

CITY COUNCIL MINUTES  
SPECIAL CITY COUNCIL RETREAT MEETING  
JANUARY 6, 2017 AT 6:00 PM

**1. CALL TO ORDER**

Mayor Barna called the meeting to order at 6:00 pm.

**2. INVOCATION**

Mayor Barna gave the Invocation.

**3. ROLL CALL & CERTIFICATION OF A QUORUM**

City Secretary, Susie Quinn, certified a quorum with the following Councilmembers present:

Mayor Eric Barna  
Mayor Pro Tem Scott Bradley  
Deputy Mayor Pro Tem Owais Siddiqui  
Councilmember Jennifer Berthiaume  
Councilmember Betty Nichols Spraggins  
Councilmember Sarah Fincanon  
Councilmember Don Reilly

**4. INTRODUCTIONS**

Leadership present: City Manager Mike Castro, City Secretary Susie Quinn, Police Chief Arthur Cotten, Fire Chief Del Albright, Interim Finance Director Steven Ventura, Human Resources Manager, Jana Traxler, Interim Economic and Community Development Kelly Carpenter, Information Technology Director Wendle Medford, Public Works Director Tim Rogers, Executive Administrative Assistant Alicia Munoz, Facilities Superintendent Brett Bertelli, Parks Superintendent Matt Foster and Recreation Manager Caitlyn Mullins.

City Manager Mike Castro welcomed everyone and introduced Facilitator Mike Conduff, President and CEO of the Elim Group. Mike is a gifted speaker, multiple time bestselling author, and corporate coach, and has extensive leadership, management and governance experience. During his thirty plus (30+) year career in local government he served as the City Manager of four highly acclaimed University communities in the United States, two in Kansas – Pittsburg and Manhattan, and two in Texas – Bryan and Denton, and was elected President of both states' city manager associations. Mike lists among his clients' dozens of local governments, many Chamber of Commerce, and numerous local, state and national non-profit and for-profit firms. In addition, he has presented multiple programs internationally and worked directly with the President and Cabinet of the Republic of the Marshall Islands. The meaning of ELIM: after parting the Red Sea and delivering Israel from captivity, Moses led the nation, some two (2) million people, through the desert to Elim – an oasis with life giving palm trees and a spring of water for every tribe (EX 15:27).

**5. DISCUSSION ITEMS**

- A. Discussions regarding Council's strategic goals.  
Brief presentation by Jason Hughes – Southwest Finance Advisor

City Manager Mike Castro introduced First Southwest Financial Advisor Jason Hughes. Jason Hughes presented an overview on preliminary bond election information. Presentation detailed a summary of planning assumptions:

- Bond election held in November 2017
- Debt is projected to be sold over two equal issuances: series 2018 (bond sales in February 2018; assumed interest rate of 4.50% over 20 years) and series 2020 (bond sales in August 2020; assumed interest rate of 5.00% over 20 years)
- Taxable assessed valuation assumed to grow 3% annually for the next 5 years and then no growth thereafter
- I&S tax rate impact: half of total I&S tax rate impact is scheduled to take place in FY 2019 with the other half occurring in FY 2021. After FY 2021, I&S tax rate is stable or decreases
- I&S tax rate impact is based on projected future maximum I&S tax rate as compared to the current I&S tax rate of \$0.1823

Detailed scenarios with specific timelines, multiple dollar amounts and tax rate increase examples were shared with attendees.

Facilitator Mike Conduff began with congratulation for an organization to commit to three (3) days to meet, thanking everyone for participating and began with "Be a Winner!" card. Everyone was asked to write WIN vertically and to think about the word WIN for the next three days.

A. Ask the following questions:

- What's important now analysis?
  - If important, should time be spent on that task?
  - The future of Murphy
- Where do I spend my time?
  - Attend and prepare for council meetings, listen to citizens

B. Make democracy work in Murphy

Exercise for the next three days broken down as follows:

- Friday - Questions about Accomplishments
- Saturday - Walk thru a strategic planning processing called future scanning
- Sunday - Wrap-up with process called:
  - What is it that you want?
  - When do you want it?
  - Who will be responsible for it?
  - How do you know we are making progress?

Exercise outcome is to provide a list of significant goals, priorities, and assignments with timeframes.

Facilitator Mike Conduff explained to the group a few analogies "Drop a Plate", "Cowboy Pinball" and "Practice to Play Ratio" in detail.

Strategic Planning Session theme is "Back to the Future" – adopt a DeLorean, have fun and make the future of Murphy better. The outcome will influence the future of our community of Murphy and set the stage for the next three, five or ten (3, 5 or 10) years. Using the DeLorean go forward in time, back in time, and always coming back to the present.

- **Tickled Pink "Pleased"** - Table exercise using pink notes: *"What went well or are really pleased about in the City of Murphy, your job or service as an elected official over the last year"* and place notes on the wall above the blue line.

- Serving on City Council again with no one opposing me
- Employed with Murphy
- Promoted
- Employee morale
- New job
- Crew growth
- I love my job
- Spending weekend with peers – jury still out
- My job, new city manager, new programs
- Getting elected!
- Became: Interim Finance Director
- Completed recertification
- New business that opened
- New retail development
- Implementing Pay Plan
- Pay Plan
- Pay Plan!
- Awesome city events
- Maize Days was a great event
- New event craft beer festival
- Being Santa on fire truck
- Craft beer festival
- Maize Days
- Got my dog @ Maize Days
- Amazing 1<sup>st</sup> annual craft beer festival that won the Texas Festivals Event – Zenith Award (kind of a big deal)
- New leadership
- Hiring a new City Manager
- Hired new Police Chief
- Hired new Fire Chief
- Hired a great Public Services Director
- New and engaged staff
- Hired new City Manager, Fire Chief
- Hired a great Fire Chief
- Hiring help
- Two (2) of my staff won Employee awards: Employee of the Year and Rising Star Award
- Tour PSA
- Healthy Kids
- Healthy Family
- Pleased to purge tons of junk from the house
- New home
- New food truck court
- New agenda software
- Grand opening at animal shelter
- New vehicle
- New outlook on life
- Launch of GIS program

- Statue for mayor
- May and November Elections
- Increased interest in Boards and Commissions
- Started Bond discussion
- Completed community survey
- Storage building
- Tax rate reduction
- Successfully presented and had budget passed
- **“Blue”** – Table exercise using blue notes: ***“What could have gone better in the City of Murphy, your job or service as an elected official in the last year”*** and place notes on the wall below the blue line.
  - So much change in one year; three (3) city managers, public services structure through the changes
  - Many leadership changes, the budget
  - Chief Lee left
  - Struggled to hire a building official
  - Low morale
  - Over extended
  - Spending weekend with peers, jury still out
  - Looking for houses
  - Budget cuts
  - Workload
  - Driving a minivan
  - Limited time
  - Missed deadlines/fines (TCEQ)
  - Medians
  - Hailstorm damage
  - TCEQ violations
  - South Maxwell Creek Study
  - Business that closed
  - South Maxwell Creek Sewer flooded residents home
  - South Murphy Development
  - Pay Plan
  - Career transition
  - Transition of employees

Affinity Sort - Four or five (4 or 5) volunteers moved or re-arranged tickled pink “Pleased” and “Blue” notes on the wall. After the exercise, Facilitator Mike Conduff inquired on initial observation result: more positive comments versus negative comments for last year on the wall, two (2) individuals could have added the same comment, e.g. transition under “Pleased”(Pink) or “Went Better” (Blue), neither is incorrect just a different viewpoint from the individual on how they view transition. All of the comments on the sticky notes are ideas and offer individuals the opportunity to discuss.

Facilitator Mike Conduff presented each individual a copy of **The OnTarget Board Member** book highlighting the “Eight Indisputable Behaviors” reviewing the behaviors quickly and how to understand future scanning.

- Not what we know, but what we do?
  - Why do we choose the behavior we chose? Your choice.
  - Who owns Murphy? The residents.
  - Levels of ownership – ownership obligation and customer ship obligation
1. **Act on Behalf Behavior** - Table exercise utilizing big yellow pads: *“What other attributes or behaviors do you admire or respect of other city council members?”*
    - Questions in advance
    - Responsive – calls, emails
    - Act professionally
    - Sense of humor
    - Care
    - Human
    - Can take risks
    - Forget mistakes
    - Transparency
    - Honesty
    - Forward-thinking/vision
    - Knowledgeable
    - Engagement/responsiveness
    - Respect one another
    - Understand their role
    - Progressive
    - Community service
    - Integrity
    - Fair
    - Get things done
    - Respect for each other
    - Communication
    - Staff relationship
  2. **Know Their Job Behavior** – A job to do, have the ability to forecast the future of the community.
  3. **Set Targets Behavior** – What is the bullseye? What is your target speed? Table exercise in the year 2020 at 88 miles an hour utilizing pink notes: *“What do you see as you drive around the city that you are tickled pink about?”*
    - City will have ACM
    - Sit down restaurants
    - Walking paths to Murphy Marketplace
    - More fast-food restaurants
    - Newly renovated MAC
    - Service for mayor
    - Parking garage for brownstone apartments
    - Amazing medians
    - Small town aesthetics

- Sidewalks and streets
- 10 Year employment anniversary
- Sustainable tax rate
- Strategic plan
- Even better and well known events
- Goats maintaining parks and common areas
- New Infrastructure underway
- Renovation of Timbers
- Quality Economic Development
- Completed trail system
- Upgraded facilities
- Happy people
- Plan for South Murphy
- Lights on Betsy
- Strong staff
- Inclusive parks
- Safe secure community
- New homes/business
- Comprehensive plan
- Trail connection between North and South Murphy
- Safer city
- 2020 completed buildout
- More parks/recreation amenities
- Adequate infrastructure
- Storage facilities
- More drive thru's (Chicken restaurants)
- New residential development
- Community appearance
- Enhanced parks
- Maintenance program
- Completed trails
- More community events
- Street lighting / new streetscapes
- Multipurpose Fields, cricket, lacrosse, etc.

4. **Identify Risk Behavior** – There will be some risk factors to take into consideration, yellow light behavior. Table exercise utilizing yellow notes: *“What things do you need to be cautious about?”*

- Our success, we may need more resources
- Regulatory changes
- Low crime
- No cooperation with neighbors
- Don't lose sight of the vision
- New work force
- Cost of plans
- Regulatory issues

- Self-Serving people
- Sales tax
- Community preservation
- Keeping up with aging and or changing citizen's needs
- Becoming complacent
- Future traffic
- Citizens losing faith in leadership
- Keep our unique identity
- Losing sight of basic needs
- Too much debt
- Acting on 1 or 2 emails
- Deterioration of older neighborhoods
- Falling property tax base
- Failing to listen
- Major disaster
- Climate change
- Crime
- Aging population
- Change is going to happen
- Traffic
- Retail doesn't thrive (ghost town)
- Living with in a slow growth budget
- Traffic
- Community aesthetics
- Economic uncertainty
- Crime
- Maintenance of landscaping
- Staff longevity
- Stagnation

Facilitator Mike Conduff asked the question of the group. How did it feel as you drove around looking at things to be cautious about? Group responded a bit unnerving. What is our tendency? The tendency is to always spend more time talking about the fun stuff but if you don't spend time talking about the cautious items, you can end up in big trouble. An observation is that it is easier to figure out the things to be cautious about. The world of tickled pink has a myriad of promise and has a lot of paths to it and many of the cautious notes are common for the city.

Facilitator Mike Conduff shared with the group: the "Big Rock Theory Governance", "Nested Set Principle", and "Principle of One Voice".

5. **Delegate The Work Behavior** – What's your bullseye? What is the timeframe? What is the budget? What are the avoidance issues?

Table exercise utilizing orange notes: *"In year 2020, what are the bad things to avoid?"*

- Failing property values
- Loss of beautification efforts
- Moral Turpitude
- Staff-Council in fighting

- Desirable housing
- Sloppy redevelopment
- Bad code enforcement
- Bad finance
- Game changing situation, bad Public Relations
- Crumbling infrastructure
- Climate change
- Infighting
- Major corruption
- Natural disasters
- Missing regulatory fillings
- Property values decrease
- No succession plans
- Low morale
- Staff maintain equitable pay
- Not planning for South Murphy
- Lack of fiscal responsibility
- Not being supportive of staff while serving as council member
- Lack of succession planning
- Staying within market
- High crime
- Skyrocketing taxes
- Major natural disaster
- Workforce morale/mass exodus
- Not engaging resident and educating
- Poor customer service, not listening
- Lack of redevelopment plan
- Loss of control (Texas Municipal League)

6. **Assess Performance Behavior** – How did they do? Does it get done within the timeframe? Predictive trust is a behavior where you know me, behave in a certain way and predict my behavior from that assessment. Band trust exercise in relation to council and staff was presented to the group.
7. **Practice Discipline** – To be discussed on Saturday.
8. **Report Back** – To be discussed on Saturday.

Final thoughts: In the exercises no matter how many different teams came together, everyone came up with similar ideas, not at the same time but still very similar with different perspectives.

**A. ADJOURNMENT**

With no further business, a motion was entertained by the Mayor and the Council meeting adjourned at 9:00 pm.

APPROVED BY:

  
Scott Bradley, Mayor Pro Tem

ATTEST:

  
Susie Quinn, City Secretary