

# Bellevue City Council Planning Retreat Report



January 18-20, 2018  
The Inn at Port Ludlow

A. Tyler St.Clair  
205 Madison Street  
Lynchburg, Virginia 24504  
434-846-2428  
ats6t@virginia.edu



Bellevue City Council Planning Retreat Report  
January 18-20, 2018  
The Inn at Port Ludlow

**Thursday, January 18, 2018**

The meeting was called to order at 8:30 p.m., with Mayor Chelminiak presiding.

Retreat facilitator, Tyler St.Clair reviewed the purpose and goals for the retreat:

**PURPOSE**

To enable the Council to examine and renew its vision to ensure that it describes the desired future for Bellevue, identify 2 year priorities that will achieve the vision, and enhance the ability of the group to work together and make effective policy decisions

**GOALS**

1. Develop insights and an appreciation for fellow Council Members that will enhance working relationships and the ability of the body to provide collective leadership and effective governance 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. Provide background on Vision and Priority development so that each member of Council has needed information for evaluating the Vision and setting Priorities
4. Hear from individual Council Members regarding assets, strengths, current initiatives, needs, and potential changes for the City of Bellevue
5. Use this review to evaluate and renew the Council's Vision and its Strategic Target Areas (if required)
6. Using criteria, identify/update the Council's 2 Year Priorities to form the basis of the Manager/staff's work plan
7. Discuss roles, responsibilities, and ways of working together that maximize the Council's ability to "get things done" that will benefit the City of Bellevue (TBD)
8. Identify next steps and responsibilities to ensure that there is a common understanding of what will happen to implement retreat discussions

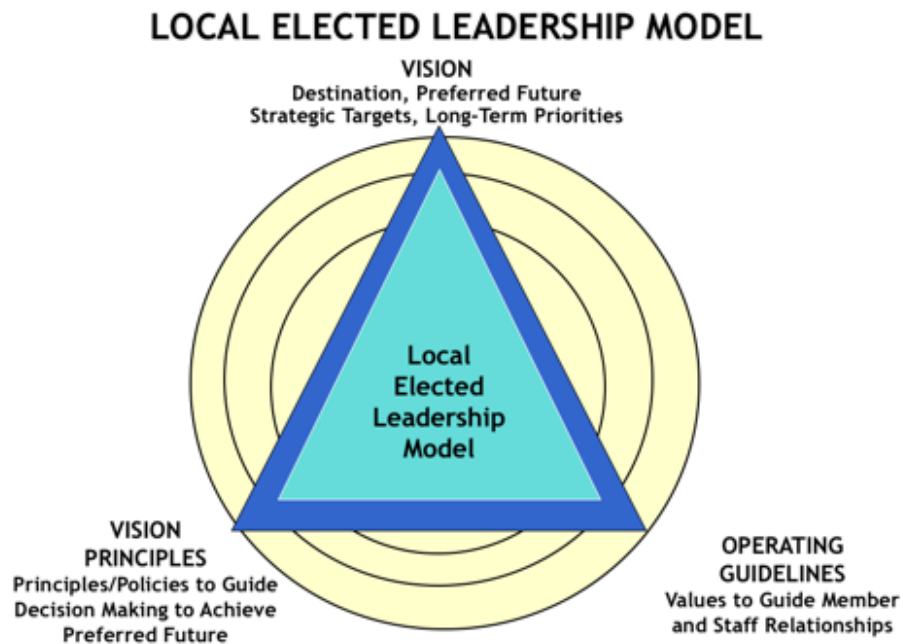
## TEAM BUILDING WITH THE MBTI

Facilitator Tyler St. Clair walked Council through a discussion of the Myers-Briggs Type Indicator instrument and how it can enable Councilmembers to learn more about themselves and their colleagues, with relevant applications to the nature of the Council's work.

At 10:30 p.m., Mayor Chelminiak declared recess for the evening.

**Friday, January 19, 2018**

At 8:30 a.m., the retreat resumed with a review of the Local Elected Leadership Model, which has been used as a framework for collective leadership and alignment of Council and staff work.





## VISION REVIEW/BRAINSTORM FOR 2018

*Working in two small groups, Council Members were asked to provide input on their perspectives on the issues regarding assets, strengths, current initiatives, needs, and potential changes for the City of Bellevue by responding to these two questions:*

- 1. What would we have to KEEP in order to achieve the Bellevue City Council Vision for 2035?*
- 2. What would we have to CHANGE in order to achieve the Bellevue City Council Vision for 2035?*

*In providing input, the two groups approached the task differently. The Green Group brainstormed and explored several specific issues among group members. In the Purple Group, some brainstorming occurred, but the group also reviewed some of the vision language. Both lists should be regarded as a scan of the environment as perceived by individuals on the Council, as the small groups were not asked to achieve consensus on the desires or impressions provided by any one member.*

### Green Group

#### Keep:

- Emphasis on neighborhoods and the connectivity between neighborhoods
- Overall, implementation is strong
- “Corporate culture” of public service
- Business-supportive attitude
- Commitment to high quality infrastructure
- High-quality maintenance
- “City in a Park”
- Emphasis on high level of services for all City services
- Commitment to education
- Commitment to inclusion
- Efforts to recognize and support diversity
- Focus of staff on achieving Council priorities
- Willingness to set and strive for audacious goals
- Bellevue’s position and reputation as a hub for global business
- Bellevue’s role as a regional leader
- Visible support for cultural arts; funding the Arts Commission, Meydenbauer, etc.
- Integration of cultural arts with economic development
- Support for technology/start ups with specific economic development programs
- Integrating technology into City operations
- Responsive fire and police
- High quality emergency response
- Public perception of the value of city government is very high

- Cleanliness in public places and spaces
- Commitment to continued focus on transportation improvements
- Adoption of Affordable Housing Strategy and implementation plan
- Human services needs assessment process
- Efforts to build neighborhood leadership, including Bellevue Essentials

#### Change:

- Increase the level of communication with neighborhoods
- Bring neighborhood leaders together for events. Use that group to help push information out and to get information back, thus creating a 2-way channel
- Respond to growing demand for neighborhood identity
- Address/define growing request for transparency
- Build timelines into the agenda memo - how has the public been involved?
- Build feeling within the community that they have been part of the process, heard, even if the outcome is not what they wanted
- Address the pace of and sequencing/phasing of implementation of change and transformative work - is it meeting the vision of engaged community?
- Community survey - review in light of city's demographics
- Recognize differing levels of anxiety around change
- Recognize that we [the City] are not the only agent of change - How does what we control impact that?
- [Conduct] thoughtful evaluation and assess lessons learned from when and how people engage in city processes
- Develop ways to scale outreach/process to the level of community interest
- Phase opportunities for outreach and the timing of big projects to our capacity (capacity of the city and community)
- Create a "feeling of invitation" to the community on transformative projects
- Recognize that roll-out is very important in order to set the tone for the long term
- Do a debrief on actual projects/examples to reach agreement on what could/should change for future outreach. Assess the effectiveness and make changes as needed.
- Develop a shared understanding of what a successful outreach/participation process produces
- Evaluate parks and recreation services to make sure that they are keeping pace with growth and change in the community
- Increase investments in parks and further develop existing parks for meeting open space and recreation needs
- Understand what we can accomplish with current levy and decide if that will meet needs (scope and timing)
- Build the community belief that City will value and preserve existing parks (Comprehensive Plan policy issue)
- Increase Council focus on the long range vision for parks, recreation, and open space
- Deliberate assessment of transportation projects and then over-communicate what we are doing and that we are delivering on our promises (i.e. levy)
- Increase focus/emphasis on the role of transportation technology and how we are leading, adapting, and leveraging for improvements
- Make Bellevue a tourist destination - Bellevue as a great cultural jumping off point for tourists

- Evaluate the Economic Development Plan to ensure broad focus on family wage jobs (broad sectors)
- Planning and code enforcement to address specific quality of life issues (future/growth standards)

### Purple Group

#### Keep:

- Staff, talent, knowledge
- First page, competitiveness
- Putting leadership and political emphasis on doing work in the community and region
- Clear priorities
- Physical assets
- Jurisdictional relationships and alliances
- High level medical for all
- A focus on being business friendly
- Technology and being a place for technology-based headquarters
- “City in a Park”
- Transportation technology
- Community spaces/engagement
- Balancing our resources with the priorities
- Celebration and support of arts and culture
- Support of excellent education
- Smart City
- Multi-modal access/commuting
- Grand Connection (get this name into the vision)
- Variety of safe commuting modes
- Interconnected transportation modes
- Adaptation to technology
- “Premier destination” - use this phrase in the vision
- Tourism
- Talent (community wide)
- Neighborhood with heart
- City of Bellevue system - Listen, Care About, Respond

#### Change:

- Promotion of Bellevue as a global center with geographical merit
- Be seen as an international headquarters
- Growing parks amenities for all; address the ratio of people to parks
- Lake Sammamish waterfront
- Take advantage of multiplier effect - leverage what we have to promote what we offer (e.g. GIX)
- Be more of a destination, including arts and cultural opportunities
- Define the “soul of Bellevue”
- Distinguish diversity in ethnic cultures from “cultural arts” and value both
- Emphasize people as the center of a high quality built and natural environment, including:
- Variety of options; being a City of opportunities and options

- Cultural excellence
- Art excellence
- Community mental health
- Arts community lofts
- Autonomous, connected, electronic and shared vehicle transportation options. - Encourage the sharing culture (i.e. housing, transportation, economy, lifestyle, amenities, facilities, resources)
- Making sure that residents have access to the services that they need
- International corridor/trade gateway
- Respect
- Inclusiveness
- Best in class reputation
- Unique

## BELLEVUE VISION REVIEW

*The City Council developed its 2035 vision statement in 2014. Each year, the Council has engaged in a review of the environment using a variation of the questions in the exercise previously described. This year, several areas were identified by the Council for further examination to determine whether they should be included in the 2035 Vision statement.*

*In that there is a predominant perspective that the Vision still speaks to the future that is desired by Council Members, a soft rewrite of the Vision statement will be developed for Council review. Mayor Chelminiak will work as needed with other Council Members to prepare this soft rewrite and to determine a process for re-adoption.*

### Potential Enhancements

Council Members identified by consensus the following areas (enhancements) to be considered for potential inclusion in a soft rewrite of the 2035 City Council Vision:

- Emphasis on technology, particularly related to:
  - Economic development (support for the tech eco-system, technology businesses)
  - City operations (utilization of technology in running the City)
- Emphasis on Bellevue as a destination, on tourism, finding “Bellevue’s soul”
- Emphasis on leveraging the multiplier effect of what Bellevue is and has here now (i.e. GIX, Grand Connection)
- Emphasis on environmental stewardship, clean environment, K4C Goals
- Emphasis on the communication system and public engagement (i.e. how we provide information, respond to the public, and involve the public)
- Emphasis on Bellevue’s role as a gateway for international trade (i.e. “international powerhouse,” access to talents, etc.)
- Consider the organization and phrasing of Arts and Culture in the Vision. Discriminate between the focus on culture/ethnicity/diversity in the City versus the word “culture” when used with “the arts”
- Consider changing phrases about residents having the services or access to the services they need to have “ready access to the services they need” (emphasize “access to”)
- Consider whether the desired future states should be reordered to bring emphasis to the current nature of issues in the City and how we desire to respond to them



## BELLEVUE CITY COUNCIL 3-YEAR PRIORITIES IDENTIFIED on 1-19-18

*To begin new 3-Year Priority setting, Council first reviewed existing priorities and were asked to identify status (completed, continue, or eliminate.) Priorities to be continued were revised. Then new priorities were identified through consensus. These 3-Year Priorities are provided to staff for strategic work planning, to include a discussion of strategy, capacity, and resources. Staff members will bring back to Council a Strategic Work Plan with recommendations for modification of the priorities where needed.*

### Economic Development

1	Support and provide leadership in the new Regional Economic Development Alliance to attract international and national business and investment to the region. Leverage involvement to produce investment in Bellevue's identified growth corridor and near transit hubs.
2	Actively pursue business retention and growth at the local level, including diverse small, medium, and large business with an emphasis on high tech, tourism, and international trade.

### Transportation and Mobility

3	Continue to execute our transportation capital plans for future growth and mobility of the city. Use the funding provided by the Neighborhood Safety Connectivity and Congestion Levy to improve the safety, transportation, and quality of life in neighborhoods.
4	Advocate with state DOT and regional agencies for acceleration of the I-405, completion of SR 520, including Bellevue projects (i.e. NE6, 124th NE Interchange, braided ramps, Coal Creek Parkway.)
5	Continue to fund, design, and build projects within the Downtown Transportation Plan, Wilburton Connection, and BelRed.
6	Continue the oversight of light rail construction and ensure that we implement an effective strategy for construction mitigation for neighborhoods, traffic, and business.

### High Quality Built and Natural Environment

7	Execute Phase One of the Affordable Housing Strategy Implementation Program.
8	Complete construction of Phase One of Meydenbauer Bay Park by 2018 and the Downtown Park Gateway by the end of 2019 and synchronize with the Grand Connection as possible. <ul style="list-style-type: none"><li>• Include celebration of the connection of downtown to the waterfront</li></ul>

9	Advance implementation of the Smart City Strategy, including advanced transportation technology and Autonomous, connected, electric and shared vehicle technologies
10	Strategically implement the neighborhood planning process.
11	Review the progress of the Environmental Stewardship Initiative and analyze additional steps that the City may wish to take to achieve environmental goals (Include tree canopy.)
12	Update the Parks and Recreation Master Plan, to include an analysis of the level of service for a growing population and the creation of a financial strategy for these services.
13	Following the staff report, determine whether to explore the possibility of a regional aquatic center in Bellevue.

### **Bellevue: Great Places Where You Want To Be**

14	Create a civic center plan integrating City Hall, the metro property, convention center expansion, and the transit center.
15	Continue to advance the Grand Connection as the city's signature gathering place. Establish the preferred crossing of I-405 and begin design discussions with DOT; build public support by completing city projects in the early implementation plan; educate key public and private funders on the unique opportunities available; and integrate the vision of the Grand Connection into the Wilburton plan.
16	Work with the County and Sound Transit to ensure that the Eastside Rail Corridor from Renton to the Wilburton Trestle is completed; complete the section of the trail from Kirkland to the OMFE; complete the interim connection through the Spring District; and begin to establish community connection points to the ERC. (Staff to check language to ensure that it is possible in 3 years given relevant timelines)

### **Regional Leadership and Influence**

17	Be an active regional partner, whether it is with cities east of the lake, Seattle and King County, schools and special purpose districts, or the state and federal government. Strategically pursue public and/or private funding and partnerships where beneficial to Bellevue and the region. Establish a partnership with the Port of Seattle on our mutual areas of interest including attraction of international business and tourism.
----	---

## Achieving Human Potential

18	<p>Leverage the higher education institutes in Bellevue to benefit our residents and businesses.</p> <ul style="list-style-type: none"><li>• GIX and its partners present the opportunity to dramatically grow human potential in the field of technology innovation. The city should support GIX and take advantage of the financial and human benefits that will come from it.</li><li>• Bellevue College is an important partner in providing workforce development. The city should support the College, the faculty and students in the city's transportation and affordable housing plans. The city should implement the TechHire initiative to benefit the region's technology companies.</li></ul>
19	<p>Continue to implement the Diversity Plan, including the availability of and need for multi-cultural programming in the City.</p>
20	<p>Work toward an eastside solution for permanent location for a men's winter homeless shelter.</p>

## High Performance Government

21	<p>Complete implementation of hearing accessibility within the public meeting areas in the City.</p>
22	<p>Build trust in government by developing and implementing a comprehensive communication plan with proactive strategies and systems, and robust, transparent, open public engagement processes. Characteristics that were discussed include:</p> <ul style="list-style-type: none"><li>• Share clear and timely information</li><li>• Engagement - getting input</li><li>• The more we listen, the more responsive we are</li></ul>
23	<p>Identify and implement technologies that improve customer service with the City of Bellevue.</p>
24	<p>Establish a long range financial strategy that includes options that respond to the future operating and capital needs of the City.</p>
25	<p>Develop and establish a new brand identity for the City of Bellevue that reflects both our past and our future, an identity that is iconic and leaves a lasting impression that Bellevue is a place that people want to live, work, learn and play.</p>

Also discuss with staff:

Community Emergency Readiness - what is the current program status

At 10:24 p.m., Mayor Chelminiak declared recess for the evening.



**BELLEVUE CITY COUNCIL  
CONSTRUCT FOR SHARED LEADERSHIP  
January 20, 2018**

The retreat resumed at 8:30 a.m. with Mayor Chelminiak reviewing the work completed the previous day. Mr. Chelminiak and Ms. St.Clair reviewed the objectives for the last session at the retreat, reflecting the Mayor's desire to enhance the Council's governance through responsible, shared leadership. Likewise, the facilitator's preparatory interviews with Council Members revealed that they wish to be respected and to contribute meaningfully to the City's leadership work. Respect and rigor in the policy making process, to include responsive engagement with the public, were significant themes expressed by Council Members.

The final day of the Council retreat included a discussion of what would be required in order for the Council to effectively share leadership. This initial discussion will be continued, to be concluded by the development of the "Bellevue City Council Construct for Shared Leadership" which will describe actions and agreements of the Council in moving its governance forward for the next 2 years.

Discussion Goal:

Reassess what it takes to be a successful governing body and create a construct for shared leadership

Three Areas of Shared Leadership:

- Respectful Interaction with Council Members, Staff, and the Public
- Meaningful and Strategic Interaction through Committees and Commissions
- Clear, Effective Decision Making

Questions for Council to Discuss in Order to Arrive at a Construct for Shared Leadership:

**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?

**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?

**Clear, Effective Decision Making**

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

*(Note: Council did not have discussion on the third question at the retreat due to time)*

**Bellevue City Council**  
**Initial Discussion to Develop a Construct for Shared Leadership**  
**January 20, 2018**

**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**
- **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
  - 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
- **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 and 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
- **Respond positively to the public regarding their engagement outside of the meeting**
  - Interactions that Council Members have outside the meeting also represent the Council's appreciation for the public's attendance or engagement
  - For instance, you can express appreciation to an individual who has come to Council to express his or her story or opinions (even if contrary to Council's policy direction)
- **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, then the Council Member that liaison's the commission will thank them for their work and make the first comment. Every Council Member does not need to thank the commission for their work.

- 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
  - 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
- **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 get anxious and it can affect their behavior (i.e. what is 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.

#### Representing the City on Boards and Commissions

*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 will create problems for the City (i.e. loss of respect, 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
- **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?
- **Effectively inform Council of regional work**
    - The 4<sup>th</sup> 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.
- **Be knowledgeable about our involvement in Sound Cities Association**
    - Get information on the history of SCA and understand its requirements, which have recently changed
    - Be aware of the special requirements related to voting on SCA

#### Representing the City in Public

*Being effective when representing the City to the Public and Press*

- **Ensure that 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.



Commission Appointments, Roles and Interface  
*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?
  - A barometer on whether we are getting the best quality on boards and commissions might be whether individuals are appointed for a second term.
  - 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
  - It is a mayoral appointment, but the Mayor will listen carefully regarding who you want to appoint. If a Council Liaison believes that someone should not be appointed, surface that 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?** (These reflect initial responses from Council Members without further discussion)
  - Able to follow Council direction
  - 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 on the issues(s), 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 into 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 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 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)
- **Change policy on terms/reappointments to boards and commissions**
  - Consider a change to Council policy to make one-term appointments to boards and commissions, with no reappointments.
  - Consider a new policy on managing commission and board appointments to move to one term appointments and why, stating positive reasons. The primary reason is to recognize the change in the community in which many people want to serve. There are increased applicants for each position, and programs like Bellevue Essentials are increasing the numbers.
  - Staff will look at existing policy and any other information that would be helpful in considering this change (i.e. relevant data and numbers, rationale, cooling off period) and provide information that will help the Council make a policy decision
  - Need information that will help the Council determine "If we go to one term, should it be 6 years or 4 years?"
  - We would have to make a change to the City Code
  - This change would require appropriate communication and a shared position from the Council in managing it.
  - See next steps for further resolution of this issue.

### **Clear, Effective Decision Making**

*How do we have to act to have clear, effective decision making, especially on contentious issues?*

*(Note: Council did not have discussion on this question at the retreat due to time)*



### **NEXT STEPS**

(Note that the Next Steps are not necessarily in order.)

1. Facilitator sends Council Retreat Session Report to City Manager.
2. Session report will be presented to City Council for approval.
3. Staff members will participate in a Strategic Work Planning Session to address Council's Three-Year Priorities.
4. The Mayor will work on a "soft rewrite" of the City Council's 2035 Vision, consulting with other Council Members as required. He will also work with staff to determine a process for review and re-adoption.
  - The "soft rewrite" should show the highlighted changes
  - Bring back for Council review at a mini-retreat (could be combined with #6 below)
5. Develop a strategy to re-issue and reenergize Council's Vision through a variety of communication strategies
6. Further the development of Council's "Construct for Shared Leadership" through a mini-retreat, including a discussion of Effective Decision Making (Note: To be completed at the same session as the Vision review)
7. City Clerk will look at revision in boards/commissions purpose, roles and responsibilities as articulated in the Council Desk / Operations Manual (chapters 2 & 5).
8. City Clerk will bring forward a policy discussion on revising the term of boards and commission appointees to include length of term and reappointment considerations.
9. Staff will develop a schedule of reporting to the Council on the implementation of its Vision and Priorities and consider a means of celebrating progress and achievements.

At 1:06 p.m., Mayor Chelminiak declared the meeting adjourned.