

February 24, 2015, 9:00 a.m.

Tracy Transit Station – 50 E. Sixth Street Rm 105

Web Site: www.ci.tracy.ca.us

1. The special meeting was called to order at 9:00 a.m.
2. Present at the special meeting were Council Members Mitracos, Vargas, Young, Mayor Pro Tem Rickman and Mayor Maciel.
3. Items from the Audience - None
4. Council Retreat – Troy Brown, City Manager, introduced the facilitator, Dr. Frank Benest, former City Manager of Palo Alto, California. Mr. Benest is a noted consultant and trainer on rightsizing public organizations, entrepreneurial government, civic engagement, leadership development and succession planning.

Mr. Benest engaged Council and staff in discussions to develop a list of desired outcomes, as well as long-term potential outcomes for the City and began defining those outcomes. (Retreat Summary Attached)
5. Adjournment – The meeting adjourned at 4:00 p.m.

The above agenda was posted at the Tracy City Hall on February 18, 2015. The above are action minutes.

Mayor

City Clerk

**City Council/
Department Head
Retreat Summary**

February 24, 2015





1. Clarify different roles for Mayor, Council Members & City Management
2. Review & clarify Strategic Priorities of City
3. Create sense of unity & commitment to collaborate in order to make our priorities happen.
4. Other

Celebrate

1. Good position (Business community, stable finances)
2. Quality of Life
 - Low Crime
 - Amenities
 - Infrastructure
3. Pride
4. Prologis (Business Partner)
5. Good customer service
6. Navigating tough times
7. Better transparency/accountability
8. Better productivity with reduced staff
9. "Growing" and developing staff from within
10. Planning for the future
11. Safe community





My Role- Mayor

Individually, as Mayor

- Exercise leadership
- Provide guidance
- Create environment/facilitate
- Provide a helpful & supportive environment
- Represent City (regionally)
- Get to know Council Members
- Earn trust of Council

Collectively, with support of Council

- Develop effective policies
- Supervise CM/CA
- Earn trust & faith of the public
- Set goals

My Role- Council Member

Individually, as a Council Member

- Give voice (Community/Group)
- Investigate issues by talking to community
- Be a positive role model
- When speaking to group, differentiate what I believe vs. what Council acted on
- Represent people (85K)
- Stand by principles & values, views
- Be transparent about what drives you
- Be personally accountable
- Provide due diligence
- Support Council in the decisions

Collectively, as a Council Member

- Create policies & procedures
- Allocate resources
- Make/give policy direction
- Create community vision (and communicate it)
- Contribute to staff morale (help or hurt)

My Role- Department Heads

Individually

- Do the right thing vs. doing what you have the right to do
- Provide legal advice (or any advice)
- Ensure departments' readiness to respond
- Help motivate & lead
- Implement Council policies
- Oversee day-to-day operations in department
- Practice "Honest, Often, Timely & Tactful" (HOTT) communications

Collectively

- Solve "big" problems
- Contribute to staff morale (hurt or help)
- Maintain consistency
- Create organizational culture that reflects values
- Succeed or fail together
- Look at needs of organization & not just departments' needs – Big Picture view

A Great Policy Team

- Is willing to listen to different points of view
- Is honest, respectful, professional
- Finds common ground – "How to get there"
- Ensures that it has all the facts/resources
- Is informed from all sides
 - Makes the "batter" (puts it together)
Analyzes facts/implications
- Collaborative/ "give & take"
- Understands each other
- Engages staff & asks "is this feasible, is this workable?"
- Fixes things as they go along - Readjusts
- Supports their policy/decisions after the vote

What Makes a Great Management Team

A great City management team

- Knows each other
- Keeps its word
- Respects diverse opinions
- Is loyal (organizational/not individual)
- Exhibits flexibility
- Demonstrates collaborative spirit
- Listens to each other
- Is supportive of each other
- Is honest/open/ethical
- Demonstrates respect for each other
- Is open to input from others
- Exhibits positive/effective communications
- Has courageous members on team
- Directs
- Takes action
- Is willing to talk about difficult issues
- Commits to team (vs. individual dept.)
- Has respectful debates
- Manages their egos

My Commitments

City Council Members

I commit to

- Engage staff
- Be more direct
- Actively listen to all viewpoints
- Commit to being there & flexible (accessible)
- Get to know people better/understand where common ground is
- Support other members in their perspectives

My Commitments

Department Heads

I commit to

- Continue to be collaborative
- Learn more about team
- Build relationships
- Become a better listener
- Seek to understand how things work
- Continue to challenge team
- Listen & support
- Trust my team members

Strategic Priority – Economic Development

1. Housing (Excellent housing development)
 - Good infrastructure, layouts, circulation, schools, police fire, etc.
 - Diverse housing for families, seniors, etc.
 - Financially sustainable

Services & infrastructure are provided (police, fire, maintenance-public works)
2. Jobs (Head of Household)
Median income or middle class jobs w/benefits
High-tech jobs (local) demographics (no more warehouse jobs)
3. Understand/leverage market
4. One-time investments
 - Entry points to city – aesthetics
 - Amenities
5. Retail/entertainment

Economic Development

Focus	Voting
1. Sustainable and diverse housing- (srvs/infrastructure, PD, Fire, PW)	3
2. Jobs- (A). Head of household, 1 Median household income	4
3. Middle class w/benefits	2
4. High tech jobs	4
5. Retail and entertainment	5
6. Marketing our assets (land, skills, business park, incentives, business friendly)	2

Amenities

	First Round Vote	Second Round Vote
Legacy Fields		4
Community pool facilities	1	5
Competitive swim pool		2
City aesthetics (entrances and main arterials to City)		1
Senior facilities(expanding or building new one)	5	1
Community Recreation Center	4	2
Upgrading Tracy Ballpark	4	1
Upgrading or developing a new community center		3
Upgrading existing street infrastructure	2	
Sewer Plant		
Phase II animal shelter		
Recycled Waterr		
Water Towers	4	
Library		1

First Round -- General Fund \$
 Second Round -- Other funding

Follow-Up

1. Council discussion about Legacy Fields—March 3, 2015
2. Draft Council norms for consideration
3. Submit 2015 Strategic Priorities for Council review—June
4. Review City Manager performance
 - a. Informal—March
 - b. Formal—September
5. Six month check-in - - October 2015

“Parking Lot”

(Important issues to be addressed at a later date)

1. What do you do when a department or staff is not motivated/connected to Department Head? (Disconnect between a Department Head & labor force)
2. Whistle blowing protocol (CM/CA, Council, staff)
3. Development – Fees, standards, services (police, fire, maintenance, etc.)
4. Two-step process (Council procedures as a whole)
5. Transparency

What Resonated with Council Members

1. Informality of conversations
2. Good start – come together with this team
3. Get on same page
4. Good start; same page
 - Amenities/Economic Development
5. Planning & moving forward
6. Good start
7. Motivated Council
8. Inter-dependence of Council & staff



What Did Not Resonate with Council Members

1. A lot of important loose ends we need to discuss in future agenda
2. Need deadlines, achievements
 - Need process/plan/accountability
3. Shallow process – didn't get as much done as hoped
4. Shallow process – more to do, but good time spent
5. Did not have an opportunity to talk about ourselves

Continuing Hopes & Dreams for Council Members

1. Stay on path – Good time for Tracy
2. Articulate same goals moving forward
3. Like this Council – has a vision & can articulate it
4. Accomplish our goals – do what we said we were going to do
5. Not efficient in our work nor effective right now – need to be more effective/efficient in our work in future
6. Accept our respective roles (Staff/Council)
7. Put work plans & move forward
 - Look forward

