



City Council Meeting Agenda

Our Vision: A well-planned lakeside community of quality neighborhoods, distinctive amenities, diverse employment, and cultural charm. Rowlett: THE place to live, work and play.

Monday, June 1, 2026

6:00 PM

Municipal Building – 4000 Main

Pursuant to Texas Government Code Section 551.127, on a regular, non-emergency basis, members may attend and participate in the meeting remotely by video conference. Should that occur, a quorum of the members, including the presiding officer, will be physically present at the location noted above on this Agenda.

As authorized by Section 551.071 of the Texas Government Code, this meeting may be convened into closed Executive Session for the purpose of seeking confidential legal advice from the City Attorney on any agenda item herein.

The City of Rowlett reserves the right to reconvene, recess or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

Process for Public Input: If you are not able to attend in person, you may complete the [Public Input Form](#) on the City's website by 3:30 p.m. the day of the meeting. All forms will be forwarded to the City Council prior to the start of the meeting.

For in-person comments, request to speak forms/instructions are available inside the door of the City Council Chambers.

1. Call to Order

2. Citizens' Input

At this time, comments will be taken from the audience on any topic. No action can be taken by the Council during Citizens' Input.

3. Work Session

3.A. Presentation of Rowlett Road Speed Study Results and Recommendation.

3.B. Present and receive input regarding the Department of Housing and Urban Development (HUD) Community Development Block Grant Program 2026 Annual Action Plan.

3.C. Present an update regarding Capital Improvement Plan (CIP) Projects for Parks and Recreation.

3.D. Present an update regarding Council Strategic Planning Process.

3.E. Present an update on the Municipal Site Selection

3.F. Discuss the creation of a Downtown Advisory Board.

4. Executive Session

4.A. The City Council shall convene into closed, executive session pursuant to Texas Government Code, §551.074 (Personnel Matters) to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee, to wit: Interim City Manager.

5. **Reconvene Into Open Session and Take Any Necessary or Appropriate Action on Closed/Executive Session Matters**
6. **Discuss Consent Agenda Items for June 2, 2026, City Council Meeting**
7. **Adjournment**

Deborah Sorensen

Deborah Sorensen, TRMC, MMC, City Secretary

I certify that the above notice of meeting was posted on the bulletin boards located inside and outside the doors of the Municipal Center, 4000 Main Street, Rowlett, Texas, as well as on the [City's website](#) on May 26, 2026, by 5:30 p.m.

City of Rowlett City Council meetings are available to all persons regardless of disability. If you require special assistance, contact the City Secretary at 972-412-6109 or write 4000 Main St., Rowlett, Texas, 75088, at least 48 hours in advance of meeting.

City of Rowlett ~ 4000 Main Street, Rowlett TX 75088 ~ www.rowlett.com

Meeting Date: 6/1/2026

Agenda Item: 3.A.

Title

Presentation of Rowlett Road Speed Study Results and Recommendation.


Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

The results of a speed study on Rowlett Road, initiated by a citizen request, was presented to Council on Nov. 17, 2025. The Council requested additional studies and information at that time. Staff is returning to address those requests.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
	<p>Ensure a Safe Environment 2.2 Provide proactive, community-based police services.</p>

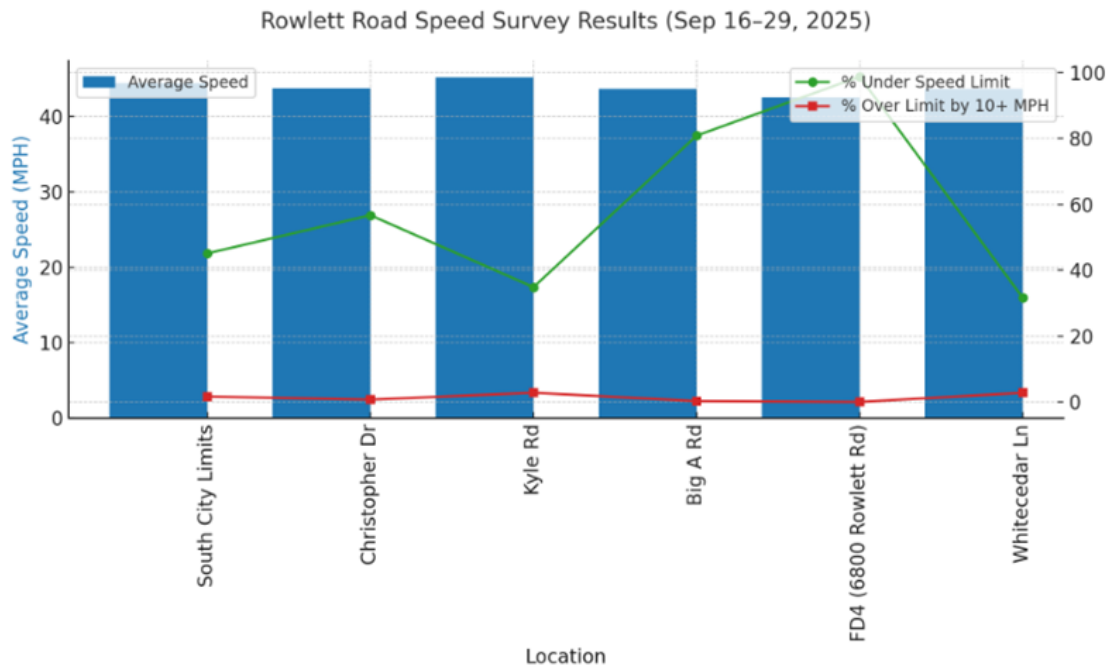
Background Information

The speed study completed between Sept. 16 and Sept. 29 did not indicate a significant speeding problem on Rowlett road and no change in the current speed limit was recommended by staff at the time that study was presented on Nov. 17, 2026. Council requested additional analysis which will be presented during the work session. The supplemental data collected supports the prior staff recommendation, that is, no change in speed limit.

Discussion

City ordinance state: "The director of traffic control shall determine on the basis of engineering and traffic surveys the reasonable and safe maximum speed limits for each street within the city and submit recommendations based upon his investigation to the city manager and the city council. On the basis of the recommendations of the director of traffic control, the city council may alter the maximum speed limit established by this division as the council deems necessary." (Sec. 66-51) The "Director of Traffic Control" is defined by ordinance as the Public Works Director.

The results of the study completed in Sept. 2025 are summarized in this table:



Here’s a visual summary of the **Rowlett Road Speed Survey (Sep 16–29, 2025)** showing the **average vehicle speeds** (blue bars) compared with **percentages of compliance** and **high-end speeding** (green and red lines).

The following questions and additional actions were identified by Council during the Work Session:

Actions:

- Additional Enforcement
- Another Speed Study after the enforcement effort

Additional Information:

• **1. Additional Enforcement and Citation Metrics**

Following the Council’s request, the Traffic Division conducted targeted enforcement from **November 2025 through February 2026**, primarily focused south of SH 66 due to concerns raised in executive sessions.

- **Enforcement Outcomes:** During this period, officers made **1,032 total traffic stops**, resulting in **216 speeding citations** and **39 speeding warnings**.
- **Overall Impact:** Total citations issued (for all offenses) reached 698, while total warnings reached 334. Citations accounted for approximately 40% of

enforcement outcomes, warnings for 57%, and arrests for 3%.

- **FY25 Historical Context:** In the 2025 fiscal year, Rowlett Road saw **1,538 total citations**, with 344 specifically for speeding. This represented **19.1% of all city-wide speeding citations**.

- **2. Comprehensive Speed Study Data**

A series of studies analyzed vehicle speeds to determine if the 40 MPH limit should be altered.

- **Baseline Survey (Sept 16–29, 2025):** An initial detailed survey of 222,586 vehicles showed an **overall average speed of 43.85 MPH**. Compliance was relatively high, with **58.02% of vehicles driving at or below 40 MPH** and only **1.75% exceeding 50 MPH**.
- **Follow-Up Post-Enforcement Study:** A broader study encompassing over **2.25 million vehicles** was used to evaluate long-term trends.
 - **Total Average:** The overall average speed was **39.99 MPH**, with an 85th percentile speed of **45.56 MPH**.
 - **Regional Trends:** Areas **North of SH 66** showed higher speeds (Avg: 41.48 MPH; 85th %: 46.71 MPH) compared to areas **South of SH 66** (Avg: 39.28 MPH; 85th %: 44.5 MPH).

- **3. Traffic Accident Assessment**

Crash data from October 2020 through October 2025 was analyzed to identify speed-related safety trends.

- **Speed-Related Crashes (FY23–FY25):** Rowlett Road recorded **26 speeding-related crashes**, which is significantly lower than Lakeview Parkway (96) and the PGBT (87), and equal to Miller Road (26).
- **General Safety Context:** Rowlett Road accounts for **13% of citywide crash reports**. With an estimated 5-year volume of 48.8 million vehicles, severe accidents are classified as "**rare events**," occurring approximately once in every 179,900 vehicles.
- **Crash Density:** Rowlett Road averages **11.56 reports per mile/year**, which is comparable to Miller Road (10.85) but much lower than Dalrock Road (41.75).

- **4. Engineering and Operational Inquiries**

- **City Engineer Recommendation:** Assistant Director of Public Works and City Engineer Quang Nguyen reviewed the data and **did not recommend changing the current 40 MPH limit**. He noted that the highest non-compliance rate at any monitored location was only 2.84%, which is low relative to engineering

thresholds.

- **Road Maintenance:** Reducing the speed limit to 35 MPH is believed to have a **negligible impact** on extending the useful life of the road or reducing maintenance costs.
- **Traffic Volume:** Lowering the speed limit is **not expected to reduce traffic volume**.
- **Garland Jurisdiction:** The **City of Garland has confirmed it does not intend to reduce the speed limit** on the portion of Rowlett Road within its city limits.

Additional Enforcement: (Nov. 2025 - Feb. 2026) - Rowlett Rd. South of Hwy 66

Total Traffic Stops	1,032
Speeding Citations	216
Speeding Warnings	39
Total Citations Issued	698
Total Warnings Issued	334
Arrests	19

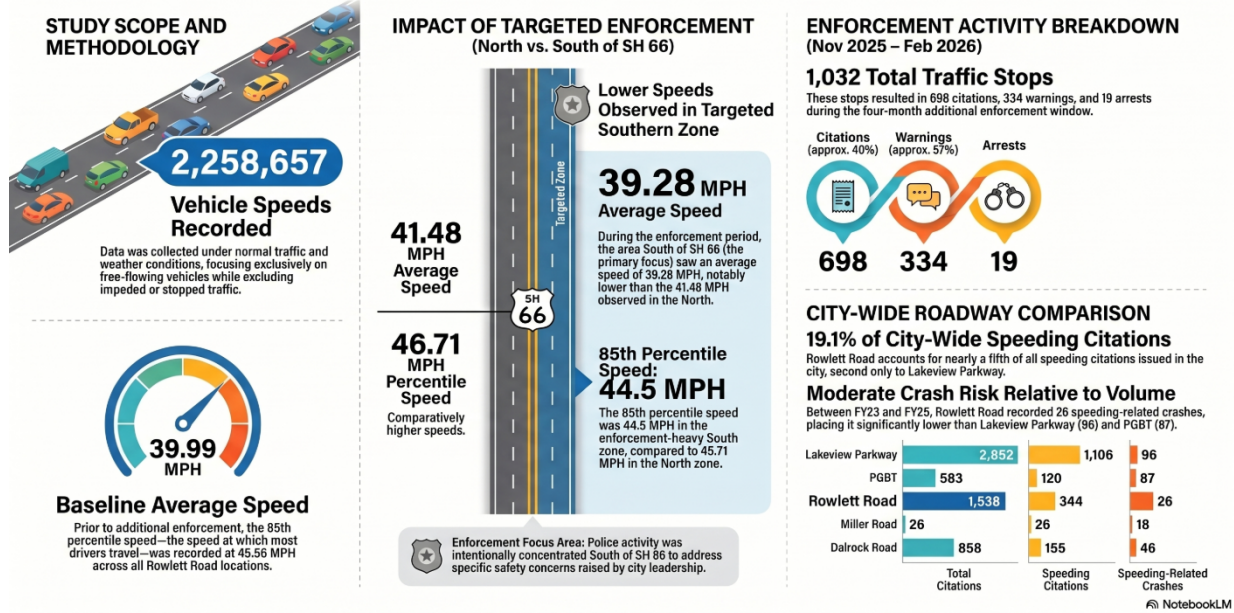
For comparative purposes, this is the number of citations issued for all of FY25:

Roadway	Total Citations	Speeding Citations	% of City-Wide Speeding Citations	% of Citations on Street for Speeding
Rowlett Road	1,538	344	19.1%	22.4%
Lakeview Parkway	2,852	1,106	61.4%	38.8%
Dalrock Road	858	155	8.6%	18.1%
President George Bush Turnpike	583	120	6.7%	20.6%

Other Roadways	2,269	75	4.2%	3.3%
----------------	-------	----	------	------

Speed study after enforcement:

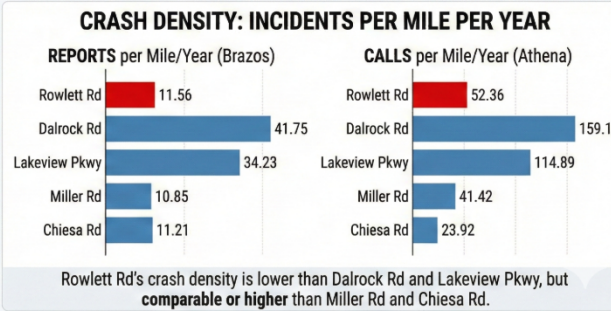
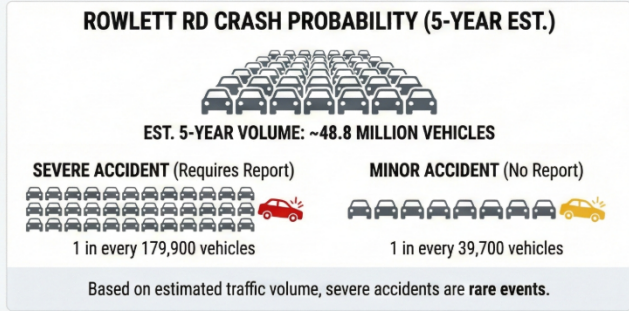
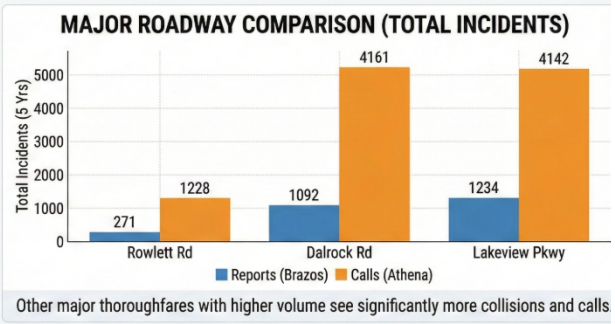
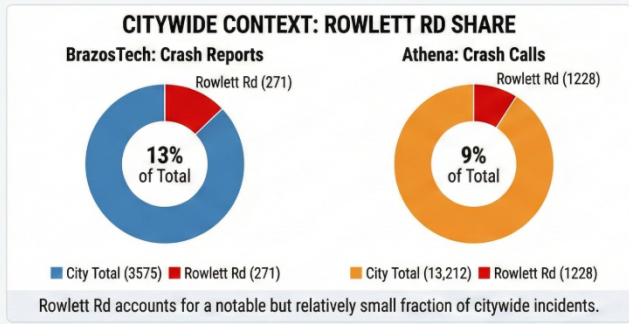
Rowlett Road Speed Study & Enforcement Impact Analysis



Crash data: (FY23-FY25)

Roadway	Crashes related to speeding
SH66/ Lakeview Pkwy	96
PGBT (Main Lanes+ Service Rd)	87
Miller Rd	26
Rowlett Rd	26
IH30	24

Rowlett Rd Crash Data Assessment (Oct 2020 - Oct 2025) | Emphasis on Contrast & Summary



Financial/Budget Implications

N/A

Recommended Action

For Discussion

Attachments

- Memorandum- Speed Study



Michael Denning
 Chief of Police
 (972) 412-6202
 Fax (972) 463-3970



ROWLETT POLICE DEPARTMENT

Memorandum

Date: February 2nd, 2025

To: Chief M. Denning

From: Sgt. C. Klinger #1207

Subject: Speed Study and Citation data

Data Collection Methodology

- Speeds measured with Stalker Data Collectors under normal traffic and weather conditions.
- This study encompasses over 2,258,657 vehicles speeds that were recorded.
- Only free-flowing vehicles included stopped or impeded vehicles excluded.

Pre-Additional Enforcement Speed Data (January 2024- November 2025)

Location	Average Speed	85th Percentile Speed
Rowlett Rd and Larkspur	42.22 MPH	48 MPH
Rowlett Rd and Delia	40.50 MPH	44 MPH
Rowlett Rd and Woodbridge	36.49 MPH	42 MPH
Rowlett Rd and South City Limits	41.16 MPH	45 MPH
Rowlett Rd and Miller	43.71 MPH	49 MPH
Rowlett Rd and Miller	44.42 MPH	51 MPH
Rowlett Rd and Chaha	41.31 MPH	46 MPH
Rowlett Rd and Lakeview	40.49 MPH	45 MPH
Rowlett Rd and Main St	40.99 MPH	45 MPH
Rowlett Rd and Kenwood	38.91 MPH	43 MPH
Rowlett Rd and Juniper Ct	39.72 MPH	44 MPH
Rowlett Rd and Miller Rd	30.45 MPH	41 MPH



Michael Denning
 Chief of Police
 (972) 412-6202
 Fax (972) 463-3970



ROWLETT POLICE DEPARTMENT

Memorandum

Location	Average Speed	85th Percentile Speed
Rowlett Rd and Highway 66	41.74 MPH	47 MPH
Rowlett Rd and Century	40.79 MPH	46 MPH
Rowlett Rd and Melcer	32.61 MPH	41 MPH
Rowlett and Hickox	42.51 MPH	48 MPH
Rowlett and White cedar	42.51 MPH	48 MPH

Averages: Avg Speed = 39.99 MPH and 85th Percentile = 45.56 MPH

During Additional Enforcement Speed Data (November 2025- March 2026)

North of SH 66

Location	Average Speed (MPH)	85th % Speed (MPH)
Rowlett Rd and Whitecedar	44.73	49
Rowlett Rd and Whitecedar	42.78	48
6505 Rowlett Rd	42.55	48
Rowlett and Whitecedar	42.11	47
Rowlett Rd and Debbie Cir	41.07	46
Rowlett Rd and Kenwood	40.5	46
Rowlett Rd and Big A Rd.	36.63	43

Averages (North of SH 66): Avg Speed ≈ 41.48 MPH and 85th Percentile ≈ 46.71 MPH



Michael Denning
 Chief of Police
 (972) 412-6202
 Fax (972) 463-3970



ROWLETT POLICE DEPARTMENT

Memorandum

South of SH 66

Location	Average Speed (MPH)	85th % Speed (MPH)
4401 Rowlett Rd	41.7	46
Rowlett and Mallard Park Cove	41.11	45
4000 Rowlett Rd	40.79	46
Rowlett/ Mallard Park	40.79	46
3410 Oxford	40.49	45
3501 Scott Dr	39.72	44
Rowlett and Scott	39.66	44
Rowlett/ Delia	39.66	44
Rowlett Rd and Kenwood	38.43	44
3610 Rowlett Rd	30.45	41

Averages (South of SH 66): Avg Speed \approx 39.28 MPH and 85th Percentile \approx 44.5 MPH

Additional Enforcement Activity (Nov 2025 – Feb 2026)

Measure	Total
Total Traffic Stops	1032
Speeding Citations	216
Speeding Warnings	39
Total Citations Issued	698
Total Warnings Issued	334
Arrests	19

Notes:



Michael Denning
 Chief of Police
 (972) 412-6202
 Fax (972) 463-3970



ROWLETT POLICE DEPARTMENT

Memorandum

- Enforcement focused on South of SH 66 due to concerns voiced in executive session.

Citations accounted for ~40% of all enforcement outcomes; warnings represented ~57%, and arrests made up the remaining 3%.

FY25 Roadway Citation Data

Roadway	Total Citations	Speeding Citations	% of City-Wide Speeding Citations	% of Citations on Street for Speeding
Rowlett Road	1,538	344	19.1%	22.4%
Lakeview Parkway	2,852	1,106	61.4%	38.8%
Dalrock Road	858	155	8.6%	18.1%
President George Bush Turnpike	583	120	6.7%	20.6%
Other Roadways	2,269	75	4.2%	3.3%

Crashes FY23-FY25 related to speeding:

Roadway	Crashes related to speeding
SH66/ Lakeview Pkwy	96
PGBT (Main Lanes+ Service Rd)	87
Miller Rd	26
Rowlett Rd	26
IH30	24



**City of Rowlett
City Council Agenda Item**

Meeting Date: 6/1/2026

Agenda Item: 3.B.

Title

Present and receive input regarding the Department of Housing and Urban Development (HUD) Community Development Block Grant Program 2026 Annual Action Plan.


Staff Representative

Susan Nix, Sr. Administrative Assistant - CIP

Executive Summary

HUD has allocated \$316,079 in Community Development Block Grant (CDBG) funds to the City for the 2026 Plan Year (October 1, 2026 - September 30, 2027). The purpose of this item is to provide the City Council with fund allocation alternatives so they can make an informed decision on how to apply these funds for the upcoming plan year.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>GOVERN TRANSPARENTLY & INCLUSIVELY</p>	<p>1.8 Provide accurate and timely information to policy-makers and the public.</p>

Background Information

Since 2006, the City has been receiving CDBG funds, which must be used to meet one of HUD’s three national objectives:

1. Directly assist low-income persons
2. Eliminate slum and blight
3. Urgent community need (disaster relief).

At their August 5, 2025, meeting, the City Council approved Resolution RES-091-25 adopting the 2025-2029 CDBG 5-year Consolidated Plan. The Consolidated Plan assists local jurisdictions in assessing their affordable housing and community development needs and make data-driven, place-based investment decisions. The plan is implemented through Annual Action Plans, which summarize the actions, activities, and federal resources used each year to address the priorities and needs detailed in the Consolidated Plan.

Their first Annual Plan for 2025-2029 was approved August 5, 2025. The table below

reflects the approved 2025 Annual Action Plan allocations

Project Description	Percentage	Amount
Public Facilities	73%	\$220,600
- Alley Reconstruction (Lakecrest II Addition)		\$121,600
- Downtown Sidewalks		\$99,000
Public Services	15%	\$44,928
- Crime Prevention Program		\$12,000
- Salvation Army Rental/Mortgage Assistance		\$32,000
Administration	12%	\$34,925
2025 Grant Total		\$299,525

An update of the current 2025 project allocation is articulated below.

Public Facilities

- Lakecrest II Alley: Alley design has been completed, and a contractor has been selected. Construction is anticipated to commence in August 2026.
- Downtown Sidewalks: This program has not moved forward as an eligible sidewalk has not been identified due to HUD’s requirement that >50% of the sidewalk must be residential and in the census tract. Because the City has two sidewalk programs (Income Based and 50/50), it is recommended that these funds be transferred to an eligible alley project.

Public Services

- Crime Prevention Program: The purpose of this program is to engage and increase positive interaction in the Downtown area. All of these program funds have been expended for the year.
- Salvation Army: The purpose of this program is to provide rental and mortgage assistance for Rowlett residents. It is anticipated that funds will be fully expended by September 30, 2026. It should be noted that there was a delay in executing the contract and the Salvation Army did not start taking applications until after April 13, 2026. As of May 2026, they have not expended any funding but have indicated that they will be able to expend the remaining funds before the end of the program year.

Administration

- These funds enable the administrative oversight of the entire program.

The 2026 Annual Plan will be the second Annual Plan considered as part of the 2025-2029 Consolidated Plan. The proposed 2026 Annual Plan details the recommended funding allocations of the CDBG funds for the next year commencing October 1, 2026, and

concluding September 30, 2027.
Current status of the 2025 projects are below:

Discussion

The City has been granted \$316,079 from HUD for the CDBG program for the 2026 plan year (October 1, 2026 – September 30, 2027). As required by HUD and in preparation of this year's Annual Action Plan, two public meetings were held on May 19, 2026, at 10:00AM and 6:00PM. The purpose of these meetings is to present to the community a list of allowable CDBG eligible activities and proposed funding amounts to be budgeted for those activities. These meetings are intended to solicit public comments. No comments were received.

As required by Federal regulations, CDBG funds may be used to support projects that assist low- and moderate-income citizens, remove slum and blight, or for urgent needs (disaster relief).

Eligible activities include:

Public services (limited to 15%)

- Employment services (e.g., job training);
- **Crime prevention and public safety;**
- Child care;
- Health services;
- Substance abuse services (e.g., counseling and treatment);
- Fair housing counseling;
- Education programs;
- Energy conservation;
- Services for senior citizens;
- Services for homeless persons;
- Welfare services (excluding income payments);
- **Down payment assistance; and**
- Recreational services.

Public Facilities (limited to 65%)

- Improvements to public facilities (parks, streets, alleys, sidewalks, community centers)

- Affordable housing projects (housing rehabilitation, homebuyer assistance, acquisition)
- Code enforcement
- Demolition

Funding Allocation Caps:

- Administration is capped at 20%
- Public Services is capped at 15%
- The remaining 65% of funds is available for Public Facility/Infrastructure projects.

Recommended FY26 funding is as follows:

Project Description	Percentage	Amount
Public Facilities	65%	\$205,451
- <i>Lake Crest III & IV Addition (Randi Rd)</i>		<i>\$205,451</i>
Public Services	15%	\$47,412
- <i>Crime Prevention Program</i>		<i>\$15,000</i>
- <i>Salvation Army Rental/Mortgage Assistance</i>		<i>\$32,412</i>
Administration	20%	\$63,216
2026 Grant Total		\$316,079

Staff recommends that \$32,412 of the \$47,412 Public Service grant funds be allocated to the Salvation Army to provide mortgage and rental assistance. The Salvation Army has a proven track record in supporting low- and moderate-income households with mortgage, rental, and utility assistance. The Salvation Army has shown interest in continuing this program and has requested funding in the amount of \$32,412 for the program year 2026.

Based on the success of the Crime Prevention Program, it is recommended that the remaining \$15,000 in Public Services funds be allocated to continue this program which is designed to improve interactive and positive community policing. The Crime Prevention program exhausted all allocated funding for the program year 2025 by March 31, 2026. Staff recommends increasing the allocation for program year 2026 because the recipients have been able to expend their funds prior to the year of the program

Activities funded by the Community Development Block Grant (CDBG) program are designed to benefit low- and moderate-income (LMI) persons. That benefit may take the form of housing, jobs, and services. Additionally, activities may qualify for CDBG assistance if the activity benefits all the residents of a primarily residential area where at least 51 percent of the residents are low- and moderate-income persons. Such area-benefit activities include things such as parks, neighborhoods, facilities, community centers and streets.

CDBG authorizes an exception for communities, like the City of Rowlett, that have no or very few areas in which 51 percent of the residents are low- and moderate-income. For these areas, HUD authorizes a 2026 exception allowing activities if 38.2% of residents meet the current year's Area Median Income (AMI). A census tract block map has been created

for reference as Exhibit A which identifies the low- and moderate-income percentages.

Staff recommends allocating Public Facilities funds to the alley located behind Randi Road. This 949 linear foot alley needs to be rehabilitated because it has a PCI rating of 27/25 (failed). The estimated reconstruction cost of this alley is \$274,213, which exceeds the allocated amount of \$205,451. The unexpended grant funds from prior years can be used to bridge the fund gap. The plan may be amended if other infrastructure improvements are needed.



Figure 1: Randi Rd Alley

Upon consensus on the recommended allocations, a final public hearing will be conducted by the City Council on August 4, 2026, to consider a resolution authorizing the transmittal of the 2026 Annual Plan to HUD. The plan must be submitted to HUD no later than August 16, 2026.

Financial/Budget Implications

The program grant funds pay for the direct costs, including administration of the program.

Recommended Action

No action required.





Attachments

- 1. Exhibit A - CDBG Census Tract Map
- 2. Exhibit B – Proposed Randi Road Alley Photos

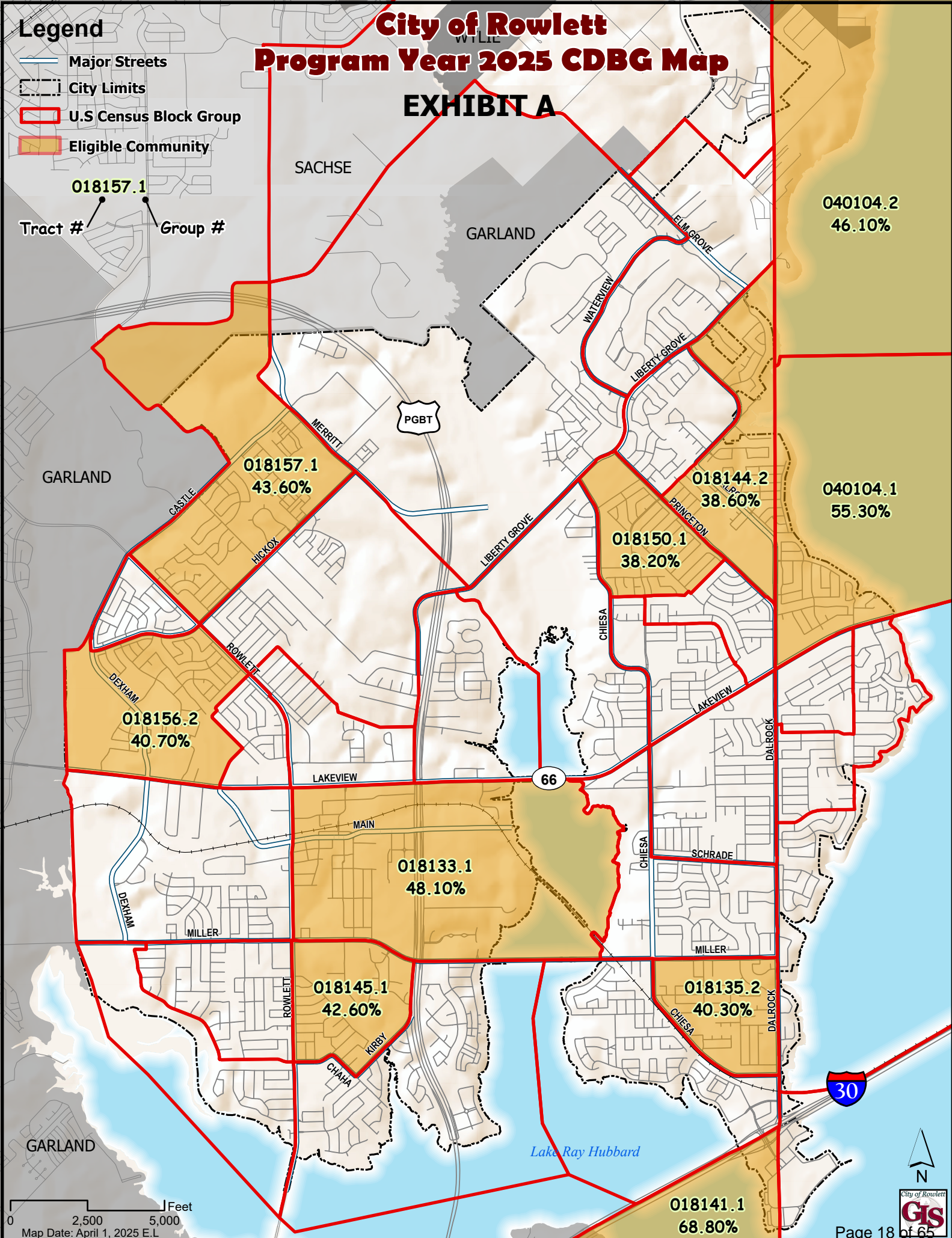
City of Rowlett Program Year 2025 CDBG Map

EXHIBIT A

Legend

-  Major Streets
-  City Limits
-  U.S Census Block Group
-  Eligible Community

018157.1
 Tract # Group #



0 2,500 5,000 Feet
 Map Date: April 1, 2025 E.L.



EXHIBIT B

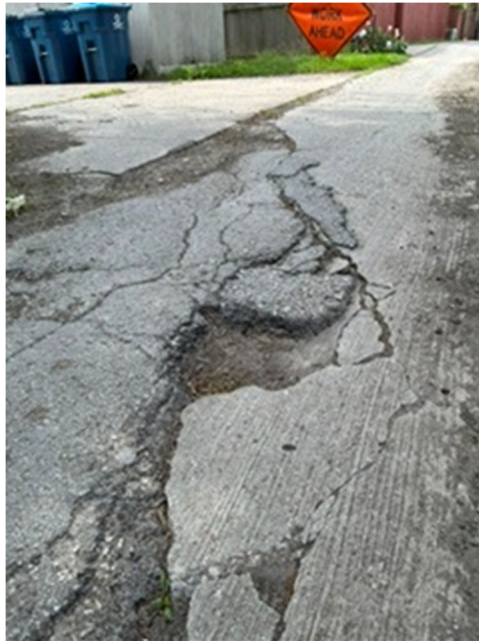
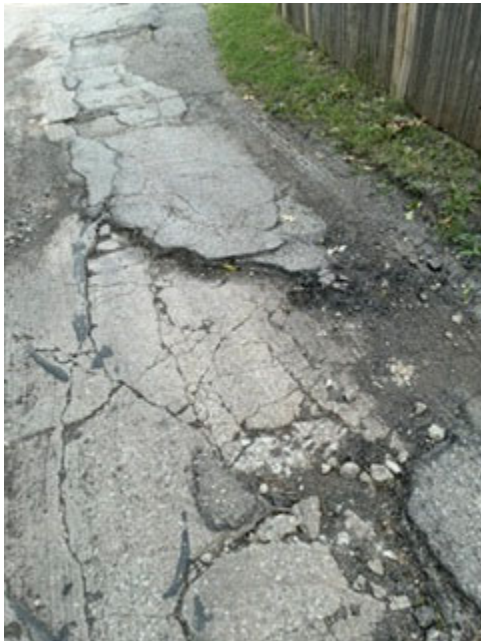


EXHIBIT B





Meeting Date: 6/1/2026

Agenda Item: 3.C.

Title

Present an update regarding Capital Improvement Plan (CIP) Projects for Parks and Recreation.


Staff Representative

Ryan Mullins, Director of Parks & Rec

Executive Summary

The purpose of this item is to present a comprehensive status update on twenty-two (22) active Parks and Recreation Capital Improvement Plan (CIP) projects. This report outlines the original project scopes, key deliverables completed to date, remaining objectives, authorized funding amounts, funding sources, and current account balances.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>ENHANCE QUALITY OF LIFE</p>	<p>4.1 Seek and implement opportunities to improve and expand public access to Lake Ray Hubbard.</p> <p>4.2 Create a destination-centered parks system.</p> <p>4.3 Provide multi-modal mobility options connecting recreation and leisure nodes.</p> <p>4.4 Create spaces, activities, and events for the arts, cultural enrichment, and community celebrations.</p>

Background Information

The Capital Improvement Program (CIP) serves as the City’s long-term blueprint for funding major public investments. The CIP program ensures our community has the strategic funding needed to maintain vibrant green spaces and build new facilities for future generations to enjoy. This update will focus on parks and recreation projects.

Discussion

The Parks Capital Improvement Program (CIP) encompasses a series of projected initiatives designed to restore, enhance, or develop new amenities within the parks and recreation system. Currently, there are twenty-two (22) active Parks CIP projects. Funding for these initiatives is sourced from general obligation bonds, certificates of obligation, and the general fund.

Projects

- PK2137 and PK2111 (combined) – Rowlett Nature Trail
 - Scope: Improvements to the trail surface, drainage, parking lot upgrades and site enhancements.
 - Status: Completed - Staff is researching the total expenditures on this project. If the current balance figure is correct, then those funds are available for appropriation to other eligible projects.
 - Funding: \$344,000
 - Funding Source: GO Bond 2016: \$9,400; GO Bond 2017: \$84,600; CO Bond 2025B: \$250,000
 - Balance: \$78,527

- PK2126 – Hockey Rink Relocation
 - Scope: Construct a new roller hockey rink at Community Park to replace the current rink at Herfurth Park.
 - Status: This project was designed and bid. Those bids were rejected by Council action on May 19, 2026. This project is considered canceled and the remaining funding is eligible for appropriation to other eligible projects.
 - Funding: \$557,396
 - Funding Source: GO Bond 2017: \$57,396; GO Bond 2018: \$150,000; GO Bond 2019: \$350,000
 - Balance: \$410,087

- PK2109 -Springfield Park Improvements
 - Scope: Shoreline improvements around the pond, parking lot expansion, sidewalk, erosion control, trail and drainage work.
 - Status: Partial Completion
 - Completed: parking lot expansion, sidewalk, trail and drainage.
 - Remaining Scope: Erosion control around the pond.
 - Funding: \$525,914
 - Funding Source: GO Bond 2016: \$60,000; GO Bond 2017: \$465,914
 - Balance: \$112,097

- PK2136 – Parking Lot Improvements at Parks
 - Scope: Improvements to Springfield Park parking lots off Dexham Road (RC airfield) and Lakeview/Antioch (south lot), and improvements/enlargement to parking lot at Katy Railroad Park for the hockey rink.
 - Status: Reevaluate Scope. Expanded parking at Katy Railroad Park for the hockey rink is no longer warranted. Springfield Park parking has been improved with PK2109. Airfield parking lot and drive needs assessing to determine what improvements are necessary. Funding will be available for reappropriation to other projects.
 - Funding: \$1,808,000
 - Funding Source: GO Bond 2025: \$1,808,000

- Balance: \$1,808,000
- PK2135 – Rowlett Community Centre
 - Scope: Replace, repair and improvements to gym floors, renovations and enhancements to facility.
 - Status: Major components have been identified as needing repair, replacement or enhancement. Estimated costs exceed the available funding for this project. This project will need reallocated funding.
 - Funding: \$1,600,000
 - Funding Source: CO Bond 2025B: \$350,000; GO Bond 2025: \$1,250,000
 - Balance: \$1,585,400
- PK2108 – Lakeside Park and Paddle Point Park
 - Scope: Paddle Point Park parking lot, restroom at Lakeside Park, park lighting, camera installation.
 - Completed: Paddle Point Park parking lot and restroom at Lakeside Park.
 - Remaining Scope: Lighting and camera installation.
 - Funding: \$667,505
 - Funding Source: GO Bond 2015: \$148,069; GO Bond 2016: \$165,000; GO Bond 2017: \$156,596; GO Bond 2018: \$197,840
 - Balance: \$130,238
- PK2118 – Lakefront at Pecan Grove
 - Scope: Parking lot improvements and add lakefront park amenities
 - Status: Reevaluate master plan for this park.
 - Funding: \$1,242,000
 - Funding Source: GO Bond 2018: \$50,000; GO Bond 2019: \$350,000; GO Bond 2025: \$442,000; CO Bond 2026 (FY27): \$400,000
 - Balance: \$772,753; and an additional \$400,000 in FY27
- PK2120 – Twin Star Park
 - Scope: Installation of basketball court, irrigation system, park signage, playground equipment replacement.
 - Completed: Playground replaced, irrigation system installed, monument sign.
 - Remaining Scope: Reevaluate need to install basketball court at this location.
 - Funding: \$406,100
 - Funding Source: GO Bond 2018: \$250,000; General Fund: \$6,100; CO Bond 2026 (FY27): \$150,000
 - Balance: \$50,600; and an additional \$150,000 in FY27
- PK2124 – Community Park
 - Scope: Sidewalk from park entrance to parking lot, renovation of softball field #4, field upgrades to include leveling of soccer fields.
 - Completed: Sidewalk from park entrance to parking lot and renovation of softball field #4.

- Remaining Scope: Field upgrades and leveling of soccer fields.
- Funding: \$600,000
- Funding Source: GO Bond 2018: \$300,000; GO Bond 2019: \$300,000
- Balance: \$349,450

- Shorewood Park
 - Scope: Parking lot replacement/improvements, playground replacement, irrigation system.
 - Status: Future project
 - Funding: \$400,000
 - Funding Source: CO Bond 2026 (FY27): \$400,000
 - Balance: An additional \$400,000 in FY27

- Kayak Docks/Launches
 - Scope: Installation of kayak docks and launches at Lakeside Park, Sunset Park and Columbia Park
 - Status: Reevaluate need for docs and launches at each location.
 - Funding: \$500,000
 - Funding Source: GO Bond 2026 (FY27): \$500,000
 - Balance: An additional \$500,000 in FY27

- PK2134 - Parks Maintenance Facility
 - Scope: Construction of a Parks Maintenance Facility to include warehouse for equipment storage and repair, offices, restrooms, showers, meeting space and staff breakroom.
 - Status: Future Project
 - Funding: \$2,000,000
 - Funding Source: GO Bond 2025: \$500,000, GO Bond 2026 (FY27): \$1,500,000
 - Balance: \$498,762, and an additional \$1,500,000 in FY2027

- SP2150 - Erosion Control
 - Scope: Conduct a study on erosion control along the shorelines of Scenic Point Park, Lakeside Park and Paddle Point Park. Develop design plans for projects to address.
 - Status: Future Project
 - Funding: \$3,250,000
 - Funding Source: CO Bond 2025B: \$1,000,000, CO Bond 2027-2029 (FY28-FY30): \$2,250,000
 - Balance: \$1,000,000, and additional \$2,250,000 in FY2028-2030

- PK2116 - Herfurth Park Phase 1
 - Scope: Phase 1 completed.
 - Status: Reevaluate master plan for this park.
 - Funding: \$6,283,916
 - Funding Source: GO Bond 2018: \$555,523; GO Bond 2019: \$1,300,000; GO Bond 2024: \$428,393; GO Bond 2025: \$4,000,000

- Balance: \$5,192,059
- PK2117 - Wet Zone
 - Scope: Repairs and enhancements to the Wet Zone Waterpark
 - Status: Upgrades were made to the Wet Zone Waterpark before the 2025 summer season. Replaced equipment, new pool plastering, concession upgrades, painting, additional shade structure and splash pad installation.
 - Funding: \$795,786
 - Funding Source: General Fund: \$95,786; GO Bond 2018: \$300,000; GO Bond 2019: \$400,000
 - Balance:\$7,867
- PK2121-Trail Construction
 - Scope: Complete trails per the the Trails Master Plan as modified by the City Council direction given on 11/16/2021.
 - Status: Completed. Lake Highlands Trail, Garner/Fuqua Trail and Schrade Road Trail
 - Funding: \$2,693,800
 - Funding Source: GO Bond 2016: \$83,800; GO Bond 2017: \$135,000; GO Bond 2018: \$560,000; GO Bond 2019:1,097,500; GO Bond 2020:817,500
 - Balance: -\$2,621
- PK2128 - Park Improvements
 - Scope: Improvements and repairs to various parks
 - Funding: \$385,464
 - Funding Source: CO Bond 2025B: \$150,000; General Fund: \$235,464
 - Balance: \$151,233
- PK2129 - Park Improvements (income base)
 - Scope: Improvements and repairs to various parks
 - Funding: \$106,640
 - Funding Source:General Fund: \$106,640
 - Balance: \$106,640
- PK2130 - Park Master Plan
 - Scope; Update the 2018 Parks, Recreation and Trail Master Plan
 - Status: A draft of the update was completed in 2023. The approval process was paused due to pending changes with Herfurth Park
 - Funding: \$50,000
 - Funding Source: General Fund: 50,000
 - Balance: -\$289
- PK2132 - Wet Zone Improvements
 - Scope: Repairs and enhancements to the Wet Zone Waterpark
 - Status: Upgrades were made to the Wet Zone Waterpark before the 2025 summer season. Replaced equipment, new pool plastering, concession upgrades, painting, additional shade structure and splash pad installation.

- Funding: \$3,358,502
- Funding Source: General Fund: \$258,321; GO Bond 2016: \$79,354 ;GO Bond 2017: \$1,129,349; GO Bond 2018: \$391,478; GO Bond 2024: \$1,500,000
- Balance:\$126,538

- PK2133 - Kids Kingdom Improvements
 - Scope: Repair and enhance the Kids Kingdom playstructure
 - Status: Completed
 - Funding: \$1,700,000
 - Funding Source: General Fund: \$299,299; Go Bond 2015: \$13,948; Go Bond 2017: \$24,927; Go Bond 2018: \$4,849; Go Bond 2020: \$74,477 ;Go Bond 2024: \$1,000,000; Impact Fee: \$282,500
 - Balance: \$57,189

Financial/Budget Implications

N/A

Recommended Action

For discussion purposes only

Attachments

None

Meeting Date: 6/1/2026

Agenda Item: 3.D.

Title

Present an update regarding Council Strategic Planning Process.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

Staff will provide an update regarding the timing, elements, and cost of the strategic planning process to be led by The Mejorando Group.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>GOVERN TRANSPARENTLY & INCLUSIVELY</p>	<p>1.8 Provide accurate and timely information to policy-makers and the public.</p>

Background Information

The procurement process for Strategic Planning Services was initiated to secure a consultant with proven expertise in municipal environments. The City issued RFP 2025-166-B, yielding twelve (12) professional responses by the solicitation deadline. An evaluation committee, comprised of a cross-functional team from Human Resources and the City Manager’s Office, performed a technical review of all submissions. Proposals were scored on a 100-point scale assessing experience, qualifications, methodology, and cost. Based on these scores, the committee narrowed the field to three finalists. While the initial staff-level scoring provided a technical framework, the City Council utilized candidate presentations on January 5, 2026, to determine which firm offered the "Best Value" and the most effective facilitation style for Rowlett’s unique needs.

The Council selected the Mejorando Group led by Patrick Iberra. An initial scope was negotiated and a contract executed. Subsequent Council action, however, has led to a reconsideration of the timing and scope of the strategic planning process moving forward.

Discussion

The current strategic planning schedule called for work to begin in January 2026, and

conclude in May 2025. The scope of work was focused internally and did not include any public engagement and was priced at \$40,000. After discussion with Council in January, the project was delayed due in part to the proximity of the upcoming Council election. Council consensus in March supported the initiation of a Community Survey. The results of that survey are scheduled to be ready in July. Staff will present a proposed revised schedule and scope of work for the strategic planning process for Council discussion and feedback.

Financial/Budget Implications

The current scope of work has a fee of \$40,000. The revised scope proposes to increase that fee to \$65,000.

Recommended Action

Council feedback regarding the attached proposed updated scope of work schedule and fee proposal.

Attachments

1. Mejorando Group Rowlett proposal Strategic Planning May 2026



mejorando group

Proposal

May 6, 2026



Strategic Planning Services

Submitted By:

Patrick Ibarra
The Mejorando Group
13 Muirfield Road
Cumberland, ME 04021
925-518-0187

www.gettingbetterallthetime.com

Table of Contents

- A. Scope of Services 3**
 - 1. Background and Understanding 3**
 - 2. Our Approach to Strategic Planning 4**
 - 3. Work Plan 5**
 - 1. Engage 7
 - 2. Enlist 8
 - 3. Examine 10
 - 4. Explore 11
 - 5. Execute 17
 - 4. Approach to Facilitation 18**

- B. Schedule 20**

- C. Fee 22**

A. SCOPE OF SERVICES

1. Background and Understanding

Organizations, such as the City of Rowlett, are continually presented with unexpected opportunities and unanticipated problems. Hard choices must be made, sometimes quickly, often under conditions in which little is certain. It can be easy to become distracted by these challenges expending time, money, and energy on activities that divert people's attention from the organization's principal goals.

According to the RFP *"the City of Rowlett is soliciting proposals from qualified and experienced consultants experienced with local government or municipal organization to create a strategic plan for the City through a comprehensive, data-driven, and community-engaged planning process, in accordance with the terms, conditions, and requirements set forth in this request for proposal ("RFP") document."*

Rowlett, Texas is a vibrant lakeside city nestled in both Dallas and Rockwall counties, just about 30 miles east of downtown Dallas. It's known for its scenic charm, strong community spirit, and rapid growth. Rowlett is home to nearly 68,000 residents and is a Home Rule City subject to the State of Texas laws, rules and regulations. Rowlett blends small-town warmth with big-city access, making it a standout choice for families, professionals, and lake lovers alike.

The Rowlett community isn't static, it's highly dynamic with lots of change. This is where convening members of the governing body along with the executive leadership team, and members of the community (optional), in a process to determine organizational priorities into the foreseeable future is beneficial. An effective and robust process will fortify relationships, clarify roles, increase a shared understanding about the future of Rowlett, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services.

In brief, the process shall include gathering input from the public, staff and elected officials, facilitating the input (i.e. information gathering) process, assisting the City with evaluating the top themes gathered from that input, facilitating group meetings to identify the City's top strategic priorities, developing and finalizing a strategic plan document.

There are several purposes for undertaking this process:

- *Increased effectiveness.* The City's performance is enhanced, the mission is furthered, mandates are met, values are honored, and real public value is created.

In addition, local government responds effectively and plans for rapidly changing circumstances.

- *Increased efficiency.* The same or better results are achieved with fewer resources.
- *Improved understanding and better learning.* The city understands its situation far more clearly. Leaders are able to re-conceptualize the situation and establish an interpretive framework that can guide strategy development and implementation.
- *Better decision making.* A coherent, focused and prudent basis for decision making is established, and today's decisions are made in light of their future consequences.
- *Enhanced organizational capabilities.* Broadly based organizational leadership is improved, and the capacity for further strategic thought, action and learning is enhanced.

Creating a shared understanding about the future of Rowlett and activating a path towards its realization is the ultimate outcome. Moreover, for any organization, the ability to concurrently run the business (i.e., government is in the business of public service) and reinventing it has become a determinant of long-term success.

2. Our Approach to Strategic Planning

We honor the history and heritage of a community and tailor our approach according to what best suits their needs. Our role during the process is to serve as a “flashlight” and a “mirror” helping City officials identify the impacts of trends on the vitality of the community, incorporate feedback from the various sources into themes, share how other municipalities are addressing similar issues/challenges and helping craft a Strategic Plan that achieves Cohesion among elected officials and staff, Clarity about priorities and Commitment to implementation. We pride ourselves on the ability to effectively disrupt the status quo thinking of the “we’ve always done it that way” approach and replace it with a forward-looking mindset on how community leaders can realize their community’s potential.

Strategic planning is crucial because it helps to create a long-term vision, allocate resources effectively, and respond to changing needs and circumstances. Here are some key reasons why local governments pursue strategic planning:

- 1) Vision and Direction: Strategic planning allows local governments to define clear goals and objectives. This helps to provide direction and a sense of purpose, ensuring that all efforts are aligned with the community's long-term vision.
- 2) Resource Allocation: By identifying priorities and setting goals, strategic planning helps local governments to allocate resources—such as budgets, personnel, and

infrastructure—more effectively. This ensures that funds are directed towards the most critical areas and that resources are used efficiently.

- 3) Community Engagement: Strategic planning involves input from various stakeholders, including residents, businesses, and community organizations. This engagement fosters a sense of ownership and collaboration, leading to more inclusive and well-informed decision-making.
- 4) Adaptability: A strategic plan provides a framework for local governments to respond to changes and unforeseen challenges, such as economic shifts, natural disasters, or demographic trends. It allows for flexibility and adaptability while maintaining focus on long-term goals.
- 5) Performance Measurement: Strategic planning includes setting measurable objectives and key performance indicators (KPIs). This enables local governments to track progress, evaluate outcomes, and make data-driven decisions to improve performance over time.
- 6) Accountability and Transparency: Strategic planning promotes transparency by clearly communicating the goals, priorities, and progress to the public. It also holds elected and appointed officials accountable for achieving the objectives set out in the plan.

Overall, strategic planning helps local governments to be proactive rather than reactive, ensuring that they are better equipped to meet the needs of their communities and achieve long-term success.

Increasingly, local governments are reconsidering their approach to strategic planning by referencing the following shift in mindset:

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> • Adoption of the plan is strategy. • Deficit closing strategy. • Change is dangerous. • An event. • Wish list – the longer the better. • Arithmetic - sequential • Assumption that existing advantages will persist. • Community is static. • Conversations that reinforce existing perspectives. • Precise but slow. • Prediction oriented. • Extending a trajectory 	<ul style="list-style-type: none"> • Execution of the strategy. • Capitalize on strengths. • Stability is dangerous. • A process. • Prioritize list – less is more. • Calculus – lots of moving parts • Assumption that existing advantages will come under pressure. • Community is dynamic. • Conversations that candidly question the status quo. • Fast and roughly right • Discovery driven. • Promoting continual shifts

Strategic thinking requires looking forward critically at how future events could potentially impact the community and how the community's leaders should prepare for and address future challenges when they occur.

3. Work Plan

The Mejorando Group is uniquely qualified to provide professional facilitation services for the City of Rowlett. Our approach and accompanying work plan in developing the strategic plan satisfies the criteria by which successful strategic planning efforts are evaluated, and the city is seeking:

- Evaluates current conditions to identify opportunities to maximize and potential issues to mitigate.
- Leads to action that is both innovative and effective.
- It is an inclusive, participatory process (including obtaining input from citizens) in which elected officials and City staff take on a shared ownership role.
- Establishes Vision and Mission statements.
- Goals for the time frame identified.
- Measurable objectives for each goal.
- Implementation plan that includes timelines and group or individual assignments.

Our **Work Plan/Methodology** is comprised of Five Phases:



1. Engage – Initiate Process

The purpose is to address several critical questions prior to launching the process including:

- a) **Initiate Project:** The Mejorando Group will begin with a meeting with the City Administrator to ensure that we have a clear understanding of the objectives. During this meeting the work plan and schedule will be finalized.
- b) **Role of the Mejorando Group.** We are experts at striking a healthy balance between our two roles: content and process. Based on our in-depth experience in local government and our extensive record of consulting with governments we will provide substantive content to City leaders as they seek practical and imaginative solutions (i.e., content) to embed in the Strategic Plan. In regard to the process, we are well-versed in all facets of strategic planning including effective ways to guide groups through the various phases and facilitating meetings of both internal and external stakeholders and preparing summaries for review leading to the adoption of an overall Strategic Plan.

Based on the specific strategic planning needs of the City of Rowlett and the scope of work, a high-quality team of seasoned consultants would be assembled. This team will be led by Patrick Ibarra and include Kim Newcomer of Slate Communications. Kim combines a deep background in local government communications and marketing with expertise in designing contemporary approaches to strategic planning for municipalities.

Each of our team members possesses significant local government experience, serving in senior leadership and management positions, and we blend this with excellent client-relations skills, strong analytical capabilities, being well-versed in offering leading edge solutions, and effective communication techniques which results in helping our clients move forward in all directions. Patrick will be the project manager and be responsible for actively participating in all facets of the project and Kim will focus her efforts primarily on creating and implementing the Community Outreach efforts.

- c) **Creation of Steering Committee (SC) - optional.** Steering Committees are beneficial in ensuring the timely creation of a Strategic Plan. Most recently, with the cities of Bismarck (ND), Fair Oaks Ranch (TX), Lake Forest (IL) and Mooresville (NC), a select group of the City Manager and several department directors were assembled to serve as the Steering Committee. A discussion with the City Manager will take place about the value of the Steering Committee brings to the Strategic Planning process.
- d) **Identify resource materials for the Steering Committee (SC).** Gain consensus on what documents SC members should become familiar with as the project

ensues. The purpose is to discover the issues that confront the community, see where they overlap, and address them concurrently.

2. Enlist - Obtain Input

A Launch/Kick-Off Meeting with Mayor Winget and the City Council and members of the City's Executive Leadership Team will be held. The purpose of this kick-off meeting is to enlist the participation of these key stakeholders in the strategic planning process.

Essential to ensure the content of the Strategic Planning process is aligned with the expectations of the governing body, **individual interviews/meeting** will be held with each member. The purpose of each one-on-one meeting is to elicit their perspectives about a variety of issues that will/may serve as the focus of the strategic planning process, specifically their expectations and opinions about what he/she would like to be accomplished.

The same process – interview(s) - will be replicated with the City Manager, Assistant City Manager, Deputy City Manager and department directors - to obtain their perspective about a variety of issues that will/may serve as the focus of the strategic planning process. Interviews with key stakeholders will reveal opinions, facts, experiences, beliefs, history, and more. Most important, interviews reveal what members are concerned about. Evoking, addressing, and highlighting these concerns is a requirement for strategic planning to be effective.

Specific questions may include:

- What are the desired outcomes from pursuing the creation of a Strategic Plan?
- What are the Strengths and Opportunities for improvement?
- What community-related topics/subjects need to be addressed in the near, short- and long-term?
- How will success of this process affect the organization and community?
- What do you want to achieve the end of the advance/retreat?

Relying on the “participation breeds commitment” approach the intent is for each elected official and all city employees to “have skin in the game” about the success of the actual strategic planning process.

Employee focus groups will also be facilitated. Input from employees can be extremely valuable. Here's a breakdown of the key benefits resulting from gathering input from employees: uncovering operational insights about core services, generating ideas and innovation, enhancing support and advocacy, challenging leadership assumptions, and strengthening internal workplace culture.

Community involvement and stakeholder engagement are critical to developing an effective Strategic Plan. An understanding of community priorities, challenges, needs, and concerns provides the necessary foundation to ensure all segments of the City of Rowlett are working toward the same goals.

Successful engagement must be designed to meet the needs of the community. We will invest the time to understand what has been successful in Rowlett in the past and then add our own experience and best practices to the plan. Three principles guide our efforts:

- Meet people where they are – both online and in-person – to make engagement easy and accessible.
- Segment and target outreach to ensure that we gather a wide variety of perspectives from across the community. This requires using various tools from social media and digital platforms to print collateral and in-person discussions.
- Consistent communication and progress reports help build buy-in to the plan document and the work needed to implement.

Consequently, we will partner with City staff members assigned to Public Information and social media to **craft a Communications/Community Outreach Plan.** The Communication Plan developed will enlist as many residents and other external stakeholders as possible and obtain significant input from these same sources. The Mejorando Group is recommending the **inclusion of a segment on the City’s [website](#).** The use of social media, primarily [Facebook](#) is becoming increasingly important for local governments to establish and reinforce their “social currency” with citizens. **Either in-person or held virtually, we have experience facilitating in both formats, “Community Conversations”** in which members of the community are invited to attend and participate in focus group meetings will also be scheduled. A great advantage of strategic planning is that it can be used to engage the entire community and create enthusiasm for the future.

An online questionnaire may also be administered to obtain community input. Please refer to a [strategic planning](#) process we completed in 2022 with the City of Bartlesville, Oklahoma to review our approach in particular to the [Community survey](#) of residents. The effort included extensive community outreach including a branding process to distinguish the approach:

bartlesville **NEXT**

A City Strategic Plan for Responsible Governance

3. Examine the Present and Future by conducting a Situation Analysis

The intent of Phase 3 is to examine the potential impact resulting from emerging trends on the community and organization. While trends can't be fixed per se, it's vital to acknowledge their possible influence. In particular, it will help make the distinction between problems that can be fixed and those which can only be addressed.

There are two aspects of the **Situation Analysis** - an Environmental Scan and resulting SWOC (Strengths, Weaknesses, Opportunities, and Challenges) determination.

- A. Environmental Scan: An environmental scan is an inventory of the political, technological, social, legal, socio-cultural and economic forces that influence the way the City operates. It will include an analysis of the current environment and the trends that may affect it. In examining various trends, at least three categories will be explored: Emerging Trends, Existing Trends and Disappearing Trends. Some examples of trends and forces to assess may include:

- What are the relevant population trends for the next two to five years? Five to 10 years?
- What is our direction and response to these shifts?
- How can we be responsive and proactive?
- How will we enlist residents on our journey? What is our interpretation of the feedback received via the community meetings and social media?
- What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
- How will we describe our desired results in measurable terms?
- What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?

- B. SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis: After thoroughly analyzing the environment, Steering Committee members will undertake a SWOC Analysis. The SWOC technique, a simple and effective tool for collecting information, helps focus the process by dividing it into four broad categories:

S - Determine the organization's internal **S**trengths to include identification of the City's distinctive competencies (those abilities that enable the city to perform well against key performance indicators).

W - Identify and describe the organization's internal **W**eaknesses and options to minimize or overcome each.

O - Identify and describe the organization's **O**pportunities and options to take advantage of each.

C - Identify and describe the organization's **C**hallenges and options to overcome each.

The end product of this discussion will result in the identification of strategic issues – the fundamental challenges that affect City mandates, its mission and values, its service level and mix, its costs, its financing, its structure, its processes and its management. The Steering Committee will then create a draft master list of strategic issues. The draft list will be reviewed a bit later in the process before being finalized.

The process recommended to conduct the Situation Analysis is:

1. Obtain input via interviews of key stakeholders and City employees.
2. Convene the Steering Committee to review an aggregated summary prepared by the Mejorando Group of input gathered in Step 1. The Steering Committee will review the Summary and participate in their own version of a Situation Analysis by completing the Environmental Scan and SWOC Analysis.

Subsequent to session, a **Deliverable** will be prepared - a clear description of the organization's internal capacities (strengths and weaknesses) and of the external forces that will likely have an impact on its ability to seize future opportunities – as a written summary and will be provided to the governing body and the executive leadership team (i.e. City Manager and department directors). The results of the Situation Analysis completed are the backdrop for the next Phase of the Strategic Planning process.

4. Explore – Create Components of the Strategic Plan

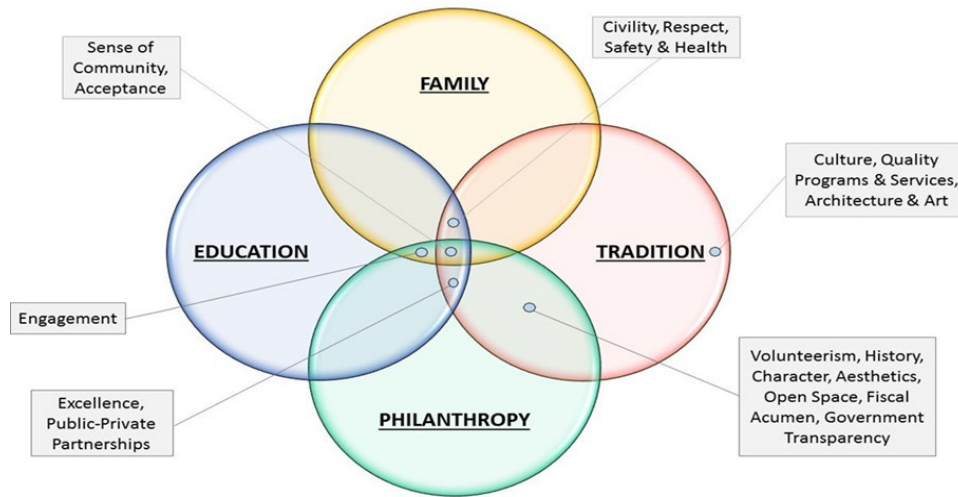
A. Create Vision, Mission and Values

The outcome of the Situation Analysis provides the context necessary for establishing a Mission, Vision and set of Values. **This Phase will be completed by the Steering Committee participating in a session facilitated by Patrick Ibarra of the Mejorando Group.**

Step 1. Identify Core Values

The values of will provide the foundation on which the strategic plan is constructed. They are the basis for all decisions and actions. Provided as a reference for how another local government has approached creating Values, the following is from the City of Lake Forest, Illinois:

CORE VALUES: LAKE FOREST’S FOUR CORNERSTONES
FAMILY, EDUCATION, TRADITION & PHILANTHROPY



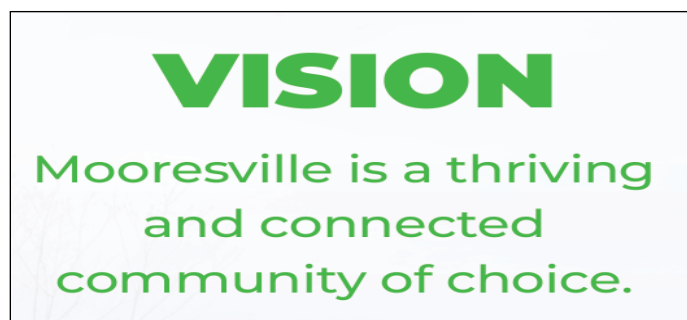
The Steering Committee will create a set of values which will provide the foundation on which the strategic plan is constructed. They are the basis for all decisions and actions.

Step 2. Establish the Vision

Vision statements reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In local government strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of Rowlett’s “desired future”. In other words, where do the stakeholders believe the community will be in five to ten years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

The following is an example of a recent Vision Statement created by one of our clients, [Town of Mooresville, North Carolina](#):



This sample is being provided simply for reference purposes.

The entire strategic plan starts with and must consistently relate to the vision statement. The ideal view of Rowlett sets the tone for the process and plan. It is important to recognize that because the vision reflects an ideal, it is unlikely that it will ever be fully and definitely achieved. The best vision statements for communities are broad without being so broad as to be common and are expressive of the ideal without being inane.

Step 3. Create the Mission Statement

The mission statement identifies the role of the city in pursuing the community's vision. Based on the values clarification and vision creation that occurred in the previous steps, the intent here is to verify the accuracy of the existing mission statement and make changes where needed. Other questions which will be answered that will help modify the existing mission statement are:

- What are the needs and wants of citizens?
- What challenges exist the mission must address?
- What are the needs and wants of business owners?
- What is the role of the city in mitigating risk and optimizing opportunity?

The basic question to address in the mission statement will be, "What is the business of the City of Rowlett and who do we serve?" An accurate description of the organization's purpose will drive the strategic plan. It will embody in a few words or sentences what Rowlett is. Why does it exist at all? What is its function? Who does it serve (customers or stakeholders)? The mission statement shall be crafted so it's clear, credible and understandable, flexible but focused, and brief.

A well-worked-out mission statement provides everyone involved with a sense of purpose, direction, significance, and achievement. In short, it will communicate the purpose of the City of Rowlett organization to the community. The Steering Committee will craft a Mission Statement to ensure that it propels the vision forward.

Again, a sample is provided simply as a reference point – [City of Bartlesville, Oklahoma](#):



Ongoing Communication and Validation

Subsequent to the adoption of the Mission, Vision and Values, we recommend they be shared with the various stakeholders as a means to obtain feedback. Concise summaries, social media outreach, and updates online will all play an essential role to ensure credibility, throughout the entire process.

B. Develop Strategic Areas of Focus and Goals

The outcome of adopting a Mission, Vision and Values provides the context necessary for creating the Goals and Objectives along with Action Plans enabling their achievement. This **Phase will be completed by the Steering Committee participating in a session facilitated by Patrick Ibarra of the Mejorando Group.**

In cities of any size, there are dozens or hundreds of competing and often conflicting priorities. The discipline of honing priorities down to a handful can force leaders to surface, discuss, and make a call on the most consequential trade-offs the organization faces in the next few years. When leaders make hard calls and communicate them, they provide clear guidance on the contentious issues likely to arise when executing strategy. But making trade-offs among competing priorities is difficult — they are dubbed “tough calls” for a reason.

This phase encourages Steering Committee members to expand their imaginations and envision a wider range of possible futures and consequently, be much better positioned to take advantage of the unexpected opportunities that will come along. Discussions about the various ways the City’s potential can be realized will include a blend of practicality and imagination. In particular for each Strategic Area of Focus the various goals, department action plans and desired schedule for progress and/or completion as determined by Steering Committee members.

The emphasis of these discussions will revolve around the existing strategic areas of focus, goals and objectives. What progress has been realized for each goal since the Strategic Plan was adopted? How relevant is it going forward? What’s not in the current Strategic Plan that should be considered?

Additionally, the Steering Committee will evaluate the master list of strategic issues created earlier this process and explore the role of the City in addressing them. In these discussions, they will:

- Describe why each subject is an issue and how it relates to organizational strengths, weaknesses, opportunities, challenges, mission and mandates.
- Compare and contrast issues as operational versus strategic.
- Identify consequences of not addressing the issue.

Setting Strategic Priority Areas (SPAs)

The adoption of Strategic Priority Areas accompanied by Goals will allow the city to accomplish the mission and advance the vision. Essentially, the setting of Goals and Objectives will serve to manage the gap between the present and desired future (i.e., the Vision) by defining where the city wants to be and establishing the steps needed for the desired outcome.

Strategic Priority Areas are typically in place for several years. What differs from year to year are specific objectives which support the successful execution of the strategic initiatives.

A sample of Strategic Priority Areas from one of our clients, the City of Durango, Colorado:



Goals usually address both short and long-term areas. Goals, then, are generalized statements of where the city wants to be at some point in the future.

Here is a sample of Goals and Objectives as set by the City of Lake Forest during their recent Strategic Plan revision:

OBJECTIVE ONE: Continue to utilize the annual five-year Capital Improvement Program Plan as a budgeting and prioritization tool for all City infrastructure, assets, and facility-related improvement, enhancement, and replacement projects.

Initiatives:

- Provide funding for studies of infrastructure, assets, and facilities to assist in prioritizing and forecasting costs related to future needs and to minimize accelerating expenditures resulting from the deferred maintenance.
- Develop a forward looking and ongoing assessment and evaluation process for City facilities, parking lots, bike and walking paths, and parks.
- Recognize that the cost of supporting infrastructure and facilities will likely continue to outpace available dollars. Continue to explore grant opportunities, public/private partnerships, and other outside funding sources to help finance priority projects and special initiatives desired by the community.
- Continue to use funding targets to assure that available dollars are allocated to a wide range of infrastructure and facility needs including, but not limited to roads, bridges, buildings/facilities, ravines, storm sewers, water and sanitary systems, operating equipment and vehicles.



The number of goals the Steering Committee determines cannot be predicted. Strategic plans may concentrate on four or five goals, or they may list dozens of areas that will component parts of the focus for the city during the next several years. The plan must consist of what the Steering Committee feels comfortable with and believes the city can implement over time.

Each of the goal statements in the strategic plan will be followed by one or more objectives. There is no set number of objectives that are appropriate for each goal. Some goal statements may have few objectives attached to them, while some goal statements could have 10 or more objectives.

Operationalizing the Goals into action through objectives, accompanied by various performance measures will be addressed by the Council with assistance from City staff. Performance management in the public sector is an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance. Performance management is integrated into all aspects of an organization's management and policy-making processes, transforming an organization's practices so it is focused on achieving improved results for the public. Better information enables elected officials and managers to recognize success, identify problem areas, and respond with appropriate actions – to learn from experience and apply that knowledge to better serve the public.

Factoring in the notion that this undertaking is the City’s inaugural Strategic Plan, it is essential to recognize that adopting performance measures will likely be an iterative process that may require a few years of implementing the goals. Our past experience with other local governments has revealed that a level of staff proficiency is necessary to adopt and execute meaningful performance measures.

Our role during this segment, as has been through all phases, is to facilitate thoughtful and productive discussions grounded in reality and pragmatism mixed with offering content from our experience partnering with local governments around the nation and how they are addressing similar issues. Far from a “cut and paste” approach, we respect the heritage and history of Rowlett and tailor our approach to ensure its compatible with your preferences.

A Draft Strategic Plan (deliverable) will be created and include:

- Results of the Situation Analysis SWOC Analysis and Environmental Scan
- Summary of public input
- Values
- Vision
- Mission Statement
- Strategic Areas of Focus
- Goals and Objectives
- Implementation Schedule

5. Execute the Strategic Plan

The Mejorando Group, in consultation with the City Manager, will convene to review comments/feedback from the governing body and collaborate on making any revisions and adjustments to the Draft Report and culminate in the Council adopting the Final version of the Strategic Plan (deliverable).

Sharing the final results of the Strategic Planning process is an opportunity for elected officials, City staff, residents, businesses, community leaders and stakeholders to celebrate the effort and set sight on the future. Creative design of the [Strategic Plan](#), [animated explanatory videos](#), and an overall [presentation](#) that matches the City of Rowlett brand (i.e. reputation) can help the community quickly understand the final product. The following are samples from four of our clients:



Once adopted, execution of the Strategic Plan will commence and it is recommended at least quarterly updates be provided on the status of goals, to the governing body and community.

Overall, the strategic planning process will be a disciplined effort by Steering Committee members that builds on past efforts, captures a compelling vision, creates a modern mission, foundational values, produces goals, and actions that will enhance the present and future of Rowlett. The Mejorando Group approach is focused on achieving the outcomes expected: to create a strategic plan that enables decision-making to be consistent with the desired outcomes. With a Strategic Plan in place, Rowlett will be poised for continued success, now and in the future.

4. Approach to Facilitation

Taking control of uncertainty and successfully steering the organization and community through frequent bends in the road is the fundamental leadership challenge of our time. And it will call for a distinctly different type of leadership than traditionally expected. The advantage now goes to those who don't just learn to live with change, but who create

change and fashion themselves as catalysts. The most effective leaders anticipate where their community is headed and see changes before others do.

The benefits of our approach to successful strategic planning are to address the key ingredients:

- **Council management** – Is a springboard for helping the governing body be intentional, purposeful, and deliberate.
- **Group Relationships** – Strengthen the relationships among members.
- **Goals and Objectives** – Are a plan for what to do.
- **Decision aid** – Serves as a guide for making tough decisions in difficult situations such as where to invest energy, where to invest capital, and how to adjust to a rapidly changing environment.
- **Inspiration** – Acts as a tool for generating organization and community motivation and excitement.

As a **former city manager** who invested over fifteen years in local government management, and consultant for over twenty-three years collaborating with leaders of public-sector agencies nationwide, I consider myself extremely effective as a catalyst partnering with groups by utilizing my in-depth understanding about local government operations with a highly interactive, stimulating, and practical approach to group facilitation. The result is a group recommitted to tackling, with a laser-like focus, today's toughest challenges confronting local government leaders.

Beyond meeting facilitation, I bring expertise partnering with city managers and elected officials in navigating team building/group development and priority-setting processes – blending a productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

We refer to the gatherings of elected and appointed officials we design and facilitate as an **Advance** as opposed to a retreat the commonly referred term applied to these types of meetings. Our work is aimed at helping governing bodies perform better while satisfying individual needs at the same time.

My role as **meeting facilitator** is an essential element to a successful process and achieving desired outcomes. These key skill sets reflect my philosophy and approach:

- ✓ Effective facilitation skills and meeting management
- ✓ Extensive knowledge of local government
- ✓ Add value during the discussion and throughout the process.
- ✓ Fair, objective, and impartial to all participants
- ✓ Stimulate and encourage discussion and creative ideas.

I will facilitate the meetings by utilizing an approach that encourages the full participation of attendees, creates a relaxed and productive meeting environment, and keeps the group on track by accomplishing agreed upon objectives.

B. SCHEDULE

Date	Activity
June	1. Engage – Initiate the project and finalize the schedule.
July/August	<p>2. Enlist</p> <p><u>Schedule for late July/early August</u></p> <p style="padding-left: 40px;">a. Conduct individual interviews <i>by phone</i> with Mayor and Councilmembers along with Interim City Manager, Interim Assistant City Manager, and department directors.</p> <p><u>Tuesday, August 18, Wednesday, August 19 and Thursday, August 20</u></p> <p style="padding-left: 20px;">➤ Tentative schedule for employee focus groups, Tuesday, August 18th:</p> <ul style="list-style-type: none"> 1) 8:00 2) 9:00 3) 10:00 4) 11:00 5) 1:00 6) 2:00 7) 3:00 8) 4:00 <p style="padding-left: 20px;">b. Hold launch/kick-off meeting with Steering Committee – Wednesday, August 19th from 9:00 a.m. top 11:30 p.m.</p> <p style="padding-left: 20px;">c. Hold launch/kick-off meeting with Mayor and Council – Wednesday, August 19th from 1:00 p.m. to 3:00 p.m. (if not afternoon, possibly hold evening prior on Tuesday, August 18th before that evening’s Council meeting)</p> <p>The following are recommended dates to hold community conversations. Those designated as community groups will be for those community members interested in attending, without being specifically invited. Various outlets, both City sponsored and others within the community, will be utilized to promote attendance at these meetings. Location for these meetings to be determined.</p> <ul style="list-style-type: none"> • Wednesday, August 19th <ul style="list-style-type: none"> ○ 9:30 – 10:30 - Community group ○ 1:00 – 2:30 – Community Stakeholder Group (by invitation) ○ 7:00 – 8:30ish – Community Group • Thursday, August 20th <ul style="list-style-type: none"> ○ 9:30 – 10:30 – Community Group • Week of August 24th – two virtual community group meetings, one during the day and a second in the afternoon. Dates TBD.

Date	Activity
Wednesday, September 2 nd	<p>3. Examine – Design and facilitate full-day session with Steering Committee to complete:</p> <ul style="list-style-type: none"> a. Situational Analysis (review and discuss all input gathered so far from the various sources) b. Create draft Mission, Vision, Values and Strategic Priority Areas c. Develop Communication/Marketing Plan
Tuesday, September 29 th and Wednesday, September 30 th	<p>4. Explore –Design and facilitate sessions with Steering Committee to:</p> <ul style="list-style-type: none"> a. Finalize Mission, Vision, Values and Strategic Priority Areas b. Develop Goals, Objectives and Implementation Schedule <p>After the September 30th session, sub-groups of the Steering Committee will collaborate on their respective sections (i.e. Mission, Vision, Values, Goals, etc.) and bring their collective work to date to the October (date TBD) session of the entire Steering Committee.</p> <p>Present Draft Strategic Plan: Prepare a draft of the Strategic Plan and present it to the City Council at a work session for their review and discussion.</p>
	<p>Review of Draft Strategic Plan and comments submitted to finalize Strategic Plan.</p>
November	<p>5. Execute: City Council adopts the Strategic Plan and implementation begins.</p>

C. FEE

Activity	Fee
1. Engage – Initiate the Process	\$ 4,000
2. Enlist – Conduct interviews, gather input, hold launch/kick-off meeting and facilitate community outreach.	\$16,000
3. Examine – Design and facilitate with Steering Committee to complete Situational Analysis.	\$12,500
4. Explore –Design and facilitate sessions with Steering Committee to: <ul style="list-style-type: none"> a. Create Mission, Vision and Values b. Develop Goals, Objectives and Implementation Schedule Present Draft Strategic Plan Prepare a draft of the Strategic Plan and present it to the Mayor and Council at a work session for their review and discussion.	\$26,000
Review of Draft Strategic Plan and comments submitted to finalize Strategic Plan.	\$5,500
5. Execute: Council adopts the Strategic Plan and implementation begins.	
Total Fee	\$64,000

Travel reimbursement is in addition to the Fee.

Meeting Date: 6/1/2026

Agenda Item: 3.E.

Title

Receive an update regarding the municipal complex site selection process


Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

The purpose of this item is to provide the City Council with an update regarding the municipal complex site selection process. The consultant, Hoefer Welker, LLC has amended the contract to evaluate alternative sites and development options for the Municipal Complex. The revised proposal is a multi-tiered evaluation of potential sites. This process is designed to provide the city and the public with objective, data-driven results.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>Promote Operational Excellence</p>	<p>7.1 Provide responsive, reliable, and cost-efficient public services. 7.3 Support investments in upgraded, consolidated City facilities. 7.4 Improve organizational capacity and effectiveness.</p>

Background Information

At their March 16, 2026, meeting, the City Council directed that the Municipal Complex design at Herfurth Park be placed on hold and proceed with identifying alternative locations for a City Hall, Public Safety Administration, and Animal Services buildings. A synopsis of the municipal complex project is discussed below.

On May 6, 2023, residents of Rowlett voted to authorize the issuance of general obligation bonds in the amount of \$76.3 million for three facility bond propositions comprising the following:

- Proposition A – Public Safety facility in the amount of \$63.9M
- Proposition B – Animal Shelter building in the amount of \$8.4M
- Proposition C – Herfurth Park in the amount of \$4M

On July 18, 2023, the Council authorized the sale of \$7,330,000 in GO bonds to support the initial design of the projects contemplated in the 2023 propositions.

On July 16, 2024, the City contracted with Hoefer Welker, LLC for the design of the complex, and on September 17, 2024, Council contracted with Swinerton Builders to act as the City's construction manager at risk (CMaR).

On September 28, 2024, City Council held a Special Work Session with Hoefer Welker, LLC and Swinerton Builders to review the layout of the Municipal Complex at Herfurth Park.

On January 6, 2025, the City Council held a special Work Session with Hoefer Welker, LLC to discuss the Council's Vision for the new Municipal Complex.

On October, 1, 2025, the City Council held a special Work Session with Hoefer Welker, LLC and Swinerton Builders to discuss Design and Budget Options for the Municipal Complex.

On September 28, 2024, City Council held a Special Work Session with Hoefer Welker, LLC and Swinerton Builders to review the layout of the Municipal Complex at Herfurth Park.

On January 6, 2025, the City Council held a special Work Session with Hoefer Welker, LLC to discuss the Council's Vision for the new Municipal Complex.

On October, 1, 2025, the City Council held a special Work Session with Hoefer Welker, LLC and Swinerton Builders to discuss Design and Budget Options for the Municipal Complex.

Discussion

On the May 11, 2026 Council Meeting, Hoefer Welker, LLC amended their proposal to evaluate alternative sites and development options for the Municipal Complex as directed. The revised proposal is a multi-tiered evaluation of potential locations to determine their viability for the Municipal Complex. This process is designed to provide the city and the public with objective, data-driven results. Staff directed Hoefer Welker, LLC to submit their Tier 0: Preliminary Pre-screening & Market Scan findings prior to moving forward.

The project scope of work is attached for reference and associated scoped details will be presented at the meeting.

Financial/Budget Implications

N/A

Recommended Action

N/A

Attachments

1. Attachment 1 - Amendment No. 2 PSA Hoefer Welker

STATE OF TEXAS § **AMENDMENT NO. 2**
 § **PROFESSIONAL SERVICES AGREEMENT**
COUNTY OF DALLAS §

This Amendment No. 2 to the Professional Services Agreement ("Amendment") is made by and between the City of Rowlett, Texas ("City"), a municipal corporation and Hoefel Welker, LLC ("Contractor") acting by and through their authorized representatives. City and Contractor may each be referred to herein as a "Party" and collectively as the "Parties".

RECITALS

WHEREAS, the Parties previously entered into a Professional Services Agreement ("Agreement") for Design Services for the Municipal Complex with an effective date of July 17, 2024;

WHEREAS, the Parties previously executed Amendment No.1 to the Agreement on October 17, 2024;

WHEREAS, the Parties agree, by execution of this Amendment No. 2, to amend the Agreement to add services for evaluating alternative sites and development options for the Municipal Complex;

NOW THEREFORE, in exchange for the mutual covenants set forth herein and other valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the parties agree to amend the Agreement as follows:

1. Add services as outlined in Attachment A Scope of Services, attached hereto and incorporated by reference.
2. Compensation for added services as outlined in Attachment B. Fee Schedule, attached hereto and incorporated by reference.
3. All other terms, conditions and provisions of the Agreement remain unchanged and are in full force and effect
4. Unless otherwise noted, this Amendment No. 2 goes into full effect once it is signed by the City and Contractor.

CITY OF ROWLETT

By: _____
Kristoff Bauer
Interim City Manager
Date: _____

HOEFER WELKER, LLC

By: _____
Name: _____ James Beers
Title: _____ Principal and Shareholder
Date: _____ 05/20/2026

ATTACHMENT "A"
SCOPE OF SERVICES AND PROJECT SCHEDULE

I. PROJECT SCOPE and UNDERSTANDING

A. Site Suitability Assessment & Selection Process

Hoefer Welker will perform a multi-tiered evaluation of potential locations to determine their viability for the Municipal Complex. This process is designed to provide the city and the public with objective, data-driven results.

- **Tier 0: Preliminary Prescreening & Market Scan:** Hoefer Welker, in collaboration with planning and entitlement consultants, will perform a high-level vetting of vacant and underutilized parcels to supplement the seven (7) primary study sites. This scan is limited to a maximum of **300 parcels** city-wide, filtered by three primary drivers:
 - **Civic Identity** - High-visibility "entry points" that serve as welcoming gateways into the City. **Operational Efficiency** - Immediate access to arterial roads to ensure centralized, high-speed emergency response. **Fiscal Stewardship** - Prioritizing City-owned assets to minimize land acquisition costs and maximize existing investment.

HW will evaluate the feasibility of **parcel assembly** for sites requiring multiple ownership transfers. This assessment identifies the complexities of fragmented ownership, specifically noting "hold-out" risks or negotiation hurdles that could compromise project continuity or budget. The result of this phase is a "Short List" presented to the City Council addition to the Tier 1 category.

- **Tier 1: Technical Site Suitability Assessment:** Following City Council approval of the Tier 0 Short List, Hoefer Welker will conduct a deep-dive evaluation of those found during the Tier 0 portion as well as the following:

- 4217 Rowlett Road*
- 5610 Big A Road*
- 3801 Big A Road*
- 5500 Rowlett Road*
- 8502 Schrade Road**
- 4732+4308 Industrial Road**
- 4101+4105+4109+4201+4205 Industrial* & 4020 Lakeview Pkwy**

* indicates potential site proposed by City of Rowlett

** indicates potential site proposed by HW

- **Jurisdictional & Regulatory Framework:** A review of governing jurisdictions, platting status, and current zoning for both the subject site and adjacent properties to identify potential entitlement hurdles.
- **Utility & Infrastructure Capacity:** Evaluation of the availability and proximity of public utilities (water, sewer, and franchise utilities) and their ability to serve the proposed municipal program.
- **Environmental & Drainage Constraints:** Analysis of drainage patterns, floodplain impact, and overall buildable land area to identify environmental risks that could inflate construction costs.
- **Connectivity & Access:** Assessment of site access points ensuring centralized operations and efficient emergency vehicle egress.
- **Ownership & Development Logistics:** Continued vetting of ownership status and site geometry to confirm buildability for Public Safety or Animal Shelter functions.

Due Diligence performed by HW and consultants for up to six different sites with narrative provided via email narrative(s). Sites excluded from Due Diligence are Herfurth Park and current City Hall location. **Each site added by the Tier 0 (Prescreening) will have an additional flat rate, see Design Fees.** Addition of these sites is at the discretion of the City Council.

- **Tier 2: Technical Suitability Evaluation** A deep-dive analysis of the "Candidate Sites" This assessment will evaluate:
 - Development of a detailed Constraints Map identifying topography, floodplains, streams, creeks, and existing easements. This map serves as the technical baseline for all subsequent test-fit planning and building placement.
 - Physical site visits and photographic documentation for each location to identify field conditions that may not be apparent in GIS or public records.
 - High-level review of Waters of the U.S. (WOUS) and analysis of National Soils Information to evaluate drainage, foundation stability, and potential environmental mitigation requirements.
 - Detailed summary of the building permit process, required jurisdictional permits, associated fees, and City landscaping requirements.

For up to three sites, a Site Investigation Report (SIR) to be provided with general restraints and publicly attainable knowledge of each site.

- **Tier 3: Comparative Analysis & Grading** Development of a **Technical Grading Matrix** to rank sites based on the criteria established by City leadership.

II. EXHIBIT A PROFESSIONAL DESIGN SERVICES

B. Community Engagement & Education (Charrettes)

To ensure broad community buy-in, the process will transition to a series of **Public Information Charrettes**:

- **Public Safety Education:** Use of visual aids to clarify the nature of a "Holding/Detention Facility" (e.g., 48-72 hour turnover, no public release) versus a "Correctional Jail."
- **Reveal Scorecards:** Each site would share viability and prepared options while allowing for interactive design discussions.
- **Real-Time Data Collection:** Integration of digital polling/clicker systems to capture objective sentiment and identify the "least objectionable" locations in real-time.

An ideal charrette group size is nine people, to be selected and attendance coordinated by City of Rowlett. Guidelines for Public selections:

- Consider designating a representative after each workshop to share updates with the council.
- From the 14 neighborhood districts (Waterview / Liberty Grove, Westwood, Shady Acres / Princeton, Springfield, Dalrock, Flower Hill, Olivers / City Center, Highland Meadows, Waterview East, Springfield South, Rowlett N/S/E/W), ensure each participates in at least one public charrette.
- Aim for the group to reflect the city's range of socioeconomic backgrounds.
- Include participants with varied professional experiences, ideally including individuals who are well-regarded in the community for their civic involvement.

C. City Council Decision-Support Workshop (Post-Election)

A formal workshop with the City Council (targeted for late July/early August) to present the finalized Suitability Assessment and Community Consensus Report. The goal of this session is to provide Council with the objective data required to make a final site selection

D. Schedule

- May 2026: Release Hofer Welker for Site Suitability Assessment & Selection Process (approximately 6-8 weeks)
- June – July 2026: (4) Community Charrettes
- July 2026: Data Synthesis and Internal Strategy with City Management, fine tuning site selection(s).
- Late July / Early August 2026: Final Council Workshop with prepared selected sites.

DI. Deliverables

In addition to conceptual plans and site diagrams, Hoefer Welker will provide:

- **Site Suitability Assessment Report (SIR):** A technical ranking of all studied parcels based on the established grading matrix. City selected and confirmed Due Diligence data and Site Investigation Reports from HW and consultants included. **Some sites that did not meet the needed criteria will show up in this list for purposes of objectivity and proof of study.**
- **Community Consensus Report:** A formal synthesis of all public input gathered during the Charrette series, including:
 - Quantitative data from real-time polling/clicker systems.
 - Qualitative summaries of the “least objectionable” site options.
 - This report is intended to serve as the primary decision-support tool for the City Council in their final selection process.

Deliverables will be provided in digital formats appropriate for presentations and recordkeeping.

E. Other Conditions

1. Should the City elect to advance the project following site selection, Hoefer Welker can provide additional professional services to support future architectural and engineering design phases.
2. Additional or supplemental services can be provided on a case-by-case basis as requested by the Client, but no work shall commence without written approval and agreement. Any additional services will modify the original agreed contract amount.
3. The Client shall provide the Architect and any of their subconsultants with information in a timely manner.

F. Assumptions

These items are conditions required for the fee, schedule, and scope to remain valid.

1. The client will provide all necessary information required for the timely completion of the project in time.
2. All of the program elements used during the October 1st, 2025 Workshop shall be used for this exercise.
3. HW’s fee assumes the project will progress in a continuous and orderly manner. Significant delays through no fault of HW may require negotiation of additional fees.

4. If additional out-of-scope work is required, HW will complete the work on an hourly basis at current rates, whether directed by the Client or required by the jurisdiction.
5. Changes in design by the Client after conceptual design completion or after any City submittals/approvals will require an Additional Services Request (ASR).
6. HW will provide an (ASR) for any scope not specifically included in this proposal.

G. Exclusions

These items are not included in the base scope unless added through supplemental services.

1. This proposal includes planning and conceptual design services only. Technical engineering services—such as civil engineering, traffic analysis, environmental studies, surveying, and geotechnical investigations—are excluded from this phase.
2. Design contingencies.
3. Animations and 3D renderings can be provided upon request.

ATTACHMENT "B"
FEE SCHEDULE

1. Site Suitability Assessment & Selection Process **\$145,500**
 - A. Site feasibility evaluations, conceptual site planning and space allocation strategies, access, circulation, and parking analysis program organization and adjacencies, opportunities for phased or long-term expansion, supporting diagrams and graphics that clearly communicate planning intent

2. (4) Public Charrettes **\$30,000**
 - A. Reviewing site opportunities and constraints for ALL sites
 - B. Evaluating conceptual alternatives
 - C. Refining planning priorities
 - D. Confirming consistency with the City's long-range vision
 - E. Prepare all final site plan and collateral into digital format for Community Consensus Report

3. City Council Presentation of Community Consensus Report **\$included**

4. Allowances
 - A. During Site Suitability Assessment Phase, HW and consultants will provide Due Diligence for listed sites included in the fee above, but during this exploration can provide more reporting at the Tier 1 level at rate of \$4,000 per site and at the Tier 2 level at a rate of \$6,000 per site. Decisions for adding sites would need appropriate time prior to Charrette preparation.

example: **#### Main Street** is not on the list of sites, but if the city would like to add it, it would be an additional \$4,000 for Tier 1. If it were found to be not suitable of further exploration or report, Tier 2 would not be needed.
 - B. City shall contract directly with Geotechnical Engineer for any site exploration as prescribed by Hoefer Welker to determine a more accurate foundation cost for each building at all final selected sites, when applicable.

5. Reimbursable Expense Allowance **\$11,500**
 - Reimbursable expenses including but not limited to postage/shipping, printing/reproduction, mileage, and all travel expenses, are included within our fee outlined above.
 - Invoices are processed monthly and are based on a percentage of completion.

Meeting Date: 6/1/2026

Agenda Item: 3.F.

Title

Discuss the creation of a Downtown Advisory Board.


Staff Representative

Jeff Winget, Mayor

Executive Summary

Rowlett currently has several boards and commissions that serve as advisory bodies to the City Council. These groups provide expertise to help shape the City Council’s policy-making and advocacy that supports important components of the City’s quality of life. To foster the execution and ongoing focus on the Downtown district, this item contemplates the creation of a Downtown Advisory Board.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>GOVERN TRANSPARENTLY & INCLUSIVELY</p>	<p>1.6 Actively educate, engage, and communicate with the community through a variety of channels.</p>

Background Information

The City Council adopted the Downtown Strategic Plan on October 15, 2024. In the plan are a number of strategic objectives with identified stakeholders that include the City of Rowlett, City Council, and Planning & Zoning Commission. The plan also identifies a wide-range of both policy-driven and tactical items that are prioritized according to the value each adds.

Discussion

The City Council previously considered the addition of a Downtown Advisory Board, but no formal action was taken at the time. Given the wide array of interests in Downtown, including new business opportunities, DART funding availability and event hosting, the City Council may wish to reconsider the addition of a Downtown Advisory Board. The purpose of the Downtown Advisory Board would be to provide a formal stakeholder forum to support implementation of the Downtown Rowlett Strategic Plan, monitor emerging downtown issues, and provide policy-level recommendations to the City Council. Items for the City Council to consider include:

1. Board composition:
 - a. Regular members – 5, Alternate members – 2

- b. Ex-officio members – 1 (non-voting, DART representative)
- c. City Council liaisons – 2 (non-voting)

Note - Regular & Alternate members may include downtown property owners, downtown business owners, residents within or near the Downtown district, representatives with economic development, real estate, arts/culture, mobility, or small-business experience, and other community stakeholders with a demonstrated interest in Downtown Rowlett.

2. Duties:

- a. The Downtown Advisory Board is charged with advising the City Council on the implementation, prioritization, and ongoing evaluation of the Downtown Rowlett Strategic Plan. The Board should serve as a stakeholder advisory body focused on downtown development, redevelopment, business activity, DART coordination, placemaking, mobility, parking, public spaces, and other matters affecting the long-term vitality of Downtown Rowlett.
- b. The Board may review Strategic Plan implementation progress, provide recommendations to City Council on downtown priorities, assist in identifying stakeholder concerns and opportunities, support communication among downtown property owners and businesses, provide policy-level input on downtown activation and programming priorities, and provide input on potential funding, partnership, and public-private investment opportunities.
- c. The Board shall be advisory in nature and shall not have authority to direct City staff, approve or deny development applications, issue permits, obligate public funds, negotiate agreements, plan or execute events, coordinate vendors, manage public safety logistics, or act on behalf of the City Council.
- d. The Board should provide periodic updates to the City Council, no less than annually, regarding Strategic Plan implementation progress, stakeholder feedback, emerging downtown opportunities or concerns, and recommended priorities for the upcoming year.

The Downtown Advisory Board would function as a policy-level advisory body and would not be involved in operational matters. Recommendations, progress updates, initiatives, and requests should be communicated to the City Council through the designated Council liaisons or other process established by the City Council. This structure preserves a clear separation between advisory input, Council policy direction,

and staff administration.

Financial/Budget Implications

The City Council allocates funding for Boards & Commissions annually. The creation of a Downtown Advisory Board would likely require a small budget for incidental items.

Recommended Action

City Council should provide clarity and direction around the concept of a Downtown Advisory Board. Should Council wish to proceed, an amendment to the Code of Ordinances and the Boards & Commissions Handbook would be considered at a future City Council meeting.

Attachments

None