

Council Minutes June 16, 2017

STATE OF TEXAS §

COUNTY OF TARRANT §

CITY OF BEDFORD §

The City Council of the City of Bedford, Texas, met in Work Session at 8:30 a.m. at the Old Library Building, 1805 L. Don Dodson, on the 16th day of June, 2017 with the following members present:

Jim Griffin	Mayor
Michael Boyter	Council Members
Roger Fisher	
Dave Gebhart	
Amy Sabol	
Rusty Sartor	
Roy W. Turner	

constituting a quorum.

Staff present included:

Brian Bosshardt	City Manager
Cliff Blackwell	Acting Assistant City Manager
Michael Wells	City Secretary
Sean Fay	Fire Chief
Jeff Gibson	Police Chief
Wendy Hartnett	Special Events Manager
Meg Jakubik	Strategic Services Manager
Paula McPartlin	Acting Administrative Services Director
Kenny Overstreet	Public Works Director
Maria Redburn	Library Director
Emilio Sanchez	Planning Manager
Bill Syblon	Development Director
Eric Valdez	Community Services Manager

CALL TO ORDER/GENERAL COMMENTS

Mayor Griffin called the Work Session to order at 8:35 a.m.

WORK SESSION

- **Council strategic planning session to include discussion regarding the Council's visions, goals and related topics.**

Mike Mowery with Strategic Government Resources stated that the goal of the planning session was to facilitate a good discussion to get a collective plan or vision. Council needs to set their eye on a fixed point and, while there are going to be a lot of distractions along the way, Council needs to keep an eye on that fixed point. He stated they are making a vision for the next generation. The purpose of this work session is for Council to come to an agreement in general on that fixed point and the direction of the City. He discussed the roles of Council in strategic visioning and staff's role in strategic planning. The vision is where the City is going and planning is how the City is to get there. Council's job is to set the vision and staff's job is how to get there. He stated it behooves

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Council to receive input from staff on the vision and it behooves staff to check back with Council to see if what they are doing is correct.

Mr. Mowery discussed an overview of the common themes he heard from his meetings with individual Council Members. These included the creation of a strategic vision, which Council occasionally needs to renew as it is always expiring; identifying priorities and ensuring Council is on the same page; and being overall positive about the City, staff and Council. Some of the strategic questions he heard included the Boys Ranch, Bedford Commons, the Old Bedford School, a bond election, revitalization and infrastructure. Council discussed further priorities, including economic development from a revenue standpoint; the budget process, including the removal of phasing from projects, economic balance, and long-term forecasting; and organizational excellence, including financial sustainability, a high-performance staff, and customer service.

There was discussion on reputational drivers and what kind of reputation Council wants the City to have, including being an organization of excellence; creating an expectation of services so that citizens are surprised if they have a bad experience; building connections to the community; the City being an older community in terms of demographics and wanting to bring in new and younger generations; reinventing the City and ways to do so; reinvesting in current facilities, infrastructure and parks; not losing the City's identity as it moves forward; having the City be known as one that thinks big and is unafraid to be creative; and telling the City's great story. There was further discussion on maximizing on the City's location; being the community with the "wow" factor; the City needing to measure up to the excellent independent school district and hospital; the power of diversity; maximizing the City's strengths; and for what the City wants to be known.

Regarding the needs of the citizens, Council discussed wanting to feel part of the community; infrastructure; improving the appearance of the City, such as medians; establishing a reasonable expectation of trust; enjoying life and not being controlled by the government; not hearing from a majority of citizens until there is a problem; how to become a trustworthy person and organization; believing that what the City is doing is the right thing; not surrendering the agenda; customer service and communication; ways to attract younger people into the area, including amenities such as Bedford Commons and the Boys Ranch Activity Center (BRAC); balancing between infrastructure and amenities; giving reasons to choose Bedford over neighboring communities; and public safety.

Regarding economic development, there was discussion on focusing on redevelopment; producing sales tax and property tax revenue; having too many churches in shopping centers; enhancement of new regulations for new development; stricter codes and zoning regulations; creating partnerships; what the market will be in the next ten years, including e-commerce; strategies for redevelopment and looking at other model communities and scenarios; the larger radius of HEB and finding unique concepts and operators to differentiate Bedford; the nexus of visitors and residents; attracting retail and residents; incentives for development and redevelopment, including for a developer to demolish a group of homes and build anew; incentives for individual homeowners; entering into dialogue to acquire the school district property at Meadow Park; and the challenge with unavailability of land and the difficulty of redevelopment as opposed to building new. There was discussion on the concept of "diffusion of innovation," where the City falls on the curve, and where it wants to be on the curve.

Regarding the Boys Ranch, there was discussion on the need for a vision, doing it right and communicating that vision; tearing it down and rebuilding; whether it is a basic need or a want; drawing people in for economic development; determining what is needed for the park; the City's return-on-investment; the timing for the project and whether the City can afford to wait two more years for a bond election; the cost of the project and whether taxpayers will support it; amenities, including which ones and how many; and marketing, presentations and town hall meetings.

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Regarding Bedford Commons, there was discussion on the need for it to happen; improving communication and clarification on what the project entails; the project not being front and center with the public; whether the boundaries are adequate; housing, including multi-family and density; developing a communication strategy and getting buy-in from the public; possible relocation of properties; being unique and not looking at other communities; the project being in-line with the vision of bringing in new people; the project being concurrent with the Boys Ranch project; and how the project will evolve and impact surrounding properties.

There was discussion on headlines for Bedford in the year 2030 including a region-wide trail system; a metroplex monorail station; a smart museum; a multi-city health insurance pool; Bedford Commons' success and growth; the symbiotic relationship between the cultural district and the business community; the success of the Bedford recreation center; a low-crime rate; underground utility cables; becoming the community of choice and the center of attention; premiere partnerships; complete revitalization, including halving the average age of homes; leading the way in merging with Hurst and Euless; being a progressive community for arts, culture and diversity; innovation; excellent schools; and being heart-healthy. Common themes included revitalization and innovation; partnerships; the City emerging and no longer being considered cheap; and the City no longer garnering negative or non-existent reactions. There was further discussion on communication and constantly repeating what the City wants to say about itself.

Fire Chief Sean Fay presented information on a bedbug infestation at Fire Station 3. The problem has been isolated, but the station is currently shut down and its resources reallocated to Fire Station 1. He discussed the extermination process and mitigating future problems. Stations 1 and 2 were both inspected and both facilities are clean. There was discussion on what attracts bedbugs and how to determine whether there is an infestation, the length of time Fire Station 3 will be closed, and the amount of room at Fire Station 1. He stated that the Department is doing an education piece so employees know what to look for at home. There will also be a training class and an abatement policy is being drafted.

Mr. Mowery read out the City's mission statement and stated mission statements usually express the entity's purpose and why it exists. There was discussion on changing the statement, and making it more concise. Mr. Mowery stated a vision statement is about the future and how it is going to be different because the entity is so good at its purpose, and that it needs an inspirational quality to it. There was discussion on the City's vision statement including it being boring and not as inspirational as it should be; Council meeting to revise the mission and vision statements as soon as possible to maintain momentum; and ensuring the statements are well-communicated.

Mr. Mowery stated that SGR will create a summary report on the most important things discussed at the work session. He recommended Council adopt it at a formal meeting so that it is on record as the City's strategic vision. There was discussion on the "golden circle" and why some people inspire and others do not; communication from the inside of the circle out instead of the other way around; getting people to buy into why the City does something; attracting people who believe what the City believes; that people do not buy what one does, but why they do it; what serves as proof of what one believes; how the City's message is packaged; communicating why the City does what it does; and having an alignment on the question of why. Regarding what Bedford's "why" is, there was discussion on making the City better; having more buy-in; making Bedford a great place to raise children and bring business; preserving what the City has and keeping it growing in the future; community building; and having a sense of purpose and giving back. There was discussion on leadership and the role of leaders, including cooperation; peer motivation; courage; desire for the future; willpower; making good decisions; keeping hope and the legacy alive; and putting things in place to pass on institutional information, philosophy and beliefs.

City Manager Brian Bosshardt discussed organizational excellence. There is a financial

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component in respect to how the organization operates and the fiduciary responsibility that the governing body has in partnership with staff in terms of being financially sustainable over time and being a trustee of public funds. There is an internal aspect in terms of what staff needs to be doing internally to improve on how business is done and improve talking across departmental lines. There is a focus on staff including investing in them to create a high-performing organization and give them the skills to be in the position to succeed. There is an expectation for every employee to take personal responsibility in their job and in how the organization moves forward. Another aspect is customer service and how services are delivered externally. He stated he believes in focusing internally to improve how the organization works externally in its service delivery, and with stakeholders and residents. There was discussion on getting things right and more focus on striving to be as perfect as possible; staff being the most important resource; whether staff has the tools and resources needed to be in a position to succeed towards the end goal of building a better community; complete autonomy for the City Manager in regards to programming and training; Council getting into the weeds; staff being the City Manager's responsibility; Council's job being to set policy and vision, and to instill culture; finding the funding in the budget to invest in staff; having the best-run City as possible; the Council's authority over the City Manager position and its fiduciary responsibility; the Council being visionary; the element of trust, including Council trusting the City Manager and staff to give them information in order to make quality decisions; staff trusting Council that questions are not being asked as "gotchas"; and staff and Council meeting periodically to review good governance policies, and roles and responsibilities. Mr. Mowery discussed the need for trust and how to be a trustworthy person in an organization; and the cycle of trust, which includes the concepts of connection, intent, character, competency, communication, track record and affective trust.

There was discussion on the Old Bedford School (OBS). Special Events Manager Wendy Hartnett stated there are two historical designations at the OBS, the National Registry and the historical Texas landmark. The National Registry encourages that when changes are made, that the Department of the Interior's standards be followed; however, there are no requirements. The historical Texas marker is for the site and not the building, and allows the City to apply for grants. It also does not have any restrictions. There was discussion on an assessment of the status of the OBS; maintenance issues with the OBS; that no decision regarding the OBS would be made at the meeting; getting engineering and architectural reports on the OBS before further money is spent on the building; the OBS being underutilized because of its size; the OBS having a great front lawn, a nice theater strangely upstairs and decent, small gallery spaces downstairs; how to make the OBS a version of the Bedford Commons; investing in the site, including for a conference space; agreeing to a common vision about what the OBS can be; the OBS being the only historical location in the City; how to sell the Council's vision to the audience who want to keep it as a historical building; and enhancing the building. Ms. Harnett stated that when the building was originally renovated, research and citizen input was collected, and the conclusion at that time was that the school's position as a community focal point should be retained by developing the site with an unobstructed school yard front elevation that is historically occupied. The group of citizens mentioned previously are asking that the OBS not be changed, and it not become a trendy place to hold functions so that it loses its historical integrity. There was discussion on the need for fiscal balance and the OBS being discussed at a future work session.

There was discussion on what the pillars of the Council's vision for the future would be, including City transformation; community engagement; creating a distinct destination; more intercity cooperation; having great, sustained infrastructure; complete revitalization of the City; sustained financial health; a facility assessment with plans to renew or replace; a unique vision for central Bedford development; engagement and communication between stakeholders, Council and staff; creative approaches in seeking new business development; a mid-year budget review; operational excellence, including performance metrics; the Old Bedford School and parks; and repurposing things already in the City. From that discussion, Council set their priorities as revitalization; City transformation; communication and community engagement; economic vitality;

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and organizational excellence. There was discussion on specific projects falling under those priorities, and the differences between revitalization and transformation.

Mr. Mowery stated that milestones indicate to Council that they are moving in the right direction at the right pace to reach their vision. Once the priorities are established, staff would create work plans to flesh out the priorities and bring those back to Council. Ms. Bosshardt stated staff could propose broad goals that fit under the focus areas for Council approval, followed by staff putting together work plans and attaching certain projects, policy reviews and process improvements under the individual goals.

There was discussion on takeaways from the meeting including Council sharing a common assessment of challenges and what their focus should be; Council being unified; a different level of communication between members of Council; having more of this type of meeting to discuss different activities; achieving the goals, staying on track, and being committed to those focus areas and goals; seeing more details and specifics; the strategic side of City management being sorely lacking in the past; Council remaining a team and the meeting being a team effort; honest dialogue between Council and staff; alignment amongst staff and Council; maintaining the momentum; and the challenge of implementing the goals.

ADJOURNMENT

Mayor Griffin adjourned the meeting at approximately 3:00 p.m.

Jim Griffin, Mayor

ATTEST:

Michael Wells, City Secretary