

**PLANO CITY COUNCIL RETREAT
SPECIAL CALLED WORKSESSION
JUNE 15, 2002**

COUNCIL MEMBERS

Pat Evans, Mayor
Phil Dyer, Mayor Pro tem
Steve Stovall, Deputy Mayor Pro tem
Shep Stahel
Scott Johnson
Sally Magnuson
Jim McGee
Ken Lambert

STAFF

Thomas H. Muehlenbeck, City Manager
Frank Turner, Executive Director
Bruce Glasscock, Executive Director
Rod Hogan, Executive Director
Diane Wetherbee, City Attorney
Elaine Bealke, City Secretary

Mayor Evans convened the worksession into open session at 8:30 a.m., Saturday, June 15, 2002 in the Sunny Slope Room of Plano Centre, 2000 East Spring Creek Parkway, Plano, Texas immediately following breakfast. All Council Members were present with the exception of Council Member Lambert. Deputy Mayor Pro tem Stovall stepped away from the worksession at 11:40 a.m. in order to present a proclamation offsite and returned to the worksession at 12:40 p.m. following the lunch recess.

Points of Discussion from Individual Council Member Meetings with Mr. Lyle Sumek

Building Our Team: Understanding and Appreciating Our Individuality

Discussion, Direction and Action Regarding Review of City of Plano Strategic Plan, Overarching Themes, Goals and Core Businesses

Lyle Sumek, of Lyle Sumek Associates, Inc. facilitated the worksession and presented an overview of the session and stated that Part One covers framework for leadership. He spoke to determining the group's operating style, and how each Council Member sees their role. Mr. Sumek spoke to looking back at the previous year and determining where to go from here and identifying the vision and goals of the Council.

Mr. Sumek spoke to the new realities for cities in the world today as they relate to legal framework, actions of the state, politics since September 11, revenues and economics, and a civic impaired citizenry. He stated that what exists now is a changing political arena. Mr. Sumek spoke to issues of franchise fees, Robinhood, and to uncertain economic conditions prevailing and the need to find the right community balance. He stated that paradigms have changed along with changing attitudes and spoke to providing services and determining the value of these services. Mr. Sumek stated that cities differ based on community values and cost consciousness and that service is based on performance and productivity.

Mr. Sumek spoke to sorting out feedback received and to the importance of teamwork and identifying the common goals, roles, execution, attitude, and trust as major components to an effective team. He spoke to common blocks to effective teamwork and to the importance of talking to each other. Mr. Sumek spoke to the challenges for Plano to include the "Loser" scenario where no hope exists for the future and that the key issue is to sustain winning over time while facing challenges with the budget, build-out, and strong competitors. He stated that the Council must continually refocus their goals and direction and share successes with the community. Mr. Sumek stated that good leaders maintain their vision with defined goals, take action while producing results, maintain personal integrity and honesty, are decisive and willing to make tough decisions, listen to others, work with their partners using clear delegation, utilize simple messages that are concise and brief, set examples by walking the talk, are willing to learn and adjust, and lastly take responsibility while sharing the successes. Mr. Sumek spoke to the importance of doing for the community and stated that to do this the Council needs direction and a positive tone.

The Council recessed the worksession at 10:05 a.m. and reconvened at 10:12 a.m.

Mr. Sumek facilitated a quiz for the Council to identify learning styles after which time he discussed and charted each Council Member's individual style. He spoke to the importance of maintaining flexibility and to holding pre-workshops to better identify problems.

Mr. Sumek asked the Council to identify what success means to them as well as their image in the community. The Council collectively spoke to the meaning of success with the following statements:

Mayor Evans: The ability to maintain quality of City services with less; create excitement with the citizens with new programs and visible changes; and enunciate concretely what has come out of this Council.

Council Member Johnson: Maintain (all types) quality of life in Plano; invisibly provide service routinely and when needed; remain an attractive place to be; be fiscally strong; and provide a low tax rate.

Council Member Stahel: Run the City like a successful business; fulfill basic City services with a high result rate; hold property taxes to no more than the population growth plus the rate of inflation; maintain affordable housing; preserve economic development zones; help civic groups become more self supporting; not making unnecessary changes; spending civic dollars in Plano and not always outside the community; and promote neighborhood revitalization.

Deputy Mayor Pro tem Stovall: An unfractured Council that can work through issues; continuation of an outstanding City; balance of response and development to all citizens and not just a few; and a sense of community.

Council Member Magnuson: United purpose and teamwork with common goals for the betterment of the City; stable tax base and increased commercial base; continuation of neighborhood revitalization; improve infrastructure; good citizen communication; assisting with strengthening non-profit emergency groups in the community; promote understanding and tolerance with ethnic groups; and celebrate diversity.

Council Member McGee: Solve short-term problems and prepare well for the near-term situations; envision for the future; and leave Plano better than it was before.

Mayor Pro tem Dyer: Deliver high quality core services at good cost; a City that is admired by other cities; economic development that will ensure long term viability; give all areas of the City equal consideration; leave a good foundation for future Councils with a standard of style and conduct.

The Council collectively spoke to the meaning of how they want to see their image in the community with the following statements:

Council Member Magnuson: Be positive and open and be willing to listen in order to take the appropriate action; and show concern about the City,

Council Member McGee: Be thoughtful and unified: reflect global thinking; and be creative.

Council Member Johnson: How the Council works together; thoughtful; inquisitive; listen, and provision of city services via the tax rate.

Mayor Evans: Listen and find creative responses; be open to new possibilities; be responsible and responsive; and think out of the box.

Mayor Pro tem Dyer: Citizens who are happy to live in Plano; strong values; good quality of life for families; optimistic regarding the future; and good place to live.

Deputy Mayor Pro tem Stovall: Work well together; welcome different opinions and reach a decision with a thoughtful process; maintain a positive image; work as a team; be accurate and forthright/fast responding; utilize long-range planning; and express diverse views without being personal.

Mr. Sumek spoke to adopting House Rules and asked the Council to identify rules for each of them to exhibit on a daily basis such as listening before judging and commenting. He spoke to applying these rules to Staff, citizens, Council, and the City as a whole. The Council collectively spoke to how they identify daily Houses Rules for themselves.

Mayor Evans - Honor confidentially; don't dominate the debate and try to overcome others by out-talking them; use flexibility with an open dialogue and avoid prepared statements/monologues and preaching; after, get on board and support the decision; no showboating; and be respectful of each other in public as well as private.

Council Member Stahel: Maintain the sanctity of Executive Session discussions; be civil to all; disagree without being disagreeable; separate facts from opinions; avoid exaggeration or overstatements; explain the agenda on hand; do it, decide and implement; maintain full communication; stay out of incumbent political races; and avoid surprises.

Council Member McGee: Value common courtesy; and do it, drop it, and move on.

Deputy Mayor Pro tem Stovall: Be civil and courteous to all colleagues.

Council Member Magnuson: No personal attacks; and be honest.

Mayor Pro tem Dyer: Respect different views and others; no carry-over baggage; and no deal making.

Council Member Johnson: Apply the golden rule; treat others fairly; and listen.

Mr. Sumek spoke to recycling and debating issues, keeping humor and levity, recommended that the Council plan a fun event to do together where there is no business discussed.

The Council recessed for lunch at 12:00 noon and resumed the worksession at 12:40 p.m.

Mr. Sumek spoke to the Council Manager form of Government and to Council protocol and guidelines for operations. City Manager Muehlenbeck asked that when the Council desires information they go directly to the City Manager's Department using either the telephone or e-mail.

He stated that some items/requests may require direction from the full Council and spoke to the need for flexibility when requiring a timeline for responding with the information.

Mr. Muehlenbeck further stated that if a citizen makes a request for information that the same direction be given with regard to the City Manager's office. The City Manager requested that Council Members ask questions that they might have regarding agenda items as soon as possible in order that an answer may be given prior to the Council meeting on Monday.

The Council discussed protocol for placing an item on an agenda to include the Mayor requesting an item be placed on a future agenda during the Council meeting or otherwise, City Manager direction to place an item on the agenda, and two or more Council Members making a request. Mr. Sumek discussed Council communication with Staff. The City Manager spoke to the positive use of e-mail. The City Manager and the Council spoke to the importance of maintaining confidentiality of the Executive Session. City Attorney Wetherbee advised regarding items allowed for Executive Session, and discussions and penalties involved in discussing Executive Session information outside of the session.

Mr. Sumek spoke to ground rules and protocol regarding e-mail. City Attorney Wetherbee stated that e-mail relating to business is public information and that this type of communication is not to be used for purposes of deliberation. Mayor Evans spoke to not forwarding Council e-mail to a third party out in the community. Council Member Stahel concurred and stated that communication within the group should stay in the group and spoke to using only the City's computer system unless it is time critical. The City Attorney spoke to avoiding deliberating on e-mail and to doing this only at the dais. Mr. Sumek reiterated the importance of segregating personal e-mail from City e-mail, keeping Council e-mail amongst themselves, and using discretion when responding to individual e-mail. The Council stated that it is not necessary to copy each other on calendar responses and housekeeping items.

The Council spoke to Council Members representing and commenting on particular subjects for which they are more up to speed. They spoke to being clear and using discretion. The Council discussed policy regarding responding to questions, and determined that if a policy decision does not currently exist, then hold off on the response until research is done and the answer is known for sure. The Council spoke to making it clear when a Council Member is speaking on behalf of the Council and when they are not and to checking to see what the position of the City is on a given issue.

The Council spoke to using the Council Reports listed on the agenda more often. The City Attorney cautioned the Council regarding the necessity of identifying a known report that is coming up and that will require Council feedback as an item on the agenda. She stated that this caution should be exercised when feedback is required.

The City Manager spoke to placing an item requiring feedback on a future agenda as an actual item.

The Council discussed Council representation at ceremonial events and rotating the names in order that each Council Member may have an opportunity rather than using a pecking order. Mayor Evans stated she will visit with the City Manager's Staff regarding circulating the information with the Council for commitment to an event.

The Council spoke to being direct and honest with each other with regard to resolving Council conflicts and to having an agreement as to how to handle problems.

The Council discussed traveling to conferences and whether or not the event is critical enough that the expense is justified. They spoke to discussing who should go to a particular event and to bringing back a written report. They spoke to new Council Members needing to attend more sessions in order to educate themselves and the more senior Council Members attending just one event and making an effort to attend when an event is local. Mayor Evans recommended identifying up front who can commit to attend certain meetings in advance. They spoke to the importance of saving funds by utilizing air-fare specials when possible.

The Council spoke to being alerted to upcoming critical situations and having the opportunity to discuss them item ahead of time. They recommended having Staff bring different scenarios to the Council for them to choose from with not only options but consequences. The City Manager spoke to needing Council position and direction and stated that some issues or deadlines are self-imposed and dependent on the Council. He further stated that information is forwarded to the Council when it is received from the departments and that a process is followed by virtue of the forwarding of work issues. He asked that the Council give him a heads-up when an issue has been brought to their attention. Mr. Sumek spoke to the possibility of a workshop for the Council regarding this type of situation.

Mayor Evans discussed television shows possibly rotating with the Council Members and spoke to televising only when there are event driven or specialty based issues to discuss, or just televising on a quarterly basis. Council Member McGee discussed possibly holding an additional wrap-up style program immediately following the Council meeting with one Council Member and the Mayor to highlight a particular topic. Deputy Mayor Pro tem Stovall spoke to possibly doing this the following day. Mayor Evans spoke to the particular Council liaison representing transportation, telecommunications, etc. participating in the applicable television show. City Attorney Wetherbee spoke to exercising caution during this type of discussion and needing ground rules. Mayor Evans stated that the Council could discuss this again in September.

The Council recessed at 2:15 p.m. and reconvened back into the worksession at 2:20 p.m.

The Council discussed *Robert's Rules of Order* and stated that use of this process should be a tool and not a hindrance. Mayor Evans spoke to obtaining a pamphlet on Robert's Rules for placement in the drawer at the dais in the event it is needed.

City Attorney Wetherbee spoke to the resolution regarding reconsideration and to rules pertaining to the requirements for a three-quarter vote. Mayor Evans recommended looking at the parameters of the reconsideration resolution. Mr. Sumek reiterated that the Council will follow up regarding obtaining information on Robert's Rules and have a briefing on this and the Council's own rules. Executive Director Turner stated that Planning Department recommendations reflect the statements of the Planning and Zoning Commission directions and not of Staff.

The Council discussed whether or not to formally address one another and stated that while formality helps set the standard of decorum, a respectful tone is equally as important. They concurred that worksessions should be less formal and that at the regular Council meetings the titles of Mayor, Mr. Ms. should be used.

City Manager Muehlenbeck requested that the Council communicate initially with his office when they need questions answered or assistance by Staff and that he will facilitate the request. He responded to questions of the Council regarding employees contacting a Council Member and requested that the employee be told to go through the chain of command. The City Manager also spoke regarding the Plano Police Association being a separate entity with regard to voicing support in the political arena and spoke to each Council Member weighing out the importance of an endorsement and going from there. The Council spoke to the Mayor or applicable Council Member as being a designated spokesperson.

The Council spoke to the violation of house rules as being a shared responsibility. City Attorney Wetherbee spoke regarding being specific with their House Rules and also stated that House Rules can not always be enforced when situations occur and meetings are disrupted by citizens. Mayor Evans spoke to possibly turning the microphone off when things get out of hand and spoke to adding a statement regarding disruption to what is read by the City Secretary. After further discussion, Mayor Evans recommended that how to handle questions brought up at a Council Meeting by a citizen be discussed in the future and spoke to not allowing individual attacks on Council Members. The City Manager recommended discussing a format for taking public comment at a future time.

Mayor Evans spoke to Home Owner Association (HOA) relationships and to making contact and making themselves available with an HOA residing in the same quadrant that a Council Member resides. The Council agreed that it is important to continue interaction with the HOAs. The City Manager advised that this is currently being done. The Council further discussed Council Members living in an area where a situation or issue is occurring, keeping in touch with the neighborhood, and to obtaining the updated HOA list. Mayor Evans recommended having the Mayor (initially) and applicable Council Member go to meetings being held regarding an issue.

Executive Director Turner spoke to taking caution with regard to awkward stances that might occur at these meetings and the City Manager spoke to the importance of always involving Staff.

The Council discussed ethics relating to Council Members and spoke to not campaigning for or against a Council candidate. City Attorney Wetherbee stated that a Council Member can not endorse a Council candidate in their capacity as a Council Member. Mayor Evans recommended reviewing ethics procedures and ordinances and possibly ratifying these items and that the City Attorney also review this issue. The City Manager spoke to a previous House Rules provision to not box someone in.

The Council stated that the Public Comment section will be discussed at a later date.

The Council recessed the worksession at 3:38 p.m. and reconvened at 3:45 p.m.

The Council spoke to identifying pre-worksession needs at a future time.

Mr. Sumek spoke to the need for the Council to determine what the core business of the City is, defining goals for the next five years, developing strategies, establishing an annual agenda "To-Do List," making policy decisions, listening to the community "The Stakeholders," being an advocate, delegating to City Staff monitoring performance and results, setting the corporate tone, and hiring of a Fire Chief Executive Officer. He stated that these topics should be principles and criteria that are to be used.

Mr. Sumek spoke to addressing the Strategic Planning Process for Plano in the next month or so and stated that today the purpose was for the Council to bond. He stated that Overarching Themes include sustainability, compact form, livability, connectivity, regionalism, and community as principles that guide. He stated that goals are achievable outcomes, and further that future discussion will be held regarding Plano 2006 and beyond along with a gap analysis and future actions regarding such topics as the Performing Arts Center, recreation centers, and land acquisition.

Mr. Sumek spoke to the core businesses of the City as including protecting public safety and handling emergencies, protecting personal and environmental health, providing reliable utility services for daily living and businesses, providing transportation system and traffic management, providing places and programs to play and to learn, facilitating/stimulating/initiating future development and redevelopment, attaining compliance to property standards, and governing and representing the City as "Our" community.

Mr. Sumek recommended that the Council review information in the handouts regarding what the essential services of the City are and what is the applicable criteria prior to the June 19 meeting. He further spoke to identifying who the City's primary customers should be.

Nothing further was discussed. Mayor Evans closed the worksession at 4:20 p.m.

Pat Evans, **MAYOR**

Elaine Bealke, **CITY SECRETARY**