



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

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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.
- Be responsive in communicating with citizens and handling citizen inquiries.

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

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.