

**CARROLLTON CITY COUNCIL  
STRATEGIC PLANNING SESSION  
FRIDAY, JULY 26, 2024 & SATURDAY, JULY 27, 2024**

The City Council of the City of Carrollton, Texas convened in the Strategic Planning Session on Friday, July 26, 2024 and Saturday, July 27, 2024 with the following members present: Mayor Steve Babick, Mayor Pro Tem Richard Fleming, Deputy Mayor Pro Tem Christopher Axberg, Councilmembers Nancy Cline, Jason Carpenter, Andrew Palacios, Daisy Palomo, and Rowena Watters. Also present were City Manager Erin Rinehart, Assistant City Manager Chrystal Davis, City Attorney Meredith Ladd, City Secretary Chloe Sawatzky, Executive Director of Public Safety Rex Redden, Marketing Director Kelli Lewis, Strategic Services Director Krystle Boise, and Assistant to the City Manager Grace Currie.

**FRIDAY, JULY 26, 2024  
8:30 A.M. – JOSEY RANCH LAKE LIBRARY, FRONT MEETING ROOM**

Mayor Babick called the meeting to order at 8:45 a.m.

**1. Receive Opening Remarks and Review Agenda.**

- Setting the Stage
- Hometown Activity

Mayor Babick started by welcoming Council and staff to the Council’s annual strategic planning session. Mayor Babick welcomed back the facilitator from the previous year, Julia Novak, Executive Vice President of Raftelis and her colleague Janae Janik, who would be assisting throughout the retreat. City Council and staff then introduced themselves and shared their expectations for the retreat, including developing as a team to produce results, clarifying goals and strategies, aligning the vision, and having deep discussions.

The first exercise was “Hometown Headlines.” Councilmembers were asked to think about the future of Carrollton and develop a front-page newspaper headline they would be proud to see in two years.

**2. Review Council Governance And Future Expectations.**

The facilitator presented content that explored the Council-Manager form of government and shared insights about the values, roles, relationships, and responsibilities of the governing body and staff. Participants discussed the need for continuous learning; the legacy Councilmembers wish to leave after their term, and the understanding that the ability to get things done requires them to work together as a cohesive governing body.

**3. Discuss Role Of Council.**

Novak had previously identified six roles that a City Council must fulfill as the governing body. She reviewed each role and engaged the Council in a discussion regarding examples of the body’s activities and responsibilities in each role. The roles were as follows:

- Strategic/Vision – Big Picture Thinker
- Trustee – Steward
- Representative – Constituent Advocate

- Community Builder – Bringing People Together
- Decision-Maker
- Oversight

Next, Councilmembers participated in an activity in which they individually ranked each role according to their preference and natural tendencies in performing that role. The group also discussed what should be prioritized in the role of a City Councilmember, which may not align with their natural tendencies. Participants were asked to think about the most important characteristics they think the role of a Councilmember entails.

Participants engaged in a conversation around the role of Oversight, discussing how this term resonates with each of them and what it means as they lead the City of Carrollton as members of the City Council. Councilmembers view this role as being informed, maintaining transparency, and operating with a high level of trust, allowing them to be greater champions of the City. Oversight can often rise to the surface for communities in chaos, which is not how members of this Council interpreted the role, rather it is meant to focus on trust and accountability.

#### **4. Discuss Governing Together As A Council.**

Novak presented content that explored the Council-Manager form of government and shared insights about the values, roles, relationships, and responsibilities of the governing body and staff, focusing on the growing gap between what is politically acceptable and operationally sustainable.

Councilmembers then participated in a conversation around intentional governance, and what that looks like for each Councilmember in Carrollton. The conversation was guided by the following questions:

- What is your personal motivation for and commitment to serving on the City Council?
- What unique perspective do you bring, and how can it help both the City and the Council?
- How do you distinguish between policy (role of the Council) and the administration (role of the City Manager and staff)?
- What is the ideal relationship between the Council and the Manager? How will you foster it?
- What strategies promote open communication and constructive dialogue?
- What do you hope THIS Governing Body will be known for?

### **LUNCH**

#### **5. Receive Update On Legislative Strategies**

Krystle Boise, Director of Strategic Services, provided an update on strategies for the upcoming 89<sup>th</sup> Texas State Legislative Session that will be held from January-June 2025. The City of Carrollton diligently monitors large-scale issues that are going to impact how the City does business. When these issues arise, the City joins a larger collection of other City voices as the issue gets more attention that way.

Boise highlighted that the City hires a legislative consultant who represents the City at the Capitol year-round. This is because as things move quickly during the session, the City needs to have

representation every day. The City's Strategic Services team stays connected to legislative duties in additional ways including being apart of other groups including the North Texas Commission and "Big City Lobbyists" managed through Texas Municipal League. Boise then relayed the City's priorities of the upcoming Legislative Session.

**6. Receive Staff Update on 2023-2024 Accomplishments**

City Manager Erin Rinehart provided Council with a list of accomplishments from the last year. This document highlighted where staff was successfully able to achieve Council's goals and vision for the City that they set at the 2023 retreat. The Mayor added that receiving this update is one of his favorite parts of the retreat and that the listed out accomplishments were longer each year, commending Rinehart and her staff.

**7. Receive Presentation On Departmental Strategic Planning Implementation And Development Updates - H.O.M.E.**

Krystle Boise began by distributing an overview of the City's Core Services from the previous year, as well as the Council Strategic Goals FY24 Report. The overview gave essential data points, while the report served as a comprehensive overview of department contributions towards the strategic objectives and Council goals set for the year. Boise emphasized the processes for collecting data and getting it to the public has been through dated methods, and announced the City will be utilizing Cascade Strategy software system in the near future to track and instantly update information on our website in real time. She also noted the City will be Cascade's first municipality within their system, so it has helped cater the system to the City's needs. Council echoed Boise's excitement for the system and the transparency it will bring to the public.

Ravi Shah, Executive Director of Development Services, gave the Council an update on all major development projects occurring within the City. This update included activity relating to Transit Oriented Development and various mixed-use development projects dispersed throughout the City that will continue to make Carrollton a beautiful place for families and businesses to call home.

**8. Receive Presentation From Gensler On 2040 Vision Plan And Discuss**

A representative from Gensler presented an overview of the Destination 2040 Community Survey responses that were gathered as part of the Destination 2040 Vision Plan for the City of Carrollton. The engagement from residents helped Gensler determine how to structure Council's Vision and aspirations. Councilmembers discussed the option of using the word H.E.A.R.T. (Healthy, Engage, Accessible, Revitalize, Thrive) as an acronym to highlight the vision aspirations gathered from citizen feedback and engagement.

**ADJOURNMENT** – Mayor Babick convened the meeting at 5:00pm.

**SATURDAY, JULY 27, 2024**

**8:30 A.M. – JOSEY RANCH LAKE LIBRARY, FRONT MEETING ROOM**

Mayor Babick reconvened the meeting at 8:45 a.m.

**1. Receive Information And Discuss Previous Day's Results.**

The second day of the retreat began with a plus/delta exercise for participants to reflect on the previous day's experience and share what they thought went well and what they'd like to see differently. Members of the group appreciated the robust conversation among participants, presentations from staff including visual information sharing, alignment among Councilmembers, and the results achieved.

## **2. Discuss Council's Goals And Vision.**

Building upon the previous day's conversations, Novak reviewed the proposed citizen's H.E.A.R.T. acronym and worked with Council to ensure the desired concepts are captured in the aspiration statements as part of the Council's vision. To ensure alignment with Council priorities, participants reviewed the H.O.M.E. acronym and made one adjustment, changing the word "motivated" to "motivate" to better match the tense of the other goal areas.

## **3. Discuss Council Emerging Priorities.**

The Mayor reviewed the following initiative areas that were previously discussed during one-on-one meetings with Councilmembers:

- Core Services
- Economic Development
- Green Space/Trails
- Empower Cultural and Diversity Programs
- Environmental Sustainability Volunteer Initiatives
- Smart City Initiatives (pending Broadband)

Council discussed the need to ensure initiatives continue to align with their overall goals and direction for the future of Carrollton, and how the budget process will be used to determine where to allocate resources and focus efforts.

## **4. Review Next Steps And Share Final Thoughts.**

City Manager Rinehart discussed planning and measuring success over the next year. As the second day of the retreat came to a close, participants were asked to share a one-word reflection on the day. Words such as productive, enlightening, and successful were given. To wrap up the day, the City presented a video highlighting the City of Carrollton.

**ADJOURNMENT** - Mayor Babick adjourned the meeting at 11:30 a.m.

**ATTEST:**

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Chloe Sawatzky, City Secretary

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Steve Babick, Mayor