

**PLANO CITY COUNCIL RETREAT**  
**August 5, 2013**

**COUNCIL MEMBERS PRESENT**

Harry LaRosiliere, Mayor  
Lissa Smith, Mayor Pro Tem  
Ben Harris, Deputy Mayor Pro Tem  
Pat Miner  
André Davidson  
Jim Duggan  
Patrick Gallagher  
David Downs

**STAFF PRESENT**

Bruce Glasscock, City Manager  
Frank Turner, Deputy City Manager  
LaShon Ross, Deputy City Manager  
Diane C. Wetherbee, City Attorney  
Mark Israelson, Director of Policy and Government Relations  
Diane Zucco, City Secretary

Mayor LaRosiliere convened the Council into the City Council Retreat on Monday, August 5, 2013, at 6:00 p.m., in Training Room A of the Plano Municipal Center, 1520 K Avenue. A quorum was present.

Discussion, Direction and Action Regarding Review of City of Plano Vision, Mission, Strategic Plan, Goals and Core Businesses, including Council Governance Roles and Responsibilities

Ron Holifield of Strategic Government Resources, facilitated the worksession, and spoke to the importance of rhythms of success, predictability earning trust, and strategic thinking as the role of Council rather than execution. Mr. Holifield reviewed the collective roles and responsibilities of the governing body: determining the organization's mission and purpose; selecting the chief executive; providing proper financial oversight; ensuring adequate resources; ensuring legal and ethical integrity and maintaining accountability; ensuring effective organizational planning; recruiting and orienting new board members and assessing the board's performance; enhancing the organization's public standing; determining, monitoring and strengthening the organization's programs and services; and supporting the chief executive and assessing his performance.

Mr. Holifield spoke to the duties of individual Council members to: gain an understanding of the organization's mission, goals, and objectives; understand the environment within which the organization operates; prepare for meetings; maintain confidentiality with proprietary items of the organization or its members; avoid situations where special considerations are afforded a board member; and obtain an understanding of the organization's financial statements in helping the board fulfill its fiduciary responsibility.

Mr. Holifield spoke to the duties of the Mayor to: nurture and facilitate the Council as a team; build trust in his leadership that is independent of Council Member positions on any given issue; build trust in his leadership among staff in the integrity of the processes and value system that Council demonstrates; protect and defend the values of the team in the way they interact with each other; lead the Council meetings in a way that protects the integrity of the process and the credibility of the Council; represent the team publicly; and serve as a sounding board for the City Manager.

Mr. Holifield spoke to a general increase in Council confidence and decrease in anxiety in 2013 as compared to 2012 when reviewing last year's major themes including: the City's future identity; effectively leveraging the opportunities of increased diversity; decisions related to the relationship between the level of service and the tax rate; issues related to development patterns; the City's relationship with the school district; maintaining innovative solutions; consideration of new and different ways to raise revenue; defining expectations for operational analysis; developing future civic leaders; engaging and communicating with the citizens; focusing on strategic and governance issues; and drawing the best/brightest staff members to deal with challenges.

The Council stated a consensus to affirm the City's 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.*

The Council stated a consensus to affirm the City's 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.*

The Council stated a consensus to affirm the *Three Pillars of Service*:

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

The Council stated a consensus to affirm the *Six Pillars for Plano's Vision* that form the foundation of Plano's strategic 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

The Council stated a consensus to affirm the *Twelve Reputational Drivers* critical in making the above strategic vision a reality:

- THE place to live
- A place that values and expects excellence
- High quality of life
- A progressive 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

The Council stated a consensus to affirm the *Eight Operational Drivers*:

- Exceptional quality 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

The Council stated a consensus to affirm Plano's Beliefs:

- Working as a team we pledge to be:
  - Respectful of individual dignity and rights
  - Financially responsible
  - Ethical and responsive to our customers
  - Innovative in addressing community needs
  - An organization in which we can serve with pride

Mr. Holifield spoke to Council Members providing differing views while acting as a whole and to the integrity of the process having a higher priority than individual decisions.

The Council reviewed each of the *Eight Strategic Goals*

- Enhance Operational Analysis and Effectiveness
- Protect and Sustain the Quality of Governance
- Affirm and Reinforce Plano's Commitment to Being the Best
- Improve Communications
  - Council Member Downs requested information be brought back regarding the forms of communication currently being utilized and their effectiveness.
- Enhance Plano's Role as a Regional Leader
- Evaluate Options for Revitalizing Collin Creek Mall
- Evaluate Options for the future of Plano Centre and The Arts Center of North Texas
  - Deputy City Manager Ross advised that Plano Centre is operating at 68% cost recovery and that it is funded through hotel/motel taxes. City Manager Glasscock spoke to operational subsidies typically required by convention centers. The Council stated a consensus to remove Plano Centre from the list of major goals and to reconsider it in three to five years. The Council stated a consensus to remove the Arts Center of North Texas from the list of major goals.
- Strengthen the Working Relationship with our Educational Partners

Mr. Holifield reviewed the major themes and trends gathered from Council interviews. He advised that current primary concerns are: aging infrastructure, neighborhood revitalization, the needs of an aging and diverse population, developing future leaders, passing on the City's history, addressing financial realities, embracing innovation/growth/reinvention, making tough decisions that will impact the future (5-10 years), providing incremental value while scrutinizing additional expenditures, making decisions through a long-term lens, maintaining the budget, and retaining of key/responsive staff. Mr. Holifield advised regarding the Council's top priorities for the coming year: continued economic development, prioritizing changes needed in the next 5-10 years (2020), doing more than maintaining status quo, bringing new businesses into the City, maintaining safety, revitalizing older neighborhoods/retail, proper development of remaining land, reevaluating the tax rate to ensure levels of service, and assisting underprivileged children. He advised regarding the Council's views on the top mid-term priorities (2-3 years): clarity in addressing redevelopment and revitalization, maintaining infrastructure, providing additional entertainment options, addressing economic development and public safety, reviewing Staff's ability to address code enforcement issues, encouraging job growth, and succession planning for all levels of the organization.

Mr. Holifield advised regarding Council views on long-term priorities (over 3 years): protect our reputation as THE city in which to live; develop/plan/make decisions affecting the long term; create/implement a vision for Collin Creek area; revitalize strip centers; address economic development/infrastructure; and maintain public safety. He spoke to services that might be discontinued: operations and maintenance costs that might be restructured as a joint public/private venture; consideration of Plano Pure mulch; services that compete with the private sector such as Plano Centre, and recreation centers/golf course. Mr. Holifield spoke regarding Council views on services that should be continued but altered in level or quality including: library and recreation services; responses to home-based businesses; and maintenance of entry areas/monuments.

He advised regarding consideration additional services including: senior transportation and maintaining/improving the appearance of infrastructure (medians, streets, rights-of way, etc.). Mr. Holifield spoke to the Council's views on items needing attention inside the organization: competitiveness in the job market; succession planning; customer service and receiving feedback; staff implementation of new ideas/methods; and focusing on financial health. He spoke to the Council's views on their effectiveness as a team: dependency on the leadership of the Mayor; the high level of mutual respect; the impact of new members; and defining the role of the Mayor.

The Council recessed the worksession at 7:13 p.m. and reconvened at 7:24 p.m.

Mayor LaRosiliere spoke to the importance of the Council having a shared vision and his passion for the City. He addressed the change in leadership style, his focus on the betterment of Plano, and role as the primary ambassador representing the Council and Staff. Mayor LaRosiliere spoke regarding trust within the Council, Plano's status as a major city and asked Council to step forward if they have an area of interest.

Mr. Holifield reviewed the Major Themes of 2013:

- Neighborhood Revitalization
- Succession Planning
- Four corners shopping centers revitalization
- Role and relationship between the Mayor and Council
- Citizen communication process
- Aging infrastructure
- Planning to accommodate changing demographics
- Operational analysis

Following small group discussions, the Council provided input on the following items. In describing great operational analysis they spoke to receiving: fact-based information using a common language and telling all sides of the story; receiving options and costs; adequate lead time to review the information and ask questions; information on long-term implications of making (or not making) a decision; consistent and unbiased presentations; and clear expectations of the intended results. In describing exceptional customer service they spoke to: responsiveness, telephone etiquette; focusing on the Building Inspections Department; and stated consensus in support of a goal to analyze customer feedback in the Planning, Engineering and Building Inspections Departments. The Council spoke to providing personal greetings to those entering the Municipal Center. For ensuring the best citizen communication, the Council discussed development of a deliberate marketing strategy/plan.

Mr. Holifield spoke to continuing discussions on August 19. Nothing further was discussed. Mayor LaRosiliere adjourned the meeting at 9:31 p.m.

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**Harry LaRosiliere, MAYOR**

ATTEST

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Diane Zucco, City Secretary