	—	\$500,000
Brown Trail Rehabilitation	—	—	\$750,000	—	—	\$750,000

STREETS	2022	2023	2024	2025	2026	Total
Cooks and Waller Lane	—	—	\$750,000	—	—	\$750,000
Reconstruction Total	\$9,726,000	\$700,000	\$1,500,000	\$0	\$0	\$11,926,000
Rehabilitation						
Bluebonnet Drive Rehabilitation	\$90,000	—	—	—	—	\$90,000
Street Maintenance County-2022	\$400,000	—	—	—	—	\$400,000
Street Maintenance Program-2022	\$500,000	—	—	—	—	\$500,000
Street Maintenance County-2023	—	\$400,000	—	—	—	\$400,000
Street Maintenance Program-2023	—	\$500,000	—	—	—	\$500,000
Street Concrete Panel Replacement-2024	—	—	\$750,000	—	—	\$750,000
Street Maintenance County-2024	—	—	\$400,000	—	—	\$400,000
Street Maintenance Program-2024	—	—	\$500,000	—	—	\$500,000
Street Concrete Panel Replacement-2025	—	—	—	\$750,000	—	\$750,000
Street Maintenance County-2025	—	—	—	\$400,000	—	\$400,000
Street Maintenance Program-2025	—	—	—	\$500,000	—	\$500,000
Street Maintenance County-2026	—	—	—	—	\$400,000	\$400,000
Street Maintenance Program-2026	—	—	—	—	\$500,000	\$500,000
Rehabilitation Total	\$990,000	\$900,000	\$1,650,000	\$1,650,000	\$900,000	\$6,090,000
School and Neighborhood Safety						
Flashing Lights for Pedestrian Crosswalks-2022	\$75,000	—	—	—	—	\$75,000
School And Neighborhood Safety Total	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Streets Total	\$12,991,000	\$2,922,302	\$3,250,000	\$1,750,000	\$1,000,000	\$21,913,302

Wastewater and Water Renewals

Various projects were identified in the 2014 Water and Wastewater Master Plan, requiring investments to improve water and wastewater infrastructure. In addition, staff routinely review the operation and maintenance records of water and wastewater mains and facilities for rehabilitation or replacement needs due to high maintenance costs.

Program Summary: Wastewater

Wastewater	2022	2023	2024	2025	2026	Total
Wastewater Renewals						
WW Project 10: Rehabilitation of Priority 2 Manholes	\$150,000	—	—	—	—	\$150,000
WW Project 5: Quails Path WW Renewal and Road Rehabilitation	\$450,000	—	—	—	—	\$450,000
Tara Wastewater Improvement	—	\$300,000	—	—	—	\$300,000
Wastewater Total	\$600,000	\$300,000	\$0	\$0	\$0	\$900,000

Program Summary: Water

Water	2022	2023	2024	2025	2026	Total
Water Renewals						
Pleasant Run Road Watersystem Interconnection	\$300,000	—	—	—	—	\$300,000
Water Project 18: Pecan Park Estates- Design	\$200,000	—	—	—	—	\$200,000
Woodbriar and Quail Crest Water/WW - PH I Design	\$395,000	—	—	—	—	\$395,000
Water Project 18: Pecan Park Estates- Construction	—	\$2,025,000	—	—	—	\$2,025,000
Woodbriar and Quail Crest Water/WW - PH I Construction	—	—	\$3,300,000	—	—	\$3,300,000
Woodbriar and Quail Crest Water/WW - PH II Design	—	—	\$250,000	—	—	\$250,000
Water Project 5: Brighton Oaks - Design	—	—	—	\$250,000	—	\$250,000
Woodbriar and Quail Crest Water/WW - PH II Construction	—	—	—	\$2,500,000	—	\$2,500,000
Woodbriar and Quail Crest Water/WW - PH III Design	—	—	—	\$150,000	—	\$150,000
Water Project 17: Monticello - Design	—	—	—	—	\$200,000	\$200,000
Water Project 5: Brighton Oaks Water/Street Rehabilitation	—	—	—	—	\$2,550,000	\$2,550,000
Woodbriar and Quail Crest Water/WW - PH III Construction	—	—	—	—	\$1,500,000	\$1,500,000
Water Renewals Total	\$895,000	\$2,025,000	\$3,550,000	\$2,900,000	\$4,250,000	\$13,620,000
Equipment						
Equipment Replacement	\$426,570	—	—	—	—	\$426,570
L.D. Lockett Pump Station Emergency Generator	\$483,969	—	—	—	—	\$483,969
L.D. Lockett Pump Station Chlorine Rooms	—	\$50,000	—	—	—	\$50,000
Water Tower Tank Mixers	—	—	—	\$250,000	—	\$250,000
EQUIPMENT TOTAL	\$910,539	\$50,000	\$0	\$250,000	\$0	\$1,210,539
Water Total	\$1,805,539	\$2,075,000	\$3,550,000	\$3,150,000	\$4,250,000	\$14,830,539

Exhibits

- A. Fiscal Year 2022 Individual Project Pages
- B. Fund Balance
- C. 5 Year Capital Improvement Plan FY2022-2026 - Project List



Exhibit A
City of Colleyville
Capital Improvement Plan
Fiscal Year 2022
Project Descriptions

2022

Drainage

Drainage Improvements FY2022

Program Description

This project will provide for drainage improvements based upon the Storm Drainage Master Plan.

Strategic Plan Connection

3.3 Mitigate stormwater runoff and flooding risks

Total Project Cost \$100,000

Category	Type	Funding Source	2022
Drainage	Drainage Infrastructure	Drainage Capital Fund	\$100,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Facilities

Central Fire Station Interior Renovation

Program Description

This project will replace the kitchen cabinets, carpet,, and buff and seal the concrete stained flooring at the Central Fire Station.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$125,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	TIF	\$125,000.00

City Hall and Library Exterior Cleaning and Sealing

Program Description

This project will rehabilitate the exterior of the City Hall/Library complex. The exterior surfaces will be cleaned, sealed, and painted..

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$300,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	TIF	\$300,000.00

Fire Station 3 Backup Generator

Program Description

The project will replace the existing back up generator that failed during the winter weather event in February 2021 for Fire Station 3 to provide emergency energy in the event of power outage.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$250,000

Category	Type	Funding Source	2022
Facilities	Equipment	Capital Projects Fund	\$250,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Fire Station 3 Renovation

Program Description

This project will provide for the rehabilitation of Fire Station 3. Items include the renovation of restrooms, flooring, interior and exterior paint, replacement roof, gutters, and downspouts.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$250,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	Capital Projects Fund	\$250,000.00

Historic Fire Station Renovation

Program Description

This request is for the renovation and beautification of the fire department annex building located at 1900 Hall Johnson Rd. Within this request is the reinforcement of the interior side of the sheet metal walls to support the exterior stucco addition. The exterior will be adorned with stucco above a masonry veneer.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$100,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	TIF	\$100,000.00

Justice Center Exterior Cleaning and Sealing

Program Description

This project will clean, seal, paint, and repair the exterior surface of the Justice Center facility.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$350,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	Capital Projects Fund	\$350,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Justice Center Exterior Safety Enhancements

Program Description

This project will install covered parking, a brick fence at the rear perimeter of the property, and security gate with electronic card access.

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated costs

Total Project Cost \$450,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	Crime Control and Prevention	\$250,000.00
Facilities	Rehabilitation	TIF	\$200,000.00

Parking Facility Pavement Marking-2022

Program Description

The Facility Pavementt Marking program targets the rehabilitation of existing pavement markings for City owned facilities.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$50,000

Category	Type	Funding Source	2022
Facilities	Pavement Markings	Capital Projects Fund	\$50,000.00

Senior Center Renovations

Program Description

This project will provide major renovations to the Senior Center facility.

Strategic Plan Connection

5.2 Support a variety of community events, concerts and celebrations
 5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$3,065,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	Tomorrow Fund Colleyville	\$2,565,000.00
Facilities	Rehabilitation	CEDC	\$500,000.00

Potential Additional Operating Costs

As the Senior Center's renovations may eventually include additional parks infrastructure, staff is expecting potential increases to maintenance costs between \$10,000 and \$20,000, which will likely be funded through the Economic Development Corporation.



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Sparger Park Restroom Facility Renovation

Program Description

This project consists of renovating the restroom facilities at Sparger Park.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$75,000

Category	Type	Funding Source	2022
Facilities	Rehabilitation	CEDC	\$75,000.00

Information Technology

Fiber Optic

Program Description

This is a fiber project that will span approximately six years combining the financial resources of the cities of Colleyville, Grapevine, and the Grapevine/Colleyville Independent School District (GCISD). The City of Grapevine, acting as a contractor, will bore several miles of underground conduit throughout Colleyville and Grapevine to help all three entities deliver fiber to all of their internal buildings in order to replace costly annual fiber leases from internet service providers.

Strategic Plan Connection

2.3 Effectively leverage information technology

Total Project Cost \$300,000

Category	Type	Funding Source	2022
Information Technology	New Construction	TIF	\$300,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Master Plans/Studies

Lift Stations Condition Assessment

Program Description

This project will provide for a conditional assessment of the lift stations currently in operation.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$75,000

Category	Type	Funding Source	2022
Master Plans/Studies	Wastewater Renewals	Capital Utility Fund	\$75,000.00

Pavement Condition Assessment

Program Description

Utilizing advanced survey technology, information on pavement distresses and structural strength will be collected for the street network. The pavement condition index (PCI), as a condition rating index, assists with developing rehabilitation and replacement strategies for the street network.

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated costs

Total Project Cost \$75,000

Category	Type	Funding Source	2022
Master Plans/Studies	Street Network	Capital Projects Fund	\$75,000.00

Water Project 3: Elevated Storage Tank-Study

Program Description

Hydraulic study to evaluate any significant potential system improvements gained through the addition of a new 1MG storage tank as identified in the 2014 Water and Wastewater Master Plan.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$50,000

Category	Type	Funding Source	2022
Master Plans/Studies	Water Renewals	Capital Utility Fund	\$50,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Parks and Recreation

City Park Event Fence

Program Description

This project consists of replacing the existing fence at City Park with fencing that can be removed during special events.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$30,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	Voluntary Park Fund	\$30,000.00

City Park New Amenity

Program Description

This project consists of constructing a new amenity at the City Park Facility.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$700,000

Category	Type	Funding Source	2022
Parks and Recreation	New Construction	Voluntary Park Fund	\$280,500.00
Parks and Recreation	New Construction	Tomorrow Fund Parks	\$90,000.00
Parks and Recreation	New Construction	Parkland Dedication Fund	\$329,500.00

Colleyville Gateways-2022

Program Description

This project is for the landscape and beautification to the Colleyville Gateways. Improvements include tower structures, wall fountain, retaining walls, and miscellaneous appurtenances. This is a multi-year funded project.

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated costs

Total Project Cost \$4,000,000

Category	Type	Funding Source	2022
Parks and Recreation	New Construction	TIF	\$4,000,000.00

Potential Additional Operating Costs

As the new amenity and Colleyville gateways represent new construction, it is likely that an increase in maintenance costs for both will need to be reflected in our operating budget, likely at between \$10,000 - \$20,000 within a few years after project completion. These costs will be split between the General Fund and the Economic Development Fund.



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Fire Stations 2 and 3 Landscape Improvements

Program Description

This project will make landscape improvements to Fire Stations 2 and 3.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$50,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	CEDC	\$50,000.00

Justice Center Pond Beautification

Program Description

This project will make landscape improvements to water feature at the Justice Center.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$250,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	Tomorrow Fund Colleyville	\$100,000.00
Parks and Recreation	Rehabilitation	Drainage Capital Fund	\$150,000.00

Overland Park Amenity Phase II

Program Description

This project consists of the second phase of constructing new amenities at the Overland Park Facility.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$150,000

Category	Type	Funding Source	2022
Parks and Recreation	New Construction	Voluntary Park Fund	\$150,000.00

Potential Additional Operating Costs

As the Overland Park Amenity represents new construction, staff is expecting potential increases to maintenance costs between \$15,000 and \$10,000, which will likely be funded through the Economic Development Corporation.



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Park Beautification-2022

Program Description

This project will make landscape improvements to the parks.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$50,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	Voluntary Park Fund	\$50,000.00

Park Signage/Branding Program-2022

Program Description

This project will provide for branding and subsequent replacement of park signage.

Strategic Plan Connection

5.1 Create and sustain an identifiable Colleyville Brand

Total Project Cost \$50,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	Voluntary Park Fund	\$50,000.00

Parkway Tree Removal and Replacement-2022

Program Description

Design project plans and specifications and the removal and replacement of trees along the parkways within the City.

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$75,000

Category	Type	Funding Source	2022
Parks and Recreation	Rehabilitation	Capital Projects Fund	\$75,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Senior Center Monument Sign and Landscape

Program Description

This project consists of constructing a new monument sign and landscape improvements at the Senior Center

Strategic Plan Connection

5.3 Provide attractive facilities for leisure and recreation

Total Project Cost \$60,000

Category	Type	Funding Source	2022
Parks and Recreation	New Construction	Tomorrow Fund Parks	\$60,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Sidewalks/Trails

Annual Small Segment Sidewalk/Trail Construction FY2022

Program Description

This project is to provide for the construction to connect missing segments along sidewalks and or trails.

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated cost

Total Project Cost \$550,000

Category	Type	Funding Source	2022
Sidewalks/Trails	New Construction	CEDC	\$300,000.00
Sidewalks/Trails	New Construction	Capital Projects Fund	\$250,000.00

Bransford Rd Trail (Field St to Cotton Belt Trail)-Construction

Program Description

This project is to provide for the construction of a trail along Bransford Road from Field Street to the Cotton Belt Trail

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated cost

Total Project Cost \$900,000

Category	Type	Funding Source	2022
Sidewalks/Trails	New Construction	Capital Projects Fund	\$900,000.00

Misc Concrete Rehabilitation-2022

Program Description

This project will provide for sidewalk improvements that encompass the rehabilitation of sidewalk segments, removal of obstructions along existing segments, and improvements to access ramps, as well as the replacement of concrete street panels.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$400,000

Category	Type	Funding Source	2022
Sidewalks/Trails	Rehabilitation	Capital Projects Fund	\$400,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Nature Center Trail-Construction

Program Description

This project is to provide for the construction of a trail from the Nature Center to SH26.

Strategic Plan Connection

3.4 Thoroughly plan for future capital investments and associated cost

Total Project Cost \$1,000,000

Category	Type	Funding Source	2022
Sidewalks/Trails	New Construction	TIF	\$1,000,000.00

Potential Additional Operating Costs

The addition of a trail will likely increase annual or bi-annual maintenance costs. However, at this time staff believes this can be absorbed through our existing trail and road maintenance program.



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Streets

Bluebonnet Drive Rehabilitation

Program Description

This project will rehabilitate Bluebonnet Drive in its current configuration.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets.
 5.4 Actively seek public/private partnerships

Total Project Cost \$90,000

Category	Type	Funding Source	2022
Streets	Rehabilitation	Capital Projects Fund	\$90,000.00

Cheek-Sparger Road (San Bar to Brown Trail) - Design

Program Description

Design project plans and specifications for the road reconstruction and upsizing of the waterline at Cheek-Sparger Road from San Bar to Brown Trail.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$26,000

Category	Type	Funding Source	2022
Streets	Reconstruction	TIF	\$26,000.00

Flashing Lights for Pedestrian Crosswalks-2022

Program Description

This project will provide for the purchase and installation of flashing lights at pedestrian crosswalks to enhance safety.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$75,000

Category	Type	Funding Source	2022
Streets	School and Neighborhood Safety	Capital Projects Fund	\$75,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Glade Road (Phase 2 - SH26 to Pool) - FY22 Construction

Program Description

This project includes reconstruction of Glade Road from SH26 to Pool Road.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$6,000,000

Category	Type	Funding Source	2022
Streets	Reconstruction	TIF	\$6,000,000.00

Glade Road at Bluebonnet Drive

Program Description

This project includes the lowering of Bluebonnet Drive at Glade Road.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$1,900,000

Category	Type	Funding Source	2022
Streets	Intersection Improvements	Grant	\$1,200,000.00
Streets	Intersection Improvements	TIF	\$700,000.00

John McCain Bridge Expansion

Program Description

This project will include replacement of the bridge along John McCain Road west of Monticello Parkway and crossing White Chapel Creek.

Strategic Plan Connection

3.3 Mitigate stormwater runoff and flooding risks

Total Project Cost \$200,000

Category	Type	Funding Source	2022
Streets	Bridges	Grant	\$150,000.00
Streets	Bridges	Drainage Capital Fund	\$50,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Roberts Road - Construction

Program Description

This project provides for the rehabilitation of Roberts Road from Glade Road to the Grapevine city limits.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$1,000,000

Category	Type	Funding Source	2022
Streets	Reconstruction	TIF	\$1,000,000.00

Street Maintenance County-2022

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. Projects are completed by either an ILA with Tarrant County or through bidding procedures.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$400,000

Category	Type	Funding Source	2022
Streets	Rehabilitation	Capital Projects Fund	\$400,000.00

Street Maintenance Program-2022

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. Projects are completed by either an ILA with Tarrant County or through bidding procedures.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$500,000

Category	Type	Funding Source	2022
Streets	Rehabilitation	Capital Projects Fund	\$500,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Street Pavement Marking-2022

Program Description

The Street Pavement Marking program targets the rehabilitation of existing pavement markings throughout the street system such as lane lines, railroad crossings, crosswalks, and school zones.

Strategic Plan Connection

3.1 Upgrade the condition of major roads and neighborhood streets

Total Project Cost \$100,000

Category	Type	Funding Source	2022
Streets	Pavement Markings	Capital Projects Fund	\$100,000.00

Water Project 11: Tinker Road Water/Drainage/Road Reconstruction

Program Description

The project includes installation ~2,570 feet of 10" PVC water lines along Tinker Road, as identified in the 2014 Water and Wastewater Master Plan. This project will rehabilitate Tinker Road from Pleasant Run to Highway 26.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$2,700,000

Category	Type	Funding Source	2022
Streets	Reconstruction	Water Impact Fees	\$300,000.00
Streets	Reconstruction	Wastewater Impact Fees	\$300,000.00
Streets	Reconstruction	Drainage Capital Fund	\$300,000.00
Streets	Reconstruction	Capital Projects Fund	\$1,800,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Wastewater

WW Project 10: Rehabilitation of Priority 2 Manholes

Program Description

This project involves the rehabilitation of Priority 2 manholes throughout the City identified in the manhole assessment in conjunction with the formation of the Master Plan.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$150,000

Category	Type	Funding Source	2022
Wastewater	Wastewater Renewals	Capital Utility Fund	\$150,000.00

WW Project 5: Quails Path WW Renewal and Road Rehabilitation

Program Description

The project includes replacement of 8-inch and 10-inch sanitary sewer line with 10-inch PVC along Quail’s Path and LD Lockett as identified in the 2014 Water and Wastewater Master Plan. This project will rehabilitate a portion of Quails Path (approximately 800 feet) after the completion of the wastewater project.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$450,000

Category	Type	Funding Source	2022
Wastewater	Wastewater Renewals	Capital Utility Fund	\$350,000.00
Wastewater	Wastewater Renewals	Capital Projects Fund	\$100,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Water

Equipment Replacements

Program Description

This project will replace heavy equipment utilized in the Public Works Water/Wastewater Division.

Strategic Plan Connection

3.2 Ensure regular replacement of water and wastewater facilities

Total Project Cost \$426,570

Category	Type	Funding Source	2022
Water	Equipment	Capital Utility Fund	\$426,570.00

L.D. Lockett Pump Station Emergency Generator

Program Description

The project will design project plans and specifications and construction of a backup generator at the LD Lockett pump station to provide emergency energy in the event of power outage.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$483,969

Category	Type	Funding Source	2022
Water	Equipment	Grant	\$362,977.00
Water	Equipment	Capital Utility Fund	\$120,992.00

Pleasant Run Road Water System Interconnection

Program Description

The project includes the interconnection of the water system between the Cities of Colleyville and Southlake.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$300,000

Category	Type	Funding Source	2022
Water	Water Renewals	Capital Utility Fund	\$300,000.00



Exhibit A
 City of Colleyville
 Capital Improvement Plan
 Fiscal Year 2022
 Project Descriptions

Water Project 18: Pecan Park Estates-Design

Program Description

Design project plans and specifications for the installation of ~3,940 feet of 8" PVC water line throughout the neighborhood as identified in the 2014 Water and Wastewater Master Plan. This project will include drainage improvements on Ponderosa street and will rehabilitate Hardage Lane, Ponderosa Street, Park and Ronna Courts.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$200,000

Category	Type	Funding Source	2022
Water	Water Renewals	Capital Utility Fund	\$200,000.00

Woodbriar and Quail Crest Water/WW - PH I Design

Program Description

Design project plans and specifications for the installation of new water and wastewater lines throughout the Woodbriar Estates and Quail Crest Subdivisions as identified as Water Project 6 and Wastewater Project 1 in the 2014 Water and Wastewater Master Plan.

Strategic Plan Connection

3.2 Ensure regular repair and replacement of water and wastewater facilities

Total Project Cost \$395,000

Category	Type	Funding Source	2022
Water	Water Renewals	Capital Utility Fund	\$395,000.00

Exhibit B
Fund Balance
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees	
2021	<i>Projects under contract or in progress</i>																		
	<i>Annual Small Sidewalk Connectivity</i>	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Sum Of Total Project Cost:</i>	\$ 16,053,834	\$ 3,751,785	\$ 427,615	\$ -	\$ 300,000	\$ 661,134	\$ -	\$ 3,825	\$ 3,825	\$ 400,000	\$ 9,846,000	\$ -	\$ 200,000	\$ 37,000	\$ 150,000	\$ 15,825	\$ 256,825	
	<i>(+) Year-end surplus contributions</i>	\$ -	\$ 3,756,385	\$ 1,452,481	\$ -	\$ -	\$ 53,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>(-) Costs not included in project list</i>	\$ -	\$ -	\$ -	\$ -	\$ 845,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 759,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>(-/+) Transfers in/out</i>	\$ (8,381,432)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,381,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>(+) FY21 Budgeted Contribution</i>	\$ 107,887	\$ 195,580	\$ -	\$ -	\$ 799,438	\$ 9,648	\$ -	\$ 10,000	\$ 254,444	\$ 7,000	\$ 568,155	\$ -	\$ 446	\$ -	\$ 54,067	\$ 19,297	\$ 88,608	
2022	<i>Estimated 10/1/2021 Available Balance</i>	\$ -	\$ 5,238,892	\$ 7,784,896	\$ 1,941,737	\$ 720,341	\$ 1,158,408	\$ -	\$ 198,936	\$ 911,109	\$ 599,932	\$ 906,176	\$ 2,643,116	\$ 887,326	\$ 633,071	\$ 1,246,511	\$ 882,203	\$ 2,996,219	
	<i>Sum Of Total Project Cost:</i>	\$ 29,276,539	\$ 5,665,000	\$ 2,067,562	\$ 250,000	\$ 925,000	\$ 600,000	\$ 1,712,977	\$ -	\$ -	\$ 329,500	\$ 13,751,000	\$ 2,665,000	\$ 150,000	\$ -	\$ 560,500	\$ 300,000	\$ 300,000	
	<i>(+) Year-end surplus contributions</i>	\$ 5,606,385	\$ 450,000	\$ -	\$ -	\$ -	\$ 336,664	\$ 1,712,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(-) Operational Costs not included in project list</i>	\$ -	\$ -	\$ -	\$ 1,929,605	\$ 1,419,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 907,028	\$ -	\$ -	\$ 150,248	\$ -	\$ -	\$ -	
	<i>(-/+) Transfers in/out</i>	\$ (4,647,092)	\$ (3,700,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,347,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(+) FY22 Budgeted Contribution</i>	\$ 22,274	\$ 776,922	\$ -	\$ 2,001,200	\$ 2,385,000	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 10,500	\$ 6,762,067	\$ 59,286	\$ 2,500	\$ 133,720	\$ 173,000	\$ 37,125	\$ 157,500	
2023	<i>Estimated 10/1/2022 Available Balance</i>	\$ -	\$ 555,459	\$ 3,244,256	\$ 1,763,332	\$ 760,722	\$ 895,072	\$ -	\$ 208,936	\$ 1,361,109	\$ 280,932	\$ 1,357,307	\$ 37,402	\$ 739,826	\$ 616,543	\$ 859,011	\$ 619,328	\$ 2,853,719	
	<i>Sum Of Total Project Cost:</i>	\$ 14,827,302	\$ 2,900,000	\$ 2,250,000	\$ -	\$ 375,000	\$ 300,000	\$ 1,222,302	\$ -	\$ -	\$ 180,000	\$ 6,300,000	\$ -	\$ 700,000	\$ -	\$ 600,000	\$ -	\$ -	
	<i>(+) Year-end surplus contributions</i>	\$ -	\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ 316,018	\$ 1,222,302	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(-) Operational Costs not included in project list</i>	\$ -	\$ -	\$ -	\$ 2,227,115	\$ 1,249,198	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 910,103	\$ -	\$ -	\$ 151,263	\$ -	\$ -	\$ -	
	<i>(-/+) Transfers in/out</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(+) FY23 Budgeted Contribution</i>	\$ 15,000	\$ 1,041,798	\$ 2,051,212	\$ 2,213,850	\$ -	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 6,959,421	\$ 44,361	\$ 5,000	\$ 140,356	\$ 174,500	\$ 27,844	\$ 118,125	
2024	<i>Estimated 10/1/2023 Available Balance</i>	\$ -	\$ (329,541)	\$ 2,486,054	\$ 1,587,429	\$ 1,350,374	\$ 911,090	\$ -	\$ 218,936	\$ 1,811,109	\$ 105,932	\$ 1,106,625	\$ 81,763	\$ 44,826	\$ 605,636	\$ 433,511	\$ 647,172	\$ 2,971,844	
	<i>Sum Of Total Project Cost:</i>	\$ 12,675,000	\$ 6,600,000	\$ 3,550,000	\$ -	\$ 1,075,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	
	<i>(+) Year-end surplus contributions</i>	\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ -	\$ 290,172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(-) Operational Costs not included in project list</i>	\$ -	\$ -	\$ 2,045,713	\$ 1,638,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 913,221	\$ -	\$ -	\$ 152,309	\$ -	\$ -	\$ -	
	<i>(-/+) Transfers in/out</i>	\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,400,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(+) FY24 Budgeted Contribution</i>	\$ 16,666	\$ 1,306,228	\$ 2,097,349	\$ 2,263,535	\$ -	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,144,095	\$ 44,450	\$ 10,000	\$ 147,324	\$ 174,202	\$ 20,883	\$ 88,594	
2025	<i>Estimated 10/1/2024 Available Balance</i>	\$ -	\$ (512,875)	\$ 692,282	\$ 1,639,065	\$ 900,771	\$ 901,262	\$ -	\$ 228,936	\$ 2,261,109	\$ 110,932	\$ 2,037,499	\$ 126,213	\$ 54,826	\$ 600,651	\$ 357,713	\$ 668,055	\$ 3,060,438	
	<i>Sum Of Total Project Cost:</i>	\$ 7,975,000	\$ 3,275,000	\$ 2,900,000	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 750,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 250,000	
	<i>(+) Year-end surplus contributions</i>	\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ -	\$ 262,668	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(-) Operational Costs not included in project list</i>	\$ -	\$ -	\$ 2,117,797	\$ 2,168,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 916,381	\$ -	\$ -	\$ 153,387	\$ -	\$ -	\$ -	
	<i>(-/+) Transfers in/out</i>	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(+) FY25 Budgeted Contribution</i>	\$ 15,269	\$ 1,575,127	\$ 2,169,284	\$ 2,533,704	\$ -	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,373,468	\$ 44,538	\$ 10,000	\$ 154,640	\$ 172,686	\$ 15,662	\$ 66,445	
2026	<i>Estimated 10/1/2025 Available Balance</i>	\$ -	\$ 3,727,394	\$ (182,591)	\$ 1,690,552	\$ 965,959	\$ 863,930	\$ -	\$ 238,936	\$ 2,711,109	\$ 15,932	\$ 1,744,586	\$ 170,751	\$ 64,826	\$ 501,904	\$ 530,399	\$ 683,717	\$ 2,876,883	
	<i>Sum Of Total Project Cost:</i>	\$ 8,875,000	\$ 2,425,000	\$ 1,700,000	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 1,900,000	
	<i>(+) Year-end surplus contributions</i>	\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ -	\$ 241,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(-) Operational Costs not included in project list</i>	\$ -	\$ -	\$ 2,168,867	\$ 1,923,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 919,585	\$ -	\$ -	\$ 153,387	\$ -	\$ -	\$ -	
	<i>(-/+) Transfers in/out</i>	\$ 4,500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>(+) FY26 Budgeted Contribution</i>	\$ 22,769	\$ 1,847,297	\$ 2,191,367	\$ 2,343,283	\$ -	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,589,122	\$ 44,628	\$ 10,000	\$ 162,323	\$ 176,140	\$ 13,313	\$ 56,479	
	<i>Estimated 10/1/26 Available Balances</i>	\$ 7,825,163	\$ 414,706	\$ 1,713,052	\$ 1,085,455	\$ 805,570	\$ -	\$ 248,936	\$ 3,161,109	\$ 20,932	\$ 20,932	\$ 914,123	\$ 215,379	\$ 74,826	\$ 510,840	\$ 456,539	\$ 697,030	\$ 1,033,362	
	<i>Total Project Cost Grand Total Sum:</i>	\$ 89,682,675	\$ 24,616,785	\$ 12,895,177	\$ 250,000	\$ 3,275,000	\$ 2,461,134	\$ 2,935,279	\$ 3,825	\$ 3,825	\$ 1,009,500	\$ 33,547,000	\$ 2,665,000	\$ 1,050,000	\$ 137,000	\$ 1,810,500	\$ 315,825	\$ 2,706,825	

*These revenue sources are located in the General Capital Fund, but for the purposes of this report we've broken them out. To get actual projected balance of that fund, add these together.

**These revenue sources are located in the Utility Capital Fund, but for the purposes of this report we've broken them out. To get actual projected balance of that fund, add these together.

Exhibit C
5 Year Capital Improvement Plan
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees
2021	Projects under contract or in progress																	
	Annual Small Sidewalk Connectivity	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Bedford Rd Trail (Glade to Cheek-Sparger)-Design	\$ 101,000	\$ 101,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Hall Interior Renovation	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Park Pickleball Court	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
	City Park Softball Shade Structure and Playground Ir	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Fire Stations Bay Area Renovation	\$ 200,000	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Glade Road (Phase 2 - SH26 to Pool) - FY21 Construc	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Library Audio/Video Equipment	\$ 37,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -
	Library 2nd Floor Renovation	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Overland Park Amenity	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -
	Park Signage/Branding Program FY2021	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
	Permit Software Acquisition	\$ 300,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pleasant Run Practice Fields New Restroom	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pleasant Run Road and Waterline	\$ 1,960,000	\$ 1,140,000	\$ -	\$ -	\$ -	\$ 555,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 253,000
	Pleasant Run Bridge (White Chapel)	\$ 106,134	\$ -	\$ -	\$ -	\$ -	\$ 106,134	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Public Works Service Center Renovations	\$ 916,000	\$ 916,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Renovation-Design	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	SH26 Beautification FY2021	\$ 3,370,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,370,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Supervisory Control and Data Acquisition (SCADA) R	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Stormwater Master Plan	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 10: Rustic Trails/Black Drive	\$ 335,000	\$ -	\$ 335,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 11: Tinker Road Water Lines - Design	\$ 292,400	\$ 259,785	\$ 32,615	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water, Wastewater, and Roadway Impact Fee Updc	\$ 15,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,825	\$ 3,825	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,825	\$ 3,825
	Sum Of Total Project Cost:	\$ 16,053,834	\$ 3,751,785	\$ 427,615	\$ -	\$ 300,000	\$ 661,134	\$ -	\$ 3,825	\$ 3,825	\$ 400,000	\$ 9,846,000	\$ -	\$ 200,000	\$ 37,000	\$ 150,000	\$ 15,825	\$ 256,825
	(+) Year-end surplus contributions		\$ 3,756,385	\$ 1,452,481	\$ -	\$ -	\$ 53,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-) Costs not included in project list		\$ -	\$ -	\$ -	\$ 845,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 759,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-/+) Transfers in/out		\$ (8,381,432)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,381,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(+) FY21 Budgeted Contribution		\$ 107,887	\$ 195,580	\$ -	\$ 799,438	\$ 9,648	\$ -	\$ 10,000	\$ 254,444	\$ 7,000	\$ 568,155	\$ -	\$ 446	\$ -	\$ 54,067	\$ 19,297	\$ 88,608

Exhibit C
5 Year Capital Improvement Plan
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees																	
2022	Estimated 10/1/2021 Available Balance	\$	5,238,892	\$	7,784,896	\$	1,941,737	\$	720,341	\$	1,158,408	\$	-	\$	198,936	\$	911,109	\$	599,932	\$	906,176	\$	2,643,116	\$	887,326	\$	633,071	\$	1,246,511	\$	882,203	\$	2,996,219		
	Annual Small Segment Sidewalk/Trail Construction F	\$	550,000	\$	250,000	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Bluebonnet Drive Rehabilitation	\$	90,000	\$	90,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Bransford Rd Trail (Field St to Cotton Belt Trail)-Con	\$	900,000	\$	900,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Central Fire Station Interior Renovation	\$	125,000	\$	-	\$	-	\$	-	\$	-	\$	125,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	125,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Cheek-Sparger Road (San Bar to Brown Trail) - Desig	\$	26,000	\$	-	\$	-	\$	-	\$	-	\$	26,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	26,000	\$	-	\$	-	\$	-	\$	-	\$	-
	City Hall and Library Exterior Cleaning and Sealing	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-
	City Park Event Fence	\$	30,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	30,000	\$	-	\$	-
	City Park New Amenity	\$	700,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	90,000	\$	-	\$	280,500	\$	-	\$	-
	Colleyville Gateways-2022	\$	4,000,000	\$	-	\$	-	\$	-	\$	-	\$	4,000,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	4,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Drainage Improvements FY2022	\$	100,000	\$	-	\$	-	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Equipment Replacements	\$	426,570	\$	-	\$	426,570	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Fiber Optic	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Fire Station 3 Emergency Generator	\$	250,000	\$	250,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Fire Station 3 Renovation	\$	250,000	\$	250,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Fire Stations 2 and 3 Landscape Improvements	\$	50,000	\$	-	\$	-	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Flashing Lights for Pedestrian Crosswalks-2022	\$	75,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Glade Road (Phase 2 - SH26 to Pool) - FY22 Construc	\$	6,000,000	\$	-	\$	-	\$	-	\$	-	\$	6,000,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	6,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Glade Road at Bluebonnet Drive	\$	1,900,000	\$	-	\$	-	\$	-	\$	-	\$	1,200,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	700,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Historic Fire Station Renovation	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-
	John McCain Bridge Expansion	\$	200,000	\$	-	\$	-	\$	-	\$	50,000	\$	150,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Justice Center Exterior Cleaning and Sealing	\$	350,000	\$	350,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Justice Center Exterior Safety Enhancements	\$	450,000	\$	-	\$	-	\$	250,000	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Justice Center Pond Beautification	\$	250,000	\$	-	\$	-	\$	-	\$	150,000	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-
	L.D. Lockett Pump Station Emergency Generator	\$	483,969	\$	-	\$	120,992	\$	-	\$	-	\$	362,977	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Lift Stations Condition Assessment	\$	75,000	\$	-	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Misc Concrete Rehabilitation-2022	\$	400,000	\$	400,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Nature Center Trail-Construction	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Overland Park Amenity Phase II	\$	150,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	150,000	\$	-	\$	-
	Park Beautification-2022	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	50,000	\$	-	\$	-
	Park Signage/Branding Program-2022	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	50,000	\$	-	\$	-
	Parking Facility Pavement Marking-2022	\$	50,000	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Parkway Tree Removal and Replacement-2022	\$	75,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Pavement Condition Assessment	\$	75,000	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Pleasant Run Road Watersystem Interconnection	\$	300,000	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Roberts Road - Construction	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Senior Center Monument Sign and Landscape	\$	60,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	60,000	\$	-	\$	-	\$	-	\$	-
	Senior Center Renovations	\$	3,065,000	\$	-	\$	-	\$	500,000	\$	-	\$	-	\$	2,565,000	\$	-	\$	-	\$	-	\$	-	\$	2,565,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Sparger Park Restroom Facility Renovation	\$	75,000	\$	-	\$	-	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Street Maintenance County-2022	\$	400,000	\$	400,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Street Maintenance Program-2022	\$	500,000	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Street Pavement Marking-2022	\$	100,000	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Water Project 11: Tinker Road Water/Drainage/Roa	\$	2,700,000	\$	1,800,000	\$	-	\$	-	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	300,000	\$	300,000
	Water Project 18: Pecan Park Estates-Design	\$	200,000	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Water Project 3: Elevated Storage Tank-Study	\$	50,000	\$	-	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Woodbriar and Quail Crest Water/WW - PH I Design	\$	395,000	\$	-	\$	395,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	WW Project 10: Rehabilitation of Priority 2 Manhole	\$	150,000	\$	-	\$	150,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	WW Project 5: Quails Path WW Renewal and Road	\$	450,000	\$	100,000	\$	350,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Sum Of Total Project Cost:	\$	29,276,539	\$</																															

Exhibit C
5 Year Capital Improvement Plan
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees	
2023	Estimated 10/1/2022 Available Balance	\$	555,459	\$ 3,244,256	\$ 1,763,332	\$ 760,722	\$ 895,072	\$ -	\$ 208,936	\$ 1,361,109	\$ 280,932	\$ 1,357,307	\$ 37,402	\$ 739,826	\$ 616,543	\$ 859,011	\$ 619,328	\$ 2,853,719	
	Annual Small Segment Sidewalk/Trail Construction	\$ 550,000	\$ 250,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Central Fire Station Backup Generator	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cheek-Sparger Road (San Bar to Brown Trail) - Const	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cheek-Sparger Trail-Design	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Park Tennis Lights Replacement (LED)	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
	Colleyville Gateways-2023	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cooks and Waller Lane-Design and ROW	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Dog Park/Splash Pad	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Drainage Improvements at Nature Center	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -
	Drainage Improvements FY2023	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Fire Station 2 Backup Generator	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Flood Gates Upgrade	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Historic Fire Station Renovation-2023	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Jackson Road Bridge Renovation-Construction	\$ 1,222,302	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,222,302	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Justice Center - Bitumen Roof	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	L.D. Lockett Pump Station Chlorine Rooms	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Misc Concrete Rehabilitation-2023	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Park Beautification-2023	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
	Parking Facility Pavement Marking-2023	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parkway Tree Removal and Replacement-2023	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pleasant Run Competition Field Restroom Facility Re	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Reagan Park Perry Weather	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Park Trees	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Renovations-2023	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance County-2023	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance Program-2023	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Pavement Marking-2023	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Tara Wastewater Improvement	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 18: Pecan Park Estates-Construction	\$ 2,025,000	\$ 125,000	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sum Of Total Project Cost:	\$ 14,827,302	\$ 2,900,000	\$ 2,250,000	\$ -	\$ 375,000	\$ 300,000	\$ 1,222,302	\$ -	\$ -	\$ 180,000	\$ 6,300,000	\$ -	\$ 700,000	\$ -	\$ 600,000	\$ -	\$ -	\$ -
	(+) Year-end surplus contributions	\$ -	\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ 316,018	\$ 1,222,302	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-) Operational Costs not included in project list	\$ -	\$ -	\$ -	\$ 2,227,115	\$ 1,249,198	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 910,103	\$ -	\$ -	\$ 151,263	\$ -	\$ -	\$ -	\$ -
	(-/+ Transfers in/out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(+) FY23 Budgeted Contribution	\$ -	\$ 15,000	\$ 1,041,798	\$ 2,051,212	\$ 2,213,850	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 6,959,421	\$ 44,361	\$ 5,000	\$ 140,356	\$ 174,500	\$ 27,844	\$ 118,125	
2024	Estimated 10/1/2023 Available Balance	\$	(329,541)	\$ 2,486,054	\$ 1,587,429	\$ 1,350,374	\$ 911,090	\$ -	\$ 218,936	\$ 1,811,109	\$ 105,932	\$ 1,106,625	\$ 81,763	\$ 44,826	\$ 605,636	\$ 433,511	\$ 647,172	\$ 2,971,844	
	Annual Small Segment Sidewalk/Trail Construction	\$ 550,000	\$ 250,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Bedford Rd Trail (Glade to Cheek-Sparger)-Construct	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Brown Trail Rehabilitation	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cheek-Sparger Trail	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Hall - Boiler Replacement	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Park Playground / Splash Pad	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
	Cooks and Waller Lane	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Drainage Improvements FY2024	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Jackson Rd Trail (Cheek-Sparger to Shenendoah)-De	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Justice Center Backup Generator	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Justice Center Interior Renovation	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Kimzey Park Playground Improvements	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	McPherson Park Restrom Renovation	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Misc Concrete Rehabilitation-2024	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Park Beautification-2024	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
	Parking Facility Pavement Marking-2024	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parkway Tree Removal and Replacement-2024	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Public Works Service Center Emergency Generator	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sand Volleyball Pit Rehabilitation (McPherson & Kir	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Park Playground	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Exhibit C
5 Year Capital Improvement Plan
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees	
	Street Concrete Panel Replacement-2024	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance County-2024	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance Program-2024	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Pavement Marking-2024	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Woodbriar and Quail Crest Water/WW - PH I Constr	\$ 3,300,000	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Woodbriar and Quail Crest Water/WW - PH II Desig	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Woodbriar Park Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sum Of Total Project Cost:	\$ 12,675,000	\$ 6,600,000	\$ 3,550,000	\$ -	\$ 1,075,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -
	(+) Year-end surplus contributions		\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ 290,172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-) Operational Costs not included in project list		\$ -	\$ -	\$ 2,045,713	\$ 1,638,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 913,221	\$ -	\$ -	\$ 152,309	\$ -	\$ -	\$ -	\$ -
	(-/+ Transfers in/out		\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,400,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(+) FY24 Budgeted Contribution		\$ 16,666	\$ 1,306,228	\$ 2,097,349	\$ 2,263,535	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,144,095	\$ 44,450	\$ 10,000	\$ 147,324	\$ 174,202	\$ 20,883	\$ 88,594	
2025	Estimated 10/1/2024 Available Balance		\$ (512,875)	\$ 692,282	\$ 1,639,065	\$ 900,771	\$ 901,262	\$ -	\$ 228,936	\$ 2,261,109	\$ 110,932	\$ 2,037,499	\$ 126,213	\$ 54,826	\$ 600,651	\$ 357,713	\$ 668,055	\$ 3,060,438	
	Annual Small Segment Sidewalk/Trail Construction F	\$ 550,000	\$ 250,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Hall Dumpster Enclosure and Storage Facility	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Drainage Improvements FY2025	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Jackson Rd Trail (Cheek-Sparger to Shenendoah)-Coi	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Library Equipment Replacement	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
	Misc Concrete Rehabilitation-2025	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Nature Center Trail PH2a-Construction	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parking Facility Pavement Marking-2025	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parkway Tree Removal and Replacement-2025	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Outdoor Fitness	\$ 200,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Senior Center Splash Pad	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Concrete Panel Replacement-2025	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance County-2025	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance Program-2025	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Pavement Marking-2025	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 5: Brighton Oaks - Design	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
	Water Tower Tank Mixers	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Woodbriar and Quail Crest Water/WW - PH II Const	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Woodbriar and Quail Crest Water/WW - PH III Desig	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sum Of Total Project Cost:	\$ 7,975,000	\$ 3,275,000	\$ 2,900,000	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 750,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 250,000
	(+) Year-end surplus contributions		\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ 262,668	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-) Operational Costs not included in project list		\$ -	\$ -	\$ 2,117,797	\$ 2,168,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 916,381	\$ -	\$ -	\$ 153,387	\$ -	\$ -	\$ -	\$ -
	(-/+ Transfers in/out		\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(+) FY25 Budgeted Contribution		\$ 15,269	\$ 1,575,127	\$ 2,169,284	\$ 2,533,704	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,373,468	\$ 44,538	\$ 10,000	\$ 154,640	\$ 172,686	\$ 15,662	\$ 66,445	

Exhibit C
5 Year Capital Improvement Plan
Fiscal Year 2022-2026

Year	Title	Total Project Cost	*Capital Projects Fund	**Capital Utility Fund	Crime Control and Prevention District	CEDC (Parks, Trails & Libraries)	Drainage Fund	Grant	*Impact Fees - Area I (East of 26)	*Impact Fees - Area II (West of 26)	Parkland Dedication Fund	TIF	Tomorrow Fund - City	Tomorrow Fund - Parks	Voluntary Library Fund	Voluntary Park	**Wastewater Impact Fees	**Water Impact Fees
2026	Estimated 10/1/2025 Available Balance		\$ 3,727,394	\$ (182,591)	\$ 1,690,552	\$ 965,959	\$ 863,930	\$ -	\$ 238,936	\$ 2,711,109	\$ 15,932	\$ 1,744,586	\$ 170,751	\$ 64,826	\$ 501,904	\$ 530,399	\$ 683,717	\$ 2,876,883
	Annual Small Segment Sidewalk/Trail Construction F	\$ 550,000	\$ 250,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Park Playground / Splash Pad	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -
	Drainage Improvements FY2026	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Misc Concrete Rehabilitation-2026	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Nature Center Trail PH2b-Construction	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parking Facility Pavement Marking-2026	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parkway Tree Removal and Replacement-2026	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance County-2026	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Maintenance Program-2026	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Street Pavement Marking-2026	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 17: Monticello - Design	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Water Project 5: Brighton Oaks Water/Street Rehab	\$ 2,550,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,900,000
	Woodbriar and Quail Crest Water/WW - PH III Const	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Sum Of Total Project Cost:	\$ 8,875,000	\$ 2,425,000	\$ 1,700,000	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 1,900,000
	(+) Year-end surplus contributions		\$ 2,000,000	\$ 450,000	\$ -	\$ -	\$ 241,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(-) Operational Costs not included in project list				\$ 2,168,867	\$ 1,923,787						\$ 919,585			\$ 153,387			
	(-/+ Transfers in/out		\$ 4,500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(+) FY26 Budgeted Contribution		\$ 22,769	\$ 1,847,297	\$ 2,191,367	\$ 2,343,283	\$ -	\$ -	\$ 10,000	\$ 450,000	\$ 5,000	\$ 7,589,122	\$ 44,628	\$ 10,000	\$ 162,323	\$ 176,140	\$ 13,313	\$ 56,479
	Estimated 10/1/26 Available Balances		\$ 7,825,163	\$ 414,706	\$ 1,713,052	\$ 1,085,455	\$ 805,570	\$ -	\$ 248,936	\$ 3,161,109	\$ 20,932	\$ 914,123	\$ 215,379	\$ 74,826	\$ 510,840	\$ 456,539	\$ 697,030	\$ 1,033,362
	Total Project Cost Grand Total Sum:	\$ 89,682,675	\$ 24,616,785	\$ 12,895,177	\$ 250,000	\$ 3,275,000	\$ 2,461,134	\$ 2,935,279	\$ 3,825	\$ 3,825	\$ 1,009,500	\$ 33,547,000	\$ 2,665,000	\$ 1,050,000	\$ 137,000	\$ 1,810,500	\$ 315,825	\$ 2,706,825

Appendix



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 a reasonable market rate of return commensurate with the City's investment risk constraints 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 (PFIA), 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 among a variety of investment types 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.

Yield: The investment portfolio shall be designed with the objective of obtaining a reasonable market rate of return throughout budgetary and economic cycles within the parameters imposed by its safety and liquidity objectives, investment strategies, and state and local law. The weighted average return on thirteen-week Treasury bills is considered a benchmark for riskless investment transactions, and therefore, is a minimum standard for the portfolio's rate of return.

Delegation of Authority

The City designates the Investment Officers to be the Director of Finance, with overall responsibilities to see that investment objectives are accomplished, and the 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. Investment Officers shall disclose to the City Council 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 PFIA, 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.

Investment Officers shall notify the City Council in writing of any conflicts of interest, as defined by PFIA, no later than the next regularly scheduled Council meeting.

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.

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.

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 shall be personally indemnified in the event of investment loss provided the Investment Policy is followed.

Internal Controls

The Director of Finance and Accounting Manager shall establish a system of written internal controls which shall be reviewed by an independent auditor in conjunction with the annual financial audit. The controls shall be designed to prevent the loss of public funds due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.

Authorized Investments

The following is the list of authorized investments permitted for the City:

1. Obligations, including letters of credit, of the United States or its agencies or instrumentalities, including the Federal Home Loan Banks;
2. Direct obligations of the State of Texas or its agencies;
3. Other obligations, the principal and interest of 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, and other forms of deposit, placed with a financial institution that has its main office or branch office in Texas that is:
 - a. Guaranteed or insured by the Federal Deposit Insurance Corporation, or its successors;
 - b. Secured by obligations in any manner and amount provided by law for deposits of the City; or
 - c. is placed in compliance with the requirements of PFIA.
6. AAA-rated Texas local government investment pools as authorized by PFIA. Participation in any pool must be authorized by resolution of the City Council. Pools investing in commercial paper are permissible up to 5% of total pool investments.
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 cash or 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 whose assets generally consist of United States Government Securities or obligations backed by that security-type, and whose investment objectives include

seeking to maintain a stable net asset value of \$1.0000 per share. Investment in mutual funds shall be limited as per PFIA.

The City is not required to liquidate an investment that was authorized at the time of its purchase.

Prohibited Investments

The following securities, although authorized by PFIA, 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 as described above.
6. 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 Officers 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. In accordance with PFIA, the Investment Officers shall monitor rating changes in current investments on a periodic basis.

Investment Strategies

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 twelve 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.

(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. More restrictive provisions contained in the bond documents will supersede provisions of this Policy. Weighted average maturity shall be in compliance with bond requirements, as

stated.

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.

Reserve funds may be subject to arbitrage rebate rules requiring refunding of 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.

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 across various maturities.

Diversification of Portfolio by Instrument	Maximum Percent
U.S. Treasury Obligations (Bills, Notes and Bonds – direct purchase),	100%
U.S. Government Agency Securities, and Instrumentalities of Government Sponsored Corporations (direct purchase)	75%
Certificates of Deposit (CD's – direct purchase)	75%
Local Government Investment Pools	75%
Repurchase Agreements (direct purchase)	15%

Investment Procedures

The City shall enter the following agreements (if applicable): safekeeping, 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.

In order to create a competitive pricing environment for each investment transaction, the City shall solicit quotations from multiple investment providers, authorized broker/dealers or financial institutions, as applicable. Records will be kept of the quotes offered, transactions accepted, and a brief explanation of the decision that was made regarding the investment. Money market mutual fund, money market account and local government investment pool risk/returns shall also be periodically compared to ensure competitive performance.

Qualified Broker/Dealers

Annually, the City Council shall review and approve a list of qualified broker/dealers authorized to engage in investment transactions with the City. All firms shall answer and submit a Broker/Dealer questionnaire to the City for evaluation. All personnel in the firms who will be trading or quoting securities to the City Council must maintain a current Financial Industry Regulatory Authority (FINRA) license and be registered to deal securities in the State of Texas. Broker/dealers eligible to transact investment business with the City shall be presented a written copy of this Investment Policy.

Certification of Business Organizations

The registered principal of any investment pool or discretionary investment manager seeking to transact investment business with the City shall execute a written instrument substantially to the effect that the registered principal has:

- received and reviewed this Investment Policy, and
- acknowledged that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities with the City except to the extent that the authorization is dependent on an analysis of the makeup of the City's entire portfolio or requires

interpretation of subjective investment standards, or relates to investment transactions of the City that are not made through accounts or other contractual arrangements over which the business organization has accepted discretionary investment authority.

The City shall not enter into an investment transaction with a pool or discretionary investment manager prior to receiving the written instrument described above.

Safekeeping

All marketable securities purchased by the City shall be held in a third party safekeeping institution. All securities will be settled on a delivery versus payment basis whereby the third party safekeeping institution will verify the correct security was delivered by the seller prior to releasing payment for the security. The third party safekeeping institution shall issue a safekeeping receipt to the City listing the specific instrument, rate/yield, maturity, CUSIP, and other pertinent information. The securities will be held in an account in the City's name as evidenced by the safekeeping receipts.

Securities pledged as collateral on deposits which exceed the FDIC coverage shall be held by a third party custodial institution designated by the City and held in an account in the City's name. A collateral agreement shall be executed between the City and the third party custodian of the collateral.

Collateralization

Financial institutions serving as City depositories will be required to sign a depository agreement with the City. The collateralized deposit portion of the agreement shall define the City's rights to the collateral in case of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

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

The written agreement will specify the acceptable collateral, require independent custodian of the collateral, only allow substitution of collateral of equal or greater value than the collateral being substituted, and require City approval before release of collateral.

A clearly marked evidence of pledge must be supplied to the City and retained by the Investment Officers. A monthly collateral report provided by the custodian shall be reviewed by the Investment Officers to assure that the market value of the pledged securities is adequate.

For financial institution deposits, the market value of securities pledged as collateral for deposits must at all times be equal to or greater than 105% of the par value of the deposit plus accrued interest less the amount insured by the Federal Deposit Insurance Corporation (FDIC), or its successors. The depository shall be liable for monitoring and maintaining the collateral and collateral margins at all times. The Public Funds Collateral Act defines the eligible pledge securities - subject to the City's sole right to accept or reject any proposed security as collateral.

Letters of credit pledged as collateral shall at all times be equal to the total value of the deposits plus accrued interest less the applicable level of FDIC insurance.

If the value of the securities pledged falls below the required collateral level, the financial institution must pledge additional securities no later than the end of the next succeeding business day.

Selection of Primary Depository

A Primary Depository shall be selected through the City's banking services procurement process, which shall include a formal request for application. In selecting a Primary Depository, 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.

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 interest income earned on the investment of the funds and compare it to the income 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.

Investment of bond fund proceeds which fall under the arbitrage provisions of the Tax Reform Act of 1986, will be made with safety of principal and liquidity in mind, but will attempt to earn a competitive rate of return utilizing investments permitted by this Investment Policy.

Reporting Requirements

The Investment Officers 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. The report shall list for each investment held during the quarter: the purchase price, the par value, the maturity date, the market value at the beginning of the quarter, the market value at the end of the quarter, and fully accrued interest for the period. The report shall be signed by all Investment Officers for the City and state its compliance with PFIA and the adopted Investment Policy strategy.

Monthly market pricing information is to be obtained through the use of appropriate external third party software, third party safekeeping service providers, or an independent pricing source.

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

The quarterly investment reports must be reviewed annually by the independent auditor, as a part of the City's annual audit, and the result of the review shall be reported to the City Council by that auditor.

Training Requirements

The City shall provide investment training as required by PFIA to ensure the quality and capability of investment management.

In accordance with PFIA, the Investment Officers shall accumulate 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.

This training may be obtained from the following sources: North Central Texas Council of Governments, Government Treasurers' Organization of Texas, Government Finance Officers Association 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 PFIA.

Annual Review

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 adopted any changes to either the Policy or strategy.

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.

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 \$250,000 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 liquify 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.

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).

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
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
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.

ORDINANCE O-21-2170

APPROVING AND ADOPTING THE ANNUAL BUDGET FOR THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021 THROUGH SEPTEMBER 30, 2022

WHEREAS, a notice of public hearing on the annual budget for the City of Colleyville, Texas, for the fiscal year beginning October 1, 2021 through September 30, 2022, 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 herein above 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, 2021, and ending September 30, 2022, 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, 2021, and ending September 30, 2022.

Sec. 3. THAT appropriation amounts for the Fiscal Year 2022 budget for the different funds of the City of Colleyville are hereby fixed as follows:

General Fund	\$25,130,144
Utility Fund (Water & Wastewater)	\$18,088,171
Debt Service Fund	\$ 821,898
Drainage Utility Fund	\$ 694,204

Hotel Tax Fund

\$247,822

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.

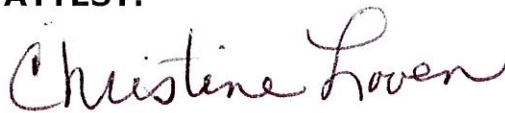
The first reading and public hearing being conducted on the 7th day of September 2021.

The second reading and public hearing being conducted on the 21st day of September 2021.

APPROVED BY A VOTE OF 6 AYES, 0 NAYS ON THIS THE 21ST DAY OF SEPTEMBER 2021.

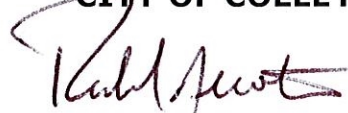
Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Abs</u>	Place 3, Kathy Wheat	<u>Aye</u>
Place 4, George Dodson	<u>Aye</u>	Place 5, Chuck Kelley	<u>Aye</u>
Place 6, Callie Rigney	<u>Aye</u>		

ATTEST:



Christine Loven, TRMC
City Secretary

CITY OF COLLEYVILLE



Richard Newton
Mayor

APPROVED AS TO FORM:



Whitt L. Wyatt
City Attorney

ORDINANCE O-21-2171

LEVYING TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COLLEYVILLE, TEXAS, FOR THE FISCAL YEAR 2022; ESTABLISHING THE AD VALOREM TAX RATE OF \$0.291778 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, 2021

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, 2021 and ending September 30, 2022; 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 the effective 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 2022 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 \$0.291778 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 \$0.280687 is levied.

B. For the Interest and Sinking Fund, a tax rate of \$.011091 is levied.

Sec. 2. THAT taxes levied by this ordinance shall be due and payable on the first day of October 2021, and shall become delinquent on the first day of February 2022, 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 2022. 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 7th day of September 2021.

The second reading and public hearing being conducted on the 21st day of September 2021.

APPROVED BY A VOTE OF **6** AYES, **0** NAYS ON THIS THE 21ST DAY OF SEPTEMBER 2021.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Abs</u>	Place 3, Kathy Wheat	<u>Aye</u>
Place 4, George Dodson	<u>Aye</u>	Place 5, Chuck Kelley	<u>Aye</u>
Place 6, Callie Rigney	<u>Aye</u>		

ATTEST:


Christine Loven, TRMC
City Secretary

CITY OF COLLEYVILLE


Richard Newton
Mayor

APPROVED AS TO FORM:


Whitt L. Wyatt
City Attorney

ORDINANCE O-21-2172

AMENDING SECTION 3 – SERVICE CHARGES OF THE WATER AND SEWER POLICY AND PROCEDURE MANUAL OF THE CITY OF COLLEYVILLE, AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, water and wastewater base rates are set to recover the City’s annual operating costs for the utility system; and

WHEREAS, the Fiscal Year 2021 Utility Fund operating budget has been proposed and the required base rates to fund said budget have been calculated; and

WHEREAS, the City Council desires to maintain base rates in total by lowering the water base rate, lowering the wastewater base rate, and increasing the base rate for funding of utility capital projects.

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

Sec. 1. THAT Section 3 – Service Charges of the Water and Sewer Policy and Procedure Manual of Colleyville, Texas, which is “Appendix A” of the Colleyville Code be replaced in its entirety to read as follows:

Sec. A. - Water rates.

The following base and volumetric charges shall apply to residential and non-residential water customers. Base charges for out-of-city customers shall be \$4.00 higher than the charge for in-city customers.

Base charge per month for in-city customers:	
Water meters 1 inch or less	\$14.06
Water meters of 1.5 inches	\$28.12
Water meters of 2 inches	\$45.00
Water meters of 3 inches	\$844.37

Water meters of 4 inches	\$140.61
Base charge per month for out-of-city customers:	
Water meters 1 inch or less	\$18.06
Water meters of 1.5 inches	\$32.12
Water meters of 2 inches	\$49.00
Water meters of 3 inches	\$88.37
Water meters of 4 inches	\$144.61
Volumetric charge per 1,000 gallons	\$4.4654

Rates for fire hydrant meters:

The use of fire hydrant meters shall only be allowed within the Colleyville city limits. The use of the fire hydrant meters shall be limited to a period of no more than 90 cumulative calendar days. Under special conditions, a customer may submit a written request to the public works department for use of a fire hydrant meter for a period longer than 90 cumulative calendar days, subject to public works director approval. In considering special condition(s), the public works director shall not consider requests which are necessary to relieve a self-created or personal hardship, failure of performance by a contractor, nor for financial reasons. In considering the customer request, the public works director shall solicit the recommendation of the fire chief and fire marshal in consideration of the request. Further, the public works director shall consider alternative means available to the customer. If special condition(s) are approved by the public works director, in no case shall the meter be used for more than an additional 30 calendar days. The public works director may provide a written ruling within 15 working days of receipt of the customer's written request.

In the event a request for special condition(s) is denied by the public works director, customer shall, within 14 calendar days, make written appeal to the city manager of the public works director's decision. The city manager shall render a written decision within 30 working days of receipt of the customer's

appeal. Such decision by the city manager shall be final and not appealable to the city council.

For purposes of this section, written communication shall be considered communication, which is deposited with the United States Postal Service for delivery.

The user must submit in writing, the location of where the meter will be used and such meter shall be used exclusively at the location on record with the city. For purposes of this section, the use of a meter shall be allowed cumulatively for only one location within an individual subdivision and/or development.

For a period of 90 cumulative calendar days after a meter is returned and read by the city, a user shall not be permitted to check out another meter for use at the same designated location, as defined herein.

The monthly base charge for a fire hydrant meter shall be \$50.00. Water usage for a fire hydrant meter shall be charged at a rate of \$4.47 per 1,000 gallons of water used.

The customer shall be in possession of and responsible for the meter. The customer will be responsible for bringing the meter to the public works service center by the 20th of each month for reading. The customer is required to use a proper fire hydrant wrench for operation of the fire hydrant. The customer shall be responsible for any damage and repair, as reasonably determined by the city, to the fire hydrant or the fire hydrant meter by the use of a temporary water meter.

The customer will be required to provide for any backflow device necessary to meet the current city ordinance for protection of the city's drinking water supply.

The City of Colleyville, Tarrant County, and Texas Department of Transportation (TxDOT) shall be exempt from the provisions of this policy.

Sec. B. - Sewer rates.

This schedule of rates per month or fraction thereof shall be the basis for determining charges to all customers for rendering sanitary sewage service, where the sewage produced by such customer is a normal strength wastewater (170 mg/l BOD and 260 mg/l suspended solids) and where such customer is located within the City of Colleyville. The base charge for non-

residential customers shall be \$6.00 higher than the charge for residential customers.

A base charge per month shall be charged as follows:	
Residential customers	\$12.32
Non-residential customers	\$18.32

A monthly sewer volume charge shall also be charged to all customers as set forth hereinafter. The sewer volume charge for residential customers will be based upon the individual customer's average monthly water use during the months of December, January and February. Where no preceding winter quarter average is available from records, a volume of 9,000 gallons shall be used for this volume charge.

The monthly sewer volume charges to commercial and industrial class customers will be based on total water use each month as measured by appropriate meters, with the provision that if a customer can show to the satisfaction of the public works director that a significant portion of the metered water usage does not enter the sanitary sewers, the customer will be charged for only that volume entering the sewers, as determined by a method approved by the director of public works.

Volumetric rate per 1,000 gallons:	\$3.1651
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Sec. C. – Capital Projects rates.

The following base charges shall apply to residential and non-residential customers to provide funding for utility capital projects necessary to maintain the utility system:

Base charge per month for in-city and out-of-city customers:	
Water meters 1 inch or less	\$5.83
Water meters of 1.5 inches	\$10.79
Water meters of 2 inches	\$16.75
Water meters of 3 inches	\$30.65
Water meters of 4 inches	\$50.49

Sec. D. – Billing; delinquent penalty.

All charges for services furnished or rendered by the City of Colleyville Utility Department are due and payable on the date bill is received. If payment is not received within sixteen days of the billing date a (10%) penalty will be imposed for failure to pay by the due date of the bill.

In the event the meter is not delivered to the city for reading, a penalty fee would be imposed as follows:

\$100.00	1 st missed reading
\$200.00	2 nd missed reading
\$300.00	3 rd missed reading

After the third missed reading, the security deposit will be forfeited and the City of Colleyville will revoke the use of the fire hydrant meter.

Sec. E. – Discontinuance of service, notice; reconnection fee.

1. In the event that any month's charges remain delinquent and unpaid at the time of a subsequent billing's due date, the user or customer shall receive a cut-off notice which will be mailed no later than two working days after the subsequent billing's due date. Services will be disconnected if any arrearages over 30 days are not paid within six working days of the cut-off notice. Where service has been discontinued for failure to pay for service rendered, a charge of \$25.00 shall be made for each meter disconnected before said service shall be restored. In the event the customer requests reconnection at hours other than 8:00 a.m. to 4:30 p.m., said reconnect fee shall be increased to \$75.00.

Sec. 2. THAT the effective date of this ordinance shall be for the bills sent out starting October 1, 2021.

AND IT IS SO ORDERED.

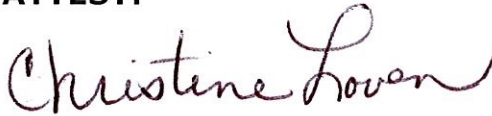
The first reading and public hearing being conducted on the 7th day of September 2021.

The second reading and public hearing being conducted on the 21st day of September 2021.

APPROVED BY A VOTE OF **6** AYES, **0** NAYS, ON THIS THE 21ST DAY OF SEPTEMBER 2021.

Mayor Richard Newton	<u>Aye</u>	Mayor Pro Tem Bobby Lindamood	<u>Aye</u>
Place 1, Tammy Nakamura	<u>Abs</u>	Place 5, Chuck Kelley	<u>Aye</u>
Place 3, Kathy Wheat	<u>Aye</u>	Place 6, Callie Rigney	<u>Aye</u>
Place 4, George Dodson	<u>Aye</u>		

ATTEST:



Christine Loven, TRMC
City Secretary

CITY OF COLLEYVILLE



Richard Newton
Mayor

APPROVED AS TO FORM:



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 1st 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.