

Bellevue City Council Planning Retreat Report



March 17, 2018
Seattle Marriott Bellevue

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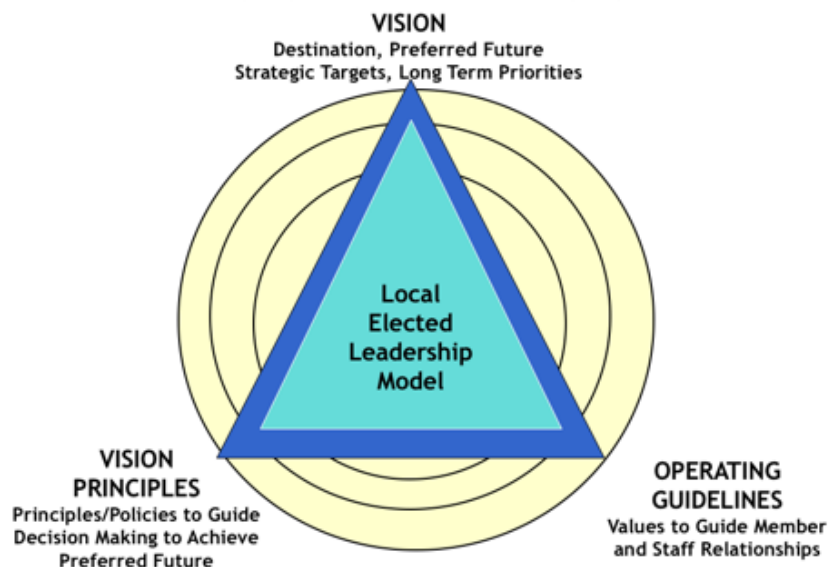
PURPOSE

To enable the Council to review and achieve consensus on its revised Vision and to further develop its construct for shared leadership, enabling productive working relationships and effective policy decisions

GOALS

1. Engage in brief climate setting exercise to set the tone for the session
2. Review the revised Council Vision and achieve consensus on its content
3. Develop a strategy to re-issue and reenergize Council's Vision through a variety of communication strategies
4. Discuss roles, responsibilities, and ways of working together to create a construct for shared leadership, focusing specifically on clear, effective decision making
5. Identify next steps and responsibilities to ensure that there is a common understanding of what will happen to implement retreat discussions

LOCAL ELECTED LEADERSHIP MODEL



REVISE COUNCIL VISION AND ACHIEVE CONSENSUS

On pages 3-7 is the revised City Council Vision. Proposed changes were discussed and the amendments have been made in this document. It will be adopted at a future Council meeting and used to create a new publication and communications strategy.

BELLEVUE CITY COUNCIL VISION
Originally adopted May 19, 2014, revised on March 17, 2018

Bellevue 2035 - The City Where You Want To Be

Bellevue welcomes the world.
Our diversity is our strength.

We embrace the future while respecting our past.

Bellevue's neighborhoods are defined by the people who live there. All neighborhoods provide communities for residents that are safe and friendly, with gathering places that keep people connected to each other. Housing choices abound. There are neighborhoods complete with classic Bellevue ramblers and fenced yards. High-rise apartments provide a view over a vibrant urban landscape. And we have every housing type in between. Bellevue is welcoming to everyone, from newborn babies to people with decades of life experience.

Bellevue is open for business. Entrepreneurs can turn their vision into reality. They have access to capital, both human and monetary. We celebrate successful companies. We compete with the world.

Education is a core value. Our people are well-educated and prepared for life in the 21st century. We are continually striving for improvement. We are creators of the future. Every child is prepared to succeed in that future.

Our diverse cultures are a part of us. We value and embrace all cultures through arts, food, history, business, entertainment, and community gatherings. The arts are an integral part of our culture and are performed and featured. The city also embraces each ethnic culture through our community celebrations where all are welcomed.

We are a "City in a Park." Enjoy the tranquility of a wooded trail or a paddle through the Mercer Slough. You can people-watch in an urban plaza, play your favorite sport, or gaze at the shimmering sun on a bright blue lake.

Our residents have the services they need. In Bellevue, you find what you need at a neighborhood store, or shop at the world's best retailers. And you can get there easily. We still drive our cars. And we can also walk, bike, rideshare, cab, bus or use rail to get there. Whatever mode we choose, it's predictable and reliable.

Bellevue's elected leaders share these goals and this vision. We provide the leadership and strategy needed to fulfill our ambition for excellence. We are leaders and collaborators throughout the region. Bellevue is respected by, and respectful of our neighbors.

The future of Bellevue is multi-dimensional, and City government will keep the trust of its residents by:

- Bringing economic prosperity to all
- Providing a highly-functioning transportation system

- Developing a quality built environment that serves all aspects of our community
- Ensuring exceptional education opportunities for all ages
- Supporting the cultural strengths of our city - arts, heritage, culture, parks, recreation and community events
- Engaging with all residents and stakeholders and continuing to be a community that cares for all people
- Influencing state and regional politics to help Bellevue advocate for a better quality of life for our citizens and region
- Being environmental stewards conserving the eco-systems that make the Pacific Northwest special

Economic Development

Bellevue is known as a hub for global business. We attract the best - a highly educated, entrepreneurial, and talented work force. The best choose Bellevue - we are home to headquarters for global businesses as well as innovative startups that are moving beyond the garage. Bellevue business is global and local. Innovation is key to our future.

The City does all the things it needs to provide an attractive business environment. Infrastructure is ample and in excellent condition, including roads, rails, high-speed data, reliable electricity, and clean water. Business regulation is fair and the tax structure is attractive. The City, region, and state offer appropriate incentives to locate business in Bellevue. Affordable and flexible workspaces nurture small businesses, start-ups, and entrepreneurs.

We provide the lifestyle, amenities and institutions that attract the next generation of business leaders and innovators: high-end entertainment, outdoor recreation, exceptional K-12-and higher education, high capacity transit, and a green and sustainable environment. Our educational institutions inspire innovation and train the talent needed to support our high-tech sector right here in Bellevue.

We foster a diversified suite of business activities. We support our existing and traditional sectors including retail, auto sales, financial services, aerospace, and light industrial businesses. We are a growing center for a broad range of technologies - including software, mobile communications, and medical devices and services. Our arts and cultural opportunities, shopping, and proximity to major recreational activities make us a premier destination for tourism and conventions.

Transportation and Mobility

Getting into, around, and through Bellevue is a given. Transportation is both reliable and predictable. Mode choices are abundant and safe.

Bellevue is well connected to the rest of the region and its activities via roads and transit. Bellevue's commercial centers are bustling, but can be reliably traversed by their employees and customers even during commute hours and holidays. People come to Bellevue for entertainment and shopping because it is convenient to get around.

Adequate regional road capacity handles a high volume of demand. Regional trips are accommodated on regional roads, thus limiting the impacts to neighborhoods from cut-through traffic. Roads are well designed and maintained and are managed to minimize congestion and keep people moving even at peak periods. A state-of-the-art intelligent transportation system moves people through the City with a minimum of wait times and frustration. Those who choose to drive can find convenient parking. Visitors and those who do not drive enjoy ample public transportation with seamless, reliable connections through a wide variety of services including local transit, circulator buses, taxis and ride-sharing services. Walking and biking is safe and enjoyable, and pedestrians are comfortable and safe.

High Quality Built and Natural Environment

Bellevue has it all. From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work in Bellevue. The diverse and well-balanced mix of business and commercial properties and a wide variety of housing types attract workers and families who desire a safe, sustainable, and accessible community.

Bellevue has an abundance of parks and natural open space. Known as a “City in a Park,” our park system is one of the best in the nation due to its high park acreage-to-population ratio. From neighborhood walking paths and forested trails to a regional waterfront park, we enjoy a variety of recreational opportunities within walking distance of our homes and businesses.

Bellevue is a “Smart City” with a clean, high-quality environment and excellent, reliable infrastructure that supports our vibrant and growing city, including high-tech connectivity. The City has a connected multi-modal transportation system which blends seamlessly with its buildings, plazas, and parks.

Whether it’s an urban high rise, a classic Bellevue Rambler, or a historic resource, the constant is our people. Our neighborhoods and businesses transcend age, ethnicity, and culture to create safe, welcoming places to live and work.

Bellevue: Great Places Where You Want to Be

Bellevue is the place to be inspired by culture, entertainment, and nature. Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue.

From the sparkling waters of Meydenbauer Bay Park you can walk or bike east, through Downtown, across the Grand Connection to the Wilburton West center for business and entertainment. Along the way you enjoy nature, culture, street entertainment, a world fusion of food, and people from all over the planet.

For many of us, Bellevue is home. For the rest of the region and the world, Bellevue is a destination unto itself.

The arts are celebrated. Bellevue’s Performing Arts Center is a success, attracting the best in on-stage entertainment. Cultural arts organizations throughout the City are supported by

private philanthropy and a cultural arts fund. Arts and cultural opportunities stimulate our creative class workers and residents, whether they are members of the audience or performers. The cultural arts attract Fortune 500 companies to our community, whether it is to locate their headquarters or visit for a convention.

The past is honored. Residents experience a sense of place through an understanding of our history.

Our community buildings, libraries, community centers, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Bellevue College, the Global Innovation Exchange, and our other institutes of higher learning are connected physically and digitally from Eastgate to Bel-Red, Downtown, and the University of Washington in Seattle. We've leveraged our commitment to higher education into some of the most successful new companies of the future.

From the constant beat of an urban center, you can quickly escape into nature in our parks, streams, trails and lakes. You can kayak the Slough, hike the lake-to-lake trail, and have the opportunity to enjoy the latest thrill sport.

Regional Leadership and Influence

Bellevue will lead, catalyze, and partner with our neighbors throughout the region. We are at the center of the lakeside crescent formed by the cities of Redmond, Kirkland, Bellevue, Issaquah, and Renton. The lakeside crescent is made up of distinct cities that share common goals. Transportation, land use, and a common agenda are at the heart of our success. The Eastside represents a major political, economic, cultural, and educational force in the region. Bellevue and Seattle collaborate, partner, and celebrate the benefits of working together as one region.

Achieving Human Potential

Bellevue is a caring community where all residents enjoy a high quality of life. People from around the world are welcomed by people from around the corner. People in Bellevue know that they are an important part of their community.

Our residents feel connected to each other and invested in their community. People connect to each other through a variety of organizations.

Bellevue is an intellectual community that values education. We have an array of excellent educational opportunities for life-long learning, from one of the nation's best K-12 school districts to a variety of secondary and higher educational opportunities including technical and trades education, college, and graduate programs at a top international research university.

We enjoy access to high-level medical services that attract top providers from around the region. We serve our entire community regardless of address, ethnicity, age or capability.

High Performance Government

Bellevue is characterized by high performance government. Our residents live in a safe, clean city that promotes healthy living. The perception of safety contributes to the success of businesses and neighborhoods. Police, fire, and emergency personnel are seen by citizens every day, and we ensure that these services reflect high standards and pride.

People are attracted to live here because they see that city government is well managed. Our high quality of customer service ensures that residents realize a direct link between their tax dollar investments and the services they receive. We make public investments wisely, assuring taxpayers that we are living within our means, while also ensuring that we have superb infrastructure to support growing businesses and desirable residential opportunities. We have beautiful public buildings that residents point to with pride. Government plays its role in supporting the careful balance of neighborhoods, commercial and retail growth, diverse residential living opportunities, and amenities that characterize Bellevue. City leadership fosters careful long-term planning, responsible financial policy, and thoughtful partnerships with businesses, the non-profit sector, and the region.

We seek input from our residents and businesses and this input informs City decision-making. We make decisions in a transparent manner. We support public engagement and connectivity. Bellevue does its business through cutting edge technology. City government uses technology to connect with its residents giving them voice in their community. Our boards, commissions, and other citizen advisory groups assist City Council in providing superior leadership by representing the diverse interests of the City and providing thoughtful and creative ideas that assure sound policy direction and decisions.

Our residents care for Bellevue. They speak up and collectively work to address our mutual needs. In Bellevue, our commitment to public service is paramount. Our residents know that their local government listens, cares about, and responds to them.



**BELLEVUE CITY COUNCIL
CONSTRUCT FOR SHARED LEADERSHIP
January 20, 2018 and March 17, 2018**

The Mayor desires 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 following dialogue regarding shared leadership includes 3 components. The first two components were discussed at the Council's January retreat. The third component on Clear, Effective Decision Making was discussed on March 17. All 3 discussions are documented below. These discussions will be furthered by the development of the "Bellevue City Council Construct for Shared Leadership" which will describe agreements and actions 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?

Bellevue City Council
Discussion for Developing a Construct for Shared Leadership
January 20, 2018 and March 17, 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 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.

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?

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 not 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 will require 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 commissions and boards

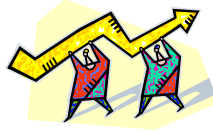
- Some work of boards and commissions is routine or comes from staff and does not require specific direction
- For board and commission work that is requested by Council, such as specific ordinances to draft or components to include in a process, the Council should draft a careful memo to provide specific 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 be nimble if we say someone is entering the process and we need to start all over again
- 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 pretty 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 leap into it.



NEXT STEPS

1. Facilitator will send the Session Report to the City Manager.
2. The City Manager will make appropriate edits and distribute the Session Report to the Council.
3. The Council will share its revised Vision via the following steps:
 - a) Adopt the vision - bring it back to show the community (not the consent agenda)
 - b) Staff to come back with a strategy on communication
 - c) Work with the communications staff to get a new publication
 - d) Create a strategy to take it out to the public again
 - e) Take our vision out when we have our priorities in place
 - f) Take roles in sharing the vision with the public
4. Create a “Construct for Shared Leadership” and use it
 - What we have now is a record of our discussion regarding three aspects of shared leadership (from January and March retreats)
 - The Mayor to create a mock up for the “Construct for Shared Leadership”
 - Using the 3 areas, create a graphic document showing the high level ways in which Council will act to share leadership. These will not be another set of guidelines. The idea is to create a document such that if you looked at it before a meeting, it would guide you about what you would and would not do
 - The Mayor/City Manager will work together to bring the document back in a way that is useful to the Council
 - Would like to have understanding of how to use it and buy in from the Council
5. Follow up as needed at future Council Retreats or with interactions as needed.