



Introduction

Morgan's Point Resort is a General Law city in Bell County, Texas. Morgan's Point Resort was incorporated 1970. It is part of the Killeen–Temple–Fort Hood Metropolitan Statistical Area.

Morgan's Point Resort is located north of the center of Bell County on the east side of Belton Lake, a reservoir of the Leon River. It is bordered to the east by the City of Temple, and by the City of Belton to the south.

According to the United States Census Bureau, the city has a total area of 2.5 square miles. The City of Morgan's Point Resort adjoins Belton Lake.

The Strategic Planning Process

In February through March, the City of Morgan's Point Resort embarked on a strategic planning process to create strategic priorities for 2022-2023. The following is the process used to reach the conclusions for the plan.

The process kicked off with a preliminary Zoom meeting between the City Manager, Dalton Rice, CPM, and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the city, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

On Saturday, March 5, 2022, the City of Morgan's Point Resort city council and management team met at the Waco Hilton for a Joint Strategic Work Planning Session to begin planning for 2022-2023.

The facilitator led a conversation on what they thought success looked like, a SWOT analysis, discussions regarding desires and priorities for the next two years, then a development of and consensus on six Goals for 2022-2023.

Following the goal development, the facilitator led the group through strategy and metrics development, then timetable estimates. This full-day session included participation from both council and management most of the day, then the final two hours was only the city council and city manager present making the final decisions on priorities.

The following is the Morgan's Point Resort 2022-2023 Strategic Work Plan.



2022-2023 Strategic Work Plan

Our Mission:

To provide our growing community with charming lakeside living that embodies our blend of nature and opportunity with commitment to service and integrity

Our Vision:

Your hospitality destination with endless possibilities

Goals:

1

Financial Audits

2

Planning for Our Future

3

Infrastructure & Signage

4

Grants

5

Economic Development

6

Communications

Expectations

The facilitator asked the participants to share any expectations for the day. Responses were as follows:

- City council to reach consensus
- Discuss growing at an appropriate pace
- Align with citizens' expectations
- Gain trust with one another
- Get unified and on the same page
- Expansion of facilities and utilities
- Marina's future
- Plan for our future



What Does Success Look Like?

The facilitator asked the participants to describe in their own words what success looks like to each of them. The following were the responses:

- Positive growth
- Good roads
- Clean and safe community
- Vibrant Central Business District with businesses that are practical to residents and of interest to visitors
- A clear identity
- Managed residential growth with increase in retail establishments
- Generation of sales tax revenue

- Providing City services to our citizens while preserving the quality of life without increasing the tax burden of our residents
- Get people to come to the city
- Provide the infrastructure and services that make our city a great place to live, work, and play that exceeds the expectations of our citizens
- City events that draw outside visitors
- Business growth
- New businesses to support taxes
- No water problems
- Plentiful inventory of homes/properties
- Small town feel
- Affordability for our citizens
- A town that is pleasing and to see everyone happy
- Comprehensive Master Plan
- More community involvement
- Improve on our infrastructure, particularly drainage and roads
- More businesses here
- More tourism
- Stability
- Growth
- Formation of a community-driven direction and the initial undertaking of that direction
- Not just checking a box, but fully understanding how we get there and communicating to others
- Innovative community – “throw the ‘box’ away”

SWOT Analysis

The facilitator engaged the participants in a group exercise to brainstorm and list the strengths and weaknesses of Morgan's Point Resort, as well as the current and/or potential opportunities and threats facing the community.

Strengths

Love of community

Volunteer Fire Department

Clean slate

Community service

Desirable place to live

Lake Belton High School

Pool

Location - proximity to larger cities

City services

Volunteers

Teamwork/collaboration

Uniqueness of nature (trees, lake, etc.)

Safety

Loyalty/tenure/experience of staff

Desirable ETJ (extraterritorial jurisdiction)

Community Center with a view of the lake

Small town environment

Quarterly clean-ups/brush recycle

Weaknesses

Communication of City Hall to citizens

Availability of commercial property

Stormwater drainage

Infrastructure

Economic Development Corporation

Incentives for annexation

Opportunities to expand Marina

Overreliance on volunteers

Community doesn't get involved

Dense wildlife population

History of kicking cans down the road

Communications with developers/economic development

Dependency on Temple for water

Wastewater

Commercial investment



Opportunities

Land behind Public Safety Center

Old "Captain's Table" building

Home-based entrepreneurs/small businesses

Infrastructure (water, roads)

Parks and green space

Commercial property

Explore Home Rule opportunities

Marina

Community enhancement

Wayfinding signs

Branding/Image

Proactive vs. reactionary

Sewer expansion

Food trucks and accompanying commissary

Volunteer development

Comprehensive Master Plan realization

Stormwater drainage

Oakmont Park improvements

Secure grant money

Land acquisition

Gateway/monument signs

Revamp City logo

Forward looking planning for the long-term

Threats

Inflation

Lack of workforce

Lack of sewer

Economy

Lack of revenue diversification

Increased crime with growth

Stagnation

Kicking cans down the road

Location – limited places to grow

Disaster resiliency

Another round of COVID

Not preparing for our future

Fort Hood attacks

City staff availability and pay

Not deciding which direction to go

Our Mission:

To provide our growing community with charming lakeside living that embodies our blend of nature and opportunity with commitment to service and integrity

Our Vision:

Your hospitality destination with endless possibilities

2022-2023 Goals:

Each of the following 6 goals is guided by the values of diversity and inclusion. Diversity and inclusion are not goals of the City of Morgan's Point Resort, but rather a tapestry that is woven through every goal, every service, and every program.

Goal #1: Financial Audits

To successfully complete financial audits of Fiscal Years 18/19, 19/20, 21/22, & 22/23.

Goal #2: Planning for Our Future

To plan and prepare for the future of Morgan's Point Resort.

Goal #3: Infrastructure & Signage

To develop physical infrastructure and branded signage throughout the community.

Goal #4: Grants

To secure grants for our community through a variety of efforts.

Goal #5: Economic Development

To support the Economic Development efforts of the EDC by helping them secure land for future growth and attract well-paying employers.

Goal #6: Communications

To better tell our story of endless possibilities.

Goal #1: Financial Audits

To successfully complete financial audits of Fiscal Years 18/19, 19/20, 21/22, & 22/23.

1. Complete the FY 2018-2019 financial audit
2. Complete the FY 2019-2020 financial audit
3. Complete the FY 2021-2022 financial audit
4. Complete the FY 2022-2023 financial audit

How will we measure the progress/success of this Goal #1?

- Did we complete the FY 2018-2019 financial audit?
- Did we complete the FY 2019-2020 financial audit?
- Did we complete the FY 2021-2022 financial audit?
- Did we complete the FY 2022-2023 financial audit?



Goal #2: Planning for Our Future

To plan and prepare for the future of Morgan's Point Resort.

- 2.1. Develop a roadmap for capital replacement
- 2.2. Focus on employee retention
- 2.3. Develop a plan for fixed assets
- 2.4. Initiate meeting with Corps of Engineers to discuss future of the Lake
- 2.5. Begin Comprehensive Master Planning Process with consultant

How will we measure the progress/success of this Goal #2?

- Did we develop a capital replacement roadmap?
% of employees retained in 2022 from 2021? _____
% of employees retained in 2023 from 2022? _____
- Did we develop a fixed assets plan?
- Did we meet with the Corps of Engineers?
- Did we begin the Comprehensive Master Planning Process?



Goal #3: Infrastructure & Signage

To develop physical infrastructure and branded signage throughout the community.

- 3.1. Conduct immediate road repairs, improvements, and maintenance
- 3.2. Conduct a new Drainage Study to determine and prioritize next drainage projects
- 3.3. Initiate drainage/storm water projects in order of necessity
- 3.4. Review all existing studies and assessments for utilities, mobility, etc. to determine priorities
- 3.5. Conduct a study for well water
- 3.6. Conduct wastewater feasibility study
- 3.7. Committee to make recommendations regarding gateway signage and other beautification enhancements

How will we measure the progress/success of this Goal #3?

- Did we conduct immediate road repairs and maintenance?
- If yes, amount of asphalt? _____
- Did we commission a new Drainage Study to prioritize & initiate drainage/storm water projects?
of studies/assessments reviewed for implementation? _____
- Did we conduct a well water study?
- Did we conduct a wastewater feasibility study?
- Did we install gateway signage on the city's corridors?

Goal #4: Grants

To secure grants for our community through a variety of efforts.

- 4.1. Determine which projects to pursue grants for and which grants to pursue
- 4.2. Work to implement the Safe Routes to School grant for sidewalks
- 4.3. Research qualifiers for various grants (which will require a completed audit or master plan or other prerequisites or none)
- 4.4. Prioritize grant types (economic development, Americans with Disabilities Act for kayak station, all-abilities playground, etc.)
- 4.5. Research availability for grants (start at the Texas State Library and Archives Commission – contact Donna Osborne for direction)

How will we measure the progress/success of this Goal #4?

- Did we determine grant projects to pursue?
- Did we implement the sidewalk grant?
- Did we prioritize a list of grant opportunities?
- Did we research availability with library professionals?



Goal #5: Economic Development

To support the Economic Development efforts of the Morgan's Point Resort EDC by helping them secure land for future growth and attract well-paying employers.

- 5.1. Work with EDC to determine available properties for commercial/industrial growth
- 5.2. Work with EDC to decide which land to secure and how to obtain it
- 5.3. Work with EDC to determine which types of businesses to attempt to recruit/attract and the economic impact of various industries/jobs
- 5.4. Work with EDC to determine appropriate marketing techniques to showcase our community to developers, investors, and site selection consultants
- 5.5. Request an annual report from the EDC by January 31 each year
- 5.6. Request an update from the EDC regarding their Business Retention & Expansion (BRE) efforts including visits to business owners/managers, existing business assistance, business appreciation efforts, milestone anniversary celebrations, needs/concerns raised by business owners, and exit interviews with any recently closed businesses
- 5.7. Brainstorm possible options for the old "Captain's Table" facility

How will we measure the progress/success of this Goal #5?

- Did we work with EDC to determine available properties for commercial/industrial growth?
- Did we work with the EDC to secure land?
- Did we work with the EDC to determine ideal business targets?
- Did we support the marketing efforts of the EDC to attract new investment?
- Did we receive an annual report from the EDC by January 31, 2023?

- Were we briefed on the EDC's BRE efforts and successes?
- Did we brainstorm options for the old "Captain's Table" building?



Goal #6: Communications

To better tell our story of endless possibilities to citizens and the world.

- 6.1. Create an "opt in" for a paper newsletter in utility bill
- 6.2. Install new city electronic signs at 3 locations
- 6.3. Public Information Officer (PIO) to determine marketing/communications plan
- 6.4. Create job descriptions for volunteers to secure responsible volunteers
- 6.5. Improve survey response percentage and use various formats (paper baseline is 15%, add digital survey component)
- 6.6. Develop and install an online work order request system
- 6.7. Design new information sheets for website to educate public, such as road projects, cost of current/upcoming projects, steps for closing a road for an event, etc.
- 6.8. Develop and distribute a Quarterly Newsletter to all citizens and businesses that includes updates on city projects, economic development efforts, grand openings/ribbon cuttings, grants, signage progress, Master Plan process and progress, events around town, fire safety, emergency safety preparedness, and any other items of interest
- 6.9. Install system to provide automated texts and emails from city council, city manager, and/or PIO
- 6.10. Hire a communications professional

will we measure the progress/success of this Goal #6?

- Did we install 3 new electronic signs around town?
- Did we create a marketing/communications plan/strategy?
- Did we create volunteer job descriptions?
- Did we add a digital survey option?

% of paper survey responses? _____ (goal was >15%)

- Did we add a work order request portal to our website?
- Did we add new information sheets for download on our website?

of quarters in FYE 2022 we distributed a newsletter? _____ (goal was 2)

of quarters in FYE 2023 we distributed a newsletter? _____ (goal was 4)

- Did we install an automated text and email system?
- Did we hire a communications professional?



City Council:

Dennis Green, Mayor

Larry Gossett

Robbie Johnson

Shawn Knuckles

Bruce Leonhardt

Unable to attend:

Donna Hartman, Mayor Pro-Tem

Management Team:

Dalton Rice, CPM, City Manager

Camille Bowser, Executive Assistant

Charles Cline, Police Chief

Cary Erskine, Finance Director

Katrice Jackson, Administrative Services Director

Jesse Measles, Utility Director

Ophelia Rodriguez, City Secretary

BJ Scheible, Maintenance Director

Ronald Snow, Marina Director

Taran Vaszocz, Fire Chief

Facilitated by



How will we measure the progress/success of this Goal #6?

- Did we install 3 new electronic signs around town?
- Did we create a marketing/communications plan/strategy?
- Did we create volunteer job descriptions?
- Did we add a digital survey option?

% of paper survey responses? _____ (goal was >15%)

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of quarters in FYE 2023 we distributed a newsletter? _____ (goal was 4)

- Did we install an automated text and email system?
- Did we hire a communications professional?

