



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

City of McKinney, Texas

City Council Goal Setting Retreat

February 7th, 2020



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.

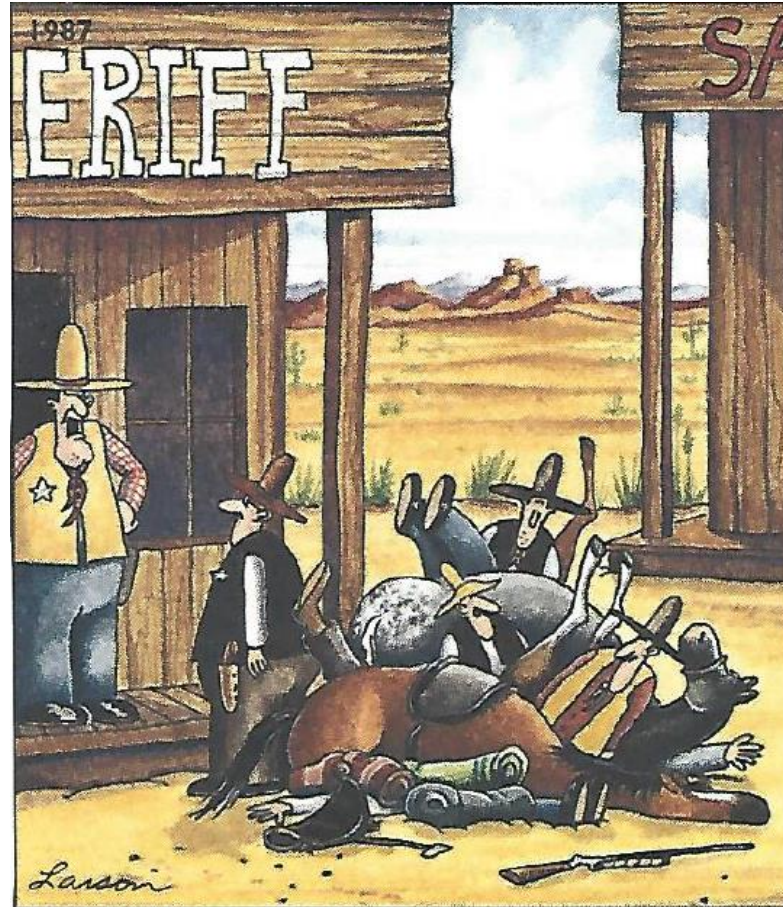
A Few Words about your Facilitator



A Few Words about your Facilitator

- 35 years of public management experience prior to joining SGR in 2015
- Previously served as City Manager of Lakeland, FL for 12 years
- Lakeland is comprised of 75 square miles, with a 100,000 resident population and 250,000 utility service population
- Provides a full array of municipal services, including a municipal-owned electric generation and distribution utility that is ranked as the 3rd largest in Florida and among the top 25 nationwide
- Annual Budget of ~ \$600M and employs ~ 2,500 personnel
- Home to the Detroit Tigers during Major League Baseball's Spring Training for the last 80 years, and the Experimental Aircraft Association's Annual Sun 'n Fun Fly-In, recognized as America's 2nd largest aviation event of its type
- Home to Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright, and Florida's 12th university, Florida Polytechnic University
- Prior service as City Manager for the City of Alma, MI for 15 years, and represented the City of Grand Haven, MI as Assistant City Manager and as Assistant to the City Manager. Other local government posts with the City of Rockville, MD and the Town of Landover Hills, MD
- Master's of Public Administration from American University, Washington, D.C. and Bachelor of Arts in Political Science & History from Bowling Green State University, OH

Let's Get Organized



"And so you just threw everything together? ...
Mathews, a posse is something you have
to organize."



Agenda

1. Break The Ice:

- Rules Of The Road

2. Preparing For Strategic Visioning:

- Things Are Not Always What They Seem!
- What Have I Been Missing?

3. Summary Of Advance Council Interviews

4. City Council Goals & Strategies Discussion:

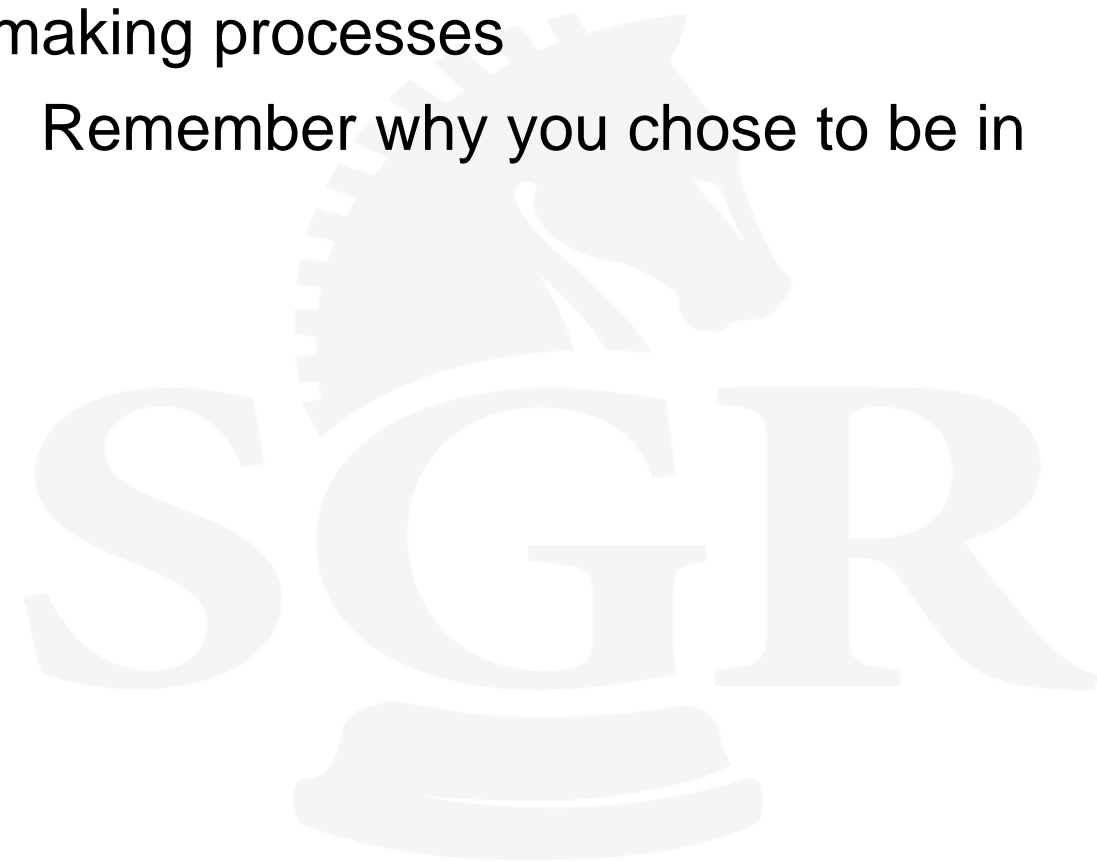
- *Direction For Strategic & Economic Growth*
- *Operational Excellence*
- *Maximize The Development Potential of McKinney National Airport*
- *Financially Sound Government*
- *Enhance The Quality Of Life In McKinney*
- *Safe & Secure Community*

5. Prioritization of Goals & Strategies

6. Takeaways, Next Steps & Closing Comments

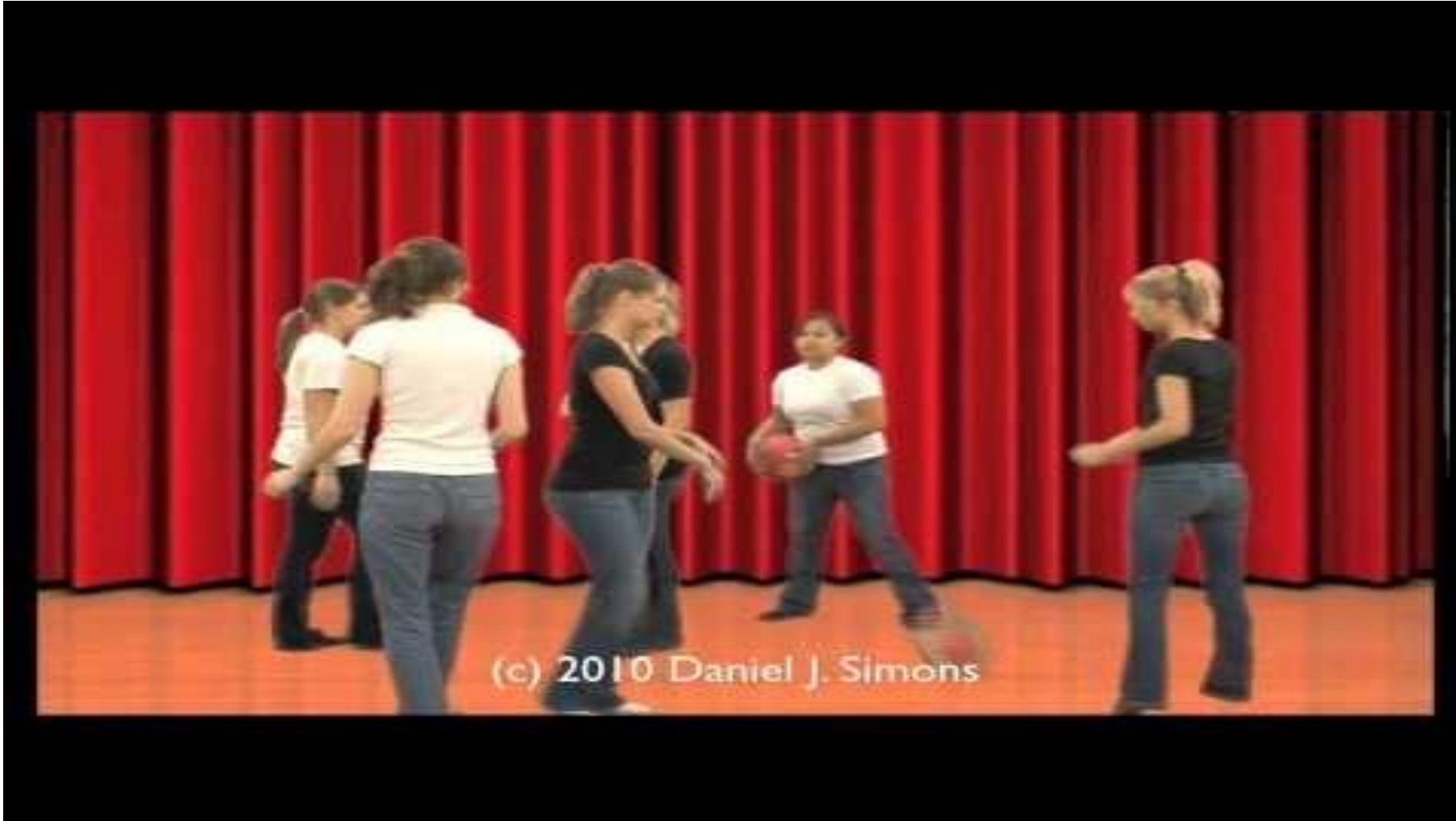
Rules of the Road!

- To be successful, the group should remain focused on valuing diverse opinions as part of their team building and decision-making processes
- Local Government Leadership is hard stuff! Remember why you chose to be in your position and practice **QTIP**:
 - Quit
 - Taking
 - It
 - Personally!



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

Preparing for Strategic Visioning



What Have I Been Missing?





City of McKinney

Summary of City Council Advance Interviews
January 28 & February 3, 2020

Let's start with some definitions:

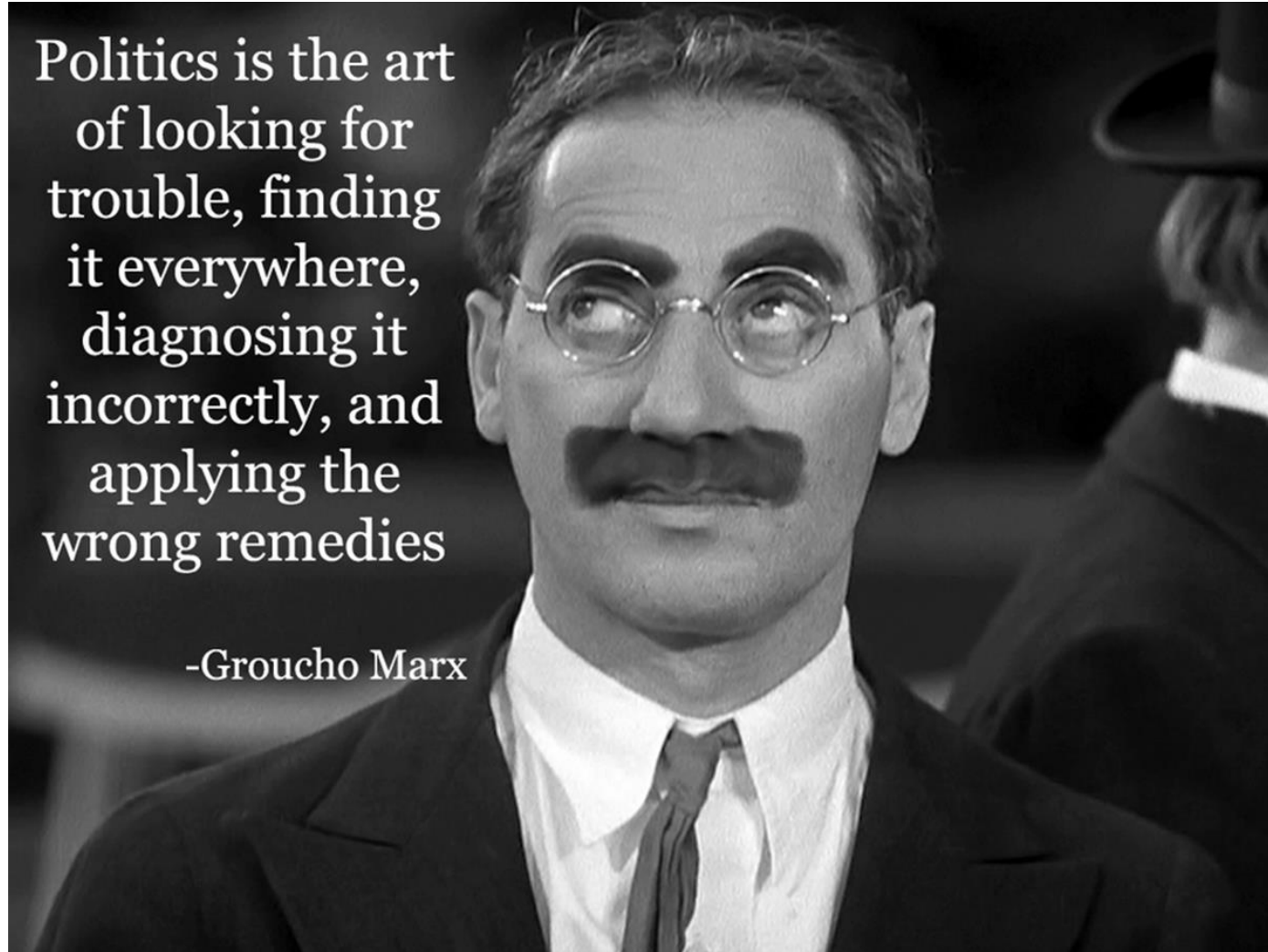
“Politics” vs. Governance

- Webster's Definition of “Politics” (pol-i-tics):
 - activities that relate to influencing the actions and policies of a government or getting and keeping power in a government;
 - the work or job of people (such as elected officials) who are part of a government;
 - the opinions that someone has about what should be done by governments: a person's political thoughts and opinions;
- Which is in stark contrast to another more common definition from the Greeks:
 - “Poli” meaning many;
 - and “tics” meaning blood sucking insects!

“Politics” vs. Governance – Yet another take!

Politics is the art
of looking for
trouble, finding
it everywhere,
diagnosing it
incorrectly, and
applying the
wrong remedies

-Groucho Marx




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



We view things not only from different sides, but with different eyes; we have no wish to find them alike.

(Blaise Pascal)

izquotes.com



“*When all men think alike, no one thinks very much.*

WALTER LIPPMANN
AMERICAN JOURNALIST
(1889-1974)

”

The Athenian Oath

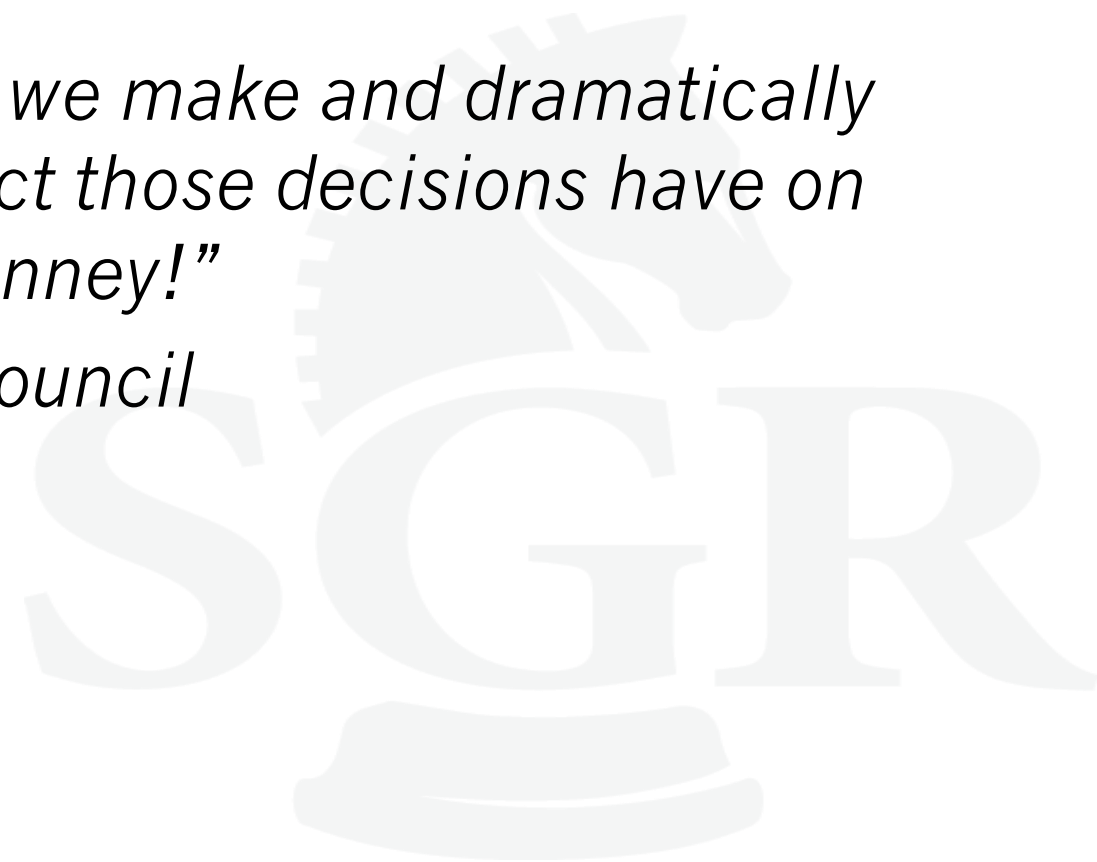
The Athenian Oath was recited by the citizens of Athens, Greece over 2,000 years ago. It is frequently referenced by civic leaders in modern times as a timeless code of civic responsibility.

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."

Why Care About Effective Governance and Leadership?

“To enhance the Quality of Decisions we make and dramatically increase the significance of the impact those decisions have on the future of McKinney!”

McKinney City Council

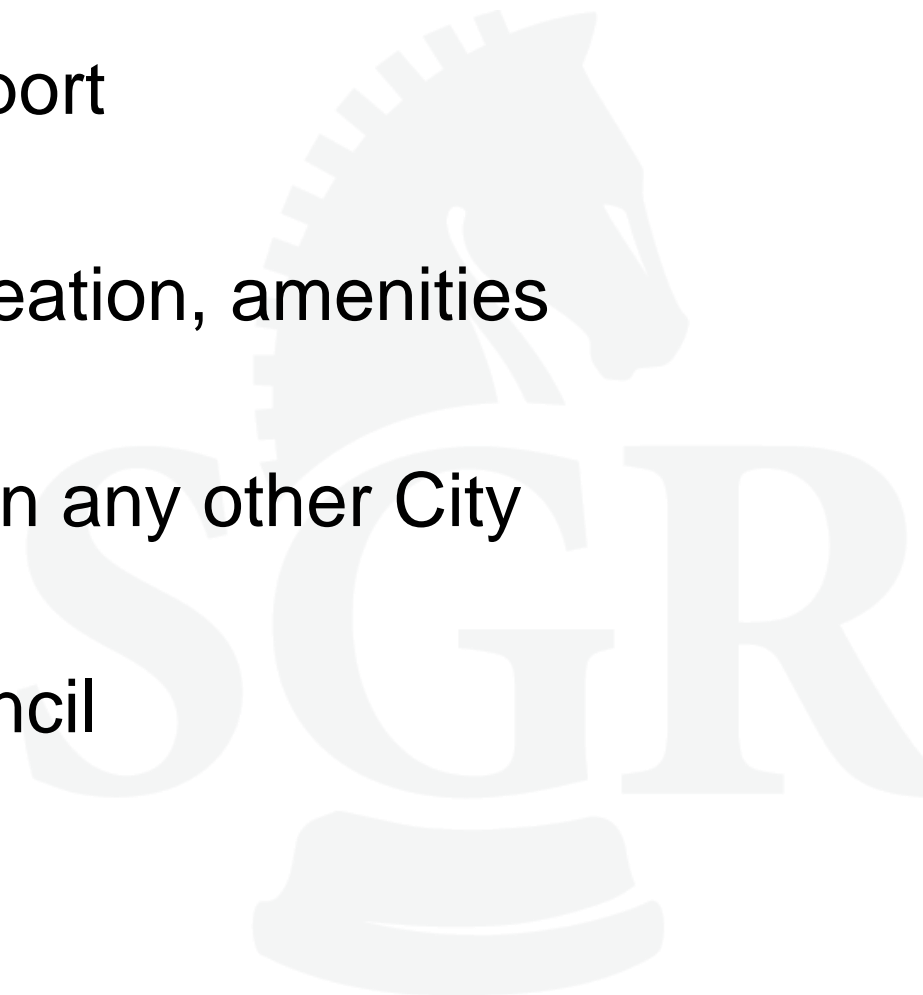


What do you want this Council to be known for?

- We built the commercial tax base and reduced the residential tax burden
- Strategic Planning & follow through on Goals & Priorities
- Economic growth
- Programs that uplift the poor
- Careful and protected what the City wanted in the past
- Refocused on the commercial development for the sake of providing greater amenities

What do you want this Council to be known for?

- Ushered in passenger air service at the Airport
- Bringing in development on the East side
- Providing new services such as parks, recreation, amenities
- Accessibility and well thought out decisions
- Brought more commercial development than any other City Council
- Had the most robust vision of any City Council



What are the Strategic Questions that need to be addressed at the Retreat?

- Getting our Development Services to where it is much easier to do business with the City
- Address attainable/affordable housing (and how much is enough?)
- What can we do, zoning-wise, to encourage alternative housing?
- What can we reasonably do along our ETJ to encourage alternative housing?
- Transportation - We have declined to participate in DART. How can we create transportation that ties into available public transportation that can be counted upon?
- What can we do to maximize economic development?

What are the Strategic Questions that need to be addressed at the Retreat?

- Extremely large infrastructure projects with limited funding - Need for prioritization
- How do we feel about creating MUDs?
- What is the value of creating additional districts?
- Departmental performance metrics
- Can we reasonably ascertain the size of the racial tension in the City?
- Can we capture statistics of our City's Police Department & First Responders as it relates to citizen engagements so that we can stop playing defense?

What are the Strategic Questions that need to be addressed at the Retreat?

- How are we doing in implementing our diversity strategic plan?
- How are we performing with our KPI's?
- How do we continue to grow our organization to its full potential, being the best City for all residents?
- Airport - Halfway through building the new terminal & building roadway to the east of the Airport
- 380 - Need TXDOT to help us with that
- Pensions - can we do better at funding our pensions?

What do you hope to accomplish at the Retreat?

- Resort hotel makes us the front runner with the TPC for the Byron Nelson golf course. Where is it, why is it not being built?
- More dollars set aside for tourism
- More diversity in our hiring
- Strategic diversity in hiring
- Make sure that we apply our laws and ordinances fairly and equitably across the board
- Drilling down further on the goals and strategies

What do you hope to accomplish at the Retreat?

- How are EDC and CDC working together in concert with the City?
- Leave with cohesive goals that achieve what we believe the City should improve upon
- Improve the experience developers have with the City
- Have a clearer picture of how to handle our problems
- Is discussing all of this really a good use of our time? We should follow the Vision and not waste time



McKINNEY FIRST
CITY COUNCIL GOALS & STRATEGIES
FISCAL YEAR 2020



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



CITY OF MCKINNEY
www.McKinneyTexas.org

- Six Goal Areas
- 29 Specific Strategies
- Specific Objectives & Responsible Departments identified for each Strategy
- Most Council Members are very familiar or somewhat familiar with the City's Goals & Strategies

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

- ***Direction for Strategic & Economic Growth:***

- ✓ Coming off our best commercial year (Raytheon adding 500 jobs, etc.) (3)
- ✓ We are making good progress with all with the exception of recruiting and retaining middle managers who make it easy to do business with the City
- ✓ We have become a better City to do business with
- ✓ Become more progressive with EDC and Goal #1

- ***Safe & Secure Community:***

- ✓ We are the safest community over 100,000 citizens (2)

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

- ***Financially Sound Government:***

- ✓ We are moving towards a financially sound government by not paying interest before we spend the money
- ✓ Continue the lower tax rate we have achieved

- ***Enhance The Quality Of Life In McKinney:***

- ✓ Putting in parks - Hiring Parks & Recreation Director was a "Home Run" (2)

- ***Airport:***

- ✓ Great strides with our airport by securing 90 acres - extra hanger/runway space
- ✓ We chose the wrong partner (went bankrupt) for the Airport (2)

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

- We are moving in the right direction with the 6 goals (2)
- Airport is stalled because we picked the wrong partner (2)
- 380 realignment stalled due to TXDOT
- Built a stadium without the hotel space
- Zoning for multifamily has stalled commercial development
- Parks Strategy (5B) - Step up the purchase of green space
- Reinvestment in Historic Downtown (5D) - Need to step up downtown
- Stalled with working with bringing in new employees/staff who are responsive to and helpful with people wanting to do business with City (3)

What do you want to change about McKinney?

- Improve curb appeal - get rid of 90% of car dealerships
- Have a discussion about City Council pay
- Ensure quality growth, keeping in line with our Master Plan
- Where is the next corporate center like Craig's Ranch?
- More business and employment opportunities
- More entertainment and more for the family
- We have been branded as a very difficult City to do business with (due to staff turn over) - I want to turn that around.
- Income disparity
- Transportation - No mass form of transportation

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

- Hometown charm of McKinney (4)
- Downtown area (2)
- Croatian Village (Adriatica) is unique
- Continue the growth
- Keep the aspects of the bedroom community that drew people here the way it is
- Stay one of the safest cities in Texas
- Keep District representation



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

- **General:**
 - ✓ All Goals viable and appropriate (4)
 - ✓ Would emphasize diversity in all goals
- **Council Comment Themes:**
 - ✓ *Affordability – income disparity, workforce housing, etc.*
 - ✓ *Growth Management Issues – MUD's, transportation projects*
 - ✓ *Economic Development – “Business Friendly”, mix of tax base*
 - ✓ *Airport remains a priority*
 - ✓ *Diversity of staff, customer service training, turnover at mid-level*



Strategies

- 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 and shopping options and tourism
- 1C: Provide a strong city economy by 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



- ***Direction for Strategic & Economic Growth:***

- ✓ Good job preserving good jobs and attracting commercial growth, but we could do better. We could keep people here during the daytime
- ✓ How to incentivize developers for (1) workforce housing, and (2) housing for Millennials and Gen Z
- ✓ Should remain a high priority
- ✓ Perhaps we should drill down further on this Goal?
- ✓ Global housing strategy/affordable housing – How do we incentivize developers?
- ✓ Workforce Housing
- ✓ Housing for Millennials & Gen Z



Strategies

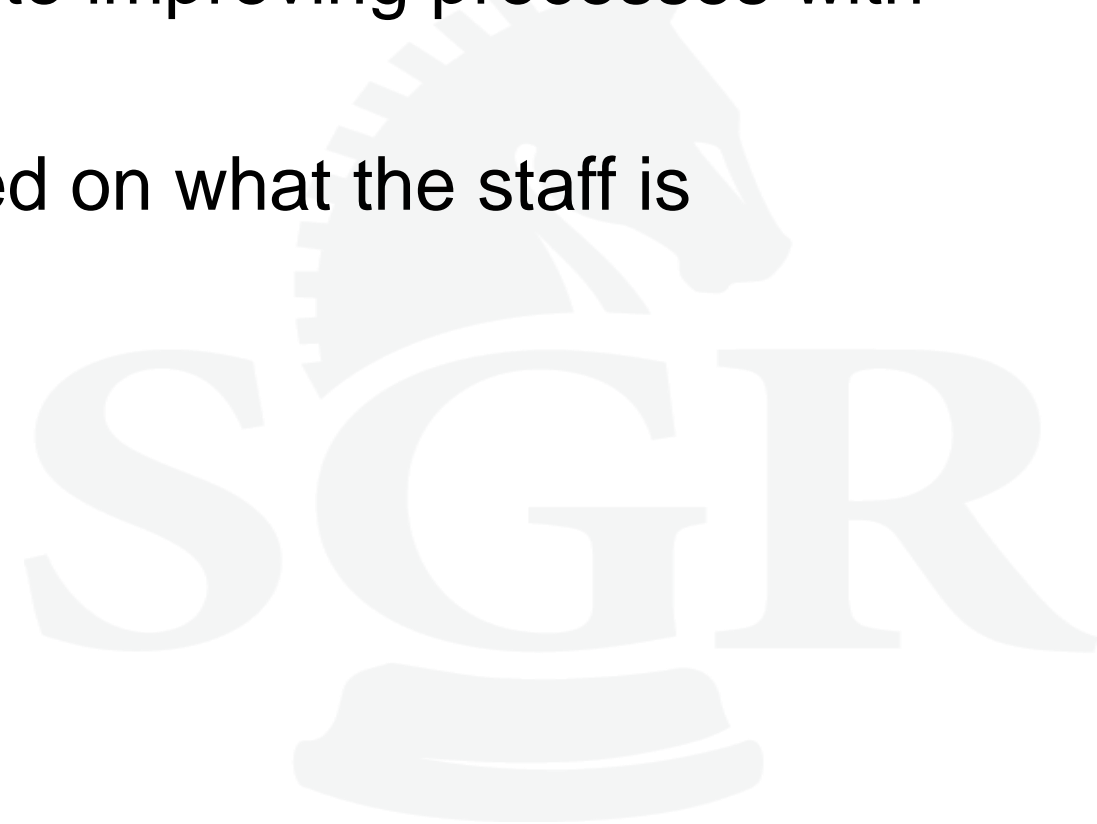
- 2A: Implement performance management practices that include developing and training staff and board/commission members
- 2B: Balance available resources to accommodate the growth and maintenance of the city
- 2C: Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture
- 2D: Continuously review and update McKinney ethics policies for the City Council and staff
- 2E: Continuously provide a high level of customer service for our citizens



Council Feedback

- ***Operational Excellence:***

- ✓ We can improve - Some resistance to improving processes with the staff
- ✓ City Council needs to better informed on what the staff is working on



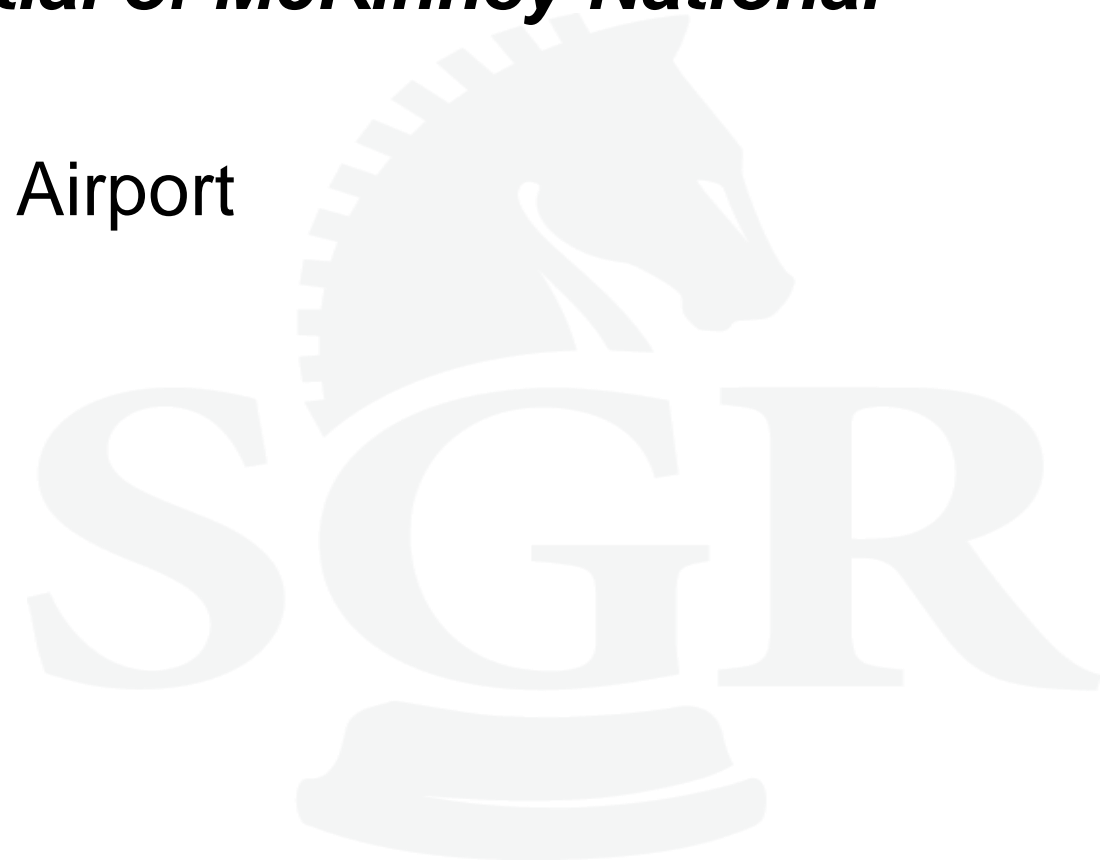


Strategies

- 3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation
- 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: Continuously maintain national recognition for excellence in Fixed Base Operations

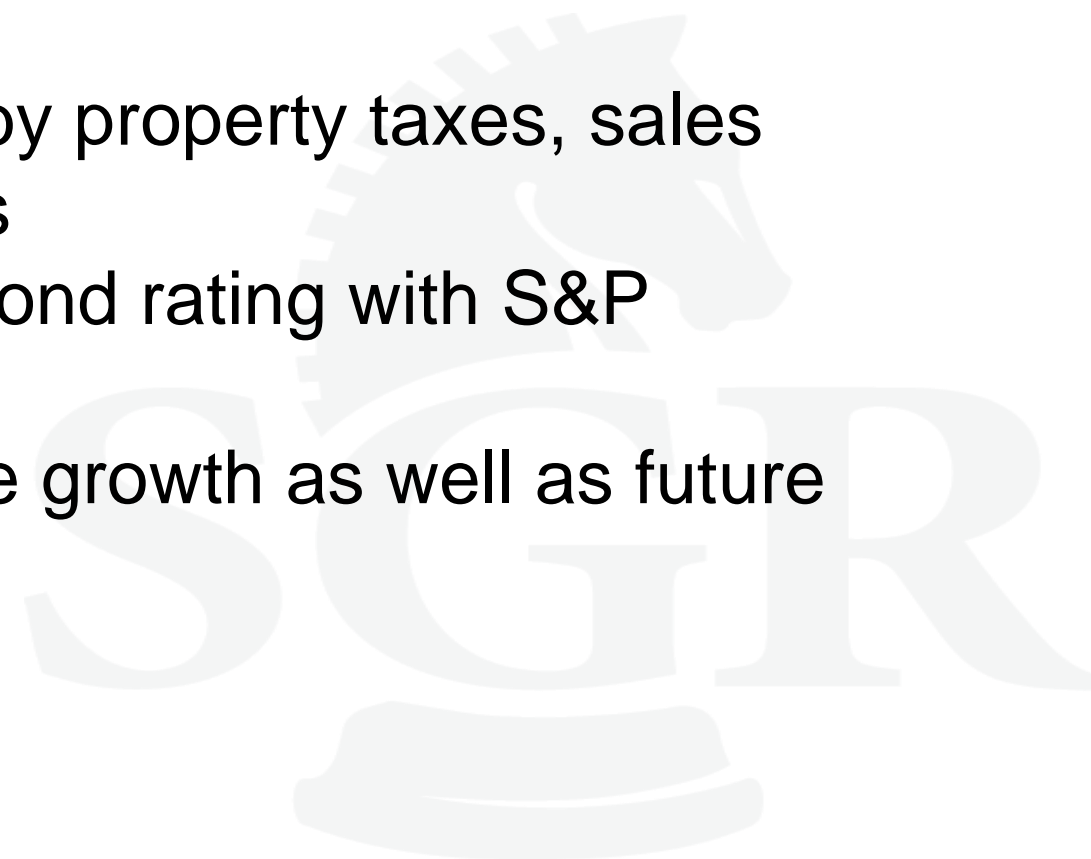


- ***Maximize the Development Potential of McKinney National Airport:***
 - ✓ Vital - must stay on point with the Airport





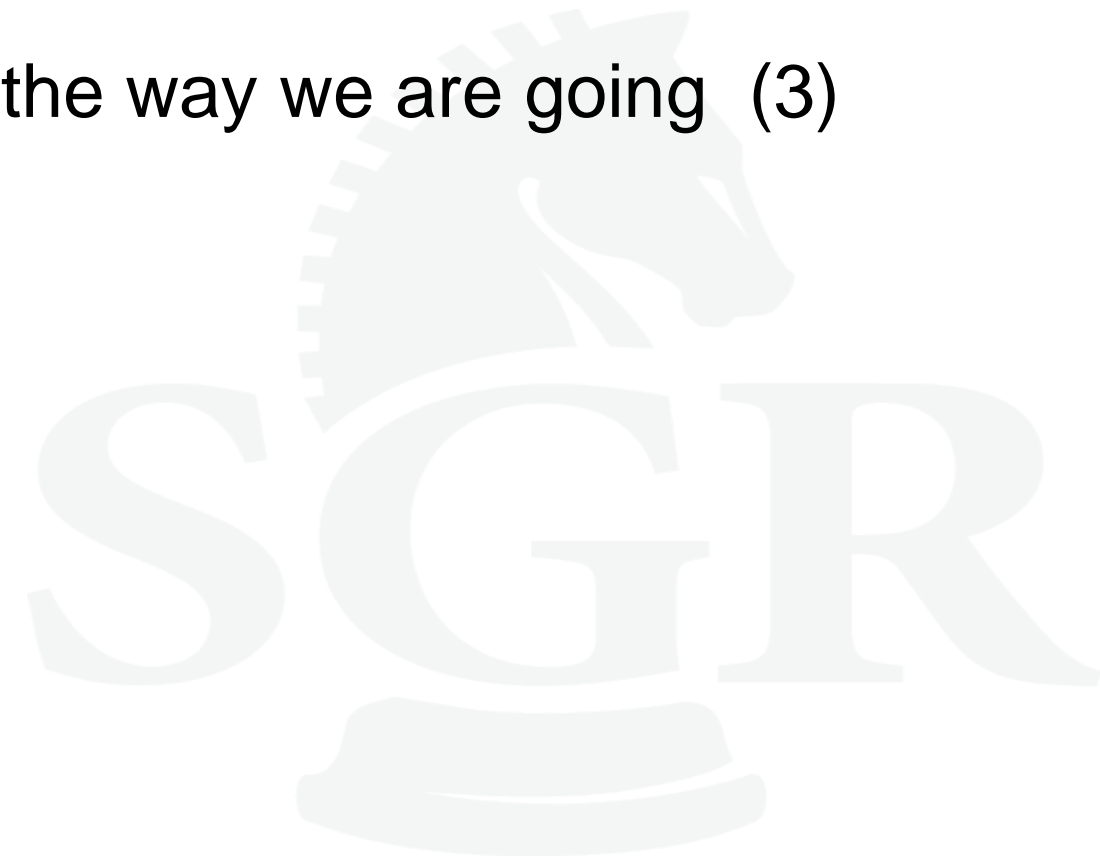
- 4A: Provide funding and organizational framework to ensure continual economic improvements
- 4B: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees
- 4C: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's
- 4D: Create financial plans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





- ***Financially Sound Government:***

- ✓ Good/appropriate - Just continue the way we are going (3)



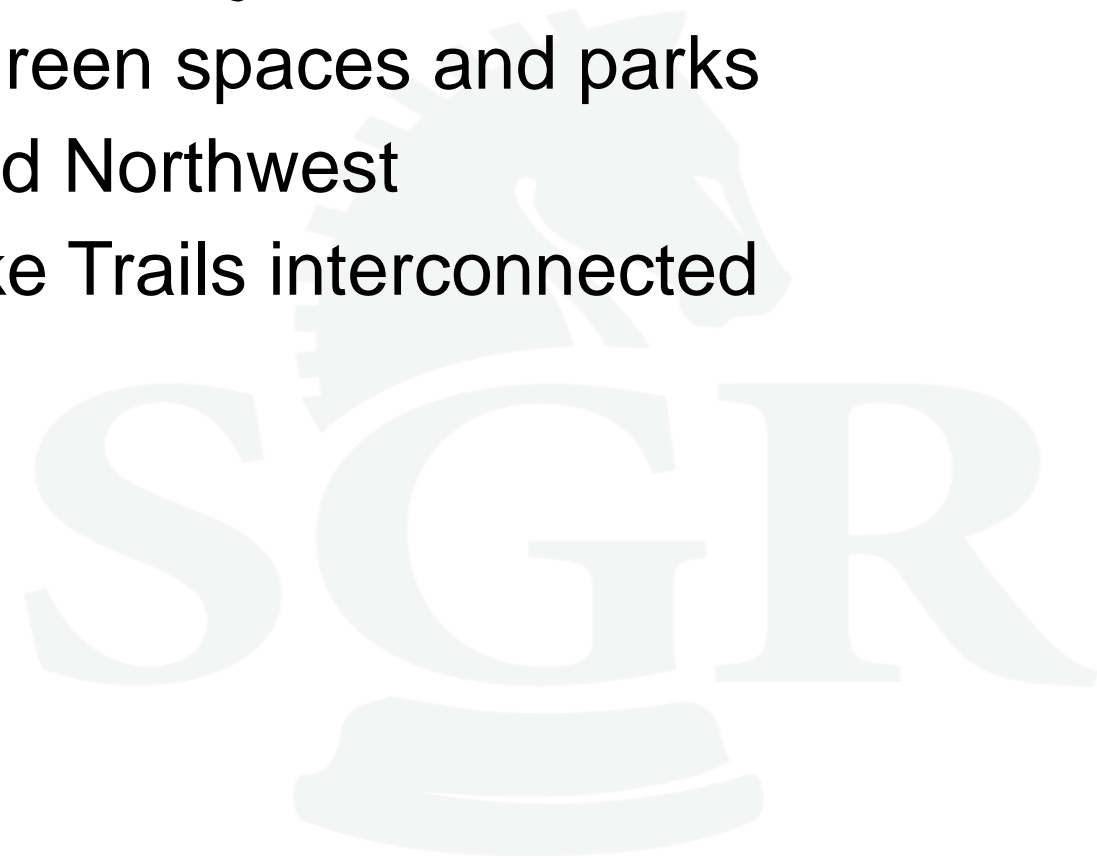


Strategies

- 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 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



- ***Enhance the Quality of Life in McKinney:***
 - ✓ Bigger budget for parks. Need green spaces and parks designated – ASAP for North and Northwest
 - ✓ Would like to see our Hike & Bike Trails interconnected





Strategies

- 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 outreach to the citizens of McKinney



- ***Safe & Secure Community:***

- ✓ Plan on our growth up to year 2040 with facilities, staffing, etc.

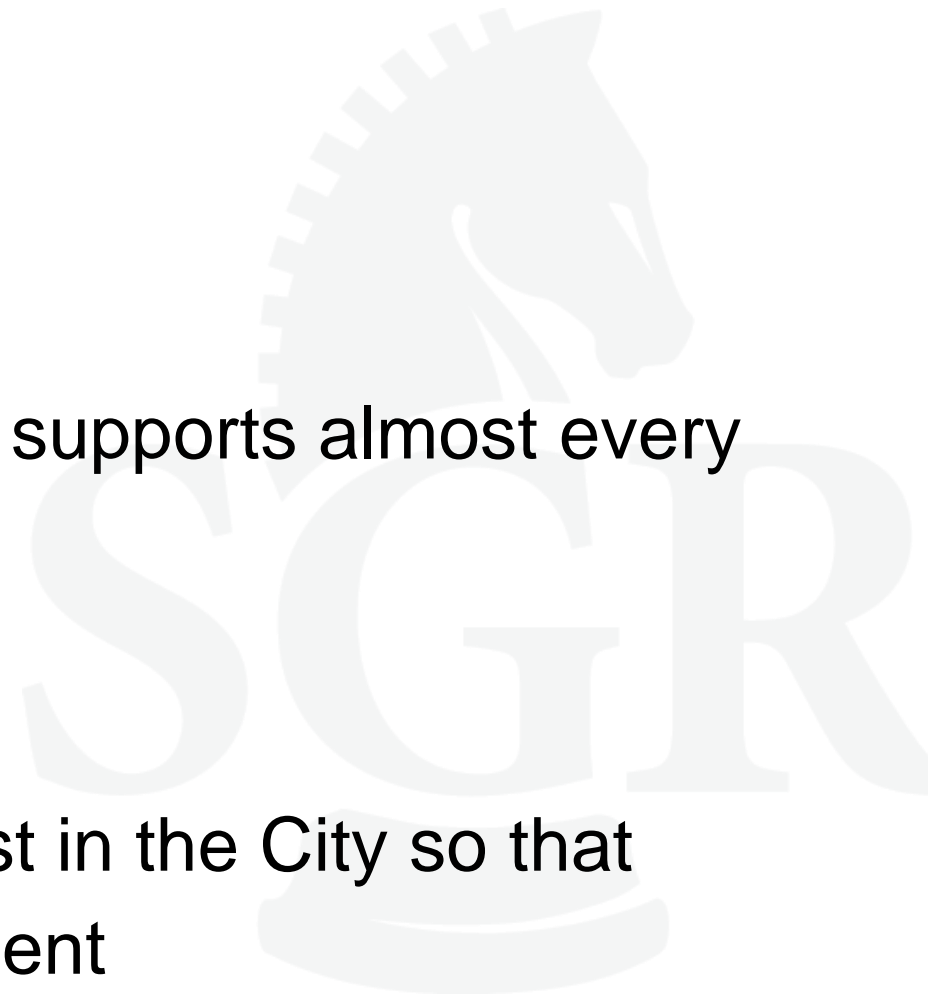


Prioritization of Goals & Strategies

City Council Feedback

What should the City's Near-Term Goals be?

- Commercial growth
- Interconnected trails
- Maintain AAA bond rating
- Emphasize safe and secure community
- Identifying our global housing strategy which supports almost every other strategy
- Improve East-West thoroughfares
- Improve infrastructure for amenities
- Encourage public/private partnership to invest in the City so that people don't have to travel out for entertainment



What should the City's Near-Term Goals be?

- Our bond package addressed the timing of goals for every single item to be completed in 5 years
- Bring in major employers (3,000+ employees)
- Build a City Hall to make economic development easier
- Growing the northwest sector of the City - This is painfully slow
- Development Services rules & regulations finalized
- Review our multifamily zoning and change where needed
- Encourage people to build office buildings

What should the City's Mid-Term Goals be?

- Transportation, roads and streets overhauled and illuminated
- 380 route to fit our City and our area
- Airport provide commercial service (2)
- High-end hotel in the City (Craig's Ranch)
- Large regional park
- Highway 5 completed correctly - would meld East & West together, socially and economically, creating a seamless community
- Having the roads finished on the east side of the Airport
- Additional commercial development
- Working with the 75 corridor, making sure this development improves our curb appeal

What should the City's Long-Term Goals be?

- Continuing to maintain our City as a safe and livable community at the level of excellence
- 30% of our tax burden shoulder by commercial, office, retail - Achieve a 30/70% tax base split (2)
- Further development of the melding of East & West
- Corporate campus like Amazon
- Projecting forward with public safety with facilities and staffing
- Preserve our hometown heritage

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

- “All American City” - the prototype that everyone is looking to us as the leader regarding how a City is run, safety and quality of life
- People still want to live in this City
- That more residents could actually work here
- As safe as we are today
- Self-Contained City (work/live/play)
- Ecologically-Sound City
- Have identified a global housing strategy, getting away from the old way of thinking
- Go from 20% to 30% commercial tax base
- No longer talk East & West McKinney, but just McKinney

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

- Balanced business and residential tax base
- More diverse managers and employees
- More robust public transportation
- Senior Center expansion complete
- Commercial flights at Airport
- Remain what we are now
- I would like to have more people stay here, shop here and play here.
We have the live and play down - We need the work part of
live/work/play



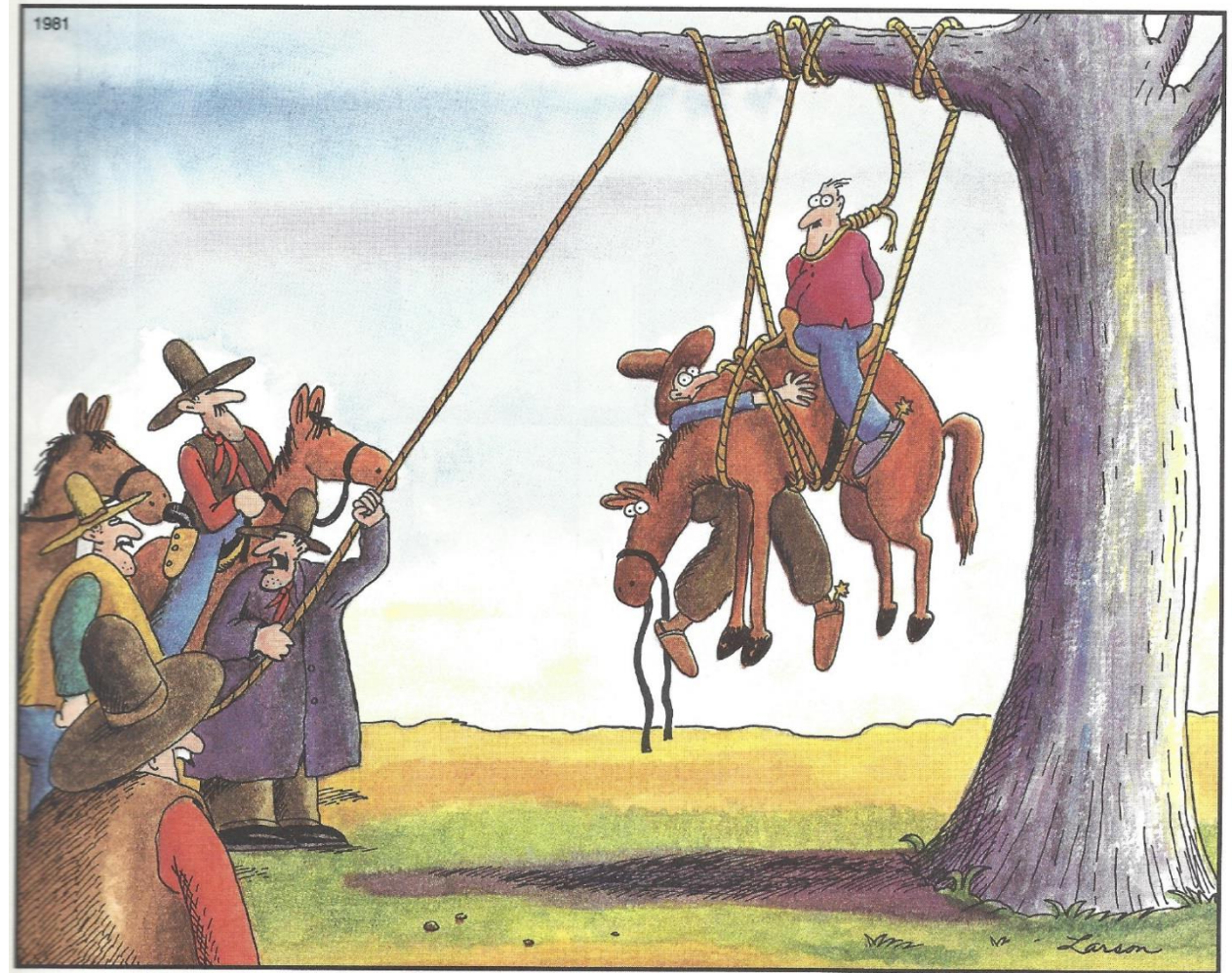
Do We Have Consensus on McKinney's Future Direction & Priorities?



"Well, that makes it four 'aye's, two 'nay's, and one 'hey, no problem.'"

Closing

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



“OK, OK, OK... Everyone just calm down and we’ll try this thing one more time.”