

**THE FLOWER MOUND TOWN COUNCIL RETREAT HELD ON THE 5<sup>th</sup> DAY OF JUNE, 2010 AT CENTRAL FIRE STATION, 3838 FORUMS DRIVE, IN THE TOWN OF FLOWER MOUND, COUNTY OF DENTON, TEXAS AT 8:30 A.M.**

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

Melissa Northern	Mayor
Al Filidoro	Mayor Pro Tem
Tom Hayden	Deputy Mayor Pro Tem
Steve Dixon	Councilmember, Place 1 (left at 2:43 pm)
Mike Wallace	Councilmember, Place 3 (left at 3:40 pm)
Steve Lyda	Councilmember, Place 4

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

Harlan Jefferson	Town Manager
Paula Paschal	Town Secretary
Terry Welch	Town Attorney
Kent Collins	Assistant Town Manager
Chuck Springer	Assistant Town Manager
Eric Metzger	Fire Chief
Kenny Brooker	Police Chief
Mark Wood	Assistant to the Town Manager
Randy Pennington	Facilitator

Mayor Northern called the planning retreat to order at 8:37 a.m. A local photographer took a new group photo of the Council.

Mr. Pennington reviewed the Council's accomplishments for 2009 and asked the Council if they felt anything was missing. The presentation is on file in the Town Secretary's Office.

Deputy Mayor Pro Tem Hayden was proud of the completion of the Parks Master Plan.

Councilmember Dixon asked if there were any other ordinances that needed to be amended to make services more efficient.

Assistant Town Manager/Chief Financial Office Chuck Springer asked to add the Water and Wastewater Master Plans to the accomplishments.

Mayor Northern also noted the addition of many communication tools throughout the Town.

Vision - What would you like Flower Mound to be in 2025?

Deputy Mayor Pro Tem Hayden stated he wanted to promote the medical community, as everything would feed off the job creations in this area.

Mayor Pro Tem Filidoro agreed.

Mayor Northern stated she would like to see Flower Mound as a destination and make sure Flower Mound had the highest quality of life for people moving in, including green spaces, clean air, quality parks, and healthy lifestyles.

Mayor Pro Tem Filidoro stated the Council wanted the citizens to feel they were enjoying being in Flower Mound. He wanted to promote health, safety welfare, and security. He stated that if the Town provided those things, it had done its job.

Mr. Pennington asked the Council if they wanted to be an incubator for start-up businesses, in addition to being a medical community. He asked who they served in the vision for Flower Mound.

Mayor Northern responded that the Council served the residents.

Deputy Mayor Pro Tem Hayden felt the average Flower Mound residents families were college educated, had two-income families with 2.5 kids, and were people who commute or work from home.

Councilmember Dixon referred to analysis attraction, and asked what the Council had to do to have businesses and corporations look at Flower Mound. He noted that growing up he drove along I-35 W and there was nothing there years ago. Now the area was building up around Alliance. He asked how Flower Mound could "mark their spot" and "raise their flag." He felt Flower Mound needed to stake its claim on I-35 W.

Mayor Pro Tem Filidoro felt Canyon Falls would help.

Councilmember Lyda stated Flower Mound was sandwiched between two interstates in the metroplex. Flower Mound had a sense of place for which it was known. There was easy access to DFW Airport and people could get to both Dallas and Fort Worth.

Mayor Northern noted that staff had created the Town's infrastructure based on the vision of previous Councils who helped guide the Town.

Deputy Mayor Pro Tem Hayden stated there was no centralized place for people to gather. Based on the hospitals statistics, there would be 180,000 people in the area looking for a place to go.

Mayor Pro Tem Filidoro stated there was no place for citizens to have fun.

Councilmember Wallace stated the Town needed options for older people to live in Flower Mound. The parents of many citizens wanted a place to live.

Councilmember Lyda stated there were many young people in Flower Mound.

Mayor Northern stated the Town had provided the infrastructure for young families—parks, ball fields, trails, etc.

Mr. Pennington asked if the vision was to keep the age group now residing in Flower Mound, or do something for the people as they grow older.

Councilmember Dixon stated that if he remained in Flower Mound the rest of his life, he foresaw a three-time transition into different types of housing. He felt the Town needed options for those transitions.

Deputy Mayor Pro Tem Hayden did not want a vision of rental (high-density) apartments. There should be more ownership than rental.

Councilmember Dixon stated there should be a certain segment of the Town for small condos, townhomes, or lofts.

Mr. Pennington commented that Flower Mound was primarily an ownership community/single-family community. The issue was density.

Mayor Northern had heard from citizens about the aging community. She stated that she visited many senior homes in many cities. The price per square foot for senior housing was quite high, as was the price of land in Flower Mound. The current residents were looking at the price per square foot for smaller units. She stated it would be a reality check for what residents wanted and what they were willing to pay for it.

Deputy Mayor Pro Tem Hayden stated Flower Mound had a reputation for open spaces and he did not want to lose that. He encouraged the Town to concentrate on fulfilling the Parks Master Plan.

Mayor Northern asked if the Town should revitalize areas of Flower Mound that had smaller homes rather than bringing in expensive small homes.

Councilmember Dixon suggested bringing in experts to help with the vision and fulfill the needs of the current and future residents. He wanted places where people could transition through the stages of their life.

Mayor Pro Tem Filidoro stated staff should find a case study of what other cities did right. He stated land was expensive because of the amenities Flower Mound offers. He wanted to know why people had left other cities.

Councilmember Lyda stated some communities were stagnant. Flower Mound needed the opportunity to have amenities to attract people to move to the Town. He added there was a need for a place for parents.

Deputy Mayor Pro Tem Hayden wondered what sacrifices Flower Mound would have to make to accommodate that.

Councilmember Dixon stated the Council should create the vision and tell developers to keep open spaces and offer ideas. He wanted to keep the amenities that were already here. He stated Flower Mound had a unique opportunity that other cities did not have in that there was still land to be developed.

Mr. Pennington stated there were different levels of density such as brownstones surrounding a park. He asked if that was something to consider.

Deputy Mayor Pro Tem Hayden stated the Town's vision was already in the Master Plan.

Mayor Pro Tem Filidoro wanted the developers to understand the Master Plan. He did not want to run the community by expediency, and housing choices had to be within the current plan. He felt Flower Mound wanted a medical community and campus commercial.

Councilmember Wallace stated that if the Council wanted a medical community, the members had to realize who needed medical assistance most (older citizens).

Mayor Pro Tem Filidoro stated that doctors, radiologists, and chief nurses could afford to live in Flower Mound.

Deputy Mayor Pro Tem Hayden stated Flower Mound did not want to stray from the demographics that were here now, and wanted to maintain being exclusive.

Mr. Pennington stated that with the hospital, the Town would get many professional department heads and doctors, some of the executive board, and only a few of the non-professionals.

Mayor Pro Tem Filidoro stated there were places to live for everyone on the chain, as Flower Mound had all types of housing.

Deputy Mayor Pro Tem Hayden believed there was a place for townhomes in Flower Mound, however he did not want to stray from the Master Plan.

Councilmember Wallace felt the Town needed a better mix of what it offered. He could not see after-hours entertainment and high-end retail without making a change.

Mayor Pro Tem Filidoro stated Flower Mound would never be a Southlake— as that city had highways and freeways. He felt Flower Mound could create an entertainment district. He stated the people in the medical community would need places to eat, and there would be a demand. He added that a high-end grocery store would come when the Town's demographics changed and grew.

Mr. Pennington stated that entertainment would follow the core market that was created. He asked if the Legacy type of development appealed to the people in Flower Mound.

Mayor Northern stated she would like an entertainment lifestyle as a community, citing the Community Activity Center, and the vision for the Carmel Wilson tract. She asked if the Town could meet most of the needs and still maintain the vision of Flower Mound.

Deputy Mayor Pro Tem Hayden stated citizens might have to go to Grapevine for entertainment and leave Flower Mound as just a place to reside.

Councilmember Wallace stated that sentiment went against being self-contained and being able to offer many amenities.

Mayor Pro Tem Filidoro stated the Town could not be things to all people, and it needed to concentrate on what was done well.

Mr. Pennington stated Flower Mound had a great deal of entertainment for families— parks, trails, etc., and it would be great to have a hotel. He noted Flower Mound may see one with the opening of the hospital.

Mayor Pro Tem Filidoro stated an entertainment district created vibrancy, and it needed to be viable and sustainable.

Mayor Northern commented that many cultural arts groups were working out of churches and other places. There was no facility where a performance could take place.

Councilmember Wallace suggested using Tax Increment Reinvestment Zone (TIRZ) funds for an arts facility.

Mr. Pennington stated the entertainment opportunities should be targeted to the residents and the scale of the Town.

Deputy Mayor Pro Tem Hayden stated it would be 10-15 years before a new Town Hall was built, and only then would the Town possibly see a performing arts center.

Regarding sense of place, Mr. Pennington asked if that coincided with where Flower Mound wants to be in 20 years.

Mayor Pro Tem Filidoro stated Flower Mound needed to look out regionally and understand what is going on around the entire area.

The Council took a break from 11:00 a.m. until 11:15 p.m.

Deputy Mayor Pro Tem Hayden stated residents were concerned with traffic flow and mobility. He asked how the flow could be increased without disrupting the residents and while still maintaining the character of neighborhoods.

Councilmember Dixon stated there should be a vision for interregional mobility.

Deputy Mayor Pro Tem Hayden stated the DFW Connector would stop at the Grapevine/Flower Mound border. Hopefully it would solve some of the problems.

Mr. Pennington stated it appeared the Council had a vision for mobility where people could move through Flower Mound while maintaining neighborhoods.

Mayor Pro Tem Filidoro stated that when FM 2499 was completed through Highland Village, there would be an increase in traffic.

Assistant Town Manager Kent Collins stated Flower Mound had always tried to create corridors through the Town.

Mayor Northern stated that no matter what, people would always use cut-throughs to shave time off their drive.

Deputy Mayor Pro Tem Hayden suggested making major thoroughfares wider while not upsetting the minor thoroughfares.

Mr. Pennington commented that mobility frustrated residents, and if the Town could not find the perfect solution, it should find the best solution.

Councilmember Dixon stated he wanted to move people efficiently through the Town. He asked if staff had all the tools to make the signal lights as efficient as possible.

Mr. Collins stated the Town had the latest technology.

Councilmember Lyda stated he wanted the commute to other destinations from Flower Mound to be short and efficient.

#### Vision for City Services

Deputy Mayor Pro Tem Hayden stated the staff did a very good job of providing services, however it was going to be a challenge to maintain that as the Town grows.

Councilmember Lyda felt the services were in line with the wants and needs of the residents. Infrastructure would always be ongoing.

Town Manager Harlan Jefferson stated the biggest challenge was putting new facilities on the ground. He noted the citizen survey was very helpful, and ideally the employees wanted to perform exceptionally.

Councilmember Dixon stated the residents appreciated the Town services, however they were still asking for more recycling— particularly polycarts. He hoped the Town would have top-shelf opportunities to put Flower Mound over the top.

Mayor Pro Tem Filidoro expected to see good bids and services on the solid waste and recycling contract that was coming up in the fall of 2011.

Mr. Springer stated there was a concern with the expansion of services based on demand, and a contraction of services because of finances. He stated Flower Mound would have to add services incrementally.

Mr. Pennington stated that for some, excellent service meant more services, and for others it was services that were well executed. The Town should only look at additional services that added value where it could be sustained.

Councilmember Lyda complimented the employees for doing such a great job with less.

Deputy Mayor Pro Tem Hayden desired to know what employees had to offer about improvements to their jobs. He asked for feedback from the department heads.

Mr. Jefferson stated that management valued the ideas of the employees. He noted that an Efficiency Committee had been created this year. Additionally, the Town would do an employee survey every other year. Also, staff received feedback from employees through decision packages.

Mr. Pennington encouraged the Council and staff to continue to look for involvement, deficiencies, and effectiveness.

Deputy Mayor Pro Tem Hayden was interested in seeing what the top three items/issues were in each department.

Mr. Jefferson stated that with the team approach, many times staff could take a good idea and make it even better.

The Council broke for lunch between 12:00 p.m. and 12:20 p.m.

Jeffrey Whittaker, a local CPA, gave a presentation regarding community support

funding, and the requirement for audits. The presentation is on file in the Town Secretary's Office. He felt the Town could make the management of the different non-profit groups more responsible by having them approve the information, if they were not going to provide an audit.

Mayor Pro Tem Filidoro asked if there was some type of penalty if an organization had an incident of fraud.

Mr. Whittaker stated most organizations had errors and omissions insurance on the board of directors.

Councilmember Lyda suggested that if an organization did not follow the Town's policy, then the Town would no longer give them funding.

Mayor Pro Tem Filidoro stated that the organization needed to return the money that the Town gave them.

Councilmember Wallace was in favor of awarding an organization up to \$5,000 without an audit and higher amounts with an audit.

Economic Development

Director of Economic Development Melissa Glasgow gave an update on the economic development efforts over the last 18 months. Due to the length of the presentation, it is on file in the Town Secretary's Office.

Deputy Mayor Pro Tem Hayden commented that the new hospital was drawing from an area of 180,000 people. He noted that many developers had said that Flower Mound could have high-end retail if there were more rooftops. He asked what the Town had done in the past regarding business retention.

Ms. Glasgow stated that for the past three years the Town and Chamber of Commerce have sponsored a luncheon or reception for the major employers, however there was not enough one-on-one with that program. Starting this year, the efforts would be put into visiting the businesses.

Medical Office

Executive Director of Development Services Doug Powell gave an overview of the medical office opportunities that were coming to the Town. The presentation is on file in the Town Secretary's Office.

Mr. Powell stated that a site in The River Walk at Central Park, south of the new hospital, had been bought by Ranier for a medical office building. Also, the Timber Creek Medical Plaza, two buildings, would be located north of the hospital.

Mayor Pro Tem Filidoro asked if the Town needed to look at the standards along FM 2499 with a new purpose since the hospital was now the anchor.

Mr. Powell stated Orthopedic Associates would be located at the southwest corner of College Parkway and FM 2499. Two more offices would be located just west of that tract (North Point)— Flower Mound Medical and Lewisville Neurology. South of Windsor, the Long Prairie Medical Office Buildings planned to develop. He noted that the residential adjacency could be an issue. The Specific Plan Area prohibited retail uses. Mr. Powell added that the property needed a detention area, and the developer planned to use it as a plaza-type amenity. Mr. Powell stated that Physicians Medical Center would be located north of Schlotsky's on FM 2499.

Deputy Mayor Pro Tem Hayden wondered how much medical development the Town could sustain, noting that the medical office buildings were spurring development.

The Council took a break at 2:00 p.m. until 2:06 pm.

Mr. Pennington reviewed the Strengths, Problems, Opportunities, Threats (SPOT) Analysis.

Strengths

Mayor Pro Tem Filidoro stated that location could be a strength and a weakness. Councilmember Lyda felt that location to the lake was a strength.

Mayor Pro Tem Filidoro commented that Flower Mound did not have an identity with Lake Grapevine, and perhaps when Twin Coves Park was improved, that identity could be

established. He stated that another strength was the medical community.

### Problems

Deputy Mayor Pro Tem Hayden stated that one problem was the vision for The River Walk at Central Park. He noted that oil and gas drilling was keeping Flower Mound from being a destination.

The Council agreed to remove "no sense of place" from the list of problems. They also agreed to change "limited after hours opportunities" to "limited entertainment opportunities."

Mayor Northern noted that it was the age group in Flower Mound that limited entertainment opportunities, because of family obligations. She noted that there was a gap in things for the teens to do. She had been asked by a resident if there could be teen hours (after hours) at the CAC.

Mayor Pro Tem Filidoro asked staff to find out if other cities had those amenities and if they took care of the teens.

Police Chief Kenneth Brooker noted that the Town had a curfew ordinance. There had been problems with kids hanging out in parking lots. He noted there were significant issues with vehicle burglaries and criminal mischief committed by teens.

Mr. Jefferson commented that teens did not want structured activities, and that was why they went to parking lots and parks to congregate.

Councilmember Lyda suggested bringing in community activities where teens could volunteer, and he suggested having a Youth Opportunities Day.

Mayor Northern commented that several pastors would like to put together a task force to resolve some of the issues.

Councilmember Wallace stated the teen issues should go on the problem list, and the Town should see how to address it. He suggested asking the kids what they wanted to do.

On unfunded mandates, the consensus was to remove Feds and leave it global.

### Opportunities

Councilmember Lyda suggested creating additional amenities for daytime and the lunch crowd so that traffic in the Town could be expanded during the day.

Threats

The consensus of the Council was to add "soil mandates" to "meeting water and air quality mandates." Additionally, the Council decided to remove "very vocal minority against specific ideas."

Councilmember Dixon left at 2:43 p.m.

Flower Mound Strategic Goals

Deputy Mayor Pro Tem Hayden asked to change "mixed use community" to "balanced community."

Mayor Northern asked if Flower Mound was really recognized as a leisure destination, according to the past goals.

Councilmember Wallace thought of some place like Florida as a leisure destination, not Flower Mound.

Mr. Jefferson recalled that the previous Council had considered the Twin Coves improvements, the Town's trails, parks, and fields as destination sites.

Councilmember Lyda stated the Town could have future opportunities with a hotel near the lake.

Mayor Pro Tem Filidoro asked to add "claim Flower Mound's portion of Lake Grapevine" to the goals.

Councilmember Lyda suggested moving the signature event to a site by the lake.

Deputy Mayor Pro Tem Hayden stated the Town needed to rehab its image after the events over the last year.

Mr. Pennington asked if some of it was justified. The way to change reputation was to not do those things anymore. He suggested having a goal of communicating and engaging residents.

Mayor Northern wanted to see more residents have a partnership with the Town.

Mr. Jefferson commented that residents did not care about what is going on in the Town unless there was a problem.

Mayor Northern stated there were opportunities for residents to participate in the community, including the homeowners' associations.

Mayor Pro Tem Filidoro stated the Town needed to find the right way to communicate with citizens.

Safety and Security

The consensus was to say “maintain equipment replacement policy” instead of “stay current with equipment needs.”

Mr. Pennington encouraged the Council review the goals and objectives individually. He reminded them that the Council steers the boat and staff rows the boat.

Televising Board/Commission Meetings

Mr. Springer stated staff had prepared a decision package for televising all boards and commission meetings and work sessions. The amount was \$10,800. He explained that there would be an incremental cost with Swagit (the company that streams the meetings), along with a fee of \$20 an hour for the contract booth person. He stated the Town might have to limit broadcasting of meetings to only the ones that residents wanted to see. He also noted that not all meetings were held in the Council Chambers.

Councilmember Wallace stated that if the meetings had to be prioritized, he was in favor of including the work sessions for Town Council and the Planning & Zoning Commission, and then the Oil and Gas Board of Appeals meetings.

Mayor Pro Tem Filidoro stated that no one might ever know when an issue would flare up. People wanted to know what was going on.

Mr. Pennington asked the Council to look at the flip side— if the Town was not giving raises, the \$10,800 became symbolic.

Mayor Pro Tem Filidoro commented that the Council served 65,000. He directed staff to figure out the cost for each board and commission, and give it to the Council cafeteria style.

Mr. Jefferson asked if the Council was ready to start the cameras during the briefing session of the meetings, and if they wanted the SMARTGrowth Commission sessions live.

The consensus of the Council was yes.

Compensation and Benefits

Mr. Springer stated the Town conducted a salary survey for police and fire on an annual basis. There would be no merit compensation for 09-10. He noted the Town was still participating in the social security system. He provided the Council with health insurance information for employees/dependents. He explained that if positions were 2% below market and to maintain the 50<sup>th</sup> percentile, everyone in that pay plan (step) would get the 2%. Increases were given to employees in the “range plan” if they were below the 50<sup>th</sup> percentile.

Councilmember Wallace left at 3:40 p.m.

Policy for Performing Arts Groups at Council Meetings

Mayor Pro Tem Filidoro suggested giving the performing arts groups five minutes to perform at each Council meeting. They could each send small groups to perform.

Mayor Northern stated this would give the groups an opportunity to showcase their talents. They would need to submit a request to do so.

Mayor Pro Tem Filidoro commented that the performing arts groups felt exclusionary.

Deputy Mayor Pro Tem Hayden stated the Council did not need to start Council meetings with song and dance. He was in favor of inviting the groups for special occasions only.

Mayor Pro Tem Filidoro felt five minutes was good recognition for the groups.

Councilmember Lyda suggested having the Mayor decide if the arts groups should be on a certain agenda.

Mayor Pro Tem Filidoro clarified that the performers had to be from a group that received community support.

#### Expanding Transportation Service to Senior Centers in Other Communities

Mr. Jefferson stated the Town was about to embark on a providing temporary free-standing senior center. He asked the Council if they wanted to allow for transportation to the Lewisville and Highland Village senior centers.

Mr. Springer stated the contract with SPAN used to allow for transportation to the other center, but under the new guidelines, it was only for medical appointments, shopping for necessities, and to go to the Flower Mound senior center. He noted that SPAN paid \$4 for a one-way tip and Flower Mound paid the other \$12.

The consensus of the Council was to not change the policy.

#### Election for Free-standing Senior Center

Mr. Springer presented estimated numbers for building a free-standing senior center, noting that it would have a 1.1 cent impact on the tax rate. He asked the Council if they wanted to have a bond election in November.

Mr. Jefferson noted that the temporary senior center should be ready by the end of the year, as plans would be presented in August.

Town Secretary Paula Paschal stated the Town's portion of the cost of the November election would be close to \$30,000, as it would be a state-wide election.

Mayor Northern suggested waiting until May 2011.

Deputy Mayor Pro Tem Hayden stated that as much as he wanted to see a facility for the seniors, this was not a good time to go to the voters for a tax increase.

#### Standing Council Committees

Mayor Pro Tem Filidoro stated the appointments would be made by the Mayor, and this would do away with Council liaisons. If someone on the Council wanted to switch meetings, they could ask the Mayor.

#### Handbill Solicitation

Town Attorney Terry Welch stated one city was not regulating the handbill solicitation it

even though they banned handbills in residential areas. He noted that a municipality could only charge for the cost of regulation for getting the permit.

Deputy Mayor Pro Tem Hayden asked about the trespassing issue.

Mr. Welch stated residents could put up no trespassing signs. Officers had to see the offense in order to write a citation. He noted that an individual could file their own complaint in municipal court or file a civil suit.

Session Deliverables

Direction on Council's vision for the future  
Direction on key issues and challenges  
Reconfirmed strategic vision, SPOT analysis, and strategic goals  
Direction on Council's budget

Mayor Northern adjourned the retreat at 4:07 p.m. on Saturday, June 5, 2010 and all were in favor.

**TOWN OF FLOWER MOUND, TEXAS**

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**Melissa D. Northern, MAYOR**

**ATTEST:**

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**Paula J. Paschal, TOWN SECRETARY**

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