City of Colleyville
City Council
Worksession Agenda

City Hall
100 Main Street
Colleyville, Texas 76034
817.503.1000
www.colleyville.com

Tuesday, August 28, 2018
6:30 p.m.

Executive Conference Room
Third Floor - City Hall

1. CALL TO ORDER

2. PRESENTATION AND DISCUSSION

2a Follow-up discussion on the 2018-2019 City Council priorities and objectives

3. ADJOURNMENT

I hereby certify this agenda was posted on City Hall bulletin boards Wednesday, August 22, 2018 by 5:00 p.m.

Christine Loven, TRMC
City Secretary

A quorum of any Colleyville board, commission, or committee may be present at this meeting.

Any matter on this agenda may, at the discretion of the governing body, be opened for public comment and discussion.

If you plan to attend this public meeting and have a disability that requires special accommodations, please advise the City Secretary at least 48 hours in advance at 817.503.1133, and reasonable accommodations will be made to assist you.

City of Colleyville
Colleyville City Council
Worksession
Agenda Briefing

City Hall
100 Main Street
Colleyville, Texas 76034
www.colleyville.com

Agenda Number 2a **Agenda Date** 08/28/2018 **Number**
Type Presentation and Discussion
Department City Manager

Title
Follow-up discussion on the 2018-2019 City Council priorities and objectives

Strategic Plan
6.1 Articulate a compelling vision and direction for the community

Explanation
Mayor Richard Newton will lead a discussion on the City Council's priorities and objectives for the upcoming year. The intention is to edit and complete the work begun at the June 20, 2018 worksession facilitated by David Eisenlohr.

Attachments
1. 2018 Priorities Workshop DRAFT Report

2018 City Council Priority-Setting Workshop

Results Report

DRAFT

CITY OF COLLEYVILLE TEXAS

AZIMUTH GROUP

strategic solutions for public leaders

June 20, 2018

Contents

- Background

AZIMUTH GROUP

CITY OF COLLEYVILLE TEXAS

BACKGROUND

AZIMUTH GROUP

Background

June 2016

In June of 2016 a formalized full-day priority setting workshop was held– the first in over 19 years. At this workshop, the City Council identified eight consensus priorities to focus on for the coming year.

January 2017

The City Council and members of the senior city staff expanded on the efforts begun in June of 2016 to establish a long-term vision for the Colleyville community. Over the course of a full-day offsite workshop, participants articulated the vision, mission and values of the City organization and identified specific goals, strategies and objectives to guide decision making. (see Fig. 1 for graphical summary)

Six strategic goals, representing those priority areas of focus and importance for the organization, were as follows:

- **Operate transparently**
- **Deliver high-quality core services**
- **Assure adequate infrastructure**
- Enable responsible development
- Safeguard Colleyville's identity
- Govern effectively.

These six strategic goals were further supported by 23 individual strategies, consisting of 54 specific operating objectives, needed to support accomplishment of the City's mission.

September 2017

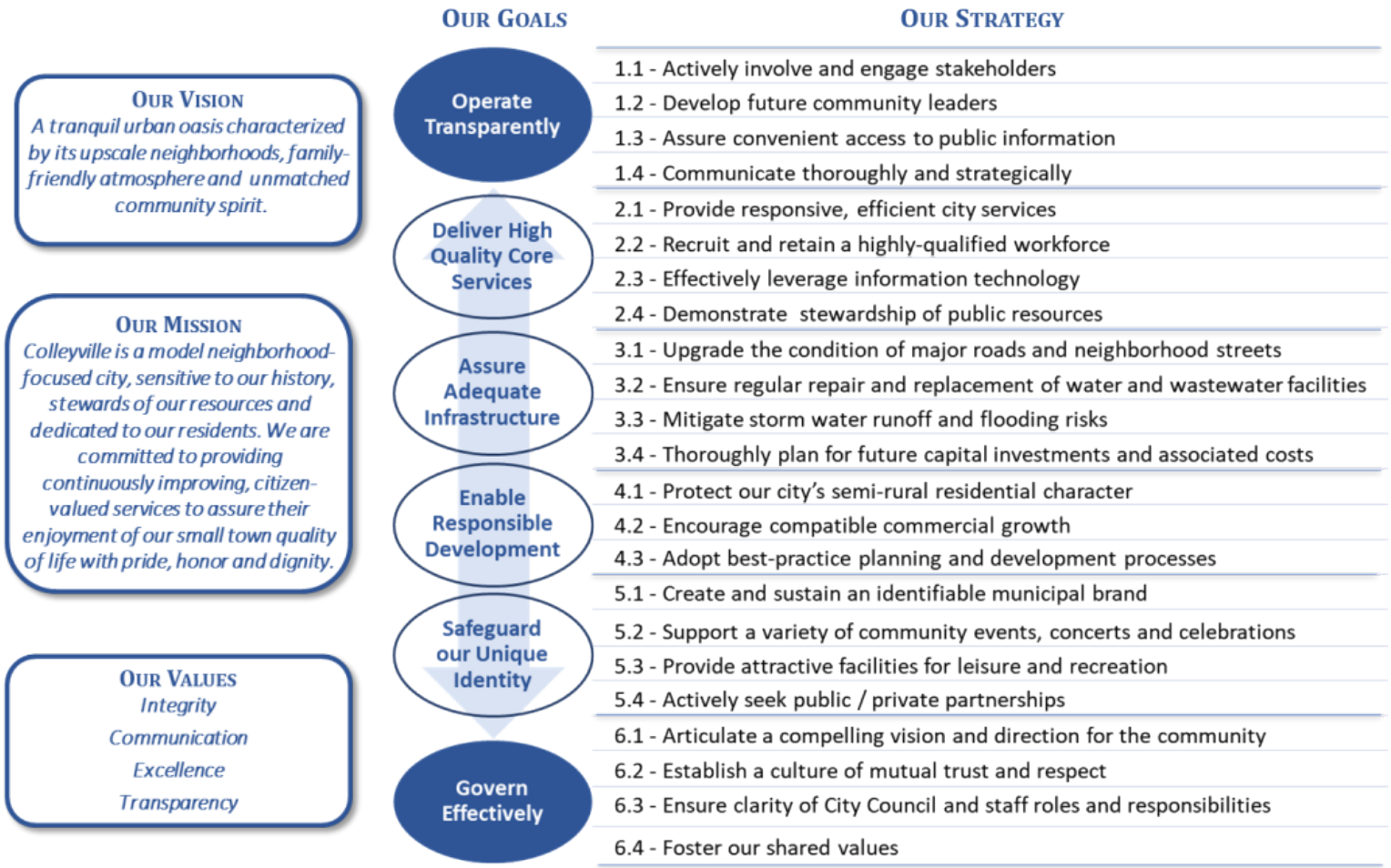
Following the appointment of a new City Manager, the Mayor and City Council again assembled to review progress on the strategic priorities and to revisit, validate and update the overall plan and agree on the most important priorities for the coming fiscal year. The results of this planning and prioritization workshop included the following:

- **Confirmed that the initial set of top priorities of the Council elected in 2016 had been addressed.**
- **Identified a total of 12 of the initial 54 strategic objectives completed.**
- **Identified and added 11 new priorities to the list of strategic objectives, each of which was allocated to one of the existing strategies.**
- **Prioritized eight objectives as top priorities for the near term.**
    - **Implement an updated and enhanced City of Colleyville website (now complete)**
    - **Justify tax revenues in excess of the legal effective tax rate (now complete)**
    - **Complete a review and update of the City's Land Development Code**
    - **Explore feasible policies for rezoning high density residential areas**
    - **Develop an action plan for commercial development**
    - **Restructure P&Z processes to improve effectiveness (complete)**
    - **Undertake an evaluation of the city's existing branding standards (complete)**
    - **Evaluate the feasibility of building a new multi-purpose community center.**

Fig. 1

City of Colleyville Strategic Plan
(est. January 2017)

The strategy map is a graphical depiction of the City Council's vision, mission, values and goals and strategy. It serves as a simple summary of the results of the long-range visioning process. It serves as guide to support communication of the City Council's strategic intent.



CITY OF COLLEYVILLE TEXAS

PROGRESS UPDATE

AZIMUTH GROUP

In order to establish a starting place for discussion of priorities for 2018-2019, the completion status of all 65 objectives included in the current strategic plan, from the plan's inception to date, was reviewed. This review revealed that 55% of the Council's objectives have been substantially completed in the past year and a half, with the remaining 45% pending or ongoing.

Red text indicates completed this year

Strategies	Objectives
Goal 1: Operate Transparently	
1.1 – Actively involve and engage stakeholders	***Complete*** • Revise the City Charter • **Provide opportunities for citizen engagement and service on boards and committees** ***Pending or Ongoing*** •
1.2 – Develop future community leaders	***Complete*** • **Work to develop a pipeline of community leaders while preserving institutional knowledge** ***Pending or Ongoing*** • Create a Colleyville Citizens Academy
1.3 – Assure convenient access to public information	***Complete*** • Provide open, mobile, 24x7 access to financial data including the implementation of OpenGov software • Revise the purchasing policy to strengthen conflict of interest and disclosure provisions • **Provide "push notifications" to web links for meeting agendas and packets** • **Provide QR coding on zoning notification signs** ***Pending or Ongoing*** • Fully implement and use the reporting capabilities of the financial software • Review and update document retention policies and processes
1.4 – Communicate thoroughly and strategically	***Complete*** • Develop a formal communications strategy • **Establish the City as a trusted clearinghouse for factual information** • **Implement an updated and enhanced City of Colleyville website** ***Pending or Ongoing*** • Expand the radius of required zoning notifications

Red text indicates completed this year

Strategies	Objectives
Goal 2: Deliver High Quality Core Services	
2.1 – Provide responsive, efficient city services	***Complete*** • **Align the City's performance management process and tools to address the Council's strategic priorities** ***Pending or Ongoing*** •
2.2 – Recruit and retain a highly qualified workforce	***Complete*** • **Assure adequate staffing level in strategic departments** • **Provide opportunities for the professional development and growth of City staff** • **Implement the recommendations of the Classification and Compensation Committee** ***Pending or Ongoing*** •
2.3 – Effectively leverage information technology	***Complete*** • Implement an electronic City Council voting system ***Pending or Ongoing*** • Complete the development of a city-owned fiber network
2.4 – Demonstrate stewardship of public resources	***Complete*** • Restructure water rates • Provide property tax relief • **Justify tax revenues in excess of the legal effective tax rate** • **Develop CIP Plan for the use of TIF district revenue** ***Pending or Ongoing*** • Reduce reliance on regional utility partners (e.g. water reuse)

Red text indicates completed this year

Strategies	Objectives
Goal 3: Assure Adequate Infrastructure	
3.1 – Upgrade the condition of major roads and neighborhood streets	***Complete*** • Accelerate the street capital program • Manage SH26 project impacts • Improve the Glade Road design • **Update the City's pavement condition assessment** • **Articulate a methodology for prioritization of street projects** ***Pending or Ongoing*** •
3.2 – Ensure regular replacement of water and wastewater facilities	***Complete*** • **Fund needed water and wastewater system updates and maintenance** ***Pending or Ongoing*** • Initiate a process to clearly define long-term infrastructure funding options
3.3 – Mitigate storm water runoff and flooding risks	***Complete*** • ***Pending or Ongoing*** • Update the storm water drainage master plan • Prioritize needed storm water projects • Identify funding source(s) for storm water drainage capital projects
3.4 – Thoroughly plan for future capital investments and associated costs	***Complete*** • **Annually review and update the five year Capital Improvement Program** ***Pending or Ongoing*** • Identify and plan for the long-term improvements to maintenance and support facilities (e.g. public works and parks service centers, public safety, etc.)

Red text indicates completed this year

Strategies	Objectives
Goal 4: Enable Responsible Development	
4.1 – Protect Colleyville's semi-rural residential character	***Complete*** • Improve the Comprehensive Plan ***Pending or Ongoing*** • Complete a review and update of the City's Land Development Code • Explore feasible policies for the city-initiated rezoning of high density residential areas
4.2 – Encourage compatible commercial growth	***Complete*** • Prepare an economic development strategy ***Pending or Ongoing*** • Attract small corporate headquarters, office campus and supporting retail and restaurant development • Encourage the development of unique and inviting public spaces • Create public/private partnerships for economic development • Develop an action plan for commercial development
4.3 – Adopt best-practice planning and development processes that maintain Colleyville standards	***Complete*** • Restructure Planning & Zoning process to improve effectiveness ***Pending or Ongoing*** •
4.1 – Protect Colleyville's semi-rural residential character	***Complete*** • Improve the Comprehensive Plan ***Pending or Ongoing*** • Complete a review and update of the City's Land Development Code • Explore feasible policies for the city-initiated rezoning of high density residential areas

Red text indicates completed this year

Strategies	Objectives
Goal 5: Safeguard Colleyville's Identity	
5.1 – Create and sustain an identifiable Colleyville brand	***Complete*** • **Undertake an evaluation of the city's existing branding standards** • **Develop any additional brand standards the Council may direct** ***Pending or Ongoing***
5.2 – Support a variety of events, concerts and celebrations	***Complete*** • **Evaluate all existing community events and update and augment them as appropriate** ***Pending or Ongoing*** • Plan for new park development
5.3 – Provide attractive, facilities for leisure and recreation	***Complete*** • **Develop a sidewalk policy and implementation plan** ***Pending or Ongoing*** • Evaluate the feasibility of building a new multi-purpose community center • Finalize and implement the master parks and trails plan
5.4 – Actively seek public-private partnerships	***Complete*** • **Explore future opportunities to use hotel occupancy taxes to fund initiatives** ***Pending or Ongoing***

Red text indicates completed this year

Strategies	Objectives
Goal 6: Govern Effectively	
6.1 – Articulate a compelling vision and direction for the community	***Complete*** • **Periodically review and update the Colleyville vision, mission, goals, strategies and objectives** • **Establish annual operating and budget priorities consistent with the overall vision** ***Pending or Ongoing*** •
6.2 – Establish and enforce a culture of mutual trust and respect – ***Council Determined No Longer Necessary, Removed Going Forward***	***Complete*** • **Define and document ground rules for Council / staff relations** • **Establish and document ground rules for staff support and assistance to appointed committees** • **Sponsor an annual staff and volunteer recognition event** ***Pending or Ongoing***
6.3 – Ensure the clarity of City Council and staff roles and responsibilities	***Complete*** • Provide periodic governance orientation and training for Council, staff, boards and committees • Expect staff to provide professional, non-political advice and opinions to policy makers • **Amend City Council rules and procedures to require City Council orientation, training and vision worksession within 60 days of seating a new City Council** ***Pending or Ongoing*** • Provide periodic City Council "policy 101" workshops and orientations to the City's practices, processes and programs
6.4 – Foster our shared values	***Complete*** • **Implement the updated values throughout the organization** ***Pending or Ongoing*** •

CITY OF COLLEYVILLE TEXAS

OBJECTIVES & SCOPE: 2018 WORKSHOP

AZIMUTH GROUP

The City of Colleyville engaged the Azimuth Group, Inc. ("AGI") to plan and facilitate the annual priority-setting workshop for the Mayor, City Council and senior staff in accordance with the City Council's adopted rules and procedures.

Objectives for 2018 Workshop

The specific objectives established for the 2018 priority-setting workshop included:

- **Provide an opportunity for open dialog among and between the City Council and the management team, shortly after the most recent municipal election that resulted in the election of two new members, about the current needs and concerns of the Colleyville community.**
- **Facilitate the Council's identification and articulation of a set of key policy priorities for the immediate and near-term future based on the City's adopted vision and implementation framework.**
- **Provide an opportunity for the Council to give guidance and direction to the city staff as they begin the process of preparing the proposed budget for Fiscal Year 2018-2019.**

Scope of Services for 2018 Workshop

AGI performed the following tasks:

- **Confirm the scope, timing and deliverables of the priority setting process with the City's Assistant City Manager/Strategic Services Manager.**
- **Complete individual interviews with the Mayor each member of the City Council to gain an understanding of their current priorities and the desired or useful outcomes of the planning workshop from their individual perspectives.**
- **Develop, review and confirm the planning workshop agenda with the Mayor, City Manager's office and appropriate others to ensure that the City's goals and expectations are fully addressed through the workshop process.**
- **Design a workshop consisting of a variety of activities, small group and collective discussion and prioritization techniques to achieve consensus on the most important priorities for the coming fiscal year.**
- **Facilitate the priority setting workshop and document results, findings and conclusions.**
- **Prepare and deliver a written report summarizing the visioning process, its results and recommendations for further action.**

Through a series of individual interviews with the Mayor and each member of the City Council, AGI developed a preliminary understanding of some of the key issues to address during the workshop.

Interview Summary

The following discussion topics and potential priorities were mentioned in the interviews with the Mayor and City Council members.

General areas of interest

- Provide an opportunity for both new Council Members and returning Council members to reflect on what they hope to accomplish through their service.
- Continue the process of annual goal setting established in 2016 and formalized in the 2017 priority setting session.
- Provide Council members an opportunity to state and discuss their individual objectives and update the City's strategic plan as appropriate to then move towards the development of consensus.
- "Stay the course," following through on the direction established by the Mayor and Council, working closely with the City Manager and staff.
- Improvements in City organizational structure and overall efficiency of operations has been beneficial.
- Council members are united and are excited about the path that the City of Colleyville is on.

Specific priorities to discuss include:

- Improved communication: internally, with the public and between Council, P&Z and other committees.
- Follow-through with plans for the Village in light of recent land acquisitions.
- Address storm water/drainage issues in specific areas of the City.
- Expansion and improvement of parks, trails, sidewalks.
- Adopt an effective tax rate.
- Potential city-initiated zoning of higher density neighborhoods and update the land use map.
- School safety.
- Continued focus and improvement of transparency efforts.
- Improved technology leverage: website, a potential "Colleyville app."
- Improve project management skills.
- Improve development-related processes.
- Long range infrastructure plan.
- Hotel occupancy tax review.

The 2018 workshop agenda included a variety of individual thinking and collective discussion activities designed to promote dialog, mutual understanding and shared commitment to the workshop results.

Time	Activity	Participants
4:30 – 4:40	**Opening Remarks**	**Mayor**
4:40 – 4:45	Workshop Overview	Facilitator
4:45 – 5:15	Council Member Histories (*Why are we here? Council members share their personal motivations for seeking office and their aspirations for the community.*)	City Council
5:15 – 6:00	Progress Update (*Review and discuss the current status of the 2018 City Council priorities and long-term objectives.*)	All
6:00 – 6:30	**Dinner Break**	
6:30 – 7:30	Individual Council Priorities for 2018-2019 *(For each Council member, what specific priorities are the most important for accomplishment in the coming fiscal year?)*	City Council
7:30 – 8:30	Strategic Plan Impacts (*Given Council Priorities, are the current vision, mission, values and six strategic focus areas still appropriate? If not, what changes are needed?*)	All
8:30	**Closing Remarks / Adjourn**	**Mayor**

AZIMUTH GROUP

INDIVIDUAL COUNCILMEMBER PRIORITIES

After reviewing the results of prior visioning and priority-setting workshops, each Council member present was asked to share his or her key objectives for the City of Colleyville.

Mayor Newton

- ***Infrastructure Priorities:***
  - Complete the design and installation of SH-26 median improvements.
  - Complete the ROW aquisition and set a target construction start date for Glade Road Phases I -B and II.
  - Execute the road improvement plan on schedule and update annually.
- ***Economic Development Priorities:***
  - Identify areas targeted for redevelopment within the TIF district and acquire select parcels along SH-26
  - Support and facilitate the success of the Chamber of Commerce.
- ***Planning Priorities:***
  - Complete the update of the Land Development Code
  - Plan and initiate strategic re-zoning of higher density areas
- ***Parks & Trails Priority:***
  - Evaluate and prioritize key elements of the Park Master Plan such as the recreation center and trail improvements.
- ***Communication:***
  - Improve City's communication to citizens in social media and other technology solutions

Mayor Pro Tem Lindamood

- Develop and implement a City of Colleyville "app" for citizen use.
- Create a "sign-up" calendar of local events to facilitate Council awareness and participation.
- Improve the effectiveness of public event publicity/promotion.
- Focus on the development of the North Gateway area.
- Install north and south gateway entry features
- Create a citizen competition for the design of entryways and signage in collaboration with the City's design consultants.
- Publicize opportunities for philanthropic donations to the City.
- Complete the park in front of City Hall.

Councilmember Nakamura

- Create a citizens Marketing & Communication Committee.
- Review and revise alcohol sales rules for restaurants.
- Fund a sidewalk capital plan.
- Focus on north and south gateways.
- Make the Town Plaza project a viable success.

Council Member Wheat

- Improve the quality and effectiveness of public communication,
- Review and revise alcohol sales rules for restaurants.
- Raise the priority level for completion of improvements to John McCain Road between Bandit Trail and Westcoat Drive.
- Create Colleyville-branded apparel and merchandize for personal purchase.
- Create a "Celebrate Colleyville" community recognition event.

Councilmember Rigney

- Create a City of Colleyvile "app"' and push notifications.
- Utilize Facebook Live to broadcast City meetings and events.
- Promote City events with signage, banners and graphics.
- Create innovative programs to involve youth and create "ownership" in the community.
- Develop a community gathering place with food, drink and activities for youth and adults.
- Build a recreation center.

Council Member Dodson

- Integrate City information and data, beyond financial data, and create public "dashboards." (Street condition data, for example)
- Improve/upgrade the current communication strategy to broaden the audience and measure results and impact.
- Investigate new methods of service delivery.
- Strengthen the City's project management skills and reporting capabilities and provide training as required.
- Reward innovation and the development of new and improved processes.
- Continuously update and improve website usability and keep online data current / up-to-date.
- Remove Objective 6.2 regarding the establishment of a culture of mutual trust and respect as this issue is now resolved.

CITY OF COLLEYVILLE TEXAS

2018 CONSENSUS PRIORITIES

AZIMUTH GROUP

Having documented a set of potential new objectives, the Council prioritized the most important objectives for the coming year. Listed below are those objectives that received the support of half or more of the Council members present. Several of these objectives represent "emerging priorities" and are not intended to replace prior priorities that are still in progress.

Strategy	2018 High-Priority New Objectives
1.3 – Assure convenient access to public information	• Develop and implement a Colleyville app for citizen use. • Utilize Facebook Live to broadcast City meetings and events. • Integrate city information and data and create public "dashboards."
2.3 – Effectively leverage information technology	• Create a sign-up calendar of local events to facilitate Council awareness and participation.
3.1 – Upgrade the condition of major roads and neighborhood streets	• Complete the ROW acquisition and set a target construction start date for Glade Road Phases I-B and II. • Execute the road improvement plan on schedule and update annually.
4.2 – Encourage compatible commercial growth	• Identify economic development opportunities in commercial areas including redevelopment and parcel acquisition. • Support and facilitate the success of the Chamber of Commerce. • Review alcohol sales rules for restaurants and determine if they should be revised.
5.1 – Create and sustain an identifiable Colleyville brand	• Complete the design and installation of SH-26 median improvements. • Enhance entryway signage in collaboration with SH26 improvements.
5.2 – Support a variety of events, concerts, and celebrations	• Complete the park in front of City Hall and assure the success of the City Plaza project.
5.3 – Provide attractive, facilities for leisure and recreation.	• Evaluate and prioritize key elements of the Park Master Plan such as the recreation center and trail improvements.

CITY OF COLLEYVILLE TEXAS

RECOMMENDATIONS

AZIMUTH GROUP

The following recommendations are offered for the consideration of City of Colleyville.

RECOMMENDATION:

Review, discuss and confirm the high-priority objectives included in the updated strategic plan to ensure that they accurately reflect the consensus view of the City Council.

RECOMMENDATION:

Similarly, review the other new objectives for potential redundancy or overlap with previously adopted objectives and revise or delete as appropriate. Also, because the list of objectives included in the updated strategic plan reflect the consolidated brainstorming ideas of the individual participants, and because not all of these ideas were fully considered and discussed during the time available, Council should confirm that a majority supports their inclusion. Finally, the placement of the new objectives within the overall structure of the plan should be reviewed and adjusted as needed.

RECOMMENDATION:

Direct the staff to provide the Council with their independent review of the updated strategic plan and to provide any suggested revisions, additions or deletions they recommend for consideration. The staff's efforts should be focused on those goals and strategies where the original Council objectives have been largely completed. Specifically, Goal 2 – Deliver High Quality Core Services and Goal 4 – Govern Effectively warrant some attention.

CITY OF COLLEYVILLE TEXAS

WORKING DRAFT (JUNE 2018)
STRATEGIC PLAN*

*To be completed at upcoming Worksession

AZIMUTH GROUP

City of Colleyville Strategic Plan
(updated June 2018)

The City Council confirmed the continued validity of the over-arching framework of the Colleyville Strategic Plan developed in January of 2017 and directed the elimination of Strategy 6.2, "Establish a culture of mutual trust and respect" as this is no longer seen as an issue within the organization.

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	Our Strategy
Operate Transparently	1.1 - Actively involve and engage stakeholders
	1.2 - Develop future community leaders
	1.3 - Assure convenient access to public information
	1.4 - Communicate thoroughly and strategically
Deliver High Quality Core Services	2.1 - Provide responsive, efficient city services
	2.2 - Recruit and retain a highly-qualified workforce
	2.3 - Effectively leverage information technology
	2.4 - Demonstrate stewardship of public resources
Assure Adequate Infrastructure	3.1 - Upgrade the condition of major roads and neighborhood streets
	3.2 - Ensure regular repair and replacement of water and wastewater facilities
	3.3 - Mitigate storm water runoff and flooding risks
	3.4 - Thoroughly plan for future capital investments and associated costs
Enable Responsible Development	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
Safeguard our Unique Identity	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
Govern Effectively	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

AZIMUTH GROUP

Within the overall strategic framework, the Council reviewed, updated, augmented and prioritized the detailed operating objectives supporting accomplishment of the six strategic goals and 22 specific strategies.

Goal 1: Operate Transparently

Strategies	Objectives
1.1 – Actively involve and engage stakeholders	• *Create a citizens Marketing and Communication Committee.* • *Expand public engagement opportunities for citizen input on projects/initiatives through public meetings or open houses* • *Explore use of virtual platforms for public input and engagement*
1.2 – Develop future community leaders	• Work to develop a pipeline of community leaders while preserving institutional knowledge • *Create innovative programs to involve youth and create "ownership" in their community.*
1.3 – Assure convenient access to public information	• Fully implement and use the reporting capabilities of the financial software. • Review and update document retention policies and processes. • ***Develop and implement a Colleyville app for citizen use.*** • ***Utilize Facebook Live to broadcast City meetings and events.*** • ***Integrate city information and data and create public "dashboards."*** • *Publicize opportunities for philanthropic donations to the City.*
1.4 – Communicate thoroughly and strategically	• Expand the radius of required zoning notifications. • *Improve the quality and effectiveness of public communication.* • *Improve the current communication strategy to broaden the audience and measure results / impact.* • *Continuously update and improve website usability and keep online data current and up-to-date.*

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

Goal 2: Deliver High Quality Core Services

Strategies	Objectives
2.1 – Provide responsive, efficient city services	• *Investigate new methods of service delivery.* • *Strengthen the City's project management skills and reporting capabilities.* • *Evaluate opportunities to decrease public safety response time.* • *Leverage skills of existing personnel to accomplish tasks in-house when possible to reduce costs*
2.2 – Recruit and retain a highly qualified workforce	• *Reward innovation and the development of new and improved processes.* • Adjust hiring process to match candidates with organizational culture. • Develop a workplace environment that rewards positivity and results. • Evaluate market conditions annually and adjust pay ranges to maintain competiveness.
2.3 – Effectively leverage information technology	• Complete the development of a city-owned fiber network. • ***Create a sign-up calendar of local events to facilitate Council awareness and participation.*** • *Evaluate and adjust customer service software for improved customer experience*
2.4 – Demonstrate stewardship of public resources	• ~~Reduce reliance on regional utility partners (e.g. water reuse).~~ • Seek out regional partnerships to enhance service delivery and efficiency • Seek outside funding sources or grants for programs, services, or infrastructure • Utilize most restrictive funding sources first, to limit burden on property-tax supported revenue

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

AZIMUTH GROUP

Goal 3: Assure Adequate Infrastructure

Strategies	Objectives
3.1 – Upgrade the condition of major roads and neighborhood streets	• ***Complete the design and set a target construction start date for Glade Road Phases I-B and II.*** • ***Execute the road improvement plan on schedule and update annually.*** • *Raise the priority level assigned for the completion of improvements to John McCain Road between Bandit Trail and Westcoat Drive.*
3.2 – Ensure regular replacement of water and wastewater facilities	• Initiate a process to clearly define long-term infrastructure funding options. • Evaluate existing infrastructure annually to assess sufficiency of infrastructure to meet current need • Remove infrastructure that is no longer utilized
3.3 – Mitigate storm water runoff and flooding risks	• Update the storm water drainage master plan. • Prioritize needed storm water projects. • Identify funding source(s) for storm water drainage capital projects.
3.4 – Thoroughly plan for future capital investments and associated costs	• Identify and plan for the long-term improvements to maintenance and support facilities (e.g. public works and parks service centers, public safety, etc.) • Annually update 5-Year capital plan to prioritize projects and ensure funding availability

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

AZIMUTH GROUP

Goal 4: Enable Responsible Development

Strategies	Objectives
4.1 – Protect Colleyville's semi-rural residential character	• Complete a review and update of the City's Land Development Code. • *Plan and initiate strategic re-zoning of higher density areas (reworded from 2017 plan).* • *Focus on the development of the North and South gateway areas.*
4.2 – Encourage compatible commercial growth	• Attract small corporate headquarters, office campus and supporting retail and restaurant development. • Encourage the development of unique and inviting public spaces. • Create public/private partnerships for economic development. • Develop an action plan for commercial development. • ***Identify economic development opportunities in commercial areas including redevelopment and parcel acquisition.*** • ***Support and facilitate the success of the Colleyville Chamber of Commerce.*** • ***Review revise alcohol sales rules for restaurants and determine if they should be revised.***
4.3 – Adopt best-practice planning and development processes that maintain Colleyville standards	• Incorporate specific architectural and site development standards as a part of the Land Development Code review and update (know when to say "no").

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

AZIMUTH GROUP

Goal 5: Safeguard Colleyville's Identity

Strategies	Objectives
5.1 – Create and sustain an identifiable Colleyville brand	• *Install north and south gateway entry features.* • ***Complete the design and installation of SH-26 median improvements.*** • ***Enhance entryway signage in collaboration with SH26 improvements.*** • *Create Colleyville branded apparel and merchandize for personal purchase.* • *Promote City events with signage, banners and graphics.*
5.2 – Support a variety of events, concerts and celebrations	• Plan for new park development. • *Improve the effectiveness of public event publicity and promotion.* • ***Complete the park in front of City Hall and assure the success of the City Plaza project.*** • *Create a "Celebrate Colleyville" community recognition event.*
5.3 – Provide attractive, facilities for leisure and recreation	• Evaluate the feasibility of building a new multi-purpose community center. • Finalize the master parks and trails plan. • ***Evaluate and priorities key elements of the Park Master Plan such as the recreation center and trail improvements.*** • *Fund a sidewalk capital plan.* • *Develop a community gathering place with food, drink and activities for youth and adults.*
5.4 – Actively seek public-private partnerships	•

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

AZIMUTH GROUP

Goal 6: Govern Effectively

Strategies	Objectives
6.1 – Articulate a compelling vision and direction for the community	•
6.2 – Ensure the clarity of City Council and staff roles and responsibilities	• Provide periodic governance orientation and training for Council, staff, boards and committees. • Expect staff to provide professional, non-political advice and opinions to policy makers. • Provide periodic City Council "policy 101" workshops and orientations to the City's practices, processes and programs.
6.3 – Foster our shared values	•

Key:
Normal text indicates existing objectives
Italicized text indicates new objectives
Italicized bold text indicates high priority new objectives

CITY OF COLLEYVILLE TEXAS

APPENDIX TO STRATEGIC PLAN:

COMPLETED OBJECTIVES AS OF JUNE 2018

AZIMUTH GROUP

Since the adoption of the Colleyville vision and strategic plan in January of 2017, the City has completed 36 of its strategic objectives and adopted several best practices for effective municipal administration.

Strategies	Objectives Completed / Best Practices Adopted
Goal 1: Operate Transparently	
1.1 – Actively involve and engage stakeholders	• Revised the City Charter. • Provided additional opportunities for citizen engagement and service on boards and committees.
1.2 – Develop future community leaders	• Worked to develop a pipeline of community leaders while preserving institutional knowledge.
1.3 – Assure convenient access to public information	• Provided open, mobile, 24x7 access to financial data including the implementation of OpenGov software. • Revised the purchasing policy to strengthen conflict of interest and disclosure provisions. • Provided "push notifications" to web links for meeting agendas and packets. • Provide QR coding on zoning notification signs.
1.4 – Communicate thoroughly and strategically	• Developed a formal communications strategy. • Established the City as a trusted clearinghouse for factual information. • Implemented an updated and enhanced City of Colleyville website.
Goal 2: Deliver High Quality Core Services	
2.1 – Provide responsive, efficient city services	• Aligned the City's performance management process and tools to address the Council's strategic priorities.
2.2 – Recruit and retain a highly qualified workforce	• Assured adequate staffing level in strategic departments. • Provided opportunities for the professional development and growth of City staff. • Implemented the recommendations of the Classification and Compensation Committee.
2.3 – Effectively leverage information technology	• Implemented an electronic City Council voting system.
2.4 – Demonstrate stewardship of public resources	• Restructured water rates. • Provided property tax relief. • Justified tax revenues in excess of the legal effective tax rate. • Developed a CIP Plan for the use of TIF district revenue.

Strategies	Objectives Completed / Best Practices Adopted
Goal 3: Assure Adequate Infrastructure	
3.1 – Upgrade the condition of major roads and neighborhood streets	• Accelerated the street capital program. • Managed SH26 project impacts. • Improved the Glade Road design. • Updated the City's pavement condition assessment. • Articulated a methodology for prioritization of street projects.
3.2 – Ensure regular replacement of water and wastewater facilities	• Funded needed water and wastewater system updates and maintenance.
3.4 – Thoroughly plan for future capital investments and associated costs	• Annually reviewed and updated the five year Capital Improvement Program.
Goal 4: Enable Responsible Development	
4.1 – Protect Colleyville's semi-rural residential character	• Improved the Comprehensive Plan.
4.2 – Encourage compatible commercial growth	• Prepared an economic development strategy.
4.3 – Adopt best-practice planning and development processes that maintain Colleyville standards	• Restructured Planning & Zoning process to improve effectiveness.
4.1 – Protect Colleyville's semi-rural residential character	• Improved the Comprehensive Plan.
4.2 – Encourage compatible commercial growth	• Prepared an economic development strategy.

Strategies	Objectives Completed / Best Practices Adopted
Goal 5: Safeguard Colleyville's Identity	
5.1 – Create and sustain an identifiable Colleyville brand	• Undertake an evaluation of the city's existing branding standards. • Develop any additional brand standards the Council may direct.
5.2 – Support a variety of events, concerts and celebrations	• Evaluated all existing community events and updated and augmented them as appropriate.
5.3 – Provide attractive, facilities for leisure and recreation	• Develop a sidewalk policy and implementation plan
5.4 – Actively seek public-private partnerships	• Explore future opportunities to use hotel occupancy taxes to fund initiatives
Goal 6: Govern Effectively	
6.1 – Articulate a compelling vision and direction for the community	• Periodically reviewed and updated the Colleyville vision, mission, goals, strategies and objectives. • Established annual operating and budget priorities consistent with the overall vision.
6.2 – Establish and enforce a culture of mutual trust and respect	• Define and document ground rules for Council / staff relations • Establish and document ground rules for staff support and assistance to appointed committees • Sponsor an annual staff and volunteer recognition event
6.3 – Ensure the clarity of City Council and staff roles and responsibilities	• Provided periodic governance orientation and training for Council, staff, boards and committees. • Expected staff to provide professional, non-political advice and opinions to policy makers. • Amended City Council rules and procedures to require City Council orientation, training and vision work session within 60 days of seating a new City Council.
6.4 – Foster our shared values	• Implemented the updated values throughout the organization.
6.1 – Articulate a compelling vision and direction for the community	• Periodically reviewed and updated the Colleyville vision, mission, goals, strategies and objectives. • Established annual operating and budget priorities consistent with the overall vision.