Bellevue City Council
Planning Retreat Report

February 28 - March 2, 2019
Hotel Bellwether at Bellingham Bay

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Thursday, February 28, 2019

Mayor Chelminiak called the retreat to order at 8:35 p.m.

The Mayor provided opening remarks for the retreat, including acknowledgement of the hard work from across the organization in response to a recent snow event, and the leadership of the City Manager and staff over the past year.

The Mayor recalled the theme of the Council being 7 Strong at the 2018 retreat, and the great work that has taken place since that time before turning the retreat over to Tyler St. Clair for facilitation. St. Clair reviewed the purpose and goals of the 2019 Council retreat and led the attendees through a discussion of the Myers-Briggs Type Indicator instrument as a reminder of how multiple perspectives can be a strength to conducting the work of Council, as seen through the lens of the Local Elected Leadership Model.

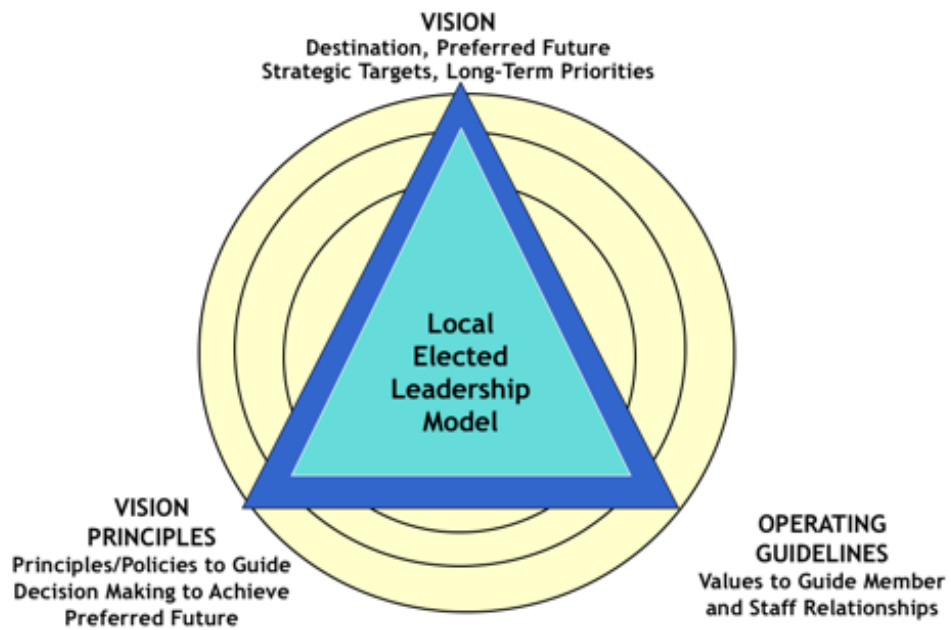At 10:06 p.m., the first day of the retreat was closed.

PURPOSE

To assist the Council in useful discussions regarding efforts that will help to achieve the vision including an assessment of the current environment, commitment to working relationships that will foster success, and strategic discussions of key opportunities

GOALS

1. Develop insights and an appreciation for fellow Council Members that will enhance working relationships and collective leadership for the City

2. Understand the Local Elected Leadership Model and how it is useful in assuring an aligned and productive relationship among Council and staff

3. Overview the mechanisms by which Council has assured direction and alignment, to include its Vision and Priorities and the staff's Strategic Work Plan

4. Conduct a brainstorm assessment that includes the perspectives of individual Council Members regarding the environment, what is working well, and what it would be helpful to change or improve to enhance the City of Bellevue

5. Assess themes, alignment, and gaps

6. Discuss and revise the Council's "Construct for Shared Leadership" so that it provides guidance for working relationships going forward

7. Conduct a discussion of strategic opportunities that would benefit from preliminary Council consideration or address gaps

8. Identify next steps and responsibilities to ensure implementation of retreat discussions

LOCAL ELECTED LEADERSHIP MODEL

VISION
Destination, Preferred Future
Strategic Targets, Long-Term Priorities

Local
Elected
Leadership
Model

**VISION
PRINCIPLES**
Principles/Policies to Guide
Decision Making to Achieve
Preferred Future

**OPERATING
GUIDELINES**
Values to Guide Member
and Staff Relationships

PUTTING THE VISION AND PRIORITIES IN PLACE

March 1, 2019

Day 2 of the retreat began at 8:40 a.m. with a review of the day's agenda and reminder of the goals for the day.

Council reviewed the process by which it put its vision and priorities in place, beginning in 2014 and continuing to add to that model.

Council Efforts
- Council Retreat in February 2014 focused on development of a Vision and Priorities to accomplish the Vision (process, sharing, publication)
- Council also held a mini-retreat in March 2014 to complete the Vision and Priorities
- Council Retreat in February 2015 focused on governance issues
- Council Retreat in January 2016 focused on regional issues
- Council Retreat in January 2017 focused on issues related to the levy/capacity
- Council Retreat in January 2018 focused on a soft rewrite of the Vision, identification of new 3-year Priorities, and development of a Construct for Shared Leadership
- Council also held a mini-retreat in March 2018 to complete the Vision and Construct for Shared Leadership

Staff Efforts
- Create work plan to implement priorities
- Align resources/capacity

COUNCIL ENVIRONMENTAL ASSESSMENT

Council conducted an assessment of the environment to examine emerging trends, areas of progress and changes that it might like to address as a city. As the City is currently in its second year of executing its 3-year priorities, the intent of the discussion was not to add priorities, but to assess progress and to identify, in particular, areas of Council interaction that could be improved and addressed in the Construct for Shared Leadership.

	Emerging Environment	What trends are we seeing in Bellevue that require us to be proactive? What opportunities are presenting themselves to us? What dynamics are we experiencing as a Council that we must manage?
	Progressing Or Working Well	What is the City doing well? Where are we making progress with our priorities and initiatives to move forward toward our vision? What relationships, processes, or partnerships are working well for us as a Council?
	Change/Improve or Do Differently	What changes would we like to address as a City? What do we want to do differently or better as a Council? What enhancements do we want to make in our relationships, structure, or processes?

Teal Group

Emerging Environment
- Economic Development Opportunities –
  - Be proactive
  - Address challenges and opportunities
  - Determine how to manage one message; one voice
- What is the economic impact and job change as artificial intelligence (AI) grows?
- Change in demographics
  - Main voices to engage and listen to, including lens of age, identity, political views
  - Balance result-driven focus with involvement
  - New leadership (generational changes) with business, political, and social leaders from the millennial population
- Connecting via technology versus person to person
  - Impact on government engagement strategies
  - Social impact of an online culture
- Privacy impact/security
  - Government role
  - Public expectation
- How does City provide the message (with one voice)?
  - When competing with many opportunities for broad reach and the spread of mis-information
  - Continue to develop and keep the public's trust

- Implications of growth and the level of service – working well, but need to continue to plan and monitor and stay the course

Working Well
- Growth strategy
- Regional relationships
- Economic development in the region and our overall program
- Levy execution in Fire and Neighborhoods and Parks; also need to improve the 2 times a year updates to Council and amplify them so that people know what is happening
- SMART Cities
- Regional and state reputation as doing a good job with growth and economic development
- Diversity Plan
- Challenges that are coming from what is working well:
  - Congestion
  - Pace of Change
  - Affordability
- Build on positive reputation with legislative representatives and other agencies
- Sharing of leadership among the Council
- Trust in leadership and staff to respond, to do good/professional work and to make the Council look good
- Service delivery is strong

Change/Improve/Do Differently
- In face of changes, continued communication of what is in the pipeline
- Be involved early regarding development; limit surprises; this required communication from the City Manager to the Council and the Council to the City Manager
- Communication from Council Members to each other (e.g. interviews, task forces, SCA summaries, good news/updates from events); explore adding a written report summary regarding Council Business when things advance
- Maintain a balance in Council voices in media outreach opportunities
- Proactive focus on the City Vision
- New Initiatives – Revised rules regarding 8 Hour Rule to manage expectations for items (process for agenda/policy discussion); this may be a good discussion for Council Retreat
- Agenda review – how to provide information prior to agendas being published (Wednesday update?); enhance beyond 1-month calendar/calls, etc.

Purple Group

Emerging Environment
- Rapid change in City; our approaches haven't kept up
- Size of projects and programs is increasing rapidly
- Pace of change is increasing
- How do we maintain high quality experiences and services are available to all?
- Council role – packed agendas with significant issues are the norm
- Increasing pressure on "City in a Park" values
- Volume of work/lack of time makes it difficult to be fully prepared each Monday
- Big challenge to maintain balance between business and community needs
- Aging population – how does the community support them?

- Newly engaged residents; don't know what they don't know
- Long time engaged residents are struggling
- Increasing mis-information and misunderstanding about issues in community and the council's role
- Metro site – what needs can it fulfill?
- More people = more conflict. May not be agreement on the solution (i.e. enforcement vs. education vs. appreciation)
- People show up wanting to engage and are curious
- Increasing population struggling to maintain stable housing
- Communication of challenges – where and how do we provide information vs. where people look for information
- Opportunity – is light rail/TOD fully leveraged?
- 405 widening – deal with impacts
- Commercial affordability is an issue – small family businesses, arts, non-profits
- Dynamic of vocal minority; need to ensure that Council is representing all interests of the community
- How to ensure that all feel welcome to participate; diffuse conflict/tension for productive engagement
- Leverage conferencing technology for virtual meetings
- Facing pressure to decide and act more quickly; do our processes support that?
- Changing demographics – what is important to this city?
- Need to anticipate/respond fully to impacts of growth
- Ability of grassroots partners to scale up in order to meet demand (e.g. EHC)

Working Well
- Process for Affordable Housing Strategy – use of TAG, Council review/role, amount of time
- Creating in finding partners (TIFIA, human services agencies, state, county, etc.)
- Volunteers and city services (stream team, BPD, etc.)
- Aaa bond rating
- Strong staff
- Core commitment to shared community priorities – public safety, parks
- Budget actions support core valued services
- Use of Parks Board in Wilburton proposal
- Multi-modal infrastructure
- 5G/small cell/SMART Cities Plan
- Council retreats identifying shared values
- Council approach to new policy – thoughtful, supported by data (e.g. new fire fee)
- Ability to explain "why" on issues (e.g. 148th easement vote); constituents hear individual rationale and see Council Members supporting each other
- Manager relationships in the community, listening, responsive
- Excellence in staff work/outreach
- Effective Leadership Team; structure and management well-functioning
- Reputation as business friendly and community friendly (work with businesses to improve community on the whole)
- Neighborhood staff well known, accessible, know community, and listening
- Mediation/Probation: sets Bellevue apart/Bellevue Essentials/Mini-City Hall
- Youth court

- Neighborhood Planning Process
- BPD/de-escalation training/commitment and community involvement (both individually and with community advisory groups)
- Bellevue Cares
- Willing to pilot projects (i.e. Bike Share, protected lanes)
- Willing to take the lead to host, share, and explore best practices (Vision Zero)
- Meydenbauer Center is an asset for the community/upgrade
- Public library/good partnership
- BBGC, Eastside Pathways, Botanical Garden

Change/Improve/Do Differently
- Leverage community more – neighborhood leaders, volunteers
- Engage community on emergency preparedness; be ready to help themselves
- More deliberate connection of day to day Council agenda items to shared vision and bigger picture
- Have facilities keep pace with growth for government and the community
- Chamber has new leadership – an opportunity
- Community spaces are "full" (centers, library spaces) – Is it true? Can we expand?
- Some key programs could improve measurement/assessment of outcomes (e.g. start up 425)
- Opportunity with ED Plan Update
- Increased evolution of regional ED work to help the Eastside, but don't lose focus on Bellevue
- Council lacks venue for good/hard discussions about policy; sessions are presentations, individual comments/views, but hard to have exchange and opportunity to find compromise and collaborate
- Can't engage between Council Members; indirect way of having conversation
- Study session venue is not the best way to support group discussion/decision
- Council Members are not all at same level of information and understanding prior to the meeting.
  - Then study session can become focused on the repercussions of action not understanding of issues/options (148th is an example of when this worked well.)
  - Time required/complexity of the agenda is an obstacle to this
- There is still not a consistent way to get "heads up" information regarding what is on the horizon, what is coming, key staff changes, community-facing events. It is best to have no surprises, but there are still some surprises.
- Council communications – Don't want to hear about major development (+/-) from the community
  - It is okay for it to be "top line" to prompt a conversation if there is sensitive information that you don't want to put in an e-mail
  - Council Members can follow up with staff to be briefed in these cases
- City has to be nimble with the ability to respond to the pace of information and to adapt to new information. Examples of ways to communicate:
  - E-mails or texts to "alert" or "action"
  - Monthly check-ns are not for time sensitive updates
  - Boat analogy and icebergs or islands– staff has to look out for bumps along the way
- Council outreach opportunities
  - Broaden to include city events and other community events
  - Longer lead time; all 7 have opportunities to attend

- Should there be more information sharing from Council Members about events?
- Who speaks at events (i.e. MLK)? Note that the Mayor may be the only invitee.
- Proclamations/letters that Mayor signs off on without need for Council action – how to update the Council on this?
- Protocol when asked to sign off on a regional matter regarding Council support
- What is the proclamation protocol?
- Better information exchange on those regional committees with whom Council Members are involved (e-mail update from staff to cascade actions could be helpful)
- Legislature participation – inclusive of all Council Members (may be committee/issues overlap – who goes, how selected?) Ensure this in inclusive and all are informed.

STRATEGIC CONVERSATION: AMAZON PLANNING

Council was asked to consider the opportunities, impact, and management strategies that might come to the City should Amazon locate here. Members considered 3 questions:

Opportunities/+++
What are the specific opportunities that the city will/may have from Amazon?

Impact
What is the impact of filling up buildings with Amazonians?

Managing Effectively
How do we manage the impact? How do we deal and manage the potential backlash? How do we keep the vocal minority from co-opting the conversation and opportunity?

Teal Group

Opportunities
- Begin how you want to go on
  - Valued
  - Welcomed
  - Partner
- Bellevue needs to build on its brand
- Vulcan development – quality and public amenities

Impact
- Research/data gathering of what to expect
  - Transportation trends (i.e. commute times, methods)
  - Expected/desired amenities
- What is the impact of Amazon versus our expected growth?
- What are our common interests and strategies? (i.e. SMART Cities)

Managing Effectively
- Deliver the message – base off relationships built and the lessons learned from impact research – show potential benefits
- Benefits of P2P – funding support for homelessness, housing, and education
- Building on what we know of our community
- New buildings – impact on downtown and housing views
- Demographics of employees – i.e. Belltown, Bellevue schools, housing, etc.
- Political leadership and having a unified voice of welcome
- Be proactive in confirming the welcome
- Growth areas – confirm we've been getting ready for this
- Development is coming up to Downtown Neighborhood's back doors

Opportunities
- What can we learn from their expertise? (i.e. supply chain, delivery)
- Early engagement – learn what is important to choose/be successful here (i.e. REI/ERC) and how to create momentum for the region to invest
- What are the advantages and opportunities with this many job from one employer versus many?
- Bellevue pitch – what projects might be appealing to them?
- Connection to employee base, education, building the employee pipeline
- Where do they want to fit into our community?
- Look back at HQ2 response and set the table
- Can build momentum for City of Bellevue priorities

Impact
- Potential risk of asserting expectations
- This company may not be distinct from companies with similar numbers. Perhaps it could help us reach our targets faster. Does our infrastructure plan meet timing?
- Traffic, pedestrian crossings, quality of life, environment
- Need more information on company culture and types of jobs that will come to assess: Civic engagement? Housing needs? New rentals? Condos? Families? New social norms?
- Will the demand for owner/rental housing increase housing costs even more?
- Other infrastructure needs – schools, etc.

Managing Effectively
- Get ahead of the message
  - We have infrastructure; we have planned for these numbers
  - Amazon is already here
  - We are getting ready and can accommodate growth (25,000+)
  - We see Amazon as a potential partner in making the community a better place for everyone
- Need to better understand their priorities and desires and how we can help them meet those Are there obstacles to them meeting their objectives? (e.g. green building)
- Understand supporting services and impacts – are we ready? (i.e. Santa Monica scooters)
- Acknowledge the impact of transition

BELLEVUE CITY COUNCIL CONSTRUCT FOR SHARED LEADERSHIP
Developed on January 20, 2018, March 17, 2018, and March 1-2, 2019

The Bellevue City Council's Construct for Shared Leadership consists of 3 areas of agreement regarding how Members will work together to be a successful governing body which include:

- Respectful Interaction with Council Members, Staff, and the Public

- Meaningful and Strategic Interaction through Committees and Commissions

- Clear, Effective Decision Making

Following are the agreements in bold with the supporting dialogue beneath each agreement:

Respectful Interaction with Council Members, Staff, and the Public
How do we have to act to show respect to fellow Council Members, staff, and the public?

Be on time; for some this means getting there in advance
- We start our meetings on time
- Be timely in getting back from breaks

Actively listen to the public – be present
- Be aware that 100% of Council's communication during oral testimony is non-verbal
- Make eye contact; you may be taking notes, but try to give some eye contact
- Consider body language – avoid negative non-verbal language
- Avoid side conversations

Ensure that we have a positive response to individuals during public comment
- While Council Members do not respond directly to comments, we want to make sure that the public feels it has been heard
- In the Mayor's instructions before public comment, he will provide direction to the public to provide materials to the Clerk
- We may refer issues to follow up by the City Manager to show that we are listening
- At the end of public comment, the Mayor could say thank you, we have heard you, and your questions will be further addressed by the City
- Provide direction to City Clerk to collect follow up information if needed
- On occasion, an explanation of the policy or process may be needed
- Wait until the end of public comment; we do not want 7 Council Members to try to respond to individuals during public comment
- On the rare occasion that a Council Member comments, he or she will ask for recognition from the Mayor to do so

Respond appropriately if there is a personal attack on Council Members
- If someone attacks a Council Member, they are attacking the Council
- Develop "thick skin;" don't personalize; let comments "roll off your back"
- Do not respond to attacks personally – it never works to do that
- The Mayor or Deputy Mayor will correct or defuse inappropriate comments

- It can also be effective for fellow Council Members to intervene when colleagues are being attacked, especially when the speaker perceives that that Council Member possesses an opposing view

Engage thoughtfully and respectfully at meetings in order to be heard
- Wait for the Mayor to recognize you before you speak; do not interrupt
- The Deputy Mayor will assist the Mayor with the order of speaking
- Generally, the Mayor will wait until the end to speak
- When we have a presentation to the Council from a commission, the Mayor will recognize the liaison who will thank them for their work and make the first comment. Every Council Member does not need to thank the commission for their work.

Take individual responsibility to manage the Council's time effectively and equitably
- At the start of each agenda item, the Mayor shares the expected/allocated time
- The Mayor will choose a more random pattern of selecting speakers once the liaison has addressed the issue
- The Mayor will signal/cue a Council Member who is still speaking at the 5-minute mark
- If the Mayor indicates that there is limited time left and the next Council Member absorbs the time left, this is disrespectful to remaining Council Members
- We do not have to speak and ask questions during every study session
- Be aware of when to weigh in; you don't have to talk on every issue
- Avoid repetitive comments and questions
- Listen to the discussion in order to avoid reiterating comments
- Ask, how critical is my question to the entire council?
- Set a goal of "Three Questions – Three Minutes" in a study session. Go beyond this only with a good reason.
- Recognize that we all have different communication styles and be patient in order to allow individuals to be heard and to get the best thoughts and perspectives from all
- When we have a presentation, wait until the end to ask questions or weigh in as your concern may be covered within the presentation

Show respect to fellow Council Members
- Actively listen
- Be present
- Consider body language – avoid negative non-verbal language
- Avoid side conversations
- Don't make negative comments about your colleagues

Use effective strategies to get information for policy making, especially questions
- Think about the most effective way to interact in the meeting. Ask yourself "How critical is my question to the entire Council's decision-making?
- Try not to take up the time of fellow Members with questions that only you want answered.
- Consider where you need to do work off line to satisfy your personal need for information so that our joint time in meetings is used effectively
- Get with staff to acquire information about policy issues before the meeting
- Use Council Member/City Manager calls to advise the Manager if you have input or concerns about issues that are coming up
- Notify staff if you plan to ask questions for which they might need to prepare
- Provide your questions over the weekend to Mayor / Deputy Mayor and City Manager so they may be brought up at the weekly Mayor's meeting
- Be aware that when a Council Member requests information from staff, that information is then provided to all Council Members in order to be helpful to all

- Think about how you ask your questions. We are all on the same team and should not try to use our questions to make ourselves look better. We don't want to throw fellow Council Members or staff members under the bus.
- Be aware of the impact of your questions, including their nature and number. While asking questions can be effective politically, it also can have a negative impact. Leading with questions can place individuals on the defensive. A series of pointed questions can be perceived by staff members as dissatisfaction with performance. We need to ensure that our questions don't create the perception that staff members don't know what they are doing.

Interact respectfully and effectively with staff
- Keep in mind that your style says as much as the substance of your words and affects how the public and staff members perceive Council. Consider the impact of a style that is characterized by cross examination or strong, punchy comments, etc.
- Some staff who have been working on an issue for a long time may appear to be wedded to a course of action and defensive when Council Members ask questions
- When we are working with a contentious issue, staff members may become anxious and it can affect their behavior (e.g. a "yes/no" answer gets 5 minutes.) Try to assume good intent and understand that staff members may be trying to give context on an issue to the rest of the Council.

Prepare for the meetings and be effective with everyone's time
- Read the packet to prepare
- Be aware of the time that we have spent on issues and seek to understand the scope of the process and what has been done already (especially if you are new)
- Be aware that saying "I don't think we've spent enough time on this" can be perceived as disrespectful
- Avoid asking questions that have been addressed in the packet
- Make sure that we have time on agenda for discussion. Presentations should not take up all the time so that Council does not have time for dialogue.

Take responsibility for your personal style and provide support for fellow Council Members
- Recognize the impact of your style on the public's perception of the Council
- We must understand and take responsibility for the impact of our own behavior
- Be aware of your style and work to get your positions across effectively but respectfully
- Recognize that we do have different styles, including strengths and weaknesses, and work to complement each other. Be willing to work with fellow Council Members to help them be more effective (i.e. feedback, supportive behaviors, etc.).
- If we are having a problem with how the meetings are going or how we are treated, go to the Mayor or Deputy Mayor for assistance
- Ensure that we observe good meeting management so that everyone can be heard

Meaningful and Strategic Interaction through Committees and Commissions
How do we have to act to have meaningful and strategic interaction through our committees and commissions?

Strategic Assignments
Factors considered by the Mayor in making strategic committee assignments

- What are the strengths of each Council Member?
- Where can Council Members make a meaningful contribution?
- How can we place individuals strategically to have the most impact? (i.e. Where have people served and gained respect or a position on a group? Where does your knowledge or experience or approach give us a good position as a City?)

- Committee positions do come up over time and require careful consideration each time. Consequently, adjustments may be made over the course of the next 2 years.
- Come and talk to the Mayor or Deputy Mayor if you have concerns
- Council Members reflected that it is important for all Members to have something that is important to do and that no one is on the bench

<u>Representing the City on Boards and Commissions</u>
Being effective when representing the City on Regional Committee Assignments

Be aware of the influence that you wield in the position and have constructive engagement
- When you are at the regional table, you are playing in a big arena and there are a lot of considerations. Have constructive engagement.
- Bellevue has a lot of respect in the region and its position and opinion is important, so be aware of how you manage this
- To gain respect, you must behave a certain way in the meetings and in relationships. If you are inappropriate or do not handle your responsibilities effectively, you can create problems for the City, including loss of respect or position loss, etc.
- Be aware of the issues and history regarding issues and what you can affect
- Respect the work that has happened before you got there
- Get to know and connect with other regional leaders; build bridges with them
- Be there; make a personal commitment to be at the meetings
- Work through the staff ahead of time to be an effective advocate for Bellevue's interests and to learn how we need to position the city for the long game
- Understand quid pro quo; sometimes we have to help others to have our interests supported in the future

Represent the City's position appropriately
- If the City has a policy on something, even if an individual Council Member disagrees, you must represent the position of the City
- We are well prepared by our staff and have excellent briefings
- Staff members are familiar with the history and policy positions of the City; use staff members appropriately and get briefed when an issue arises at a meeting
- If you have a situation where you have to vote and your vote may make a difference, go to staff and get briefed on the City's policy position
- Is the position consistent with Bellevue City Council's Vision Statement & Priorities?
- Be gracious and firm

Effectively inform Council of regional work
- The 4th meeting of the month includes a discussion of regional issues
- Read the information in your packet
- Bring issues up at Council Business or inform/discuss as part of the packet materials
- If you are representing the City and we have not developed policy guidance on something that a board/committee is dealing with, this needs to be addressed. It is up to the representative to ensure that you get meaningful input from Council.

<u>Representing the City in Public</u>
Being effective when representing the City to the Public and Press

Ensure Council Members appropriately represent the City when speaking to the public or press
- When talking to the public, you are representing the City and should provide the position of the City (it leads)
- If you've been asked by the press to address an issue, recognize that consistency is important. Begin with the Chief Communications Officer to see if the City has an official position and talking points.

- If you are sharing your individual position and were in the minority position, acknowledge that and make it clear that you support the Council's position ("one voice")
- Send an e-mail to Council, City Manager, Deputies, and Chief Communications Officer to let them know that you had contact with the media and what transpired.
- Make sure that individuals that write to Council Members get a response. When that response is written by staff, it is often higher quality.

<u>Commission Appointments, Roles and Interface</u>
Being effective when working with the City's Boards and Commissions

Evaluate the effectiveness of appointments to boards and commissions
- What is the means by which we determine whether we are effective in making appointments to boards and commissions?
- How should we look at the issue of long serving members and whether repetitive appointments prevent others from serving?
- We need rigor in the process by which we appoint individuals to commissions
- The Council Liaison makes a recommendation to the Council regarding the appointment. The appointment is made by the Mayor with the concurrence of the Council.
- If you do not plan to re-appoint, the Council Liaison should inform the Mayor and individual Council Members of this intent. Surface your intent to the Mayor in February so that a letter can go out to let the individual know that the position is going to be opened up and they are welcome to re-apply.

Improve the Board/Commission appointment timeline
- We need the right timeline (about 2 weeks longer) for appointments so that Council Members can provide input into the appointments.
- Council Members need time to read the application packet and ask questions before the name is brought to Council for appointment. Avoid interviews until at least 2 weeks after the application packet has been sent out. Give Council colleagues time to read and consider whether they want to attend the interviews.

What makes a good commission member?
- Able to follow Council direction
- Makes a commitment to regular attendance – if you miss 3 meetings in a row, you may be dismissed
- Represent the voice/input of the community to the Council
- Track record of being engaged in his/her community as well as an understanding of the issues that he/she may be presented with
- Committed to being part of the solution – attend, be on time, study the issues, treat colleagues on the board and the public with respect
- Not picking people to represent the voice of (just) their segment of the community but to represent the whole city
- Not necessarily an expert. Look for individuals who are smart, can work with a group well, have attributes that will make them a good team member, and bring a positive attitude to the group
- Open minded and a good listener; willing to collaborate and look at what is good for the City versus just their own individual thoughts and opinions
- Serve as our public providing input to us as a council, thus they need a broad view of the community, some form of previous engagement within the neighborhood or another avenue, an understanding that they are a commission that is making recommendations to the Council and not deciding, be a generalist rather than an expert, be able to work through difficult issues by following the policies and principles we have given them and boil that down to a recommendation.

Criteria for making appointments
- Avoid making appointments that are divisive to the Council
- There's a lot of value in geography. Before reviewing new applications, review areas that are under-represented in our City and consider how to address this gap.

Make the process a positive one for all participants
- We want to create a selection process for boards and commissions that ensures individuals are recognized even if they don't get appointed
- Individuals not selected should be encouraged to reapply
- Staff follow up on appointments makes a big difference (i.e. value, message)

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Clear, Effective Decision Making
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How do we have to act to have clear, effective decision making, especially on contentious issues?

Clarify our decisions and direction to staff
- When we are handling motions, they should be clear and give specific direction so that staff know what they are to do
- We should get a Council consensus regarding questions or discussions that are taking the Council in a different policy direction
- Understand that discussion is not a decision
  - Avoid thinking that "I brought it up, therefore it needs to happen"
  - Putting a matter aside ("parking it") does not mean that we are going to do it
  - This does <u>not</u> apply to information requests
- We must achieve clarity in staff direction where there has been a Council discussion and the final agreement is unclear. Lack of clarity can occur when a Council Member says, "I'd like the staff to do X" but Council did not take a vote or provide direction as a body. It can also occur when Council Members come to staff after the meeting and say, "We said X ...," thus creating inconsistency in the message and opportunities for staff to get caught in the middle of Council's policy direction.
- We will take these steps to ensure clear direction:
  - The Mayor will summarize the direction of the Council and next steps
  - The Council can then agree by head nod, unless it is clear that Council actually needs to re-clarify the direction and to take a vote (see below)
  - Be sure that each Council Member is clear on what the direction is
  - Staff should ask questions or re-clarify when they are unsure of direction
  - If ensuing work on the issue reveals that there is not enough clarity, staff should come back to the next Council meeting and ask for further direction

Be clear when Council needs to take a vote
- Council has 3 categories of action - information only, decision, and direction
  - When the action is a decision, it should be done by a vote
  - When there are interim policy decisions (i.e. We can't do Y until we hear about X,) these also require a vote
- Because direction and decisions are often closely associated, here are our agreements:
  - We should be clear when we are giving direction at interim points in the process and it will change the course of the policy; in these cases, we should vote on it
  - We should be clear when we are narrowing options as part of a vote, especially when choosing an option will consequently make other options unavailable to us
  - When Council gives direction to staff on what to put into a final ordinance, especially to change it before our consideration, it requires a motion to amend and will be done by a vote
  - Direction is never a final decision
- An individual may say, "When everyone has had an opportunity to speak, I would like to make the motion." Having discussion may help Council make sure that the motion will be acceptable, as once a motion is on the floor, it requires an amendment to change it.

- Be aware of when you are making Council go to a second round by asking a question. Make sure you ask a "great" question since the general rule is that you get one kick at the can. A second question means everyone gets another, thus lengthening the process.

Be effective in requests for staff information
- When a Council Member makes a request that the City Manager recognizes is going to take more than 8 hours of staff time, it requires a vote or a consensus from the full Council before it is pursued
- To ensure that the 8 Hour Rule is effective in maximizing the use of staff time:
  - When a request for information or analysis is made, staff should advise Council when the provision of the information will take time that is beyond the 8 Hour Rule
  - It is incumbent on staff to come back to the Council to seek direction when there is a realization that fulfilling the request is going to take longer than 8 hours
  - When topics are amorphous or grow in scope, there are often additional requests for information or analysis. Staff should clarify when issues have become more complicated or require more time so that reasonable expectations can be set.
- Personal awareness and behaviors that use Council and staff time wisely:
  - Be aware of when your own need for information differs from what is needed by the rest of the Council. Deep background may not be appropriate for the entire body.
  - Take responsibility for getting information before the meeting, including the use of briefings, so that the information shared in the meeting is what is needed by all
  - Recognize the time that information requests require and be sensitive to the difficulty that staff may have in saying "no" to your request
  - Council may not know when information is readily available and when it will require deep analysis and significant time; staff should advise in cases like this

Give clear direction to boards and commissions
- Some work of boards and commissions is routine or comes from staff and does not require specific direction
- For board and commission work that is requested by Council, such as specific ordinances to draft or components to include in a process, the Council should draft a careful memo to provide specific direction to the board:
  - On major assignments, set a direction and principles in place that the board can easily follow
  - If it is an assignment of longer duration, consider check ins with the Council so that it can give additional direction
  - Include a requirement for updates from the board, liaison, or staff to serve as a reminder and to keep Council up to speed
  - Make this a requirement and follow through

Set an effective process in place for managing complex policy issues
- Set the process and expectations in place at the beginning to make everyone more comfortable and to ensure the transparency of the process
- Have a reasonable schedule that is logical and achievable and allows time for the Council, staff, and public to work through the decision-making process
- Include multiple touches without huge gaps between phases
- Consider factors that will influence or lengthen the schedule including:
  - Use of a community advisory committee (CAC)
  - A land use decision is required
  - A public hearing is required or desired
  - Level of technical expertise that Council will need to achieve in order to make a decision; if more technical, Council may require more time to feel comfortable
  - The level of public interest
  - The level and type of public engagement that will be required

- Requires a budgetary component
- Whether the staff work plan accommodates this
- How expansive the issue is – i.e. City-wide or specific to a particular area
- Whether it is likely to morph, such as issues related to planning, geography, or where one opportunity is likely to lead to another
- Consider how we might enlist our boards and commissions more significantly in the process to get a greater public eye on things and to have a more effective process
- When we outline the process, ensure that we make the schedule long enough to accommodate what needs to occur and try to keep on schedule
- When the process is long, schedule review meetings to inform Council and the public of its status
- Give Council an awareness of when large policy issues will be on the agenda:
  - Provide a heads up when a large or new issue is emerging in the coming weeks that will require in-depth discussion or will likely have significant public interest
  - Provide an overview of policy issues that are coming and a longer-range schedule so that the public knows the big policy issues that Council will be discussing
  - Next Steps should be a heading in every agenda memo

Manage complex policy issues effectively as a body and individually
- Make sure that we have adequate time in Council meetings to devote to discussion of significant policy issues and to deliberate
- Have meaningful deliberation, which is more than just rounds to give our opinions
- Consider how we might be more efficient on other issues on the agenda by controlling our need to weigh in order to allow more time for the discussion of big issues
- Acknowledge up front that we may need more than one round on meaty policy issues
- Avoid revisiting a topic as a delay tactic. Do not use a "need to revisit" when you are opposed to something or Council is not going in the direction that you want as each touch lengthens the process.
- We can't have effective decision making if we say someone is entering the process and we need to start all over again. It is incumbent on individuals who enter the process to get the history, context, and to get up to speed.
- Use the process that we define to manage your behavior in weighing in. Knowing that you can weigh in at several intervals of the process means that you don't have to get in all your questions in at one meeting.
- Take responsibility for having the time for good Council discussion. Be mindful that there are 7 of us. Make cogent and fairly short commentary.
- Read your packet and prepare for the meeting; avoid asking questions that are fundamental and are in the packet. Use briefings to answer basic questions.
- Ask yourself: Why am I asking this question? These are long nights and we want everyone to be effective. Say it in 3 minutes if you can.
- Political theater: Be mindful of it before you walk on stage.

Manage election year relationships effectively
- To the extent possible, don't electioneer from the dais; leave your campaign at home for those 4 hours. Try not to repeat your slogan every time you speak.
- Public comments should not be used for electioneering. Be aware of how we handle public comment during the election cycle and be prepared.
- We have to continue to work together;
- Follow these concepts of respect even during the campaign season

Accountability:
How should the Council achieve accountability for its Construct for Shared Leadership?

- Develop a document that is easily accessible and keep it front and center to enable us to be reminded of our agreements

- Let other Council Members know if you see something that they might want to know/consider do it kindly and off camera

Follow Up Items:

1. Facilitator will send a Retreat Report to the CMO

2. Staff will provide report to Council for approval as part of their Council Agenda

3. CMO staff will prepare a document to reinforce the Council's Construct for Shared Leadership and bring it back to the Council, including a way to remind and reinforce the Construct

4. City Manager and City Clerk will review the Report and look at options for holding a Council workshop when Council has complex issues to discuss and wants to have more discussion

5. City Manager and City Clerk will review the Report and look at options for revising the procedures regarding 8-hour Rule requests to manage items related to process and policy

   These are notes on the 8 Hour Rule from the previous version of the Council's Construct for Shared Leadership:
   - When a Council Member makes a request that the City Manager recognizes is going to take more than 8 hours of staff time, it requires a vote or a consensus from the full Council before it is pursued
   - To ensure that the 8 Hour Rule is effective in maximizing the use of staff time:
     When a request for information or analysis is made, staff should advise Council when the provision of the information will take time that is beyond the 8 Hour Rule
     It is incumbent on staff to come back to the Council to seek direction when there is a realization that fulfilling the request is going to take longer than 8 hours
     When topics are amorphous or grow in scope, there are often additional requests for information or analysis. Staff should clarify when issues have become more complicated or require more time so that reasonable expectations can be set.

6. Review the Environmental Assessment to determine whether there are issues that the Council needs to follow up on. Additionally, the City Clerk has maintained a list of follow up items that relate to Council's Rules of Procedure, boards and commissions, and other operations.

At 12:58 p.m., Mayor Chelminiak declared the retreat adjourned.