

CITY OF BELLEVUE
CITY COUNCIL

Summary Minutes of Special Meeting

Council Retreat

February 12-14, 2015

Resort at Port Ludlow

Port Ludlow, Washington

PRESENT: Mayor Balducci, Deputy Mayor Wallace and Councilmembers Councilmember Chelminiak¹, Lee, Robinson, Robertson, and Stokes

ABSENT: None.

1. Executive Session (if needed)
2. Study Session

Thursday, February 12, 2015

The meeting convened at 8:20 a.m., with Mayor Balducci presiding. All Councilmembers were present with the exception of Councilmember Chelminiak.

(a) Overview of Retreat Goals

Mayor Balducci opened the retreat and recalled the very meaningful work of the last retreat. The Council had the clear intent to develop a Vision and the process went well. The Vision has been well received in the community.

She said this year's objective is different and there is not a large body of work to complete. She wants it to be meaningful to all members of a group. One of her interests is to find ways to get work done as effectively as possible as there are a number of significant issues facing the City.

Tyler St. Clair, Retreat facilitator, presented the goals for the Retreat, including a review of the two-year priorities and Council Vision as well as a focus on working relationships and systems to make the best use of Councilmembers' time.

¹ Councilmember Chelminiak arrived at approximately noon on Friday, February 13.

(b) Team Building

Ms. St. Clair introduced a brief teambuilding exercise. She noted that the team's diversity, based on the results of the Myers-Briggs Type Indicator (MBTI), is a strength. She reviewed the MBTI preferences.

Ms. St. Clair discussed that, generally speaking, some Councilmembers need more information and/or a greater level of detail to feel comfortable making a decision. This is useful to know to better understand others' statements and how they make decisions. However, she noted that the risk of needing so much information is that it can delay decision making and Councilmembers stray into staff's role. She believes the Council has the ability to achieve great things by working together and capitalizing on everyone's strengths.

At 10:15 p.m., the meeting recessed for the evening.

Friday, February 13, 2015

At 8:30 a.m., the meeting resumed with all present except Councilmember Chelminiak.

(c) Overview and Local Elected Leadership Model

Ms. St. Clair reminded the Council of the Local Elected Leadership governance model that was introduced last year. She said policy making is like a group of nested bowls, with elected officials functioning in the large bowl. Individuals run for office because they want to see tangible results, but alternating between the big picture and detailed analytical work can be in conflict. When Councilmembers spend significant time in the smaller bowls, this can result in lesser quality staff work. When the Council sets the big picture policy and identifies priorities (i.e., setting the Vision), it is appropriately functioning in the big bowl. She noted the importance of maintaining a productive balance.

Ms. St. Clair noted that Operating Guidelines help to keep the Council functioning in the big bowl, and this will be covered in greater detail later in the Retreat.

(d) Review and Affirmation of Council's Two-Year Priorities

Ms. St. Clair reviewed the characteristics of an effective Vision: vivid, unique, challenging, clarity, focused, and shared. She recalled the Council's creation of the Vision and seven strategic target areas.

City Manager Brad Miyake and Councilmembers described how the Vision and priorities are being used, particularly as a blueprint for the budget and financial decisions, staff training, and

other areas. It was noted that the Vision and priorities have been integrated into the work of the City, in a way that is less disjointed than in the past. Boards and Commissions are also integrating the Vision and priorities, including efforts to ensure that the Comprehensive Plan Update is consistent with the Council vision. The Vision and priorities help to provide structure around discussions of where the City is going, and they are referenced in speaking notes for Council presentations in the community and in the region. It was noted that the Vision is a unifying document for Council decision making, and the strategic target areas remain relevant today.

Ms. St. Clair moved to a discussion of how to move forward with this model. She noted that systems are now revolving around the priorities, which are a great way to achieve alignment of staff's efforts. She recalled that the priorities were developed quickly after the development of the Vision to ensure clear linkages between the two bodies of work. Based on the logistics of the Retreat, there was no opportunity for staff to vet the priorities before adoption. Now the Council is a year into the priorities and it is appropriate to review them. However, Ms. St. Clair advised against adding a number of new priorities at this time.

Ms. St. Clair reviewed those items which are most important for staff to accomplish in terms of the Council's policy perspective. While those items were not an encompassing list, she noted that staff does have other major programmatic work to do. It is not intended that Council expand the list of priorities annually to a significantly larger number.

Ms. St. Clair proposed a framework for a review of the Council's two-year priorities, which is not to edit the priorities but to assess the status and/or recommended ongoing work (i.e., complete, continue, eliminate). If the Council wishes to add priorities, she suggested that the following criteria be considered:

- Conscious decision,
- Must ensure capacity or provide resources,
- Majority of Council must support,
- Avoid priorities that you know are not supported by the majority of Council, and
- Use action verb/right verb/clear direction to staff.

It was noted that some priorities, like high-performing government, should be constant and considered as never completed. The Council reviewed their priorities and identified the current status for each one.

Economic Development

1. Complete the Economic Development Plan and begin implementing the plan (with appropriate and adequate resources).

Status: Developed Economic Development Plan, beginning implementation, have hired Economic Development Director. Review/provide update on Economic Development Plan at the end of 2015 to ensure elements are on target: consider enhanced

communication with Council regarding economic development; recognize dynamic nature of economic development.

Councilmembers discussed the need to assure that the auto sales component of economic development be closely monitored and addressed, as this is a major source of sales tax revenue for the City.

The importance of recognizing the dynamic nature of economic development was also discussed.

2. Develop an educational institution such as an R&D Center for local and international talents and businesses.

Status: Continue.

Transportation and Mobility

3. Establish a transportation capital plan for future growth and mobility of the City and determine long-term capital funding mechanisms to support the plan; at a minimum, the plan should speed the completion of transportation projects that are complementary to light rail construction by Sound Transit in Bellevue through 2024.

Status: Continue evaluating long-term capital funding mechanisms.

4. Secure funding for the next phase of I-405 and completion of SR 520.

Status: Continue

5. Complete the Downtown Transportation Plan and begin implementation.

Status: Plan is complete and implementation is beginning; may need to revisit after Downtown land use planning is complete (Downtown Livability study).

6. Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner.

Status: Continue, with a heavy focus on mitigation during 2015.

High Quality Built and Natural Environment

7. Develop an affordable housing plan for the needs of our diverse population.

Status: This is a new, broader goal to replace previous goal relating to affordable housing.

Councilmembers noted that this is a regional issue and it will be important to assure clarity before proceeding. It was suggested that work begin with a statement of Council principles.

Councilmembers also noted the importance of assessing needs and the inventory of housing in the community before identifying more enabling goals.

8. Construct Phase One of Meydenbauer Bay Park and complete the Downtown Park circle and gateway by year end 2018.

Status: Continue; funds appropriated and implementation in progress.

9. Develop the Smart City strategy to include high speed data options to support business and residents and determine implementation steps.

Status: Continue

10. Complete the Downtown Livability Initiative study and identify items for early action.

Status: Continue. Study completed with decision pending.

Bellevue: Great Places Where You Want To Be

11. Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue.

Status: Continue.

12. Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center.

- Pedestrian Corridor
- Special Opportunity District

Status: Continue.

13. Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District.

Status: Continue.

14. Update the Ashwood Park Master Plan.

Status: Continue; identify a step for 2015.

Regional Leadership and Influence

15. Develop a strategic plan for regional advocacy and collaboration with other jurisdiction, especially Eastside cities.

Status: Revised goal. Continue; City Manager will propose process.

Councilmembers noted that the City is at a formative stage but there is not a clear and focused strategy. The City Manager will prepare this for further discussion with the Council.

Councilmembers discussed several areas on which to place particular focus for regional efforts:

- Transportation planning and advocacy
- Economic development
- Arts and culture, and
- Environment.

The City Manager suggested this discussion might be the focus of a mini-Retreat later in the year.

16. Develop a plan for securing greater levels of grant funding, including for regional projects.
Continue: Continue

Achieving Human Potential

17. Explore opportunities for expanding higher education options in Bellevue (grades 13 to 20).
Status: Continue
18. Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment.
Status: Complete
19. Complete the Diversity Initiative to include a plan to increase community connections and outreach.
Status: Completed the plan; continue with implementation.
20. Review the status of the implementation of the Eastside Pathways program, and determine the best way for the City to continue to support their goal.
Status: Continue.
21. Work toward an Eastside solution for a permanent winter shelter.
Status: Continue

High Performance Government

22. Evaluate how we can better provide hearing accessibility within the public meeting areas in the City.
Status: Continue
23. Develop and implement strategies for Council engagement with the community.
Status: Continue
24. Identify and implement technologies that improve customer service.
Status: Continue
25. Through the budget process, ensure that the City's budget outcome goals are reached.
 - Evaluate public safety standards as part of the budget process.
 - Staff should be focused on how the organization operates in a high performing way.*Status: Complete.*

Following discussion, Council confirmed the above list as their 2014-2015 priorities. At that point the Council broke for lunch.

The meeting resumed at 12:30 p.m., with all Councilmembers present.

(e) Council Roles and Operating Guidelines

Ms. St. Clair moved to a discussion of Council Roles and Operating Guidelines. She introduced a diagram to guide the discussion of enhancing high-quality Council policy making, which posed the following questions:

Roles: *What are the appropriate roles for the Council, Mayor, Manager, and Council Liaisons?*

Meeting Structure: *What is the best meeting structure, including public participation?*

Decision making: *What enables good decision making on the part of the Council Members?*

What enables good decision making by the Council on the part of the staff?

Staff Relations: *What is an appropriate working relationship between Council/staff? What enables good staff performance?*

Boards/Commissions: *What are the right role and expectations for Council-appointed boards and commissions?*

Ms. St. Clair set the stage by introducing the concept of the “desired mindset” for approaching the discussion regarding Council effectiveness. Councilmembers noted the following parameters for this discussion:

- Talk about what would work versus what did not
- Be future focused
- Don’t feel that you have to weigh in on every topic
- Stay positive and take this to the next level, and
- Remember that we all respect each other.

Ms. St. Clair led the Council through a discussion of each of the identified elements that influence Council policy making.

Regarding roles, the Council reviewed and amended the following descriptions, originally established during the April 21, 2014 Mini-Retreat. New or amended language is shown in italics.

Role of the Council:

- Set policy.
- Be the legislative branch of the government.

- Shape the principles that are used to create the budget.
- Adopt the final budget.
- Adopt financial policies.
- Approve the land use plan for the City (vision, plan, code).
- Adopt all codes.
- Adopt principles and interest statements to guide the work of others.
- Set parameters for work to be done by staff, Boards and Commissions.
- Represent the community.
- Hire and fire the City Manager.
- Approve specific levels of expenditures.
- Approve contracts in the both the legislative and fiduciary role.
- Serve as the representative face of the City for citizens and in the region.
- Represent the City's interests, both formally and informally, through the committees on which we sit and informally by going to meetings, etc.
- Set policies for how we manage ourselves (i.e. meetings, conduct, agendas, etc.).
- *Address Council Member misconduct, should it ever occur.*
- Serve as liaisons for the City *Council* to Boards, Commissions, etc.
- Sit as judges in quasi-judicial matters.
- Hold public hearings.
- Assist, facilitate and/or serve as a conduit for citizen access to government.
- Establish a City Council vision, mission, and priorities.
- Support official Council policies.
- *Advocate for the City's position with other elected officials.*
- *Recognize the legislative versus executive roles within government.*
- *Use political leadership to shape local, state, and federal legislative agendas.*

Role of the City Manager and Staff:

- Implement City Council vision, policy, and priorities.
- Manage the day-to-day activities of the City.
- Manage staff functions.
- Develop a *proposed* budget, *anticipating issues and including long-term planning.*
- *Implement the final budget as adopted by Council.*
- Hire/fire staff.
- Conduct union negotiations.
- Abide by the Council's budget.
- Lead the executive branch of government.
- Represent the City externally.
- Provide services to the public.
- Interact with the City Council to ensure effective policy making.
- Set the Council's meeting agenda with input from Council.

- *Facilitate communication between the public and the Council.*
- *Provide professional analysis and recommendations to Council.*
- *Engage Councilmembers where most effective to advance the City's policy positions.*
- *Keep the Council informed about pertinent community issues and City activities.*

Role of the Mayor:

- Chair effective Council meetings.
- Ensure equal representation of all Council viewpoints.
- Represent the Council as a whole.
- Collaborate with the City Manager to manage the Council's meeting agenda.
- Approve Council expenditures on travel and training *[during the later Rules discussion, it was determined that the Mayor would not approve Councilmember travel/training requests]*.
- Sign declarations of emergency.
- Represent the City.
- Serve as a point of contact for the City.
- Speak regarding the Council's position on issues.
- Appoint Council assignments and liaison roles.
- Serve in ceremonial roles.
- *Make Council and City Manager aware of potential policy making issues; act as a liaison between Council and staff.*

Councilmembers noted the importance of maintaining an aspirational, positive and respectful mindset and making the best use of their time. They acknowledged the importance of ensuring that Councilmembers do not represent their personal opinions as those of the City.

One role for which Councilmembers do not have responsibility is negotiating land use matters. It was suggested that outside counsel with strong municipal background be invited to provide Council a primer on the differentiation of responsibilities among the Mayor, Council, and City Manager.

Council Meeting Structure

Moving to a discussion of the Council's meeting structure, the Council considered the order of the Agenda, modifications to the Council Business item, and how the public participation elements of meetings will be handled.

Agenda Order

The Council determined to move approval of the agenda to Item No. 3 on Regular Session agendas and to Item No. 2 on Extended Study Session agendas.

Council Business

The Council had previously discussed improving the consideration of Council Business on the agenda in order to be more effective. Ms. St. Clair walked the Council through the purposes of the Council Business item, which include:

- Communicate to fellow Councilmembers about the activities of boards and commissions on which you serve as a liaison.
- Report on an occasional basis on an important community event that you attended and get feedback from other Councilmembers.
- Relay briefing on events that are valuable to the rest of the Council versus sharing calendars and every event that was attended.
- Report on activities in your official role as a Councilmember in which you are representing the Council, including service in a policy making capacity or representing the City to a policy making body.
- Let the public know what you have done in a quick report.

Council considered a number of options to improve the use of the Council Business agenda item, including:

1. Limit time.
2. Place at an appropriate time on the agenda, possibly the end of the agenda.
3. Split the agenda item into New Initiatives/Council Business (action items) and Council Communications.
4. Provide reports in writing: 1) by 5:00 p.m. on the prior Wednesday for publication in the Council packet, or 2) by noon on Monday for inclusion in the Desk Packet. If there are questions or discussion is needed, limit time to ten minutes as facilitated by the Mayor.

Council agreed to the following procedure for Council Business on the Regular Session agenda:

1. Council action items and New Initiatives, if any, will be dealt with first, and the Mayor will facilitate that discussion. [A New Initiative is something in which a Councilmember is requesting City staff time; for example, work that is anticipated to exceed the 8-hour rule or is a result of staff interaction.]
2. Councilmembers will write short summaries of activities about which they think others need to be aware and submit these to the City Clerk. Items should be submitted by Wednesday at 5:00 p.m. to be published in the regular Agenda Packet or by Monday at noon to be included in the Desk Packet.
 - Provide notice in that report about any issues on which you perceive that you need feedback from the Council.
 - If a matter is a time-sensitive regional issue, it may be placed on the agenda under Council Business, but ensure that there is advance notice of its consideration to the Council.

- Any item of this nature could also go on the Regional Issues agenda (4th Monday) if it is not time sensitive.
3. At the Council meeting, up to 10 minutes will be allowed for questions related to Council communication items that were submitted prior to the meeting.
 - The Chair will facilitate any critical information sharing by saying “You received Council Business items in your packet. Are there any questions related to Council Business?”
 - Councilmembers will use this time to talk about what has been included in the Packet or Desk Packet, but will not say, “I didn’t get my items in” because you have forgotten or failed to do.
 - Councilmembers are expected to read their packet materials in order to be prepared for this discussion.
 4. Leave Council Business where it is on the agenda for now; re-evaluate at the next Council Retreat.

Public participation at Council Meetings

Council then moved to discussion of public participation at Council meetings, focusing on Oral Communications and communications from Boards and Commissions. Council identified the following Guidelines for public participation:

1. Council honors democratic values and public participation but recognizes the responsibility to structure its work and public processes to ensure productive decision making.
2. When limits are needed, Council will limit the Oral Communications period to 30 minutes.
3. When there are a large number of individuals signed up such that the Council will be unable to hold Oral Communications to 30 minutes, the Mayor will establish a speaker preference list, giving preference to:
 - Individuals who are speaking directly to items on the agenda or items that are anticipated to be on the agenda in the coming month.
 - Individuals who have not spoken to Council in the last quarter.
4. Both individuals and organizations will have up to three minutes each during Oral Communications and Public Hearings.
5. Consider scheduling Special Comment Periods or Public Hearings on specific issues that are before the Council where they appear to be needed to address community concerns.
6. Council can extend a Public Comment period if needed, but the extended period is limited to one hour.
7. Council expects speakers to exercise discipline in their remarks and will provide clear direction for this. The Mayor will explain at the initiation of the various public communications opportunities that “When the yellow light comes on, you have 30

seconds and when the red light comes on you must stop.” If needed, the Mayor will then say, “Your time is up.”

8. Unscheduled Board or Commission Members, or those not speaking on behalf of their respective groups, should speak at the regular Oral Communications period.
9. The City Council will decide how long Boards and Commissions may present to the City Council. Generally, if a Board or Commission makes arrangements in advance, Council will provide five minutes. A longer presentation needs to be negotiated in advance. Speakers must provide the topic and materials, which should be included in the Council Packet or Desk Packet.

To be effective in making this change, Councilmembers noted that the City will need to do a good job in communicating the modified rules and educating individuals regarding the other ways in which they may communicate with Council. The Council will be alert to the need for public hearings or special comment periods to relieve stress over significant community concerns.

At 4:10 p.m., Mayor Balducci declared a break. The meeting resumed at 4:20 p.m. with additional discussion of the Council’s Operating Guidelines.

Council Decision making

Ms. St. Clair opened Council discussion of: *What enables good decision making on the part of Councilmembers? What enables good decision making by the Council on the part of the staff?*

Councilmembers identified a number of opportunities or suggestions for improvement, including:

- Councilmembers would like to see greater efficiency in their decision making; there are often multiple “touches” on topics which delays decision making.
 - A “one touch tees it up” approach is recommended for routine matters, which should be able to be resolved in one Study Session and scheduled for Council action at a subsequent Regular Session.
 - For more complex topics, staff should at the outset identify the timeframe or critical path for the decision, identify what information Councilmembers need to make the decision, and provide the roadmap for how/when that information will be presented so Councilmembers can most efficiently prepare over time for decision making.
- Packet information needs to be complete and relevant. Councilmembers’ unique needs and learning styles should be considered in their preparation. Detailed information should be provided in advance to allow Councilmembers time to read and think it through prior to discussion at the meeting.
- Councilmembers are responsible for reading the packet in preparation for their meetings.
- If Councilmembers do not understand the packet materials, it was suggested that they call staff to get their questions answered in advance.

- PowerPoint presentations should not include new content not presented in the meeting packet, but instead should be an overview of the topic for the public. Other agencies making presentations to Council should be instructed on the City's standards for presentations.
- Staff presentations should be limited to one-third of the time allotted for the item on the agenda and should focus on identifying the options/alternatives for Council's consideration.
- The Council needs to have good robust discussions. Councilmembers should come prepared to meetings in order to ask any remaining questions and make decisions.
- Every Councilmember needs to have the opportunity to make comments and respond to comments from others.
 - A "3 minutes and 3 questions" approach was suggested for Study Session discussions.
 - Stronger reliance on Robert's Rules to guide debate was suggested for Regular Sessions (i.e., two opportunities for each Councilmember to speak on an issue; and a Councilmember cannot speak a second time until everyone else has had an opportunity to speak once.)
- Only one Councilmember needs to say "thank you" to the person who is presenting.
- Councilmembers should be ready to vote when the time comes and be willing to vote "no" on the hard issues.

As part of this discussion, Council discussed the pros and cons of forming subcommittees of up to three Councilmembers to work with staff, come to a conclusion, and present their recommendation to the full Council for approval. The Council determined not to adopt that approach at this time.

Ms. St. Clair suggested that staff work this evening to refine the decision-making process for Council discussion during the Saturday morning session.

At 5:30 p.m., the meeting recessed for the evening.

Saturday, February 14, 2015

The following morning, the meeting resumed at 8:45 a.m., with all Councilmembers present.

Ms. St. Clair walked through the work accomplished by the Council the previous day including changing behaviors about how the Council does its work. She reviewed the agenda for the morning's portion of the Retreat.

Staff presented the following steps and guidelines for Council's consideration:

Preparation for Decision making: Create a Critical Path

Goal: To ensure that staff members prepare Council for complex policy decisions.

Expectations to be addressed:

- Establish a schedule and the expectations of Councilmembers during the process; include this in documentation to inform the public about the schedule.
- Lay out the schedule of decision making to include the series of steps for how the Council will get to the decision and all the things that will have to be done to get there (in both graphic/Gantt chart and narrative forms). Help Councilmembers know what they need to do to be prepared at each point of the process as well as determine whether additional public engagement is needed.
- Next Steps slides are helpful.
- The schedule needs to be flexible to account for issues that may arise.
- On complex issues, make an effort to stay on schedule. Avoid too long of a lapse between discussions.
- Expeditiously work through easy issues to get them off the list. Do not push them off the agenda to do hard things.
- A time buffer should be allowed for each meeting to avoid having to postpone items.
- Critical path framework should help Council know what to expect, show when decisions need to be made, and the critical path from here to there.

The City Manager will:

1. Develop model,
2. Pilot and evaluate, and
3. Refine as needed.

Staff Preparation for Decision making: Council Reports/PowerPoint Presentations

Goal: To enable efficient decision making.

Expectations to be addressed:

- Have a structured way to look at issues.
- Provide consistent approach to information presented.
- Enable the Council to read materials and prepare in advance.
- Make it clear the question and/or request the Council is being asked to consider.
- Provide a thorough analysis of the issue and the policy options.
- Establish consistency between reports and presentations. Note that Councilmembers prefer no new information in presentations that was not provided in the meeting packet.
- Provide clear and concise staff presentations based on the assumption that Council has read and prepared for the discussion.
- Include conclusions and recommendations from staff.
- Try to provide guidance on the volume of the subject content. Warn Councilmembers if a meeting requires a great deal of preparation.

City Manager will:

1. Refine current template,
2. Pilot and get feedback,
3. Develop/train staff in method,
4. Implement, and
5. Evaluate.

Council Decision making Guidelines

Goal: To provide informal guidelines for decision making that will help Council avoid extensive “multiple touches” and provide more “floor time” for adequate dialogue.

1. Have Councilmembers buy in to the critical path that has been laid out for complex issues.
2. “One Touch” - Routine Council issues should be resolved with one Study Session leading to final action at a Regular Session; ensure that everyone has an opportunity to weigh in.
3. “3 Minutes and 3 Questions” - Be sufficiently prepared at Study Session so that Councilmembers can address issues or receive responses to questions in this framework.
4. Reach out to staff in advance of the Study Session to get questions answered
5. On final action, follow Robert’s Rules of Order, with only two opportunities for each Councilmember to speak to the issue. A Councilmember cannot speak a second time until everyone has had the opportunity to speak once.

Council Actions

Goal: To provide a set of informal guidelines for Council actions that will support good decision making.

1. Be ready to vote when the time comes; be willing to vote “no.”
2. Read the packet and be prepared for decision making.
3. Ask questions of staff before the Study Session.
4. State your position and allow everyone to have their time.
5. Only one person needs to say “thank you” after presentations.

The Council then moved on to the remaining agenda items.

Staff relations

Council was unable to work on this area during the Council Retreat due to time constraints.

Boards and Commissions

Ms. St. Clair opened the discussion by posing: *What are the right roles and expectations for Council-appointed Boards and Commissions?* Corollary: *What is the role of the Council liaison?*

Purpose of Council-appointed Boards/Commissions

- Advise the Council.
- Complete extensive homework to prepare issues for Council's final decision.
- Represent a cross-section of the public to get a full view of the issues. Solicit the public's perspective.

Board/Commission versus Citizen Advisory Committee

What is the difference between Boards and Commissions and Citizen Advisory Committees? A CAC is a limited-purpose group created to address a specific issue within a specific timeframe. A standing Board or Commission addresses a subject matter over time.

Council Expectations of Boards and Commissions

- Sift through policy issues to narrow decision points for Council.
- Provide synopsis of public input to Council.
- Do the bulk of the public engagement work on particular topics on behalf of Council (e.g., public hearings, open houses, etc.).
- Attend pertinent community events and engage with the public to gather information and get a sense of the community's position and/or priorities.
- Follow the direction of the Council.
- Complete assigned work within a schedule and report back to the Council on schedule.
- Regularly attend meetings and come prepared.
- Listen to fellow members and work well together.
- Serve on additional committees as appointed by the Council to contribute individual expertise on cross-functional policy issues and to act as a conduit for issues coming to their respective Board or Commission.
- Consider and take into account technical, legal and financial guidance provided by staff where relevant (i.e., individual members do not serve as subject matter experts).
- Provide thoughtful input regarding policy issues and exercise independent judgment within the framework, guidelines or direction provided by Council.
- Serve and make recommendations based on the public interest.
- Consider relevant input from other Boards and Commissions.

Roles and Obligations of Council Liaisons

- Serve as a conduit for communication between the Council and the Board/Commission.
- Provide guidance to the Board or Commission within the direction stated by the Council.
- Provide the Board/Commission with the "big picture," including issues for which there is likely controversy where Councilmembers need awareness.
- In conjunction with staff, keep decision making moving on schedule.
- Attend meetings at least quarterly.
- Attend the annual retreat, if held.

- Help to resolve problems if the Board or Commission is experiencing challenges.
- Interview and recommend members of the Board or Commission for appointment or reappointment.

Qualifications for High Performance by Members of Boards and Commissions

What qualifications/traits will ensure that we have good functionality and performance on the part of Boards and Commissions?

- A wide diversity of experience.
- A willingness to go where good analysis takes them; not “doctrinaire.”
- Ability to balance the representation of local community interests or those most affected with interests that serve a broader community need.
- Ability to work within a group and be collegial.
- Ability to be collaborative and to utilize operating guidelines or rules that will assure equal representation.
- Ability to follow an organized structure for meetings.
- Ability to grasp larger policy issues and to accept the Council’s rationale in those cases in which the Council departs from the recommendations of the Boards and Commissions.

Council Commitments that Will Assure Effective Boards and Commissions

- Ensure that Board and Commission members have clear guidance. Clarify their role in giving advice and recommendations to Council.
- Clarify the staff role. Make sure that Boards and Commissions know that staff members do not work for them.
- Look to the “bigger picture” and consider how the Council can help to assure successful Board and Commission outcomes by assuring a more equal and functional playing field.
- Be accepting of Boards’ and Commissions’ feedback when they present recommendations that do not match the policy choices made by the Council.
- When a Council-appointed Board or Commission becomes unable to function effectively, such that it is not accomplishing its assignments, be willing to make changes.
- Consider providing more guidance to Boards and Commissions when transmitting controversial issues to them for consideration.
- Avoid making appointments to Boards/Commissions that are viewed as divisive by other Councilmembers.

Staff Role with Boards and Commissions

- Ensure that Board and Commission submissions to Council are consistent with legal requirements.
- Ensure Board and Commission recommendations are consistent with adopted policy. Assist the Board or Commission in arriving at a recommendation that is consistent with guidelines.

- Work with the Council Liaison to ensure that policy recommendations are consistent with guidance.
- Inform Board and Commission members regarding the issues, provide technical information, and support the discussion and policy-recommendation role of the Board.
- Provide information and tools to the Board or Commission so that members can do their job effectively.
- Facilitate delivery of the Board or Commission's policy recommendations to Council.
- Help members understand the larger policy issues and rationale in those cases in which the Council goes in a different direction than the Board or Commission.
- Have clarity of role, including a clear understanding that he/she works for the City Manager or designee and does not take direction from the Board or Commission.
- Understand that the Board or Commission may come to a recommendation that does not reflect that of the staff member.

Proposed Amendments to Council Rules

Assistant City Manager Myrna Basich reviewed the history of the Council's discussion of amendments to the Council Rules, which were last officially modified in February 2000. She noted that, in contrast to the Operating Guidelines discussed earlier which form agreements about how Councilmembers work among themselves, the Council Rules address the conduct of Council meetings and maintenance of order, identify how the work of the Council is structured, and set public expectations about public testimony. Operating Guidelines tend to be modified on a regular basis to suit the needs of particular Councils, in contrast to more longstanding rules of procedure.

Recognizing that the Council has previously provided modifications to the Rules over time, which are captured in the red-line version of the Rules provided in the Retreat packet, Ms. Basich focused the discussion on the remaining questions for which Council feedback is being sought in order to finalize legislation for Council action. The Council provided the following feedback to staff:

- Determined not to specify an election method for selection of the Mayor and Deputy. Under this approach, the election method would be identified by the last meeting in December to enable conducting the election in an efficient manner as the first order of business in even-numbered years.
- Determined to make no further amendments to the Rules relating to ad hoc and standing committees.
- Amend the Rules to include "codification" of the longstanding practice for appointing Liaisons and Board/Commission members.
- Amend the Rules to add an additional provision to allow the City Manager, in consultation with Councilmembers, to cancel Council meetings.
- Amend the Rules to incorporate ability for Councilmembers to remotely participate in Council meetings.

- Amend the Rules to implement Council’s earlier Retreat decisions relating to public participation at Council meetings.
 - Amend the Rules to reflect that Council travel and training requests are no longer to be approved by the Mayor. Instead, utilize the City’s current financial policies relating to travel to assure appropriate cost justification for travel and how it advances City priorities or advancement of state and federal agendas.
- At 1:00 p.m., Councilmember Stokes moved to extend the meeting for one-half hour. Councilmember Robertson seconded the motion.
- The motion carried by a vote of 5-2.

Proposed Code Amendments Relating to Boards and Commissions

Ms. Basich reviewed the history of a series of proposed amendments to City Code chapters relating to Council-appointed Boards and Commissions. The proposed amendments have been collected over the past few years and reviewed at earlier Council Retreats. The Code chapters related to each of the City’s Council-appointed Boards and Commissions were established at different times by different Councils over the years and have never been comprehensively amended to provide for consistency of logistics and powers and duties statements.

Ms. Basich oriented the Council to the information included in the Retreat binder, including documents in strike draft/red-line that captured earlier Council direction. Referring to the staff memo in the packet, she walked the Council through the remaining questions on which feedback is needed before finalizing legislation for future Council action.

The Council provided the following direction to staff:

For all Boards and Commissions:

- Amend the Code sections to allow the use of non-voting ex officio memberships at the concurrence of the Council Liaison.
- Do not amend the Code sections to designate any specific knowledge or commitment levels for particular Boards and Commissions. Liaisons are urged to consider cultural competency as a selection criteria, and cultural competency training should be scheduled for all public officials.
- Modify the provisions relating to frequency of meetings to allow a recess in either August or December (i.e., Boards and Commissions will be expected to meet at least 11 months of the year) if it does not impact the delivery of critical or time-sensitive work to Council.
- Amend each of the Code sections to direct that a member who fails to vote without a valid disqualification is declared to have voted in the affirmative. This provides consistency in administration for Boards and Commissions with Council Rules.

- Amend the Code sections to provide for remote participation by absent members in Board/Commission meetings. This provides consistency in administration with Council Rules.

For specific Boards and Commissions:

Council directed specific additional minor refinements to the Parks and Community Services Board, Planning Commission, and Transportation Commission Code sections addressing “powers and duties” of those respective groups, and asked the City Clerk to prepare legislation for Council’s consideration and action at future meetings.

Follow-up and Adjournment

Ms. St. Clair thanked the Council for inviting her to facilitate the Council’s 2015 Retreat and reviewed the significant amount of work accomplished by Council.

At 1:30 p.m., Mayor Balducci declared the Retreat adjourned.

Myrna L. Basich, MMC
City Clerk

/kaw