

CITY COUNCIL STRATEGIC GOALS WORK SESSION

FEBRUARY 11, 2022

The City Council of the City of McKinney, Texas met in work session in the City Hall Council Chambers, 222 N. Tennessee Street, McKinney, Texas on Tuesday, February 11, 2022 at 8:30 a.m.

Council Present: Mayor George Fuller, Mayor Pro Tem Rainey Rogers, and Council Members Charlie Philips, Geré Feltus, Patrick Cloutier, Rick Franklin, and Justin Beller.

City of McKinney Staff Present: City Manager Paul Grimes, Assistant City Manager Kim Flom, Assistant City Manager Barry Shelton, Assistant City Manager Steve Tilton, Director of Strategic Services Trevor Minyard, City Attorney Mark Houser, City Secretary Empress Drane, Deputy City Secretary Joshua Stevenson, and Director of Organizational Development & Performance Management Joseph Mazzola.

There were zero (0) members of the public present in the audience.

Mayor Fuller called the meeting to order at 8:34 a.m. upon determining a quorum of the Council was present.

Mayor Fuller called for Public Comments on agenda items. There were none when called for.

Mayor Fuller called for the Work Session Agenda.

- 22-0125** Overview and Expectations
- 22-0126** Status Updates from City Staff
- 22-0127** Discuss Strategies for Maximizing Council Effectiveness

Mayor Fuller called for recess at 10:34 a.m.

Mayor Fuller reconvened the Strategic Goals Work Session at 10:44 a.m.

- 22-0128** Referencing the Current Goals and Strategies, Discuss and Identify the Key Priorities for the Next Year to Two Years

- 22-0129** Wrap Up and Next Steps

The Strategic Goal Presentation will be included in the Appendix of these minutes at "Appendix A – Strategic Goal Presentation".

Council unanimously approved the motion by Mayor Pro Tem Rogers, seconded by Mayor Fuller, to adjourn the meeting at 12:35 p.m.

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 1, 2022.

SIGNED:

GEORGE C. FULLER, Mayor

ATTEST:

EMPRESS DRANE, City Secretary
JOSHUA STEVENSON, Deputy City Secretary

City of McKinney, Texas



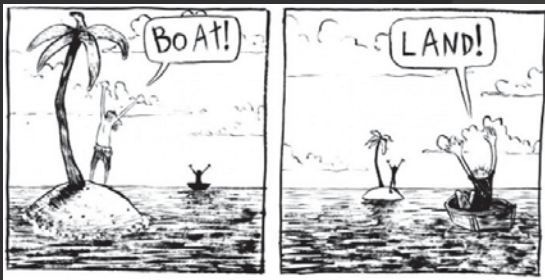
SGR Background

- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- Our Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a full-service firm, specializing in executive recruitment, live training, online training, leadership development, interim management, assessments, strategic visioning, management consulting, and other services designed to promote innovation in local governments.

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



Perspectives Matter!



Remember
Why You
Decided to
Pursue Public
Service



**As Elected
Officials You Are
In A Unique
Position...
But Remember...**



Picture Credit R-J-Seymour



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



**The
Importance of
Getting
Everyone on
the Same
Page!**



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.

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If you want different results, make different choices.

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

Summary of City Council Advance Interviews


SWOT Assessment Feedback

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS



McKINNEY
T E X A S
Unique by nature.

STRENGTHS

What do you perceive as McKinney's Strengths?

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SWOT – Strengths

- *The blueprint that previous Council's have established for McKinney – established identity, center of Collin County for economic development.*
- *Historic "Authentic Downtown" – including courthouse renovation. (X2)*
- *Preservation of greenspace.*
- *Outstanding Parks & Recreational assets.*
- *McKinney can come together and execute things really well.*
- *Everyone wants to live and develop in McKinney.*
- *Apartment rents are higher in McKinney than in Plano.*

SWOT – Strengths

- *Huge progress with City's Parks & Recreation Program/System.*
- *We are different from Plano and Frisco.*
- *Small town "hometown" feel.*
- *Increased number of community events.*
- *East-West McKinney connections.*



WEAKNESSES

What do you perceive as McKinney's Weaknesses?

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SWOT - Weaknesses

- *Market pressures and demand may push us towards an unsustainable future.*
- *Risk of becoming just another "suburb" community vs. something unique.*
- *Governance of ETJ to prevent unintended consequences.*
- *Misplaced anger over issues.*
- *We have not protected the integrity of the Historic District enough – more consistent enforcement.*



OPPORTUNITIES

What do you perceive as McKinney's Opportunities?

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SWOT - Opportunities

- *Room to grow.*
- *Ability to achieve better outcomes than some of our surrounding communities.*
- *Better and more diverse representation on our Boards & Committees will result in better outcomes for the community.*
- *We still need some additional flagship hotels.*
- *New corporate and office development potential in area where North Dallas Tollway meets 121 – great area for additional development.*
- *Additional entertainment venues – we are getting better options and are on the right path.*

THREATS

What do you perceive as McKinney's Threats?

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SWOT - Threats

- *External threats like climate change, development pressures, shift from auto-centric transportation.*
- *70% of our workforce comes from out of town.*
- *Inability of younger families with children being able to buy homes in McKinney.*
- *State legislation that reduces our home rule and local authority.*
- *The possibility of a big mistake – That we chose the wrong approach that results in significant unintended consequences.*
- *Navigating the culture of sound bites vs. the ability to convey the complexities of a given issue.*

SWOT - Threats

- *Another economic downturn.*
- *Continued impact of COVID Pandemic on businesses and economy.*
- *Development pressures that could overrun us – we need to get the right kinds of developments in the remaining available parcels .*
- *Political environment & divisiveness.*

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

- *Growth Management – Growth has been remarkable, and we have managed it well so far. Can we maintain & manage the growth and keep McKinney a desirable place for development going forward?*
- *Long-Term focus on roadways – both new construction and maintenance of existing roads. We need to keep it up and explore future funding opportunities – perhaps A & B sales taxes as an option?*
- *We need to ensure that we are thinking long-term – not just focused on the next several years.*

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

- *Focus on a macro level regarding how the City Council operates – Would like for us to find a better way out and look to long-term policy/analytical focus vs. transactional approach.*
- *Pursue a better way to set milestone steps and track the progress on our established goals.*
- *I have a few things that I would like to bring to the table for discussion, but generally pleased with the overall direction of the City.*
- *How do we address the polarized and partisan political environment at the local level?*
- *We need to prioritize the Council's Goals & Strategies.*

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What do you want this Council to be known for?

- *Deck/Cloud Park over Highway 5.*
- *Continued development & services at McKinney Airport.*
- *Connecting our parks and activity centers through multi-modal pathways.*
- *Maintaining open space and expanded recreational opportunities in McKinney.*
- *\$100 million City Hall Complex.*
- *That we focused on building a balanced & sustained community vs. the here & now. Feel like we respond to market drivers vs. setting the tone of what we want to see develop in McKinney.*

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What do you want this Council to be known for?

- *Continuing to build commercial tax base – we have doubled it over the last 7 years and reduced the tax burden on our residents through tax rate reductions in 5 out of the last 7 years (No need to continue reductions as we need resources for infrastructure in the future.)*
- *AAA Bond rating.*
- *We addressed the historic poverty on the east side of McKinney. We are poised to have significant development but need to be remain focused on gentrification concerns. The pursuit of programs that assist individuals and/or investors that are just getting started – workforce housing and smart growth should be our focus.*

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What do you want this Council to be known for?

- *That we were good stewards as changes and development occurred in the east side and that we headed off gentrification concerns. (X2)*
- *Smooth strategies and processes in the recruitment of businesses to McKinney. Believe that we have made progress on that front, but we still could be more efficient.*
- *That McKinney is known as more attractive for investment than our surrounding communities – especially in the NW sector*
- *McKinney is at a very great place and time right now with very few negative issues – How do we keep it that way?*

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What do you want this Council to be known for?

- *That we focused on bigger picture items and help address the challenges of my District (40% owner occupied vs. 60% owner occupied City-wide). Better outcomes/achievements & lots of needs, including roads, infrastructure, health, and housing.*



- Six Goal Areas
- 31 Strategic Priorities
- 191 Specific Objectives & Responsible Departments identified for each Strategic Priority
- Most Council Members are very familiar or somewhat familiar with the City's Goals & Strategic Priorities

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"**

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



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.

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

Direction For Strategic & Economic Growth:

- ✓ Everything on East Side – Tupps Brewery & City Hall Progress
- ✓ Byron Nelson Golf Tournament (X3)
- ✓ Economic Development - Tax base growth is notable, and we have capitalized on strong markets in our economic development efforts - Hottest market that can be remembered (X2)
- ✓ We have exceeded our sales tax collections which translates into a healthy business climate in McKinney
- ✓ EDC relationship has improved and is excellent
- ✓ Forward-thinking development standards applied

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

Direction For Strategic & Economic Growth:

- ✓ *New 8-story office building on Highway 121 – more opportunities to promote live-work-play possibilities in McKinney.*
- ✓ *Raytheon Expansion.*
- ✓ *Recent Joint Resolution Affordable Housing Project.*

Operational Excellence:

- ✓ *COVID community response & assistance.*
- ✓ *Comprehensive Development Code & Zoning Ordinance re-write is progressing well. (X2)*

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

Operational Excellence:

- ✓ *Restructured utility billing systems and enhancing ease for customer inquiries/requests for services.*
- ✓ *Overall delivery of municipal services is very good.*
- ✓ *Planning & Zoning process (rezoning) has improved over the past year.*

Maximize Development Potential Of McKinney National Airport:

- ✓ *FBO Building almost completed and commercial air service work is underway - McKinney is poised to become 3rd largest airport in DFW metroplex. (X2)*

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

Enhance The Quality Of Life In McKinney:

- ✓ *Street work in Historic Downtown completed.*

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

- ✓ *Wildwood Lake Project (that is not City-owned) by golf course continues to be impacted by silt and reed growth.*
- ✓ *Several traffic signalization projects.*
- ✓ *Airport FBO Building, but things are now back on track. (X2)*
- ✓ *Homeless Task Force formed, but not sure we have gotten very far with it.*
- ✓ *Affordable Housing initiatives have not progressed very far following study.*
- ✓ *Not stalled, but the passenger airline service and new City Hall complex seem to be taking longer than expected. (X2)*
- ✓ *Throck Morton (former TX Governor) Statue decision?*

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What do you want to change about McKinney?

- *Need to address affordable housing challenges. We are losing about 300 kids per year and need housing options in the \$150-\$250K range.*
- *We need different affordable housing strategies than apartments (even their average rent is close to \$2,500 p/m). The cost of raw land is part of the problem and maybe we need to pursue land banking and assistance from the City to help address.*
- *Can we pursue property tax exemptions for seniors and help address gentrification concerns – possibly freeze residential taxes at age 65?*

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What do you want to change about McKinney?

- *Implementation of measures to prevent gentrification from occurring in east side*
- *More entry level housing opportunities to reduce pressures on rental properties – perhaps pursue development of townhomes and/or smaller condominiums – Can we leverage federal homeowner assistance in the 75069 zip code?*
- *We need to get far more aggressive with developers in the middle housing market – right now we have single family and apartments as options. Pursuit of duplexes, quads, etc. vs. just pursuing additional multifamily apartment complexes.*

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What do you want to change about McKinney?

- *Better onboarding program for newly elected City Council Members – Need for more special issue briefings.*
- *We need to change the method and process currently used to appoint Boards & Commission members to incorporate diverse opinions and greater geographic representation to help us address the challenges facing our community. (X2)*
- *Improve McKinney's recognition of our cultural diversity through our public events.*
- *Development of Deck Park over Highway 5.*

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What do you want to change about McKinney?

- *We are known as the second fastest growing area with apartments in the country – Not sure this is the best strategy to address affordable housing challenge. – potential of set-a-sides, impact fee waivers, and/or other incentives for projects that include 60-70% AMI rents.*
- *Possibility of accessing Type A & B sales taxes to help finance needed infrastructure projects.*
- *Improve the relationship between the City and County – We are often not on the same page although we represent the same stakeholders.*

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What do you want to change about McKinney?

- *Gentrification concerns in east side with associated investments and development.*
- *How do we better pursue, attract, and evaluate developments that help us achieve our desired state – versus accepting what comes to us?*
- *We need to stop approval of more multifamily housing rental projects.*

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

- *We kept McKinney's "Hometown" feel. (X2)*
- *Very high on the City's Parks & Recreation Department – great strategy of purchasing and developing parks, maintaining greenspace, and revamping our existing parks.*
- *Reputation for quality development.*
- *McKinney's organizational ability to "pull things off"*
- *We are on the right direction for continued success.*
- *Maintain the integrity of the Historic District through consistent enforcement of standards.*

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

- *Vibrancy and character of Historic Downtown.*
- *Strong community partnerships with Chamber and non-profits.*

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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, but possibility of adding "Building & Being Better Neighbors" as a new Goal.*
- *Maybe consider a Goal regarding sustainability.*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Strategic Priorities

- 1A: Establish regional and infrastructure incentives to increase economic growth.
- 1B: 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.
- 1C: Provide a strong City economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 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

- ✓ *We need to be aggressive with the new federal infrastructure bill to leverage funding opportunities for our roads - 380 & TXDOT.*
- ✓ *Highway 380 traffic and what are our response strategies?*
- ✓ *East-West connectors north of 380.*
- ✓ *Lauderhill Parkway (TXDOT) Project – only spans from Lake Forrest to Preston Road. McKinney will need to pursue future connection to I-75.*
- ✓ *Bypass – still working on alignment and environmental studies – ROW to follow.*
- ✓ *County Outer Loop project.*



- ✓ *Focus on infrastructure (both old and new) and potential financing sources – possibly with assistance from Type A & B sales tax revenues.*
- ✓ *Would like the City to pursue a study to determine if the perception of the food desert in the east side needs and/or could be addressed, and if there is a documented need, what could we do to encourage the development of a grocery store in the targeted area?*
- ✓ *Additional Corporate Campus Developments.*



- 2A: Implement performance management practices that include developing and training staff and Board & Commission members.
- 2B: Balance available resources to accommodate the growth and maintenance needs of the city.
- 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: Continuously provide a high level of customer service to our citizens.



- ✓ *Need to revisit our appointment processes for City Boards & Commissions.*
- ✓ *City Council compensation.*
- ✓ *How do we better track the operational aspects of City services? (e.g., transparency, responsiveness, etc.) – Do we look for continuous improvements?*
- ✓ *Possible need to eliminate some of the strategies so that we can focus on the highest priorities.*
- ✓ *Exploring technologies that could help advance the City's operations.*



- 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 communication and marketing the value of McKinney National Airport to the city and region.
- 3D: Continually maintain national recognition for excellence in Fixed Base Operations.



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



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



- ✓ *All noted financial metrics remain valid and should be continued.*



- 5A:** Create affordable recreational and cultural arts activities for all ages throughout the city.
- 5B:** Develop parks strategy to preserve green space for future park land.
- 5C:** Continue to market and highlight McKinney as a unique destination for residents and visitors alike.
- 5D:** Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs.
- 5E:** Develop sustainable quality of life improvements within the City of McKinney.
- 5F:** Maximize partnerships between the City of McKinney and private industry.



- 5G:** Promote sustainability by creating "Green" initiatives.
- 5H:** Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.





- ✓ *Pursuit of Deck/Overlook Park.*
- ✓ *We could use a cardboard recycling drop off location somewhere in west McKinney to compliment recycling drop off center in east McKinney.*
- ✓ *Is the current DART system user-friendly and meeting community needs?*



- 6A: Maintain meaningful public safety performance measures.
- 6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 6C: Pursue and maintain low crime rates in comparison to other communities.
- 6D: Continually increase operational efficiency in public safety departments.
- 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.



- ✓ *Continue to pursue high standards in our public safety operations.*



Prioritization of Goals & Strategies

City Council Feedback

What do you want McKinney to become or have in 10 years?

- *Deck Park Project and connecting downtown to east side. (X2)*
- *Ontinued development & services at McKinney Airport. (X2)*
- *Another corporate center development in McKinney – not a lot of land left around Craig Ranch Development.*
- *Availability of more entry-level workforce housing options. (X2)*
- *That we recognized the potential impact of change in the current auto centric approach to development in our policies – impact on roads, parking standards, noise pollution, work from home, etc.*

What do you want McKinney to become or have in 10 years?

- *We currently have two very large-scale employers – would like to add three more similar type employers to provide additional employment opportunities for our residents.*
- *New development that reflects the uniqueness of McKinney and is different that can be found everywhere else, including entertainment venues that are local vs. having to drive out of town,*



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Suggested Prioritization Process

- Beyond the initial high-level prioritization comments received in the Advance Interview Sessions, there has been some discussion about considering a more formalized process to provide Staff with a better sense of the priorities of the Mayor & City Council.
- Post Retreat, Staff revises the Goals & Strategies based upon the feedback received at this session and distribute for review.
- The Mayor & City Council Members could subsequently indicate their top two (2) Strategies under each Goal Area with a ✓.
- The Strategies receiving the top votes will be ranked as Short-Term, and the remaining Strategies will be identified as either Intermediate or Long-Term based upon a natural break in the balance of the votes cast.



Closing

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