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“In its deepest essence, strategy is about pursuing opportunity.”

**-Jim Collins, Author
*Built to Last***



HUDSON OAKS STRATEGIC PLAN

MARCH 2011

MARTY WIEDER STRATEGIC CONSULTING SERVICES



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TABLE OF CONTENTS

INTRODUCTION

SWOT ANALYSIS

RANKED SWOT ANALYSIS

HUDSON OAKS STRATEGIC PLAN

VISION STATEMENT

MISSION STATEMENT

VISIONING SURVEY & SURVEY RESULTS

POSTSCRIPT - & THE LONGER TERM



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**“Renewing organizations often see more value
in the process than the plan itself.”**

**Robert Waterman, Author
*The Renewal Factor***

INTRODUCTION

Background

The Hudson Oaks City Council undoubtedly has experience with Strategic Planning. All but one of its members participated in the City’s first SWOT (Strengths/Weaknesses/Opportunities/Threats) Analysis in 2007, and this is the second time for everyone on the present, sitting Council to participate in such a process in follow-up to the one done in 2009.

More importantly, Hudson Oaks has a history of accomplishing many of the items identified as objectives in these exercises. For instance, as prioritized in 2007 Hudson Oaks has already constructed a new City Hall. And more recently, the Council and City Staff have illustrated their ability to coordinate the planning and then communicate the status of key road and highway projects for Hudson Oaks’ citizens.

While some Cities would settle for a periodic update and review of these priorities, the Hudson Oaks City Council is different. They recognize the value in doing such an exercise every 18 to 24 months. Perhaps this is in part due to the professionalism of Hudson Oaks’ residents; the citizenry is well-employed, with approximately 30% of Hudson Oaks’ households working or associated with Lockheed-Martin, Fort Worth’s largest employer.

Moreover, Hudson Oaks’ leaders recognize that they are in the path of growth—and therefore also within a highly competitive environment. Located at the eastern edge and gateway to Parker County, Hudson Oaks is among the first municipalities commuters pass as they drive west from Fort Worth. And in recent years, Hudson Oaks and other Parker County municipalities couldn’t help but notice how both Fort Worth and Weatherford began annexing acreage and expanding their extraterritorial jurisdictions—limiting their potential for expansion, in the process.



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The appointment of a new City Administrator in early 2009 provided fresh energy and enthusiasm for a Strategic Planning effort; City staff viewed a new exercise as a good opportunity to update the previous SWOT, yet *do it from a more of a Council-driven perspective*—and made it clear that the 2009 version was to be facilitated, rather than led or pointed. That became the primary objective for first the planning and later the delivery of the 2009 SWOT Analysis—and was adhered to in the 2011 version, as well.

Process

The Hudson Oaks City Council chose again to engage Marty Wieder Strategic Consulting Services to help guide them through an interactive Strategic Planning exercise; more specifically, Hudson Oaks desired that Marty schedule, plan and facilitate a structured Workshop—in follow-up to the six-hour “day of visioning and long-range strategic planning” with City Council members and key City Staff professionals in January 2008. Such an exercise was scheduled and conducted on Tuesday, November 30, 2010. This event included—

1. A re-introduction to the participants and the process—as well as a briefing on the exercise’s importance as it relates to Hudson Oak’s efforts, as well as the City’s budgeting and Capital Improvements Program planning (as delivered within a PowerPoint presentation). The introduction also included a review of the Scope of Work.

As Marty would point out at the first convened session, Strategic Planning takes time and effort, helps in budgeting and decision-making and can be managed. And it’s worth doing, especially since Plans—

- Provide unified and planned governmental decisions.
- Provide City staff a functional approach for budget processing.
- Allow elected and appointed officials to be entrepreneurial.
- Determine just how far the City might go in the coming years to reach its goals and objectives.
- Determine projects that best utilize area resources.
- Prepare for grant and other opportunities that may present themselves.
- Stimulate public awareness, interest and support.

Moreover, Marty made it clear as always that he views *planning from an economic development perspective*, and that approach was again accepted and even embraced.

2. Conducting a fresh SWOT Analysis—evaluating Hudson Oak’s Strengths, Weaknesses, Opportunities and Threats. This Analysis included a review of the Council’s 2009 Targets & Accomplishments, as well as a listing and then prioritizing of their 2011 List. This exercise—
 1. Allowed everyone who attended to state their items, priorities and concerns;
 2. Asked representatives of all both groups (Council and key City management professionals) to rank the items as to priority; this task facilitated Marty Wieder Strategic Consulting Services efforts to evaluate participants’ responses and then combine those into the priorities, which would comprise the resulting Strategic Plan.



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Marty Wieder Strategic Consulting Services—

1. Spent subsequent weeks fine-tuning the actual plan with a proposed set of initial action items;
2. Returned to City Council at their regular meeting on February 24, 2011 to present a SWOT Summary, Priorities and a Draft Strategic Plan; Council Members unanimously communicated their agreement with the Strategic Plan wording—as well as reviewed and recommitted to wording of the Council’s Vision and Mission Statements.
3. Returned to Hudson Oaks on March 24, 2011 and delivered this Strategic Planning document for the City Council and Staff Professionals to use in guiding the City in the coming years.

Results

The following Hudson Oaks Strategic Plan is intended to provide a framework for development of a more concrete set of plans in the coming Fiscal Year. For instance, the initial SWOT Analysis and complimentary Strategic Plan—based entirely upon the priorities and preferences of City officials—provides Hudson Oak’ policy and administrative leaders with the information necessary to 1) conduct additional research that quantifies and clarifies preliminary findings and 2) begin addressing items ranked at the top of the Plan with more specific objectives.

The Plan itself is laid out and printed in a bound, 11 X 17 format so Council Members and key City Management team staff may utilize it as a living, working document—leaving plenty of room for notes in the margins, future additions and subtractions.

**“Now is the time to reach out to your community and ask
‘What do you want to be when you grow up?’”**

**David Wallace
Wallace Bajjali
& ICSC Research Fellow**



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**“Develop a marketable brand
the city and community can use
in the recruitment of new businesses.”**

**-One reply to
Council/Staff
Visioning Survey**

2011 SWOT Analysis: City of Hudson Oaks

Following a review of the 2009 SWOT list and rankings, Hudson Oaks City Council Members, management team professionals and Marty Wieder Strategic Consulting Services worked together to identify the City’s Strengths, Weaknesses, Opportunities and Threats. What resulted were four lists under each SWOT category, as follows:

STRENGTHS

- Location
- No property tax
- Vacant, available land for economic development growth
- Solid budget
- Minimal debt
- Great citizens; “supportive of what we do”
- Only City in Eastern Parker County to have Council/Mgr form of government
- Educated, higher than average demographic
- Both ISDs are good
- Stonecreek Farms & Oakview Estates addition/acquisition
- Safe community
- Relationships with Council, State and Federal officials—and neighboring Cities
- Progressive attitudes of citizens
- Good City facilities

- Good, professional staff
- Have a plan for alternate access during construction of Lakeside bridge
- Improved water system
- 6-City wastewater plant
- 6-City solid waste plan

WEAKNESSES

- 1 revenue source, which limits ability to evolve
- No ad valorem tax
- Landlocked community
- Chopped-up City limits; unclear boundaries
- Limited land left for residential growth
- Location, especially as it relates to future congestion
- Limited ED resources
- ESD; inability to control cost and level of service



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- Water system; dependent on other jurisdictions

Weaknesses, continued

- Loss of economic development to Weatherford; no on-premise alcohol consumption
- Website still needs work; needs to be more user friendly
- Visibility of 180 corridor; shared gateway with Weatherford
- Weak brand
- Grandfathered business district with a lot of non-conforming uses

OPPORTUNITIES

- Consider way finding signage for Lakeshore bridge project
- Expand business district to include on-premise alcohol consumption
- Merger with other communities, which could facilitate home rule-governance
- Annexation
- Pass through project
- Work with neighboring Cities on joint animal control
- Define City w/entry signage
- Rebrand with an icon/logo and also create identity through a slogan or tagline
- Promote as home to car dealerships
- Take the lead to negotiate water agreement with Fort Worth
- Do the Comprehensive Plan
- Enhanced Quality of Life with more parks

THREATS

- Pass through project (dependent on future county bond election)
- Continual threat of uncertain pass through funding

- Erosion of municipal authority with state legislative changes, unfunded mandates
- Regulation of surface water by Upper Trinity Groundwater District
- Weak brand
- Regional water crisis
- Continued gas wells & pipelines
- Complacency
- Inability to make tough decisions related to the Comprehensive Plan
- Inability to address need for ad valorem taxation



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“Strategy requires thinking hard.”

**-Jim Collins, Author
*Built to Last***

Ranked SWOT Analysis: City of Hudson Oaks

Hudson Oaks City Council Members and management team professionals ranked the items they had identified as the City’s Strengths, Weaknesses, Opportunities and Threats. Marty Wieder Strategic Consulting Services then tallied and reported these priority rankings to Workshop participants—since these responses would subsequently be evaluated, in some cases combined and reworded into the priorities comprising Hudson Oaks Strategic Plan.

In contrast to the 2009 exercise, Council Members preferred to rank three items in all four category areas—rather than prioritize over all four subjects. Thus the rankings are more pronounced; moreover, priorities tended to group themselves into three levels under each item. And several priorities were repeated—and ranked high enough to merit attention—in more than one SWOT category, further emphasizing their importance at this point in Hudson Oaks’ history.

STRENGTHS

- 15/4 Location
- 14/5 Solid budget
- 10/3 Good, professional staff

- 8/3 No property tax
- 6/4 Improved water system
- 6/3 Minimal debt
- 5/2 Safe community
- 5/2 Stonecreek Farms & Oakview Estates addition/acquisition
- 5/4 Relationships with Council, State and Federal officials—and neighboring Cities

- 3/1 Progressive attitudes of citizens
- 3/1 Vacant, available land for economic development growth
- 2/1 Both ISDs are good

Unranked Strengths

- Great citizens; “supportive of what we do”
- Only City in Eastern Parker County to have Council/Mgr form of government
- Educated, higher than average demographic
- Good City facilities
- Have a plan for alternate access during construction of Lakeside bridge
- 6-City wastewater plant
- 6-City solid waste plan

WEAKNESSES

- 15/6 1 revenue source, which limits ability to evolve
- 15/5 Loss of economic development to Weatherford; no on-premise alcohol consumption
- 12/4 Weak brand
- 10/4 Visibility of 180 corridor; shared gateway with Weatherford



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- 7/3 Limited ED resources
- 6/2 Water system; dependent on other jurisdictions
- 6/3 Grandfathered business district with a lot of non-conforming uses
- 5/2 Chopped-up City limits; unclear boundaries

- 2/1 No ad valorem tax
- 2/1 Landlocked community

Unranked Weaknesses

Limited land left for residential growth
Location, especially as it relates to future congestion
ESD; inability to control cost and level of service
Website still needs work; needs to be more user-friendly

OPPORTUNITIES

- 19/6 Do the Comprehensive Plan
- 17/6 Expand business district to include on-premise alcohol consumption
- 14/4 Define City w/entry signage

- 7/2 Rebrand with an icon/logo and also create identity through a slogan or tagline
- 6/4 Merger with other communities, which could facilitate home rule-governance
- 6/2 Take the lead to negotiate water agreement with Fort Worth
- 6/4 Pass through project

- 2/1 Consider way finding signage for Lakeshore bridge project
- 2/2 Enhanced Quality of Life with more parks
- 1/1 Annexation

Unranked Opportunities

Work with neighboring Cities on joint animal control
Promote as home to car dealerships

THREATS

- 18/6 Pass through project (dependent on future county bond election)
- 15/5 Regional water crisis
- 13/4 Continual threat of uncertain pass through funding
- 11/5 Inability to address need for ad valorem taxation

- 8/3 Weak brand
- 7/3 Inability to make tough decisions related to the Comprehensive Plan

- 3/2 Erosion of municipal authority with state legislative changes, unfunded mandates
- 2/2 Regulation of surface water by Upper Trinity Groundwater District

Unranked Threats

Continued gas wells & pipelines
Complacency



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**“You can’t do everything well—
so you must focus on doing a few things well,
the most important things.”**

**-David R. Kolzow, President
Kolzow & Associates**

CITY OF HUDSON OAKS STRATEGIC PLAN: GOALS & OBJECTIVES

1. Contract for development of a Comprehensive Plan. Commit to making the tough decisions related to preparation of a first Comprehensive Plan.

A. Evaluate and continue to improve Hudson Oaks’ water system, especially in context of the regional water crisis.

- 1) Work to ensure Hudson Oaks is less dependent on other jurisdictions for water supplies and services.**
- 2) Take the lead to negotiate a water agreement with Fort Worth.**
- 3) Be aggressive in overseeing regulation of surface water by Upper Trinity Groundwater Conservation District.**

B. Review Hudson Oaks’s Zoning Ordinance and Zoning Map.

- 1) Expand business district to allow for on-premise alcohol consumption (should voters petition and pass a referendum)**
- 2) Put in place the highest level of zoning and land development code governance of prospective restaurants.**



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C. Include preparation of a Parks Master Plan; seek an enhanced quality of life for Hudson Oaks with more parks.

D. Attempt to clean up city boundaries and limits during completion of the Comprehensive Plan.

2. Continue to address road and infrastructure needs

A. Recognize that the Pass-Through project is dependent on the future county bond election; seek to mitigate the threat of uncertain pass through project funding.

B. Integrate the existing Thoroughfare Plan into the new Comprehensive Plan.

C. Continue to convene neighboring entities & explore partnerships to fund & fix transportation gaps.

3. Work to maintain Hudson Oaks' core strengths.

A. Promote Hudson Oaks' location.

B. Maintain Hudson Oaks' solid budget

Continue to research and seek other revenue sources, so Hudson Oaks may maintain its present status of operating without an ad valorem or property tax.

C. Address the issues putting Hudson Oaks at a competitive disadvantage regarding economic development; especially as compared to Weatherford.

1) Explore what's necessary to remove the economic development competitive disadvantage with Weatherford.

2) Act on any subsequent ordinances or resolutions necessary to enable new City revenues.



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D. Celebrate Hudson Oaks's professional staff.

- 1) Appropriately compensate Hudson Oaks's professional staff.
- 2) Work to expand the number of allocated staff positions.

4. Rebrand Hudson Oaks.

A. Overcome Hudson Oaks' existing, weak brand.

- 1) Engage a design firm to rebrand with an icon/logo.
- 2) Create identity through a slogan or tagline.

B. Define the City with entry signage

- 1) Prepare a design and fund entry signage.
- 2) Work to improve the visibility of 180 corridor, especially the shared gateway with Weatherford.
- 3) Consider way finding signage for the Lakeshore bridge project.

C. Continue to explore mergers with other communities, which could facilitate home rule-governance and further define Hudson Oaks' municipal brand.



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*“When we have purpose and believe in a vision,
it is fulfilled by who we are and what we do.”*

*-Dan Brokke
DaySpring Cards*

VISION STATEMENT - 2011

*Hudson Oaks, Texas maximizes its business and quality of life amenities,
honors its no tax/low tax history and capitalizes on its proximity to Fort Worth.**

***The Hudson Oaks City Council reviewed and chose to maintain the Vision Statement it crafted in 2009, reiterating Council Members' commitment to the attributes valued by their citizens.**



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“The plans of the diligent lead surely to advantage.”
-Proverbs 21:5a

MISSION STATEMENT - 2011

The Members of the City Council are committed to serving the Citizens of Hudson Oaks, respecting the history of the community and preparing for a vibrant future.*

***The Hudson Oaks City Council reviewed and chose to maintain the Mission Statement it crafted in 2009, reiterating Council Members' commitment, first and foremost, to serving their citizens.**



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HUDSON OAKS: 2011 VISIONING SURVEY AND SURVEY RESULTS

"Strategic leaders revise their plans as new challenges show up and new opportunities present themselves."

-Stephen Graves & Thomas Addington,
"The King's Strategist", *Life@Work*, Oct 1998

VISIONING/STRATEGIC PLANNING SURVEY: HUDSON OAKS

To guide the update of Hudson Oak's strategic plan, please complete the following questions and leave the completed document with City staff. We appreciate your time and attention to this brief survey:

The best thing (only 1) about living in Hudson Oaks is _____

The best thing (only 1) about working (if applicable) in Hudson Oaks is _____

The single most important issue facing the City is _____

The one thing I appreciate the most about Hudson Oaks is _____

The single most significant way Hudson Oaks is changing is _____

The one, most significant way in which Hudson Oaks needs to change is _____

The one, most important area of economic development planning focus for the City's immediate future

is _____

2010 VISIONING/STRATEGIC PLANNING SURVEY: HUDSON OAKS

The best thing (only 1) about living in Hudson Oaks is

Some of perks of city-living in a semi-rural environment.
County living with city conveniences.
The safe environment.
Quality and affordable city services. Police, fire and public works.
The citizens.
The small town atmosphere with easy access to Fort Worth.

The best thing (only 1) about working (if applicable) in Hudson Oaks is

Easy to get around due to size and access.
The community members' appreciation for the public servants working for them.
The family atmosphere with my fellow co-workers.
Pro growth, pro business environment.
Centrally located.

The single most important issue facing the City is

Economic development to maintain Council's commitment to No Ad Valorem taxes.
The need for effective long-term planning.
Finding additional revenue sources so that we can fund more projects, such as road improvements, parks and additional staffing.
The transition from a rural commuter community to a developed suburb and the challenges we face along the way.
Providing our citizens and businesses a safe environment while providing dependable municipal services.
Maintaining needed city services without implementation of the ad valorem tax
Maximizing economic development opportunities on both near and long-term horizon.
Controlled economic development.

The one thing I appreciate the most about Hudson Oaks is

Council and City staff, which in essence has provided citizens and businesses with stability, services at low cost, safety and a pleasant environment to work and live.
The progressive attitude of its residents.
That we have been able to keep the small town friendly attitude even though we have grown a lot over the last ten years.
Our progressive development and business policies.
The people that live and work here.
Easy access to the Metroplex where I work.
Being a community driven city.
Ease at which one can get around in the City. Little traffic congestion.
No property tax.

The single most significant way Hudson Oaks is changing is

Growth is occurring in such a way that sometimes the Council and Staff are not always prepared for it— via ordinances, lack of a Comp Plan, inadequate services like web permits, animal control, etc.
Its transition from a rural, outlier community to a true suburban city.
In the amount of traffic that now travels through the area on US Highway 180 and Interstate 20.
The increase in our overall footprint with development, utilities and city services.
Economic development and accepting new water delivery responsibilities for Eastern Parker County.
Due to the continuing growth being experienced in Parker County.
Congestion of traffic traveling inside city and ETJ.
Want to make changes along main roadway that gives traveling public clear indication they have entered into the City of Hudson Oaks.
Population growth and rapid economic development.

The one, most significant way in which Hudson Oaks needs to change is

Fully embrace the concept of a Comp Plan—and provide funding for it.
Acknowledge that it won't be a town of 1,900 people much longer and prepare accordingly.
Embrace the fact that we are growing and plan accordingly.
Improve the entry corridors to better reflect the community's residential and commercial base.
Provide more opportunities for citizens to provide input into city business. Improve transparency.
Develop and implement a plan that effectively supports Hudson Oaks and Parker County's future, coming growth.
Execute decisions approved by city council (i.e. Adobe Ct.). City has a history of buckling under public pressure for projects that are critical to public safety and long-range planning.
More development in its business district.
Enhance city recognition while improving HWY 180 within City limits.

The one, most important area of economic development planning focus for the City's immediate future is

Branding and promoting our City to developers and retailers/restaurants/businesses that generate sales tax (unlike medical services).
Develop a marketable brand the city and community can use in the recruitment of new businesses.
Attract more sales tax generating revenue sources since we are a sales tax dependent city.
Focus on niche development and drive destination based traffic to Hudson Oaks development areas.
Start planning for economic development south of I-20.
Attracting a major anchor retailer to be a catalyst for attracting other businesses.
Advance into earlier stage of pending comp plan for economic development programs that include land use, transportation and capital facility initiatives.
Finding ways to bring in another grocery store and additional large name restaurants into the City.
Traffic flow.



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**“A pessimist sees the difficulty in every opportunity;
an optimist sees the opportunity in every difficulty.”**

-Winston Churchill

HUDSON OAKS STRATEGIC PLAN: A 2011 POSTSCRIPT

Marty Wieder Strategic Consulting Services is honored to have been asked again by City Management to assist Hudson Oaks with this follow-up strategic planning exercise. It was and is a great pleasure to work with a very progressive, forward-thinking City Council and its professional City staff. Spending time with key Hudson Oaks advocates—particularly the City Council and key City Management team professionals—allowed me a chance to again observe how you work together. And as it relates, it has permitted me to see that the leaders in the City of Hudson Oaks are—

- ✓ A catalyst, are leading discussions among Eastern Parker County neighbors;
- ✓ Taking steps to facilitate annexation, growth;
- ✓ Doing a fine job of sharing data on road projects (web site “Road Construction Update”), as well as partnering with others for infrastructure;
- ✓ Forced to deal with the reality how median home prices have fallen (from \$220K in late ‘07 to \$180K now; city-data.com);
- ✓ Taking steps to capitalize on economic development opportunities;
- ✓ Nevertheless still predominantly dependent on one revenue source.



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I also came to see that Hudson Oaks is—

- ✓ Continuing efforts to strengthen the City's water system;
- ✓ Desires to take (or at least communicate) a unified position on the issue of municipality consolidations/mergers;
- ✓ Considering the possible impact of an election to allow on-premise liquor by the drink for restaurant development.

In light of these observations, I likewise wish to pass along my thoughts and warnings related to a number of key items prioritized within the Strategic Plan; for instance:

- **As it relates to the need for a Comprehensive Plan, Council appears to be clearly united—and Council Members have also indicated several associated priorities, including revisiting and enforcing uses (particularly in the business district), City boundaries and water utilities. I was very pleased to see you frame SWOT discussions to identify and then prioritize many of the items to address within the Comprehensive Plan. That will be useful to your staff as they communicate with consultants, draft a Scope of Work and put it in the form of a Request for Qualifications.**
- **The City Council has also identified a small number of other key opportunities to focus on in the coming months and years, which sets the stage for dramatic unity and focus on these objectives. That will assist and empower your staff professionals.**
- **Annexations and mergers, while still a priority for some on Council, aren't viewed as urgently as the last time the Council conducted such an exercise; likewise, road quality has increased—both literally, through the construction of several new projects—as well as figuratively, since the City has made it a priority to update the details and status of all road projects.**



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- **While there is some recognition of the need for rebranding, *it still isn't universally embraced or supported by all of the Council.* Ironically, the identification of an icon is almost a necessity before Hudson Oaks defines the City with entry signage, one of the highest-ranked opportunities. That alone may propel branding with a higher priority.**
- **There is undoubtedly a level of uncertainty associated with the pass-through project; while a majority views it as an opportunity, almost the entire Council also sees it as a threat; there is continued uncertainty about pass-through funding of the 180 project, partially because it is dependent on successful passage of a County-wide bond election.**
- **While the issues surrounding water are rightly viewed as regional—and somewhat beyond the control of just Hudson Oaks—there is also room for Hudson Oaks' officials to take the lead in negotiating a new water agreement with Fort Worth, as well as to help provide political pressure to ensure regulation of surface water by Upper Trinity Groundwater District. I applaud you for your foresight and leadership on this key issue.**
- **When it comes to Hudson Oaks' economy—and its revenues to fund municipal services—the City is at a competitive disadvantage (and somewhat of a crossroads). Council Members recognize that the City has experienced a loss of economic development to Weatherford, due to no on-premise alcohol consumption being permitted in Hudson Oaks. Likewise, with the City having only one revenue source (sales tax revenues)—that is somewhat dependent on consumer confidence and the global economy—the evolution of Hudson Oaks' municipal capabilities are limited. You are wise to give this subject some thought in the next 18-24 months, as well.**
- **Aside and apart from any competitive disadvantages, the City has a host of valid strengths worthy of promotion—and likely to the benefit of Hudson Oaks' marketing and economic development efforts and campaigns.**



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In closing this particular exercise, I also encourage you to do two more things:

1. **Consider a few of your lower ranked, but longer view priorities** I've summarized three of the items you identified and set aside as priorities (albeit lesser ones), that I believe are worth your attention and consideration; the summary follows at the end of this Postscript.
2. **Please keep in mind that this Plan is a "living document".**

I recently heard a new take on strategic planning:

- A City's Vision is your preferred destination.
- Your Mission is your vehicle.
- Your Strategic Plan goals and objectives are the "thoroughfares to get us there".

Just as we sometimes have to change our travel plans or take a detour, Cities are allowed and encouraged to do the same—as long as you stay pointed in the direction of your Vision.

Within days of completing a similar exercise with another community in the past year, I heard from an Economic Development Corporation Board member who was already asking about amending that plan—and then I had another development representative also express his desire to add some objectives to the Plan document. I could certainly see the same thing happening here in Hudson Oaks.



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As noted in the Introduction, this Plan is conveyed to you on a ledger (11X17) format—as well as in a larger type (14+ point)—to facilitate changes and edits. Now that you have hard copies of this tool, please don't feel shy about writing and rewriting. Consider each new item proposed in the coming weeks and months and ask “does it fit within this Plan? Do we need to change this?” There's absolutely no pride of authorship—and you'll find that kind of activity likewise benefits a community's well-being (to to mention a good set up for your next Strategic Planning exercise).

And I believe a document formatted like this likewise provides City Staff with a framework to go back, do some research and return with answers, as you need them. In taking this approach (and in viewing planning in such a dynamic way), you and Hudson Oaks other leaders will benefit—especially if you also remember that none of this can happen overnight.

Enjoy the drive.

***“You can't control destiny—but you can control
how you respond and influence your destiny.”***

***-David R. Kolzow
Kolzow & Associates***



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**“Strategy is all about taking a challenge
and ‘figuring it out’.”**

**Stephen Caldwell
Life@Work**

CITY OF HUDSON OAKS STRATEGIC PLAN: THE LONGER TERM

The ranked SWOT Analysis indicated three areas for the City to address in the next three to five years:

- Work to limit the erosion of municipal authority through legislative changes and unfunded mandates.**
- Address Hudson Oaks’ limited Economic Development resources.**
- Continue to capitalize on vacant, available land for economic development growth.**