

STRATEGIC GOVERNMENT RESOURCES (SGR) FACILITATION
City of Pflugerville - City Council Strategic Visioning Workshop
June 8-9, 2018



INTRODUCTION

The Pflugerville City Council met on Friday, June 8, and Saturday, June 9, 2018 for the purpose of discussing their strategic vision for the future. Strategic Government Resources (SGR) was enlisted to facilitate the retreat. As part of the foundation for developing and executing a strong strategic vision, the council discussed the need to abide by good governance principles and the importance of possessing self-awareness.

The following notes capture the essence of the salient points that the council discussed. SGR highly recommends that this report and the strategic vision that is presented as a part of this report be adopted at a regular City Council Meeting at the earliest possible date.

REPUTATIONAL DRIVERS

- Diverse, family-oriented, community
- Attract significant employers
- Invest in staff growth
- Keeping the growth in place while maintaining the small-town feel (remaining approachable for citizens). City safety
- Bringing in job creators
- Providing the facilities that go along with bringing in job creators, not necessarily at tax payer expense. More creativity with financing. Bringing other people to the table so the burden doesn't fall on just one group. Private/public partnership.
- Employment – small or large (high rise office along the freeway)
- Community – place
- Voice
- Population is coming no matter what
- Small town feel – capitalize on PF factor with big city pizzazz
- Entertainment district/community heritage
- We've become the VALUE community
- We are a bedroom community
- We need jobs, parking, entertainment
- We are not lowest tax rate – we need to tell people what they get for their \$
- Think big, not small
- Leverage proximity to Austin

OPERATIONAL DRIVERS

- All staff able to collaborate because in same building
- Executive staff focus on strategic
 - Which means we must face some financial challenges – (Means we must communicate our message effectively)
- Council be clear on strategic vision

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- Educate Council on communicating
 - Good two-way communication by the staff and Council
- Organizational behavior – two-way communication
 - Make sure staff can speak without fear
 - Open books
- Organizational structure – focus on
 - Programs
 - Projects
 - Operations – how we execute
- Strive to use information better
 - Be data driven
- Be able to cross train
- We need a long-game vision, but make decisions timely
- Consistent long, medium, short
- Be innovative/learn from others
- High trust in ALL
 - Be free to push the boundaries. Council has to be willing to discuss ideas (even the “wacky” ones) and speak with one voice

PRESSING NEEDS

- Infrastructure
 - Roads, H2O, sewer, facilities
 - As population grows, congestion on roads
- Revenue opportunities
 - Retail, ad valorem, attracting businesses
- Advancing communication avenues
 - What's it going to look like
- City Hall (weep and pound)
- Putting strategic plan in place
- Performance metrics
- Bond roll-out – do it right
- Infrastructure
- Additional staff; staff at tipping point/overworked
 - Succession planning
 - Competitive salaries
 - Ties into space – one size does not fit all
 - Be strategic on this
- Building Department (weep and pound)
 - Not staffed well enough
 - We've not been scaling up with increased population
- We need to triage staffing needs; true baseline – honesty
- Health, safety, quality of life
- Sense of place – belonging
 - Physical place
- Pocket places (take advantage of) – make sure the City feels like a whole
- City Hall – sense of place (weep and pound)
- H2O and waste water is okay
- Roads and annexation – big issue

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SWOT ANALYSIS

STRENGTHS – we can build on

- Trails and parks
- Location, green space
- Potential for growth, available land
- Infrastructure foundation
- Staff
- Diversity of thought/culture
- Diversity of programming
- History of incentivizing growth
- Diverse population including # of veterans
- H2O with H2O available
- Location/proximity
- Long-time residents have sense of community that they pass along to new residents
- Great residents
- Regional access to infrastructure
- Bond rating/financial foundation
- Workforce – exporting to Austin and would like to bring them back
- Committed/qualified staff

WEAKNESSES – keep from becoming fatal flaws

- MUD's
- Lean staff
- Need a sense of belonging
- More revenue needed
- Timidity of Council (tend to do small things, don't think big enough, need to be more strategic)
- Lack of vision. Don't be "we are who we were, we need to be who we will be"
- Proximity to Austin and capital
- Lack of staff
- Growth can force decisions
- Need better culture
- Lack of sales tax revenues
- Overlapping taxing entities; not enough cooperation with others
- Fear/risk averse; Council doing what will not get us yelled at
- Pecan traffic corridor
- Deferred maintenance problem (we will be the bad guys)
- Don't have coordinated leadership message with single voice. Contributes to lack of prominence in community. Diminishes our ability to serve this community. "Backing each other up." Pflugerville has a reputation for not "playing well." Unwillingness to cost-participate.
- We go below the line and give away too much
- Annexation
- Lack of development plans
- Coordinate business recruiting

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OPPORTUNITIES – we can exploit

- Coordinate PCDC
- Structured planned growth
- Modify land use code
- Brand ourselves; differentiate ourselves from sister cities in a positive way
- Contract – pecan corridor
- Develop downtown
- Family friendly is not necessarily family-centric
- Look at how we support small businesses
- Changing our city government to a global thought process (think 20-30 years down the line, think about who it's going to affect/not just current generation)
- Workshops to develop strategy
- Room for growth
- Couple of major multi-purpose developments in process
- High median income
- Toll ways, infrastructure along toll ways
- Growth
- Vacant land
- Transportation enhancement
- Diverse economic opportunities
- Community engagement
- Need facilities that integrate technology, set the example (data collection, performance management, automate processes, etc.)

THREATS – we cannot ignore

- Salary compensation
- Senate Bill 6**
- Revenue creation/funding*
- Trend of retail
- Facilities
- Growth exceeds ability to serve
- Competition (a lot of toll ways)
- State mandates
- Voter apathy
- Special interest interference
- Legislative
- Noise of social media; impact on staff
- Fear of change by older comm.
- Need to raise tax revenue to offset some of this
- Other cities out-recruiting for businesses
- Owning a water park
- Doing nothing
- Externalities; other local elected officials
- Don't be Austin "suburb." We've become Austin's affordable housing solution.
- Other city's ability to recruit businesses better than us.

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REVIEW & REVISION

Recommended changes (based on discussion) are highlighted in yellow

MISSION

- Efficiently and effectively deliver public resources and services that result in an enhanced quality of life.

VISION

OPTIONS TO CONSIDER/ADOPT

- A community that promotes happiness, safety and health, enriching the lives of its residents.
- Pflugerville will offer our diverse community a place to innovate, play and thrive.
- Exceptional community because of exceptional government and residents.
- Pflugerville is the recognized leader in exceptional living, community and service.
- Pflugerville strives to be a vibrant, inclusive, and innovative community where we can be successful and prosper.
- To foster innovative growth and a sense of belonging in a safe, diverse community.
- Pflugerville... an innovative, inclusive community; the place you want to be, the place you want to belong.
- An innovative, thriving and inclusive community recognized for its exceptional quality of life and sense of pride [or belonging] among residents.

CORE VALUES

- Commitment to Excellence
- Transparent and Inclusive Leadership
- Honesty and Integrity in All That We Do
- Promoting a Sense of Belonging both Internally and Externally
- ~~Respect and Honor All People~~
- ~~Stewardship through Volunteerism~~
- ~~Leadership and Visionaries~~
- ~~Sense of Community~~

STRATEGIC PILLARS

MIKE's Group

1. Infrastructure (Water Resources, etc.)
2. Transportation (Roads)
3. Public Safety
4. Economic Vitality
5. Quality of Life

MAYOR's Group

1. Economic and Diverse Development
2. Recreation & Culture/Arts
3. Governance & Organizational Excellence
4. Environmental/Land Use (Water Resources, Sustainability, etc.)
5. Infrastructure (Water, Waste Water, Roads, etc.)

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DOUG's Group

1. Inclusive Community
2. Economic Prosperity
3. Infrastructure
4. Parks & Trails
5. Public Safety
6. Arts

JEFF's Group

1. Economic Vitality & Innovation
2. Public Safety
3. Public Health (Drainage, Trash, etc.)
4. Quality of Life (Parks, Arts, etc.)
5. Fiscal Sustainability

JIM/RUDY's Group

1. Infrastructure
2. Transportation
3. Economic Vitality
4. Customer Satisfaction
5. Financial Health
6. Public Safety

OVERALL THEMES/STRATEGIC PILLARS (Approved by ALL)

1. Infrastructure
2. Economic Vitality
3. Public Safety
4. Quality of Life

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STRATEGIC PILLARS – MILESTONE EXERCISE

QUALITY OF LIFE (Rudy, Jim & Staff)

JOINT RECREATION SERVICES

- + Diverse leisure activities
- + Teen Center
- + Rec Center & Natatorium
- + Multi-Purpose Event Center
- Rec Center (1 More)
- Continued trails in a regional fashion
- Complete all phases of 1849 Park
 - + Complete 2 currently planned parks
- YMCA considerations
- Continue master planning

LIBRARY

- Add 3 branch libraries (new central?)
- Continue library innovation (Boston Public?)

CITY HALL

- Construct new hall with library, meeting space, “place making”

COMMUNICATIONS

- Create formal communication structure for public events
- Continue to adapt to communication trends
- Improve programming for Channel 10 (PFTV)

ARTS

- Public art
- Art gallery/museum
- Performing Arts Center
- Festivals (international/cultural)

SOCIAL SERVICES

- Public transportation
- Senior Center
 - + Health Clinic
 - + Non-Emergency Transportation
- Veteran Services
- Special Needs population
- Low income/underserved population

ADDITIONAL DISCUSSION

- Timelines TBD
- Separate Action Planning Session needed for Parks Department

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ECONOMIC VITALITY (Doug, Mayor and Staff)

- Infrastructure (WW) to North and East
- Comprehensive land use plan
 - + Market-driven infrastructure improvements
- Ensure infrastructure is prepared for development
- Recruit desirable businesses

ADDITIONAL DISCUSSION (ECONOMIC VITALITY)

- Increase commercial ad-valorem value (15%)
- Decrease retail leakage; increasing sales tax (+12% per year??)
- Restaurants and entertainment
- 300 – primary job growth
- Target – 50/50 property tax revenue

PUBLIC SAFETY - ALL INCLUSIVE (Jeff, Trey & Staff)

YEAR 1	YEAR 5	YEAR 10	YEAR 20
Compensation Study	Implement Mgmt. Staff Levels	→ → →	→ → →
Training/Certification	→ → →	→ → →	→ → →
Equipment Imps Assessment	Implementation		
Facilities Assessment	Implementation		
Technology CAD/RMS	Direct Resources	Make Adjustments	
Emergency Mgmt. – Develop Staff to Support	New EOC	Test/Revise	
Code Compliance/ Enforcement	Add Staff		
Relationship with Fire Department	→ → →	→ → →	→ → →
Risk Mgmt.		Staff	
Infrastructure *Street Maintenance *Sound Operations	→ → →	→ → →	→ → →
Fleet Maintenance			
Flood Plan/ Drainage Plan	Flood Studies	Estimated Drainage Utilization	

INFRASTRUCTURE (Mike, Omar & Staff)

SEE ATTACHMENT