

PLANO CITY COUNCIL RETREAT
October 31, 2015

COUNCIL MEMBERS PRESENT

Harry LaRosiliere, Mayor
Lissa Smith, Mayor Pro Tem
Ben Harris, Deputy Mayor Pro Tem
Angela Miner
Rick Grady
Ron Kelley
Tom Harrison
David Downs

STAFF PRESENT

Bruce Glasscock, City Manager
Frank Turner, Deputy City Manager
LaShon Ross, Deputy City Manager
Jim Parrish, Deputy City Manager
Mark Israelson, Assistant City Manager
Jack Carr, Assistant City Manager
Paige Mims, City Attorney
Lisa C. Henderson, City Secretary

Mayor LaRosiliere convened the Council into the City Council Retreat on Saturday, October 31, 2015, at 8:02 a.m., at the Oak Point Park Nature and Retreat Center, 5901 Los Rios Boulevard, Plano, Texas. A quorum was present.

Discussion and Direction regarding City of Plano Vision, Mission, Strategic Plan and Goals, Council Governance, Roles and Responsibilities and may include Discussion and Direction of Fiscal Year 2015-2016 Budget and Fiscal Year 2016-2017 Budget.

Mr. Holifield with Strategic Government Resources, facilitating the meeting, outlined the goals for the retreat, encouraging Council to not focus only on today during decision making and to be a good visionary, not a politician. Mayor LaRosiliere made a brief opening statement and requested the Council focus on giving Staff clear direction and not getting bogged down in the weeds.

Mr. Holifield presented a video of Simon Sinek's TED Talk regarding the golden circle and the importance of beginning with the "why" not the "what". Mr. Holifield stated the first role of the Council is the "why". He discussed the need for clarity of vision and the surrender of individual freedom when a person becomes part of the team. Mr. Holifield stated it is Staff's job to educate the Council and Council's job to communicate and educate the public. He added the Council has a burden to listen to the public as a whole, not just special interests. Mr. Holifield encouraged the Council to ask two questions on each agenda item, "Why does this issue affect our future?" and "How does this issue affect who we want to be?".

The Council took a brief recess at 9:28 a.m. and resumed discussions at 9:36 a.m.

Mr. Holifield led the Council in a review of the Strategic Vision for Excellence beginning with the Vision statement. The group discussed the meaning of “sustainability” in that the statement goes beyond the environmental meaning. They reviewed the current Vision, Mission, Plano Beliefs, and Pillars of Service. The Council stated concurrence to continue with the current Vision, Mission, Plano beliefs, and Pillars of Service statements as written.

Vision

Plano is a vibrant, safe and sustainable city with attractive neighborhoods and urban centers, a vital economy, a high degree of mobility and an abundance of educational, recreational and cultural opportunities

Mission

The City of Plano is a regional and national leader, providing outstanding services and facilities through cooperative efforts that engage our citizens and that contribute to the quality of life in our community

Plano Beliefs

Working as a team, we pledge to be:

- > *Respectful of individual dignity and rights,*
- > *Financially responsible,*
- > *Innovative in addressing community needs and*
- > *An organization in which we can serve with pride.*

Pillars of Service

- > *Provide outstanding services and facilities*
- > *Through cooperative efforts with citizens*
- > *That contribute to the overall quality of life*

The Council reviewed the Pillars for Plano’s Vision, Reputational Drivers, and Operational Drives and stated concurrence as follows (additions underlined and deletions ~~strikethrough~~):

Pillars for Plano’s Vision

- > *A diverse, international ~~and emerging urban city and~~ metropolitan center*
- > *A multifaceted city which meets the needs of its citizens to work, live and play here*
- > *A city known for very high quality city services*
- > *A city of vibrant and renewing neighborhoods*
- > *A city of business and enterprise of national and international importance*
- > *A city that partners with a variety of educational institutions to support and encourage exceptional quality of education at all levels*

Reputational Drivers

- > THE place to live
- > A place that values and expects excellence
- > High quality of life
- > ~~A~~ An progressive innovative city
- > Excellent schools
- > Home to major corporations
- > Broad variety of desirable housing
- > Easy access to the entire region and to jobs
- > Employment Center
- > Family oriented
- > A destination location
- > ~~Reestablished identity~~

Operational Drivers

- > *Exceptional quality city services*
- > *A well maintained community ~~that has a very attractive appearance~~*
- > *A safe city*
- > *Highly professional staff*
- > *A high quality customer service orientation*
- > *High quality and ample parks and green space*
- > *~~Successfully transitioning into a mature city~~*
- > *Innovative programs and solutions*

Mr. Mowery, with Strategic Government Resources, split the group into five teams for an exercise looking 20 years into the future and the headlines for the City of Plano. Each team presented their findings to the group.

Group 1 – Mayor Pro Tem Smith, Council Member Kelley, and Assistant City Manager Carr discussed the future included Downtown Plano development, redevelopment of Collin Creek Mall area, and the area becoming a transit hub.

Group 2 – Deputy City Manager Turner, City Attorney Mims, and Council Member Harrison discussed the future included Dallas becoming Plano, Plano being highly sought after by investors, and redevelopment of Collin Creek Mall area.

Group 3 – Mayor LaRosiliere, Council Member Downs, and Deputy City Manager Parrish discussed the future included increased innovation and technology, a great sense of community, economic development, and a strong level of governance.

Group 4 – Council Member Miner, City Manager Glasscock, and Deputy City Manager Ross discussed the future included innovation, improved infrastructure, and increased mobility.

Group 5 – Deputy Mayor Pro Tem Harris, Council Member Grady, and Assistant City Manager Israelson discussed the future included re-visioning of facilities, balanced politics and governance, maintaining sense of community, and continuing to be a best value.

Mr. Mowery spoke to the common themes of innovation, revitalization, sense of community, and transportation discussed throughout the process.

The Council took a brief recess for lunch at 11:17 a.m. and resumed discussions at 11:37 a.m.

Mr. Holifield discussed the importance of the “Body” providing a collective direction to Staff, not individuals providing direction to Staff and that the goal is to protect the integrity of the process. He stated once voted upon, the Council owned the decision even if the decision was not the choice of a Council Member(s). The Council discussed the process and that each member is speaking as the Council and not as an individual when discussing City business publically. The Council stated concurrence to follow procedures and avoid social media.

Mr. Holifield led the Council in review of the Strategic Goals for Excellence. The Council stated concurrence as follows (additions underlined and deletions ~~strikethrough~~):

Goal 1 – okay as presented

PROTECT AND SUSTAIN QUALITY OF GOVERNANCE

- > *Maintain the current atmosphere of civility, respect, decisiveness and courage*
- > *Ensure all Council members are properly prepared to make decisions based on thoughtful and thorough analysis and deliberation*

Goal 2 – okay as presented with the removal of underscoring and bold type

DELIVER OUTSTANDING OPERATIONAL ANALYSIS AND EFFECTIVENESS

- > *Define why action is needed and what the key issues are*
- > *Present fact-based information*
- > *Provide options that can be compared in a consistent manner and without bias*
- > *Provide costs (O&M and Capital) and proposed funding sources*
- > *Provide long term implications (benefits or costs) of delaying decisions*
- > *Anticipate and answer likely questions*
- > *Articulate clear expectations of results*
- > *Provide adequate lead time to make an informed decision*
- > *Provide professionally based recommendations without bias*

Goal 3 – amend to read:

AFFIRM AND REINFORCE PLANO'S COMMITMENT TO ~~EXCELLENCE~~ EXCEPTIONAL CITY SERVICES

- ~~> Create a culture of excellence in customer service in every department~~
- ~~> Develop city wide customer service standards and provide training to achieve~~
- ~~> Evaluate mechanisms for providing feedback on the quality of customer service~~
- ~~> Develop a plan to address neighborhood revitalization with measurable, results-oriented criteria to evaluate the impact of a program and how it would work with "Love Where You Live" project~~
- ~~> Evaluate criteria to qualify for revitalization incentives~~
- ~~> Develop options for impacting the four corners retail centers in neighborhoods~~
- > Excellent service is expected as a benchmark. Service delivery must be evaluated within the context of both cost and impact on citizen services. It is recognized that efficiency and effectiveness can be counter balances to each other and the underlying goal is not merely low cost, nor merely high quality, but a high value proposition.
- > Ensure that city policies are designed to recruit and retain the best possible employee in every position
- > Position the city to attract the very best employees

Goal 4 – amend to read:

EXPAND AND IMPROVE COMMUNICATIONS

- > Develop a comprehensive marketing strategy and plan that reaches the citizens of Plano as well as a state and national audience with a consistent message
- > Enhance initiatives to help the city be more engaged with and attuned to the desires and priorities of the community as a whole

Goal 5 – amend to read:

EVALUATE OPTIONS FOR REVITALIZING COLLIN CREEK MALL

- ~~> City Staff should continue meeting with the mall owners to determine what options exist and return to Council with available actions~~

SUCCESSFULLY ADDRESSING REVITALIZATION NEEDS IN THE CITY OF PLANO

- > Develop options for impacting the four corners retail centers in neighborhoods
- > Evaluate criteria to qualify for revitalization incentives
- > Promote neighborhood revitalization programs with measurable, results-oriented criteria

Goal 6 – amend to read:

ENHANCE PLANO'S ROLE AS A REGIONAL LEADER, PARTICULARLY IN THE FOLLOWING AREAS:

- ~~> Position Plano to provide a stronger voice and leadership regionally~~
- > Transportation
- > Water
- > Mass Transit

Goal 7 – amend to read:

STRENGTHEN THE WORKING RELATIONSHIP WITH OUR ~~EDUCATIONAL~~ STRATEGIC PARTNERS IN THE AREAS OF EDUCATION, BUSINESS, NON-PROFITS AND FAITH-BASED

> City Manager should continue formal and informal meetings and discussions with strategic partners to further strengthen the relationships and reinforce the city's commitment to an exceptional ~~educational~~ environment

In closing, the Mayor encouraged the Council to look forward when making decisions. The Council discussed key items from the retreat included team work, looking to the future, the golden circle (Why, How, What), the “Why/How” questions, and the importance of a vision.

Nothing further was discussed. Mayor LaRosiliere adjourned the meeting at 1:14 p.m.

Harry LaRosiliere, MAYOR

ATTEST

Lisa C. Henderson, City Secretary