

**THE FLOWER MOUND TOWN COUNCIL PLANNING RETREAT ON THE 22<sup>ND</sup> AND 23<sup>RD</sup> DAYS OF JANUARY, 2010, IN THE FLOWER MOUND FLEET FACILITY, LOCATED AT 1105 DUNCAN LANE, IN THE TOWN OF FLOWER MOUND, COUNTY OF DENTON, TEXAS, BEGINNING AT 2:00 P.M. pm JANUARY 22, 2010.**

The Town Council met in a planning retreat with the following members present:

Jody Smith	Mayor
Jean Levenick	Mayor Pro Tem
Steve Dixon	Deputy Mayor Pro Tem
Al Filidoro	Councilmember Place 2
Mike Wallace	Councilmember Place 3
Tom Hayden	Councilmember Place 5 (arrived 2:24 pm)

constituting a quorum with the following members of the Town Staff participating:

Harlan Jefferson	Town Manager
Paula Paschal	Town Secretary
Terry Welch	Town Attorney
Chuck Springer	Assistant Town Manager/Chief Financial Officer
Kenny Brooker	Police Chief
Eric Metzger	Fire Chief
Kent Collins	Assistant Town Manager

Mayor Smith called the retreat to order at 2:11 pm on Friday, January 22, 2010.

- Introduction by Randy Pennington
  - Opening comments
  - Review agenda and deliverables
  - Establish session ground rules and review logistics
- Review successes and accomplishments since the last retreat
  - Financial survival
  - Hospital
  - No tax increase
  - Securing tolling revenue
  - Police beats
  - Fire stations
  - Denton County revenue
  - Strides in Regional cooperation
  - Crime reduction
  - SAFER Grant
  - IRS task force money
  - Little employee turnover
  - Expansion and opening of FM 2499
  - Completion of Fleet Facility
  - CAC Expansion
  - Dixon opening
- Things that the Town could have done
  - More to develop trust on the Council
  - Worked on other things - not allowed to do so because of gas drilling issues      drove everything else
  - Been better at dealing with tax rate and public building needs

- Should have done:
  - Better understanding of gas drilling from feds/state down to the local level
  - Got a better handle on gas drilling quicker
- Deliverables:
  - Direction on key issues
  - **Reconfirmed vision - SPOT** analysis and strategic goals
  - Direction on strategic objectives
  - Ideas on working more effectively
- Council updates and requests for information
  - Review citizen survey results

Dr. Tom Miller reviewed the citizen survey results. A copy of the report is on file in the Town Secretary's Office.

Town Manager Harlan Jefferson stated he planned to do a citizen survey every other year, and in the off years, he would provide for an employee survey.

Councilmember Filidoro stated the Council needed to survey the boards and commissions members, and he offered to jump start that project.

Drivers: Staff should go back to the PALS Board with new ideas for the Library

Deputy Mayor Pro Tem Dixon stated he would like to see an overview of the sales tax election results for 4B (percentages).

Things that pleased the Town Council on the survey.

- Identified things to concentrate on
- Some areas that were perceived to be an issue actually had good ratings
- High ratings on employees
- Essential services (Public Safety) were very high
- Number 1 and 2 in many categories

Disappointments:

- Street repairs
- Apathy in government
- Communication issues

Mr. Pennington summarized that the Council wanted more information on:

- Pros and cons of land trust
  - Library services
  - More information on key points/drivers of results of survey
  - Economic development focus on bringing more jobs to Flower Mound
- **Financial report**

Assistant Town Manager/Chief Financial Officer Chuck Springer gave a presentation on the financial status of the Town (on file in the Town Secretary's Office).

Councilmember Hayden asked if revenues were going to be flat for the next several years.

Mr. Springer stated he had some concerns and hoped that the appraised values would increase.

Councilmember Filidoro asked how many other grants the Town had received, like the SAFER grant.

Mr. Springer stated the SAFER grant was the only federal grant. It would start winding down next year, and the Town would have to absorb the difference.

Councilmember Hayden asked how staff planned to get back to a full compensation plan.

Mr. Springer stated he would be working on it over the next several years.

Mr. Jefferson stated he had hoped for salary savings, but turnover was not very high. Staff would have to look at the expenditure side to be able to cover a compensation plan.

Councilmember Hayden stated the Town needed to be competitive with the employees, and the compensation plan was a priority. He stated the Town was asking the employees to be exceptional but they were not receiving additional compensation.

Mayor Smith agreed that compensation was a priority.

Mr. Springer noted that the Police and Fire officers were in a step-based program, based on merit. All other employees were on a merit system, based on their performance evaluations.

Councilmember Hayden stated the LISD was going to raise taxes next year.

Mr. Jefferson stated Flower Mound raised taxes with the voter approved dedicated sales taxes. He stated the Town needed to prove to the citizens that it did a good job with the dedicated sales taxes.

Mr. Springer commented that as the Town added infrastructure and the economy turned around, Flower Mound would be set with economic growth.

Mr. Jefferson commented that the Town was not slashing salaries or services. There were no freezes on positions.

Councilmember Hayden commented that it seemed the budget would be very tight for the next few years.

Deputy Mayor Pro Tem Dixon asked if the Town provided a recap of all the compensation factors for an employee.

Mr. Springer stated this was done annually.

What is the message the Town needs to take to goal setting?

- No extra money
- Be creative
- Revenue generation/economic development

Mr. Jefferson stated the Town was still expanding parks and roads due to sales tax revenues.

○ **Parks Master Plan (senior center, dog park, and lake access)**

Assistant Town Manager Kent Collins gave a presentation regarding the Parks Master Plan (on file in the Town Secretary's Office).

Councilmember Hayden asked for the cost of a dog park.

Mr. Collins stated the capital costs would be about \$400,000, if the Town owned the land.

Councilmember Hayden asked about the annual operating costs.

Mr. Collins responded they would be about \$25,000.

Councilmember Hayden asked about the cost of improvements for Twin Coves Park.

Mr. Collins stated there would be a great deal of maintenance and restoration, so the cost would be about \$500,000. He stated the Town might have to do a phased approach, however 4B money could be used for this.

Councilmember Filidoro asked if there was a demand to use Twin Coves Park.

Mr. Collins replied yes. He noted that some people knew that the Corps had approached the Town to take it over.

Councilmember Hayden asked if the Town could realize revenues from the Golden Lounge at the CAC to offset costs of Seniors In Motion programs.

Mr. Springer stated the Golden Lounge could be turned into something else to make revenues for the Town.

Councilmember Filidoro asked if the Town could charge more for non-residents for services at the CAC.

Councilmember Hayden stated he would prefer a dedicated senior center. He stated it might need to be a multi-purpose facility to generate revenue. He asked if the 4B Corporation could issue debt.

Town Attorney Terry Welch responded yes.

Councilmember Hayden stated the Town needed to manage the expectations of the seniors.

Mayor Smith asked if a dog park could be run by a non-profit organization.

Town Attorney Terry Welch responded yes.

Mayor Smith stated she could support a dog park if the Town did not have to pay for it.

Mayor Pro Tem Levenick asked why the Council would talk about \$400,000 for a dog park when employees were not getting raises. If someone wanted to sponsor the dog park and take control of it and run it, that's OK. They would have to take on the liability.

Councilmember Hayden commented that the dog park was rated high in the survey.

Deputy Mayor Pro Tem Dixon stated staff should contact Liz Covington who spoke at a recent council meeting requesting a dog park.

Mayor Smith asked if gas drilling could occur on Corps property

Matt Woods, Environmental Resources Director stated he would check.

Deputy Mayor Pro Tem Dixon was in favor of getting the property (Twin Coves) under Town control, and that was the consensus of the Council.

Councilmember Hayden stated a senior center was important and the Town should have a plan.

Mayor Smith stated if a new senior center was located by the CAC, the seniors would not need another exercise room. Councilmember Hayden agreed. Mayor Smith suggested building a shell and finish out the building in phases.

Mr. Collins stated it would be a 2.5-3 year project.

Councilmember Hayden stated the Town needed to find funding.

Mr. Pennington asked if five years was more realistic than three.

Deputy Mayor Pro Tem Dixon stated the Town would either have to have a bond election or find other ways to pay for it.

Mr. Jefferson stated he could look at an election in November.

Councilmember Filidoro stated if the voters supported it, **that's OK**.

Councilmember Hayden stated if the Town made it a revenue generator it might happen sooner.

Deputy Mayor Pro Tem Dixon stated the Town would have to plan carefully if the building was going to be flexible.

Mayor Pro Tem Levenick stated she was not necessarily supportive of a multi-purpose facility for a senior center.

Mayor Smith stated a cultural arts building could be multi-purpose. She stated the Council needed to talk about all public buildings.

Recessed at 5:50 pm on January 22, 2010 and reconvened at 8:41 am on January 23, 2010.

o **Economic development (sign ordinance and extended hours for alcohol sales)**

Doug Powell, Executive Director of Development Services, gave the presentation (on file in the **Town Secretary's Office**).

Mr. Powell commented that if the Town wanted to make changes to the sign code, both the citizens and business groups would need to be involved. The business owners had the opportunity to request a Comprehensive Sign Package. Sometimes there was a disconnect between the developers of shopping centers and the actual tenants. One of the major complaints was that businesses failed to get permits before they installed their sign, and then are contacted by Code Enforcement.

Deputy Mayor Pro Tem Dixon suggested having a focus group to discuss any changes to the sign ordinance.

Mayor Smith stated it would be good to survey the citizens and get their input. The Town needed to know the expectations and then follow through with what is decided.

Mr. Pennington suggested that rather than a survey, let a group (staff, Chamber, others) study the subject, come up with options, and then go out to the public.

What are the rules the Town Council will operate by:

- Talk to people/residents
- Talk to media
- Blaming people
- **Closed session - confidential - hear about it the next day from others**
- Being personally positive about other members of council/motives
- Looking out for each other in public
- **Out of order - talk about what is on the agenda**
- How to handle disagreement
- Presenting emotional issues-share fact sheet through the Town
- Identify the questions and issues that need to be answered

Mayor Smith requested that if Michael Ryan or any member of the Council is requested for an interview, he notifies all Council by email, text or voice mail.

These things cause mistrust:

Character  
Competence  
Communication  
Consistency  
Courage

Confidence:

- What is said in executive session
- Privileged information
- **Don't respond electronically - options**
- **Be aware - others think you are the Town**

The Council discussed several aspects of the meeting process. They agreed that the Mayor should have people "**wrap it up**" when their three minutes are over. The Council stated they did not want to allow personal attacks on the Mayor/Town Council or staff.

Councilmember Hayden presented three options for funding a stand alone senior center.

The consensus was to pursue Option 1 - look into grant options, wrap up the Parks Master Plan, and possibly put the issue on the ballot in November 2010.

The Council went back to discussing the sign ordinance. The consensus was to have a task force (business/citizen), and to educate the business owners on the process. The staff should be the research arm. The root problem was that business owners said people could not find them.

Mayor Smith stated she and one councilmember would meet with Mr. Powell and Danny Hartz,

Building Official to discuss the issues. The focus group could be formed by adding in three members of the Planning & Zoning Commission, citizens, and business owners. Each member of the Council would appoint a member. She stated the group would need a formal charge.

Mr. Powell stated he would send a Council Communication.

- **Extended hours of alcohol sales in restaurants**

Councilmember Filidoro stated Flower Mound needed an entertainment venue.

Councilmember Hayden asked if the Council was putting Flower Mound at a competitive disadvantage.

The consensus was to address this again. The Council asked that a proposed ordinance be brought to a future Council meeting for consideration.

Deputy Mayor Pro Tem Dixon and Councilmember Filidoro left at 1:30 pm.

### **Council Priorities**

Environmental policy  
Sustainability  
Recycling  
Review sign ordinance

### **Economic Development Priorities**

Continue to expand medical community  
Pursue campus commercial relocations  
More resources for Economic Development Division

The Council discussed mixed use (what developers want to do) as opposed to campus commercial. The Council instructed staff to study how much mixed use Flower Mound can handle and to provide an analysis of Lakeside opportunities. Staff should also look at what will make Flower Mound more attractive than surrounding communities and to create opportunities for more jobs in Flower Mound.

Council ideas:

Make business retention a priority  
Identify ways to make Riverwalk successful  
Give constituents best information possible regarding gas drilling  
Continue to do gas monitoring  
Have another retreat in June

- **Environmental sustainability**

The Council agreed to work with Keep Flower Mound Beautiful (KFMB) to have more environmental programs and events.

Have a Green Team (part of Environmental Conservation Commission)  
Chamber is willing to participate

Mosquito spraying

Alternatives - no scientific studies on natural alternatives (not approved by FDA)

Focus should be on recycling - makes residents feel involved and participating

Home Depot was willing to be a center for recycling for batteries (Irving)

May have to adopt standards for storage before they are picked up

**Check to see if Lowe's would participate**

Have a written strategy for environmental sustainability

List categories to reduce energy

Recycling

ECC could do an annual update and measure success

Have committee develop standards by Fall 2010

Councilmember Hayden wanted the Town to have a have a master plan that created a vision, and to find out how oil and gas drilling can be incorporated into the Town.

Figure out what Flower Mound wants to be

Great place to live, raise a family, have leisure time

Is it OK to be just that

**Destination - for who to do what - families/safe place**

Councilmember Hayden stated Flower Mound may become a medical destination.

- **Code enforcement**

Assistant Town Manager Kent Collins gave the presentation.

Mayor Smith stated that some of the problems in the older neighborhoods were that they were developed under different standards. Residents have the opportunity to send photos through the Town's website to Code Enforcement and the on-line complaint system.

- **Handbills**

Mr. Welch stated if the Town prohibited handbills, an officer would have to swear in court that a particular person put a handbill on a door in order to prosecute.

**Code enforcement**

The Council discussed if Code Enforcement would be more effective if it was in the Police Department.

Mr. Jefferson stated it was better suited away from the Police Department.

Mr. Collins stated Code Enforcement and Building Inspection worked together through the permitting process.

Mayor Smith suggested that maybe KFMB, the ECC, and COPS could work together with Code Enforcement.

Major Code Enforcement complaints: bulk trash left out, polycarts being visible from the street, and vehicles parked over the sidewalk.

- **Permitting process**

Chief Building Official Danny Hartz gave the presentation (on file in the Town Secretary's Office).

Councilmember Hayden asked how staff could change the image of everything taking so long, adding that the Town needed to be business friendly.

Mr. Hartz stated there were many emergency procedures that people could follow. People simply had to call Building Inspection for help.

Mayor Smith suggested looking at on-line payments and applications, and particularly software that would send the homeowner a notice when permits were ready.

○ **Innovation and improving the work environment/culture**

- Re-confirm and refine the vision, SPOT analysis, and 2010 strategic goals
- Review and discuss strategic objectives determined by the management team
- Develop list and prioritize strategic objectives and action items from Council
- Discuss what success means in the coming year - how will Council know the Town has had a great year
- Develop accountability, progress update, and follow-up time tables
- Discuss activities to improve Council effectiveness
  - Review Council and staff behavior styles and values profiles
  - Discuss opportunities to improve two-way communication between Council and staff
  - Discuss opportunities to enhance Council performance
  - **Discuss Council's desire to move to two retreats per year (June and December/January)**
- Council updates and requests for information continued
- Summary and wrap up

Mayor Smith adjourned the retreat at 4:00 pm and all were in favor.

**TOWN OF FLOWER MOUND, TEXAS**

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**JODY A. SMITH, MAYOR**

**ATTEST:**

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**PAULA J. PASCHAL, TOWN SECRETARY**