

**STATE OF TEXAS  
COUNTY OF DENTON  
CITY OF CORINTH**

On this the 14<sup>th</sup> day of January 2016 the City Council of the City of Corinth, Texas met in a Workshop Session at 6:30 pm at the Corinth City Hall, located at 3300 Corinth Parkway, Corinth, Texas. The meeting date, time place and purpose as required by Title 5, Subtitle A, Chapter 551, Subchapter C, Section 551.041, Government Code, with the following members to wit:

**Council Members Present:**

Bill Heidemann, Mayor  
Joe Harrison, Mayor Pro-Tem  
Scott Garber  
Lowell Johnson  
Sam Burke

**Members Absent:**

Don Glockel

**Staff Members Present:**

Lee Ann Bunselmeyer, Acting City Manager  
Fred Gibbs, Director of Planning and Development Services  
Cody Collier, Acting Director of Public Works, Parks and Utility Operations  
Curtis Birt, Fire Chief  
Frank McElligott, Asst. Chief of Police  
Caryn Riggs, Asst. Finance Director  
Chris Rodriguez, Finance Services Manager  
Jason Alexander, Economic Development Director  
Guadalupe Ruiz, Human Resource Director  
Shea Rodgers, Technology Service Manager  
Kim Pence, City Secretary  
Debra Drayovitch, City Attorney

**CALL TO ORDER:**

**Mayor Heidemann** called the meeting to order at 6:30 P.M.

**PRESENTATION**

1. Receive a presentation, hold a discussion, and give staff direction regarding the issuance of debt obligations for capital projects including streets and facilities.

**Lee Ann Bunselmeyer, Acting City Manager** – tonight we have our Financial Advisor from First Southwest here to give a presentation on what options we have in issuing debt and also talk about our debt capacity. We also have a timeline if Council chooses to issue debt as to what a typical timeline would be to be able to do this. We have Marti Shew here and she will do the presentation.

**Marti Shew, Vice President, First Southwest** – certificates of Obligation are a form of a debt that falls under the umbrella of your General Obligation Debt. What that means is that they are a type of bond that contains a security pledge of your Ad valorem taxes. As a result of that they are your most credit worthy type of issuance that you could do. As a result that translate into the most favorable interest rates for you. They are a little bit different than your General Obligation Bonds because they do not require voter authorization. They do require you to give notice to the public of your intent to issue the Certificates of Obligation.

Typically you will adopt a Resolution approving the publication of a Notice of Intent to issue Certificates of Obligation and that will set a not to exceed amount of your issuance. You are not required and do not have to issue up to that full amount, you are just setting out to the public we are not going to issue any more than that. Five percent of your registered voters could prepare a petition which would force you into a situation to hold a bond election for projects.

From the day at which you publish your notification you have a 30 day waiting period until you can actually sell the bonds and that allows the time-frame for the public to come together if they wanted to submit a petition at that time, if no petition is submitted then you would move on with your bond issuance process as normal. When you issue debt the tax rate is levied as it for the purpose of the debt, not subject to rollback.

Your available capacity under your current tax rate for projects into the future by the declining debt service, you have the availability to issue debt to fill up payments in that gap.

**Mayor Heidemann** – and that is without raising taxes?

**Marti Shew, Vice President, First Southwest** – that is without raising taxes. Everything we will discuss tonight is with no proposed tax rate. The current tax rate that you have right now is supporting this debt. The maximum amount you could issue today without any form of a tax rate increase would be \$4 million dollars roughly. If you want to increase that ability you have an option to re-structure a series of bonds that you have outstanding. Your series of 2005 bonds is a very short issuance and they have a final maturity of 2020. They actually have a lot of principal in 2016/2017. You can take some of that principal and push it out to free up capacity or create additional room for a larger debt issuance should you want to fund more projects right away. It is actually a favorable re-structuring option for you because you would not have to extend out very long and by doing that to the extent that we can minimize your re-structuring or having to extend it out is minimizes the overall costs. See Options of some plan issuance that Council could do over the next couple of years in your available capacity.

Scenario 1

Current Tax Rate Target \$0.1435

FYE 2016

- \$9,000,000 Deposit to the Construction Fund
- Projects: Fire Station (\$9M)

FYE 2017

- \$3,000,000 Deposit to the Construction Fund
- Projects: Lake Sharon Extension (\$2.5M) and City Hall HVAC (\$0.5M)

FYE 2019

- \$1,500,000 Deposit to the Construction Fund
- Projects: Garrison Street Improvement (\$1.5M)

In order to get up to that \$9 million we would have to re-structure that 2005 issue slightly and that would result in a loss or a cost of \$13,679.

Future Bonding Capacity Estimated at \$9.8mm starting in FYE 2021

Scenario 2 - \*We took your 1 and your 2 and combined them.

Current Tax Rate Target \$0.1435

FYE 2016

- \$12,000,000 Deposit to the Construction Fund
- Projects: Fire Station (\$9M), Lake Sharon Extension (2.5M), and City Hall HVAC (\$0.5M)

FYE 2019

- \$1,500,000 Deposit to the Construction Fund
- Projects: Garrison Road Improvements (\$1.5M)

**Debt Service Loss on Restructuring of Series 2005 = \$18,680**

Future Bonding Capacity Estimated at \$9.7mm starting in FYE 2021

Scenario 3 \* is the maximum amount you can issue in year 1

Current Tax Rate Target \$0.1435

- FYE 2016 – Maximize Available Proceeds
  - \$17,775,000 Deposit to the Construction Fund
  - Projects: Public Safety Facilities – Police/Fire Stations (\$14.775M), Lake Sharon Extension (\$2.5M), and City Hall HVAC(\$0.5M)

**Debt Service Loss on Restructuring of Series 2005 = \$39,591**

Future Bonding Capacity Estimated at \$5.4mm starting in FYE 2021

**Marti Shew, Vice President, First Southwest** – we worked with staff and put these scenarios together to give you an idea of what some of your funding options are.

There are some considerations that you have to take into account as you are prioritizing your future projects. We put these capital plans together assuming variables and there are variables beyond our control, one of which is your growth. To the extent that you grow better than we expect you are going to create additional capacity. To the extent that you do not grow enough or as much as we estimated you will reduce your future bond capacity. The interest rate environment and the market accessibility are also variables beyond our control. We have tried to be very conservative in these models and schedules that we have prepared. We use higher than expected interest rates.

With a bond issuance there are two primary sale methods, a Negotiated Sale or a Competitive Sale

A Negotiated Sale is where you choose or select your underwriter in advance of the bond pricing. An Underwriter is the party that comes in and purchase your bonds and then they market and sell them to the public.

A Negotiated Sale they are selected a head of time so that they can pre-market and sell those bonds, kind of prep the public so they know they are going to get the issue.

A Competitive Sale we put your bonds on the market and then any and all Underwriters are invited to submit a bid for the right to purchase and sell your bonds. In that scenarios the lowest interest cost is the winner. There are pros and cons to each sale method and there is a strategy to using them. Typically, we have what we call a story bond meaning it might need a little more finessing and we typically recommend a negotiated sale and that is a preferred method if you have a complex structure that is going to require a lot of pre-marketing efforts.

In a situation like we are talking about tonight is what we would recommend a Competitive Sale to ensure that you would get the lowest possible interest rate. In order to get the City funds it takes about 60 to 90 days through the bond issuance process. See Time Table

Our role as your financial advisor to help work with staff and ensure everything is being done along the way to make sure you are getting the lowest cost of funds in the most efficient manner possible in conjunction with your goals and priorities for what you want to achieve with the bond issue.

**Lee Ann Bunselmeyer, Acting City Manager** – I just wanted to talk about the three options. When we met several weeks back we were discussing the fire station and at that point we said that the estimated cost were about \$7.5 million and Council directed us to look and take that up to \$9 million. We kept with option 1 and 2 was to fund the CIP that was approved in the budget. Option 3 we wanted to just give the Council the option of what was the absolute highest the amount of debt that you could issue without raising that tax rate so that if you wanted to move forward with a debt issuance we could use that amount as that ceiling, not to exceed and that would give

us some time to decide what projects you wanted to move forward with and the cost for those projects.

**Mayor Heidemann** – would it be to our advantage to issue the \$17 million but we would not have to be obligated to sell them?

**Lee Ann Bunselmeyer, Acting City Manager** – if you did the Notice of Intent at the \$17,775,000 Option 3 then that is the highest possible debt that you are going to consider and so we would advertise that in our Notice of Intent but you don't have to issue that much debt. If you didn't want to issue it at all you would not have too. If later you said you want to issue \$10 million then you would be able to do that.

**Mayor Heidemann** – with our capital projects for the next three years we are probably going to need somewhere in that neighborhood of dollars in order to fund all those capital projects is that correct?

**Lee Ann Bunselmeyer, Acting City Manager** – correct. Option 3 provides \$14.7 million for public safety facilities. The CIP actually had the Lake Sharon Extension in this year and that project has been delayed but we know we would probably need funding for that towards the end of this calendar year or the first of the next calendar year so we have the \$2.5 million there. We need to replace the City Hall HVAC, The only project that I could not factor in here was Garrison and we could wait on that project and possibly in 2021 if we still had that as a priority we could do that. There is another issue that in 2019 that we could possibly have the same scenario where we could actually re-structure it and move some around and issue some debt at that point as well so we are not locked in to issue some debt now that you have to wait until 2020, there could be some refunding opportunities again in a couple of years.

**Councilmember Johnson** – what is the window or length of time that the issue is available for us to draw down on and if we were to issue it in 2016 for \$17 million and then we don't see the need or we issue the intent, how long do we have to draw that down or say we are done with that we are going to move on?

**Marti Shew, Vice President, First Southwest** – there are two things that you are talking about. When you publish your Notice of Intent to issue to the public you are giving them a hard date upon which you plan to sell the bonds, you don't have to but if you delay your sell you have to take an action item at your meeting to postpone the sell and you have to give another sell date.

**Lee Ann Bunselmeyer, Acting City Manager** – on Scenario 1, the reason I combined it on 2016 is we would be issuing debt basically less than 12 months apart and so you increase closing cost and issuance cost so that is why we did scenario 2.

**Councilmember Burke** – what is the closing cost versus the carry cost?

**Marti Shew, Vice President, First Southwest** – on scenario 1, your total cost of issuance for the \$9 million is going to be about \$200,000 that will include your

underwriting fees and legal fees, everything. With each consecutive issuance you are going to have additional closing cost on top of that. With the \$3 million it would be roughly \$70,000 of cost of issuance and then in 2019 another \$70,000.

**Mayor Heidemann** – what is the closing cost for scenario 3?

**Marti Shew, Vice President, First Southwest** – you are looking at roughly \$320,000 of total expenses.

**Councilmember Harrison** – if you fund \$9 million for a fire station and it only comes out to \$8 million and the same thing with Lake Sharon then if you have that left over you would still have that dollar amount right?

**Lee Ann Bunselmeyer, Acting City Manager** – what we would do is we would not list specific projects in our bond purpose, we would make them as generic as we could so we do street improvements, drainage improvements as they relate to the streets and public/safety facility upgrades on the fire, that way you could do it on a new structure or an existing structure and it gives us more flexibility.

**Mayor Heidemann** – I am looking for a recommendation.

**It was the Consensus of the Council to issue Certificates of Obligation in the amount of \$15 Million for Lake Sharon Streets Improvements, City Hall HVAC and Public Safety Facilities.**

2. Receive a presentation, hold a discussion, and give staff direction on the Strategic Plan.

**Lee Ann Bunselmeyer, Acting City Manager** - In January 2015, through collective efforts of the City Council and the management team, the long-term Strategic Plan was developed to provide forward-looking guidance on the goals and priorities of the organization. By keeping the goals and priorities in clear view, the City Council and staff are able to position the organization to meet the needs of the community within available means while proactively taking measures to build and preserve our ability to provide services in the future.

The foundation for the Strategic Plan is the long-term Strategic Themes: Governance and Management; Places and Spaces; Safety and Security; and Economic Development. The following plan outlines these four Strategic Themes and the corresponding action plan for the current fiscal year. The plan also establishes budget priorities that were created at the departmental level based on input from the City Council and represents the means by which the City will successfully reach its Strategic Plan goals during the development of the fiscal year 2016-2017 Annual Budget and Capital Improvement Program.

The goals and objectives outlined in the Strategic Plan are intended to build on the vision of the 2010 Comprehensive Plan and the 2015 Parks Master Plan. Adopting and weaving financial principles and long-term community plans into the organization's culture encourages consistent decision making that allows all stakeholders to continue moving in the same direction towards a vibrant future.

Each director will go through their departments and discuss their goals and actions.

### **Governance and Management Goal 1 - 4 \* See Exhibit A**

**Caryn Riggs, Acting Finance Director** – several years ago City Council established a policy for fund balance requirements for the General Fund that was set at 20% of budget expenditures. In the past you have probably seen anywhere from 30% to 40% of a fund balance of budget expenditures and that was mainly due to salary savings. Over the last two years we have been budgeting those salary savings and you will see that maintained at 20% and we expect to maintain that in 2016/2017 as well.

For the past two years there was a 1 cent tax rate reduction and we expect due to operational needs, staffing, etc. to maintain that tax rate.

Public works and the Fire Department both are adequately funded through the utility fund or through the fire contracts with our area cities however for the Police Department the vehicles are not adequately funded and so in 2015/2016 we contributed \$50,000 to Vehicle Replacement Fund and we typically \$ 250,000 to \$300,000 typically is what is needed to replace those police vehicles and equipment on an annual basis so we want to continue contributions to that fund to replace vehicles that are needed.

Additionally we established a computer replacement program in 2015/2016 was our second year and we want to continue into 2016/2017 to replace those computers on a strategic schedule so that funding is available.

**Lee Ann Bunselmeyer, Acting City Manager** – I want to talk about staffing and one of the things we are looking at staffing on an ongoing basis as positions become vacant we analyze and determine do we need them or are those positions that we can do without. It is not a process that we do once a year during the budget process. In this current year we have identified three full time equivalence that we are going to eliminate in this next year's budget. Several of them are in the Recreation Department and in that department we have undergone an enormous restructuring. We no longer do baseball or softball, we have outsourced those to other groups and with that we added some positions to assist with that and since we no longer have those two things we can eliminate those positions. This last year we had services out at Crownover when we would open up the gym and basically we babysit kids to come in the gym and we closed that down and no longer utilize that so we will be able to eliminate two part time recreation attendance for that. We stopped doing those services in October and we have not heard a peep from anyone wanting to know why and so forth and the attendance for that had actually decreased over the years and they were about 12 to 15 kids out there so it was just not a good use of funding for us. Last year when we were going through the budget process we had two position in Fleet, one of them who is a Fleet Supervisor and one was a Fleet Mechanic, we did an RFP and we out sourced the Fleet Services and the contract was awarded to Bill Utter and now we no longer do the mechanics at our shop and we did keep that position open to see if it was going to work and the program has been working well. We are going to eliminate that Fleet Mechanic position and now the Supervisor, since his workload was cut in half, we moved him and he now manages the fleet contract and is over the Parks Department and also the Street Department.

We talked a little during the budget process last year and as we discussed the fire department several months ago, is we do see a need for increasing the fire department staff into 3 fire fighters. The elimination of these three FTE will basically pay for those three positions that we add in next year. We are hoping that we have some type of funding identified. An increase in growth that will allow us to add two patrol officers as well and we are also still analyzing some of our positions to determine if there is more that we might be able to eliminate. This is an ongoing process and we will continue to do that. Also, we had three officers that were budgeted in the Crime Control Budget, last year we transferred one over to the general fund and our hope is to keep transferring one officer a year. By doing that it will free up some money in the Crime Control budget that will allow us to properly fund vehicles and equipment for the police department. If we are able to do that then we will basically solve action item #3 for us and we will have a dedicated funding source for the equipment and so forth for the police department.

Caryn Riggs, the final action for this goal was to increase citizen involvement and make them aware of what we are doing. What we did is we created a dedicated budget page on our website and on that page citizens can find agenda items related to the budget, ordinances etc. related to the budget so it is a one-stop shop for all of that information and we want to continue doing that into 2016/2017. Additionally was what was created in 2015/2016 was Socrata Open Budget Portal which allows citizens to drill down into our line item budget so they can see what is budgeted in each line item. Part of that which we are hoping in 2016/2017 is to add the expenditure piece of the Socrata which is where not only can they drill down to see the budget but citizens can also see the expenditures that were spent out of that particular line item.

**Guadalupe Ruiz, Human Resource Director** – goal 2 is to create a customer centered organizational culture whose focus is on customer service and engaging the community. The customer relations training was conducted in September 2015 and we also will continue training for our supervisors and management and will be in house training and will take advantage of all our employees and ask some of those employees to be the instructors. The next fiscal year we want to create a new Supervisor Academy.

We had the Governance training for the City Council in May 2015 and we will have the Robert's Rules of Order training in house for all the committee members on January 28, 2016. We will continue the following year in 2016/2017 as well as the new Council Orientation.

**Shea Rodgers, Technology Service Manager** – increasing our level of the quality of customer support to our citizens so this year we implemented our Customer Relations Module (CRM) and that is where citizens can report a concern. Citizens can log in on our website anonymously or not and report a concern. This works great for us because we can route tickets to where they need to go and find that fewer issues are falling through the cracks. We can see trends forming that we can use for historical data.

We are doing the other half of our customer service this next year and this is Corinth Cres Program. This is getting surveys out into the hands of the citizens to grade our level of customer support.

We are partnering with local business and trying to expand out in our special events and get cooperation from our local businesses. We had a very successful Christmas Tree Lighting and had a lot of support with the community. The big one here is going to be our Fall Festival

and we are working with our event coordinator now to decide where we want to go with that and what kind of festival we want it to be and very importantly what businesses we want on board and what they want to do. We want them to have ownership and feel like they are a part of the community and for 2016 we are just looking to continue that trend.

**Mayor Heidemann** – do you work through the Chamber on that?

**Lee Ann Bunselmeyer, Acting City Manager** – I think Erin has just reached out independently to business and not gone through the Chamber. I know she does go to the Chamber meetings and makes contacts there but does not specifically go through them to do our events.

**Councilmember Burke** – how many people are utilizing our customer relations module on a monthly basis?

**Lee Ann Bunselmeyer, Acting City Manager** – during the summer we get about 80 to 90 contacts and it is mostly high weeds but on the non-peak summer we are looking at about 40 to 45 folks that go on. We started the report of concern a year ago so we have a year's worth of data and hopefully by February we will start pushing that report out to the Council along with the weekly report.

**Guadalupe Ruiz, Human Resource Director** – our next goal is to demonstrate commitment to employee development and growth. In 2015/2016 we had the funds to allow for merits and step pay programs and also to maintain and continuing with the benefits. This year we will also be conducting a Compensation Study and will be presenting to Council to get your input. What we expect at this time, before conducting this study is to continue with the step pay program. After the 2013 Compensation Study was completed, it was evident that having frozen steps for three years we encountered some compression issues with the salaries and fortunately Council approved some funds to address but certainly we do not want to be in that position again.

**Councilmember Garber** – what is just a general compression issue with salaries?

We adopted the new structure and with the new structure a lot of the employees regardless of the years that they have you had a mix of new employees and more experienced employees on the same step making the same amount of money. Council approved some funds to try to separate them and that was the compression plan that was put in place to help with that.

Mayor Heidemann – when you go out for these compensation and benefits studies, who does the study?

**Guadalupe Ruiz, Human Resource Director** – in 2013 it was a combination of the firm conducting some of it and Human Resource participating in the process. Next week we will be presenting to you the scope of it and it is only a portion of it. We are going to take advantage of their automated systems to collect information and do the reporting and we can help with the rest but take advantage of the systems that are already out there and can expedite the information.

The structure for those employees who are not on the step plan is updated with a cost of living that is not necessarily means that employees will have a salary increase. Only those employees that are at the minimum of the range may have to be adjusted. However doing so updating the salary structure will help with our recruitment efforts.

Action 3 is develop Career Development Program for personnel in key positions. This year we have identified key positions and participants as well as establish expectations of the program so that we can implement it next year.

**Shea Rodgers, Technology Service Manager** – goal 4 is all about being a little more pro-active. We are looking for something a little more comparable to other municipalities our size. We are starting to really utilize Facebook and Twitter to post things like road closures, any sort of news articles that we have. We push out construction notifications through our website and both email and text notification and same with news releases. The monthly newsletter, Corinth Chronicles where we again have large news articles and thigs like that we push out once a month.

In the front lobby we have the big screen T.V and we have a projector playing a welcome presentation so at a quick glance someone can get some information about an upcoming meeting or news article about the city.

We are looking to possibly review the website structure, we like the website and we did it back in 2014 but it is not perfect. With our contract with our web hosting company, Civic Plus we get one free web re-design per contract period which is 3 years. We will evaluate whether or not that is necessary or if we just need to do some scrubbing. Specifically what we are looking to do is just make information easily assessable with the fewest amount of clicks as possible. We want to develop some pro-active marketing campaigns specifically in areas of health and safety, one that comes to mind is the issue of the mosquito policy.

This year we launched through our web hosting company a Google and iTunes Mobile App for the City of Corinth and this has links to the most pertinent and routinely accessed portions of our website for someone to get information from the police page they don't have to fire up the website they can just pull up the app and it is right there ready to go.

We are in progress of launching a customer relations app for the phone, we have it already on our website. This will help someone report a concern on the go. If you see a pothole you don't have to remember where that pothole was you can just report it right there from your phone. A neat feature is you can take a picture of it from the app so we have a photo to go with the report and we can pinpoint exactly where the problem is and respond accordingly. We expect to have that in place sometime in the summer. We are reviewing it right now with our vender.

Action item 3 is to stay up to date on technology. The last couple of years the city has actually done a good job of streamlining, in a lot of departments are submission of documents and digitizing documents so we don't have large volumes of paper. We are looking to expand this throughout the city and get other departments on board.

We are upgrading the network equipment and is in progress as we speak, our equipment was out of date and addressing some security concerns with the police department was impossible and

you could not fulfill those concerns and be in compliance and so we went out with Council's blessing and got upgraded equipment and this should be completed by May.

We have upgraded and expanded our card swipe security system for employees. We now have that system hosted through our vendor and we added 6 new card swipes in areas of the building we felt were under secured.

We are working with another vendor for our document scanning company to develop a workflow for court to help categorize and easily referenceable all the documents in court.

Denton Cloud migration, we have moved a lot of information, we have powered down four servers and seventeen data basis from our servers here in the city to the City of Denton virtual farm and plan on continuing that and getting complete by the end of the fiscal year.

For this next year we are looking to upgrade our financial system. Incode touches everything in the city and we are two versions behind and that has become slightly problematic when we are looking to interface one or more different programs with Incode and at some point the maker of that software will stop supporting it. We are going to go out and review our needs for upgrading our phone system. This is another one that is barely hanging on. We are going to reach out to different vendors and see what would best fit the needs for the city.

The audio/visual system in workroom is something we want to address and make sure we are not just relying on a laptop and projector for important meetings. The security camera system is another one that is barely hanging on and we are trying to partner with the police department to get on the same system. We met with contractors in November and discussed replacing the HVAC units. They are not dying but the units are getting close to the time to think about replacing them.

#### **Places & Spaces Goal 1-4**

**Fred Gibbs, Planning and Development Director** – our first item is to conduct a land use plan. Early last year we had a Joint meeting with the Planning and Zoning, Economic Development Corporation and the City Council to talk about land uses in the Permitted Use Chart. As part of the new budget process we will be looking at whether or not we need to evaluate the Future Land Use Assumptions during the Comprehensive Plan Update. We had that in the budget for last year and we are going to come back and see if Council is interested in doing it this year.

We are currently looking at ways to conduct reviews of our development codes, streamlining them and making sure they are up to date with all your planning practices that are going on right now in the industry. We had the Zucker report that was presented to Council and we are looking at implementing that Zucker report and will be a multi-year implementation. There are 105 recommendations in that report that we are currently working on and will carry into the next fiscal year.

Our next goal is to look at the projects that enhances safety, property, and way of life to our citizens. Late last year we looked at the O'Brien report that was presented to Council for options and scenarios with mitigating that draining on Lynchburg Creek. We also teamed up with North

Texas Council of Governments (NTCOG) to look at the entire Lynchburg watershed that goes through not only the City of Corinth but also the Town of Shady Shores to look at studying that entire Lynchburg watershed and that is a 3 phase project that is looking to be completed sometime in March, 2017.

Sometime in the future the City Council will need to determine what type of participation the city wants to get in on some of these drainage project, specifically Lynchburg Creek, it is a big watershed and has a lot of impact on developable property.

Action 2 is to identify street improvements, we talked about Lake Sharon Extension and gave Council an update not too long ago. Currently the construction date of next year. Garrison Road project has been postponed unless the Council wants to put that back on the CIP for the next budget year.

**Cody Collier, Acting Public Works Direction** - In this current fiscal budget we had \$150,000 budgeted in street maintenance, December 17, 2015 Council approved some miscellaneous road repairs and that was about \$90,000 worth of repairs for Serendipity Hills, Post Oak, and Areal Basin, Vintage Circle and Clark Drive. We have notified our residents that will be impacted and all those should begin within two weeks. That will leave us with about \$60,000 and we are looking to do some seal coding in our asphalt subdivisions in 2016/2017 budget and I would like to use the remaining balance of the \$60,000 for the street repairs in preparation so that the road is ready and we can get it cracked sealed in house.

**Fred Gibbs, Planning and Development Director** – we are at that point where we need to go back and do another Impact Fee Study and we also need to look at doing a Water and Wastewater Master Plan as part of that. We have done one in almost ten years so it is time to do that and really plan for your future CIP. We are in the preliminary stages of starting that process.

**Lee Ann Bunselmeyer, Acting City Manager** – for 2016/2017 we will start the water/wastewater rate study and those will be for your rates that will be affected on October 2017. Before we do the rate study we need to do the Water/Wastewater Master Plan because we need to know what CIP project the Council wants for the water/wastewater side so that we can establish those rates that it can fund that. The last water rate study we left our rates flat and it did anticipate a declining rate structure so if we do issue debt, depending on growth then there might be an increase in your rates to fulfill that. If we have the growth to pay for those additional CIP's then we might see some flat rates. Our goal is to keep the rates flat or reduce them if we can.

**Cody Collier, Acting Public Works Director** – we came to Council last week and made the decision to postpone the sanitary sewer rehab in Amity Village subdivision and that put about \$650,000 back on the table. It was discussed the need for some work at our Public Works facility. The building is 20 years old and is a sheet metal building, the HVAC system is 20 years old and four to five times a year we call someone out to get them running again. The ceiling has a lot of leaks in it and the insulation is hanging down and the sky lights are starting to rot and decay and we need to do some work out there to get that building put back together to fit our needs. We have never had a way to protect our investments which is our equipment, like backhoes, dump trucks, etc. we are looking at about 1 million dollars' worth of construction equipment that sits outside there is no cover or shade to protect that equipment. One of the problems is the weather is rotting the seats and deteriorated the gages and destroying our equipment and will be looking

at the possibility of using some of those funds or budgeting for next year how we can move forward with to improve the public works building.

**Lee Ann Bunselmeyer, Acting City Manager** – we would like to evaluate the needs and have someone come in with some of the savings that we have on Amity Village what the cost would be to get the facility up to standard and also about putting a covered parking for some of that equipment. Once we do that we will come back to Council on what that costs would be.

**Cody Collier, Acting Public Works Director** – the way we do our utility billing is there are transponders in the ground so every water meter has a transponder on it. The transponders have a ten year life on them and they were purchased ten years ago. We put a budget together so that every year money would be placed into the budget and right now we have about \$938,000 in that budget of transponder replacement. There is a lot of great technology out there and it is called a Beacon System. This system works off of cell phone technology and you would not have an individual driving his car reading meters it literally takes it from the ground and transmits it to a cell tower and beams all your meter reading information to your computer in Utility Billing sitting in the office and you get the guy off the street having to read meters. One big advantage to it is the customer service, it has software and you can have an app for your cell phone or tablet and it uploads every hour and you can watch your water consumption from your cell phone from anywhere.

The cost for the transponder is the same price as the ones we currently have but there is a 90 cents per month per transponder fee for the cell phone usage and that works out to be about \$75,000 a year for that service and that would be additional cost. At 90 cents a month I still think it is a fantastic option just for the customer service factor for what you can be able to gage your water usage by. I will be looking into this a little further and I think it will be a great tool.

**Fred Gibbs, Planning and Development Director** – Action 4 is to identify the need for a Center City. If the City Council decides to do the Comp Plan Update that would be a good opportunity to define the location of the Center City area.

**Goal #3 Enhance efforts throughout all city services and programs to promote beautification.**

**Fred Gibbs, Planning and Development Director** – We are always working with the neighborhood associations to help us enforce areas just as much as we enforce them and we will keep building that relationship. We are also going to utilize more technology through our GIS System locating those hotspots basically areas that are a little more troubled and may have to see more proactivity in those areas.

**Cody Collier, Acting Public Works Director** – identify and fund a right-of-way maintenance program. We have brought several presentations for right-of-way mowing and options. We have another presentation coming before you on February 18 with more right-of-way mowing with some of the fee simple maps and how things are going to be working and options you will have available to you. Once we get the direction on what we would like to see to mow, we will then put together a draft ordinance and bring that back for consideration and possibly be able to start this year with how we want to fund the right-of-way mowing once we understand what the

direction is and what we want to do we can start the process and budget prep now for the 2016/2017 budget.

**Cody Collier, Acting Public Works Director** - for Action #3, adopting a standard for our facilities, parks and right-of-ways. We have about \$160,000 in the parks improvement account and we will be going through the Parks Master Plan and looking through there for options for our neighborhood parks, seeing things in there that were asked for that our residents would like to see.

We started about 3 years ago trying to get a chemical plan in place for our major thoroughfares to control weeds, seasonal fertilization and seasonal planting of flowers and will continue to do that. The same for our parks in 2016/2017 we will be doing Fibar which is a fall protection and that is wood chips and we did half the parks about 4 months ago and intend on continuing that cycle.

**Cody Collier, Acting Public Works Director** – Action #4, actively engage the community in Keep Corinth Beautiful is a challenge, we try to reach out and post the events, we do what we can. I think we have a good relationship trying to get things squared away and we will continue using every avenue we have to see what we can do to increase public awareness in helping us with Keep Corinth Beautiful.

**Fred Gibbs, Planning and Development Director** – action 5 is to implement roadway aesthetic improvements, we funded the enhance pavement at the Corinth Parkway intersection that will be open tomorrow. One thing that we are looking at as part of this is to plan and design City roadway entrance signs, a way of finding things within our community. We have some major intersections throughout the community that could use some signage and something we would like to visit in the near future.

**Councilmember Harrison** – is FM 2181 getting some street lights? Just a thought they have them all up and down Little Elm in the medians.

**Cody Collier, Acting Public Works Director** – I have not seen anything that would indicate they intend to do any lighting but we could look into that.

#### **Goal 4**

**Fred Gibbs, Planning and Development Director** – develop a Parks Master Plan, that plan was presented to Council back in November 2015. We are currently working on the Ordinance to adopt the Master Plan to incorporate into the current 2010 Comprehensive Plan. This will be another element within your Master Plan.

**Cody Collier, Acting Public Works Director** – Action 2 is Community Park phase II improvements for 2015/2016 include softball, baseball scoreboard, baseball pitching mounds, handicap curb-cut at baseball complex, and softball fields temporary fencing. All the items are done except for the baseball pitching mounds, we just received our final bid this week

The delay was the communication on what kind of pitching mound they wanted us to improve. We were being told it was the pitching mounds on the fields and we also heard what the board really wanted was warm up pitching mounds constructed on the sides of the fields so the pitchers can warm up before the game so there was debate with the board on exactly what they wanted. They are wanting the warm up mounds and we have received some bids on that and we are about ready to go and finish that up and it will be done by spring.

In 2016/2017 we will get a committee back together and get going again and see what they would like to see in the community park for Phase II.

**Fred Gibbs, Planning and Development Director** – Action 3 is identify need and location of a Community Center. This is another discussion item and decision that we will begin those conversations in the future for 2016/2017.

**Fred Gibbs, Planning and Development Director** – Action 4 is identify need and location of additional park space on the west side of town. The majority of our recreational type of park space is on the east side of the Cit. The Parks Master Plan does have some recommendations in it at which Cody Collier is working through those as well. One thing we always do during the development process is ensure that when the developer come in they dedicate parkland property and that is the normal routine for staff is to make sure the ability for parkland dedication or trails program as well and will continue to monitor that master plan and make sure that is being adhered to during the development process.

**Cody Collier, Acting Public Works Director** – action 5 is evaluate Parks Department staffing needs. With the work we are doing with ROW Mowing and contracts we are continually looking at what are staffing needs are and at this time our staffing is adequate at this point and we are not going to be asking for anymore and not looking to reduce any as well at this time.

### **Safety and Security Goals 1-3**

**Curtis Birt, Fire Chief** – identify needs for the Joint Public Safety facility was brought to Council in November 2015.

**Frank McElligott, Asst. Chief of Police** - Action 2, Determine the feasibility of a 911 call center and holding facility in the Public Safety facility and we have determined that is not feasible and funding is not available. As far as the holding facility, we need one desperately as a police department. State Law is when you bring an adult in the building and you have juvenile in that same building and both under arrest they cannot see one another. In our current facility that is not possible.

**Curtis Birt, Fire Chief** – Action 3, Acquire land, design and build for the Police and Fire facilities. We are evaluating that right now and in discussion with the Fire Academy and Fire Station with Lake Dallas ISD, we are looking to design station 3 this year and then evaluate the land and building options for the police station and hope to have that done by the end of this year. Next year we will go in for building the fire station and talk more about the funding options for the Police Station.

Action 4, The Cooperative Agreement with Little Elm was approved by Council on December 3, 2015. We are getting ready to begin meetings to develop a training facility and continue investment in the training facility. Year one funding of \$30,000 was included in the 2015/2016 budget.

**Mayor Heidemann – the initial \$30,000 is that something that is going to be an annual cost?**

**Curtis Birt, Fire Chief** – for a few years until we get it built up then we can see what the maintenance is and then we will set our maintenance.

## **Goal 2**

**Curtis Birt, Fire Chief**, Action 1, Our Vehicle and Replacement Program, during this year we replaced an Admin vehicle, the trailer and ATV for the Fire Department and we got a lease agreement for the engine which is currently in design right now. Next year for the Fire Department we have three command vehicles that are due for replacement and one of our ambulances.

**Frank McElligott, Asst. Chief of Police** – We are going to replace three patrol vehicles, one administrative vehicle. They have been ordered and expect delivery in the next 30 to 60 days. We have our animal control vehicle that will need to be replaced next year as well as three patrol vehicles.

**Mayor Heidemann** – when you replace the ambulance is everything new or do you take the back end and have that refurbished?

**Curtis Birt, Fire Chief**, - I have done refurbishes in the past and never had any luck with them and it ends up costing more in the long run. We don't buy equipment, all the equipment usually goes to the replaced ambulance but we buy the new box and new chassis.

**Curtis Birt, Fire Chief**, - action 2, stay abreast to technology for both departments we upgraded our engines to have full 12 leak capability in their life packs that match the same exact ones on the medics. Right now everything that an engine carries or a quint carries is the same as the medics have now.

**Frank McElligott, Asst. Chief of Police** –we are migrating our in-car video assistance for the police department. So far we have eleven of our cars moved over and two of the motorcycles and have six remaining vehicles that will need to be upgraded when the equipment comes in. The Rhodium Incident Management program is for managing critical incidents and literally involve every department of the City. It will allow us to know what equipment we have where it is and where we can stage it, the mapping system for the city will identify staging areas, places that we can move people to and move people from. Right now we are populating information in to that.

Our E-Filing cases with the District Attorney's office rather than officers carrying physical cases up there. We now file them electronically. We will evaluate the GIS data to improve response plans and coverage areas in 2016/2017 and Evaluate Police and Fire department needs.

**Curtis Birt, Fire Chief, -** Action 3, the P-25 compliance is our radio system that both the police and fire are on with Denton County. Denton County system is on the verge of failing. They have the new one installed and tested and are in the final process of getting IT set up.

### **Goal 3**

**Curtis Birt, Fire Chief, -** Action 1, we have had one meeting with all three cities and we have another one on January 19<sup>th</sup> and start negotiating and we will be getting back with Council after that.

**Frank McElligott, Asst. Chief of Police, Action 2,** we just graduated Academy #9 of the Citizens Police Academy and we had a great turn-out. We plan on expanding in 2016/2017 with the police academy and Advanced Citizens Police Academy.

**Curtis Birt, Fire Chief,** one of the things we are getting ready to roll out is called the Citizens Preparedness Academy and this is more of an emergency management, prep yourself to be ready for storms and anything that can happen. Talk about weather with them and how things work and what you should have at your house in case of a storm or a disaster. We hope to begin this in March and April.

**Frank McElligott, Asst. Chief of Police, Action 3 –** we continue our community education, public speaking by officers visiting schools. We are going to give a presentation on home invasion at the end of this month to the high school. We also offer business security assessments for free and home security assessments for free and we have a very large social media presence, we have a great following on our web page, we update it daily with traffic, crime tips and get thousands of hits. We would like to increase the funding for those programs.

**Curtis Birt, Fire Chief, -** Action 4 – we continued our fire education programs for Pre-K – 2<sup>nd</sup> grade and have expanded the fire education program to 5<sup>th</sup> grade with essay contest. In 2016/2017 we would like to develop a fire education program to senior citizens and to support the High School Fire Academy.

### **Economic Development Goals 1-4:**

**Jason Alexander, Economic Development Director -** action 1 – we want to improve our residential and commercial tax base ratios because we have very little commercial activity and obviously a lot of room for growth there. To increase that commercial activity one of the things that we have looked at for 2015/2016 is to enhance our desirability and aesthetics of our commercial corridors to attract more businesses. We also want to grow partnerships with developers, brokers and others. Part of that is to get the message out of what we are looking for in terms of quality development and quality businesses. 2016/2017 with coordinating with adjacent cities so we can develop specific policies that would sustain quality development along key corridors such as FM 2181.

Action 2 – one of the key recommendations from the marketing plan was getting Corinth's name out there and we want to do that by creating digital information packet that has a lot of knowledge and information on the City, what we are looking for in terms of businesses as well as our

demographics. As well as creating community profiles so when businesses look at Corinth they know exactly who we are and what types of business services they can provide to our market. We also want to take a look at our branding program that reflects our city's identity and to use that to enhance the digital information packet as well as our community profile.

Action 3 – creating a map or maps that show areas that we want to target for re-development and from those maps creating site specific plans for zoning ordinances in conjunction with the Planning Department that would stimulate development and from that using the zoning and perhaps even incentives as well as those maps to attract businesses that have catalyst potential to those target areas.

Action 4, this falls in really under action items 1, 2 and 3. Part of the retail strategy is founded on Buxton and the idea is not to use Buxton to create a retail strategy for us but to use them to enhance for supplement our existing retail strategy. This can help us to improve our marketing efforts and when we go to trade shows and conferences. For 2016/2017 we can use this again to continuously improve the market and how to promote Corinth as well as how we interact with the different businesses at those conventions.

## **Goal 2:**

**Jason Alexander, Economic Development Director** – attracting and retaining a diverse mix of businesses in the community and part of that is creating and following that specific marketing plan and that is growing relationships with developers and review and update demographic information and we want to build on that for next year by launching a GIS based system that identifies and lists catalyst sites.

Action 2, We want to make sure that we are utilizing incentives to attract industries that are appropriate for Corinth and part of that is offering not necessarily financial incentives to employers that bring quality jobs but maybe expanding the access of those employers to our local colleges and institutions of higher learning like NCTC as well as UNT and others to expand the supply of skilled labor. For 2016/2017 we can look at development of a business incubation program and that may be an ideal that can be attractive to a developer because it brings that walkable mix-use element to development.

Action 3, supporting the expansion of our local businesses, I have reached out to the small development administration and what they do is help small businesses providing them with free advice to help them prepare business plans and help secure loans. We are taking a look at this year is having a gentlemen come in and speaking to our various businesses to educate and inform them on the resources that the Small Business Administration offers.

## **Goal 3**

Action 1, we have already started promoting a shared vision for a sustained economic growth in the Lake Cities Area. I have reached out to our surrounding cities to discuss ways that we can partner and work together to create some economic policies that would be beneficial to all of us.

Action 2, we are working on putting out a quarterly local business newsletter to keep our business community informed of what is going on. We want to make sure that they know we have their interest at heart.

#### **Goal 4**

Action 1 – this was initiating and developing a City Center District but upon talking with the Planning Department we felt that it may be appropriate that we approach this area from a different angle. Part of that is because the presence of IH-35. Realizing that there is going to be a mix of businesses that are more auto oriented versus businesses that may be more walkable/pedestrian friendly. With the Regional Mixed-Use District you are making it known that we are looking at getting Corinth on the map so people can see the businesses that are there and we placating to both those who made be traveling in there automobiles as well as those who may be walking. With that in mind you still have the mixed-use activity that we have discussed at the various meetings and with that Scott Polikov and his team has started work on our first draft of the new zoning code for IH-35 and we anticipate having that this week.

Action 2, what we are doing with this zoning code is a little bit different than your other zoning codes which are based primarily on use. What we are looking at is having that retail strategy form of basis of the zoning code so that we know the type of businesses that we want to attract and from there surround it with complimentary uses.

**Lee Ann Bunselmeyer, Acting City Manager** – the Strategic Plan is the document that we plan on driving the budget for next year in 2016/2017.

March 7, 2016- Budget Kick-off. During the month of April we will have budget review meetings to go over the budgets that the departments have submitted. Our first workshop session is May 12, 2016 and this coincides with getting the numbers from the Appraisal District and that will give us an idea of what our tax revenues are going to be and how much growth we anticipate into the next budget year. We plan on splitting out the budget workshops in June, when we start going through individual funds it is a lot information and a lot of detail and can be long so we plan on splitting that up and on June 9<sup>th</sup> we focus on General Fund and Capital Projects and developing the CIP and June 16<sup>th</sup> discuss the Utility Funds and our Special Revenue Funds.

July 25<sup>th</sup> we will receive the official Certified Tax Roll from the Appraisal District and at that point we will know exactly how much monies we will have with our tax revenues. July 31<sup>st</sup> we will submit the proposed budget to Council. See Budget Calendar attached.

Hold a discussion and give staff direction on establishing a process for amendments to the Corinth City Charter.

**Lee Ann Bunselmeyer, Acting City Manager** – Council had requested that an item on the Charter Amendments be placed on the agenda so Council can discuss if Council wanted to move forward with the entire charter or specific sections of the Charter and also Council asked the City Attorney to come up with options of developing a committee to be able to review that charter.

**Debra Drayovitch, City Attorney** – this can be accomplished in several ways, sometimes if it there is limited amount of changes that are anticipated or desired the Council will simply decide and direct staff to prepare the ballots for the voters consideration. You can only amend your charter once every two years so when you amend it you have to wait two more years before you can make any more changes. You have a good charter and it has served you well. This Charter was adopted in 1999.

The Council may do it on their own or they may appoint a charter revision committee and that is a committee that you will appoint and represents the Council as a whole. Typically the meetings are organized by subject or article of the Charter as you move through. You will have recommendations and sometimes you will have a majority and a minority report that will be submitted to the Council with those recommendations and then the Council decides that they want to propose to change in the Charter and submit to the voters.

**Councilmember Johnson** – this issues that we have in the Charter right now mostly are technical adjustments to make all of our language match, like a quorum, does the Mayor vote or not vote? There are some other items that we fixed by ordinance that probable need to be in the Charter. A lot of this is just cleaning things up.

**Councilmember Garber** – If there are no huge revisions then I don't know why we need to tackle it at this point.

**Councilmember Burke** – is the Charter functioning as intended?

**Mayor Heidemann** – for the most part.

**Councilmember Harrison** – the last charter amendment was a pay raise, term limit and some other thing and it was all turned down.

**Debra Drayovitch, City Attorney** - you have a good Charter.

**Councilmember Harrison** – anytime I have ever looked to the Charter I get the answers.

**Debra Drayovitch, City Attorney** – I will email you the list of possible amendments and will place on the next workshop for discussion.

**Mayor Heidemann recessed the Workshop at 9:22 P.M. \*See Closed Session**

**CLOSED SESSION:**

If, during the course of the meeting, any discussion of any item on the agenda should need to be held in executive or closed session for the City Council to seek advice from the City Attorney as to the posted subject matter of this City Council Meeting, the City Council will convene in such executive or closed session, in accordance with the provisions of the Government Code, Title 5, Subchapter D Chapter 551, to consider one or more matters Pursuant to the following:

**Section 551.071.** Private consultation with its attorney to seek advice about pending or contemplated litigation; and/or settlement offer; (2) and/or a matter in which the duty of the attorney to the

government body under the Texas Disciplinary Rules of Professional Conduct of the State of Texas clearly conflicts with chapter 551.

**Council met in Closed Session from 9:30 P.M. until 9:55 P.M.**

- First Glendora Partners, Ltd. dba Impact Outdoor Advertising Co. v. City of Corinth.

Consultation with the City Attorney regarding legal issues associated with the matter listed under Section 551.072.

Receive information and discuss, deliberate, and provide staff with direction regarding the potential acquisition of real property located in Corinth along the west side of I-35 on FM 2181.

**Section 551.072.** To deliberate the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

**Section 551.074.** To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee.

**Section 551.087.** To deliberate or discuss regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development negotiations; or to deliberate the offer of a financial or other incentive to a business prospect.

After discussion of any matters in executive session, any final action or vote taken will be in public by the City Council. City Council shall have the right at any time to seek legal advice in Executive Session from its Attorney on any agenda item, whether posted for Executive Session or not.

**RECONVENE IN OPEN SESSION TO TAKE ACTION, IF NECESSARY, ON EXECUTIVE SESSION ITEMS.**

**There was no action taken from Closed Session.**

**Mayor Reconvened the Workshop at 9:56 P.M.**

**ADJOURN**

**Mayor Heidemann adjourned the meeting at 10:00 P.M.**

**AYES: All**

**Meeting adjourned**

Approved by Council on the 18th day of February, 2016

Kimberly Pence  
Kimberly Pence, City Secretary  
City of Corinth, Texas



# CITY OF CORINTH 2014-2018 STRATEGIC PLAN

The 2014-2018 City Strategic Plan is shaped by the City's vision and mission statements, and is the result of the elected officials and professional City staff working together to identify, analyze, and prioritize the goals and objectives for City services. The five-year strategic plan was developed in 2014 and is updated annually.



## *Vision*

Corinth will be known for its quality of life achieved by providing a safe community, preserving our neighborhoods, and recognizing the importance of quality development along our corridors.



## *Mission*

To provide services that meet or exceed the needs of our community and enhance their quality of life.

## *Core Values*

### *Integrity*

We are dedicated to the highest ideals of integrity, fairness, and transparency in partnering with our citizens and employees.

### *Customer Focus*

We believe in ensuring the timely, cost effective, professional, and courteous delivery of services.

### *Excellence*

We believe in an ongoing effort to improve quality of services through action.

### *Teamwork*

We believe in working together to accomplish common goals.

### *Leadership*

We believe in visionary, inspiring, passionate, focused, decisive, courageous, & supportive leadership.

# Strategic Themes



## *Governance & Management*

Promote a high performance organization through open government by maximizing resources through technology, people, fiscal responsibility, and teamwork in partnership with our residents.



## *Places & Spaces*

Build our community by promoting quality residential and commercial development, well maintained parks, trails and open spaces, and safe, efficient transportation that provide quality and value for current and future growth.



## *Safety & Security*

Provide for the safety and security of all citizens, visitors, businesses, and employees through innovative and progressive initiatives and partnerships to ensure the quality of life in our community.



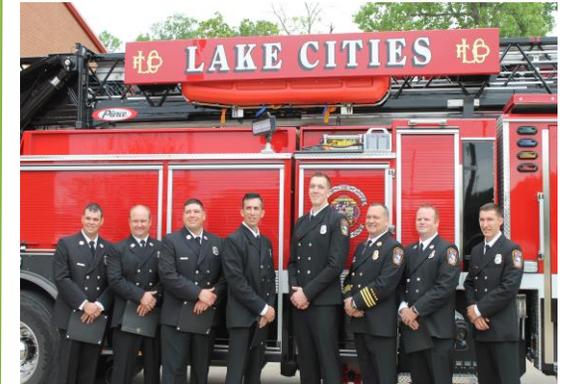
## *Economic Development*

Advance a cooperative effort by the CEDC, the City of Corinth, and citizens to support retention and expansion of existing businesses and attract new businesses in targeted economic sectors.

# Focus Area 1: Governance & Management

PROMOTE A HIGH PERFORMANCE ORGANIZATION THROUGH OPEN GOVERNMENT BY MAXIMIZING RESOURCES THROUGH TECHNOLOGY, PEOPLE, FISCAL RESPONSIBILITY AND TEAMWORK IN PARTNERSHIP WITH OUR RESIDENTS.

- *Goal 1:* Govern the City in a transparent, efficient, accountable, and responsible manner while maintaining a flat or reduced tax rate.
- *Goal 2:* Create a customer centered organizational culture whose focus is on customer service and engaging the community.
- *Goal 3:* Demonstrate a commitment to employee development and growth.
- *Goal 4:* Stay abreast of technology to efficiently deliver services.



# Governance And Management- Goal 1

GOVERN THE CITY IN A TRANSPARENT, EFFICIENT, ACCOUNTABLE AND RESPONSIBLE MANNER WHILE MAINTAINING A FLAT OR REDUCED TAX RATE.

		Status	2015-16	2016-2017 Proposed
Action 1	Maintain adequate reserves to ease the impact of economic fluctuations.	Ongoing	√ Maintain reserves at 20% of budgeted expenditures.	√ Maintain reserves at 20% of budgeted expenditures.
Action 2	Maintain one of the lower tax rates among cities our size in Denton County.	Ongoing	√ Reduced Tax Rate by 1¢.	√ Maintain or lower tax rate.
Action 3	Develop and maintain equipment on a strategic schedule and establish reserve funds to enable replacement.	Ongoing	√ Annual contributions to General VRP Fund. √ Replace Utility Inspector vehicle. √ Implement 2nd year of computer replacement program.	√ Continue annual contributions to vehicle and computer replacement funds.
Action 4	Conduct regular audits of City services, practices, staffing, and programs to maximize efficiencies and ensure sufficient staffing levels to adequately serve the citizens.	Ongoing	√ Eliminate 3 FTE – Recreation Specialist, two part-time Recreation Attendants, and a Fleet Mechanic position.	√ Analyze Public Safety staffing (3 Firefighters/ 2 Patrol). √ Transfer Patrol Officer from Crime Prevention District to General Fund.
Action 5	Increase citizen involvement in long-term capital, and budget planning.	Ongoing	√ Dedicated budget page. √ Socrata Open Budget Portal.	

# Governance & Management- Goal 2

## CREATE A CUSTOMER CENTERED ORGANIZATIONAL CULTURE WHOSE FOCUS IS ON CUSTOMER SERVICE AND ENGAGING THE COMMUNITY.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Provide training and increase accountability of all employees in good management and customer service.	Ongoing	Conducted the following sessions: ✓ Customer Relations Training. ✓ Supervisor “Nuts & Bolts” Training. ✓ Management “Nuts & Bolts” Training.	✓ Create and Implement a formal Safety Program. ✓ Create New Supervisor Academy.
<b>Action 2</b>	Provide training in good leadership and governance to City Council and City boards.	Ongoing	✓ Governance Training with City Council held in May 2015. ✓ Roberts Rules of Order Training for all committee members in January 2016.	✓ New Council orientation. ✓ Facilitate annual Boards and Commissions: Roberts Rules of Order Training, and Open Meetings Act.
<b>Action 3</b>	Develop a Customer Care program to increase the focus on customer service and the opportunity for citizens to share their thoughts, concerns, and ideas.	Anticipated completion FY 2016-17	✓ Launch Customer Relations Module.	✓ Corinth Cares Program (posters, email surveys, etc).
<b>Action 4</b>	Partner with local businesses to develop programs and events that showcase our community.	Ongoing	✓ Coordinated successful Christmas Tree Lighting Event. ✓ Continue to promote Daddy Daughter Dance, Fish ‘n Fun, and Easter events. ✓ Plan and host a fall festival with music and activities for all ages.	✓ Continually seek local partners to grow the special events that showcase our community.

# Governance & Management- Goal 3

## DEMONSTRATE A COMMITMENT TO EMPLOYEE DEVELOPMENT AND GROWTH.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Take care of employees by maintaining employee benefits within budget limitations.	Ongoing	<ul style="list-style-type: none"> <li>√ Fund merit &amp; step pay program.</li> <li>√ Maintained benefits.</li> </ul>	<ul style="list-style-type: none"> <li>√ Continue step pay program.</li> <li>√ Continue to evaluate and maintain benefits.</li> </ul>
<b>Action 2</b>	Examine salary and benefits to ensure competitiveness to attract and retain a highly professional staff.	Ongoing	<ul style="list-style-type: none"> <li>√ Conduct Benefits &amp; Compensation Study.</li> </ul>	<ul style="list-style-type: none"> <li>√ Implement compensation study.</li> <li>√ Shift pay plan.</li> </ul>
<b>Action 3</b>	Develop Career Development program for personnel in key positions who influence growth and development within the City to provide a better quality of customer service internally and externally.	Anticipated completion FY 2016-17	<ul style="list-style-type: none"> <li>√ Identify key positions &amp; participants.</li> <li>√ Establish Expectations for program.</li> </ul>	<ul style="list-style-type: none"> <li>√ Implement Career Development program for key positions.</li> </ul>

# Governance & Management- Goal 4

## STAY ABREAST OF TECHNOLOGY TO EFFICIENTLY DELIVER SERVICES.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Have critical governance information available on the City's website.	Ongoing	<ul style="list-style-type: none"> <li>√ Social media (Facebook/Twitter).</li> <li>√ Construction notifications.</li> <li>√ News releases posted to City website.</li> <li>√ Monthly Newsletter.</li> <li>√ City Council Welcome Presentation.</li> <li>√ City Hall lobby communication.</li> </ul>	<ul style="list-style-type: none"> <li>√ Review website structure.</li> <li>√ Develop proactive marketing program informing citizens of health /safety issues.</li> <li>√ Enhance communication efforts through social media, newsletters, and website.</li> </ul>
<b>Action 2</b>	Expand mobile-ready technologies to inform citizens and engage them on City issues and concerns.	Completed 2015-16	<ul style="list-style-type: none"> <li>√ Launch Google and iTunes City of Corinth Mobile App.</li> <li>√ Launch Customer Relations Module App (in progress).</li> </ul>	
<b>Action 3</b>	Continually review technology systems, infrastructure, and fiber optics to increase internal and external productivity and efficiencies.	Ongoing	<ul style="list-style-type: none"> <li>√ Document scanning.</li> <li>√ Upgrade network equipment.</li> <li>√ Card swipe security system update.</li> <li>√ Laserfische worklow (Court).</li> <li>√ Denton cloud migration.</li> </ul>	<ul style="list-style-type: none"> <li>√ Upgrade financial system (Incode).</li> <li>√ Review phone system options.</li> <li>√ Audio/Visual system in workroom.</li> <li>√ Security camera system.</li> <li>√ Replace City Hall HVAC.</li> </ul>

# Focus Area 2: Places & Spaces

**BUILD OUR COMMUNITY BY PROMOTING QUALITY RESIDENTIAL AND COMMERCIAL DEVELOPMENT, WELL MAINTAINED PARKS, TRAILS AND OPEN SPACES AND SAFE AND EFFICIENT TRANSPORTATION THAT PROVIDE QUALITY AND VALUE FOR CURRENT AND FUTURE GROWTH.**

- *Goal 1:* Maintain a high level of aesthetic standards through an efficient development process while ensuring compliance to the UDC.
- *Goal 2:* Identify and review projects that enhance the safety, property, and way of life to our citizens.
- *Goal 3:* Enhance efforts throughout all City services and programs to promote beautification.
- *Goal 4:* Develop a community park system that provides exceptional service and is accessible to all citizens within walking distance.



# Places & Spaces– Goal 1

MAINTAIN A HIGH LEVEL OF AESTHETIC STANDARDS THROUGH AN EFFICIENT DEVELOPMENT PROCESS WHILE ENSURING COMPLIANCE TO THE UDC.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Conduct land use planning guided by the City's Comprehensive Plan.		√ Hold Joint Council, P&Z, EDC meeting to discuss and review land uses.	√ Evaluate the Future Land Use Assumptions during the Comprehensive Plan Update.
<b>Action 2</b>	Conduct a review of all development codes to streamline the development process.		√ Implement Zucker Report. √ Comprehensive Plan Update – Postponed.	√ Comprehensive Plan Update. √ Continue to implement Zucker Report.

# Places & Spaces– Goal 2

## IDENTIFY AND REVIEW PROJECTS THAT ENHANCE THE SAFETY, PROPERTY, AND WAY OF LIFE TO OUR CITIZENS.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Develop Drainage design for Lynchburg Creek.	Anticipated completion FY 2016-17	<ul style="list-style-type: none"> <li>√ Completed Lynchburg Drainage Hydrology project.</li> <li>√ NTCOG Lynchburg Basin drainage study (in progress).</li> </ul>	<ul style="list-style-type: none"> <li>√ Evaluate the drainage improvements and determine the City participation level.</li> </ul>
<b>Action 2</b>	Identify, review and fund street improvements to ensure the safety of our citizens.	Ongoing	<ul style="list-style-type: none"> <li>√ Lake Sharon Extension Project in Design Phase. Postponed until 2016-2017.</li> <li>√ Garrison Road included in 2015-16 CIP. Project postponed.</li> <li>√ Perform miscellaneous street repairs.</li> </ul>	<ul style="list-style-type: none"> <li>√ Start construction of Lake Sharon Extension in January 2017.</li> <li>√ Seal coat asphalt subdivision roads.</li> </ul>
<b>Action 3</b>	Conduct regular audits of utility facilities, services and rates to efficiently serve our citizens.	Ongoing	<ul style="list-style-type: none"> <li>√ Conduct Impact Fee study.</li> <li>√ Update Water/Wastewater master plan.</li> <li>√ Evaluate Public Works facility needs and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>√ Conduct Water/Wastewater rate study.</li> <li>√ Transponder/meter replacement.</li> <li>√ Public Works facility improvements.</li> </ul>
<b>Action 4</b>	Identify need and location for a Center City.	Anticipated completion FY 2016-17	<ul style="list-style-type: none"> <li>√ Comprehensive Plan update postponed.</li> </ul>	<ul style="list-style-type: none"> <li>√ Determine the location of City Center during the Comprehensive Plan update.</li> </ul>
<b>Action 5</b>	Re-evaluate the community library needs.	Completed 2014-15		

# Places & Spaces– Goal 3

## ENHANCE EFFORTS THROUGHOUT ALL CITY SERVICES AND PROGRAMS TO PROMOTE BEAUTIFICATION.

		Status	2015-16	2016-2017 Proposed
Action 1	Provide proactive code enforcement.	Ongoing	√ Proactively reach out to Associations and other stakeholders.	√ Launch a GIS based system that identifies risk areas to increase proactive enforcement.
Action 2	Identify and fund a right-of-way maintenance program.	Anticipated completion FY 2016-17	√ Review and update right-of-way mowing map and areas maintained by City. √ Review and update right-of-way maintenance ordinance.	√ Implement and fund approved right-of-way maintenance program.
Action 3	Adopt a high standard of maintenance for all city facilities, parks, and right-of-way.	Ongoing	√ Begin comprehensive chemical applications to control weeds and seasonal fertilization. √ Seasonal flower planting.	√ Continue chemical applications. √ Continue seasonal plantings. √ Fibar (fall protection) will be added to play structures as needed.
Action 4	Actively engage the community in Keep Corinth Beautiful and beautification events that effect their neighborhood.	Ongoing	√ Advertise KCB events on City website.	√ Work with KCB Board on increasing public awareness.
Action 5	Implement roadway aesthetic improvements.		√ Funded enhanced pavement at the Corinth Parkway/I-35 intersection.	√ Plan and design City roadway entrance signs.

# Places & Spaces- Goal 4

DEVELOP A COMMUNITY PARK SYSTEM THAT PROVIDES EXCEPTIONAL SERVICE AND IS ACCESSIBLE TO ALL CITIZENS WITHIN WALKING DISTANCE.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Develop a Parks Master Plan.		√ Plan was developed and presented to City Council in November 2015.	√ Implement Parks Master Plan.
<b>Action 2</b>	Plan Community Park phase II improvements.		Community Park Improvements √ Softball & baseball scoreboard. √ Baseball pitching mounds. √ Handicap curb-cut at baseball complex. √ Softball fields temporary fencing.	√ Plan Community Park phase II improvements.
<b>Action 3</b>	Identify need and location for Community Center.			√ Determine the need for a Community Center and its location.
<b>Action 4</b>	Identify need and location of additional park space on the west side of town.		√ Parks Master Plan was developed and presented to City Council in Nov. 2015.	√ Monitor the Parks Master Plan to incorporate any park land dedications through development.
<b>Action 5</b>	Evaluate Parks Department staffing needs.	Completed FY2015-16	√ Parks staff is adequately staffed at this time. Needs will be reevaluated with increased park improvements.	

# Focus Area 3: Safety & Security

PROVIDE FOR THE SAFETY AND SECURITY OF ALL CITIZENS, VISITORS, BUSINESSES, AND EMPLOYEES THROUGH INNOVATIVE AND PROGRESSIVE INITIATIVES AND PARTNERSHIPS TO ENSURE THE QUALITY OF LIFE IN OUR COMMUNITY.

- *Goal 1:* Conduct regular reviews of facilities, services, programs, and staffing to ensure efficient levels to adequately serve our citizens.
- *Goal 2:* Maintain a high quality emergency response system that uses best practices to efficiently deliver services.
- *Goal 3:* Foster a community environment where citizens are safe and feel safe by educating and involving the public in all facets of public safety.



# Safety & Security- Goal 1

CONDUCT REGULAR REVIEWS OF FACILITIES, SERVICES, PROGRAMS, AND STAFFING TO ENSURE SUFFICIENT LEVELS TO ADEQUATELY SERVE OUR CITIZENS.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Identify needs and location for a Joint Public Safety facility.	Completed 2015-16	√ Joint Public Safety Facility Needs Assessment was developed and presented to City Council in November 2015.	
<b>Action 2</b>	Determine the feasibility of a 911 call center and holding facility in the Public Safety Facility.	Anticipated completion FY 2016-17	√ Feasibility of 911 call center completed with facility needs assessment.	√ Evaluate feasibility of a holding facility.
<b>Action 3</b>	Acquire land, design, and build Police and Fire Facilities.		√ Evaluate partnership with LDISD for Fire Academy & Fire Station. √ Design Fire Station #3. √ Evaluate land and building options for the Police Station.	√ Build Fire Station #3. √ Funding options for Police Station.
<b>Action 4</b>	Cooperative agreement with Town of Little Elm for a training facility.		√ Inter-local was approved by City Council on December 3, 2015. √ Year one funding of \$30,000 was included in the 2015-16 budget.	√ Continue investment in the training facility.

# Safety & Security- Goal 2

**MAINTAIN A HIGH QUALITY EMERGENCY RESPONSE SYSTEM THAT USES BEST PRACTICES TO EFFICIENTLY DELIVER SERVICES.**

		<b>Status</b>	<b>2015-16</b>	<b>2016-2017 Proposed</b>
<b>Action 1</b>	Maintain equipment on a strategic schedule and establish reserve funds to enable replacement.	Ongoing	<ul style="list-style-type: none"> <li>√ Replace administration vehicle, trailer and ATV for Fire Department.</li> <li>√ Lease agreement for replacement engine.</li> <li>√ Replace 3 patrol vehicles and 1 administration vehicle.</li> </ul>	<ul style="list-style-type: none"> <li>√ Replace 3 Fire command vehicles.</li> <li>√ Replace 1 ambulance.</li> <li>√ Replace 3 patrol vehicles.</li> <li>√ Replace Animal Control vehicle.</li> </ul>
<b>Action 2</b>	Continue to stay abreast of technology to efficiently deliver services.	Ongoing	<ul style="list-style-type: none"> <li>√ Cardiac monitors for Fire Department.</li> <li>√ In-car video and migration for Police.</li> <li>√ Body cameras for Police</li> <li>√ Rhodium Incident Management program for Police and Fire.</li> <li>√ E-Filing cases with DA's Office.</li> </ul>	<ul style="list-style-type: none"> <li>√ Enhance use of GIS data to improve response plans and coverage areas.</li> <li>√ Evaluate Police and Fire Department needs.</li> </ul>
<b>Action 3</b>	Complete the required P-25 compliance upgrade for the public safety communications system.	Completed 2015-16	<ul style="list-style-type: none"> <li>√ The final phase of the communications upgrade was included in the 2015-16 budget.</li> </ul>	

# Safety & Security- Goal 3

FOSTER A COMMUNITY ENVIRONMENT WHERE CITIZENS ARE SAFE AND FEEL SAFE BY EDUCATING AND INVOLVING THE PUBLIC IN ALL FACETS OF PUBLIC SAFETY.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Secure long term contract for Fire Services with area communities.	Anticipated completion FY 2016-17	√ Contract discussions with Lake Dallas, Hickory Creek and Shady Shores regarding the 2017 Fire Service Agreement.	√ Secure a long term fire service agreement.
<b>Action 2</b>	Support the Citizens Police Academy and the re-implementation of the Citizens Fire Academy.	Ongoing	<ul style="list-style-type: none"> <li>√ Continue Citizens Police Academy.</li> <li>√ Continue Advanced Citizens Police Academy.</li> <li>√ Create a Citizen Preparedness Academy.</li> </ul>	<ul style="list-style-type: none"> <li>√ Continue Citizens Police Academy.</li> <li>√ Continue Advanced Citizens Police Academy.</li> </ul>
<b>Action 3</b>	Support Police Department community policing initiatives.	Ongoing	√ Continue community education programs with schools and businesses to educate the public.	√ Increase funding for community policing initiatives (i.e., gun locks, literature, etc).
<b>Action 4</b>	Support Fire Department Education programs and community partnerships.	Ongoing	<ul style="list-style-type: none"> <li>√ Continue Fire education program for grades Pre K- 2nd grade.</li> <li>√ Expanded Fire education program to 5th grade with essay contest.</li> </ul>	<ul style="list-style-type: none"> <li>√ Develop fire education program to senior citizens.</li> <li>√ Support High School Fire Academy.</li> </ul>

# Focus Area 4: Economic Development

ADVANCE A COOPERATIVE EFFORT BY THE CEDC, THE CITY OF CORINTH AND CITIZENS TO SUPPORT RETENTION AND EXPANSION OF EXISTING BUSINESSES AND ATTRACT NEW BUSINESSES IN TARGETED ECONOMIC SECTORS.

- *Goal 1:* Promote high quality, well planned development that adheres to the Unified Development Code.
- *Goal 2:* Attract and retain a diverse mix of businesses in the community.
- *Goal 3:* Promote a open and accessible community organization.
- *Goal 4:* Initiate and develop a regional mixed-use district.



# Economic Development- Goal 1

PROMOTE HIGH QUALITY, WELL PLANNED DEVELOPMENT WHILE ENSURING ALL DEVELOPMENT ADHERES TO THE UNIFIED DEVELOPMENT CODE.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Improve residential/commercial tax base ratios.	Ongoing	<ul style="list-style-type: none"> <li>√ Enhance the desirability and aesthetic quality of commercial districts.</li> <li>√ Grow partnerships with developers, brokers and others.</li> </ul>	<ul style="list-style-type: none"> <li>√ Collaborate with adjacent cities to craft specific policies to create and sustain desirable business districts.</li> </ul>
<b>Action 2</b>	Advance the Marketing Plan by continually expanding marketing efforts.	Ongoing	<ul style="list-style-type: none"> <li>√ Create a digital information packet.</li> <li>√ Develop a community profile for target retail and related businesses.</li> </ul>	<ul style="list-style-type: none"> <li>√ Design and execute a comprehensive marketing program that reflects the City's brand and results in a new municipal logo.</li> </ul>
<b>Action 3</b>	Identify and initiate redevelopment areas.	Ongoing	<ul style="list-style-type: none"> <li>√ Create a map or maps that identify redevelopment and high-priority areas.</li> <li>√ Develop site-specific plans that emphasize redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>√ Attract businesses with catalyst potential to targeted areas.</li> <li>√ Identify incentive opportunities for business relocation/expansion.</li> </ul>
<b>Action 4</b>	Attract retail, restaurants, office buildings, and hotels that contribute to quality of life.	Ongoing	<ul style="list-style-type: none"> <li>√ Design and initiate new retail strategy.</li> <li>√ Improve marketing efforts.</li> <li>√ Attend retail trade shows and other conferences.</li> </ul>	<ul style="list-style-type: none"> <li>√ Continuously improve marketing efforts.</li> <li>√ Ensure consistent attendance at retail trade shows and conferences.</li> </ul>

# Economic Development- Goal 2

## ATTRACT AND RETAIN A DIVERSE MIX OF BUSINESSES IN THE COMMUNITY.

		Status	2015-16	2016-2017 Proposed
<b>Action 1</b>	Aggressively market the location advantages of the City of Corinth for business through a specific Marketing Plan.	Ongoing	<ul style="list-style-type: none"> <li>√ Grow relationship with developers.</li> <li>√ Review and update demographic information.</li> </ul>	<ul style="list-style-type: none"> <li>√ Launch Geographic Information System (GIS) based system that identifies and lists catalyst sites.</li> <li>√ Advertise in regional publications.</li> </ul>
<b>Action 2</b>	Utilize incentives to attract desirable industries.	Ongoing	<ul style="list-style-type: none"> <li>√ Target and offer incentives to employers with quality jobs.</li> <li>√ Coordinate with NCTC and others to expand the supply of skilled labor.</li> </ul>	<ul style="list-style-type: none"> <li>√ Develop business incubation program.</li> <li>√ Identify incentive opportunities to facilitate innovation.</li> </ul>
<b>Action 3</b>	Financially support expansion of existing local businesses.	Ongoing	<ul style="list-style-type: none"> <li>√ Partner with the U.S. Small Business Development Administration and others.</li> <li>√ Revive business retention program.</li> <li>√ Promote aesthetic/signage grants.</li> </ul>	<ul style="list-style-type: none"> <li>√ Promote partnerships with public, private and non-profit organizations.</li> <li>√ Continuously promote aesthetic/signage grants.</li> </ul>

# Economic Development- Goal 3

## PROMOTE AN OPEN AND ACCESSIBLE COMMUNITY ORGANIZATION.

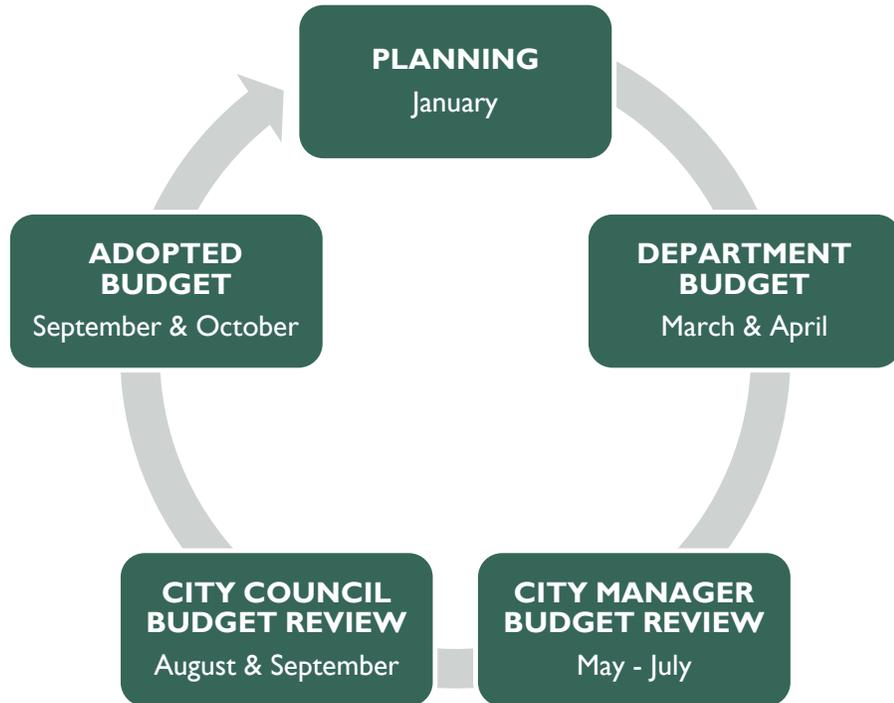
		Status	2015-16	2016-2017 Proposed
Action 1	Coordinate with adjacent cities for regional cooperation for mutual benefits.	Ongoing	√ Forge effective relationships with other economic development officials. √ Develop a shared vision for economic growth in the Lake Cities area.	√ Promote shared vision for sustained economic growth in the Lake Cities Area.
Action 2	Keep the business community informed on relevant economic development issues and trends.	Anticipated completion FY 2015-16	√ Develop a quarterly local business newsletter.	

# Economic Development- Goal 4

## INITIATE AND DEVELOP A REGIONAL MIXED-USE DISTRICT

		<b>Status</b>	<b>2015-16</b>	<b>2016-2017 Proposed</b>
<b>Action 1</b>	Initiate and develop a Regional Mixed-use District.	Anticipated Completion FY 2015-16	√ Design and implement a new zoning code that supports a variety of regional oriented businesses complemented with residential, office and open space uses.	
<b>Action 2</b>	Identify and attract businesses and industries that have both sales and property taxes.	Ongoing	√ Identify businesses appropriate for a center city district utilizing the new retail strategy.	√ Continuously identify and target businesses that will coalesce into a premium mixed-use corridor that others will want to emulate.

# Budget Process Calendar



- **Planning – (January)**
  - January 14 – Council Goal setting / Strategic Planning Retreat
- **Department Budget – (March – April)**
  - March 7 - Budget Kickoff
  - March 28 - Departments submit budgets to Finance
  - April 11-22 - Budgets reviewed by City Manager
- **City Manager’s Budget – (May – July)**
  - May 12 - First budget work session with Council
  - June 9 - Council Budget Workshop– General Fund & Capital Projects
  - June 16 - Council Budget Workshop – Utility Funds & Special Revenue Funds
  - July 25 - Receive certified tax roll; calculate effective & rollback tax rates
  - July 31 - Submit proposed budget to Council
- **City Council’s Budget – (August – September)**
  - August 2 – Budget work session with Council; review proposed budget
  - August 4 – Vote on published tax rate and public hearing dates
  - August 11 – Budget work session with Council
  - August 18 & September 1 – Public hearings on tax rate & budget
  - September 8 – Budget work session with Council (if needed)
- **Adopted Budget – (September - October)**
  - September 15 – Adopt budget & tax rate
  - October 1 – Fiscal year begins; implementation of adopted budget