CITY OF HOPEWELL

Hopewell, Virginia, 23860

AGENDA

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CITY COUNCIL

Brenda S. Pelham, Mayor, Ward #6
Christina J. Luman-Bailey, Vice Mayor, Ward #1
Arlene Holloway, Councilor, Ward #2
Anthony J. Zevgolis, Councilor, Ward #3
Jasmine E. Gore, Councilor, Ward #4
K. Wayne Walton, Councilor, Ward #5
Jackie M. Shornak, Councilor, Ward #7

Mark A. Haley, City Manager
Stefan M. Calos, City Attorney
Ross A. Kearney, III, City Clerk

Date: January 26, 2016 MUNICIPAL BUILDING TIME: Work Session 6:00 p.m.
Closed Meeting 7:00 p.m.
Regular Meeting 7:30 p.m.

6:00 p.m. **WORK SESSION**

Call to Order, Roll Call, and Welcome to Visitors

WS-1 Review of Action Items from City Council Advance held December 11-12, 2015.

MOTION: **RESOLVE TO GO INTO CLOSED MEETING FOR: (I) DISCUSSION OF SPECIFIC APPOINTEES OF CITY COUNCIL (VIRGINIA GATEWAY REGION) AND DISCUSSION OF A PUBLIC OFFICER (CITY COUNCILOR); (II) DISCUSSION OF A PROSPECTIVE BUSINESS WHERE NO PREVIOUS ANNOUNCEMENT HAS BEEN MADE OF THE BUSINESS' INTEREST IN LOCATING IN THE COMMUNITY, (III) DISCUSSION AND CONSIDERATION OF THE INVESTMENT OF PUBLIC FUNDS WHERE BARGAINING IS INVOLVED, WHERE, IF MADE PUBLIC INITIALLY, THE FINANCIAL INTEREST OF THE CITY WOULD BE ADVERSELY AFFECTED; AND (IV) CONSULTATION WITH LEGAL COUNSEL RETAINED BY CITY COUNCIL REGARDING SPECIFIC LEGAL MATTERS REQUIRING THE PROVISION OF LEGAL ADVICE BY SUCH COUNSEL IN ACCORDANCE WITH VIRGINIA CODE SECTIONS 2.2-3711 (A) (1) (5) (6) & (7), RESPECTIVELY.**

Roll Call

7:00 p.m. **CLOSED MEETING**

OPEN MEETING

CERTIFICATION PURSUANT TO VIRGINIA CODE § 2.2-3712 (D): ONLY PUBLIC BUSINESS MATTERS (I) LAWFULLY EXEMPTED FROM OPEN-MEETING REQUIREMENTS AND (II) IDENTIFIED IN THE CLOSED-MEETING MOTION WERE DISCUSSED IN CLOSED MEETING.

UNFINISHED BUSINESS

UB-1 Request from Green Plains Hopewell LLC to Subdivide Appomattox Bio Energy Lot 1R into two lots, forming Lots 1R and 2R

RECOMMENDATION: Staff recommends Approval

MOTION: **To grant the request from Green Plains Hopewell LLC to subdivide Appomattox Bio Energy Lot 1R into Green Plains Hopewell LLC Lots 1R and 2R.**

Roll Call

REGULAR BUSINESS

Reports of City Manager

R-1 Police Department Yearly Review

R-2 Virginia Department of Transportation Accounting Measure for Current Budget FY16

RECOMMENDATION: Staff recommends Approval.

MOTION: **To authorize the appropriation of Virginia Department of Transportation (VDOT) revenue sharing program reimbursements to the City's Capital Improvements Program (CIP) projects for various street, sidewalk and drainage improvements**

Roll Call

R-3 Adjustment in the estimated maximum reimbursement summary value for the candidate projects submitted in the FY17 VDOT revenue sharing program inclusion.

RECOMMENDATION: Staff recommends Approval.

MOTION: **To approve the adjustment in the estimated maximum reimbursement value for the candidate projects submitted in the FY17 VDOT revenue sharing program inclusion**.

Roll Call

R-4 Resolution to Amend Fiscal Year 2015-16 Budget

RECOMMENDATION: Staff recommends Approval.

MOTION: **To adopt budget resolution amendment for fiscal year 2015-2016**

Roll Call

Roll Call

REGULAR MEETING

7:30 p.m. Call to Order, roll call, and welcome to visitors.

Prayer followed by the Pledge of Allegiance to the Flag of the United States of America.

CONSENT AGENDA

All matters listed under Consent Agenda are considered routine by Council and will be approved or received by one motion in the form listed. Items may be removed from the Consent Agenda for discussion under the Regular Agenda at the request of any Council Member.

C-1	Minutes: Pending Until February 9, 2016
C-2	Pending List: Under Revision
C-3	Information for Council Review – NONE
C-4	Personnel Change Report/Financial Report – NONE
C-5	Public Hearing Announcement – Hopewell Fire & EMS Code Revisions as to Fees
C-6	Routine Approval of Work Sessions: Action Items from Advance held December 11 and 12, 2015 Work Session - Pending List Update – February 9, 2016 Joint Work Session - School Board/Council – February 23, 2016
C-7	Ordinances on second and final reading – NONE
C-8	Routine Grant Approval – NONE
C-9	Proclamations/Resolutions/Presentation

PUBLIC HEARINGS

(Addressing Council (See Minute Book 26, Page 211, dated March 27, 2001.) – Each person addressing the Council shall step to the microphone, give name and address and limit comments to ***three (3) minutes*** *or less. No person shall be permitted to address Council a second time until all others have been heard once and no one shall speak more than twice on any subject in any one meeting. All remarks shall be addressed to Council as a body and not to any member thereof. No person other than the Council and the person having the floor shall enter into any discussion either directly or through a member of the Council without permission of the Mayor. No question shall be asked a Council member (including Administration) except through the presiding officer.)*

NONE

COMMUNICATIONS FROM CITIZENS

Communications from Citizens – A Communications from Citizens period, limited in total time to 30 minutes, shall be part of the Order of Business at each regular Council meeting. ***Each speaker*** *will be limited to* ***three (3) minutes****. No citizen will be permitted to speak on any item scheduled for consideration on the regular agenda of the meeting at which the speaker is to make remarks. (See Minute Book 26, Page 33, dated March 26, 2002.) Any other person desiring to make a comment who is recognized by the chair.*

R-5 Approval of Automatic Aid between City of Hopewell and Prince George County, and Authorization for City Manager to execute a mutually-agreeable Memorandum of Understanding with Prince George County

RECOMMNDATION: Staff recommends Approval.

MOTION: **To approve Automatic Aid between the City of Hopewell and Prince George County, and to authorize the City Manager to execute a mutually agreeable MOU with Prince George regarding Automatic Aid.**

Roll Call

Reports of the City Attorney:

Reports of the City Clerk:

Re-Appointment & Appointment to the Virginia Gateway Region (No TBR's on file)
(2) Members – One Council Member and One Industry Leader

Appointment to Hopewell Redevelopment and Housing Authority (No TBR's on file).

Receive and file City Council Calendar

Reports of City Council:

Committees

Individual Requests –

Any Other Councilor

CITIZENS/COUNCILOR REQUESTS

COUNCIL COMMUNICATIONS

ADJOURNMENT
Motion: resolve to adjourn the Regular Meeting
Action: consensus

WORK SESSION

We need a brand or an identity	
- Branding - we can't identify who we are; determine how to get a strong identity - We need to really tackle the one thing that we could be and improve with that in mind; what is Hopewell and how do we create our brand? - What is the strongest point of Hopewell? - Get Hopewell back into a strong regional identity - Use our rivers more for identity, health, education, economic development, etc.; we are a waterfront community, but don't really utilize this potential	• What is the brand going to be • Structure • Money to fund projects, initiatives • Timing • Outreach • Coordination with others players
We need to develop an overall marketing plan and strategy with sub-strategies (ED, schools, openness, etc.) to change the perception of us	
- Sell ourselves; accentuate the positives - Think about how to tackle things differently from the way that we have in the past - How do we get better at showing our results? - Need major improvements in how we communicate our identity and successes	• Coordination between City Manager and Council • How to improve communication about status of strategic efforts/projects • Prioritization of wants and needs - key pieces and what to work on first • Understanding of what is happening now so that we have a good basis • How to coordinate with staff on follow up/updates so that everyone can do a better job; we have citizens coming to us and don't always know enough about project status • Council has to be on board with one other - all have to be going in same direction and supportive of the projects that we all agree upon • Recognize that once policy decision is made, have to go out and talk about it as a team

	• Elected by the people so we should all be on one accord; make decisions that are best for the City of Hopewell
Aggressively enhance communication	
- Use the PIO (as originally hired) to get out an aggressive communications strategy - Consider a newsletter that goes directly to homes, sent with increased frequency	
Council would like the slogan "Learn Well, Live Well, Work Well, Play Well in Hopewell" to be removed from the Strategic Plan presentation, which seems appropriate in light of the upcoming branding initiative that emerged from the Council Advance.	

Hopewell City Council Strategic Planning Advance Session Report

December 11-12, 2015
Sands Anderson Conference Room

A. Tyler St.Clair
205 Madison Street
Lynchburg, VA 24504
434-846-2428
ats6t@virginia.edu

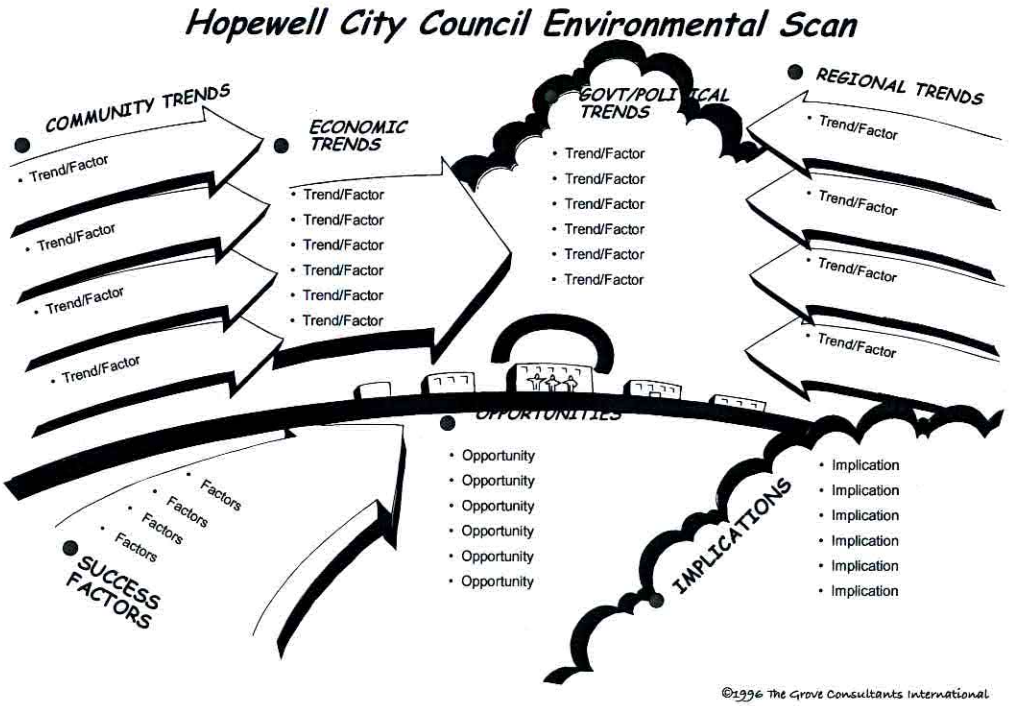
Hopewell City Council
Strategic Planning Advance Session Report
December 11-12, 2015
Sands Anderson Conference Room

ADVANCE PURPOSE

To ensure that the City's strategic plan has the support of the full City Council so that it remains an effective guidance tool and to agree on effective approaches for collective leadership that will further the City's desired future

ENVIRONMENTAL SCAN

The City Council completed an environmental scan to identify trends and factors that are affecting the City and new challenges that may need to be addressed in strategic plan.



Community Trends/Factors

What are the most significant community trends that we are seeing in our City that affect how we think about our vision and strategic goals? Has anything changed since we did our strategic plan in January 2014? If so, how?

- More economic development (i.e. Beacon Theater, Marina, increase in downtown businesses)
- More grants awarded to the City demonstrating interest in Hopewell development
- School accreditation status has dropped
- People concerned about our school system

- More high quality community events and better attendance at events; Recreation and Parks may be better coordinating/communicating regarding programs
- Number of homes for sale is up
- Increased number of vacant homes
- Rental stock is increasing, especially lower end homes that won't rent
- Median income is down (to $34,000)
- Middle class is leaving the City because we don't have the right housing stock though other issues also influence these choices
- High percentage of our citizens receive some form of assistance; may be coming here because there are more services available
- There is a higher awareness of poverty in our community
- Increased desire to be informed about City government/Council decisions; desire for more transparency
- More citizen concern about the appearance of the City and condition of its housing
- More citizen involvement in improvement efforts (i.e. CGW paint project,) especially where focus or direction exists for them
- Continue to be a giving City with many volunteers (i.e. United Way, FOLAR, Fort Lee, Chamber of Commerce, etc.)
- Crime rate is down, but there is a perception that youth crime and drug crime are up
- Lack of workforce development in the City or marketing for development that is here
- Perception that there is nothing to do here, especially with younger people
- Increase in the use of technology and advanced innovation

Regional Trends/Factors

Thinking about the region in which we live, are there any significant regional trends or factors affecting the City that relate to our strategic plan?

- Hopewell makes significant contribution to the Crater Detention Center; there is more funding going into Crater youth care
- City gets less regional news coverage; media tends to exclude Hopewell from metro coverage unless there is bad news
- Increased interest in looking at millennials as related to economic development, etc.
- Chesterfield's paper industry will increase water pollution
- FOLAR has built a trail that will have positive impact on the entire region; it will connect 6 localities along the river
- Farmers markets around the region are helping farmers, providing access to healthy food and building a sense of community
- Increase in commercial and industrial economic activity in the region
- Fort Lee has been the biggest regional investor
- Entertainment business and recreation is becoming strong in this region (i.e. movies, theaters, water, trails, etc.)
- With influx of 17,000 military and civilians into the tri-city area, other counties and cities' populations went up but our population went down; on other hand, school population went up
- Tourism is a $22.4 billion industry in Virginia in 2014, which provides lots of possibilities
- We have lost our regional identity

Government and Political Trends/Factors

What are the most significant government trends (federal, state, or local) that are affecting our City? Has anything changed since we did our strategic plan in January 2014? If so, how?

- State of VA has dropped Hopewell out of the "tri-city" distinction and this has reduced the state's attention/support for projects
- Lack of self-marketing and promotion; Hopewell is not aggressive enough in promoting itself
- Federal and state governments continue to impose unfunded mandates, particularly for stormwater and schools
- Open government and greater access to information is desired; FOIA requests are up
- State reporting requirements are up, resulting in more paperwork and time required
- City has made investments in public safety (i.e. police station, fire station, pay, career development)

Economic Trends/Factors

What are the most significant economic trends and factors that are affecting our City? Have there been any significant economic changes since we did our strategic plan in January 2014?

- Changed from IDA to EDA to improve business recruiting
- Have a business retention program through EDA, including legacy grants
- Hopewell has developed more creative and enticing incentive packages
- Downtown Partners has offered seminars, training, and grants for small businesses
- More façade improvements due to grants
- Received a brownfield grant to stimulate economic development
- Greater industrial investment; multimillion $ expansions stimulated by improved world economy
- Have had unsolicited economic development calls at a level not seen before
- Western side of City has expanded somewhat

Implications of the Trends/Factors Above

- Economic situation is improved but the City's image has not improved; people still say the City is smelly, is crime-ridden, has bad schools, and has drug problems
- Self image is still low
- The image that Council projects is negative
- On paper we look healthy, but the way that we project ourselves is not healthy
- Though we are getting businesses here, there is still a perception that we are hard to do business with
- We have had some negative press on several issues (i.e. TV, radio, etc.)
- Though we have many recreational opportunities, we are still struggling to have people see that there are things going on and many opportunities, including free events
- Our retail leakage will continue until we turn the above issues around

Opportunities

Thinking about all of these trends and factors, where do we have significant opportunities that we could pursue as a Council to positively address these trends and factors?

OPPORTUNITY:
Create a strategic approach to create a positive image and change the negative perception of the City (mitigate the negative)

1. **We need a brand or an identity**
   - Branding - we can't identify who we are; determine how to get a strong identity
   - We need to really tackle the one thing that we could be and improve with that in mind; what is Hopewell and how do we create our brand?
   - What is the strongest point of Hopewell?
   - Get Hopewell back into a strong regional identity
   - Use our rivers more for identity, health, education, economic development, etc.; we are a waterfront community, but don't really utilize this potential

2. **We need to develop an overall marketing plan and strategy with sub-strategies (ED, schools, openness, etc.) to change the perception of us**
   - Sell ourselves; accentuate the positives
   - Think about how to tackle things differently from the way that we have in the past
   - How do we get better at showing our results?
   - Need major improvements in how we communicate our identity and successes

3. **Aggressively enhance communication**
   - Use the PIO (as originally hired) to get out an aggressive communications strategy
   - Consider a newsletter that goes directly to homes, sent with increased frequency

As a Council, in order to move forward on the policy issues above, we need to discuss:

- What is the brand going to be
- Structure
- Money to fund projects, initiatives
- Timing
- Outreach
- Coordination with others players

- Coordination between City Manager and Council
- How to improve communication about status of strategic efforts/projects
- Prioritization of wants and needs - key pieces and what to work on first
- Understanding of what is happening now so that we have a good basis
- How to coordinate with staff on follow up/updates so that everyone can do a better job; we have citizens coming to us and don't always know enough about project status
- Council has to be on board with one other - all have to be going in same direction and supportive of the projects that we all agree upon
- Recognize that once policy decision is made, have to go out and talk about it as a team
- Elected by the people so we should all be on one accord; make decisions that are best for the City of Hopewell

SHAPING THE COUNCIL'S BRANDING AND MARKETING INITIATIVE

On Day Two of the Advance, Council addressed the first part of the list on Page 5 of this Report to further shape the branding and marketing initiative. Council worked in two small groups to address 4 questions, thus getting input from all Members. The results of this discussion were then synthesized into steps for proceeding with this initiative.

Scope of Services for Developing an Identity/Brand AND a Marketing Strategy for the City of Hopewell

1. BRANDING GOALS: What do we hope to achieve by developing a brand/identity for the City? What would be the results we would see if we are successful in our City branding strategy?

2. MARKETING: What potential strategies exist for marketing and communicating the City's identity/brand effectively?

3. IMPLEMENTATION STRATEGIES: What other initiatives should be linked to the brand? What priority should this have and therefore what timing and funding ?

4. OUTREACH: What other partners/entities should provide input and/or use the brand/identity?

Purple Group

Jackie Shornak, Christina Luman-Bailey, Arlene Holloway, Jasmine Gore, Charlie Dane

Branding - Desired Achievements

- Niche
- Different reputation
- Maximize what's good
- Increase our reach to the region
- Economic investment
- Citizen pride
- Increase tourism
- Consistency
- Becoming the place to be and live
- Claiming the future - "self fulfilling prophecy"
- Memorable imprinting

Branding - Results We Want to See if Successful

- Restaurants
- Community pride
- Neighborhood pride
- Influx of younger residents
- Others using the logo
- Spruced up neighborhoods
- Consistency
- Industry partners
- Commercial growth and development

Potential Marketing Strategies

- Logo
- Mantra
- Communications - all uses
- Consistency
- Need designated staff
- Social media
- Video marketing
- Promotional materials
- Council and leaders as ambassadors
- Events - consistency

Implementation Strategies - Other Initiatives that Should Be Linked to the Brand

- Health
- River
- Economic development
- Historic efforts/Tourism
- Art
- Morale
- Recruitment and retention
- Schools and City
- Linking to businesses

Implementation Strategies - Priority/Timing/Funding

- TOP priority
- Timing = NOW
- Funding = Reserves

= Just Do It!

Outreach Strategy

Process should include City Council and Key City Staff, with a roll out to everyone

- Council really needs to get something done
- Have already had major Comprehensive Planning efforts to acquire input; consider whether this input could be used for the branding effort
- Avoid getting bogged down with too much input and too many people so that we lose momentum; also concerned that naysayers may slow down the effort

Acquire recommendations from consultant to find an effective, timely process that is:

- The right size, not too big
- Right timing
- Inclusive but manageable without bogging down

Teal Group
Brenda Pelham, Wayne Walton, Tony Zevgolis, Mark Haley, Tyler St.Clair

Branding Goals Desired Results

- More than a new slogan
- Need the "WOW" factor
- Improve and enhance civic pride
- Give the City/people something with which to identify
- Bring positive attention to the City - developers, builders, new residents, including people who can bring $$ to the City, new/better housing
- Create a destination point; make the City a place that you want to visit
- Find or build on the "next best thing" - avoid dwelling in the past; should not be based on what we've been in the past
- Have to get young people with $$ here
- Keep our young people here or get them to come back
- Be a stronger, more vital City
- Be stronger in the region with more retail, walkability, amenities (including broadband) so that other cities see us as a good partner
- Create an all-inclusive community so that people want to live here, including City department heads
- Create a place that people want to come and raise a family
- Enhance our image, make us more attractive so that it improves all areas (i.e. rising tide raises all ships")

Potential Marketing Strategies

- All avenues of social media (what kids are using) to communicate with all generations
- Build on Hopewell's current opportunities and assets such as:
  - Hospital, which is cardiac certified
  - Plants which form our backbone and are expanding
  - John Randolph Foundation's contributions to community (i.e. grants, scholarships)
- Signage (which needs to be illuminated) that shows off our quality of life (i.e. volunteerism, civic life, clubs, etc.)
- Signage/marketing on Interstate/Route 10 Corridor
- Build on our good position, including:
  - Available jobs with Fortune 500 companies
  - Amount of investment reflected in plant expansions
  - Wastewater Treatment Plant expansion which will provide more industrial capacity
- Acquire a government channel as a tool to advertise, share information, be transparent
- Determine whether we have adequate City resources to do marketing (add?)
- Need new strategies for Council to communicate with the media (i.e. dinner with the editors; positive opportunities for interaction)

Potential Implementation Strategies

- Implementation is a priority
  - Get the biggest bang for the $$
  - Stay with it until complete
  - Plan it so that we know what results we will have in the end

- We have had a lot of "identity efforts" with logos and slogans and we have about 20 plans around. In order for this to be successful, we have to:
  - Develop a concentrated effort to create a brand
  - Make sure there's something that we do to galvanize it with an early success
  - Consider best people/best minds in the community
  - Be inclusive
  - Finish something
  - Connect all the different strategies and initiatives together with this
  - Consider how the Council itself can be a promotional tool; be a cohesive group that gets behind the brand and comes together in this effort

Outreach Strategy (group listed entities that might provide input into the brand/identity)

Citizens	Fraternities	Businesses
HMA	Fort Lee	HRHA
Cameron Foundation	Downtown Partnership	EDA
John Randolph Foundation	Crater Planning District	Planning Commission
FOLAR	HHF	Gateway Regional group
School system	Unions	Virginia First Cities
Faith-based community	Chamber of Commerce	VML
Civic clubs	Tourism entities	United way
Youth clubs		

Next Steps to Achieve the Branding and Marketing Initiative

1. Scope the services - use Council Advance input to scope out desired results & approach

2. Do research on how/who/options and find the funding for the initiative

3. Acquire the right consultant for branding and marketing
   - Pick the right consultant; make sure not biased or addressing personal interests
   - Consultant's resume and experience needs to match our needs
   - Make sure consultant understands we want to change perception and self-image, not just getting an identity [this is a turnaround effort, which may be beyond the norm]

4. Get advice/recommendations on how to do this to meet OUR requirements
   - Work through the input vs. ownership
   - Different options with the pros/cons of each so Council can choose

5. Identify a process that addresses our concerns and make sure that we get it done
   - Avoid having the process derailed
   - Not too big
   - No slowing down the process
   - Make sure that Council owns this with staff

6. Determine timing and timeline and the right way to structure the process
   - Don't let it drag - be aggressive in achieving results
   - ASAP - move ahead - have an aggressive timeline so we have results

STRATEGIC PLAN REVIEW

Council reviewed the Strategic Plan dated December 2015, which included a progress update from staff, to gain awareness of status or completion of each objective, discuss any relevant issues or changes, and to determine whether to continue or eliminate it.

Please see separate report for the review information.

COUNCIL LEADERSHIP/POLICY EFFECTIVENESS

Council used issues regarding policy effectiveness that were identified on Page 5 of this Report to agree on how to work in the future. Principles and strategies to improve included improving Council/staff communication and better structuring and prioritizing Council's policy agenda, along Councilors "rowing in one direction."

1. Improve Council/Staff Communication and Structuring/Prioritizing our Policy Agenda

City Council can ensure that communication is effective and appropriate by:

- Being more aware of the use of e-mail and avoiding inappropriate e-mails
- Taking responsibility for contacting the City Manager to discuss concerns

The City Manager could facilitate effective sharing of information and agenda management by:

- Do research, make sure funding is available, work to make sure that there is as much consensus as possible by seeking advice and opinions from Council
- Make a telephone call (or personal contact if Councilor is in office) when the Council agenda is being developed; strive for a contact every 2 weeks; leave a voice mail message if unable to make contact directly; once a message is left, it is the Council Member's responsibility to call back
- When the Manager knows there is a controversial issue coming up, try to poll and gauge the Council's reaction to the issue ahead of time
- If a Council Member wants an item on the agenda that is not going on the agenda, call to explain why the item is not going on the agenda
- Make it clear where agenda items are coming from to orient Council and avoid blindsiding - Why are we talking about this? Is it related to the strategic plan? Who is sponsoring? Where possible, tie agenda items to the strategic plan
- If an agenda item is going to be controversial, everyone should know it is going to be on the agenda

The City Manager could enhance the effectiveness of the Weekly Briefing by:

- Make the Weekly Briefing more meaningful with more salient points
- Reframe the purpose of the Weekly Briefing with staff so that they are aware that it is not a workload report, but a report on their accomplishments, especially those related to strategic objectives and key issues that are important to the Council
- In addition, determine whether there is a way to improve reporting from our boards and commissions

The City Manager could enhance effectiveness of communication regarding Pending Actions by:

Identify the Council's concerns regarding pending actions and define the issues and needs. Do research on how other localities handle this issue and bring a recommended strategy/process to enhance communication before the Council. Some ideas include:

- Amend the process for CCRs to identify the requested action by Council or staff
- Develop a follow up strategy on action items
- Update the list consistently; determine who is accountable (Clerk or Manager?)
- Identify a process for getting input from staff regarding CCRs where needed; CCRs often need research to determine whether an action is desirable/possible (i.e. cost effective, staff hours, capacity, options, fit, etc.)
- We don't want to waste time on priorities for which there is not support, but the current process is not resulting in clear decisions about support or follow-up
- We have CCRs that could be resolved with a phone call; we need to determine whether the current process could be made more effective so that the system is used appropriately [i.e. what is the real issue?]

2. Council Rowing in One Direction

Strategies and behaviors that will help the Council row in the same direction include:

- Our work sessions and agendas should be tailored to our strategic plan; base things on what we are trying to achieve together in order to unite the Council
- Decorum of the Council - Make the commitment to keep decorum positive and be respectful; don't make comments to make other Councilors look bad because you disagree with them; don't demean other Councilors;
- Revamp our rules and procedures and review Robert's Rules of Order to improve consistency; "up our decorum quotient"
- Have more planning and work sessions to make sure that we are going in the right direction
- Sit still, don't write notes to each other, stay focused, give everyone the opportunity for their say-so, and avoid negative body language
- We often don't know where each person is, so we really have to listen to each other
- Make sure that our leadership is projected positively
- Though personalities get in the way, we must respect each other
- Make sure that we don't single out anyone; give each person his or her chance
- Avoid idea-shaming; try to improve our structure to deal with the issues better
- Once the decision is made, voice support for Council decisions (have one voice)

CLOSED SESSION