

AMENDED NOTICE (Change of Meeting Time)

SPECIAL MEETING

OF THE

SACRAMENTO CITY COUNCIL

SATURDAY, JUNE 29, 1991

8:30 A.M.

**CITY OF SACRAMENTO WATER DIVISION
CONFERENCE ROOM
1391 35TH AVENUE
SACRAMENTO, CALIFORNIA**

I HEREBY CALL a Special Meeting of the Sacramento City Council to meet at the date, time and location specified above, for the purpose of participating in a City Council Team Building Retreat, as outlined on the attached agenda which is hereby incorporated by reference into this call.

ISSUED: This 25th day of June, 1991.



ANNE RUDIN
MAYOR

ATTEST:



VALERIE A. BURROWES
CITY CLERK



P.O. BOX 13053 • OAKLAND, CALIFORNIA 94661 • PHONE (415) 531-2904 or (916) 483-9802

SACRAMENTO CITY COUNCIL/CITY MANAGER TEAM BUILDING RETREAT

Saturday, June 29, 1991

- 8:30* Continental Breakfast
- 9:00 Welcome and Purpose of the Retreat--Mayor Rudin
- Introduction of Facilitator and Recorder
- Role of the Facilitator, Recorder and Group
- Agenda Review--Marilyn Snider, Facilitator
- Introductions/Expectations of the Group
- What's Going Well With the City and the City Council?
- What's Not Going As Well As You Would Like or Expect?
- Assessment and Discussion of the Behavioral Styles of the Group
- Clarification of Expectations and Needs:
 - What Does the Council Expect/Need From a/the City Manager?
 - What Does the City Manager Expect/Need From a/the City Council?
 - What Do the Council Members Expect/Need From Each Other in Order to Work Effectively as a Team?
- What Can We Do to Improve Our City Council Meetings?
- What Can We Do to Improve Our Communication With Each Other?
- Identify Next Steps/Follow-Up Process to:
 - Monitor Our Team Building Process
 - Identify Goals and Objectives For 12-18 Months
 - Develop an Effective Evaluation Process For the City Manager and Our Other Appointed Officials
- Summary of the Day
- Closing Remarks
- 4:30 Adjourn

* Participants are asked to come for continental breakfast as a part of the team building process. The meeting will begin promptly at 9:00 a.m. There will be a mid-morning and a mid-afternoon break with lunch as a group from 12:30 to 1:30 p.m. Please be in attendance all day and do not bring beepers.

SACRAMENTO CITY COUNCIL/CITY MANAGER TEAM BUILDING
AGENDA
JUNE 29, 1991

MARILYN SNIDER, FACILITATOR AND JAYNE BECKER, RECORDER --
SNIDER & ASSOCIATES (916) 483-9802

- 9:00
- Welcome & purpose of the retreat -- Mayor Rudin
 - Introduction of Facilitator and Recorder
 - Role of the Facilitator/Recorder/Group
 - Agenda Review -- Marilyn Snider
 - Intro./Expectations of group
 - What's going well with the City of Sacramento & the Council?
 - What's not going as well as you'd like or expect?
 - Assessment/discussion of behavioral styles
 - Clarification of expectations/needs in order to work comfortably & effectively as a team:
 1. What does the Council expect/need from a/the City Manager?
 2. What does the City Manager expect/need from a/the Council?
 3. What do the Council members expect/need from each other?
 4. What can we do to improve our City Council meetings?
 5. What can we do to improve our communication with each other?
 6. Identify next steps/follow-up process in order to:
 - * monitor team building
 - * identify 12-18 month goals and objectives for the City
 - * develop an effective evaluation process for the City Manager and our other appointed officials

7. Summary of the day
8. Closing Remarks
9. Adjourn (4:30)

INTRODUCTIONS

Name

One other affiliation

One accomplishment, personal or professional

A favorite place or event in Sacramento

Hobby or interest

What needs to happen for today's meeting to be a success for you?

EXPECTATIONS

- Some concrete team building goals we could work toward
- better understanding of where each of us wants to go; open communication
- a few specific goals to help the City, County, and region as a whole - present a unified front in a leadership role
- improve communication and follow up with goal setting; improve the image of the Council by improving our meetings
- better sense of how administration can help the Council - know the Council's direction
- get out negative feelings
- get re-energized and refocused and get a better feeling of how we're going to do our job
- be frank and candid; get the agendas out; talk about our commonalities also
- move down the line from being a group to being a team
- be together to move in one direction; move cohesively toward our goals

WHAT'S GOING WELL WITH THE CITY AND THE COUNCIL

- new library
- City's working well
- adopted a balanced budget
- skyline
- good staff leadership
- new & good community organizations
- good help -- AA's & Secretaries
- lots of positive activities and events
- good arts programs -- more than ever
- good housing and redevelopment agency
- South area police facility
- broader representation on Council
- good Police Department
- recreation programs --doing best job ever
- Symphony concerts in the park
- Hagginwood Summer Festival
- light rail
- process of the Meadowview community center
- community pulled together around Army Depot closure
- beautiful buildings
- solving problems -- we are
- new parks

- new housing
- City is growing up
- more community involvement in City decision making
- Downtown developing beautifully
- good public transportation
- redevelopment projects -- in Oak Park and Del Paso
- finally found an affordable housing site in East Sacramento
- north area police facility
- integrating commissions better than ever -- ethnically and gender-wise
- Pops program
- planting lots of trees
- inter-racial harmony relative to other cities
- redistricting meetings
- we're getting along on the Council
- 8 out of 9 of us are here today
- generally pretty good staff -- very competent
- individual Councilmembers take leadership on specific projects
- Councilmembers informed about district issues
- Councilmembers work at getting additional resources
- Community Convention Center expansion
- sense of humor of the Council and the City
- Budget is done
- people on the Council work hard

- conscientious group as a Council
- Council is honest
- Council is usually respectful of the citizens
- Council takes responsibility for their district problems

WHAT'S NOT GOING AS WELL AS YOU WOULD LIKE OR EXPECT

- Bee editorials
- lack of management of the Council agendas by the Council
- Planning Department
- Council meetings generally
- environmental assessments
- overload of work -- too much to read
- Council staffing and management of it
- public participation at Council meetings
- equity issue of who pays
- Public Works problems -- streets
- water quality -- lawsuits -- Bee's interpretation of the lawsuits
- community groups behavior generally
- Councilmembers' behavior at Council meetings
- We're not focused
- redistricting problems
- Nuisance Abatement Department
- traffic -- speeding
- sometimes surprised unnecessarily at Council meetings
- Convention Center
- Memorial Auditorium
- Meadowview Community Center
- Environmental Impact Report process

- committees are not screening out enough detail -- too much coming to Council
- problem in our relationship with the Council
- staff support in community meetings
- lack of coordination between departments
- Councilmembers too focused on own districts rather than City as a whole
- reports are not timely and are voluminous
- diverted from our goals -- set a direction then something comes along to distract us
- traffic -- can't do anything about it
- real lack of money
- Friday night surprise agendas
- lack of an educated function in relationship between the City and the press and the public
- overload in parks -- inadequate and over used
- lack of regional air quality planning
- LAFCO process
- coordination with other public agencies
- bias against some neighborhoods
- crime
- drugs
- gangs
- slum landlords
- City design
- repeating Council committee issues at Council
- some of staff is great, but some is non-responsive

- flood control process --not working-- too slow, lack of coordination
- builders of slum housing
- We argue at Council about what's been argued in Committee
- public holds Council responsible for things they should take responsibility for
- public financing
- lack of time to communicate with each other
- Planning Commission setting Council policy
- down zoning policy
- Councilmembers laughing at suggestions
- lack of funds for infrastructure e.g., lights, medians, etc.
- too many assessment districts
- lack of communication among Councilmembers
- staff asserts policy pro-actively sometimes without Council direction
- staff sometimes doesn't carry out policy
- relations with school districts -- we keep trying to solve their problems
- staff manipulation
- staff may not be there initially or not be prepared at a meeting of the community
- Planning & Redevelopment Commissions don't understand responsibilities and don't talk to each other (staff or commission)
- housing agency doesn't understand transportation plan
- a tendency to toss problems to new task forces instead of having Council committees handle them
- Council doesn't talk to Planning or Redevelopment Commissions
- growth -- trying to keep up

- Regional Transit planning for City and County
- who represents whom on regional bodies -- lack of understanding of Councilmembers' roles on regional bodies, and lack of reporting
- Councilmembers giving unilateral direction to staff rather than getting consensus
- some Councilmembers try to micro-manage staff
- lack of paying Councilmembers adequately
- lack of time due to having other jobs
- City Manager
- working with Administrative Assistants
- Police Department not open to new ideas -- or not willing to communicate
- Police Department doesn't respond to Council or public initiatives
- Police and Fire Unions have too much control
- lack of understanding/empathy for poor districts and new areas
- lack of trust of staff by Council
- Council initiatives not fully supported by staff -- told why they can't be done instead of how to be done (especially Planning Department)
- when making decisions, we deal with the surface and don't get to underlying philosophy
- sometimes we undermine each other and the Mayor's direction -- sometimes deliberately or sometimes have a lack of understanding or information
- having citizens address Council last on non-agenda items
- public perception of Council re: Iraqi War
- too many citizen advisory groups -- appointed without clarity of their jurisdiction
- absenteeism by Councilmembers during discussion of some issues
- pandering to Cable TV
- some Councilmembers knee-jerk anti-union

-G & H Streets and Alhambra Boulevard

IMPLICATIONS:

a lot of strengths -- a balance of all styles

Actors - a lot of talking - and people-oriented - want to work together well

Supported - number is positive - somebody will listen -- would have positive results if we put supporters and Actors in a more positive environment - more time, etc.

goal setting would be very positive - an absolute necessity

might not get to a conclusion - because of people-oriented - need more task-oriented

need more researchers - to be a skeptic

part of staff/Council conflict may be due to Council at lower right; staff in upper left

BEHAVIORAL STYLES

Terry	Actor
Josh	Supporter/Actor
Lyla	Supporter/Actor
Heather	Actor
Kim	Actor/Director
Lynn	Support/Actor
Joe	Actor/Director
Walt	Supporter
Anne	Supporter/Researcher

WHAT DOES THE COUNCIL EXPECT/NEED FROM A/THE CITY MANAGER

-information

- policy implications
- comprehensive
- accurate
- timely
- briefings, not just reports
- objective
- with options
- refrains from prejudging
- briefly, to the point
- identify the major issues

-good follow through on decisions, including oversight of staff

-a "can do" attitude

-creative problem solving

-major issues discussed with members prior to the public

-honesty, openness

-good communicator -- keeping the Council informed; more verbal communication; take initiative on major issues to talk to Councilmembers

-respect for Council's ability and responsibility to make decisions

-sense of humor

-organize/structure/balance the agenda -- in conjunction with Mayor & Council & Clerk -- have more control over what goes on the agenda -- balance length of agenda and number of appeals & controversial issues

-positive, not negative, attitude

-makes Council look good

-be aware of political ramifications

-agenda before the meeting -- in appropriate detail and in enough time to read & prepare, and inform the public

- top quality appointments
- spend equal amount of time with each Councilmember -- take the initiative; especially on major issues
- able to promote coordination between departments
- inform Council on personnel selections -- share information on appointments and process for selection; allow Council feedback on process; allow Council input on criteria for the positions
- non-political, non-manipulative
- works with Council on major issues
- full disclosure of management goals and objectives
- inform Council of major budget fluctuations
- good press relations
- is positive
- implement Council policies
- committee agenda prepared with the Chair
- trustworthy
- policy guidelines set before budget process starts
- no hidden agendas
- personal integrity

WHAT DOES THE CITY MANAGER EXPECT/NEED FROM A/THE COUNCIL

- respect for the majority opinion and agreement
- clear policy direction
- constancy -- once decision is made, stick to it
- support for management staff -- appreciation
- communications with the Council -- let City Manager know what you are working on
- concern for total City as well as district
- no hidden agendas
- trust
- personal integrity

WHAT DO THE COUNCILMEMBERS EXPECT/NEED FROM EACH OTHER?

- no broadsiding -- no new major issues without preparing Councilmembers;
- preparation
- sensitive to others' time constraints
- no political posturing at the expense of other members in public session -- posture with integrity
- developed a shared vision of where City is going -- have clear goals we're working on for the City as a whole
- don't undermine each other -- pulling support away from Councilmember's ideas; stealing others ideas & issues
- respect for majority decision
- don't embarrass other Councilmembers or staff in public
- Chairs should keep discussion on focus
- courtesy
- respect
- honesty
- consider all sides of an issue and no knee-jerk decisions
- briefly explain votes (if you haven't explained it during the debate) and participate in process that led up to a vote (but no rebuttals) - no repeating
- focus comments on the policy matter at hand -- don;t duplicate what others have said
- try to take care of your own district -- try to bring issues in clean
- share your district agenda

WHAT IS IT YOU WANT COUNCIL'S HELP ON

- ask questions on details before the meeting -- prior to public meeting
- attend meetings & Committee meetings
- if you're not going to attend, tell your alternate ahead of time
- make sure there are five votes to initiate staff action
- respect each others right to vote conscience & principles
- don't be obstructionist after the vote
- don't try to run meetings unless you're the Chair -- let the Mayor run the meeting
- let Mayor have the last word
- don't use community groups to undermine Council actions
- be on time for meetings
- give people credit
- respect each other's right to disagree
- don't micro-manage
- be more caring of what each other is doing in the districts
- don't reopen issues once the majority has made decision -- Mayor should ask for motion to reconsider
- notify other Council members of opposition to your issues
- know and follow the Council rules
- dedication and commitment
- don't carry differences on issues outside meetings -- don't hold grudges
- don't criticize each other in public -- personal criticism
- don't put down the public -- individuals or groups
- act like a statesperson

WHAT CAN WE DO TO IMPROVE CITY COUNCIL MEETINGS

- enforce rules for reconsidering motions
- on requests for information / staff should report on new item, Mayor should ask if there is any objection to staff doing the work, and if not, the staff should proceed to do it
- change the order of seating at meetings
- use staff to get answers to questions on consent or regular agenda
- items pulled off consent will go on agenda the following week
- establish ending time for meetings to 10:30, or, by majority agreement, extended not to exceed 11:00
- Mayor or staff to give reports of afternoon Council meetings and any recommended actions at the evening meeting
- speakers at evening public hearings to be limited to those who have not spoken at the afternoon hearing
- set a time limit for public hearings and divide number of speakers into the amount of time available -- except on planning appeals, during which proponent and appellant will be given additional time
- hold public hearing first; reserve questions until after the hearing is closed
- have staff keep lists of speakers' questions, to be answered as a group, after speakers
- one minute summary of the policy issue by staff to introduce each agenda item
- Mayor to keep the public focused on the policy issue
- limit public to 3 minutes or less each
- hold afternoon Council meeting from 1-4 PM and 3-5 PM alternating weeks, for consent items, joint committee items, open public hearings

WHAT CAN WE DO TO IMPROVE COMMUNICATION

- tell secretaries if communication is urgent & alert members of Council communications to each other -**explore this with City Attorney**
- keep confidential memos confidential
- drop notes to each other
- seek each other out one-on-one
- if you have a problem with someone, go to that person to resolve it
- don't listen to one members' problems with another -- send them to talk to each other
- leave the door open if you are available
- keep time available for meeting with other Councilmembers

NEXT STEPS:

- | | |
|-------------------------------------|---|
| Council | -share schedules -- including blocks of time for office hours |
| Mayor | -clarify who is parliamentarian |
| Mayor | -clarify rules on recording votes when absent |
| | -establish guidelines for what items go on consent |
| Mayor
w/ City Attorney | -clarify rules of public input in public hearings e.g., duplication of afternoon and evening speakers; limiting time; limiting number of speakers |
| Mayor | -checks charter for meeting time of Council |
| Clerk | -keep track of how much time is taken on each section of the agenda |
| City Manager | -provide one page summary of Roberts Rules to Councilmembers |
| Council | -hold Tuesday committee meetings for Law/Leg and Personnel at 1:00 PM -- suspend other committees for 3 months |
| City Attorney | -review rules of Councilmembers communicating with each other |
| Walt
(within a week) | -transcribe and distribute record of meeting |
| Council
(48 hrs) | -read the record and keep the section on Council rules & procedures with the agenda |
| Council
(quarterly-
Sept.) | -review progress on team building & improving meetings & communications |
| Council
(last week of
August) | -set mission goals & objectives for City |
| Personnel
(late Fall) | -develop effective evaluation process for City Manager and other appointed officials |
| Mayor | -communicate to public about changes in meeting processes |

Valerie B.

RECEIVED
CITY CLERKS OFFICE
CITY OF SACRAMENTO
JUN 10 2 43 PM '91



OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 101
915 I STREET
SACRAMENTO, CA
95814-2684

May 28, 1991

916-449-5704
FAX 916-449-8618

Marilyn Snider
Snider and Associates
P.O. Box 13053
Oakland, CA 94661

Dear Marilyn:

Attached is the contract I have signed for consultant services to facilitate the Mayor/City Council's retreat on Saturday, June 29, 1991.

By copy of this letter, I am alerting the Finance Department to be prepared to handle payments, the City Clerk to officially call the meeting, the Training Officer to arrange a suitable site with required equipment and for other City staff to do whatever else is required.

Sincerely,

Walter J. Slipe
City Manager

- cc: Anne Rudin, Mayor
- Jeanie Murphy, Office Manager, Mayor/Council
- Sharon Cardenas, City Attorney
- Jack Crist, Deputy City Manager
- David Martinez, Deputy City Manager
- Betty Masuoka, Director of Finance
- Donna Giles, Director of Personnel
- George Buckingham, Training Officer

Snider AND ASSOCIATES

P.O. BOX 13053 • OAKLAND, CALIFORNIA 94661 • PHONE (415) 531-2904 or (916) 483-9802

May 20, 1991

CITY MANAGER'S OFFICE
RECEIVED
MAY 21 1991

Walter J. Slipe, City Manager
City of Sacramento
915 I Street
Sacramento, CA 95814-2684

Dear Walt:


On Wednesday, May 29, 1991, Jeanie Murphy has me scheduled to interview the remaining members of the Sacramento City Council. My tenth and last planning meeting prior to the retreat I would like in June with you and Mayor Rudin to review and discuss a proposed agenda for the retreat. That meeting can either be in person (if we are able to find a date when the three of us can meet) or via a conference call.

The enclosed contract reflects the ten planning meetings as well as facilitation of the retreat by a facilitator (myself) and a recorder (my senior associate, Jayne Becker) on June 29, 1991. Please sign the original and return it to me. The photocopy is for your files.

So far I have found the interviews with the Mayor and Council members both enjoyable and enlightening. I believe the time spent getting to know the Council members will be most helpful in putting together and facilitating the retreat.

Jayne and I are looking forward to working with you and the City Council, Walt. Thank you for giving us the opportunity.

Sincerely,



Marilyn M. Snider

Enclosures: Contract for City Council Retreat on June 29, 1991

CONTRACT

CLIENT'S COPY

DATE: May 20, 1991
FROM: SNIDER AND ASSOCIATES
TO: Walter J. Slipe, City Manager
City of Sacramento
915 I Street, Room 101
Sacramento, CA 95814-2684

REGARDING: FACILITATION
 SEMINAR(S)/PRESENTATION
 CONSULTATION

From 8:30 a.m. to 4:00 p.m. on June 29, 1991 Snider and Associates will provide facilitation for a City Council Team Building Retreat at a Sacramento location. The fee to be paid to Snider and Associates for ten planning meetings and facilitating (includes a facilitator and a recorder) the retreat is \$ 4500.00.

Please provide the following for the retreat/meeting/seminar:

- meeting location (a semi-circle facing uninterrupted wall)
- refreshments (at the breaks)
- meals (continental breakfast and lunch)
- flipchart pad (27" x 34", 50 page pad--not newsprint)
- easel(s)
- pre-printed name tags using broad felt pen (first name)
- notepads and pencils
- distribution of the agenda prior to the meeting to attendees
- distribution of map to meeting/training location to attendees
- overhead projector **with a spare bulb**
- screen (if there is not a light wall upon which to project)
- photocopying of training materials (I will send originals)
- VCR and TV monitor (**which plays 1/2 inch tape**)
- videotape camera, tape and tripod
- microphone (to attach to lapel)

Please arrange to have the meeting/training room open **one hour ahead** of starting time. Meetings/retreats/workshops which are canceled 45 days prior to the scheduled date, even if rescheduled, will cause the client to be invoiced for the full amount of the contract. Payment is due within two weeks of services performed.

Marilyn M. Snider
Marilyn M. Snider
Fed. I.D. 94-2963850

Walter J. Slipe
Walter J. Slipe
Date MAY 28, 1991

Snider
AND ASSOCIATES