

**MINUTES OF THE RETREAT OF THE FLAGSTAFF CITY COUNCIL HELD ON THURSDAY AND FRIDAY, OCTOBER 11 AND 12, 2012, AT THE CITY HALL, COUNCIL CONFERENCE ROOM, 211 WEST ASPEN, FLAGSTAFF, ARIZONA.**

**Thursday, October 11, 2012 – 1:00 PM**

I. Welcome / Introductions

Mayor Nabours called the Retreat to order at 1:00 p.m.

**Councilmembers present:**

MAYOR NABOURS  
VICE MAYOR EVANS  
COUNCILMEMBER BAROTZ  
COUNCILMEMBER BREWSTER  
COUNCILMEMBER ORAVITS  
COUNCILMEMBER OVERTON  
COUNCILMEMBER WOODSON

**Councilmembers absent:**

None

Others present: City Manager Kevin Burke; Deputy City Manager Jerene Watson; Deputy City Manager Josh Copley; City Attorney Rosemary Rosales.

- Thanked everyone for agreeing to participate.
- Introductions were made of Dr. John Nalbandian and Dr. Carol Nalbandian
- Each Councilmember expressed what they love about Flagstaff

II. Review of High Performance Governing Body Attributes

The facilitators reviewed the following:

- ◆Values encountered in policy making and likelihood of them conflicting
- ◆Challenging conditions under which governing body works
- ◆Importance of policymaking guidelines developed and agreed upon by governing body members

III. Break

Mayor Nabours called for a break from 2:30 p.m. to 2:37 p.m.

IV. Develop guidelines/ground rules that when followed would lead to high performance by the governing body

- ◆Exercise to develop expectations and obligations governing body members have to each other

The Retreat reconvened and the group developed the following:

### **EXPECTATIONS OF MAYOR**

- (4) Be a role model for Council – respected local attorney with a wealth of Flagstaff knowledge, use historical and practical experience
- Be the face of Flagstaff – ceremoniously, represents Council in positive light, be visible
- Be professional and not embarrass Council
- Have a sense of humor
- (5) Equal representation of everybody, not just the ones who voted for you or those who can vote, everyone matters
- (6) Keep meetings on point and efficient
  - Invitation for round robin
  - Keep on task and on issue, bringing us back to main issue
- (3) Keep us in check
  - Recognize conflict and when it becomes disruptive discuss in private with Council members involved
  - Sets boundaries for disagreement among Council
- (4) Support the Council consensus, do not undermine when disagree with it
- (6) Share the leadership
  - Covering events or issues

### **EXPECTATIONS OF COUNCIL**

- Show me respect
- Give me a heads up if you see something on the agenda and you know something will come up – no ambushes
- If you have an issue with me, please bring it up in private with me
- When you are out in public and people are questioning you, it is absolutely fair game to say I voted one way and the Mayor voted another, but do not undermine that choice
- Don't attack each other, everyone has a right to their opinion, be respectful
- Don't embarrass us – personal conduct – don't be on the front page of the paper
- Support Mayor publicly in whatever decision is made in regard to the structure of the meeting

A break was held from 4:10 p.m. to 4:20 p.m.

### **COUNCIL EXPECTATIONS OF EACH OTHER**

- Respect each other's opinion
  - Do not speculate why others voted the way they did
  - Disagreement with respect
  - Never pigeon hole or expect another's vote, support the unexpected
  - Strive to have an understanding of others viewpoint before criticizing it
- Be cautious of criticizing behind one's back
  - Do not speak ill of your colleagues
- Convey issues for which there is no compromise
- Equal representation of everybody, not just the ones who voted for you or those who can vote, everyone matters
- Be prepared

- Be respectful of
  - Each other
  - Staff
  - The public
  - The process
- Do not interrupt each other
- If you need more information respect the time of others
- Let sleeping dogs lay

II. Review of High Performance Governing Body Attributes

The Retreat adjourned at 5:14 p.m. for the day.

**Friday, October 12, 2012 – 8:00 AM**

- V. Review of Thursday afternoon and continue with review of High Performance Governing Body attributes
- ◆ Describe different perspectives governing body members and staff bring to their work
  - ◆ Exercise to develop expectations and obligations governing body members and staff have of each other in order to act as high performing partnership

The Friday session was called to order at 8:35 a.m., and introductions were made.

**Councilmembers present:**

MAYOR NABOURS  
VICE MAYOR EVANS  
COUNCILMEMBER BAROTZ  
COUNCILMEMBER BREWSTER  
COUNCILMEMBER ORAVITS  
COUNCILMEMBER OVERTON  
COUNCILMEMBER WOODSON

**Councilmembers absent:**

None

Others present: City Manager Kevin Burke; Deputy City Manager Jerene Watson; Deputy City Manager Josh Copley; City Attorney Rosemary Rosales; department heads.

The facilitators briefly reviewed what had been discussed the previous Thursday regarding the expectations by Council of the Mayor, and expectations by the Mayor of the Council.

A break was held from 9:40 a.m. to 9:51 a.m.

At this time the Mayor and Council met in a group to discuss their expectations of staff and their obligations to staff. Staff members broke into two groups; one addressed the expectations by staff of the Council and the other addressed the obligations of staff to the Council.

The groups came together and discussed their outcomes as indicated below:

### **COUNCIL EXPECTATIONS OF STAFF**

1. Keep in consideration that each of us come from different backgrounds and experiences
2. Have the financial information for issues under consideration – costs, financial impact, differences w/other options
3. Unbiased objective options (more than one)
4. Don't assume that our questions are a sign of distrust or disrespect
5. Staff as "experts" may have an agenda, but "temper" it
6. Present options with data; information on those issues that don't have one "correct" solution (no recommendations on judgment questions)
7. Don't manipulate or maneuver the Council
8. Distinguish between personal views and City representation (City role vs. you as community member)
9. Don't "bad mouth" Council

### **COUNCIL OBLIGATIONS**

1. We will be prepared
2. Treat staff with respect and acknowledge their expertise
3. Give staff clear direction
4. Acknowledge their information, even if we may not like it
5. Value your commitment, dedication, expertise – express our appreciation
6. Don't "bad mouth" staff in the community
7. Keep commitments made (e.g. budget) but still retain right to ask questions when single items come up

### **STAFF EXPECTATIONS**

1. Trust us and our expertise, passion, and commitment for community. Don't automatically assume. No preconceived ideas by Council – allow us to educate and respond
2. Specificity, not generalities, clearly defined problem and direction
3. Provide reasonable and adequate lead time to explore requests
4. Speak to us directly for clarity and double check facts (social media, blogs, etc.)
5. Don't use staff to strengthen political views/positions
6. Respect that staff cannot execute minority positions
7. Recognize that research, presentations, CCRs are a lot of work and preparation—show attention, interest and respect

### **STAFF OBLIGATIONS**

1. Provide complete and timely information
2. Keep informed of key issues and consequences (pros/cons)
3. Not become involved in political partnerships (pick sides)
4. But be aware of community challenges that Councilmembers face
5. Be open minded and empathetic to change and new ideas
6. Provide early notification on sensitive issues / problems (no surprises)

7. Listen fully to their concerns and requests and then follow up with appropriate formal and informal tools (circular communication) (Don't presume we know)  
Provide realistic options
8. Publicly support their goals
9. Staff needs to know the difference between  $2+2=4$  and  $2+2=3$  or  $5$  (judgment call)

Other issues that were briefly discussed:

- Staff summaries should include discussions that have been held on an issue in the past, to address the appearance of "agendas" of staff.
- Boards/commissions can create more problems for both of these sides.
- A lot of issues are addressed every two years; have to decide which ones should and shouldn't be readdressed.

The facilitators noted that in one community they had worked with the Council wrote a letter to future councils about those long-term issues.

All agreed to revisit this in three months to see what was working and what was not.

It was noted that for staff it would be good to debrief after a big issue discussion. Review whether the Council moved forward or not. It helps to understand how the Council is thinking, and it may be different from issue to issue. They should put a learning process in place.

The facilitators noted that mutual trust was the capital needed to take risks. Most of the time they should not take things personally.

#### VI. Adjournment

The Retreat of the Flagstaff City Council held October 11 and 12, 2012, adjourned at 11:30 a.m.

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MAYOR

ATTEST:

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CITY CLERK