

City Council Retreat

December 16, 2020





City Council Retreat



AGENDA

- Introduction, Welcome & Intention
- Overview of City Governance
- Legal Sphere
- Administrative Sphere
- Policy Sphere
- Public Comment, Wrap-up



Overview of City Governance

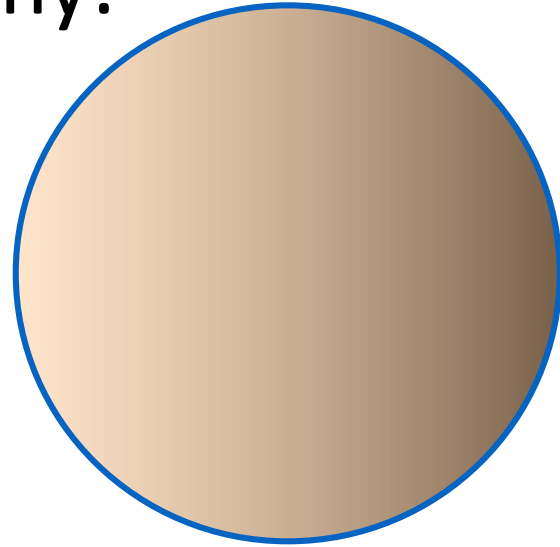


- The Interplay of Policy, Administration, and Law
- Home Rule, the City Charter, and the City Code

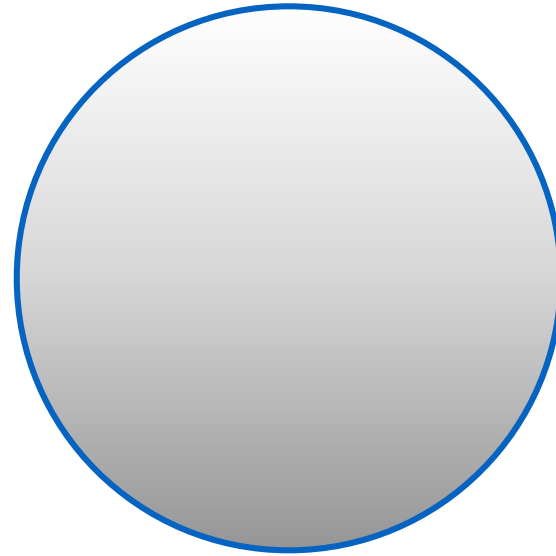


Overview of City Governance

- The Dichotomy:



POLICY

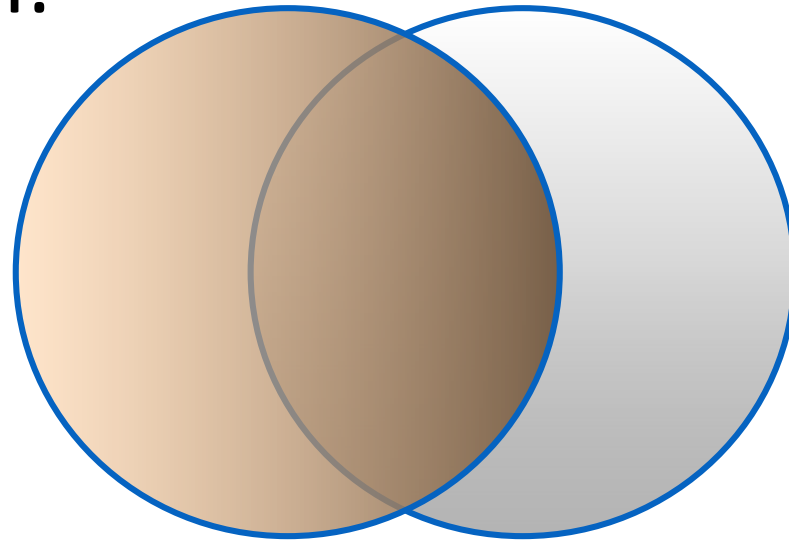


ADMINISTRATION



Overview of City Governance

- The Accepted Model:



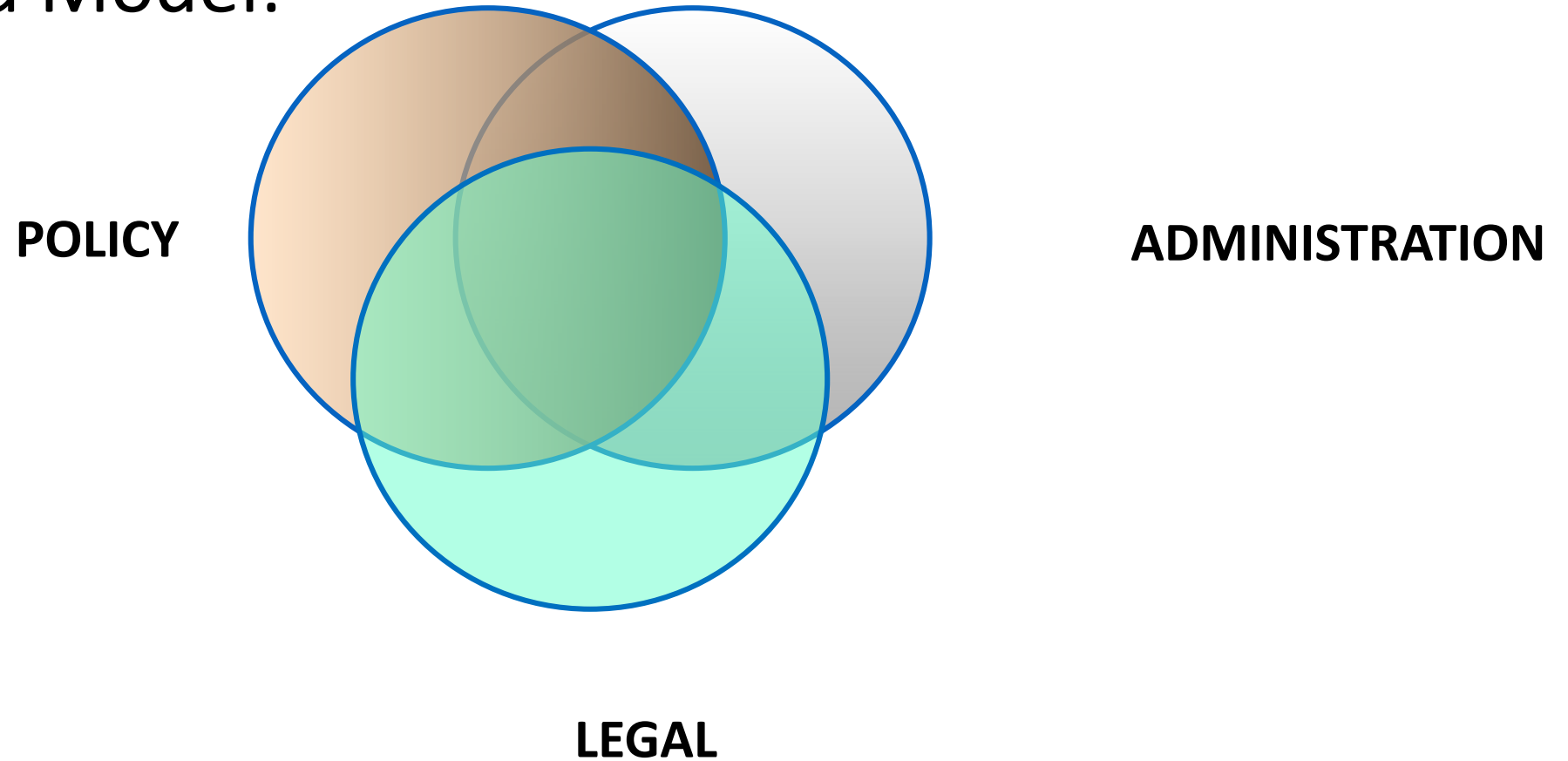
POLICY

ADMINISTRATION



Overview of City Governance

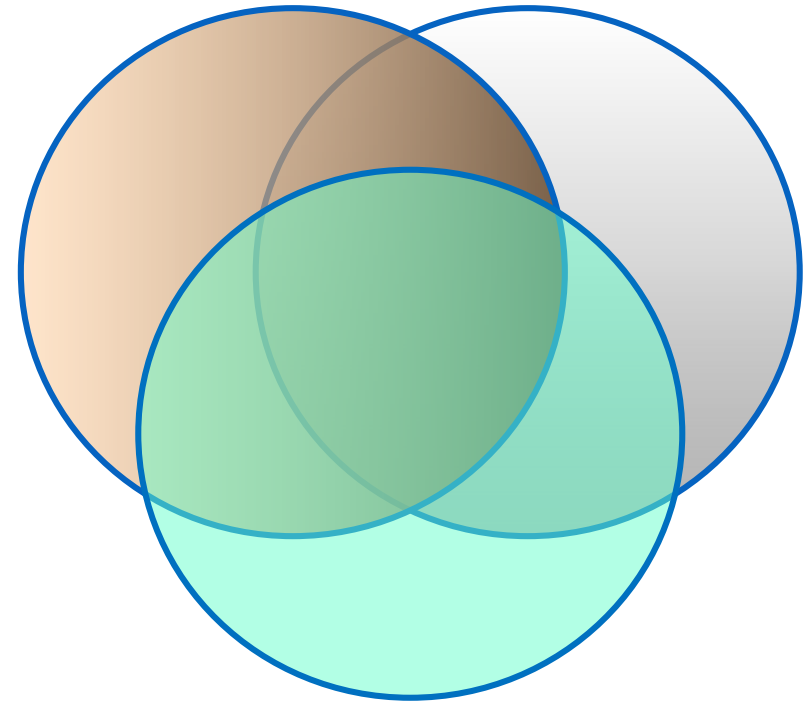
- The Accepted Model:





Overview of City Governance

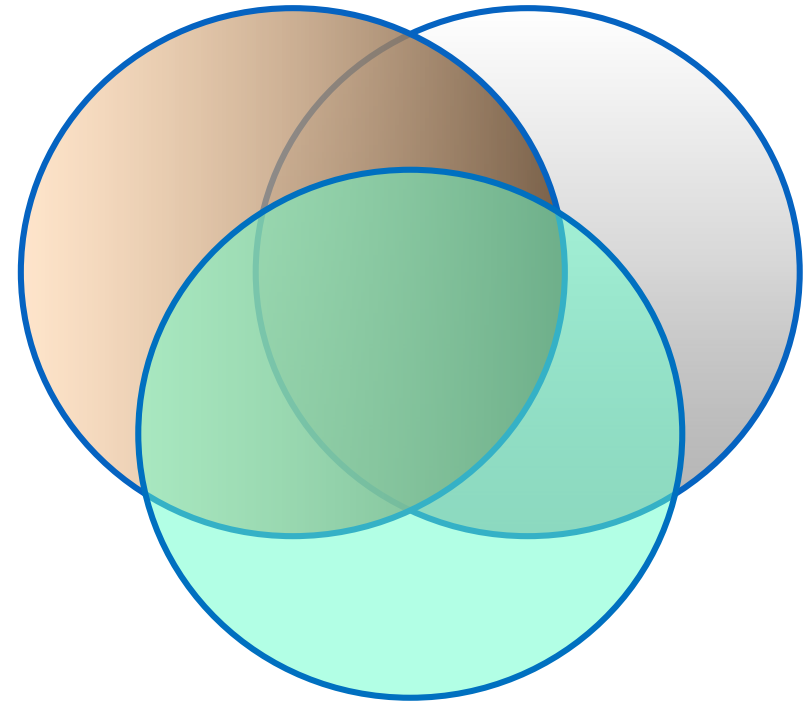
- Areas of Overlap:
 - Community Priorities
 - Budget
 - Public Outreach & Response
 - Capital Planning & Infrastructure
 - Economic Development
 - Community Programs
 - Social Justice
 - Crisis Response





Overview of City Governance

- Areas of Autonomy:
 - Personnel
 - Administrative Process
 - Legal Advice
 - Legal Proceedings
 - Policy Matters
 - Decisions & Appeals



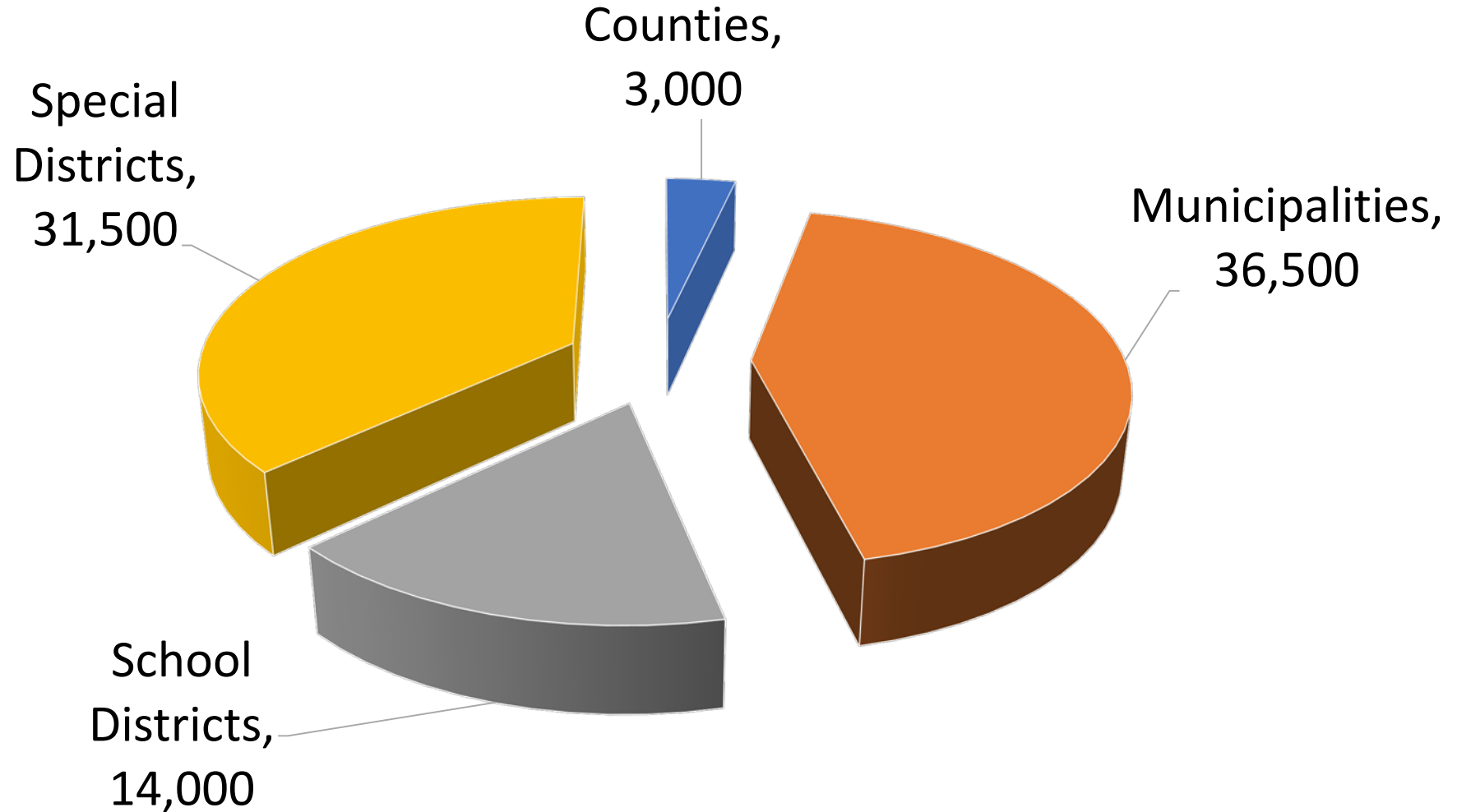


Overview of City Governance

- The Current Landscape:
 - Under new federalism, much greater emphasis placed upon local governments
 - Increase in Self governance (Home Rule) ... more autonomy ... and more responsibilities
 - Greater Reliance upon Grants to advance Federal and State Policy
 - Increased Demands for Service; Increased Expectations; Greater Constraints and Scarcity of Resources



Overview of City Governance





Overview of City Governance



- Home Rule, City Charter, and the City Code
 - Sterling Solomon



Legal Sphere



- Primer on Open Meetings Law
- Primer on Public Hearing Process
- Primer on Conflicts of Interest
- Rules of Procedure



Administrative Sphere

- Management Strategies
- The Organizational Structure
- The Role of Staff
- Preparing the Agenda; Preparing the Public Record
 - Council Goals (“Community Priorities”)
 - Regular Meetings
 - Work Sessions
 - Executive Sessions
 - Retreats



Administrative Sphere

- Management Strategies:
 - Collaborative
 - Purpose, Clarity, Brevity
 - Take care of Existing Employees (Retention)
 - Less Specialization, More Efficiencies and Cross Training
 - Track Labor Costs; Vigilance w New Positions
 - Emphasize Education and Training



Administrative Sphere

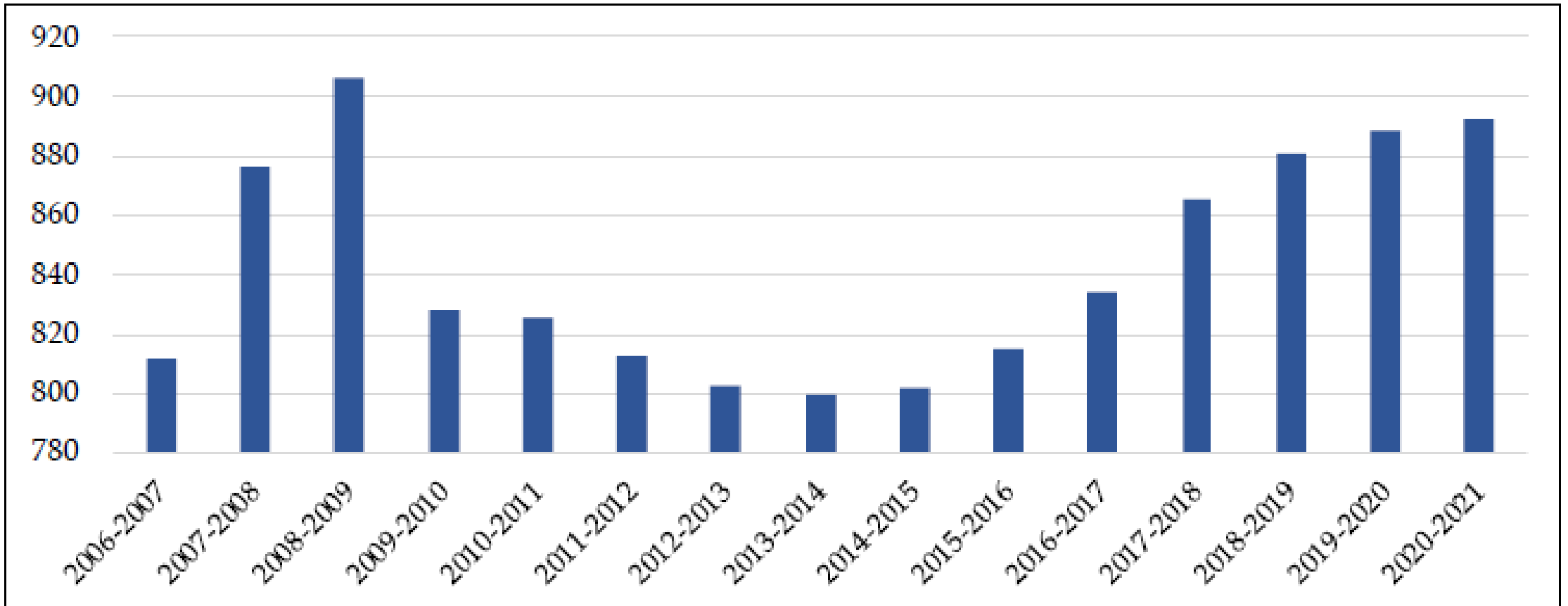


- Organizational Strategies:
 - Less Vertical Hierarchy
 - More Horizontal Inclusion
 - More Divisions
 - Inclusivity and Empowerment
 - Internal Advancement Opportunities



Administrative Sphere

- Staffing Levels:





Administrative Sphere



- Restructures:
 - Creation of Executive Assistant and Chief of Staff positions to provide needed assistance to Council and Mayor
 - Creation of new Public Affairs Section under CMO
 - Elimination of the Senior Management Analyst position
 - Moved Sustainability Section under CMO
 - Full time Indigenous Coordinator Position



Administrative Sphere



- **Restructures:**

- Moved City Clerk Section under CMO
- Moved Economic Vitality Division under CMO
- Elevated Information Technology section back to Division status
- Elevated Engineering & Capital Improvements to Division status
- Moved Open Space to Parks & Recreation Section



Administrative Sphere



- Current Organizational Structure
 - For best viewing, the graphic to be displayed as separate document



Administrative Sphere

- The Role of Staff:
 - Assist Council in Setting Community Priorities
 - Implement the Council Policy Decisions
 - Oversee and Run Operations of the City
 - Administer the City Budget
 - Manage Personnel
 - Emergency Services, Law Enforcement, Court Administration
 - Oversee Utilities, Infrastructure, and Facilities
 - Provide Community Outreach and Engagement
 - Community Development, Economic Vitality
 - Expertise, Experience, and Institutional Knowledge



Administrative Sphere



- Preparing the Official Agenda & Public Record
 - Regular Meetings
 - Work Sessions
 - Executive Sessions
 - Retreats



Administrative Sphere

Public Record

- Official and permanent records are maintained by the City Clerk's Office
- The official record of all meetings of the Council are prepared by the City Clerk's Office
 - Document the official actions of the City Council and provide a summary of the discussions
 - Action Summaries are created and posted on the website
 - Detailed minutes posted on the website following Council approval



Administrative Sphere

Agenda Creation

- Packet preparation is an ongoing process that sometimes spans the course of 2 to 3 weeks
- Agenda packets are intended to provide the information needed for Council to make informed decisions
- Packets are created and distributed digitally
 - Distributed on Friday afternoons in preparation for the following Tuesday



Administrative Sphere

Draft Agendas

- A “Draft” agenda for the voting meeting is prepared and distributed with the Work Session agenda
 - Opportunity for Council to review the upcoming voting meeting and ask any questions of staff
 - The Work Session agenda allows for a review of the Draft agenda
 - If there are any questions or concerns about upcoming agendas or specific agenda items we encourage you to contact staff to discuss
 - We are here to help and assist in your decision making



Administrative Sphere

Regular City Council Meetings

- Held on the 1st and 3rd Tuesday of the month
- Business Meetings (motions and votes are taken)

City Council Work Sessions

- Held on the 2nd and 4th Tuesday of the month
- Discussion and Direction meetings (no motions or votes are taken)



Administrative Sphere

Executive Sessions

- Held on an as-needed basis but preferably on the 2nd and 4th Tuesdays of the month
- Executive Sessions are closed to the public
 - 9 reasons to hold an Executive Session, only 8 apply to City Operations.
 - Agendas are still required for public notification



Administrative Sphere

Public Comment/Participation

- The public is permitted to speak 3 times during a meeting and each comment is limited to 3 minutes
- **Public Participation** is at the beginning of the meeting and is confined to comments on items that are NOT on the agenda
 - Council is unable to dialogue with these speakers as there has not been proper public notice of the topic
- **Public comment** is reserved for items that are on the agenda.
 - Council can dialogue with these speakers if desired



Administrative Sphere

Public Comment/Participation Virtually

- During virtual meetings, the public can request to speak by submitting an email to publiccomment@flagstaffaz.gov.
- They are required to provide their name, phone number, and item they wish to speak on. They can also submit written comments to this email and those will be forwarded to Council
- We call the requestor when it is their turn to speak; they provide their comments to Council, answer any questions, and then are disconnected



Administrative Sphere

- Retreats:
 - 4-5x per year
 - Generally Conducted away from Council Chambers
 - Opportunity for Dialogue with Staff
 - Goal Setting ('Community Priorities')
 - Orientation & Coaching
 - Budget
 - No formal action taken



Policy Sphere



- The Role of Council
 - Policy Making
- Engagement with Staff
 - Allocation of Resources
 - Delegation of Duties
 - Responding to Citizens
- State and Federal Advocacy
- Meeting Protocol
 - Time Management
 - CCR & F.A.I.R. Items



Policy Sphere



- The Role of Council:
 - The Council's Primary Role is Setting Policy
 - Reactive vs Proactive
 - Legislative Agenda
 - Passing Ordinances and Resolutions
 - Formulation of Community Priorities



Policy Sphere



Reactive Policy Making

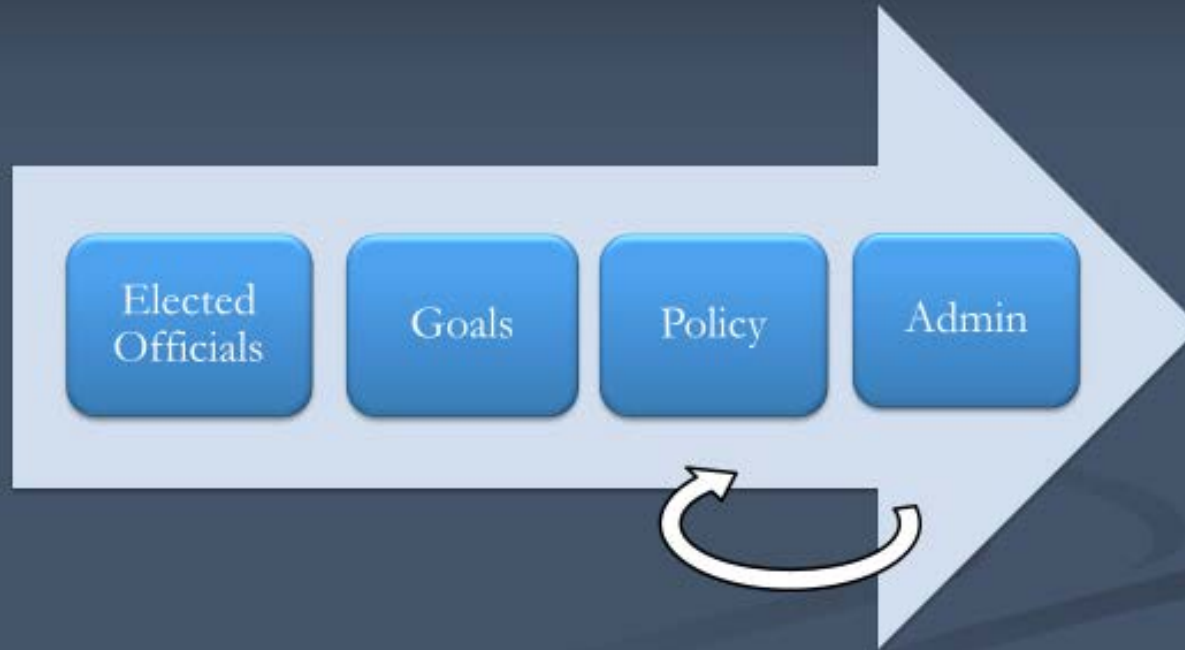




Policy Sphere



Proactive Policy Process





Policy Sphere



- Legislative Agenda
 - Regional, State, and Federal
 - Advocacy



Intergovernmental Affairs



- Federal Lobbying
 - Directly communicating with members of Congress to highlight the City of Flagstaff's needs
 - Securing federal grants and appropriations
 - Member of the National League of Cities
- State Lobbying
 - Advocating for bills that further the City's priorities and benefit our residents
 - Lobbying other branches of government, including the Governor's Office and the AZ Corp. Commission
 - Member of the League of Arizona Cities & Towns
- State legislative priorities to be discussed on Jan 12 to prepare for the 2021 session



Bob Holmes, Federal Legislative Affairs Partner, Nexxus Consulting



Ana Ma, Federal Legislative Affairs Partner, Nexxus Consulting



Todd Madeksza, State Legislative Affairs Principal, Elevated Advocacy

Questions? Sarah.Langley@flagstaffaz.gov



Policy Sphere



- Engagement with Staff:
 - Council can Reach out to Staff for Information
 - Courtesy Notice to Management
 - Avoid Allocation of Resources or Delegation of Tasks
 - Think of Staff Time from Budgetary Perspective



Policy Sphere



- Staff Presentations to Council:
 - Intended to Inform
 - Provide broad Familiarity and Knowledge prior to Policy Adoption
 - Inform, Recommend, but does not Advocate
 - Appropriate to have Policy Discussions span Several Meetings
 - Studies, Surveys, Compiled Data may Assist
 - Presentations should be Inclusive, Informative, and Succinct



Policy Sphere

- Responding to Citizens:
 - Public Affairs Section
 - Process for Responding to Citizens
 - Website and City Social Media
 - Facebook, Instagram, Twitter
 - Used for General Information; Not Used to Promote a Political Candidate, Proposition or Ballot Question.
 - Staff may not provide Content for Personal, Political Social Media Pages
 - The Executive Assistant and Chief of Staff are available to assist the Mayor and Council with a wide range of activities:
 - Scheduling Meetings, Logistics Assistance, Correspondence, Talking Points, some Research



Policy Sphere



- Meeting Protocol:
 - Important to be Formal
 - Title and Last Name
 - Structure
 - Inclusion
 - Some Humor can help maintain Positive Tone
 - Be Courteous and Respectful ... Always
 - Surprises may Garner Publicity, but at the Risk of Embarrassment
 - The Dais is not the Venue to Address Personal Grievances



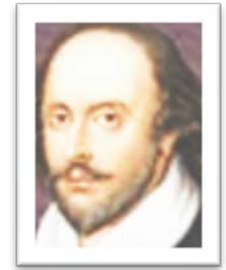
Policy Sphere



- Meeting Protocol:

- Large Agendas will Dictate Efficient Meetings
- Clear Thought may Erode after Several Hours
- Time Management is Key

Brevity is the Soul of Wit – William Shakespeare





Policy Sphere

F.A.I.R. (Future Agenda Item Requests)

- F.A.I.R.s are the process by which a Councilmember may ask to have an item placed on a future agenda for discussion
- F.A.I.R.s should be limited to possible policy formulation and not as a means of obtaining information or making a political statement
- A Councilmember may submit an item for consideration in a public meeting during To/From



Policy Sphere



Future Agenda Item Requests

- The support of 3 Councilmembers is needed for the item to be placed on a future agenda for discussion and possible direction or action by a majority of Council
- F.A.I.R.s are placed in a queue based upon the order that they are received. Items may be expedited by a majority of Council
- Periodic check ins with Council to review the F.A.I.R. item list and bring attention to any workload or time concerns



Policy Sphere



City Council Reports (CCRs)

- Intended to be formal requests for information
 - When possible, more informal means of obtaining information can be utilized
- No prescribed process for requesting a CCR
- All CCRs are posted on the City's website for public viewing and future reference