

**PLANO CITY COUNCIL RETREAT**  
**April 5, 2014**

**COUNCIL MEMBERS PRESENT**

Harry LaRosiliere, Mayor  
Lissa Smith, Mayor Pro Tem  
Ben Harris, Deputy Mayor Pro Tem (arrived at 8:12 a.m.)  
Pat Miner  
André Davidson  
Patrick Gallagher

**COUNCIL MEMBERS ABSENT**

Jim Duggan  
David Downs

**STAFF PRESENT**

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

**FACILITATORS PRESENT**

Ron Holifield, Strategic Government Resources  
Dr. Mike Mowery, Strategic Government Resources

Mayor LaRosiliere convened the Council into the City Council Retreat on Saturday, April 5, 2014, at 8:02 a.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. Council may discuss and provide direction and action on the FY 2013/2014 and FY 2014/2015 Budget and Core Business Services.

Mayor LaRosiliere presented his vision for the City for the next decade and asked the Council to think about what “The City of Excellence” means. He requested the Council to think about how to keep in step with future goals of the City while maintaining financial excellence, recruiting new development and encouraging reinvestment, and keeping up with infrastructure requirements. Mayor LaRosiliere spoke to emerging trends and how to plan for the needs of future generations.

Mr. Ron Holifield of Strategic Government Resources outlined the agenda for the day beginning with a discussion, review of the Input Output Processing Template (IOPT) results on how the Council processes information, a live action polarity assessment - a self-assessment on how the Council works together as a team, and finish with a vision and goal discussion. He stated the Council would need to determine if it was a political body or a governing body. Mr. Holifield

asked the Council to consider what it would take to reach the goals set out in the Mayor's presentation regarding financial excellence and how to build capital reserve. Mr. Holifield stated achieving the goals would require increasing revenue or cutting expenses. He added it is not a real goal if one is not prepared to make real decisions. City Manager Glasscock stated reaching an increased capital reserve level, an additional \$3-4 million a year would be required and advised the Council had previously set a goal of 75% of asset replacement value in reserve. Deputy City Manager Turner spoke to using the cash reserves to fund projects instead of debt reliance.

Mr. Holifield discussed sales tax revenues were on target to meet the goal. He spoke to the goal of increased funds available for economic development projects to compete at a higher level. Mayor LaRosiliere stated he would like to have the ability to be creative and to compete at a higher level with the resources to do so. Council Member Davidson stated the items discussed were an increase in revenue or reduction in spending issue and is open to the idea but wanted to know realistically how the Council could meet the goal. Deputy Mayor Pro Tem Harris inquired if there is an opportunity to earmark funds, i.e. increased property tax revenue, for projects. Mayor LaRosiliere spoke to the direction of no increase in revenue and the effect on the goals. Mr. Glasscock stated in the past he has been given direction to present the budget with no tax increase and will do so again unless given other direction. Mr. Holifield explained to the Council that the City Manager has direction from the Council to provide a budget with no tax increase or revenue increase which is in conflict with the goals discussed.

Mayor LaRosiliere stated the Council should be visionary not reactionary and consider the long term viability of the City. Council Member Miner stated this is a critical juncture for the City, be progressive and move forward or become stagnant. Council Member Gallagher spoke to the need to understand consequences of the decisions prior to moving forward. Deputy Mayor Pro Tem Harris stated the goals are right, but there may be multiple paths to achieve them. Council Member Davidson stated the City cannot be more competitive without more money available and the Council needs to be strong. Mr. Holifield reminded the Council every decision is a hard decision.

City Manager Glasscock spoke to the City's ability for growth noting Plano is nearly built out and other cities have more available land and opportunity for growth. He stated future economic development may turn towards retention of businesses rather than bringing in new businesses and the City will need to be in a strong position to compete. The Council took a brief recess at 9:12 a.m. and resumed discussions at 9:19 a.m.

Dr. Mike Mowery from Strategic Government Resources provided background information on the IOPT method explaining the profile types (Reactive Stimulator, Relational Innovator, Logical Processor, and Hypothetical Analyzer) and key traits of each. Mr. Holifield, Dr. Mowery, and the Council discussed their IOPT profiles and how to use the profile information to effectively work together as a team. Dr. Mowery stated the two benefits of this tool are self-awareness and recognition of differences and how they can relate together. He led the Council through the key emotional aspects of each profile type. Dr. Mowery provided each member with a transparency of their profile to allow members to compare and understand how to work with each other. The Council took a brief recess at 10:49 a.m. and resumed discussions at 10:59 a.m.

Dr. Mowery discussed Patrick Lencioni's leadership theory, The Five Dysfunctions of a Team (absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention of results), and how they build upon each other like a pyramid. Mr. Holifield presented an anonymous polarity assessment on governance to determine key factors of the Council

relationships. The Council answered thirty questions related to vision, respect, unity of the Council, processes, and communication. Mr. Holifield and Dr. Mowery calculated the results while the Council took a brief recess at 11:23 a.m. Discussions resumed at 11:35 a.m.

Mr. Holifield discussed the results of the assessment and spoke to how answers to specific questions should raise flags regarding how the Council works together as a team. He stated if the Council is not unified in its decisions it sends mixed messages to staff and citizens. City Manager Glasscock spoke to the need for clearer direction in how the budget should reflect the goals of the Council. Mayor LaRosiliere stated the Council needed to reconcile how we stay the "City of Excellence" without funding the future and the Council should convey a concise unilateral message to developers. Mr. Holifield added predictability builds trust and inconsistency causes issues for staff trying to implement the goals of the Council. Mayor Pro Tem Smith stated the Council needs to stand as one. The Council took a brief recess at 12:45 p.m. and resumed discussions at 12:50 p.m.

Mr. Holifield addressed the remaining assessment questions leading the Council in discussion. He asked the Council to relay their "big message" from the assessment and discussion. Council responded it needs to clarify its vision and what it means for the future, communication is key, and the path to the vision is different for each person.

Each member of the Council stated their vision and goals for the City. The majority would like to see an increase in funds available for economic development, reinvestment opportunities, and infrastructure improvements. Deputy Mayor Pro Tem Harris and Council Member Gallagher would like to evaluate the current budget to see if additional funds could be allocated to the objectives before considering a tax increase. Mayor Pro Tem Smith and Council Members Miner and Davidson noted the current budget is lean and there is not a lot of room for reduction. Mr. Glasscock stated reductions would require service cuts to reduce the current budget.

Council directed City Manager Glasscock to provide a budget without tax rate increase but include optional decision packages for economic development growth, infrastructure improvements, and reinvestment opportunities. Mayor Pro Tem Harris left the meeting at 2:43 p.m.

Mayor LaRosiliere spoke to the initiatives he supports, Internship Program and Food for Kids Program, and understands how they tie back to the Council and City. The Council discussed the issues and determined in the future, initiatives will be approved by the Council and become Council initiatives, not specific to one member.

Nothing further was discussed. Mayor LaRosiliere adjourned the meeting at 3:10 p.m.

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**Harry LaRosiliere, MAYOR**

ATTEST

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Lisa C. Henderson, City Secretary