

REDMOND CITY COUNCIL

Retreat Summary Saturday, January 27, 2018

Redmond Community Center at Marymoor Village
6505 176th Avenue NE

Mayor

John Marchione

Members of the Council

Angela Birney, President
David Carson, Vice-President
Jeralee Anderson
Steve Fields
Hank Margeson
Hank Myers
Tanika Padhye

Staff

Mike Bailey, Technology and IS Director
Jane Christenson, Deputy City Administrator
Malisa Files, Finance Director
Mellody Matthes, Human Resources Director
Tommy Smith, Fire Chief
Maxine Whattam, Parks and Recreation Director

Convened: 8:30 a.m.

Adjourned: 4:30 p.m.

Council President Birney welcomed participants to the Redmond Council Retreat and reviewed the agenda for the day. The retreat began with a welcome icebreaker exercise for participants to get to know one another better.

Conditions that Guide Team Success: The Mayor and Council participated in a structured series of conversations in pairs and groups of four. Participants shared a story about a time when they worked on a challenge with others and developed a strong esprit de corps and were proud of what was accomplished. With each conversation, participants took note of what made success possible.

The Council identified the following **conditions that guide success:**

- Defined purpose and goal
- Clarity of roles
- Impactful work
- Challenge
- Pride in work, a sense of purpose and ownership
- Collaboration
- Willingness to transfer knowledge and experience

- Knowing that real power comes from sharing information – sharing information improves team performance, holding information prevents the team from performing
- Enthusiasm
- Humility
- Sense of gratitude
- Joy, happiness
- Hope vs. optimism
- Ideas that start with a spark and evolve over the life of the project
- Catalyst
- Continuous transformation
- Innovation
- Willingness to learn something new
- Systemic change
- Definition of success may evolve
- Journey
- Early success builds more success
- Persistence
- Work ethic
- Planning and preparation
- Commitment to working through challenges
- Commitment to execution
- Empowered to solve problems
- Environment of “letting you do your thing”
- External support from others
- Mentors

Council Values and Working Agreements - The Council and Mayor identified core values and expectations for group interactions and communications. The expectations set out the behavior that each member of the elected body expects from their peers and from themselves. The summary of that discussion, entitled *Values that Guide How We Work Together*, is intended for the Council to consider adopting either formally or informally as working agreements. It is a work in progress, and can be modified as the Council sees fit.

Values that Guide How We Work Together

These values and expectations articulated at the 2018 Redmond City Council Retreat represent the Council’s commitment to working effectively together to advance the goals of the community.

Integrity - We are principled in our interactions with one another. We are straightforward in our communications and express our point of view with clarity. We are honest and take responsibility for our actions.

Trust – We share information with one another and encourage an open discussion of ideas. We create space for honest discourse and deliberation. We strive to bring out the best in each other and create successful working relationships.

Respect - We come prepared to our meetings. We solicit and listen to the views of constituents before making a decision. We represent the decisions of the full council accurately and respectfully, while reserving space to articulate our own positions on the issues.

Empathy – We treat one another with patience and consideration, even when we disagree. We appreciate each other’s strengths and listen openly to one another. We allow for imperfection and recognize that we all make mistakes.

Openness to new ideas – We promote thoughtful consideration and commit to learning about new ideas. We encourage a holistic consideration of issues. We seek thorough information and recognize the respective expertise of our peers, staff, and others in making decisions.

Shared purpose – We take a collaborative approach to our work. We are oriented toward problem-solving and making a positive impact. We are forward-looking and share a commitment to the community of Redmond.

The full list of values that were identified during the discussion are:

- Integrity
- Honesty
- Trust
- Fairness
- Clarity
- Commitment
- Respect
- Empathy
- Patience
- Appreciation of each other’s strengths
- Sense of Humor
- Gratitude
- Good Listener
- Learning
- Open-mindedness
- Goal Orientation
- Foresight – Seeing the Bigger Picture
- Openness to Diverse Ideas

As part of the discussion, Mayor Marchione suggested that the Council may want to work with Melody Matthes, the City’s Human Resources Director, to identify their predominant personality trait color(s) and learn more about successful ways to work with each other given differences in style. The Council agreed that this could be a positive exercise to do together.

Council Cell Phone Policy – The Council discussed the current staff recommendation that Council Members be issued a city phone for the purpose of clearly separating city business from personal business. This is a relatively new staff recommendation and the Council discussion focused on whether each member of the Council should carry and use a city-issued phone. The

issues raised included: the importance of having a standard method of retaining city-related communications; the current best practices that Council Members follow; and the technology options that may allow for a clear separation of city-related phone calls and other communications without having to carry a separate device.

The Mayor committed to reporting back to the Council on the cost of providing separate cell phones to the full Council and whether there are alternative technology solutions that may be more convenient and/or cost effective while still achieving the goal of separating public and private communications.

Navigating the Ombudsperson Role – The Councilmembers discussed two ombudsperson scenarios and shared tips for responding to ombudsperson inquiries. The first scenario related to the issue of the impact of construction on traffic within a specific neighborhood. The second scenario related to a request for the Council to adopt a resolution supporting the City’s Muslim residents. During the discussion, the Council identified: who had primary responsibility for the issue; the resources available to the Council to consult before responding; and the recommended course of action for each type of request.

The Council distinguished between requests for information, such as a status update on a construction project, and requests for the council to take action or weigh in on an issue. The Council noted that the implementation of the City’s new customer service response program would likely reduce the ombudsperson role in responding to simple requests for information.

The council also discussed various ways to get a better understanding of the issues being raised by constituent communications. These may include a visit to the site in question to get a better sense of the conditions. A follow up phone conversation with the constituent, or a face to face meeting to get a fuller understanding of the concerns being raised. The emphasis of the discussion was on the importance of responsiveness and open communications.

Identification of Council Priorities – The Council Members each identified their own priorities for 2018 and shared them with the group. The priorities were grouped together by issue area and discussed amongst the group. Councilmembers then indicated their relative ranking of the priorities through a sticky dot exercise where each Council Member could allocate 5 dots amongst the priority areas. The priorities were ranked as follows:

1. Affordable Housing (8 votes overall)

- Accessory Dwelling Units (garnered 6 votes within the category)
- New Technologies

2. Explore New Ideas/Engage in Learning (6 votes)

- Green infrastructure
- Zero Emissions

3. Public Engagement (5 votes)

- Overall improvement
- New techniques, technologies

3. Infrastructure (5 votes)

- Safety
- Transportation Study
- Sustainability, Green Infrastructure

5. Cultural Inclusion (4 votes)

- Accomplish something meaningful in the spirit of the cultural inclusion resolution

5. Budgeting/Finance (4 votes)

- Recommit to the price of government process

7. Salary Review (2 votes)

- Start the process for review of Mayoral and Council salaries

The full list of priorities identified by the Council are:

- Continue to learn from other cities and jurisdictions
- Establish a Council salary commission
- Update the Mayor's position salary
- Create an onboarding council handbook
- High performance infrastructure
- Improve paving and identification of bikelanes, including on private property
- Install at least 150 bike racks in downtown
- 21st century community connectivity
- Improve plan for future infrastructure
- Improve traffic and mobility
- Come up with great transportation solutions that alleviate congestion
- Improve our reclaimed water process with King County (safe drinking water)
- Complete the North/South Transportation Study
- Adopt a biennial budget that is reflective of our community's values and goals
- Commit to using the Price of Government process for budgeting
- Be fiscally responsible
- True Zero-Based Budget (Triple bottom line), full cost accounting
- Make a decision on a pool
- Develop a framework for solving our long term community center challenge
- Vision Zero – no fatalities or serious injuries are acceptable
- Promote cultural inclusion and diversity
- Develop and allow low cost building technologies to reduce costs of low-income housing
- Update the City's ADU policies
- Affordable housing/business space
- Make decisions that everyone can live with

- Enhance and coordinate strategic planning of departments
- Commit to discovering effective way to reduce carbon footprint
- Zero Carbon – 100% green energy, 0 transportation emissions
- Start reporting for Star Communities Program in 2018
- Leverage partnerships that benefit Redmond
- Improve public outreach in all city areas using what we know from parks
- Begin process for a community vision and citywide strategic plan to support it
- Robust public engagement and make it easier to notify the public re: upcoming projects
- Create neighborhood Council structure
- Create Transportation Commission
- Improve analysis and public participation, understanding of city growth
- Strengthen/develop city/public relationship
- Make constituent communication and customer service more efficient and responsive and better managed
- Advance/Improve neighborhood conversations

The Council invited the Redmond staff management team to respond to the Council priorities and give an update on related work occurring in the departments. The staff affirmed that the Council's priorities were remarkably aligned with the work of the departments and briefly discussed current and planned projects that support the priorities and move them forward.

Council President thanked everyone for their participation in the retreat and reviewed next steps. The next steps included (1) the preparation of a summary of the Council Retreat, including the *Council Values and Working Agreements* and the Council Priorities, (2) provision of additional information related to the Council phone policy, and (3) the personality trait training with Melody Matthes. The Council affirmed that the Council priorities would continue to be shaped and focused in coordination with the departmental work plans, and that there would be opportunities to check in on progress on the priorities.