

BUSINESS

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF:	March 20, 2018	AGENDA ITEM:	A
DATE SUBMITTED:	March 13, 2018	DEPARTMENT:	Administration
PREPARED BY:	Brant Gary, Asst. City Manager/ Exec. Dir. of Planning & Development	PRESENTER:	Ron Cox, Ron Cox Consulting
SUBJECT:	Consideration and formal adoption of the 2017-2018 City Council Strategic Plan & Report		
ATTACHMENTS:	Final version of the 2017-2018 City Council Strategic Plan & Report Implementation Plan		
EXPENDITURE REQUIRED:	N/A		
AMOUNT BUDGETED:	N/A		
ACCOUNT NO.:	N/A		

EXECUTIVE SUMMARY

Last year, City Council met with Ron Cox to review and revise the City Council’s Strategic Plan. The plan has been updated utilizing the input provided from the City Council and City Staff as needed. This item is being brought for formal adoption so that the incoming City Council members will have an official Strategic Plan from which to start and update as desired.

Mr. Ron Cox will be present at the meeting to answer any questions Council may have.

STAFF RECOMMENDATION

Unless Council has additional requests for revisions, City Staff recommends the City Council formally adopt the 2017-2018 City Council Strategic Plan & Report and Implementation Plan.



Fulshear Texas

Fort Bend County's Premier Address

**Report
and
Strategic Plan**

**Adopted
March 20, 2018**

**Prepared and Facilitated
By
Ron Cox Consulting**



REPORT AND STRATEGIC PLAN COUNCIL/STAFF PLANNING SESSION

CITY OF FULSHEAR

Session 1 – July 6, 2017
Session 2 – July 19, 2017
Session 3 – August 2, 2017
Adopted– March 20, 2017

Introduction

On July 11, 2016, the City of Fulshear embarked upon a two-phase approach to planning for the future. The first session was designed as a time for the Mayor and Council to work with the key City staff to develop a Governance Model centered around leadership, communications and fulfilling expectations. The second session, held August 2, 2016 centered on the Council to confirming their governance model, and developing on the strategies based on identified issues and challenges. Subsequent to that second session, the staff met to prepare an Implementation Plan.

On July 6, 2017, the City of Fulshear City Council and key management staff met to review the Governance Model established in 2016, and to review their accomplishments from the 2016 Strategic Plan. Finally, Council met to update and reprioritize the Plan for 2017-18. Staff also met to update the Implementation Plan for 2016. Council approved the 2017-18 Strategic Plan on January 16, 2018.

During all sessions, the Mayor and Council and staff freely worked together and their work was exemplary in all respects. Ron Cox facilitated the process.

Council Session 1

July 6, 2017

Governance

The Mayor and Council reviewed their Governance Model in depth. There were some minor changes made, and there are additional changes to be made to the Vision, Mission and Guiding Principles. The complete model is not restated here, but the changes are memorialized.

This session there were three newly elected or appointed members of the City Council and for the first time, some were elected by districts as a part of the implementation calendar for the new City Charter.

The facilitator reviewed the Governance Model established in 2016 with the current Mayor and Council. Items were added or modified based on the results of the meeting.

Personal responsibility

Why Fulshear? (Why do you live in and love Fulshear). This exercise was designed to identify the great traits that brought them all to Fulshear and fulfills their desire the remain in Fulshear. This exercise consistently defined what they have in common as Council members.

- Their neighbors.
- The beauty of the area.
- Proximity to the amenities of a large city.
- It is different from area developments.
- Fulshear has a small town feel.
- It is family oriented.
- Fulshear is safe.
- It has a country setting.
- It is in a natural (non-urban) setting.
- Fulshear is a defined city with involvement and structure – rather than an unincorporated area (ETJ of another city).
- Citizens can be a part of something better.
- Away from congestion
- Fulshear is a blend of country and city.
- Felt like home.
- A full line of city services are offered.
- Unique – a place of respect.
- People help and look-out for each other.

- A good place to raise children – rural area, suited our own background, space around us.
- Like moving to the country.
- Involvement in the community.
- The community/people relationships.
- The natural beauty of the area.
- The advantage of the city to be near major amenities, but have no responsibility to fund them.
- Provides a slower paced, safe, less noisy place to live than the major metro area.
- The good relationship with the police department.
- High level of education and income per capita brings high expectations.

With that in mind, the Council moved to discussion of governance – leadership, communication and expectations. To begin the conversation, the facilitator asked the Council what their guiding principles for leadership should be and are.

What are the Council’s Guiding Principles for leading Fulshear? The Council wants to function...

- With openness and transparency.
- By maintaining Fulshear’s uniqueness.
- By keeping our “God-given” amenities.
- With respect for each other’s difference of opinions.
- By maintaining the feeling of home (particularly safety and security).
- By being respectful.
- By having a neighborly community with respect for each other and teamwork.
- Being mindful of our vision for the future.
- By being friendly and hospitable.
- Maintaining a family and community orientation.
- By offering a sense of community.
- By preserving nature, parks and wildlife in the area.
- Be cognizant/mindful of our fiduciary duties to maintain the health, sustainability and viability of Fulshear.
- To be hospitable and welcoming to businesses.
- Maintaining a diverse economic base for people to live and work in Fulshear, that supports all levels of education.
- To maintain Fulshear’s high standard of living.

The Council condensed these into four key guiding principles as follows.

Key Guiding Principles

- Emphasize family in Fulshear.
- Honor the sense of country and the country-like atmosphere of the community.
- Maintain the feeling of safety, community and inclusiveness.

- Be welcoming and respectful.
- Be economically sufficient yet balanced with unique charm and character.
- Be cognizant/mindful of our fiduciary duties to maintain the health, sustainability and viability of Fulshear.
- Maintaining a diverse economic base for people to live and work in Fulshear, that supports all levels of education.

Leadership

Discussion then centered on how the Council will utilize these key guiding principles and then, how they will lead collectively as a group. They responded as follows.

The City Council of Fulshear will lead...

- By moving toward the “middle-ground” on issues.
- By finding commonality among the group.
- With give and take.
- Continuing to use the message of the key guiding principles.
- With common vision and mission.
- By showing respect for each other both in and out of the Council meetings.
- By being one-body.
- By setting the example.
- By having an open mind on issues.
- By listening to others.
- Being willing to make the tough decisions – and stand by them.
- By building trust – get to know each other and work together.
- Be consistent and predictable in our actions.
- Knowing the entire Council stands for the 8,000 (everyone in Fulshear).
- By acknowledging our mistakes (both individually and collectively).
- “Lift first, rest last.”
- Make good decisions for the public.

Communication

Council then reviewed how they intend to communicate with each other, with citizens and with staff.

Council will communicate with citizens, staff and each other...

- By listening first.
- Collectively – using the “we” instead of “me”.
- Considerately.
- Respectfully.
- Truthfully and factually.
- As a body through social media. Assigning staff to social media to provide information and responses.

- By being a voice for the 8,000 (all of Fulshear).
- By being human.
- In a timely and responsive manner.
- With staff, through the City Manager.
- Ensuring that everyone gets their turn to speak.

Expectations

Staff is expected to...

- Provide detailed communications from staff in order to make the required decisions.
- Get information out to Council in a timely manner
 - May mean moving the Agenda deadline back to allow additional preparation time.
 - Schedule additional work sessions to vet information without the initial pressure to act.
- Work in a consistent and predictable manner, utilizing the organizational chart for delegation of duties, and chain-of-command.
- Answer all questions to all of Council.
- Be responsive in communicating with citizens and handling citizen inquiries.

Staff expectations of Council (as defined by Council) is to...

- Respect their time. They do have daily duties.
- Be prepared at Council meetings.
- Be consistent and predictable in actions and behavior.
- Show leadership, direction, and support.
- Communicate with them.

Vision and Mission Statements

The Council and staff reviewed the existing Vision Statement, developed in the 2009 Comprehensive Planning Process. The group agreed the staff would prepare a revised Vision Statement to more accurately reflect the vision of the current Council given the current growth and economic patterns that are emerging.

The staff will also prepare a draft Mission Statement since one has not be developed to date.

The Council did review and revise the vision elements. It was noted that Long Term Financing has been resolved, relative to their needs in 2016 and removed it from the Vision Element list. The group did revise and reprioritized them as follows.

Vision Elements

1. Reputation/Level of Service (new)
2. Infrastructure

3. Economic Development
4. Community Development
5. Recreational Opportunities (was Quality of Life)

Strategies and Implementation Plan

Strategies

The Council and staff reviewed the status of the existing Strategies and the Implementation Plan. During the discussions, the Council added the following items to the Plan. These have been arranged to fit the Vision Elements.

1. Reputation/Level of Service

Guiding Principle: TBD

Strategy 1.1: Improve the City’s reputation in the following areas

- Customer Service
- Processing of permit and other applications for service.
- Web architecture

Strategy 1.2: Establish a method of engagement with stakeholders that is

- Fair, consistent and predictable

Strategy 1.3: Improve transparency of city government

- Establish “live-streaming” of City Council meetings.
- Revise the “Focus on Fulshear” and “Fulshear 101” programs as a cohesive information strategy.
- Establish an FAQ section in the City’s website.
- Provide Q&A opportunities where appropriate when engaging citizens.

Strategy 1.4: Establish and implement a comprehensive strategy for the use of social media.

- Determine best practices of other cities.

2. Infrastructure

Guiding Principle: TBD

Strategy 2.1: Provide infrastructure to meet the needs of the growing community that

- Address mobility issues
- Meets infrastructure requirements and needs
 - Drainage and wastewater challenges in several areas of the city
 - Expansion and regionalization of wastewater treatment plant
- Remains on track with our major thoroughfare plan
- Addresses the widening of existing streets, particularly in the downtown area
- Expands water and wastewater services
- Keeps up with development with utilities and mobility improvements

Strategy 2.2: Complete the ongoing Master Plans.

Note: Council removed Long Term Financing as a Vision Element. These additional strategies have been moved to Infrastructure.

Strategy 2.3: Complete Capital Improvements Plan (CIP) and begin implementation.

Strategy 2.4: Develop a plan to ensure the General and Utility Funds are mutually self-sufficient.

Strategy 2.5: Communicate to residents why the change in agreement with the developments is necessary for the long term financial stability of the City.

3. Economic Development

Guiding Principle: TBD

Strategy 3.1: Establish an economic development program that

- Encourages economic growth by marketing the City
- Secures a long-term income stream from commercial and light industrial development.
- Attracts and maintain high quality and unique businesses
- Increases sales tax revenues
- Encourages the development of commerce in the city
- Promotes economic diversification
- Long term finance issues
- Find a solution to our lack of long terming bonding capacity

Strategy 3.2: Address governance of coordinating the 4A and 4B corporations that each have a role, but hasn't been well-defined.

Strategy 3.3: Work to align the development community's vision with the City's vision.

Strategy 3.4: Update the Comprehensive Land Use Plan (Comp Plan update)

Strategy 3.5: Determine what retail recruitment will be for Fulshear.

4. Community Development

Guiding Principle: TBD

Strategy 4.1: Adopt a Uniform Development Code that

- Prepares and presents development guidelines
- Attracts high quality developers
- Resists "urban sprawl" in development
- Shows what we want our development to look like

Strategy 4.2: Develop a program to continue to improve the overall appearance of the City.

5. Recreational Opportunities (Quality of Life renamed)

Guiding Principle: TBD

Strategy 5.1: Provide for the quality of life of citizens meeting needs through

- Acquiring land for parks and events
- Providing parks and recreation services to the citizens
- Maintaining/establishing a unique environment to live work and play
- Providing parks and recreation venues that enhance/strengthen sense of community

- Keeping our green spaces with oncoming development
- Providing parks and recreation services to the citizens

Strategy 5.2: Complete plans for park improvements.

Strategy 5.3: Determine the level of recreational services the city should provide.

- What are the needs (that are not being provided privately)?
- What can we provide?
- What can we afford to maintain?

Strategy 5.4: Establish a plan and alternatives for youth and adult sports playing fields.

Staff Implementation Planning Session July 19, 2017

The City Manager and executive staff met on July 19 to discuss the outcomes of the initial session with the City Council. As instructed by Council, the staff worked to revise the Vision Statement and create a Mission Statement, all consistent with the Guiding Principles and Vision Elements, all prepared earlier by the City Council. In addition the staff reviewed the draft Strategies added as a result of the Council Planning Session clarified the draft and added strategies consistent with earlier discussions.

After adoption of the Report and Strategic Plan, staff will revise the Implementation Plan.

Reporting

Finally, staff determined the following reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the City Council on the status of the implementation of the adopted strategies.

Reporting Protocols

Council

- Receives periodic updates regarding various projects related to the strategic plan
- Receives formal status reports quarterly, including an annual report.

City Manager

- City Manager receives regular updates from staff at regular staff meetings on progress of assignments.
- Each director will share their information with the employees under their supervision.
- A “scorecard” will be created to measure short term, intermediate, and long-term benchmarks.
- City Manager receives formal quarterly updates from staff on progress of assignments.

Council Planning Session 2 July 31, 2017

The Mayor, City Council, City Manager and executive staff met in a second session together to review the work of the Council in their first session and to review the work of the staff since their meeting.

Council approved the work and adopted the revised Strategic Planning Report and Implementation Plan for 2017-18 in January 2018.

Conclusion

The Council and staff of the City of Fulshear worked through a strategic planning process that allowed the Council to identify strategies for moving the city forward, brought the staff leadership and Council closer together as a team, and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Fulshear Texas

Fort Bend County's Premier Address

Strategic Plan 2017-18

Council Planning Sessions

Session 1 – July 6, 2016

Session 2 – July 19, 2017

Session 3 – August 2, 2017

Adoption – March 20, 2018

Prepared and Facilitated

By

Ron Cox Consulting

Vision Statement

City of Fulshear

Fulshear is a community, where residents, businesses and civic leaders are committed partners in service to build a city of excellence.

Revised July 2017

The City of Fulshear is a place where community, businesses and civic leaders are partners in building a city that strives to preserve and enhance our history, small town character and natural environment while providing opportunities for growth in population and employment.

Visioning Report (2009)

Vision Elements:

1. Reputation/Level of Service
2. Economic Development
3. Community Development
4. Infrastructure
5. Recreation Services (Quality of Life)

Mission Statement

City of Fulshear

The Mission of the City of Fulshear is to:

- **Provide the highest quality of life** through the provision of exceptional public services including infrastructure, public safety, and recreation;
- **Welcome diverse economic growth** within the constraints of fiscally responsible government; and
- **Build a community that is sustainable** for generations by preserving and honoring our history, small town character and natural environment and providing opportunities for growth in population and employment.

Prepared July 2017

Guiding Principles

City of Fulshear

The Guiding Principles of the Fulshear City Council are to ...

- Emphasize family.
- Honor the country-like atmosphere.
- Maintain the feeling safety, of community and inclusiveness.
- Be welcoming and respectful.
- Be economically sufficient yet balanced with unique character and charm.
- Be cognizant/mindful of our fiduciary duties to maintain the health, sustainability and viability of Fulshear.
- Maintaining a diverse economic base for people to live and work in Fulshear, that supports all levels of education.

City of Fulshear

City Council

Leadership Philosophy

The City Council of the City of Fulshear will lead...

- By moving toward the “middle-ground” on issues.
- By finding commonality among the group.
- With give and take.
- Continuing to use the message of the key guiding principles.
- With common vision and mission.
- By showing respect for each other both in and out of the Council meetings.
- By being one-body.
- By setting the example.
- By having an open mind on issues.
- By listening to others.
- Being willing to make the tough decisions – and stand by them.
- By building trust – get to know each other and work together.
- Be consistent and predictable in our actions.
- Knowing the entire Council stands for the 8,000 (everyone in Fulshear).
- By acknowledging our mistakes (both individually and collectively).
- “Lift first, rest last.”
- Make good decisions for the public.

City of Fulshear City Council

Communication Philosophy

The City Council of the City of Fulshear will communicate...

- By listening first.
- Collectively – using the “we” instead of “me”.
- Considerately.
- Respectfully.
- Truthfully and factually.
- As a body through social media.
- By being a voice for the 8,000 (all of Fulshear).
- By being human.
- In a timely and responsive manner.
- With staff, through the City Manager.
- Ensuring that everyone gets their turn to speak.

City of Fulshear

City Council and Staff

Expectations

Council expects the following of Staff...

- Detailed communications from staff in order to make the required decisions.
- Get information out to Council in a timely manner
 - May mean moving the Agenda deadline back to allow additional preparation time.
 - Schedule additional work sessions to vet information without the initial pressure to act.
- Work in a consistent and predictable manner, utilizing the organizational chart for delegation of duties, and chain-of-command.
- Answer all questions to all of Council.
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Staff expects the following of Council (as defined by City Council) ...

- Respect their time. They do have daily duties.
- Be prepared at Council meetings.
- Be consistent and predictable in actions and behavior.
- Show leadership, direction, and support.
- Communicate with them.

City of Fulshear

Staff Core Leadership Model

TBD

Strategic Plan

Priority #1a Level of Service

Guiding Principle: Provide stakeholder engagement and service delivery processes that are fair, consistent, predictable, and efficient.

Strategy 1a.1. The city will continue its efforts to secure its long term financial stability.

- Communicate to residents why the change in agreement with the developments is necessary for the long term financial stability of the City.

Strategy 1a.2: Improve the City's reputation in the following areas

- Customer Service
- Processing of permit and other applications for service.
- Web architecture

Priority #1b

Reputation

Guiding Principle: Improve transparency and public trust of city government.

Strategy 1b.1: Provide stakeholder engagement processes that are fair, consistent and predictable.

- Develop a Code of Conduct and Accountability for elected and appointed officials.
 - Establish strategy for the use of social media based on best practices.
- Establish “live-streaming” of City Council meetings.
- Revise the “Focus on Fulshear” and “Fulshear 101” programs as a cohesive information strategy.
- Establish an FAQ section in the City’s website.
- Provide Q&A opportunities where appropriate when engaging citizens.

Strategic Plan

Priority #2 Infrastructure

Guiding Principle: Create and implement a plan that provides for the installation and maintenance of essential public infrastructure and lays out a strategy for growth.

Strategy 2.1: Provide infrastructure to meet the needs of the growing community that

- Address mobility issues
- Meets infrastructure requirements and needs
 - Drainage and wastewater challenges in several areas of the city
 - Expansion and regionalization of wastewater treatment plant
- Remains on track with our major thoroughfare plan
- Addresses the widening of existing streets, particularly in the downtown area
- Expands water and wastewater services
- Keeps up with development with utilities and mobility improvements

Strategy 2.2: Complete the ongoing planning efforts and develop implementation strategies that reflect fiscal realities.

Strategy 2.3: Complete Capital Improvements Plan (CIP) and begin implementation.

Strategy 2.4: Develop a plan to ensure the General and Utility Funds are mutually self-sufficient.

Implementation Plan: See attached.

Strategic Plan

Priority #3

Economic Development

Guiding Principle: Create an environment where successful businesses can grow and thrive.

Strategy 3.1: Establish an economic development program that

- Encourages economic growth by marketing the City
- Secures a long-term income stream from commercial and light industrial development.
- Attracts and maintain high quality and unique businesses
- Increases sales tax revenues
- Encourages the development of commerce in the city
- Promotes economic diversification
- Long term finance issues
- Find a solution to our lack of long terming bonding capacity

Strategy 3.2: Align EDC work plans and fiscal priorities with Council strategic vision and plans.

- Address governance to facilitate communication between and amongst bodies
- Define EDC roles related to future Capital Project participation
- Determine retail recruitment strategy

Strategy 3.3: Work to align the City’s vision with the development community’s vision.

Strategy 3.4: Update the Comprehensive Land Use Plan (Comp Plan update).

Strategy 3.5: Develop a plan for generating primary jobs.

Strategy 3.6: Develop a plan for Fulshear as a “Knowledge Hub.”

Implementation Plan: See attached.

Strategic Plan

Priority #4 Community Development

Guiding Principle: Create a regulatory environment that supports quality development, allows for flexibility while maintaining high standards.

Strategy 4.1: Adopt a Uniform Development Code that

- Prepares and presents development guidelines
- Attracts high quality developers
- Promote responsible growth in development
- Shows what we want our development to look like

Strategy 4.2: Develop a program to continue to improve the overall appearance of the City.

Implementation Plan: See attached.

Strategic Plan

Priority #5

Recreational Opportunities (~~Quality of Life~~)

Guiding Principle: Create opportunities for recreation and leisure activities within the fiscal means of the city.

Strategy 5.1: Determine the level of recreational services the city should provide.

- What are the needs (that are not being provided privately)?
- What can we provide as a city?
- What can we afford to maintain?

Strategy 5.2: Provide for the quality of life of citizens meeting needs through

- Acquiring land for parks and events
- Providing parks and recreation services to the citizens
- Maintaining/establishing a unique environment to live work and play
- Providing parks and recreation venues that enhance/strengthen sense of community
- Keeping our green spaces with oncoming development
- Providing parks and recreation services to the citizens

Strategy 5.3: Complete plans for park and recreation improvements.

Strategy 5.4: Establish a plan and alternatives for youth and adult sports playing fields.

Strategy 5.5: Leverage service development through public/private partnerships?

Implementation Plan: See attached.



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

Vision Element	2016-17 Broad Strategies	Implementation Steps	Cost \$	Timeline FY
Priority 1a: Level of Service				
Guiding Principle: Provide stakeholder engagement and service delivery processes that are fair, consistent, predictable, and efficient.				
	Strategy 1a.1. The city will continue its efforts to secure its long term financial stability. Communicate to residents why the change in agreement with the developments is necessary for the long term financial stability of the City	<ul style="list-style-type: none"> TBD 		
	Strategy 1a.2: Improve the City's reputation in the following areas <ul style="list-style-type: none"> Customer Service Processing of permit and other applications for service. Web architecture 	<ul style="list-style-type: none"> TBD 		



Fulshear Texas

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2017-18 Strategic Plan

Priority 1b: Reputation				
Guiding Principle: Improve transparency and public trust of city government.				
	<p>Strategy 1b.1: Provide stakeholder engagement processes that are fair, consistent and predictable.</p> <ul style="list-style-type: none"> • Develop a Code of Conduct and Accountability for elected and appointed officials. Establish strategy for the use of social media based on best practices. • Establish “live-streaming” of City Council meetings. • Revise the “Focus on Fulshear” and “Fulshear 101” programs as a cohesive information strategy. • Establish an FAQ section in the City’s website. • Provide Q&A opportunities where appropriate when engaging citizens. 	<ul style="list-style-type: none"> • TBD 		



Fulshear Texas

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2017-18 Strategic Plan

Priority #2 Infrastructure			
Guiding Principle: Create and implement a plan that provides for the installation and maintenance of essential public infrastructure and lays out a strategy for growth.			
	<p>Strategy 2.1: Provide infrastructure to meet the needs of the growing community that</p> <ul style="list-style-type: none"> • Address mobility issues • Meets infrastructure requirements and needs • Drainage and wastewater challenges in several areas of the city • Expansion and regionalization of wastewater treatment plant <ul style="list-style-type: none"> • Remains on track with our major thoroughfare plan • Addresses the widening of existing streets, particularly in the downtown area 	<ul style="list-style-type: none"> • Secure financing mechanism for mobility expansions through collaboration with County and issuance of debt. • Participate in the planning, design, Right of Way acquisition and construction of Katy-Fulshear, Huggins and Texas Heritage Parkway. Also continue coordination on FM 1093. • Conduct Asset management assessments and catalog asset inventory for inclusion in launch of GIS platform for management 	<p>Sep 2016 to Sept 2017</p> <p>Ongoing starting in Oct 2016 w/ Anticipated infrastructure delivery date of end of FY 2020</p> <p>Street survey delivered in Mar 2017</p>



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

	<ul style="list-style-type: none"> Expands water and wastewater services Keeps up with development with utilities and mobility improvements 	<ul style="list-style-type: none"> Finalize Water and Waste Water Master Plan Start construction on "Interim" WWTP expansion for COF Extension of Water and Sewer Lines along FM 1093 to Fulshear Lakes 	<p>Deliver Draft/Final in April 2017</p> <p>Bids Let, Contracts awarded and construction initiated in April 2017; infrastructure deliverable in Sept. 2017</p> <p>Bids Let, Contracts awarded, project starts April 2017? Infrastructure deliverable in Sept. 2017</p>
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Fulshear Texas

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2017-18 Strategic Plan

	<p>Strategy 2.2: Complete the ongoing planning efforts and develop implementation strategies that reflect fiscal realities.</p>	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 2.3: Complete Capital Improvements Plan (CIP) and begin implementation.</p>	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 2.4: Develop a plan to ensure the General and Utility Funds are mutually self-sufficient.</p>	<ul style="list-style-type: none"> • TBD 		



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

Priority #3				
Economic Development				
Guiding Principle: Create an environment where successful businesses can grow and thrive.				
Economic Development	<p>Strategy 3.1: Establish an economic development program that</p> <ul style="list-style-type: none"> • Encourages economic growth by marketing the City • Secures a long-term income stream from commercial and light industrial development. • Attracts and maintain high quality and unique businesses • Increases sales tax revenues • Encourages the development of commerce in the city • Promotes economic diversification 	<ul style="list-style-type: none"> • Initiate leadership and board development training related to general community and economic development; • Begin Economic Development strategic visioning process with Council, Boards and key staff; • Outline broad components and areas of emphasis for strategic Economic Development plan; • Identify key development areas and potential target industries and development types for each area; • Identify immediate, essential foundational City-wide needs and review to see if any may be appropriate projects to request EDC funding for; 	\$ TBD	FY 17-18



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

		<ul style="list-style-type: none"> • Fund and initiate key projects to provide actionable data and plans targeted to City development vision and immediate needs; • Hire and on-board Communications Coordinator 		
	<p>Strategy 3.2: Align EDC work plans and fiscal priorities with Council strategic vision and plans.</p> <ul style="list-style-type: none"> • Address governance to facilitate communication between and amongst bodies • Define EDC roles related to future Capital Project participation • Determine retail recruitment strategy 	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 3.4: Update the Comprehensive Land Use Plan (Comp Plan update).</p>	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 3.5: Develop a plan for generating primary jobs.</p>	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 3.6: Develop a plan for Fulshear as a “Knowledge Hub.”</p>	<ul style="list-style-type: none"> • TBD 		



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

Priority #4				
Community Development				
Guiding Principle: Create a regulatory environment that supports quality development, allows for flexibility while maintaining high standards.				
	<p>Strategy 4.1: Adopt a Uniform Development Code that</p> <ul style="list-style-type: none"> • Prepares and presents development guidelines • Attracts high quality developers • Promote responsible growth in development • Shows what we want our development to look like 	<ul style="list-style-type: none"> • Continue meetings of the Architecture/ Development Design group facilitated by Kendig Keast Collaborative • Use draft documents from those meetings to compile corresponding regulations for codification. • Budget...there was not enough for this year. 		<p>Ongoing with a completion target of FY 2019</p> <p>Ongoing</p> <p>Sep 2017</p>
	<p>Strategy 4.2: Develop a program to continue to improve the overall appearance of the City.</p>	<ul style="list-style-type: none"> • TBD 		



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

Guiding Principle: Create opportunities for recreation and leisure activities within the fiscal means of the city.				
	<p>Strategy 5.1: Determine the level of recreational services the city should provide.</p> <ul style="list-style-type: none"> • What are the needs (that are not being provided privately)? • What can we provide as a city? • What can we afford to maintain? 	<ul style="list-style-type: none"> • TBD 		
	<p>Strategy 5.2: Provide for the quality of life of citizens meeting needs through</p> <ul style="list-style-type: none"> • Acquiring land for parks and events • Providing parks and recreation services to the citizens • Maintaining/establishing a unique environment to live work and play • Providing parks and recreation venues that enhance/strengthen sense of community • Keeping our green spaces with oncoming development 	<ul style="list-style-type: none"> • Finalize purchase of property for additional park land • Continue planning for uses within all parks properties • Develop Comprehensive Trail Plan for inclusion with Comprehensive Plan 		<p>Completed October 2016</p> <p>Ongoing</p> <p>Initiate in Spring 2017 with delivery in Fall 2017</p>



Fulshear Texas

Fort Bend County's Premier Address

2017-18 Strategic Plan

	<ul style="list-style-type: none"> Providing parks and recreation services to the citizens 			
	<p>Strategy 5.3: Complete plans for park and recreation improvements.</p>	<ul style="list-style-type: none"> TBD 		
	<p>Strategy 5.4: Establish a plan and alternatives for youth and adult sports playing fields.</p>	<ul style="list-style-type: none"> TBD 		
	<p>Strategy 5.5: Leverage service development through public/private partnerships.</p>	<ul style="list-style-type: none"> TBD 		

AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS

AGENDA OF:	March 20, 2018	AGENDA ITEM:	B
DATE SUBMITTED:	March 13, 2018	DEPARTMENT:	Administration
PREPARED BY:	Brant Gary, Asst. City Manager/Exec. Dir. of Planning & Development Sharon Valiante, Director of Public Works	PRESENTER:	Brant Gary, Asst. City Manager/Exec. Dir. of Planning & Development Sharon Valiante, Director of Public Works
SUBJECT:	Consideration and Possible Action to Approve Ordinance 2018-1274 Amending the City of Fulshear Code Sec. 34-478 Regarding Guarantee of Performance		
ATTACHMENTS:	Ordinance No. 2018-1274		
EXPENDITURE REQUIRED:	N/A		
AMOUNT BUDGETED:	N/A		
ACCOUNT NO.:	N/A		

EXECUTIVE SUMMARY

Currently, the section of the Code of Ordinances regarding guarantees of performance provides for three ways building permits can be issued. Those three options include acceptance of infrastructure improvements by the City Council, a deposit in an escrow account for 120% of the value of the infrastructure improvements, or a surety bond provided for 120% of the value of the infrastructure improvements. In most cases, the first option is the one that has been used.

There have been instances in years past where building permits were allowed to be issued while infrastructure items were being finalized. While there has been no consistent, standard criteria for such allowances, City Staff believes that it would be appropriate to formally establish terms in the ordinance for when this might happen. As the City Council only has one meeting per month, there are instances when the timing of the infrastructure approval by the City Engineer and the subsequent required meetings could lead to a delay in building permits for a month or more. City Staff believes that there should be some structure to address issues like this.

However, City Staff strongly believes in retaining the authority of City ordinances to ensure that infrastructure is completed and approved in a timely and consistent manner. As a result, the proposed ordinance would allow for discretion to issue building permits only after a final plat has been approved and the City Engineer has given initial approval of the required infrastructure. Another caveat on building permits issued in this manner would be that no final inspections or certificates of occupancy would be approved until after City Council has formally accepted the required infrastructure improvements. By doing this, the City provides some flexibility but also retains the ability to control development activity until certain items are complete. The developer/builder will have also added incentive (i.e. funds expended on building activity) to assist with any items needed for City Council approval of the required infrastructure improvements.

STAFF RECOMMENDATION

City Staff recommends the City Council formally approve Ordinance 2018-1274 amending the City of Fulshear Code Sec. 34-478 regarding guarantee of performance.

ORDINANCE NO. 2018-1274

AN ORDINANCE OF THE CITY OF FULSHEAR, TEXAS, AMENDING CITY OF FULSHEAR CODE CHAPTER 34, SEC. 34-478 GUARANTEE OF PERFORMANCE; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL AND PROVIDING FOR AN EFFECTIVE DATE.

* * * * *

WHEREAS, the City Council of the City of Fulshear, Texas, hereby finds and determines that the public health, safety and welfare, requires that it's code provisions regarding guarantee of performance by subdividers regarding the subdivision of land be amended; and

WHEREAS, the City adopted Ordinance No. 2013-1091, later codified and adopted in the City of Fulshear, Fulshear Code of Ordinances, Chapter 34 Subdivision of Land, Art. IV, Design Standards and Construction Standards, Div. 10 Additional Regulation, Sec. 34-478 Guarantee of Performance, the subdivision ordinance with a specific provision requiring city council approval of required improvements made by a subdivider prior to filing of any plat in the county real property records and prior to issuance of any type of city permit; and

WHEREAS, the City desires to amend the City of Fulshear Code of Ordinances, Chapter 34, Art. IV, Div. 10, Sec. 34-478 Guarantee of Performance; and

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

Section 1. All of the facts recited in the preamble to this Ordinance are hereby found by the City Council to be true and correct and are incorporated by reference herein and expressly made a part hereof, as if copied herein verbatim.

Section 2. City of Fulshear, Code of Ordinances, Chapter 34, Art. IV, Div. 10, Sec. 34-478 Guarantee of Performance is hereby amended to read as follows:

“Sec. 34-478. – Guarantee of Performance and Initial Approval of Permits.

No plat shall be filed in the county real property records and no building, electrical, mechanical, plumbing, and certificate of occupancy, or any other permit issued by the city until:

- (1) Such time as the subdivider has constructed required improvements and the city council has accepted such required improvements;
- (2) Such time as the subdivider opens an escrow account sufficient to pay for 120 percent of the estimated cost of required improvements as determined by the city engineer computed on a private commercial rate basis and the subdivider provides to the city evidence of such escrow account. Additionally, the subdivider

shall enter into a written agreement with the city by which the subdivider authorizes the city to make such improvements at prevailing private commercial rates or have the same made by a private contractor and pay for the same out of the escrow account should the subdivider fail or refuse to install the required improvements within the time stated in such written agreement. Upon written approval of the city engineer that the subdivider has made required improvements, the subdivider may draw upon the escrow account so long as sufficient funds remain in the escrow account to complete any required improvements not yet made. Any and all funds remaining in the escrow account after completion of improvements and acceptance of all such improvements by the city council shall be promptly released by the city to the subdivider; or

(3) Such time as the subdivider files a corporate surety bond with the city executed by a surety company licensed to do business in the state and acceptable to the city council, in an amount equal to 120 percent of the estimated cost of required improvements as determined by the city engineer computed on a private commercial rate basis guaranteeing the installation of such required improvements by the subdivider within the time stated in the bond, which time shall be fixed by the city council.

(4) Alternatively, at the discretion of the City Manager or his or her Designee a building permit may be issued following review and initial approval of the required infrastructure improvements by the City Engineer, and approval of the final plat by the City Council. However, no final inspection will occur, nor will any certificate of occupancy be issued until formal acceptance of the required infrastructure improvements as referenced in this section by the City Council has occurred. No provision of this Sec. 34-478 will alter the city's remedial and enforcement powers set forth in App. A. Zoning, Art. VII, Sec. 1-346, or the required City Council approval as set forth in Sec. 34-85 of this Chapter."

Section 3. Penalty. Any person who violates or causes, allows, or permits another to violate any provision of this Ordinance shall be deemed guilty of a misdemeanor and, upon conviction thereof, shall be punished by a fine of not more than Five Hundred Dollars (\$500.00) or, in the case of a violation of a provision of this Ordinance that governs fire safety, zoning, or public health and sanitation, including dumping of refuse, a fine of not more than Two Thousand Dollars (\$2,000.00). Each occurrence of any such violation of this Ordinance shall constitute a separate offense. Each day on which any such violation of this Ordinance occurs shall constitute a separate offense.

Section 4. Severability. In the event any clause, phrase, provision, sentence or part of this Ordinance or the application of the same to any person or circumstances shall for any reason be adjudged invalid or held unconstitutional by a court of competent jurisdiction, it shall not affect, impair or invalidate this Ordinance as a whole or any part or provision hereof other than the part declared to be invalid or unconstitutional; and the City Council of the City of Fulshear, Texas declares that it would have passed each and

every part of the same notwithstanding the omission of any part thus declared to be invalid or unconstitutional, or whether there be one or more parts.

Section 5. Repeal. All other ordinances or parts of ordinances inconsistent or in conflict herewith are, to the extent of such inconsistency or conflict, hereby repealed.

Section 6. Effective date. This Ordinance shall be effective and in full force when published as required by law.

PASSED, APPROVED, and ADOPTED this, the _____ day of _____, 2018.

Jeff W. Roberts, Mayor

ATTEST:

D. Gordon Offord, City Secretary

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF:	March 20, 2018	AGENDA ITEM:	C
DATE SUBMITTED:	March 13, 2018	DEPARTMENT:	Administration
PREPARED BY:	Grady Randle, City Attorney	PRESENTER:	Grady Randle, City Attorney
SUBJECT:	Discussion of information pertaining to and possible action regarding filling the vacant City Council At-Large #1 position		
ATTACHMENTS:	Draft of application for possible use		
EXPENDITURE REQUIRED:	N/A		
AMOUNT BUDGETED:	N/A		
ACCOUNT NO.:	N/A		

EXECUTIVE SUMMARY

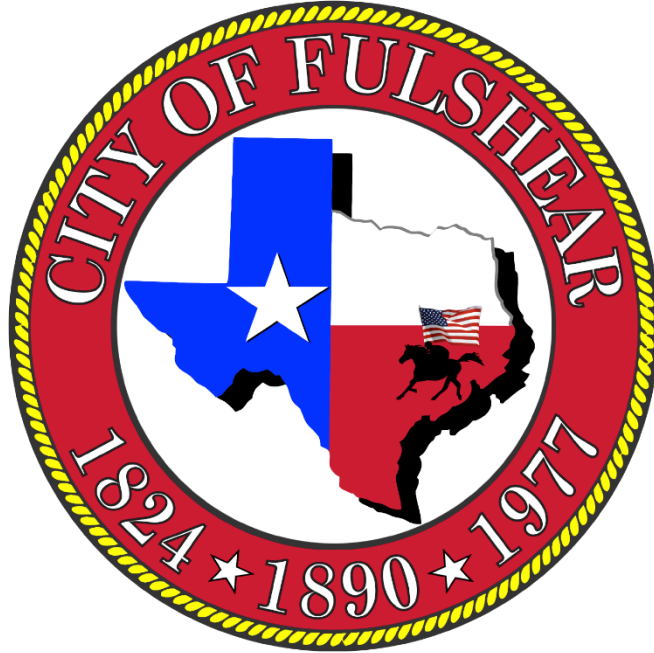
On February 26, 2018, Council Member Fatheree submitted his resignation form the City Council via email to the City. State law provides for automatic acceptance after 8 days, but also keeps Mr. Fatheree as a “holdover” until the position is filled. Without focusing on those items, Council is being presented with information for a variety of ways to fill this position. In general, those options are as follows:

- 1.) Appointment – City Council can choose to appoint a replacement if desired. An application process could also be set up to receive applications from citizens wishing to serve in this capacity. City Council could then make that selection from the applications received. Council can choose to proceed before the May 5th election or defer until afterwards. (Charter: 3.10(a))
- 2.) Special election – City Council can call a special election for the uniform election date of November 2018. (Charter: 3.10(c))

Council can also take this opportunity to formally vote to accept Mr. Fatheree’s resignation so that it is included in the minutes of this meeting. Considering all options, City Council can choose to act or otherwise determine a path forward.

STAFF RECOMMENDATION

While City Staff has no formal recommendations for action, City Council action(s) regarding this vacancy consistent with the information presented by the City Attorney can take place if Council so desires.



CITY OF FULSHEAR

APPLICATION FOR CITY COUNCIL APPOINTMENT

The City Council will use this application for their selection of an individual to be appointed to fill the remaining term of a vacated City Council seat. Please note the following:

- All information provided in this application is public information pursuant to the Texas Public Information Act
- Any individual appointed to serve on the City Council will be required to complete training relative to the Texas Open Meetings Act and the Texas Public Information Act.

1.) Please provide the following personal information:

Name: _____

Phone Numbers: (Home) _____ (Cell) _____

Residential Address: _____

Email: _____

Business Address: _____

Business Telephone: _____

2.) Do you live inside the city limits of Fulshear: Yes _____ No _____

If yes, how many years _____

3.) Are you a registered voter: Yes _____ No _____

4.) Have you attended a City Council Meeting: Yes _____ No _____

If so, how long ago was the last meeting you attended? _____

5.) Occupation/Area(s) of Expertise: _____

6.) List any experience that qualifies you to serve in the position indicated:

7.) Do you have working knowledge in any of the following areas? Check all that apply:

Real Estate/Development _____ Business Development _____

Manufacturing/Industrial Operations _____ Banking/Finance _____

Law/Contractual Administration _____ Building/Construction _____

Promotion/Marketing _____ Business Management _____

Other(s): _____

8.) Do you currently serve on any other City Board or Commission at this time?

Yes _____ No _____

If so, which Board or Commission? _____

9.) Are you aware of any business or personal relationship with or involving the City of Fulshear that would affect your ability to have impartial judgment regarding City matters?

Yes _____ No _____

If yes, please explain (Use separate page, if necessary):

10.) What do you hope to contribute to the community by serving on the City Council?

11.) List any civic or community activities with which you have been involved:

12.) List any volunteer experience (including with the City) you believe should be considered:

ACKNOWLEDGMENTS & SIGNATURE

I understand that if any member of the public makes a request for information included in this application for appointment, it will be disclosed under the Public Information Act. I also understand that it may not be legally possible to maintain the confidentiality of such information, and I hereby release the City of Fulshear, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Public Information act.

I swear that all of the statement in my application and attached addendum, if any, are true and correct. I hereby affirm that I am aware of the requirement of the position and certify that I meet those requirements.

Applicant Signature: _____ Date: _____

All applications must be signed and submitted to the City Secretary. All applications are kept two years from receipt of the application and will be destroyed as mandated. For any questions, please contact City Hall at 281-346-1796 and ask to speak with the City Secretary or the City Manager.

Submit applications by mail to:

City of Fulshear
Attn: City Secretary
P. O. Box 279
30603 FM 1093
Fulshear, Texas 77441

Or e-mail completed application to: dofford@fulsheartexas.gov