

MINUTES

1. Call to Order

Mayor Evans called the Work Session of the Flagstaff City Council held December 5, 2019, to order at 8:31 a.m.

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. Pledge of Allegiance and Mission Statement

The Council and audience recited the pledge of allegiance and Vice Mayor Shimoni read the Mission Statement of the City of Flagstaff.

MISSION STATEMENT

The mission of the City of Flagstaff is to protect and enhance the quality of life for all.

3. **ROLL CALL**

NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

PRESENT:

ABSENT:

MAYOR EVANS
VICE MAYOR SHIMONI
COUNCILMEMBER ASLAN
COUNCILMEMBER MCCARTHY
COUNCILMEMBER ODEGAARD
COUNCILMEMBER SALAS
COUNCILMEMBER WHELAN

Others present: City Manager Greg Clifton; City Attorney Sterling Solomon.

4. Introduction and Opening Remarks

Mr. Clifton introduced the retreat's facilitator Stephanie Smith who provided a PowerPoint presentation that covered the following:

AGENDA

RULES OF ENGAGEMENT

- BE OPEN
- APPRECIATE DIFFERENT PERSPECTIVES
- PARTICIPATE
- ASSUME GOOD
- BE PRESENT
- COLLABORATE
- DON'T TAKE IT PERSONAL
- WHAT ELSE?

5. Sales Tax Revenue Update

Management Services Director Rick Tadder provided a PowerPoint presentation that covered the following:

SALES TAX UPDATES

- GENERAL FUND SALES TAX REVENUES
- GENERAL FUND SALES TAX REVENUES – SEPT 2019
- GENERAL FUND SALES TAX REVENUES – OCT 2019
- GENERAL FUND SALES TAX REVENUES
- STATE SHARED REVENUES – OCT 2019
- EDUCATION
 - ADOR VISITS AND LOCAL TRAINING
 - MEETING WITH OTHER CITIES
 - PHOENIX BI SYSTEM TRAINING

AUDITING

- REVIEWING ACCOUNTS WITH ZERO PAYMENTS
- CONTINUE TO USE EXTERNAL AUDITOR

REPORTING

- RELOOK AT HOW WE PREPARE THE MONTHLY REPORTS
- CASH VERSUS ACCRUAL
- IMPROVE TIMING OF REPORTS
- COMPARISONS WITH OTHER CITIES

STAFFING

- CURRENTLY DOWN 2 POSITIONS IN REVENUE
- REORGANIZATION AND STAFFING LEVEL CONSIDERATIONS

Council expressed a desire to know more about how the minimum wage is and will impact sales tax revenues. They also are interested in how changes in consumer practices, such as shopping online, are impacting revenues; having that trend data will be helpful. It was also requested to get information about the differences between the small and large businesses in Flagstaff. Particularly, what percentage of sales tax revenues are coming from small businesses.

6. Organizational Restructure

Mr. Clifton provided a PowerPoint presentation that covered the following:

ORGANIZATIONAL RESTRUCTURE UPDATES
LEADERSHIP STRATEGIES
 EMPOWERMENT
 EDUCATION
 DELEGATION
 CULTIVATION
MANAGEMENT STRATEGIES
 COLLABORATIVE TEAM APPROACH
 MEETINGS
 TAKE CARE OF EXISTING EMPLOYEES
ORGANIZATIONAL STRATEGIES
 LESS HIERARCHY
 MORE HORIZONTAL INCLUSION
 DIRECT ENGAGEMENT BY CITY MANAGER
CURRENT ORGANIZATIONAL STRUCTURE
RESTRUCTURES
CREATION OF NEW EA POSITION
CREATION OF PUBLIC AFFAIRS SECTION
BACKFILL DUTIES OF SR. MANAGEMENT ANALYST
 SUSTAINABILITY
 CITY CLERK
 ECONOMIC VITALITY DIVISION
 ELEVATE IT SECTION BACK TO IT DIVISION
NEW SECTION STRUCTURE

Council expressed appreciation for Mr. Clifton's vision. Council asked if the Leadership Team had any feedback to offer regarding the changes. Members of the Leadership Team indicated their support for the path forward and expressed appreciation for being involved in the conversations and the communication leading up to the changes.

Councilmember McCarthy asked about the recent citizen petition request to make Sustainability its own Division. Mr. Clifton stated that he feels that an incremental approach is more appropriate and elevating the sustainability program to a section is increasing their exposure throughout the organization.

A break was held from 10:14 a.m. through 10:25 a.m.

7. Workflow Between Council and Leadership

Ms. Smith provided a PowerPoint presentation that covered the following:

OBJECTIVES
 AWARENESS
 DESIRE
 KNOWLEDGE
 ABILITIES
 REINFORCEMENT
RULES OF ENGAGEMENT

GOOD REMINDERS

GOOD REMINDERS – WHY DO YOU SERVE ON COUNCIL?

Council and staff participated in a group exercise asking the following questions:

When I get a request from a Councilmember, I want...

- To be responsive and effective in providing them data.
- To understand the background of the request and the details they want to ensure an accurate response.
- To be responsive and seize the opportunity to tell the story.
- To understand why information is sought and why it is needed to help provide the best information.
- All the information on why they want to know so I can produce the info they want.
- Time with the council person to give background first before they respond back.
- To provide a thorough and quick response.
- To provide an accurate and timely response.
- The background information so I can do an accurate analysis to provide an appropriate response.
- Context as to why information is being requested, shared, and used.
- To better understand the broader perspective of where we want to go.

When I get a request from a constituent, I want...

- A timely and appropriate response.
- To give them an honest and informed answer that takes their question seriously.
- To reply and I want and need an expert staff to educate me so I can learn.
- To address the concern accurately, informatively, and in a timely manner.
- The City Manager to be involved with the response.

Council discussed some of the challenges associated with interacting with staff. In the past there had been rules about how and when Council could reach out and interact with staff which can make things cumbersome and inefficient. They expressed a desire to have more access to staff when seeking information.

Ms. Smith continued the presentation.

SITUATIONAL AWARENESS

CURRENT STATE

CURRENT STATE OF REQUESTS – COUNCIL

CURRENT STATE OF REQUESTS – STAFF

VALUES

FACILITATED DISCOVERY

HOW CAN COUNCIL OBTAIN INFORMATION?

HOW CAN A COUNCILMEMBER ANSWER TO A CONSTITUENTS QUESTION?

HOW CAN THE CITY GET INPUT FROM THE COMMUNITY?

OTHER

FACE-TO-FACE

SOCIAL MEDIA

CCR

TELEPHONE

MEETING

EMAIL

WEBSITE

TEXT

PLANNING DOCS
FAIR
GOOGLE
COUNCIL MEETING
QUESTIONS BETWEEN DRAFT AND FINAL
READING THE PACKET IN ITS ENTIRETY
MEMO/LETTER
EXECUTIVE SESSION
EXECUTIVE ASSISTANT
SURVEY
COFFEE W/CORAL
PUBLIC FORUMS
ATTENDING EVENTS
NEIGHBORHOOD MEETINGS
COMMISSION MEETINGS
PARTNER ORGANIZATIONS
COMMUNITY ORGANIZATIONS
CANDIDATE FORUMS
NEWSPAPER/MEDIA
FOCUS GROUPS
ONLINE COMMUNITY FORUM
CITY PUBLICATIONS
PETITIONS
PUBLIC PARTICIPATION
INFORMATION REQUESTS – NOT ONE-SIZE-FITS-ALL
CITY COUNCIL REPORTS – WHY
CITY COUNCIL REPORTS – USE
INFORMATION REQUESTS

A break was held from 12:00 p.m. through 12:13 p.m.

OPPORTUNITIES FOR CHANGE
WHAT CAN COUNCIL DO TO ADDRESS COLLECTIVELY AND AS AN INDIVIDUAL
COUNCILMEMBERS?
WHAT CAN CMO DO TO ADDRESS?

Council and staff discussed the ways that each can help address the need to share information, provide quality responses to constituents, Council, and staff, and how to better manage the number of information requests that come to staff.

The following are the outcomes of the discussion:

WHAT CAN THE CITY MANAGER'S OFFICE DO?

- Do what you can to avoid the formal process.
- Trust staff at various levels to communicate/interact with City Council.
- To/From - share existing CCR/Policy.
 - Provide next meeting response.
 - Decide if moving on as a FAIR.
- Organize the request and best response method – FAIR, CCR, etc.
- Ask to identify current priorities.
- Willingness to push back on the burden of request.
- Refocus on roles – policy vs. management.
- Encourage staff to provide information available during the initial FAIR request.

- Consideration of new FAIRS during Work Session discussion to simplify the length of the process.
- Reduction of the number of times we are discussing one item since agendas are so full.
- Expand/open invitation to agenda review to all of Council.
- Council orientation.
- Conduct this retreat with the new Council for discussion of goal setting and prioritization.
- Guidelines, checklist, or flow chart of a process.
- When FAIRs come through look at what is already happening, may already be working on.
- Refinement of process.
- Means for Council to make a statement.
- Promote healthy conversations at the dais.
- Employee empowerment at the dais.
- Encourage growth for staff to have face time with Council.
- Non-violent communication – defensive posture – guard up.
- Recognize boundaries in Charter – navigate those boundaries.
- Evaluate FAIR items and backlog to see if there are alternatives (memos, consolidation with other items) and quarterly check-in.
- Information needs to go to the entire Council when requested by an individual councilmember.
- Provide timelines to Council with an explanation as to required time commitments.
- Structure a public affairs section to provide a singular conduit of info between council and community.

WHAT CAN THE CITY COUNCIL DO?

- Show restraint in requests.
- Attempt to have staff address the issue before it becomes a FAIR item.
- Set priorities.
- Is it fair that members have different number of requests?
 - Should there be a limit on requests?
- Manage community expectations.
 - FYI or some type of action?
- Be reasonable with requests.
- Pull together lists and review at a Work Session.
- Review FAIRS – compare to CCRs.
- During To/From have Council dialogue.
- Do our homework.
- Communicate and meet with staff and City Manager.
- Bring up priority focus.
- Council one-on-one discussions.
 - Address backlog of requests before adding new requests.
 - Provide additional information on CCR/FAIRS and seek to obtain necessary information.
- As Council liaison for commissions, review meetings and discuss information needs.
- Mentor other councilmembers.
- Council should approach the City Manager office prior to actual request.
- Periodic check-ins regarding FAIRs with the ability to revise, join together, or reduce (quarterly).
- Use FAIR items slated for possible action; use CCRs for information purposes.
- Have a streamlined process for simple information requests (memo rather than CCR).
- Have the will to say no to FAIR requests; be judicious and fiscally mindful.
- Connect personal platforms with the entirety of City issues, policies, and projects.

Ms. Smith discussed the various responses received. After discussion and in concluding the retreat, the following commitments were made:

FINAL COMMITMENTS

- Show restraint and be reasonable with FAIR and CCR requests.
- Hold semi-annual retreats on workflow.
- Quarterly review of working calendar and FAIRS.
- FAIR review during Agenda Review with staff to determine if the request can be solved outside the formal process.
- Quarterly retreat with Council and Divisions to let them share what they are working on.
- Have Council approach City Manager with possible FAIR or CCR requests prior to bringing forward the ask.
 - Councilmember could also set a meeting with the Mayor.
- Establish a tracking system (SharePoint).
 - Who is assigned to the request.
 - Who will respond.
 - Who gets copied.
 - Updated weekly.
- Develop a process for Councilmember to ask for information prior to requesting a FAIR to see if the item is already part of the work program.
- Encourage staff to step up during initial FAIR request to provide information available.
- Develop a way to organize information (website) to enable Council and citizens access prior to asking for a FAIR/CCR.
 - Organize CCRs by topics, not chronologically.
- Mechanism to CMO/Staff to respond to work request before working calendar.
 - Existing documents, practices, or work program.
- Have better understanding of council goals and have better synergy in achieving the end result.
- Use FAIRs for items Council wants to take “action” on only.
 - Policy change.
- Say no; be judicious and fiscally mindful...don’t take it personal.
- Do what you can to avoid the formal FAIR and CCR process.
- Council needs to stay policy oriented and focus on priorities.
 - Requests should further the priorities.

8. Adjournment

The Work Session of the Flagstaff City Council held December 5, 2019, adjourned at 1:25 p.m.

MAYOR

ATTEST:

CITY CLERK