

City of Tracy

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City Council Application

2016 DEC 19 AM 11:36

Please answer all questions and place N/A in those areas that do not apply. Please return your signed application to the City Clerk's office by **Noon on Monday, December 19, 2016**. If you have any questions please feel free to contact the City Clerk's Office at 209-831-6105.

Position Applying for: City Council Member

Name: Miller Mark S.
Last First M.I.

Telephone: _____
Daytime Evening

Address _____
Street City State Zip

Email Address (Optional) _____

Do you reside within the Tracy City Limits ☒ Yes ☐ No

Are you registered to vote at the above address? ☒ Yes ☐ No

If NO, explain why _____

Please provide proof of residency at the above address (*copy of utility bill, voter registration card, etc.*)

Are you employed by the City of Tracy? NO If so in what capacity? _____

Do you have relatives or members of your household who are employed by the City of Tracy or are currently serving on the City Council or other Commission? NO

How many meetings have you attended of the City Council for which you are now applying?

I have attended over 100 City Council meetings in other

jurisdictions. However, I have only followed Tracy City
Council meetings in the press.

Why did you attend the meeting(s) (i.e. personal interest, specific issue being addressed, etc.)

I read summaries of City Council meetings to stay abreast
of Tracy-related issues in general.

List current occupation and related employment history: I am currently retired.

For the past 6 years I was CEO for a parking meter

distributorship. Prior to operating a business I worked in

city and university general management positions for

28 years. I have worked as a Finance & Information Services

Manager, a Revenue Manager, a parking manager and served

in analyst and senior analyst positions.

List related educational background: I have a BA in Political Science and a Master's Degree in Public Administration.
Both degrees were received at California State University - East Bay.

Describe your involvement in community activities, volunteer and civic organizations: _____

Former Board Member, Eastlake Homeowners Assn. - Tracy
Member of the California Alliance for Retired Persons (CARA)
Was actively involved in the 2016 Presidential election process.
Long-time member of the American Society for Public Administration (ASPA) and am a former Chapter President.
Why does a position on the City Council interest you? I would like to apply my knowledge and skills to improving the quality of life in my community. City government is what I know best.

What would be your personal approach as a Council Member in recommending policy, working with the other members of the Council, working with staff, etc.? I would work to develop common goals and to build consensus on how best to achieve those goals with fellow Council members. I would endeavor to become well-informed and thoroughly review staff reports and recommendations. Then, as part of the Council I would give clear policy direction to staff and review the quality of their work and the outcomes of our efforts.

☒ I have attached proof of residency

☒ I have attached optional additional materials (such as a resume, etc.)

☒ Form 700

☒ Nomination Paper

Signature

Marks Miller

Date 12-19-16

RESUME

Mark S. Miller

OBJECTIVES

Devote my retirement years to public service, pursuing interests for which I lacked time for in my working years, and spending time with my family.

WORK HISTORY

Principal Partner & CEO – Public Parking Associates, Inc.
July 2009 to June 2016t

Duties: Develop new accounts. Represent Public Parking Associates, Inc. (PPA) in dealings with partner companies; in developing and presenting proposals; and, at parking conventions. Contribute articles and present occasional seminars and classes to provide PPA with a higher profile.

Title: Parking Services Manager Employer: City of San Rafael, CA
May 2006 to July 2009

Duties: Managed City parking operation including parking garages, off street lots, on street meters and enforcement, and revenue processing. Prepared and administered City's parking fund budget. Developed and recommended City parking policies and rates. Designed & implemented service delivery systems. Negotiated contracts with vendors. Marketed services to the community.

Special accomplishments: Implemented San Rafael's first retail parking validation program, streamlined cash collection processes, successfully increased parking fees with virtually no community opposition, redefined parking operation into three divisions and created in-house maintenance team.

Title: Associate Director of Parking & Transportation Employer: Univ. of California at Berkeley
September 2002 to May 2006

Duties: Managed University parking and transportation program including: bus system; faculty, student & visitor parking permit system; parking lot operations; and event parking. Prepared Department budget submittals. Developed and recommended rates and policies. Designed and implemented service delivery systems. Marketed services to faculty, students, and general public. Managed Department contracts & negotiate inter agency agreements.

Special accomplishments: Negotiated very favorable multi-year equipment lease with AC Transit that provided UC with modern busses and bus maintenance services at a low monthly cost avoiding a very expensive pending capital expenditure. Opened campus parking lots for weekend use by the general public creating a new revenue source. Designed new permit sales and citation appeal processing procedures that drastically accelerated the processes and improved customer service.

Title: Parking Manager Employer: City of Sacramento, CA
May 1995 to September 2002

Duties: Managed City parking operations including parking garages, off street lots, retail space leasing, and payables/receivables. Develop and recommend City parking policies and rates. Designed and implemented new service programs that offered parking services to address community needs. Resolved

parking fund deficit and obtain community support for increases in rates. Developed City parking public information and public relations outreach.

Special accomplishments: Increased parking fund revenues 9% annually for five years running without public opposition to rate adjustments. Designed & implemented first successful City downtown parking validation program. Designed & implemented popular low-income downtown employee parking permit program that voluntarily relocated many employees from high demand to peripheral parking facilities. Overcame community opposition to proposed 1,000 space parking facility. Upgraded parking revenue equipment & installed first automated payment machines in California central valley.

PRIOR EMPLOYMENT HISTORY

Financial & Information Services Manager, City of Corvallis, OR

Revenue Manager, City of Hayward, CA

Senior Department Analyst, City of Huntington Beach, CA

Special accomplishments:

- Increased Hayward business tax revenue by more than 50% in one year with no increase in fees but by implementing improved enforcement and processing procedures.
- Designed & implemented innovative disabled transportation system adopted by Hayward, San Leandro & South county Alameda County Communities that greatly improved transportation access for wheel-chair bound citizens with no increase in cost over earlier systems.
- Designed & implemented successful, multi-racial senior meals program that transformed participation in City means program from almost entirely white citizens to a much more culturally diverse participation that used local restaurants rather than senior centers.

EDUCATION

Bachelor of Arts (BA) degree, Political Science, California State University, East Bay 1976

Master of Public Administration (MPA), California State University, East Bay 1984

PRESENTATIONS & ARTICLES

"Grace Periods – Sometimes a Good Investment", Parking Today Magazine, May 2012

"Cash in the Cushions - Often overlooked opportunities to generate parking revenues." – Delivered via International Parking Institute nationwide webcast, September 2010.

"Maximizing Municipal Parking Revenues – Rate setting methodologies with strategies for building community support for parking programs & fees." -- Delivered at International Parking Institute National Conventions, Las Vegas 2010 & Denver 2009.

"Interest-Based Conflict Resolution ~ Defusing Controversy and Building Community Support in a Municipal Parking Environment" -- Delivered at International Parking Institute National Convention, Denver 2009

VOLUNTEER WORK & PROFESSIONAL ORGANIZATIONS

- East Lake Homeowner's Association, Tracy, CA Board Member 2013-2015
- Active in Presidential Primary & General Election activity, Tracy CA 2015-2016
- American Society for Public Administration, Long-term member, Chapter Editor & President 2002-2005
- School system volunteer & school board election campaign manager, intermittent involvement in various districts over 2 decades.

City Council Application – Supplemental Questionnaire

1. How would you promote transparency and accountability as a member of the City Council?

Transparency and accountability contribute to higher levels of trust and reduce conflicts. I would promote transparency by seeking more opportunities to take City government beyond walls of City Hall and out into the community. When I served on the East Lake Homeowner's Association Board, we did not have a visit from a City Council member or by City of Tracy staff in the two years I was on the Board. I've no doubt that, had there been some crisis or major issue that would affect my neighborhood, some outreach would have been made. However, my experience on a homeowner's board tells me that such contacts should occur more often.

Some City Council members already make a point to attend community meetings and to listen to the thoughts and concerns of Tracy citizens. As a City Council member I would strive to seek out citizens and engage them on issues currently of interest to City Council and on issues that, perhaps, should be before City Council.

The City government provides citizens with many services. It is the duty of City Council to be sure those services are defined in ways that are a good fit to the City. The Council also need to make sure that as many citizens as possible have easy access to services that they need. Lastly, the Council has a responsibility to provide high quality pubic services in cost-effective ways.

As a City Council member I would assess existing and proposed City services and seek input from the community about whether the services we have or that are proposed are both needed and well-designed. I would question citizens about whether they found that services were practical and that there were no unnecessary barriers encountered in obtaining services. Lastly, I would seek information from the City Manager on what methodologies were in place to measure the cost-effectiveness of various services and City activities. Having had years of experience in developing program, zero-based, and line-item budgets for a variety of City functions, as a Council member, I'd advocate that cost containment be a constant concern and that budget techniques be used that can help tie costs to service levels and determine where budget levels should be increased or reduced.

2. What do you consider to be the top three most significant issues in our City right now?

The City of Tracy faces a number of serious issues. Our City has a lot of aging housing stock. We need more locally available, higher paying jobs. We need to face issues related to energy use and available water supply. The three key issues that I would identify as most significant are more related to the City of Tracy's future than to its present. They include:

A. Economic Development Issues

One of the frequent concerns I hear from other residents is that Tracy has little in the way of employment that offers middle class wages. The additions to the City's business community have been employers like Amazon and storage facilities. These kinds of businesses are clean, compared to heavy industry. However, they do not employ very many people at wage levels that enable people to achieve comfortable lifestyles. To find such jobs, Tracy residents have to leave Tracy and commute to the San Francisco Bay Area.

Freeways have already become difficult to navigate. Commuting long distances will become more and more difficult as Central Valley communities continue to grow. Tracy needs to develop local employment opportunities that enable blue collar workers to seek upward mobility and that attracts professional and managerial workers.

During the last election several candidates opined that Tracy needed to attract more Information Technology companies. IT companies may be part of the solution but there must be a range of different business types if Tracy is to be fiscally resilient with the economy's ebbs and flows. The City Council needs to be in the lead in identifying and attracting target companies in a range of different industries. Our City has a favorable location, we have open land, and we have relatively affordable housing, and a relatively well-educated population. We need to use those attributes to expand the number of better-paying job opportunities in Tracy.

B. Addressing Retirement Costs

Communities all over California are faced with an economic time bomb in the form of inadequately funded CalPERS retirements. As a result of actions by prior City Councils, City of Tracy employee retirements are more generous than was the case for earlier generations.

Public employee retirements are also "defined benefit" in nature, meaning that retirement compensation & benefits are guaranteed to employees. If CalPERS, the City's retirement

program administrator, projects unrealistic investment proceeds, future citizens of Tracy will be required to pay additional compensation to former employees.

CalPERS currently projects a 7.5% return on investments but has not realized that level of return in recent years. According to CalPERS, existing retirement obligations are only 72% funded. This, with stock markets at record highs, is ominous. The City of Tracy must be forward-looking to ensure that the City of Tracy will not be forced to resort to service reductions in coming years due to steep increases in retirement contributions.

C. Ensure That Coming Growth Enhances Life in Tracy

More population, which is inevitable given Tracy's location, can be a positive thing. However, unless the growth is well planned, it may detract from the character of the City and come at a high price for existing residents.

We need to make sure that additional residents do not make City streets crowded and hard to navigate. We need to err on the side of requiring too much of developers rather than too little so that Tracy, a generation from now, has expansive parks. Urban design can encourage interactive and diverse neighborhoods or it can discourage them. Future growth must not separate and potentially stigmatize older or less affluent areas of the City. Our transportation networks and street designs must facilitate rather than impede travel. In the last two years, our streets have become more crowded, particularly at commute times and on weekends. We have older residential areas and our downtown needs attention. Our planning needs to include infrastructure renewal and more efficient traffic flow designs.

3. What do you think should be changed in City government?

The Tracy City government does many things well. But, there are always things that City government can do better. Opportunities for improvement might include:

Changing the Way Landscaping Districts Work

The City of Tracy has a crazy quilt of landscaping districts and fee structures. Some neighborhoods pay a lot for landscaping assessments; some pay a little; and, some pay nothing more than their basic taxes. All Tracy residents benefit from a beautiful, well landscaped community. These practices should be phased out so that the City has the resources to improve the "look" of the City and to create a more equitable funding system. An ordinance that defaults residential properties to a common, City-wide assessment district upon transfer of title could help to transition most property owners to a common landscape district cost in a decade. The transition could then be made for remaining property owners

over the next decade with 10% annual increases for those still paying less than the City-wide assessment.

More Leadership in Greater Energy Efficiency and Natural Resource Use

Tracy has made strides in moving to greater energy efficiency. Some City buildings now have solar panels. The City has purchased some hybrid vehicles. However, far more could be done if energy efficiency were identified as a higher priority. Our focus needs to be to make City operations and structures examples of best energy practices and to reach out to our citizenry to increase awareness of and to encourage a transition to more conservation-minded practices.

During the recent drought, Tracy practices that reduced water consumption. However, that was a short-term action mandated by the State. We still have housing areas where changing to low-water consumption landscapes is not permitted.

Tracy residents are besieged by purveyors of solar panels. The City could do neighborhood outreach and offer presentations for homeowner's groups to better inform residents on how to select among solar packages and educating residents on the benefits of using alternative energy. A similar outreach might be done by the City sponsoring an alternative powered vehicle meetings. Car dealers could bring and demonstrate electric and hybrid vehicles and offer Tracy residents special incentives to move to the newer technologies.

One of the glaring examples where Tracy is not providing positive leadership is in our management employee compensation packages. Many cities have taken steps to encourage employees to use alternate transportation modes. Some have imposed parking fees on employees. In Tracy mid-and upper-management employees are provided free use of a city car – with free gas.

That kind of approach is contrary to the kinds of examples that the City should set. Rather than encouraging staff leadership to live in or near Tracy, the practice makes commuting from longer distances economical.

An alternative policy might be to provide a handful of compact hybrid City pool cars to be checked out by management that, during the workday, need transportation. Then offer future employees a bonus if they choose to reside within the Tracy City limits. Instead of giving mid to upper management staff a vehicle and free gasoline, provide a \$500 per month bonus for NOT commuting to work. If they choose to commute to work from Modesto or Stockton, then let them use their own vehicle and pay for their own fuel.