





The City of Hudson Oaks is fortunate to have a City Council that is committed to planning for the future. Few communities take the necessary time and energy to plan for the future, but those communities that do are often the most desirable places to live and raise a family.

It is with great pleasure then, that I present to you the 2007 City Council Strategic Plan.

The plan identifies several goals that Council feels are important to our community. The following goals are identified and detailed in the Strategic Plan and each goal has a series of strategic implementation priorities associated with it.

- The City of Hudson Oaks is an economically vibrant community
- The City of Hudson Oaks is an attractive city with country style and city amenities
- The City of Hudson Oaks is a well planned community with excellent infrastructure
- The City of Hudson Oaks enjoys outstanding community involvement

These goals are the keystones upon which Council and staff can create a community that truly is exceptional.

In the near future, staff will ask Council to participate in a series of focused and outcome specific workshops that will clarify some of the broader elements of the Strategic Plan. Staff will take the direction Council provides in the workshops and develop a series of comprehensive action plans to implement the strategic priorities identified in the Plan.

Our community is growing and the goals and priorities identified in this Strategic Plan will help our community's ability to determine it's own future, rather than accepting the future that is thrust upon it.

Again, this type of work is not easy to do and staff was particularly encouraged to see the level of seriousness and enthusiasm that Council gave this Strategic Plan.

Respectfully submitted,

Robert Hanna  
City Administrator

## City of Hudson Oaks Strategic Planning Process

On February 13<sup>th</sup> and 14<sup>th</sup>, 2007 the City of Hudson Oaks Mayor and City Council Members met individually with Mike Conduff, President and CEO of The Elim Group to discuss their perception of the community. The City Council and Senior Staff then met in a full day retreat environment to plan for the City's future on March 3, 2007.

The planning team created a Victory Wall consisting of Long-Range Outcome Victory Statements (through 2020) and Intermediate Victories consisting of actions and milestones by year beginning with the current 2007 year.

This document captures the essence of this visionary work. It is understood that the realization of the Victory Wall is an ongoing process. Staff Action Plans will need to be created from the Council's work. Multi-Year Financial Plans with Performance Measures will also need to be created to incorporate the action plans and bring them to financial life.

### Mayor and City Council Members



**Pat Deen  
Mayor**



**Tom Marquardt  
Place 1**



**Bill Young  
Place 2**



**Brian Gissiner  
Place 3**



**Tom Fitzpatrick  
Place 4**



**Gary Molenburg  
Place 5**

## **STRENGTHS**

The City of Hudson Oaks Mayor and City Council are united in their view that the community enjoys much strength. The fact that the City of Hudson Oaks has no current ad valorem tax is a source of pride, as is the history of good zoning. A growing retail base, and its accompanying local sales tax, is also a source of pride. The elected officials consistently praise the caliber of City Staff. Schools are ranked as excellent, and regional relationships are improving and are generally thought to be positive. City utilities are good, and the community will continue to benefit from the availability of surface water.

### **Identified Strengths**

- ◆ Strategically located in the US 180 / IH-20 Development Corridor
- ◆ Perception that current zoning requirements protect and safeguard community welfare, while encouraging economic development
- ◆ Perception that Water and Wastewater systems are in good condition
- ◆ Access to secure and ample surface water
- ◆ Regional relationships (Weatherford, Parker County, NCTCOG) are perceived as good and improving
- ◆ Public safety is perceived to be the best in Parker County
- ◆ Aledo ISD and Weatherford ISD are both perceived as good school systems
- ◆ The City of Hudson Oaks exercises good governance principals
- ◆ Sales tax collections suggest a strong and vibrant local economy

## **WEAKNESSES**

Despite an overwhelming positive view of their community, the Mayor and Council did express concern about the overall perception of Hudson Oaks by others, as community image was consistently brought up as a weakness. Several Council members also commented on the lack of parks space within Hudson Oaks. Other weaknesses listed were the city facilities in need of repair or replacement, the junkyards on US 180 and the ETJ boundaries with Weatherford. The north / south separation of the community is seen as a weakness that needs to be overcome. Finally, the Council recognizes that they must be willing to make the difficult decisions associated with developing a first class community.

### **Identified Weaknesses**

- ◆ The City of Hudson Oaks suffers from a negative community image – speed trap, not an attractive community
- ◆ The City of Hudson Oaks does not have adequate park space
- ◆ The junkyards along US 180 are unsightly and create a negative impression as you enter the community
- ◆ City facilities (Admin, Fire and Police) are undersized and are currently experiencing significant building issues
- ◆ Extra Territorial Jurisdiction (ETJ) boundaries with Weatherford are not beneficial to the growth of Hudson Oaks
- ◆ The City of Hudson Oaks is separated north from south by IH-20, creating a perceptual barrier within the community
- ◆ The City of Hudson Oaks has not historically shown a willingness to make tough decisions
- ◆ The City of Hudson Oaks sole source of significant revenue is the local option sales tax

## **OPPORTUNITIES**

City Council Members were incredibly optimistic for the future of Hudson Oaks. They believe it is critical that Hudson Oaks develop a City Brand and a vision of “what we want to look like” and “how big Hudson Oaks will be at build out.” They would like to create a sense of place, with a zip code and post office for the community. Because of the lack of current park facilities it is believed that building a community park is an opportunity for the community to cement its sense of place. Examining the judicious use of debt for such an investment is seen as an opportunity.

It is universally thought that a cogent and realistic Thoroughfare Plan needs to be developed, along with a funding plan – preferably one that can be handled without utilizing ad valorem taxes, utilizing TXDOT and NTCOG funds. All funding sources should be explored. This plan would deal with connectivity issues, as well as access to major thoroughfares.

Other infrastructure needs also contain opportunity for growth. Storm water systems need to be developed and new subdivisions should pay their fair share. New city facilities should also be explored.

The City of Hudson Oaks should be actively recruiting companies with a sense of corporate social responsibility to open retail establishments within the city limits. The time may have come for the creation of a Hudson Oaks specific Chamber of Commerce or some other economic development organization or promotional action plan.

Finally, finding ways to engage the citizenry of Hudson Oaks is widely believed to be an opportunity whose time has come. With so many major decisions on the horizon, it makes sense for the community to become as involved as possible.

### **Identified Opportunities**

- ◆ The City of Hudson Oaks has a secure and well defined ETJ that has been established through mutually agreed to covenants with neighboring communities
- ◆ Developing avenues of communication are increasing our ability to educate our citizens and stakeholders
- ◆ The construction of a community park will help bring our community closer together and bridge the IH-20 gap

- ◆ The City of Hudson Oaks is continuing to explore regional relationships and opportunities to formalize strategic partnerships, especially through the merger of the east parker County municipalities
- ◆ Located in a vibrant regional economy and strategically positioned in the US 180 / IH-20 development corridor, the City of Hudson Oaks is capable of attracting exciting and substantial retail developments
- ◆ A philosophy of new development paying for their own infrastructure costs allows the City of Hudson Oaks to focus on those public improvements that cannot be done by developers
- ◆ Storm Water Management is a priority for the City of Hudson Oaks
- ◆ The City of Hudson Oaks is a family oriented community and provides opportunities for community wide events and programming that promote the family
- ◆ New City facilities meet the current and future needs of a full service city
- ◆ Public Safety is a community priority
- ◆ The City of Hudson Oaks partners with developers and public entities in the design and construction of transportation improvements where possible and appropriate
- ◆ The City of Hudson Oaks is a fiscally conservative community that exercises the judicious use of debt when and where appropriate
- ◆ The City of Hudson Oaks does not shy away from hard decisions that must be made in the best interests of the community
- ◆ The City of Hudson Oaks has landscaped medians, a unique and identifiable commercial district and is known as a beautiful city

## THREATS

Like many communities, funding (or the lack of) is considered to be threatening to the future of Hudson Oaks. The current issues of mold at City Hall and the lawsuit with Weatherford College tend to take center stage in the threat category, but several Council Members pointed out that the need for establishing increased cash reserves for emergencies is also critical. Additionally the need to examine the impact of IH-20 and the potential use of eminent domain for city projects is important to the community.

It was also pointed out that Fort Worth continues to grow at a rapid pace to the north and west; the need to stay involved and educated about this growth is clear. In the same vein, the much talked about Trans Texas Corridor may be helpful, or it may well be a significant threat.

### Identified Threats

- ◆ A significant down turn in the regional economy may jeopardize the City of Hudson Oaks' ability to fund emergencies, debt retirement and capital improvements with sales tax alone
- ◆ IH-20 is a physical barrier between the northern and southern portions of our community
- ◆ Eminent Domain that is not used strategically may create an undue burden upon the fiscal resources of the City of Hudson Oaks
- ◆ Current maintenance issues with existing city facilities may create an unsustainable burden upon the fiscal resources of the City of Hudson Oaks
- ◆ The current legal pursuits of the City of Hudson Oaks could create a negative public image if factual and timely information is not openly shared with the community
- ◆ The growth in east Parker County and the expansion of the City of Fort Worth further west into Parker County could create a demand for city services that may be unsustainable with our current revenue sources

## **STRATEGIC GOALS**

The City Council identified several strategic goals to help shape and identify an image of Hudson Oaks in the year 2020:

- The City of Hudson Oaks is an economically vibrant community
- The City of Hudson Oaks is an attractive city with country style and city amenities
- The City of Hudson Oaks is a well planned community with excellent infrastructure
- The City of Hudson Oaks enjoys outstanding community involvement

<b>The City of Hudson Oaks is an Economically Vibrant Community</b>		
<b>2007</b>		<ol style="list-style-type: none"> <li>1. Conduct an economic development analysis</li> <li>2. Create an economic development task force</li> <li>3. Annexation of existing businesses within our ETJ</li> <li>4. "Just in Time" Infrastructure Development</li> </ol>
<b>2008</b>		<ol style="list-style-type: none"> <li>1. Acquire new land for development</li> <li>2. Aggressively recruit major restaurants</li> <li>3. Aggressively recruit substantial new retail development</li> </ol>
<b>2009</b>		<ol style="list-style-type: none"> <li>1. Payments In Lieu of Taxes (PILOT) agreements are available where applicable and appropriate</li> </ol>
<b>2010</b>		<ol style="list-style-type: none"> <li>1. Annexation of existing ETJ to "open up" additional property for development within the city limits</li> </ol>
<b>2011</b>		<ol style="list-style-type: none"> <li>1. Availability of "Development Ready" tracts</li> </ol>
<b>2012</b>		<ol style="list-style-type: none"> <li>1. Creation of a Hudson Oaks Chamber of Commerce or other economic promotional organization</li> </ol>
<b>2015</b>		<ol style="list-style-type: none"> <li>1. Construction of a tournament supported regional sports complex</li> </ol>
<b>2020</b>		<ol style="list-style-type: none"> <li>1. Construction of a major regional outlet mall</li> </ol>

**The City of Hudson Oaks is an Attractive Community with Country Style and City Amenities**

<b>2007</b>		<ol style="list-style-type: none"> <li>1. The City of Hudson Oaks has an active litter abatement program and effectively uses the TxDOT “Adopt a Spot” program</li> <li>2. The Police Department is a national recognized and accredited police department</li> <li>3. The City of Hudson Oaks has a unique and recognizable slogan that was developed in consultation with the community</li> <li>4. A comprehensive Code of Ordinances creates a streamlined administrative process and enforcement of city ordinances</li> <li>5. The City of Hudson Oaks has ordinances and other requirements in place to help promote and encourage sustainable development, open space / green space and tree preservation</li> </ol>
<b>2008</b>		<ol style="list-style-type: none"> <li>1. A unique and recognizable logo helps to brand the City of Hudson Oaks in our commercial district</li> <li>2. The City of Hudson Oaks is known regionally for an annual family oriented community wide event that partners with local businesses</li> </ol>
<b>2009</b>		<ol style="list-style-type: none"> <li>1. Landscaped medians, community identification signs and event banners on street lights create a sense of place in the Hudson Oaks commercial district</li> <li>2. A unique highway community identification sign along IH-20 stands as a clear indication that you are in Hudson Oaks</li> <li>3. Construction for Gene L. Voyles community park is underway and the construction elements are set to be phased on a pay as you go basis</li> </ol>

**The City of Hudson Oaks is a Well Planned Community with Excellent Infrastructure**

<b>2007</b>		<ol style="list-style-type: none"> <li>1. The City of Hudson Oaks has a unified and cogent Master Thoroughfare Plan that identifies future roadways, provides for standard pavement cross sections and identifies the costs associated with the implementation of the plan</li> <li>2. The City of Hudson Oaks has a unified and cogent Master Water System Plan, Sewer System Plan and Storm Water Management Program that strategically plans for growth and identified the costs associated with implementation of the plan</li> <li>3. Neighboring subdivisions see Hudson Oaks as an attractive community and petition for annexation</li> <li>4. The City Council meets annually to discuss long range financial commitments and to identify future capital improvement projects</li> </ol>
<b>2009-2011</b>		<ol style="list-style-type: none"> <li>1. The City of Hudson Oaks aggressively pursues extending the essential infrastructure of development (water, roads and sewer) to those areas that require it</li> <li>2. Good relationships with TxDOT and NCTCOG allow for grant funds to assist in the construction of needed and identified transportation infrastructure elements</li> </ol>

## The City of Hudson Oaks Enjoys Outstanding Community Involvement

<b>2007</b>		<ol style="list-style-type: none"><li>1. The City of Hudson Oaks Police Department participates in the “National Night Out” program and actively promotes community participation</li><li>2. A City Newsletter helps to inform and educate the community</li></ol>
<b>2008</b>		<ol style="list-style-type: none"><li>1. The City of Hudson Oaks Website is a start of the art portal for citizen participation in local government and allows for community interaction with the City’s Reverse 911 Emergency System</li><li>2. The City of Hudson Oaks enjoys an active and lively Citizens on Patrol program in each subdivision</li><li>3. The Community Emergency Response Team (CERT) program is implemented throughout the entire community and CERT programs are actively involved in disaster related training events when applicable</li><li>4. A Hudson Oaks Citizen’s Academy educates and informs citizens and is used as a training ground for future Boards, Commissioners and Council Members.</li></ol>
<b>2009</b>		<ol style="list-style-type: none"><li>1. The City of Hudson Oaks offers a Home Owner’s Association event calendar on the City Website</li><li>2. The City of Hudson Oaks Website allows for full interaction with municipal services</li></ol>