

CITY COUNCIL SPECIAL MEETING AND STRATEGIC GOALS WORK SESSION

FEBRUARY 17, 2023

The City Council of the City of McKinney, Texas met for a special meeting and work session in the City Hall Council Chambers, 222 N. Tennessee Street, McKinney, Texas, on Friday, February 17, 2023, at 8:00 a.m.

The special meeting and work session were broadcast live on cable television and through the City's website on: Spectrum Channel 16; AT&T U-Verse Channel 99; and <https://mckinneytx.new.swagit.com/views/130>. A video recording is available to the public through the City of McKinney meetings archive.

Mayor George C. Fuller called the special meeting and work session to order at 8:04 a.m. upon determining a quorum consisting of himself and the following City Council Members were present: Justin Beller, Geré Feltus, Rick Franklin, Charlie Philips, and Patrick Cloutier.

Mayor Pro Tem Rainey Rogers was absent.

These City of McKinney Staff were present: City Manager Paul Grimes, Assistant City Manager Kim Flom, Assistant City Manager Barry Shelton, Assistant City Manager Steve Tilton, City Secretary Empress Drane, City Secretary Administrative Assistant Blenda Sims, Assistant City Attorney Alan Lathrom, Director of Strategic Services Trevor Minyard, Director of Public Safety Greg Conley, Director of Organizational Development & Performance Management Joe Mazzola, Performance Manager Joshua Stevenson, Chief Financial Officer Mark Holloway, Executive Director of Visit McKinney Aaron Werner, Video Producer Joey Barr, and Information Technology Service Technician Robert Lisenby.

There were four (4) members of the public present in the audience.

Mayor Fuller called for Public Comments regarding agenda items.

The following individual spoke regarding agenda item number 23-0079 (General Election Ordinance):

- Debbie Lindstrom, 14055 Red Wood Cir. N., McKinney TX 75071, expressed concern about the election voting system information and testing procedures.

The following individual spoke regarding agenda item number 23-0080 (Bond Election Ordinance):

- Lee Moore, 1840 Hammerly Drive, Fairview TX 75069, expressed opposition to a bond election for commercial airport service development and concern about a potential error with the voting system description written in the ordinance.

23-0079 Consider/Discuss/Act on an Amended and Restated Ordinance Calling for the May 6, 2023 General Election, Amending Election Day Voting Locations

City Secretary Empress Drane requested the Council to approve an amendment to the previously approved General Election ordinance, for John & Judy Gay Library to be added to the Election Day roster of voting locations.

Council unanimously approved the motion by Council member Patrick Cloutier, seconded by Council member Rick Franklin, to an Amended and Restated Ordinance Calling for the May 6, 2023 General Election, amending the roster of Election Day voting locations.

City Secretary Drane later stated a typographical error was found in the ordinance document and requested the Council to approve the voting system description to be amended from EVS 6.0.2.0 to EVS 6.1.1.0.

Council unanimously approved the motion by Council member Geré Feltus, seconded by Council member Rick Franklin, to approve the Amended and Restated Ordinance Calling for the May 6, 2023 General Election, amending the voting system description. The amended ordinance is provided in these minutes at *Appendix A: General Election – Amended and Restated Ordinance*.

Ordinance caption reads as follows:

ORDINANCE NO. 2023-02-008

AN AMENDED AND RESTATED ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MCKINNEY, TEXAS, CALLING A GENERAL ELECTION FOR MAY 6, 2023, TO ELECT CITY COUNCIL MEMBERS FOR DISTRICT 2, DISTRICT 4, AND AT-LARGE #2; DESIGNATING POLLING PLACES; APPOINTING THE EARLY VOTING CLERK; AND PROVIDING FOR NOTICE AND PUBLICATION OF THE ELECTION

23-0080 Consider/Discuss/Act on an Amended and Restated Ordinance Calling for

the May 6, 2023 Special Bond Election

Assistant City Manager Barry Shelton requested the Council to approve an amendment to the previously approved Special Bond Election ordinance, for John & Judy Gay Library to be added to the Election Day roster of voting locations and for the bond election ballot language to expressly state that bond election is specifically for the use of developing commercial service at the city's airport.

Council unanimously approved the motion by Council member Patrick Cloutier, seconded by Council member Charlie Philips, to approve an Amended and Restated Ordinance Calling for the May 6, 2023 Special Bond Election.

Ordinance caption reads:

ORDINANCE NO. 2023-02-009

AN AMENDED AND RESTATED ORDINANCE CALLING A BOND ELECTION TO BE HELD IN THE CITY OF MCKINNEY, TEXAS; AND RESOLVING OTHER MATTERS INCIDENT AND RELATED TO SUCH ELECTION

Mayor Fuller called for the work session, consisting of these topics for the City Council's Strategic Goals:

- 23-0081** Overview and Expectations
- 23-0082** Status Updates from City Staff
- 23-0083** Discuss Strategies for Maximizing Council Effectiveness
- 23-0084** Referencing the Current Goals and Strategies, Discuss and Identify the Key Priorities for the Next Year to Two Years
- 23-0085** Wrap Up and Next Steps

The work session discussion was facilitated by Doug Thomas, Executive Vice President of Recruitment & Leadership Development for Strategic Government Resources (SGR). The Strategic Goals presentation is included in these minutes as *Appendix B: Strategic Goals Presentation*.

The City Council took an intermission break from the discussion at 9:18 a.m. and resumed at 9:32 a.m. Following the Strategic Goals discussion, Mayor Fuller noted there were no members of the public still in attendance then called for Council and Manager Comments.

Mayor Fuller thanked Mr. Thomas for facilitating the Strategic Goals discussion and for his desire to help the city improve by addressing challenges and accomplishing goals. He thanked the City Council and City Staff for working together and for demonstrating respect for each other.

City Manager Paul Grimes thanked the City Council for engaging in the Strategic Goal Setting process and supporting the work of staff, also describing the City Executive Team as the finest he's been associated with in his career.

Director Joseph Mazzola recognized the efforts of Performance Manager Joshua Stevenson for his work in coordinating the departmental objectives.

Council unanimously approved the motion by Council member Patrick Cloutier, seconded by Council member Geré to adjourn the special meeting and Strategic Goals work session at 11:30 a.m.

The video recording of this meeting is available online through the City of McKinney video archives.

These minutes were approved by the City Council on March 7, 2023.

SIGNED:

GEORGE C. FULLER, Mayor

ATTEST:

EMPRESS DRANE, City Secretary

City of McKinney, Texas

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(Appendix A: General Election – Amended and Restated Ordinance)

ORDINANCE NO. 2023-02-008

AN AMENDED AND RESTATED ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MCKINNEY, TEXAS, CALLING A GENERAL ELECTION FOR MAY 6, 2023, TO ELECT CITY COUNCIL MEMBERS FOR DISTRICT 2, DISTRICT 4, AND AT-LARGE #2; DESIGNATING POLLING PLACES; APPOINTING THE EARLY VOTING CLERK; AND PROVIDING FOR NOTICE AND PUBLICATION OF THE ELECTION

WHEREAS, the City Charter of the City of McKinney, Texas as adopted on December 31, 1959, and as amended on November 8, 1971, January 15, 1977, May 7, 1988, May 5, 2001, December 6, 2011, May 10, 2014, and May 4, 2019

(the "Charter"), requires that an election for Council member At-Large #2, Council member for District 2, and Council member for District 4 be held; and,

WHEREAS, the Charter requires these Council members be elected for four (4) year terms; and

WHEREAS, the Charter requires the Council members from District 2 and District 4 be elected from the single-member Council Districts in which they reside, by resident voters of those districts; and

WHEREAS, on February 6, 2023, the City Council (the "Council") of the City of McKinney, Texas (the "City") adopted Ordinance No. 2023-02-006 calling a General Election for May 6, 2023, to elect City Council Members for District 2, District 4, and At-Large #2; and

WHEREAS, the Council desires to provide an additional Election Day voting location for the purpose of ensuring voters adequate access to polling places on Election Day; and

WHEREAS, the Council hereby finds and determines that the actions hereinbefore described are in the best interests of the residents of the City;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MCKINNEY, TEXAS:

SECTION 1. Sections 1 through 13 of Ordinance No. 2023-02-006 passed and approved by the Council on February 7, 2023 ("Ordinance 2023-02-006") relating to calling a general election to be held May 6, 2023 are hereby amended and restated in their entirety to read as follows:

- Section 1. That a general election is hereby ordered to be held on Saturday, May 6, 2023, between the hours of 7:00 a.m. and 7:00 p.m. in accordance with the applicable provisions of the Texas Election Code, and Chapter III of the Charter, as amended.
- Section 2. That an election be held for the purpose of electing a Council member for At-Large #2, a Council member for District 2, and a Council member for District 4, for four-year terms as prescribed by the City Charter.
- Section 3. That candidates for the Council member positions may file for one of the three (3) positions beginning on January 18, 2023, and until 5:00 p.m. on February 17, 2023.
- Section 4. That the polling places are identified in Exhibit "A" attached hereto and incorporated herein by reference as a part hereof for all purposes. The election officers and maximum number of clerks for each polling place shall be determined and appointed in accordance with the provisions of an election services contract to be executed with the Collin County Elections Administrator.
- Section 5. That the method of voting to be used in the general election on Election Day, Saturday, May 6, 2023, Early Voting in Person, Early Voting by Mail, and Provisional Voting, be ES&S ExpressVote Universal voting machines (EVS 6.1.1.0), ES&S ExpressTouch curbside voting machines (EVS 6.1.1.0), ES&S DS200 ballot counters (EVS 6.1.1.0), ES&S Model DS450 and DS850 High-Speed Scanners/Tabulators (EVS 6.1.1.0), ADA compliant headphones and keypads, voting signs and election supply cabinets, in accordance with the Texas Election Code.

- Section 6. That the Collin County Elections Administrator, Bruce Sherbet, is hereby appointed Early Voting Clerk for the purpose of conducting early voting for the general election.
- Section 7. That all applications for an Early Voting mail ballot shall be received and processed by the Collin County Elections Administration Office, 2010 Redbud Blvd., Suite 102, McKinney, Texas 75069.
- Section 8. That early voting by personal appearance be conducted beginning April 24, 2023 and closing on May 2, 2023. During the lawful early voting by personal appearance period (April 24, 2023 through May 2, 2023, save and except April 30, 2023), the Collin County Elections Administrator shall keep the designated early voting polling places open for early voting as follows:
- Monday, April 24 to Saturday, April 29..... 8:00 a.m. to 5:00 p.m.
Sunday, April 30.....no voting
Monday, May 1 to Tuesday, May 2 7:00 a.m. to 7:00 p.m.
Wednesday, May 3 to Friday, May 5.....no voting
- Section 9. That the official canvass, by the City Council, will be held in accordance with Election Code 67.003 between the third day and eleventh day after election day.
- Section 10. That this Ordinance shall be published at least one (1) time, not more than thirty (30) days nor less than ten (10) days before election day in the McKinney Courier Gazette and Celina Record.
- Section 11. That a Notice of Election shall be posted in accordance with state law, including a notice on the bulletin board used for posting notices of the meetings of the City Council at least twenty-one (21) days before election day.
- Section 12. That a copy of this Ordinance be delivered to the Collin County Clerk not later than the 60th day before election day.
- Section 13. That this Ordinance and all other related documents be printed in both English and Spanish in accordance with all legal requirements.

SECTION 2. Except as hereby amended and restated, all of the provisions of Ordinance 2023-02-006 and Exhibit "A" to said Ordinance are hereby ratified, confirmed, and readopted and any provisions of or actions taken in connection with Ordinance 2023-02-006 and Exhibit "A" to said Ordinance are hereby repealed and rescinded to the extent they are in conflict with the provisions of this Ordinance.

SECTION 3. Public Meeting. It is officially found, determined, and declared that the meeting at which this Ordinance is adopted was open to the public and public notice of the time, place, and subject matter of the public business to be considered at such meeting, including this Ordinance, was given, all as required by Texas Government Code, Chapter 551, as amended and as in effect on the date hereof.

DULY PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF MCKINNEY, TEXAS, ON THIS THE 17TH DAY OF FEBRUARY 2023.

CITY OF MCKINNEY, TEXAS

GEORGE C. FULLER, Mayor

CORRECTLY ENROLLED:

 EMPRESS DRANE, City Secretary

DATE: _____

APPROVED AS TO FORM:

 MARK S. HOUSER, City Attorney

EXHIBIT A: MAY 6, 2023 GENERAL ELECTION - ELECTION DAY AND EARLY VOTING LOCATIONS & HOURS *(Unless otherwise noted, all locations will host Election Day and Early Voting.*

Polling Place	Address	Voting Period
Collin County Election Office (Main Voting Location)	2010 Redbud Blvd., #102	Early Voting & Election Day
Children’s Health StarCenter	6993 Stars Avenue	Early Voting & Election Day
Library – John & Judy Gay Meeting Room	6861 W Eldorado Parkway	Election Day only
Library – Roy & Helen Hall Memorial Lobby	101 E Hunt Street	Early Voting & Election Day
McKinney Fire Station #5 Community Room	6600 Virginia Parkway	Early Voting & Election Day
McKinney Fire Station #7 Community Room	861 Independence Parkway	Early Voting & Election Day
McKinney Fire Station #9 Community Room	4900 Summit View	Early Voting & Election Day
McKinney Fire Station #10 Community Room	1150 Olympic Crossing	Early Voting & Election Day
Old Settler’s Recreation Center North Multi-Purpose Room	1201 E. Louisiana Street	Early Voting & Election Day
Senior Recreation Center Meeting Room	1400 S College Street	Election Day only

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
April 23	April 24 8am – 5pm	April 25 8am – 5pm	April 26 8am – 5pm	April 27 8am - 5pm	April 28 8am - 5pm	April 29 8am - 5pm
April 30	May 1 7am – 7pm	May 2 7am – 7pm	May 3	May 4	May 5	May 6 7am – 7pm

Qualified voters may vote at any voting location, including any additional location open under full contract services with the Collin County Elections Administration.

A complete listing of all voting locations will be posted on the Collin County Elections webpage.

(End of Appendix A: General Election – Amended and Restated Ordinance)



City Council Goal Setting Retreat
City of McKinney, Texas
February 17, 2023

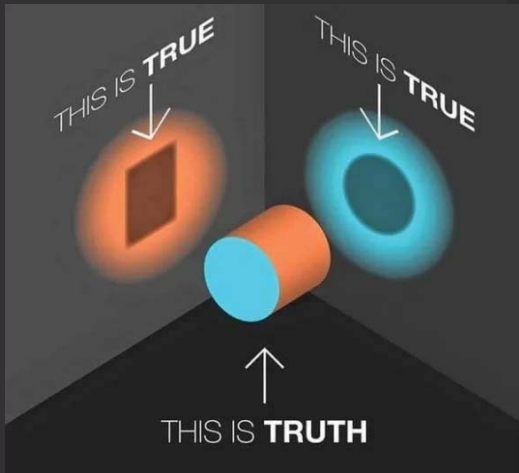


Agenda

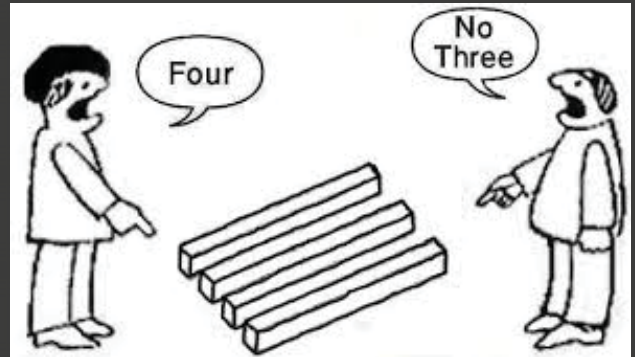
1. **Opening Comments – City Manager Paul Grimes**
2. **Preparing For Strategic Visioning**
3. **High-Level Overview by Senior Staff**
4. **Summary of Advance Council Interviews**
5. **City Council Goals & Strategic Priorities Discussion:**
 - *Direction For Strategic & Economic Growth*
 - *Operational Excellence*
 - *Maximize The Development Potential of McKinney National Airport*
 - *Financially Sound Government*
 - *Enhance The Quality Of Life In McKinney*
 - *Safe & Secure Community*
6. **Next Steps - Prioritization of Goals & Strategies**
7. **Questions, Takeaways, & Closing Comments**



Perspectives Matter!

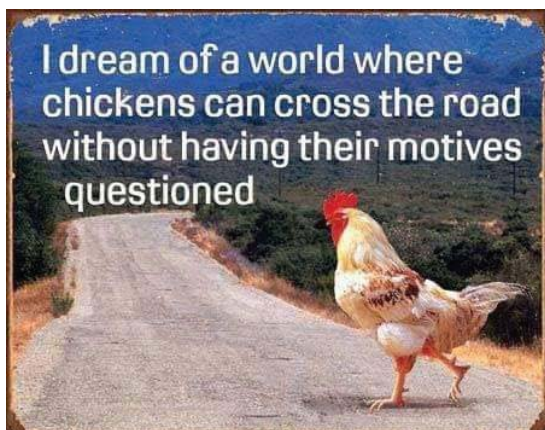


Credit: A Matter of Perspective – The Networking Nerd



Credit: The Higher Logic - Steemit

It's OK to express different thoughts about the future priorities of the community



"Who are you kidding? You're all about small government until you get stuck in a tree."



**We Live in a
“VUCA”
World!**



Strategic Visioning Involves Some Strategic Foresight

Strategic foresight is a structured and systematic way of using ideas about the future to anticipate and better prepare for change. It involves exploring different plausible futures that could arise, and the opportunities and challenges they each represent. Forward-thinking organizations strive to use those ideas to make better decisions to act now.

It's OK – You Are Not Going to Get Everything Right!

You may make mistakes, but at least they're usually not "we can see your mistake from space" bad



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City Council's Visioning Focus should be at 10,000 feet





**Our work
is driven
by our
values.**

Respect. We support a healthy work environment.

- We value and respect each other.
- We are loyal, dependable and empathetic teammates.
- We embrace inclusion, diversity, fairness and open communication.
- We are trusted by our leaders to use judgment, take risks and make decisions.
- We foster a family-oriented culture that includes understanding, support, balance and fun.

Integrity. We model ethical behavior.

- We are honest.
- We do the right thing, always.
- We are open and transparent in our words and actions.
- We hold ourselves and co-workers accountable to high ethical standards.
- We appropriately question actions that may be inconsistent with our core values.
- We are committed to building and maintaining trust in one another and our community.

Service. We are selfless public servants.

- We serve and help others.
- We are caring and compassionate.
- We treat everyone the way we wish to be treated.
- We deliver exceptional service to internal and external customers.
- We are led by servant leaders, at all levels, who care about and support us.
- We never forget that we exist to make McKinney a better place to live, work and raise a family.

Excellence. We are competent and dedicated.

- We pursue excellence.
- We search for opportunities to learn and grow.
- We are accountable for our work and always do our very best.
- We are given challenging work by leaders who empower and support us.
- We are responsible stewards who embrace innovation, efficiency and improvement.
- We are a unified team that supports the goals and vision established by our elected officials.

You can't stay
where you are
and get where
you need to be

If you want
different results,
make different
choices.

**Summary of
Mayor & City Council
Advance Interviews**



SWOT Assessment Feedback

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

KEY®
S
ture.

STRENGTHS



Anything
Fundamentally
Different Given the
Last 12 Months?

SWOT – Strengths

- *Nimble and re-evaluate in light of interest rates and supply shortages.*
- *Good City Council and related deliberations. (X2)*
- *Not just like Frisco, Allan, etc. – That’s not who we want to be with large scale development that sometimes bring negative impacts to a community. Much rather be in McKinney than in those areas.*
- *Generating increased sales taxes.*
- *MEDC and City to help finance infrastructure which will assist in sales tax increases with commercial activity. (X2)*

SWOT – Strengths

- *Great City Manager & staff – very appreciative of their dedication and work. (X2)*
- *Economy has stabilized the housing market in McKinney – Sellers are being a whole lot more reasonable than in the past.*



WEAKNESSES

Anything Fundamentally Different Given the Last 12 Months?

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SWOT - Weaknesses

- *Hiring shortages and labor costs.*
- *Lesser density development that other surrounding communities regularly approve.*
- *New residents from other areas generally appreciate the value and lifestyle in McKinney – but some caution over their anger and perception of threats.*
- *Annexation difficulties (SB 6) – we still need to provide utilities but can't control our destiny (architectural restrictions).*

OPPORTUNITIES

Anything Fundamentally Different Given the Last 12 Months?

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SWOT - Opportunities

- *Improve MEDC & MCDC relationship between City Administration & City Council and have the same priorities.*
- *Airport progress and future development and services. (X3)*
- *Interest rates on housing and affordability – tempered growth and option (may be a good thing!)*
- *Growth in property values is good but can lead to gentrification concerns.*
- *Still in a position to grow in McKinney unlike other areas. (2,600 acres outside of City available for development.) (X3)*

SWOT - Opportunities

- *Byron Nelson Tournament – future hotel development opportunity in McKinney.*
- *Honey Creek Development 1,700 acres – last big track of land in McKinney (residential, multi-family, town center, commercial.)*
- *Need more money into our Arts Board – still funding at same level as we did 10 years ago (\$200k could be doubled.)*



THREATS



**Anything
Fundamentally
Different Given the
Last 12 Months?**

SWOT - Threats

- *Development & construction costs in light of light increasing interest rates and supply chain shortages.*
- *State Legislature & continued threats to local control.*
- *Upcoming local elections – could impact continued progress on City initiatives.*
- *Interest rates on housing and affordability – tempered growth and options (may be a good thing!)*
- *Growth in Property values is good but can lead to gentrification concerns.*
- *Inflation and wage / budget impact, especially on capital projects. (X2)*
- *Tupps PPP – Price went up and our involvement changed due to inflation.*

SWOT - Threats

- *CIP projects similarly affected by inflation and cost of capital.*
- *Economy has impacted the market for new housing – especially for high end housing options at 7%.*
- *Specific gentrification concerns with cost of housing in vicinity of new City Hall and Tupps development. (X2)*
- *TXDOT decisions that impact McKinney 380 alignment.*

What are the Strategic Questions that need to be addressed at the Goal-Setting Session?

- *Promotion of diversity and culture in McKinney. Our 2nd largest population is Hispanic, and we could do a better job in recognizing and promoting their culture in our programs and services, appointment to Boards & Commissions (133 people), and in our events and programs. Improvements in our overall celebration of the community's diversity.*
- *Approved a number of tax credit projects, but we still want to attract more owner-investor development in McKinney. Workforce housing approaches getting more attention but would like to see more skin in the game by residents in such housing developments.*

What are the Strategic Questions that need to be addressed at the Goal-Setting Session?

- *Diversity in housing market is still missing the 60% - 80% of AMI middle market. Also missing the lower end of marketplace. Can we reinvest additional dollars for those that need it most?*
- *Development authority/incentives for development in the ETJ (annex or develop in accordance with McKinney codes.)*
- *No new Strategic Questions noted. (X4)*

What do you want this Council to be known for?

- *Deck/Cloud Park over Highway 5.*
- *APEX Center and PSA Youth Sports Center.*
- *Improved business development & process/procedure culture. (X2)*
- *Arts & culture development.*
- *Re-generation of East Side (New City Hall, Tupps, etc.) – Transformative development. (X3)*
- *McKinney Airport passenger/commercial service and related development. (X3)*
- *Increased business tax base 120%. (X2)*
- *Successful navigation of social unrest & economic downturns.*

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What do you want this Council to be known for?

- *More affordable/workforce housing options.*
- *Setting McKinney up for future success in a sustainable manner when growth in area slows down or stops. Especially in housing options.*
- *Road/highway expansion and maintenance.*
- *McKinney is very well-run City that provides value to the taxpayer.*
- *Food desert issue – Private sector solution in the works.*
- *We left McKinney looking different but better (wherever that may look like.)*
- *Promotion of Live, Work, & Play concept in McKinney.*
- *Extremely proud of our park development and hike & bike trails – want to connect them all and with surrounding cities.*

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What do you want this Council to be known for?

- *Byron Nelson Golf Tournament. (X2)*
- *Redevelopment of former City properties in downtown following move to new City Hall.*
- *Lowered tax rate 22% - Effective tax rate .56 per \$100 to .45 cents per \$100 valuation. (X2)*
- *Navigated COVID crisis in McKinney – lost very few businesses.*
- *Never make any bigger decision than choosing the right City Manager – Paul is great!*
- *Changed and curtailed the way multi-family and car dealership projects are approved.*

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Peter Drucker - *Management Challenges for the 21st Century*



- *“All living organisms must have a functioning system of elimination...or they will soon perish.”*
- Most governing bodies continue to add new expectations, new priorities & initiatives, and new major projects without first evaluating what could be eliminated in order to free up organizational capacity to free up the required resources for these new priorities
- Accordingly, governing bodies should regularly and proactively evaluate what they will stop doing to free up the necessary resources to pursue future priorities and initiatives
- Peter Drucker refers to this proactive approach as **“Organized Abandonment”**

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Peter Drucker – “Organized Abandonment”

*“The first policy, and the foundation for all others is to abandon yesterday. The first need is to free resources from being committed to maintaining what no longer contributes to performance, and no longer produces results. **In fact, it is not possible to create tomorrow unless one first sloughs off yesterday.** To maintain yesterday is always extremely difficult and time consuming. To maintain yesterday always commits the institution’s scarcest and most valuable resources, and above all its ablest people, to non-results.”*

*“Yet, to do anything different, let alone to innovate, always runs into unexpected difficulties. It therefore always demands leadership by people of high and proven ability. And if these people are committed to maintaining yesterday, they are simply not available to create tomorrow. **The first change policy, therefore, throughout the entire institution, has to be Organized Abandonment.**”*

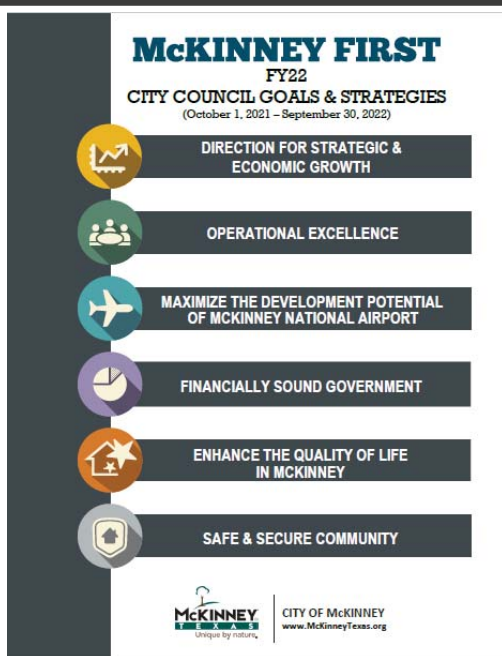
Drucker - Abandonment called for in these 3 cases

PETER F. DRUCKER

Management Challenges for the 21st Century

*“Invaluable advice for building a business bridge to the 21st century.”
—Kirkus Reviews*

1. Abandonment is the right action if a service, product, market, or process still has a few good years of life.
2. Abandonment is the right action if the only argument for keeping a service, product, market, or process is that it’s already paid for.
3. Abandonment is the right action if the maintenance of the old and declining service, product, market, or process is causing a new and growing service, product, market, or process to be starved, stunted, or neglected.



- Six Goal Areas
- 29 (from 31) Strategic Priorities
- 158 (from 191) Specific Objectives & Responsible Departments identified for each Strategic Priority
- Council Members all indicated that they are very familiar or somewhat familiar with the City's Goals & Strategic Priorities

What progress do you perceive has been achieved with last year's Goals & Strategies?

Direction For Strategic & Economic Growth:

- ✓ *New City Hall Project and related development - Tupps, etc. (X6)*
- ✓ *Delavega mixed use development.*
- ✓ *Funding with support of MDEC & MCDC for infrastructure financing. (X2)*
- ✓ *Smart development approach with revamped Development Code to be more business friendly - 6-months with use of current or new code before new code becomes the law of the land. (X2)*
- ✓ *Resolved ready mix lawsuits on Highway 5 and can shut them down (originally 3 with 1 more to go.)*

What progress do you perceive has been achieved with last year's Goals & Strategies?

Direction For Strategic & Economic Growth (Cont.):

- ✓ Workforce Housing – McKinney Financing Corp. partnering with JBI on project and other projects in planning stages. How do we put residential properties in ground for families in area to eliminate commuting?
- ✓ Reuse of old City Hall and sale of downtown City-owned properties following new City Hall opening, with the potential of securing one master developer for all properties through a national RFQ. (X2)

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What progress do you perceive has been achieved with last year's Goals & Strategies?

Direction For Strategic & Economic Growth (Cont.):

- ✓ *Byron Nelson Tournament with great exposure for McKinney & excellent feedback from promoters and participants (WSJ article) - 5 more years, with some additional development retail development in area. JW Marriot Hotel is close! (X3)*
- ✓ *TXDOT has advanced several roadway projects over the past year: (X3)*
 - ✓ *I-75 & 121 – extension of highway to Princeton will help Airport and alleviate traffic.*
 - ✓ *380 bypass – progressing to move through traffic to new highway to the north – mixed impact route decision is an issue.*

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What progress do you perceive has been achieved with last year's Goals & Strategies?

Direction For Strategic & Economic Growth (Cont.):

- ✓ *TXDOT has advanced several roadway projects over the past year: (X3)*
 - ✓ *Extension of improvements east of Princeton and Farmville – longer term but will eventually enhance accessibility and positive impacts on 380 for affected residents and areas.*
- ✓ *Growth has progressed well with all economic development projects.*

Operational Excellence:

- ✓ *Redistricting completed.*
- ✓ *City facilities continue to look good.*

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Innovative, Collaborative, Authentic Leaders

What progress do you perceive has been achieved with last year's Goals & Strategies?

Maximize Development Potential of McKinney National Airport:

- ✓ *Airport project, consulting report on ranges of options & upcoming May 6th \$200 million bond issue. (X7)*
- ✓ *TXDOT proposed bypass on east side of Airport in concert with related development.*

Enhance The Quality of Life in McKinney:

- ✓ *Impressed with parks system and rehabilitation work. New properties acquired for super park (North part of City) in Lake Forest & Ridge.*
- ✓ *Deck Park over Highway 5 still in discussions – preliminary cost study with 3 options.*

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders

What progress do you perceive has been achieved with last year's Goals & Strategies?

Enhance The Quality of Life in McKinney (Cont.):

- ✓ *Parks Department is killing it – innovative approaches and would like all of our Departments to similarly adopt outside the box approaches. (X2)*

Financially Sound Government:

- ✓ *Tax rate decrease of 4 cents for FY 23.*
- ✓ *Sell package liquor in McKinney, which addressed \$1 - \$1.6 million in leaked sales tax revenue to other areas. (X2)*

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders

What progress do you perceive has been achieved with last year's Goals & Strategies?

Safe & Secure Community:

- ✓ *Public Safety improvements - Police Chief retired and is now Director of Public Safety. (X2)*
- ✓ *Fire Chief retiring – improved morale within Department. (X2)*

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Any Goals & Priorities that have become stalled over the last year?

Direction For Strategic & Economic Growth:

- ✓ *Highway 380 alignment by TXDOT.*
- ✓ *PPP challenges - \$12 million now \$17 million (Tupps development – costs of supplies, labor, etc.)*
- ✓ *Ability to help streamline some stalled projects.*
- ✓ *MEDC & MCDC need to work more cohesively with City Council and City Management – seems to take more of an effort than it should – some lingering sentiments over the last year.*
- ✓ *Would like to see someone from his District on various City Boards & Commissions.*

Any Goals & strategies that have become stalled over the last year?

Direction For Strategic & Economic Growth (Cont.):

- ✓ *Affordable/Workforce Housing continues to be a challenge. Senior housing is also a need. \$40k or less – no real options nor plans to do so. Lower than 50% Median income housing remains a challenge. (X2)*
- ✓ *Potential for additional development is large, and other cities are attracting more entertainment related development – are we being too cautious?*
- ✓ *Need to continue to focus on “business friendly” practices & procedures.*

Any Goals & Strategies that have become stalled over the last year?

Direction for Strategic & Economic Growth (Cont.):

- ✓ *Route 380 – initial progress on routes but have stepped back given the route selected was not desired by the City. TDOT (Prosper placed properties in Park status)*
- ✓ *Laud Howell Parkway – mobility concerns in north sector of McKinney (Lake Forest to I-75 through Honey Creek Development). City may need to contribute to TXDOT to complete what TXDOT is planning/designing & ROW acquisition.*

Any Goals & Strategies that have become stalled over the last year?

Operational Excellence:

- ✓ *Code Enforcement still needs more work/attention (need to find good balance.) Fire last fall on east side of Hwy 5 with 3-structures destroyed. House is still in disarray. City needs to be more reactive. Some HOA's do heavy lifting in other areas. West side largely residential and not a problem, but more commercialized east side needs attention. Commercial vehicles in residential areas, landlords letting properties fall into disrepair. Change the City standards or enforce them.*
- ✓ *Some software updates, but understandable.*

Any Goals & Strategies that have become stalled over the last year?

Enhance the Quality of Life in McKinney:

- ✓ *Route 5 Deck Park*
- ✓ *District 3 historic district 3 CLG initiative “Icehouse” project not feasible and controversial when demolished. Focus on Historic preservation and historic Commission to become a CLG*
- ✓ *Gentrification concerns continue with elderly owned properties.*

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What do you want to change about McKinney?

- *Sale of City Downtown properties following new City Hall (Historic Rectangle vs. Square).*
- *Less auto centric – intermobility enhancements and creation of more spaces for walkability.*
- *Fewer car dealerships on I-75 – self driving cars will change that landscape in the future. Need to redevelop those sites to higher and best use.*
- *Improving the way we do business and attract large projects – Remain competitive in our area to encourage investment.*
- *TXDOT roadway trash problems.*

Partnering with Local Governments to Recruit, Assess and Develop
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What do you want to change about McKinney?

- *Nothing comes to mind.*
- *Stop all the multifamily developments in McKinney.*
- *Attainable workforce housing options in McKinney – land banking of properties has started.*
- *Dedicate a certain percentage of new housing to workforce housing properties.*
- *Reduce the impact of traffic and cost increases in housing values associated with growth.*

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders

What do you want to change about McKinney?

- *Planning Department and building permitting process. It still takes too long to get approvals and permits for development projects. Some progress has been achieved, but more to be done. UDC has been revised, which has helped, but process still needs additional work in execution.*

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What do you want to keep about the way it is?

- *Commitment in honoring our history & Historic Square. Growth should help support businesses with good access & parking availability in close proximity and encouraging multi use with some residential options. (X3)*
- *Business friendly reputation.*
- *Continued commitment to parks system given topography of McKinney. Acquire land that is not economically viable for development and use for public recreation for future generations/greenspace. (X2)*
- *People are proud about McKinney and rightly so.*

Partnering with Local Governments to Recruit, Assess and Develop
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What do you want to keep about the way it is?

- *Maintain small town feel, parades, etc. People love it and want to retain such, despite amazing growth (16th in Texas) over eight years and continues to grow by leaps and bounds. (X3)*

Partnering with Local Governments to Recruit, Assess and Develop
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Are the current Goals & Strategies still viable/appropriate and/or do you wish to suggest any changes?

- *All Goals seem to remain viable and appropriate (X5)*
- *OK with current Goals, but need to ensure things are sustainable over time in our Goals, Priorities, and related statements - financial, roadways, development, etc.*
- *Still want to consider Being and Building Good Neighbors – not desired as new City logo, but just as a goal in our Strategic Plan – It’s what we do with all of our development.*
- **Consider a preamble to the six Goals: The City of McKinney strives to engage our residents, businesses, and stakeholders to build strong community and neighborly relationships**

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders

Are the current Goals & Strategies still viable/appropriate and/or do you wish to suggest any changes?

SGR Suggestion - Consider a preamble to the six Goals:

We strive to make McKinney “Unique by Nature” by engaging our residents, businesses, and stakeholders in a neighborly fashion in all we do through the following Goals and Strategies.

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders



**CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH**

Strategic Priorities

- 1A:** Establish regional infrastructure incentives to increase economic growth.
- 1B:** Provide a strong city economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1C:** Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism.
- 1D:** Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).
- 1E:** Increase community involvement and participation within local government/community.



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *City Hall on East side – hope to reinvest in east McKinney and want to ensure that the initiative does not negatively impact Historic Downtown with less employees and less mobility once City Hall is relocated. Reinvestment activities will be essential re-use of former City buildings. (X2)*
- *Balance between growth and enhancing quality of life for existing residents.*
- *Focus on roadways and connectivity.*



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *East of Route 5 and related 30-years & older infrastructure will need attention and redevelopment assistance going forward.*
- *West of I-75 – height and tapering off of growth cycle will need attention in 15-20 years.*
- *Newly developed areas will be OK for a while.*
- *How do we balance our needs, resources, and attention in each area from growth to sustainability (sidewalks are critical in older areas.)*
- *Workforce development – needed skill sets for our residents with assistance from MEDC & MCED.*



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *More options regarding housing stock, mindset of maintenance and upkeep, auto centric, sustainable development. Steer the ship in the right direction.*
- *McKinney has its first 8-story office building – we need more of them!*
- *More families to be able to live, work, & play in McKinney. The “work” part is still a challenge in McKinney.*
- *A development that people are really proud of – recreational and tourism development (Town Center) concept so that people don’t have to travel out of McKinney to enjoy.*
- *Enhanced transportation throughout McKinney to prevent congestion.*



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Keep providing jobs for people in McKinney – bring businesses to McKinney.*
- *5-star restaurant and 10-story office building desired. We now have a 5-star restaurant (Bob’s Steak & Chop House) and an 8-story building in Craig Ranch.*
- *Quality Menswear shop in McKinney.*



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Cities are not built by government, but rather developers. Incentives to bring large developments like in Allen and Plano with large employers and buildings for employment centers and related retail/commercial establishments for residents to access. Outlets, Cabela's, etc. Craig Ranch may be part of solution, with possibly 300 to 400-acre mixed use development.*



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Strategic Priorities

- 2A: Balance available resources to accommodate the growth and maintenance needs of the city.
- 2B: Continuously provide a high level of customer service to our citizens.
- 2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture.
- 2D: Implement performance management practices that include developing and training staff and Board and Commission members.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Council Feedback

- *No new Council Goals or Priorities noted.*



CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT
POTENTIAL OF MCKINNEY NATIONAL AIRPORT

Strategic Priorities

- 3A:** Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- 3B:** Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
- 3C:** Improve communicating and marketing the value of McKinney National Airport to the city and region.
- 3D:** Continually maintain national recognition for excellence in fixed base operations.



CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT
POTENTIAL OF MCKINNEY NATIONAL AIRPORT

Council Feedback

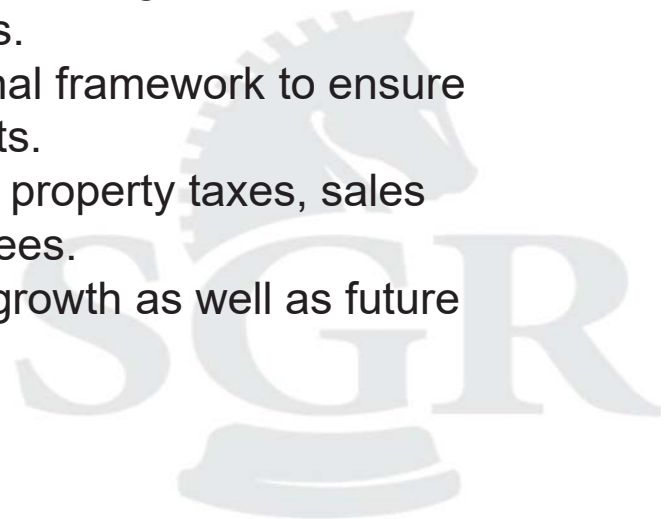
- *Continue to pursue development & services at McKinney National Airport*



CITY COUNCIL GOAL 4: FINANCIALLY SOUND
GOVERNMENT

Strategic Priorities

- 4A: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's.
- 4B: Provide funding and organizational framework to ensure continual economic improvements.
- 4C: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees.
- 4D: Create financial plans for future growth as well as future maintenance.





CITY COUNCIL GOAL 4: FINANCIALLY SOUND
GOVERNMENT

Council Feedback

- *No new Council Goals or Priorities noted.*



CITY COUNCIL GOAL 5:
ENHANCE THE QUALITY OF LIFE IN MCKINNEY

Strategic Priorities

- 5A: Develop parks strategy to preserve green space for future park land.
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the city.
- 5C: Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs.
- 5D: Develop sustainable quality of life improvements within the City of McKinney.
- 5E: Promote environmental stewardship initiatives.
- 5F: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.



**CITY COUNCIL GOAL 5:
ENHANCE THE QUALITY OF LIFE IN MCKINNEY**

Council Feedback

- *Continued pursuit of Route 5 Deck/Overlook Park.*
- *A development that people are really proud of – recreational and tourism development (Town Center) concept so that people don't have to travel out of McKinney to enjoy.*
- *Enhanced transportation/connectivity throughout McKinney to prevent congestion.*



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

Strategic Priorities

- 6A: Pursue and maintain low crime rates in comparison to other communities.
- 6B: Maintain meaningful public safety performance measurements.
- 6C: Continually increase operational efficiency in public safety departments.
- 6D: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 6E: Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.
- 6F: Engage in strategic diversity outreach to attract and retain public safety personnel.



- *No new Council Goals or Priorities noted.*



Review - What do you want this Council to be known for?

- *Deck/Cloud Park over Highway 5.*
- *APEX Center and PSA Youth Sports Center.*
- *Improved business development & process/procedure culture. (X2)*
- *Arts & culture development.*
- *Re-generation of east side (New City Hall, Tupps) – Transformative development. (X3)*
- *McKinney Airport passenger/commercial service and related development. (X3)*
- *Increased business tax base 120%. (X2)*
- *Successful navigation of social unrest & economic downturns.*

Review - What do you want this Council to be known for?

- *More affordable/workforce housing options.*
- *Setting McKinney up for future success in a sustainable manner when growth in area slows down or stops. Especially in housing options.*
- *Road/highway expansion and maintenance.*
- *McKinney is very well-run city that provides value to the taxpayer.*
- *Food desert issue – Private sector solution in the works.*
- *We left McKinney looking different but better (wherever that may look like.)*
- *Promotion of Live, Work, & Play concept in McKinney.*
- *Extremely proud of our park development and hike & bike trails – want to connect them all and with surrounding cities.*

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Innovative, Collaborative, Authentic Leaders

Review - What do you want this Council to be known for?

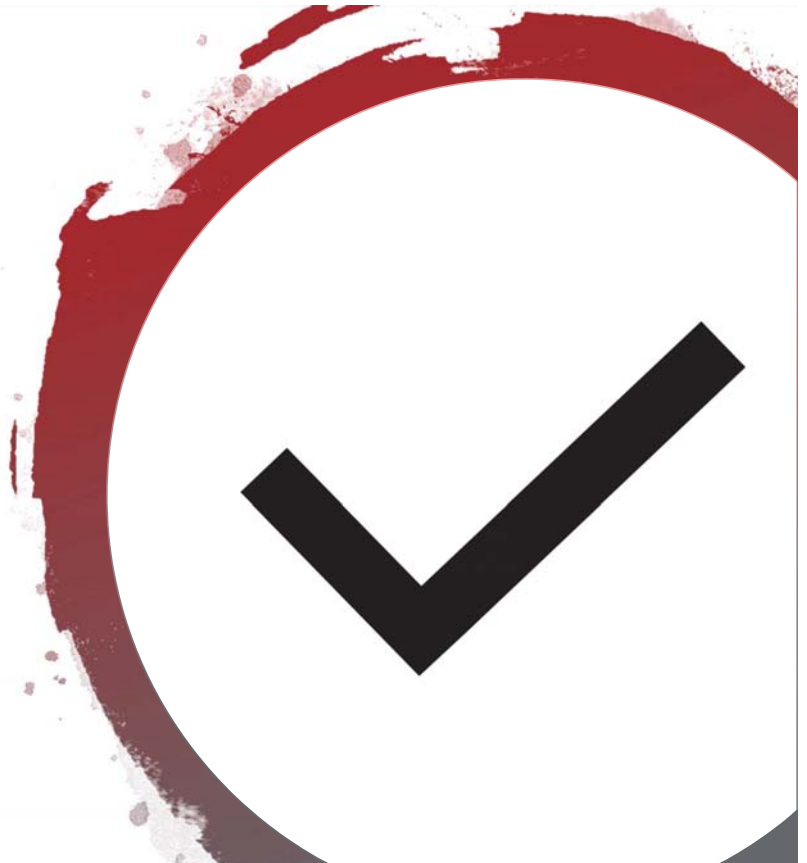
- *Byron Nelson Golf Tournament. (X2)*
- *Redevelopment of former City properties in downtown following move to new City Hall*
- *Lowered tax rate 22% - Effective tax rate .56 per \$100 to .45 cents per \$100 valuation. (X2)*
- *Navigated COVID crisis in McKinney – lost very few businesses.*
- *Never make any bigger decision than choosing the right City Manager – Paul is great!*
- *Changed and curtailed the way multi-family and car dealership projects are approved.*

Partnering with Local Governments to Recruit, Assess and Develop
Innovative, Collaborative, Authentic Leaders



Prioritization Process

- Beyond the initial comments received in the Advance Interview Sessions and Retreat, last year we developed a more formalized process to provide Staff with a better sense of the highest priorities of the Mayor & City Council.
- Staff revised the stated Goals & Strategies based upon the feedback received at the Retreat for the Mayor & City Council's review.
- The Mayor & City Council Members each subsequently selected their top 2 Strategies under each Goal Area.
- The Strategies receiving the top votes were classified as Highest priorities, with the remaining Strategies identified as either Intermediate or Long-Term based upon a natural break in the balance of the votes cast.
- Collective review & discussion in a 2nd Strategic Planning Session by the Mayor & City Council following individual voting process to discuss results, observations, and/or possible changes.





**CITY COUNCIL GOAL 1:
 DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH**

**2022 Results of City
 Council Priority Voting**

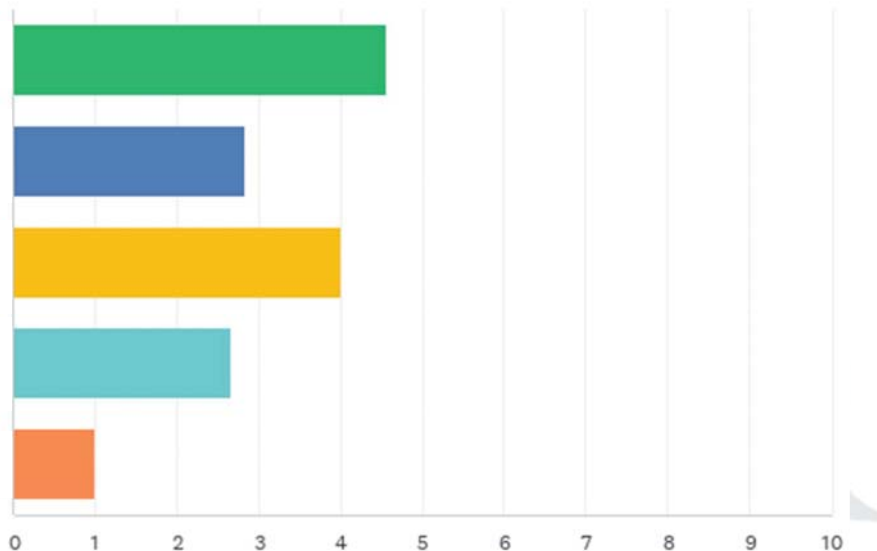
Establish regional and infrastructure incentives to increase economic growth.

Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining & shopping options, and tourism.

Provide a strong City economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.

Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).

Increase community involvement and participation within local government/community.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

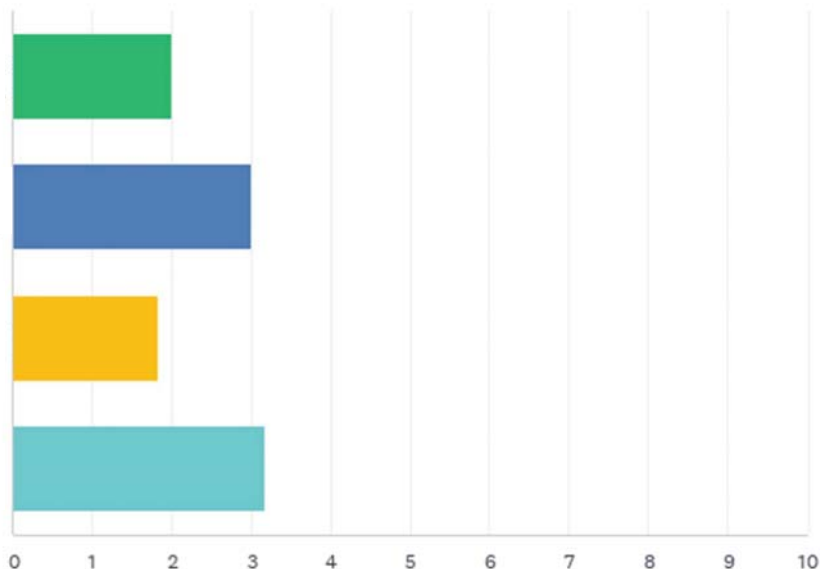
**2022 Results of City
 Council Priority Voting**

Implement performance management practices that include developing and training staff and Board & Commission members.

Balance available resources to accommodate the growth and maintenance needs of the city.

Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture

Continuously provide a high level of customer service to our citizens.





CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

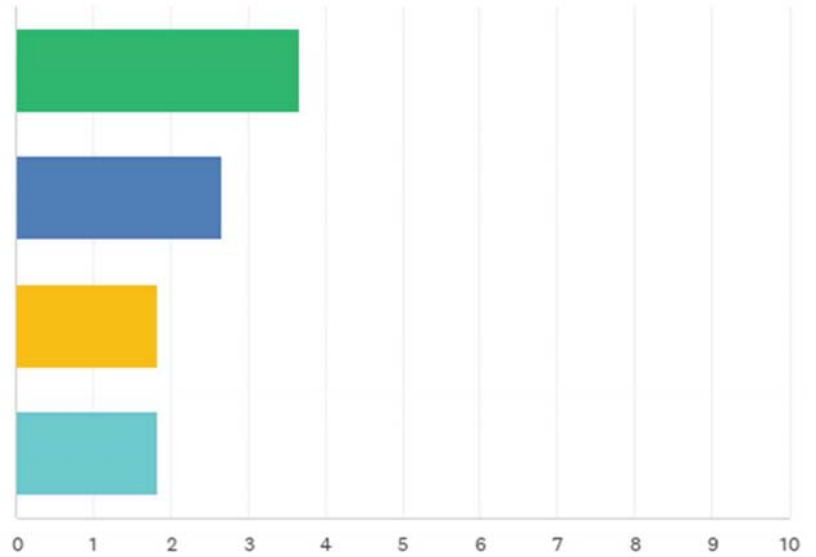
2022 Results of City Council Priority Voting

Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.

Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.

Improve communication and marketing the value of McKinney National Airport to the city and region.

Continually maintain national recognition for excellence in Fixed Base Operations.



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

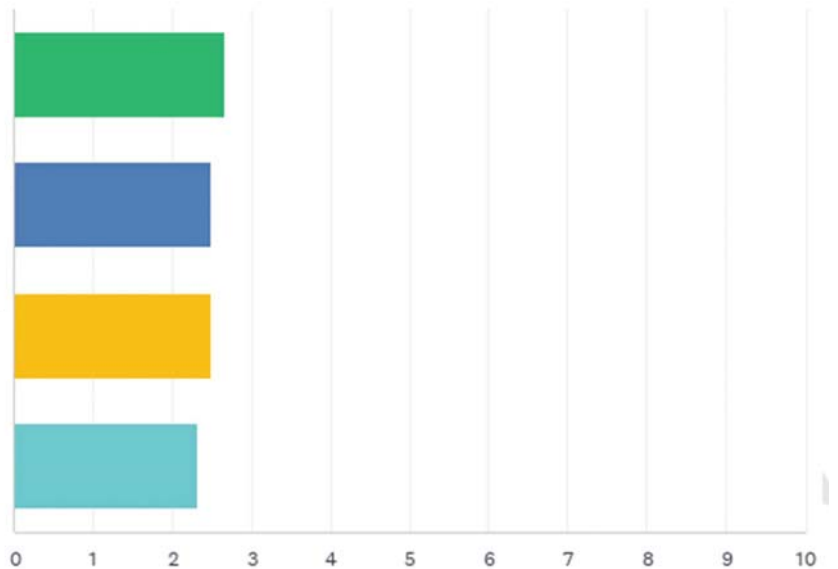
2022 Results of City Council Voting

Provide funding and organizational framework to ensure continual economic improvements.

Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees.

Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's.

Create financial plans for future growth as well as future maintenance.

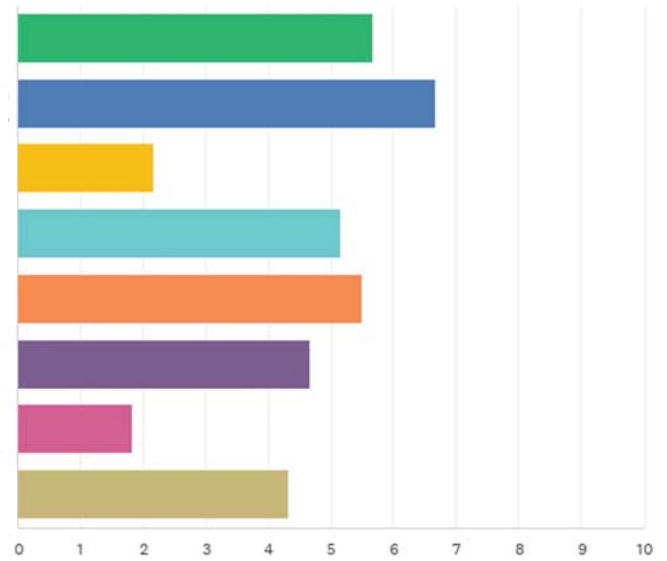




**CITY COUNCIL GOAL 5:
 ENHANCE THE QUALITY OF LIFE IN MCKINNEY**

**2022 Results of City
 Council Voting**

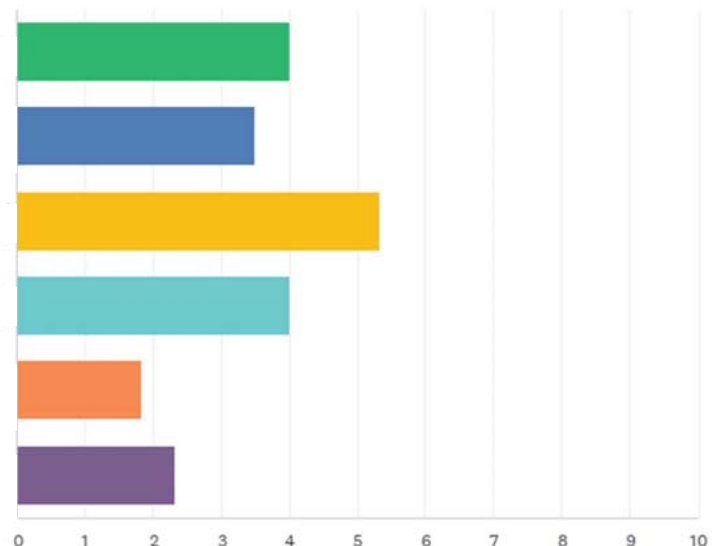
- Create affordable recreational and cultural arts activities for all ages throughout the city.
- Develop parks strategy to preserve green space for future park land.
- Continue to market and highlight McKinney as a unique destination for residents and visitors alike.
- Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs.
- Develop sustainable quality of life improvements within the City of McKinney.
- Maximize partnerships between the City of McKinney and private industry.
- Promote sustainability by creating "Green" initiatives.
- Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.



CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY

**2022 Results of City
 Council Voting**

- Maintain meaningful public safety performance measures.
- Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- Pursue and maintain low crime rates in comparison to other communities.
- Continually increase operational efficiency in public safety departments.
- Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.
- Engage in strategic diversity outreach to attract and retain public safety personnel.





Prioritization Process used last year – Any changes?

- *Good process – Helps staff understand where we are. We need to make sure we don't overwhelm staff and resources to accomplish our priorities. Equates to budget and staffing models that can work. Very important process to staff and want to hear what is feasible and what is not. (X5)*
- *No changes – but one observation. Staff was candid with the City Council about the need for more people to support the operation. Appreciated the honesty, and we need to be approachable and have an honest dialogue between staff and governing body.*



Prioritization Process used last year – Any changes?

- *Important for the City Council to rank the priorities, but afterwards the City Council kind of lost sight on our priorities as Staff runs the ball. Does the staff feel that it was helpful to them and do they want to change anything?*



Closing

- Takeaways
- Closing Comments by Mayor & City Manager
- Adjournment

