



To: Mayor and City Council

From: Douglas C. Mousel, City Manager

Re: City Council Meeting – May 19, 2014

Date: May 16, 2014

Agenda Item:

Presentation and discussion of the Strategic Plan Monthly Status Report for the month of May 2014.

Description of Agenda Item:

On December 21, 2011, the City Council adopted a Strategic Plan in the form of a mission statement, guiding goals, and supporting strategies. The mission statement, guiding goals, and supporting strategies are intended to:

- Outline the City's current and future priorities and create shared commitments among the City Council, City staff, and Oak Point residents regarding the goals and strategies required to appropriately address these priorities;
- Help identify the resources necessary to achieve the identified goals so that these needs can be taken into consideration with each annual budget; and
- Guide the future of the City by providing City personnel with the concise direction that is needed to achieve the City's goals.

Ideally, the City Council will formally discuss the goals and objectives on an annual basis after Council elections allowing any updates to the Strategic Plan to be considered as the annual budget is prepared. Most recently, the City Council approved a resolution updating the goals and objectives of the Strategic Plan on May 20, 2013.

While the Strategic Plan is posted on the City's website, the attached Monthly Status Report provides additional information by listing the goals and strategies and summarizing the current status and anticipated next step associated with the strategies. After each Monthly Status Report is prepared, the Report is archived on the City's website.

Budget Impact:

N/A

Legal Obligations and Review:

The City is under no legal obligation to prepare and maintain a Strategic Plan. The City Council adopted a Strategic Plan and the associated mission statement, guiding goals, and supporting strategies by resolution in December 2011. As noted above, the City Council should formally discuss the goals and objectives on an annual basis after Council elections. If changes are made to the goals and strategies, the updated Strategic Plan should also be adopted by resolution. The Strategic Plan was most recently updated in May 2013 through the City Council's approval of Resolution No. 2013-05-011R.

Attached Documents:

Strategic Plan Monthly Status Report for May 2014

Board, Committee and/or Staff Recommendation:

City staff recommends that the City Council review and/or discuss the Strategic Plan Monthly Status Report for the month of May 2014.

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City of Oak Point
FY 2013-2014 Guiding Goals and Supporting Strategies
 Monthly Status Report for May 2014

Guiding Goal	Provide services with P.R.I.D.E. (professionalism, responsiveness, integrity, dedication, and efficiency).		
Supporting Strategies		Responsible Party	Estimated Timeline
Update and/or prepare policies, procedures, and standard operation guidelines with specific attention to building inspections/permitting, court, emergency management, finance, and utility billing.		FM/CS/BC/CC/ UC/DPS/PW	Ongoing
Current Status	The City has adopted a variety of policies over the years. City staff is in the process of preparing a list of the policies and policy statements, the means by which they were approved, and the date they were approved. City staff plans to post the list on the City's website. Besides improving the efficiency of operations and internal controls, the creation of standard operating guidelines/procedures will better prepare the City for any future transitions in staff. Several employees have been tasked with preparing SOPs to define their responsibilities at City Hall. The current emphasis has been placed on procedures in the areas of municipal court, building inspections/permitting, code enforcement, finance, and utility billing. In addition to preparing policies and procedures for internal operations, the policies for the use of the City's baseball and soccer fields were recently updated and City staff is working on a policy for proclamations. <i>(Last updated May 2014)</i>		
Evaluate the condition of all City facilities in terms of citizen service and ensure that all public spaces are clean, attractive and efficient.		CM/DPS/PW	Ongoing
Current Status	Last year, surplus property was sold and useless property was discarded allowing the Public Works bay and storage yard to be better organized. Chief Shackelford is presently coordinating the sale of three older police vehicles in an upcoming auction. Future improvements to City facilities that the City Council may wish to consider include a ventilation system for the DPS bay, a shelter for fleet vehicles, and repairs to the HVAC ducts in the community room. <i>(Last updated May 2014)</i>		
Evaluate City fees by comparing to fees of other cities.		BC	2 nd Qtr 2014
Current Status	The City's new Building Clerk has been assigned the task of gathering information that will be used to prepare a comparison of the City's fees and the fees of other area cities. After the information has been gathered, a comparison of fees will be presented to and discussed with the City Council. <i>(Last updated October 2013)</i>		
Prepare a building permits manual for home builders and home owners.		BC	2 nd Qtr 2014
Current Status	The City's new Building/Court Clerk, Jonette Ellis, has prepared a draft of a Permits and Inspections Manual. The Manual will provide builders, contractors, and homeowners with information on the permitting process, required inspections, general requirements, and fees. It is expected that the Manual will be complete in the coming weeks and then posted on the City's website. <i>(Updated January 2014)</i>		
Update and maintain the Code of Ordinances.		CS	Ongoing
Current Status	Franklin Legal Publishing completed an update of the Code of Ordinances and the City Council approved an ordinance adopting the update in March 2012. The City Secretary periodically updates the online version of the City's Code of Ordinances to include changes and new ordinances. <i>(Last updated March 2014)</i>		

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Improve the organization of the City's electronic files and catalog all hard files.		CS	Complete
	Current Status	The City Secretary and Building Clerk completely reorganized the City's hard files which will improve the efficiency of locating historical records. <i>(Last updated December 2013)</i>	
Prepare an internal inventory of ordinances, agreements, and contracts using LaserFiche.		CS	Ongoing
	Current Status	LaserFiche software has been installed on the computers of certain City staff. City staff has been trained on the use of the software. The City Secretary has scanned ordinances, resolutions, and proclamations into the Laserfiche system. Agreements other documents will also be incorporated into the LaserFiche system. <i>(Last updated September 2012)</i>	

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Guiding Goal	Provide a safe community and protect people and property through the provision of progressive public safety programs.			
Supporting Strategies			Responsible Party	Estimated Timeline
Update emergency management procedures.			DPS	2 nd Qtr 2014
	Current Status	The Director of DPS has been assigned the task of evaluating the City's current emergency management plan. A draft of an updated plan was recently submitted to the City Manager. After the updated plan is finalized, City staff will present the plan to the City Council. <i>(Last updated October 2013)</i>		

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Guiding Goal	Provide and maintain functional and sustainable infrastructure and facilities.			
Supporting Strategies			Responsible Party	Estimated Timeline
Prepare a five-year Capital Improvements Plan to identify and prioritize water, sewer, street, drainage, and park improvements and develop strategies to adequately fund street maintenance, capital improvements, and fixed assets.			CM/FM	2 nd Qtr 2014
	Current Status	Last summer, the City Council appointed a Capital Improvements Plan (CIP) Committee to help identify and prioritize projects to be included in the CIP. The final Capital Improvements Plan was approved by the City Council at their meeting on April 21. City staff plans to recommend that several of the higher priority projects be included in the FY2014-2015 budget. <i>(Updated May 2014)</i>		
Evaluate options to improve drainage facilities and fire flow.			CM/PW/DPS	Ongoing
	Current Status	Upon the approval of the City's 2014 Capital Improvements Plan, drainage improvements in Crescent Oaks were deemed to be a higher priority project. However, improving fire flow was considered a low priority project. As a higher priority project, drainage improvements in Crescent Oaks will be discussed during the upcoming budget process as capital projects for FY 2014-2015 are evaluated. <i>(Last updated May 2014)</i>		
Consider the implementation of thoroughfare impact fees to assist with the cost of street construction.			CM	FY 14-15
	Current Status	Thoroughfare impact fees were recently discussed by the City Council as a possible funding option for capital improvement projects. During the upcoming budget process, City staff will likely recommend that the City include funds in the FY 2014-2015 budget to complete the studies that are necessary to implement thoroughfare impact fees. <i>(Last updated May 2014)</i>		
Encourage TxDOT's timely improvement of F.M. 720			CM	Ongoing
	Current Status	<p>Schematic plans for the widening of FM 720 are available on TXDOT's Keep It Moving website at http://www.keepitmovingdallas.com/projects/fm-roads/fm-720-from-el-dorado-parkway-to-us-380. Plans include widening the road from Eldorado Parkway (former Garza Road) to U.S. 380 to a six-lane median divided thoroughfare with designated left turn lanes and median openings to accommodate several existing intersections. The project has been divided into two separate projects due to conflicts between the roadway design and existing utilities. The south section of the project will extend from Eldorado Parkway (former Garza Road) to just south of Martop Road. The \$15.6 million project was formally let (contract awarded) in February 2014. The construction start date is currently estimated as January 2015. Actual construction start will depend on progress of utility relocations throughout the corridor. The north section of the project extends from just south of Martop Road to U.S. 380. The schedule for the north section currently projects a construction start date of March 2016.</p> <p>Amongst other utility relocations, sections of a wastewater force main that is part of the City's wastewater system along FM 720 must be relocated by the City due to the road widening. Freese & Nichols has completed the construction plans to relocate the force main. Because most of the existing force main is located outside of the current right-of-way in various easements, TxDOT will reimburse the City for a significant portion of the costs for acquisition of new easements, engineering</p>		

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		services, and construction. Beginning late last year, City staff has been working to acquire easements for the sewer project. All but two easements have been acquired. After publicly advertising the project, Freese & Nichols accepted bids for the project. The bids will be presented to the City Council in June. If the City Council awards the bid at this meeting, construction should begin in July and be complete by the end of September. Representatives from Oak Point, Little Elm, Mustang SUD, and various utility companies continue to meet on a monthly basis with TxDOT to discuss the status of utility relocations and other various aspects of the project. <i>(Last updated May 2014)</i>		
Attempt to influence the affordable provision of water to Crescent Oaks' residents.			<i>CM</i>	Ongoing
	Current Status	In September, Monarch Utilities I, L.P. notified the City of Oak Point and Crescent Oaks residents of a requested change (increase) in their rates for the water that it provides through its Midway Water Utility system operated by SouthWest Water. The requested rate increase involves a two-phase increase with a 9.9% increase in January 2014 and another 4.5% increase in July 2014. After the City's utility rate consultant and attorney reviewed the supporting documentation that was submitted by Monarch, the City Council conducted a public hearing on the requested rate increase at the City Council meeting on Monday, November 18. After conducting the public hearing, the City Council discussed the request and approved an ordinance denying the rate increase. Monarch has appealed the City Council's decision to the TCEQ. <i>(Updated February 2014)</i>		
Examine opportunities to more efficiently provide wastewater service.			<i>CM</i>	Ongoing
	Current Status	In accordance with the City's Strategic Plan, City staff is evaluating the potential sale of the City's wastewater system and sewer CCN to Mustang Special Utility District. The proposed details of the sale and the legal aspects of the sale were discussed with the City Council at their meeting on March 17. With City staff and Mustang staff having agreed to the general terms for the sale, an agreement will be prepared and likely presented to the City Council for action in June. <i>(Updated May 2014)</i>		

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Guiding Goal	Progressively plan for future development and maintain existing neighborhoods through planning, land use, development, code enforcement, and revitalization programs.			
Supporting Strategies			Responsible Party	Estimated Timeline
Enhance property maintenance through proactive code enforcement efforts.			DPS	Ongoing
	Current Status	In December, the City Council approved an ordinance that incorporated some changes to property maintenance requirements such as the abatement of stagnant water, removal of dead trees or tree branches, exceptions to maintaining grass and weeds greater than 12 inches in height, and abatement of vegetation that obstructs public rights-of-way. These changes were outlined in an article in the Spring edition of the Country Place Bulletin. Code enforcement violations can be reported by citizens by calling City Hall or by using the red Service Request button on the main page of the City's website. Reported violations are then investigated by Officer Roach. <i>(Updated March 2014)</i>		
Update the zoning ordinance, subdivision ordinance, sign code, and Comprehensive Plan as time and funding becomes available.			CM	Undetermined
	Current Status	City staff is currently preparing an update to the City's sign regulations. Potential amendments will be discussed with the City Council at their May meeting. The EDC has asked City staff to obtain a proposal from a consultant to assist the City with updating the City's Future Land Use and Thoroughfare Plans and with preparing a Tax Gap Analysis. After the proposal is reviewed and discussed by the EDC, the EDC will offer a recommendation to the City Council regarding the proposal. The update of Zoning Ordinance could be done in house, but the project would be very time intensive. Because the cost to update the Zoning Ordinance is not included in the current budget, the cost will need to be evaluated as future budgets are prepared. Some consultant assistance is needed with updating the Subdivision Ordinance. Because the cost to update the Subdivision Ordinance is not included in the current budget, the cost will need to be evaluated as future budgets are prepared. <i>(Last updated May 2014)</i>		

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Guiding Goal	Provide a variety of recreational opportunities by maintaining and expanding the City's park system and through special events.			
Supporting Strategies			Responsible Party	Estimated Timeline
Evaluate opportunities to acquire land for future parks and open spaces.			CM	Ongoing
	Current Status	No status to update. Unless park land is donated to the City, any desired land acquisitions will need to be added to the CIP. <i>(Updated April 2012)</i>		
Continue to hold seasonal events (SpringFest, FreedomFest, and WinterFest) to encourage community involvement and interaction.			CS	Ongoing
	Current Status	SpringFest was held on Saturday, April 12. Activities included an Easter egg hunt, music, and games. Food and drinks were provided to attendees. The City Secretary is currently engaged in the planning of FreedomFest, the City's next seasonal event. <i>(Updated May 2014)</i>		
Make improvements to the boat ramp dock and surrounding area when funds become available.			CM/PW	Unknown
	Current Status	As a higher priority project in the recently approved Capital Improvements Plan, the project to improve the boat dock and the surrounding area will be evaluated during the upcoming budget process. <i>(Updated May 2014)</i>		
Construct a trail and exercise stations within Jake's Place when funds become available.			CM	Unknown
	Current Status	Because the project involving the construction of a ¼ mile trail and exercise stations was ranked as a lower priority project in the Capital Improvements Plan, the project will not likely be constructed in the near future. <i>(Updated May 2014)</i>		

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Guiding Goal	Build a diversified tax base by supporting economic expansion and engaging in aggressive economic development efforts and activities.			
Supporting Strategies			Responsible Party	Estimated Timeline
Continue economic development and retail recruitment efforts.			EDC	Ongoing
	Current Status	In April 2011, the EDC engaged Buxton to prepare a retail recruitment study for the City. As part of the study, Buxton prepared a Retail Match List that identified restaurants and retailers whose trade characteristics matched Oak Point's trade area. The EDC then mailed recruitment packages and made follow-up calls to various retailers and restaurants in an effort to recruit the businesses to Oak Point. The EDC's contract with Buxton has expired. Having recently met with local commercial property owners to discuss their development intentions and marketing efforts, the EDC is evaluating whether or not to renew the contract with Buxton. The EDC is also evaluating the possibility of preparing a study to analyze different land use and development scenarios and their financial impact on the City. <i>(Last updated January 2014)</i>		
Prepare additional marketing materials.			EDC	FY 13-14
	Current Status	After completing an aerial map brochure, future EDC efforts include preparation of a retail recruitment / pursuit package. <i>(Last updated February 2013)</i>		
Implement a wayfinding sign program to promote and differentiate the City along FM 720 and to provide direction to motorists visiting the City.			EDC	Complete
	Current Status	Last year, the City installed several wayfinding signs along F.M. 720 and near key intersections in the City. The signs were funded by the Oak Point Economic Development Corporation (EDC). Of the 6.25% sales tax rate, the State of Texas remits 0.25% to the EDC. State law requires that the ¼ % sales tax be used only for certain projects related to economic development efforts. The signs are intended to promote and differentiate the City along F.M. 720 and to provide direction to motorists visiting the City. The signs are also intended to replace the temporary signs previously used to advertise events at the Dallas Corinthian Yacht Club and the polo fields. <i>(Last updated August 2013)</i>		

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Guiding Goal	Recruit, continually motivate, and retain educated and experienced employees.			
Supporting Strategies			Responsible Party	Estimated Timeline
Make applicable training opportunities available to all City employees.			CM/DPS/PW	Ongoing
Current Status	The City Manager recently attended a Texas City Management Association training event in Salado, Texas; the Finance Manager attended a Public Funds Investment Act training workshop in Arlington in early April; and the City's Building/Court Clerk recently attended a seminar regarding the maintenance of septic systems. In late May, the Building/Court Clerk will attend a septic class to become a licensed Designated Representative by TCEQ. <i>(Last updated May 2014)</i>			
Strive to achieve a high level of employee morale.			CM	Ongoing
Current Status	The City's Employee Recognition Program was approved by the City Council in July 2012. The Employee Recognition Program is designed to recognize City employees who perform acts that exceed the expectations of the City in regards to conduct and service. Employees are recognized with annual award, immediate awards, and service awards. The nominal cost of the employee recognition program is funded in each annual budget. In an effort to identify opportunities to improve the City's work environment, the City Manager is distributing a questionnaire to employees this month. <i>(Last updated May 2014)</i>			

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Guiding Goal	Provide a fiscally sound government through efficient budgeting, spending and resource management.			
Supporting Strategies			Responsible Party	Estimated Timeline
Continue to demonstrate a high level of financial transparency by maintaining Gold certification through the Texas Comptroller's Leadership Circle program.			FM	Ongoing
	Current Status	In December 2013, the Texas Comptroller of Public Accounts recognized the City of Oak Point with their highest level of financial transparency certification, the Gold Leadership Circle Award, for the second year in a row. <i>(Last updated December 2013)</i>		
Implement an asset management program.			FM	2 nd Qtr 2014
	Current Status	Lists of all major assets will be prepared and replacement strategies will be evaluated. <i>(Last updated February 2014)</i>		
Seek available grants when appropriate.			DPS/CM/FM	Ongoing
	Current Status	In recent years, the City has obtained several grants. The Department of Public Safety has sought and received funding for bulletproof vests. Funding was also provided by CoServ to assist with the purchase of a police vehicle. The City was also awarded funding from SECO and Oncor to install solar panels on the roof of the DPS building. A grant application to fund trail improvements was submitted to the TPWD by the City in 2011, but the grant was not approved. Chief Shackelford recently submitted a grant application to CoServ to request funding for an exhaust removal system for the DPS bays <i>(Last updated March 2014)</i>		
Strive to design a budget that is eligible for the Government Finance Officers Association's Distinguished Budget Presentation Award.			FM	FY 14-15
	Current Status	The Government Finance Officers Association established the Distinguished Budget Presentation Awards Program to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. City staff hopes to incorporate some of these best practices into the next budget and possibly seek the award in the future. <i>(Last updated June 2013)</i>		
Consider transitioning to a paperless/electronic meeting agendas and packets to reduce paper and printing costs and staff time.			CS	Complete
	Current Status	The idea of transitioning from paper to electronic meeting agendas and packets was discussed at the City's FY 2013-2014 budget workshops and the FY 2013-2014 budget includes funding for the project. At their meeting on March 17, the City Council directed City staff to proceed with the transition to paperless/electronic packets. Use of paperless/electronic packets will be implemented beginning with the City Council meeting on May 19. <i>(Last updated May 2014)</i>		

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Guiding Goal	Inform and seek input from citizens through a variety of communication efforts.			
Supporting Strategies			Responsible Party	Estimated Timeline
Continue the quarterly distribution of the Country Place Bulletin (CPB) newsletter.			CS	Ongoing
Current Status	The City Council agenda for April 21 included a discussion regarding potential topics for the Summer 2014 edition of the <i>Country Place Bulletin</i> (CPB). The CPB is scheduled to be mailed to residents in mid-June. <i>(Updated May 2014)</i>			
Continue to enhance the information available on the City's website.			CM/CS/UBC	Ongoing
Current Status	The main page of the City's website contains a link to subscribe to the Blackboard Connect mass communication and emergency warning system. Additional information regarding the service can be found at www.oakpointtexas.com/stayupdated . Another highlight of the City's website is a page devoted to Financial Transparency & Open Government. Additionally, the home page of the website includes a red service request button that allows citizens to submit and track service requests and complaints. <i>(Last updated October 2013)</i>			
Encourage citizens to automatically receive electronic copies of meeting agendas, information bulletins, and the CPB newsletter by entering their e-mail address on the City's website.			CS	Ongoing
Current Status	Past efforts to encourage residents to subscribe to the Blackboard Connect system include distribution of an information bulletin, test calls using the Blackboard Connect system, posting information on the City's marquee sign, and articles in the CPB. City staff has also requested that the Little Elm Journal and Denton Record Chronicle consider writing an article regarding the City's launch of the Blackboard Connect system. The footers of most pages on the CPB also encourage residents to subscribe to Blackboard Connect. City staff placed a call to residents last summer encouraging them to enroll their cell phones and email addresses in the Blackboard Connect system to automatically receive severe weather warnings. City staff plans to schedule a similar message this spring. <i>(Last updated April 2014)</i>			
Conduct a State of the City presentation at a Town Hall meeting.			CM	Complete
Current Status	A State of the City report was presented to those persons who attended the grand opening of the new City Hall on Monday, October 1, 2012. An updated State of the City presentation is posted on the City's website under the City Government tab. As time permits, City staff is considering the scheduling of another State of the City / Town hall meeting. <i>(Updated April 2014)</i>			
Make the State of the City presentation available to HOAs on an annual basis.			CM	Ongoing
Current Status	A State of the City presentation was presented to the Crescent Oaks POA on April 10. State of the City presentations may be scheduled upon request by an HOA. <i>(Last updated April 2014)</i>			