

**PLANO CITY COUNCIL  
SPECIAL CALLED WORKSESSION  
June 10, 2009**

**COUNCIL MEMBERS**

Phil Dyer, Mayor  
Harry LaRosiliere, Mayor Pro Tem  
Lee Dunlap, Deputy Mayor Pro Tem  
Pat Miner  
Ben Harris  
Mabrie Jackson  
Lissa Smith  
Jean Callison

**STAFF**

Thomas H. Muehlenbeck, City Manager  
Frank Turner, Deputy City Manager  
Bruce Glasscock, Deputy City Manager  
Rod Hogan, Deputy City Manager  
Mark Israelson, Assistant City Manager  
LaShon Ross, Assistant City Manager  
Diane C. Wetherbee, City Attorney  
Diane Zucco, City Secretary

Mayor Dyer convened the Council into the Special Called Worksession on Wednesday, June 10, 2009, at 8:13 a.m., in the Building Inspections Training Room of the Plano Municipal Center, 1520 K Avenue, Plano, Texas 75075. All Council Members were present. Council Member Callison arrived at 8:18 a.m.

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

Lyle Sumek, of Lyle Sumek Associates, Inc. facilitated the worksession and reviewed the history of the Council-Manager form of government. He spoke to the *Working Model* wherein governance (the what) is determined by the Mayor and Council, the City Manager determines the means of accomplishment (the how) and employees provide the service (action). He spoke to the role of Council to: determine core businesses, define goals, develop strategies, establish an annual agenda, make policy decisions, listen to the community and be responsive to the majority of citizenry, be an advocate for the City, delegate to Staff, monitor performance and results, set the “corporate” tone and hire/fire the chief executive officer.

The Council discussed the Mayor-City Council team in action and criteria used to determine its effectiveness including: no carry over from a previous item – vote and move on; Council decisions based on community benefits – not political expediency; each member has a voice and is contributing; Council members are respectful of each others’ perspectives and styles; Council creates well-defined, consistent goals and Staff produces results to match; members act in a positive and enthusiastic manner with integrity and ethics both personally and as a group.

The Council spoke to supporting one another and speaking in one voice; members participation in open communication – open to new ideas and new approaches; Council utilizing creative thinking and citizens seeing them as effective; members operating in an honest and respectful manner to differing opinions; Council having sensitivity to citizen “needs”; and being proactive about changes (providing information to citizens). Mr. Sumek spoke to making decisions based on values.

The Council recessed the worksession at 9:42 a.m. and reconvened 9:52 a.m.

Mr. Sumek spoke to development of house rules as a commitment by members which include: Respect others; Act in an honest, open and ethical manner; Communicate in an open, direct manner; Decide based upon what is best for Plano; Decide and move on to the next issue; Support the decision, direction and policy; Listen to others – listen before judging or deciding; Keep your sense of humor – have fun; and If you have a problem, go to that person directly.

Mr. Sumek reviewed basic operating protocols discussed in November 2008: 1) When Council has a simple information request it should be relayed to the City Manager’s office so that he might provide information; 2) Research on a topic should be forwarded to the City Manager’s office with guidelines and direction for an item on the agenda; 3) for Citizen Requests if it is the first contact, advise the City Manager who will copy all Council members regarding actions so they may respond to citizens. If it is an unsatisfactory contact, notify the City Manager providing details and the Council will respond to the citizen if they have background information. The Council clarified that they will advise the City Manager in the event he should respond to a citizen; 4) questions and answers on agenda items will be forwarded to the City Manager/City Attorney who will copy information to all Council Members; 5) Council policy initiatives – contact the Mayor and City Manager; 6) Communications Mayor and Council - The Council discussed having lunch with the Mayor to build relationships and City Manager Muehlenbeck spoke to his communications being sent to all Council Members; 7) Employee initiated contact will be sent to the City Manager for the chain of command and Council will use discretion in Staff contact they initiate; and 8) E-mail responses to questions are copied to other members and Council discussed answering on their own behalf and having the option to express their agreement with the answer provided. The Council discussed information contacts versus those for negotiating and Mayor Pro Tem LaRosiliere spoke to striking a balanced level of communication with those looking to develop in the City.

The Council spoke to their expectations of Mayor Dyer including hands on leadership; setting a good tone; helping the Council address issues; sharing political capital; being Mayor to everyone; being a cheerleader for the City of Plano; acting in a professional manner; providing a clear vision and driving the agenda; being inclusive; having a willingness to ask questions and change direction; placing his “print” on decisions and delivering his message; having the ability to say “no”; and utilizing Council members as representatives at events. The Council discussed Staff clarifying a Council Member’s role when they are called upon to appear at events in place of Mayor Dyer.

The Council spoke to the Mayor thanking citizens during Public Comments; sharing communication among Council members in more frequent retreats; and to connecting the good work of Staff and volunteers to its value to the citizens of Plano. Mayor Dyer spoke to his role as one of the team.

Mayor Dyer spoke to his expectations of the Council including following house rules and bringing forward new agenda items. The Council concurred that Mayor Dyer will recognize those members wishing to speak in an informal manner rather than using the speaker roll call.

The Council recessed the worksession at 11:15 a.m. and reconvened 11:21 a.m.

The Council discussed their roles as board/commission liaisons and concurred to attend an initial meeting as a means of introduction; review the board's agendas and reports; serve as a trouble shooter; communicate and interface between the Council and the board; identify areas that may need to be addressed including policy changes; know the board's purpose; attend meetings at their discretion; be sensitive to avoid any impact your presence may have on the board; and directed Staff add the Council liaison names to the bottom of future agendas. The Council discussed non-City committees and the need to distribute information to all members, communication between liaisons and the Mayor; and requested agendas be provided to all Council members from outside entities (such as DART and the North Texas Municipal Water District). City Manager Muehlenbeck advised he would bring back an item for Council consideration related to "paid" parking at the DART station. The Council spoke to thinking "regionally" when attending outside meetings and to including Mayor Dyer as a liaison for the DART Board of Directors.

City Manager Muehlenbeck advised the Council of the goal to move to a paperless agenda by the end of the year and Council Member Miner spoke to electronic delivery.

Deputy City Manager Glasscock requested input related to Council involvement in National League of Cities and Texas Municipal League committees. The Council discussed the importance of Plano's leadership role amongst other cities; the return on investment; educational opportunities; and maintaining a focus on Plano. Mr. Glasscock spoke to networking with other cities and the benefit of membership on various committees related to policy at the federal level. The Council concurred that members may choose to be active participants at their own discretion.

Mr. Sumek spoke to input received from the Council and Staff related to City revenues: Fund - Prior Bond Projects (Debt/Operating Costs); Bond Package - First year impact and beyond including possible acceleration of projects; Same tax rate - service reductions; Tax rate increases in the future - smaller if increase now - larger if no increase - unless reduction in current services; and \$4 million more cuts to balance the budget in 2010.

City Manager Muehlenbeck spoke to the City as an economic engine with the lion's share of expenses coming from employee salaries and the elimination of more than 100 positions in the last year and a half some of which were occupied. Mr. Muehlenbeck spoke to past ability to fund services and increases as a result of growth reflected in building revenues; franchise taxes; sales tax and new property coming on line.

Mr. Muehlenbeck spoke to the City's history of providing the public with information regarding potential tax rate increases with the passage of bond propositions; the slow down in revenues; reductions in expenditures; a shortage of \$4 million with cuts previous approved; and the impact of certificates of obligation issued for the moto-mesh and the customer utility billing reader system along with the increased costs of operation. Mr. Muehlenbeck advised that there may be a breaking point with regard to increased fees and responded to Council Member Jackson regarding the timing of bond sales and issuance costs advising he would bring back information related a possible earlier sale.

The Council spoke to receiving information regarding the tax rate based on the least aggressive and most aggressive actions. The Council spoke to making an investment in the City and its quality of life, providing citizen education and receiving input, making decisions for Councils in the future, reviewing other areas that may need funding including neighborhood partnerships or incentives for redevelopment, concentrating efforts on essential services, and eliminating programs to free money for other uses. Mr. Muehlenbeck advised that membership information will be brought for Council consideration and responded to Council Member Jackson regarding the workload of current Staff. Council Member Callison spoke to Plano's bond rating being related to its ability to raise monies. Mr. Sumek spoke to Staff bringing options forward to the Council, considering the impact on the quality of life and returns on investment; reviewing funds that have needs to continue to be competitive; achieving goals and maintaining a quality of life along with the level of service citizens expect.

The Council recessed the worksession at 1:16 p.m. and reconvened 1:29 p.m.

Mr. Sumek spoke to the *Strategic Planning Model* which begins with a vision of the future, a value based set of principles that define what we will be and what will distinguish the City from others in 10-15 years. He advised this defines the destination of where to take the community and referred to the map or focus on the goals including outcome-based objectives and potential actions for five years which can be translated into challenges and actions to arrive at the destination. He advised that the itinerary includes the actions (a work program focused for one year) with a policy agenda for the Mayor and Council, management for Staff; major projects and specific actions that produce results.

The Council spoke to their Vision of 2024 including Plano as a high quality employment center with a strong demand for housing; offering an exceptional quality of life as reflected in schools, entertainment and culture; "revealing" Collin Creek; successful implementation of density nodes; having companies and young families coming for a safe community; economic development maintenance; being one of "the best"; keeping Plano safe and clean; offering quality of life for all segments of the community; a vibrant arts community including the arts hall; keeping a low tax rate; addressing Plano Centre and possible mixed use for Collin Creek Mall; buy-in at The Shops at Legacy; having a diverse business center; maintaining safe streets; higher density development with 3-4 major urban centers; a vibrant downtown; and Plano as a premier City to live work and play.

The Council spoke to redevelopment of track home neighborhoods; offering good/reliable public transit including railroad and cotton belt line, completion of the Arts of Collin County and Oak Point Park; full development along S.H. 190 and S.H. 121, businesses located in the Research/Technology and Legacy areas, revisiting the Haggard Park area and post-WWII housing; defining a true sense of place, addressing the Spring Creek Walk, offering a “Deep Ellum” venue in downtown, rezoning/revitalizing the City as a whole, offering economic incentives for business and families, bringing alcohol sales to the City; and representing corporate headquarters to additional firms.

The Council spoke to their Vision for 2014 including visible differences in the downtown area (music/gathering place); redevelopment of corners (rezoned for housing); additional town homes; vibrant Shops at Legacy; self-regulated code enforcement; rental inspections for single family housing; maintaining the quality of life; creating a sense of place; redefining downtown and renewing neighborhoods; leveling the playing field for restaurants/bars; making downtown cool/hip (family friendly); young families moving in; targeting redevelopment and asset management; completion of the rail (red line and cotton belt); revitalization of Collin Creek Mall; development of Oak Point Park and Fire Station 13; Plano as a regional player; maintaining public safety; utilization of Plano Centre; up to 10% population growth; completion of a major project (Arts of Collin County or a Plano Gateway); completion of land acquisition for the parks system; strong financial rankings; attending events at the ACC and attracting businesses.

### **City of Plano – Goals 2014**

The Council updated the goals and ranked them in the following order: Financially Strong City with Service Excellence; Safe Large City; Strong Local Economy; Great Neighborhoods – First Choice to Live; Exciting Urban Centers – Destination for Residents and Guests; Partnering for Community Benefit.

#### **Financially Strong City with Service Excellence**

The Council collectively identified objectives as a balanced and reliable revenue fund with a tax rate to support defined services, service levels and investing in the future; services delivered in the most cost-effective manner; investing in maintaining City infrastructure and facilities; City services and service level responsive to the needs of residents; effective use of technology to enhance service delivery and operating efficiencies; and maintaining a AAA bond rating.

Challenges and opportunities identified by the Council as a whole were declining and uncertain City revenues; residents’ expectations of service; willingness to increase tax rates; and commercial property values. Mr. Sumek described actions as the direction of the budget and tax rate; information technology issues; online financial information; water conservation program; land acquisition; public information; retirements and succession planning; management assessment and direction; Plano Centre; and evaluation of human and social services funding.

### Safe Large City

The Council collectively identified objectives as the residents' feeling and being safe – in their homes, community and in reporting issues to the City; low crime rate – crimes solved and criminals going to jail; meeting established City standards in response to an emergency call for service; Police and Fire working with the community and residents sharing responsibility for community safety; visible and known police presence in the community and neighborhoods; and effective use of technology to make our community safe and informed.

Challenges and opportunities identified by the Council as a whole were the use of technology including communications and enforcement; maintaining appropriate public safety staffing; residents' taking greater responsibility for their neighborhoods and community safety; and addressing funding and costs. The Council discussed actions including expansion of the Neighborhood Crime Watch Program; a neighborhood crime strategy, grants for public safety; and the use of technology.

The Council recessed the worksession at 3:33 p.m. and reconvened 3:42 p.m.

### Strong Local Economy

The Council collectively identified objectives as retention and growth of Plano's businesses; Plano recognized as a "Major Business Center" with headquarters for major corporations; diverse new businesses attracted to Plano; having the reputation as a "business friendly environment"; and having a strong, vibrant and unique retail sector.

Challenges and opportunities identified by the Council as a whole were the uncertain national and local economies; helping businesses to grow and expand; access to capital; competition from other cities; and higher educational institutions in the area.

### Great Neighborhoods – First Choice to Live

The Council collectively identified objectives as young professional families moving into mature neighborhoods; increasing homeownership in mature neighborhoods; well-maintained City infrastructure and facilities, trees and streetscapes; upgrading the quality and livability of older homes; convenient access to services needed on a daily basis, shopping and leisure opportunities; and maintaining top quality schools in mature neighborhoods.

Challenges and opportunities identified by the Council as a whole were the need for modernization of older homes; attracting young families to mature neighborhoods; maintaining quality schools and educational programs; property codes and appearances; and the aging of residents and upkeep of homes.

Exciting Urban Centers – Destination for Residents and Guests

The Council collectively identified objectives as vibrant downtown as a destination for entertainment and eating with a reputation as a “cool” unique place to go; Legacy Center continuing to develop as an urban center; Collin Creek revitalized as a regional destination; selected four-corner shopping areas developed as mixed-use developments – retail, residential services; and retail and service to support residents in urban centers.

Challenges and opportunities identified by the Council as a whole were rekindling interest and enthusiasm in downtown Plano; access to capital by businesses; working with current businesses and property owners; and the City’s role and financial participation.

Partnering for Community Benefit

The Council collectively identified objectives as enhancing relationships and partnerships with the school district; working with other cities to address regional issues; active participation and leadership in regional organizations; enhancing relationships and partnerships with economic development organizations including the Chamber; City involving residents and corporations in programs and service delivery through volunteerism and partnership; and enhancing relationships and partnerships with faith-based and diverse cultural groups.

Challenges and opportunities identified by the Council as a whole were Plano’s past history; growing interest by partners; new leadership in cities; federal and state legislation challenges and restrictions; and competing objectives and goals.

Mr. Sumek spoke to these goals as being the direction the Council chooses to take the City and advised that actions will be considered at a later meeting.

There being no further discussion, Mayor Dyer adjourned the meeting at 4:53 p.m.

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**Phil Dyer, MAYOR**

ATTEST:

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**Diane Zucco, City Secretary**