

**MINUTES OF THE STRATEGIC VISION/GOALS WORK SESSION OF THE
CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS,
HELD AT WILDCATTER RANCH & RESORT
6062 HIGHWAY 16 SOUTH, GRAHAM, TX 76450
MAY 20-21, 2022**

Present:	Oscar Trevino Rita Wright Oujesky Suzy Compton Mason Orr Scott Turnage Kelvin Deupree	Mayor Place 2 Place 3 Place 4 Associate Mayor Pro Tem, Place 6 Deputy Mayor Pro Tem, Place 7
Absent:	Tito Rodriguez Patrick Faram	Mayor Pro Tem, Place 1 Place 5
Staff Members:	Mark Hindman Paulette Hartman Karen Manila Jimmy Perdue Alicia Richardson Maleshia B. McGinnis Caroline Waggoner Mary Peters Craig Hulse Mark Mills Trudy Lewis Patrick Hillis Stan Tinney Cecilia Barham Adrien Pekurney Stefanie Martinez Billy Owens	City Manager Deputy City Manager Assistant City Manager Director of Public Safety City Secretary/Chief Governance Officer City Attorney Director of Public Works Communications Director Director of Economic Development Director of Finance Director of Budget and Finance Director of Human Resources Fire Chief Director of Library Services Director of Parks and Recreation Director of Neighborhood Services Assistant to the City Manager

The City Council met on May 20, 2022 beginning at 10:00 a.m. and concluded on May 21, 2022 for the purpose of reviewing and setting goals, objectives and strategies. Mr. Randy Pennington, Pennington Performance Group, was the facilitator for the work session.

CALL TO ORDER

Mayor Trevino called the work session to order May 20, 2022, at 10:37 a.m. with the City Council and staff present as recorded. Mayor Trevino and City Manager Mark Hindman

gave opening remarks, and each council member was given an opportunity to make remarks.

PUBLIC COMMENTS

There were no requests to speak from the public.

CITY COUNCIL COMMUNICATION

Mr. Pennington informed City Council they would focus on policy issues as opposed to day-to-day operations. The discussion will include fine tuning what is next to move toward the city's vision. The final plan will reflect key action to move the City Council forward based on advancing that vision.

The key messages that he heard from City Council during his individual meetings include that the city is on the right track; the City Council works well together; the city did a great job during the pandemic, which allowed the city to learn new ways to work together; great response to Winter Storm Uri; development of City Point; TEXRail stations; successful bond election; quality of life; regional presence; redevelopment; broad tax base; the focus on code enforcement has been good, but it needs to remain a priority; and to maintain high-quality staff.

Mr. Pennington said that the City Council shared the following priorities for the future include maintaining staff and keeping up the staff morale, to include City Council staying out of staff's business; maintaining roads and infrastructure; reviving old retail center; sit-down restaurants; maintain quality of life amenities; complete Iron Horse and Smithfield developments; continued focus on code enforcement; improve Davis Boulevard streetscape; intentional development of remaining properties and learning how to balance affordability with "Not in My Backyard"; utilization of grants for safety and security; employee retention and recruitment; housing affordability; public engagement; and the next bond package.

CITY COUNCIL CODE OF CONDUCT AND RULES OF PROCEDURE

Mr. Pennington stated that the consensus of the City Council is that the rules are still working.

Mr. Pennington reviewed the current Code of Conduct - House Rules.

- Do your homework and be prepared for each meeting.
- Support final council decisions regardless of individual opinions.
- Consider issues based on what's best for the City of North Richland Hills rather than personal considerations.
- Be truthful.
- Focus on vision, goals, and targets in making our decisions.

- Be open with communications. Be transparent about your thoughts and actions. Share information that others would benefit from knowing. Tell others if you disagree with them.
- Agree to disagree.
- Debate pending issues in the council environment.
- Treat others as you would like to be treated (Treat others with respect).
- Allow each other to discuss items fully.
- Share questions and concerns in advance whenever possible. Don't blindside staff, council and others to sabotage.
- Respect confidentiality of executive sessions.
- When proactively communicating with citizens, ask everyone rather than a specific/limited group. Use technology and focus groups to ensure communication and representation with citizens.
- Be responsive. Follow practice and procedure regarding communication; be aware of open meetings laws. Be cautious about responding to electronic communication.

Mayor Trevino recommended that “integrity” and “honesty” be added to the House Rules. The City Council needs to hold themselves to a higher standard. There should also be an element of ethics included in the House Rules.

CITY MISSION AND VISION

Mr. Pennington reviewed the city's current mission and vision statement. He asked the City Council if there has been a change since 2019.

Mayor Trevino mentioned that transportation in the city has changed with the managed lanes into downtown Fort Worth, public transit, and FM 1938 going beyond FM 1709 to State Highway 114. The City Council needs to think about residents living in the city and commuting to adjacent cities, such as Richardson. North Richland Hills is not locked in by traffic concerns.

Council member Orr stated that more citizens are working remotely entirely or part of the week. He commented that it may not be as critical for the city to have corporate headquarters, and if so, how does that change the dynamic?

Mr. Pennington asked if it is more about connection versus access. Council member Orr agreed that is more about connectivity for the residents.

Mr. Hindman commented that transportation is a major component and areas that have access along 820 and 121 have potential. The city needs to look at brick and mortar that ship items out. He mentioned the industrial areas in Richland Hills and Haltom City.

Mayor Trevino recessed the meeting at 12:36 p.m.

Mayor Trevino reconvened the meeting at 12:57 p.m., with the same members present.

City Council discussed the city's changing demographics and desired characteristics for the city in 2025. The consensus was to have a city that ages well; is vibrant, safe, thriving, inviting, and flexible; welcoming community; quality full service—healthcare, shopping and transportation; citizen education; suburban community with urban access amenities; and excellent value for the cost of living in North Richland Hills.

DISCUSSION OF 2019 STRATEGIC GOALS

City Council was asked to review the nine goals set at the previous planning work session to determine if the goals are still relevant or need to be modified.

- Goal #1: Quality Community Development and Revitalization
- Goal #2: Efficient and Effective Transportation Systems
- Goal #3: Safety & Security
- Goal #4: Financial Stability
- Goal #5: Positive City Image
- Goal #6: A Sense of Community
- Goal #7: Targeted Economic Development
- Goal #8: Local and Regional Leadership
- Goal #9: Efficient and Effective Delivery of City Services

The consensus was all the goals are still relevant.

SHORT TERM AND LONG-TERM STRATEGIC GOALS AND PRIORITIES

City Council received a code enforcement update from Director of Neighborhood Services Stefanie Martinez. The City Council discussed non-compliance of nuisances for residential and commercial properties. Staff and City Council discussed the option of creating a dedicated court in the city to address code violations. The consensus of City Council is for the city to move forward with a separate court for code violations.

The City Council received an update on redevelopment in the city. There were no concerns from City Council.

City Council and staff discussed leadership continuity for the city. Mr. Hindman stated that the biggest threat to the organization is losing employees from the senior leadership team and directors that report to them.

Mayor Trevino recessed the work session at 4:33 p.m. and reconvened the work session at 4:48 p.m., with the same members present.

Mr. Pennington reviewed the objectives and action items in the Goal Implementation Report for relevance. Items were removed that had been completed or were no longer relevant, modifications were made to some, and new items were added.

Goal 1: Quality Community Development and Revitalization

Modifications:

Update language from “Develop City Point Area” to “Develop main corridor development”.

Update language to remove “ for developers” and “residential housing and ” from “Identify and implement potential incentives for developers to redevelop residential housing and commercial properties in specific areas of the community” to read “Identify and implement potential incentives to redevelop commercial properties in specific areas of the community”.

Goal 2: Efficient and Effective Transportation System

Modifications:

None.

Goal 3: Safety and Security

Modifications:

None.

Goal 4: Financial Stability

Modifications:

Update language to replace “where possible” with “when financially advantageous” for “Continue pay-as-you go where possible” to read “Continue pay-as-you go when financially advantageous”.

Update language of “Maintain cash reserve policies” to “Maintain cash reserves and financial control policies”.

Goal 5: Positive City Image

Removed:

“Promote and initiate environmentally responsible programs”

Goal 6: A Sense of Community

Modifications:

Add “diverse” to cultivation of community leaders to read “Cultivate the next generation of diverse community leaders”.

Goal 7: Targeted Economic Development A Sense of Community

Modifications:

None.

Goal 8: Local and Regional Leadership

Modifications:

None.

Goal 9: Efficient, Effective Delivery of City Services

Removed:

“Explore improved efficiency, cost savings, and effectiveness through shared services”.

City Council and staff discussed a Charter Amendment Election. Staff recommends removing general government employees from Civil Service and removing certain items pertaining to employees from the City Charter and including them in the city’s personnel policies and procedures; removal process of Planning and Zoning Commission members to align with the practice for other board and commission members; update general provisions to coincide with state law; and amending City Council appointed officials.

In response to Mr. Hindman’s question, City Council directed staff to continue with the Citizen’s Civic Academy.

Mayor Trevino recessed the meeting at 6:26 p.m. and announced that the City Council would reconvene at 8:00 a.m. on Saturday, May 21, 2022.

Mayor Trevino reconvened the work session at 8:01 a.m. on May 21, 2022, with the following members.

Present:	Oscar Trevino	Mayor
	Rita Wright Oujesky	Place 2
	Suzy Compton	Place 3
	Mason Orr	Place 4
	Scott Turnage	Associate Mayor Pro Tem, Place 6
	Kelvin Deupree	Deputy Mayor Pro Tem, Place 7
Absent:	Tito Rodriguez	Mayor Pro Tem, Place 1
	Patrick Faram	Place 5

Staff Members: Mark Hindman City Manager
Paulette Hartman Deputy City Manager
Karen Manila Assistant City Manager
Jimmy Perdue Director of Public Safety
Alicia Richardson City Secretary/Chief Governance Officer
Maleshia B. McGinnis City Attorney

EXECUTIVE SESSION: SECTION 551.071: CONSULTATION WITH CITY ATTORNEY TO SEEK ADVICE ABOUT CITY CHARTER, V: CITY COUNCIL, SECTION 2. QUALIFICATIONS AND ARTICLE VI: POWER AND DUTIES OF OFFICERS, SECTION 4. APPOINTMENT OR REMOVAL BY CITY COUNCIL.

Mayor Trevino announced at 8:02 a.m. that the City Council would convene into Executive Session as authorized by Chapter 551, Texas Government Code, specifically Section 551.071: Consultation with City Attorney to seek advice about City Charter, V: City Council, Section 2. Qualifications and Article VI: Power and Duties of Officers, Section 4. Appointment or Removal by City Council. Executive Session began at 8:02 a.m. and concluded at 9:19 a.m.

Mayor Trevino reconvened the work session at 9:19 a.m., with the same City Council members present.

Mayor Trevino announced there was no action necessary as the result of Executive Session.

ADJOURNMENT

Mayor Trevino adjourned the work session on May 21, 2022 at 9:19 a.m.

Oscar Trevino, Mayor

ATTEST:

Alicia Richardson
City Secretary/Chief Governance Officer