COUNCIL MINUTES

The City Council of the City of Raleigh met in a Retreat January 13-15, 2016 at the Hilton Charlotte Center City, 222 East 3rd Street, Charlotte, North Carolina with the following present.

Mayor Nancy McFarlane, Presiding
Councilor Mary-Ann Baldwin
Councilor Corey D. Branch
Councilor David Cox
Councilor Kay C. Crowder
Councilor Bonner Gaylord
Councilor Russ Stephenson
Councilor Dickie Thompson

Also present for the Retreat were Deputy City Attorney Leapley, City Manager Hall, Assistant City Manager Greene, Assistant City Manager Adams-David, Assistant City Manager Hayward, Communications Director Graham, Chief of Staff Buonpane, Special Assistant to Mayor Brown and City Clerk Smith.

The group gathered at the Municipal Building at 4:30 p.m. on January 13, 2016 and were bussed to the Amtrak Terminal. An informal briefing on the Raleigh Union Station was presented by Steve Schuster and various staff members. The group left Raleigh at 5:10 p.m. arriving in Charlotte at 8:30 p.m.

On Thursday, January 14, 2016 the Council convened at 9:00 a.m. in the Gwynn Room of the Hotel and participated in a welcome/introduction/workshop led by Michelle Ferguson of the Novak Consulting Group. The Council participated in various exercises in developing themes of things the City Council needs to continue stop and do things that should be considered.

Mayor Jennifer Roberts, Charlotte, welcomed the group and talked about the challenges in Charlotte and Raleigh.

Following lunch the Council heard from John Muth, Deputy Director of the Charlotte Area Transit Facility and Larry Koph, Chief Planning Officer, Charlotte Area Transit. The Council and staff then went on a brief walking tour of the Charlotte CTC facility.

The Council continued their discussion of strategies for governing together as outlined in the consultants report. The Council adjourned its meeting at 5:00 p.m. and had dinner together at the 6:30 p.m. at the Dunhill Hotel.

The group reconvened on day two and were joined by Staff members Ben Canada, Joyce Munro, Perry James, Monica Chaparro and Andy Specht from the News and Observer joined the group. Presentations related to communications update, strategic plan, budget and finance update, key projects, eternal and external. The reports were received with direction given including the

request for a proposal about the music show presented from the Communications Director agenda preparation more robust electronic agenda, delivery times, civic engagement including CAC purpose, proceeding use of, leadership training, self examination; and meeting schedule.

The Council adjourned its meeting at 4:00 p.m. and returned by Amtrak arriving in Raleigh at 10:00 p.m. on Friday, January 15, 2016.

Gail G. Smith
City Clerk

jt/CC01-13-16

Attachments

The Raleigh City Council met in Charlotte, North Carolina on January 14·15, 2016 to conduct its annual retreat. The retreat was facilitated by Michelle Ferguson from The Novak Consulting Group. In addition to the Mayor and Councilmembers, staff from the City Manager's Office, the City Attorney's Office, and the City Clerk were in attendance. Additional staff joined the group on Day Two.

Day One

Welcome/lntroductions

The retreat began with several introductory comments by the Mayor and the facilitator. Participants were then asked to introduce themselves and share their expectations for the retreat.

- Bonding, get to know each other
- Understand each other's points of view, elicit ideas of others
- Build consensus for team actions and success
- Honest and open conversation
- Learn about each other and what makes them tick
- Get stuff done
- Synergy
- Teambuilding
- Deeper insight through understanding motivations
- Better and open communication
- Share and listen
- Better connection to Council
- Understanding of common values and priorities
- Understand Council's needs
- Work more effectively
- Open and honest dialogue, working relationships

The participants agreed to adhere to the following ground rules throughout the retreat:

- Be respectful
    - Listen to understand
    - Take responsibility for what you say
- Be open
    - Try on something now
    - Strive for consensus
- Be present
    - Embrace this opportunity for conversation
    - Focus attention on the issue at hand

Participants were then invited to share their personal geography - where they wore born, their alma mater, their first job, their happy place, and why they live in Raleigh.

Governing Together - Effective Council Working Relations
Councilmembers next discussed what it means to "govern together." Each Councilmember was given an opportunity to share a reflection that addresses the following questions:

- What does good governance look like to you?
- What values are important to you in governing? How do you personally demonstrate those values?
- What is important to remember when your position is the prevailing decision and what is important to remember when your position is not the prevailing decision?
- What type of relationship do you hope to have with your colleagues on the Council?
- What type of relationship do you hope to have with the City management?
- What do you hope this City Council will be known for?

A brief summary of Council members' reflections is provided.

Russ Stephenson
Strong consensus, teamwork, relentless focus, take pride in accomplishment. Time for retreats is important; locate your own personal goals in team goals. Raleigh will be a leader in education and environment, and build a strong middle class. We should work as a team, ensure equity of benefits for all in our community to compete and prosper.

Dickie Thompson
The manner in which the City is run by the people who control it and how we work together will influence what we get done. We can get a lot done if we put politics, personal egos aside, if we care about each other and have each other's back. We are going to disagree, but nice matters.

Corey Branch
Communication, connectivity, making sure we are honest and open. It's never personal- we need to remember that. We feel so strongly about our ideas or situation and if it doesn't go the way we want it, we take it personally, but it's not about us. Make sure we are honest and open and we are not looking for latest headline, but it's the story that moves everything forward. We are in this together, with staff, if people say we are not doing well, it is reflecting on all of us. I believe in connecting the dots, looking at services and need and putting the two together and removing the noise. Let's enjoy the ride; it's going to be short.

David Cox
Council and staff and the larger community and all of our neighborhood groups, CACs, and the principles our government is founded on- by, of, and for the people. What can we do to continue that legacy we have inherited to make sure we are by, of, and for the people. That's why I experiment with Facebook. I don't like number of registered voters vs. actual voters, progress should be measured by increasing the number of participants in our elections.

Mary-Ann Baldwin
Governance is effectively making decisions and making a difference in people's lives, a lot depend on us to do the right thing. There are people who are left behind - that's what I hope we can accomplish. We are faced with challenges because of technology and new ways of thinking-that makes a difference in the way we govern. Being honest and do what you say you are going to do, nothing disappoints me more when a

colleague says they are going to vote one way and then changes their vote, That's dishonest, not good governance, need to be respectful and that is the kind of relationship I want with all Council and staff, that is how we can make a difference.

Moving forward, things we have been talking about for 20 years (transit, affordable housing), we are almost there but it is going to take all of us together on the same team. I want us to be known as a Council who cares about our community and has compassion. I care about people and that's why I am on the Council, failure doesn't mean we failed, just means we can do something better ..

Kay Crowder
I want us to cooperate and to move an agenda forward that is for the greater good- built environment, citizens, growth -working as a group to define problems and work toward finding solutions. Being graceful in losing is just as important as when you win. Trust and integrity, want people to be honest and forthright and I may not agree. I view the City as an ecosystem, what we put in effects all of it, being cautious and feeling confident that what we put in is actually what we want for the City, we are the keepers of that ecosystem, we must nurture and take care of it, it's a great staff that helps me sometimes to stop, look at a problem, and acknowledge that my first reaction was wrong, bring clarity to me, and I'm grateful for that. Staff helps pull me back and think differently, work as a body not just a player, I want to be known for being a Council that cares.

Bonner Gaylord
Openness, when we are deliberating people expect to understand whore we are coming from, reasoning for our thought and action, we must remain open, looks like great teamwork. When you pick a team in basketball, you don't pick the superstars- they want to be singularities. We should approach the team with humility and lead with best interest of the City, acknowledge that we may be wrong -whether you win or lose, you could be wrong. Acknowledge that others may be right. Too many binary approaches to things, there are inputs and outputs, any policy action is going to have positive and negative reactions. Be willing to posit your position and know that you could be wrong, have the humility, openness and grace to see and understand whether you could open your mind and see things differently.

Mayor Nancy McFarlane
There is a difference between campaigning and governing, but when that's over, it is time to govern and stop campaigning, We get that but it is good to remember, we don't fall into partisan traps. Respect is incredibly important, us respecting all of staff and citizens, us behaving in a way that earns their respect, always representing the City, recognizing the strengths other people have, empowering people and letting them do their job. Once we have voted, move on. Winners and losers- we are making decisions to the best of our abilities.

I want to maintain an open relationship with staff because they know so much more than me, want staff to tell me when we are going down wrong path, want more input and guidance from staff. Raleigh is going through a transition; some are afraid we are going to lose the essence of what Raleigh is. I believe transit is the key, I want us to focus on positioning Raleigh for the future and taking Raleigh to an even better place that hasn't even occurred to us.

Each Councilmember was also asked to provide a motto- a phrase that encapsulates the beliefs or ideals guiding an individual or a group. The mottos were as follows:

- It's not about us; it's about Raleigh
- Be fearless
- Raleigh Council team continues to succeed in making our City the most competitive, prosperous, and sustainable City for all of its citizens
- Teamwork- nice matters
- Council removed personal agendas and justly governs Raleigh
- Committed to the principle of government by, of, and for the people
- Without fear
- Protect and progress

In order to live into these mottos, the Councilmembers were asked to brainstorm what they believe they should keep doing, what they should stop doing, and new things to do.

Keep	Stop	New
Raleigh's unique characters, histories, and heritages	Talking over each other	Consider new meeting schedule
Doing retreats	Being afraid of failure	New communication channels
Listening to each other	Getting agenda 3 days before vote	Improve our capacity as Council and staff to employ highly competitive strategies for success
Caring for each other	Acting uncoordinated	Find more effective ways to build both civic engagement and responsibility
Listen without interrupting	Talking about each other	Coordinate communication with staff
Bring others into the conversation	Public uncertainty or confusion	Improve cooperation with other governing bodies
Respect the decision	Assuming	Tell Raleigh's story more effectively and strategically
Communicate clearly	Trying to solve 21st century problems with 20th century tools	Once a month breakfast hosted in a different district
Open communication	Referring items to committee with no direction or consensus	CAC structure – Is there a better way to communicate?
Collaborating	Overloading Council with too many cases in a meeting	Electronic agenda and back up
Listening		Use new committees to stay informed about progress on strategic plan
Work sessions		New committee assignments
Celebrate values that help build		Provide guidance on CAC

community and spirit of cooperation		structure
		Structured CAC governance
		More work sessions
		Have another team building exercise in 6 months
		Timeline on strategic plan
		Meeting agenda before Friday before meeting
		Council reviews items before placed on agenda.

At this point in the day, the group was greeted by City of Charlotte Mayor Jennifer Roberts. Representatives of Charlotte Area Transit System (CATS) provided an overview of the City's transit system, and then took the group on a tour of their nearby transit facility.

After lunch, the Council continued their discussion of new strategies for governing together as follows:

Agenda Management

- Timing of agenda receipt does not allow for time to discuss issues, ask questions
- Consider an additional work session or extending the time of existing work session
- Staff will need to anticipate issues to bring to work session
- Do we need two committee meetings per month?
- Real estate issues- don't need to go to committee, can go directly to Council
- Technology improvements to the agenda process

After discussion, the group agreed to try an alternative meeting schedule:

- Week 1: Council Meeting (1:00 and 7:00)
- Week 2: Work Session (for time sensitive issues on Tuesday at 4:00)
- Week 3: Work Session (for longer range issues at 11:30) and Council Meeting (1:00)
- Week 4: Committee Meetings

The group agreed to evaluate the new schedule after approximately six months. Additionally, Council asked staff to bring a proposal to the Council regarding technology improvements to the agenda process that would make the process paperless and more accessible.

Committee Structure and Process

The group discussed the new committee structure designed to align with the strategic plan. It was determined that the new meeting structure agreed to previously would minimize some of the work of the committees and provide clarity on how topics should be referred to committees. To ensure the committee structure is working effectively, the group agreed to review the process in approximately six months.

Citizen Engagement and Communication Strategies

The group discussed a variety of potential ways to further engage Raleigh citizens. The group will continue discussing strategies with during the Communications Update later in the retreat agenda.

Thoughts from the City Manager

At the close of Day One, the City Manager shared his reflections on the past year and key focus areas for the coming year.

Day Two

Communication Update

The Communications Director presented an update to the Council summarizing his findings after six months in the position and .outlining his strategies for improving the effectiveness of communications across the organization, as well as the community. The Council was very supportive of the direction outlined in the staff presentation.

Strategic Plan

The Strategic Planning and Performance Manager provided the Council with a status report on Raleigh's strategic plan. The update included information about timelines for key initiatives and several proposed minor amendments to the plan. The Council was very supportive of the direction outlined in the staff presentation.

Budget and Finance Update

Staff presented an update on the current fiscal environment and a preview of the upcoming budget process:

Key Projects

The City Manager highlighted some of the key projects staff will be working on in the coming months. This list is not inclusive of all projects.

Major Projects - External

- Dix Park
- Moore Square Park
- Wake County Transit Investment Strategic
- Raleigh Union Station
- Affordable Housing Policy Implementation
- Oak City Outreach Center
- Hospitality Revenues Interlocal Agreement
- Legislative Agenda and Intergovernmental Relations
- Downtown Capital Facilities
- Downtown Improvements - Municipal Service Districts
- Infrastructure Growth Demands

Major Projects - Internal

- Strategic Planning and Performance Measurement
- Organizational Development

- Human Resources Compensation Structure

Closing/Next Steps

At the conclusion of the retreat, all participants were asked to share their parting thoughts about one thing they heard or experienced during the retreat that was most exciting.