

**PLANO CITY COUNCIL
SPECIAL CALLED WORKSESSION
September 15, 2008**

COUNCIL MEMBERS

Pat Evans, Mayor
Jean Callison, Mayor Pro Tem
Harry LaRosiliere, Deputy Mayor Pro Tem
Pat Miner
Scott Johnson
Mabrie Jackson
Sally Magnuson
Lee Dunlap

STAFF

Thomas H. Muehlenbeck, City Manager
Frank Turner, Executive Director
Bruce Glasscock, Executive Director
Rod Hogan, Executive Director
Diane C. Wetherbee, City Attorney
Diane Zucco, City Secretary
Victoria Huynh, Assistant City Attorney III

Mayor Evans convened the Council into the Special Called Worksession on Monday, September 15, 2008, at 5:13 p.m., in Training Room A of the Plano Municipal Center, 1520 K Avenue, Plano, Texas 75075. All Council Members were present. Mayor Pro Tem Callison arrived at 5:14 p.m.

Discussion and Direction regarding City Council Expectations, Roles, Responsibilities and Governance.

Lyle Sumek, of Lyle Sumek Associates, Inc. facilitated the worksession, spoke to addressing governance issues and reviewed the history of the Council-Manager form of government. He spoke to its basic premises: power resides in the Council who act as a board of directors and hire a CEO (City Manager) to provide services; focus is on the community as a whole with at-large elections; the Council is responsible for policy; there is minimal personal political influence and the Council is nonpartisan; citizens are involved in governance; and promotion is based on competency and merit. Mr. Sumek spoke to the *Working Model* wherein governance (policy) is determined by the Mayor and Council, management determines “the how” and employees provide the service (action). He spoke to teamwork as the key to success and the elements of success: common goals setting out a unifying purpose; roles including individual contribution and valuing individuality; execution and producing results through action including making the tough decisions based on the best information and a consideration of values; attitude and a willingness to work together in cooperation and openness; and trust where commitments become reality and which is earned over time.

Mr. Sumek spoke to the *Life Cycle of Council* with the first phase as a time to lay the foundation followed by a period during which the Council takes action toward its goals. He spoke to the period when Council Members are seeking re-election or leaving office as survival and the legacy phase where they look to leave their mark. Mr. Sumek spoke to having the courage to make difficult decisions and look beyond one's term of office. He spoke to the pitfalls for winners including arrogance; an attitude of complacency; assuming goals and focus; taking relationships with each other and the community for granted; only addressing big issues; worrying about the crisis and forgetting sustainability; wrap-up mentality rather than considering the horizon; and personal prominence rather than the community. Mr. Sumek spoke to reflecting on one's leadership as a body. He spoke to the *Challenges to Greatness* including empowering the 80% of the constituency who are not negative thus recapturing the momentum for leading the City and focusing on what is important for the future of the community rather than responding to individual issues.

The Council recessed the worksession for dinner at 6:29 p.m. and reconvened 7:07 p.m.

Mr. Sumek continued discussion of the *Challenges to Greatness* including having the courage to decide when Council has the appropriate citizen involvement and sufficient information. He spoke to balancing politics (decisions based on what is best for personal and political career) versus governance (decisions based on what is best for the community). Mr. Sumek spoke to primary responsibilities of Council to lay the foundation for transition to a new Council and defining success.

Council Member Magnuson spoke to Council's primary responsibilities of maintaining and improving infrastructure, encouraging rehabilitation of neighborhoods, maintaining open communication with citizens, creating and maintaining a positive business climate and encouraging the use of City facilities. She spoke to success as continued corporate growth, maintaining community neighborhood standards and a reputation as a safe/premiere community in which to live, and continuing to support the arts and quality of life issues. Council Member Johnson spoke to responsibilities including keeping Plano a livable and high-quality City, focusing on public safety and City services, continuing to encourage business investment and employment, providing a good transportation system, neighborhood investment and maintaining cooperative efforts with the school district to encourage reinvestment. He spoke to success as having more people and businesses move into the City than are departing and higher residential values. Mayor Evans spoke to the responsibilities to provide the best public safety, continuing economic development efforts to deliver quality jobs, teaching sustainability, creating gathering places to further sense of community, and providing more opportunities and varieties of entertainment. She spoke to success in terms of identifying and beginning to plan one gathering place, beginning two new varieties of entertainment and being ranked as #1 or #2 *Top Safest City in Texas* all by the end of the year. Mayor Evans spoke to making progress on the Arts of Collin County, preventing appraisal or revenue caps in the legislature, making steps toward completion of the Cottonbelt in Plano and the northern expansion of DART.

Council Member Dunlap spoke to the primary responsibilities being to provide the most effective public safety, transportation and utility services for the least cost, preserving open space and to measuring success in terms of maintaining or reducing loss of life, injury or loss of property per capita, utilizing minimum expenses and optimizing the operations of utilities, providing multiple methods of safe transportation and maintaining or reducing the tax rate. Deputy Mayor Pro Tem LaRosiliere spoke to the responsibilities of providing a vision for years to come, community outreach, having the willingness to govern from a standpoint of action, and utilizing business-minded policies. He spoke to success in terms of maintaining the high level of service in all departments and positioning the City to do so for years to come and economic success measured by 2,000 new net jobs by year's end. Mayor Pro Tem Callison spoke to creating a vision through ranking priorities, balancing the budget, maintaining the first-class City vision, providing strong City service and utilizing tax-based growth. She spoke to success in terms of balancing the budget with little negative fallout, economic development, and balancing City services so as not to lose the first class image of Plano.

Council Member Miner spoke to ensuring Staff has the tools to do the job, keeping communication open between the Council and citizens, validating the vision and processes in place and those that can be implemented for the future, enacting the vision with the appropriate buy-in and looking to continually improve processes for the betterment of the community as a whole. He spoke to success in terms of doing the right thing regardless of popularity, keeping citizen interests in the forefront, seeking input and listening actively, and continuing to work toward improvement in all efforts. Council Member Jackson spoke to the responsibility of Council in directing policy that affects the safety of citizens, ensuring basic needs are met, ensuring the City is a desirable place in which to live, promoting financial stability, being good stewards of tax-payer's dollars and good ambassadors of the City. She spoke to success in terms of keeping the City financially stable, expanding residential and business growth while maintaining low taxes, Plano as a safe place to live, no disruption of basic services and providing knowledgeable responses to issues.

Mr. Sumek spoke to some Council Members focus on task and others on the process and to the aspects of an effective Mayor and Council including focusing on and using vision, goals and priorities; making timely and courageous decisions; providing clear direction and expectations; negotiating; treating others with respect; and having open communication. He spoke to providing background information to citizens regarding decisions and Mayor Evans spoke to the reinstatement of worksessions as a means to address particular issues. Council Member Miner spoke to utilizing worksessions as a follow-up to roundtables. City Manager Muehlenbeck spoke to past successes in drawing a wide variety of corporate business and providing a briefing on efforts in the future. Mr. Sumek spoke to the Council monitoring performance; having a community presence; acting as a board of directors and viewing the community as a "market place"; thinking strategically; aligning the City organization; and sharing success and celebrations with the community. Mr. Sumek spoke to citizens recognizing value through their perception of safety, convenience and beauty of the City and to linking celebrations to the value provided by creating a memory and involving the community.

The Council recessed the worksession at 8:42 p.m. and reconvened 8:55 p.m.

The Council discussed protocol and operating guidelines and City Manager Muehlenbeck advised that in the case of the need for easily available information it is best to route the request through his office identifying the need, timeframe and method of response preferred. He spoke to requests requiring research and the need for a majority of Council to provide direction typically through *Council Items for Discussion/Action on a Future Agenda*. Deputy Mayor Pro Tem LaRosiliere spoke to items where historical information may be provided to the Council rather than an agenda item and Mr. Sumek spoke to contacting the City Manager for history and information being provided to all Council Members.

The Council discussed routing first contact citizen service requests through the City Manager's office to "close the loop" and advising citizens that their request has been forwarded. City Manager Muehlenbeck spoke to providing response information to all Council Members and Council Member Jackson spoke to advising citizens that their response is on behalf of the Council. Mr. Sumek spoke to providing citizens with resources for information. Mr. Muehlenbeck spoke to the need for background information on unsatisfactory contacts, advised that the forwarding of requests does not represent an endorsement and to Council providing a response when they have information.

City Manager Muehlenbeck spoke to the Council contacting him with questions regarding agenda items and advised he would copy all members on information and to items that may be pulled from Consent to provide further information to the public. Mr. Sumek spoke to Staff reports at Council meetings providing further information. Mr. Muehlenbeck spoke to Council policy initiatives being brought to Staff who will advise regarding research on the issue so that a decision may be made regarding recommending the item for a future agenda.

Mr. Sumek stated that in order to be effective, the Council's level of communication is critical and that while they are not deliberating, they are keeping each other informed. He encouraged communication among members and providing documents for informational purposes only. Mr. Muehlenbeck spoke to Staff information provided to all Council Members simultaneously. The Council discussed advising the City Manager of employee-initiated contacts and directing their contacts to employees through his office. The Council discussed e-mail protocol and copying one another on contacts. Council Member Jackson spoke to responding on behalf of the Mayor and Council and Mayor Evans spoke to copying others for input in matters of opinion. Mr. Sumek spoke to the differences between receiving information from others versus engaging in negotiations.

Mr. Sumek spoke to consideration on November 24, 2008 of the service hierarchy of the City including review of core businesses which must be provided, core businesses the City has a choice to provide, services that add to the quality of life and community "add on's." The Council spoke to consideration of the level of service for core businesses. City Manager Muehlenbeck spoke to receiving Staff input on services and their cost to determine those that might be add on's and more susceptible to cuts. Mr. Sumek spoke to looking at areas related to the unique nature of Plano, why businesses invest in the community and people choose to live here. He spoke to consideration of add-ons and their revenue source and not impacting base functions.

Mayor Pro Tem Callison spoke to the bond rating agencies' perspective that Plano has an unlimited ability to raise taxes and to retaining the quality of life. City Manager Muehlenbeck spoke to cuts in the quality of life causing citizens to leave the City and the resulting impact on revenues. He spoke to having Staff in attendance on November 24 to provide responses to Council questions. Deputy Mayor Pro Tem LaRosiliere spoke to maintaining a high level of service to provide the quality of life citizens have come to expect and to making a connection between payment and what is received. Council Member Jackson spoke to cross training, the difference between adding value and adding extra expense, and to providing better communication with citizens regarding what taxes pay for and the costs of operations and maintenance of facilities. Mr. Sumek spoke to looking at the real cost and its burden and asking Staff to think differently in terms of budgeting.

There being no further discussion, Mayor Evans adjourned the meeting at 10:25 p.m.

Pat Evans, MAYOR

ATTEST:

Diane Zucco, City Secretary