

Cleveland Heights City Council Retreat

Saturday, February 25, 2023

Objectives and Agenda

Retreat Pre-Work:

Please review the attached outputs from the Cleveland Heights City Council October 1st retreat and the thematic summary of interviews conducted in preparation for the retreat.

February 25th Retreat Objectives: The overarching objective for the February 25th retreat is to continue to support the Council to:

- Establish Council priorities given the Council's vision for the City and develop goals to achieve that vision working collaboratively.
- Develop guidelines for working together to achieve our goals and objectives.

Retreat Agenda:

- ***Getting Started:***
 - Welcome, introductions, and overview of retreat purpose, outcomes, and process
 - Shared ground rules / norms
- ***Current Reality and Desired Future:*** The consultant will facilitate Council members to:
 - Share their perspectives about accomplishments and areas of pride
 - Identify Council goals for advancing that vision
 - Identify critical success factors for accomplishing those goals
- ***Guidelines for Working Together :*** The consultant will facilitate Council members to develop guidelines for working together to achieve goals and objectives.
- ***Closing Out:*** Summary, next steps, check-out.

Cleveland Heights City Council Vision for the City

Cleveland Heights is a great place to live, work, and play – for everyone and anyone!

Cleveland Heights certainly deserves its reputation as a creative and forward-thinking city. Along with that, Cleveland Heights is a model of a warm and welcoming community with a growing population approaching 50,000.

Cleveland Heights offers a wide array of affordable, quality, beautiful housing for everyone's varied needs and price points – both rental and purchase options. From new housing options for individuals, young families, and seniors to well-maintained and well-loved historic options, all are abundant in Cleveland Heights where your realtor will show you housing in all of our zip codes.

Our bustling business districts from Noble and Taylor to Severance, Cedar Lee, Coventry, and more are full of distinctive, vibrant businesses and restaurants. Small business owners appreciate the dedication to economic development and support of entrepreneurship displayed by our City. You can find practically anything you might need to purchase without leaving the city!

In Cleveland Heights, we pride ourselves on being a truly cooperative, collaborative, and consensus building government that operates with full transparency. Being highly responsive to our citizenship is our top priority. The city provides its residents and businesses with top notch city services, some regionalized for efficiency. This includes ensuring our residents safety with well-equipped and well trained first responders who really know the community, along with active neighborhood groups committed to citizen involvement.

Along with a full and healthy tree canopy, our great and active parks, and our climate action plan, we are a city committed to the environment with a multi-faceted array of walkable and bikeable neighborhoods, programming to encourage both indoor and outdoor recreation, and fitness opportunities for our community members of all ages. And we are proud of our vibrant Cleveland Heights based arts and culture community and our proximity to world class museums and performing arts organizations.

We enjoy a strong partnership with our great schools, schools that embrace diversity, equity, and inclusion and respond to students' needs compassionately and proactively and the highest level of educational excellence.

Cleveland Heights is about equity across the board. We live our commitment to diversity, equity, and inclusion throughout the city and strive to lift up our residents to live their best lives.



To: Melody Joy Hart, Cleveland Heights City Council President and Craig Cobb, Council Vice-President
From: Janus Small, President, Janus Small Associates
Date: June 24, 2022

Please accept this memo as a report on Janus Small Associates' recent consultation with the Cleveland Heights City Council. If you have any questions or need any additional information, please do not hesitate to let me know. It was an honor and a pleasure to work with you in March and April. I wish you all the best with your exciting plans for the future and commend you on your deep commitment to your community!

Background: Janus Small Associates was retained to shape and facilitate a retreat with the City Council members in early March of 2022. In preparation for the April retreat, Janus Small:

- **reviewed the following materials:** sample codes of conduct, minutes from council meetings, recordings of council meetings, and the Cleveland Heights Master Plan.
- following the material review, **Janus held two telephone meetings** on March 17, and March 22, with Council President, Melody Hart to further prepare for the retreat and discuss upcoming small group meetings with City Council members and with Bill Hanna, CH Law Director, to discuss the retreat agenda and goals for the retreat.
- **scheduled and facilitated multiple small group meetings**, via Zoom, on March 30 and March 31.
- following the small group meetings, Janus met on April 1, via Zoom, with **Council President Hart and with Council Vice President Craig Cobb**, to debrief on the small group meetings and to discuss her thoughts on the agenda for the Council Board retreat.

Overview: The retreat agenda had several key components: (a) visioning for the future of Cleveland Heights (What do we want our city to be like in 2 - 4 years?), (b) thinking about goals and objectives to make that vision reality, and (c) council rules. After opening the retreat Council President Hart turned the meeting over to facilitator Janus Small who began with an overview of the small group meetings she facilitated during the prior weeks and introductions by asking each Councilperson why he/she/they want to be a councilperson. Law Director Bill Hanna also participated in the retreat. The first key agenda item

was visioning for the future of Cleveland Heights. The facilitator framed the question as *“It is the year 2025 - three years from now. A family you know or a business owner you know is moving to the area from a faraway state. How would you describe Cleveland Heights as a very desirable place to live and/or to open a business to them?”* This was followed by an initial discussion on Board rules. A decision was made to not cut short on the visioning and Board rules dialogue and that the third component of the retreat would take place at a follow-up session. The follow up session would focus on developing SMART goals and objectives (Smart, Measurable, Accountability, Results-oriented, Timely) to make the determined vision reality including but not limited to addressing ordinances, marketing, staffing and more. (the session was scheduled during the initial retreat, but Council subsequently postponed the follow up session).

Visioning for the Future of Cleveland Heights: In response to the following question, Council members thoughtfully developed many concepts:

It is the year 2025 - three years from now. A family you know or a business owner you know is moving to the area from a faraway state. How would you describe Cleveland Heights as a very desirable place to live and/or to open a business to them?

Visioning Notes by Category* (as written by Councilpersons)

Housing

- Housing a priority (blight, infill, renters needs all attended to)
- Your realtor will show you housing in all zip codes
- Affordable, quality, beautiful housing for everyone’s varied needs
- Housing stock and preservation
- Great opportunities for fair and affordable housing
- Many in community development think of infill housing as new houses constructed on vacant, underused lots interspersed among older, existing properties in established urban neighborhoods. However, others broaden the definition to include major refurbishing or reuse of existing homes or buildings
- New construction (affordable, 1st floor masters, senior - residential and commercial)
- Infill housing, affordable housing, affordable rents, local landlords
- Beautiful, good well maintained upgraded housing with a mix of SFH and rental; clean, well kept
- Great website
- Ombudsman
- Diversity maintained in population, housing, etc.; housing solutions first floor for seniors; completion of infill housing
- When you buy, the POS inspection and reinspection will occur very quickly
- If the landlord next door is not reporting the rental, call to city hall -> results
- The homes you see are new or well-maintained older homes
- No distressed areas of the city such as the Noble, Taylor, and North of Coventry area

**Council members brainstormed at the session. JSA organized all Council input following the session for most efficient use for further discussion afterwards into the broad categories shown here.*

Business and Economic Development

- Bustling business districts
- Noble Road is full of vibrant businesses/restaurants
- Thriving small business community – full, dynamic business districts including Severance, providing just about everything residents need
- Marketing Severance
- Thriving business districts including Taylor and Noble as well as CIDS
- Economic development has poured itself into the Noble Taylor area
- Economic development - Severance
- A thriving Severance with development, jobs, green space, a center of activity
- Great opportunities to create and develop entrepreneurship
- Public/private partnerships, strong income base
- Vibrant retail districts – Cedar Lee, Fairmount, Taylor, Noble, N & S, family
- Business districts

Schools

- Partnership between city and schools
- Strong schools that embrace all, inclusive diversity, and respond to kids needs compassionately and proactively
- Good schools and collaboration
- Great schools
- Good equitable schools
- Healthy striving school system that partners with the city and is well funded

Government

- A truly cooperative, collaborative, consensus-building government
- A government that is responsive to its citizenship and each other
- A revamped charter
- Full transparency
- Responsive/engaged government, transparent, town hall, community events
- Enhanced and diverse ways to communicate with residence
- Responsive, robust, transparent, accessible government enables and supports citizen action and engagement
- City Hall welcomes you any time and Council meetings are well attended by citizens

Safety

- Safe communities where responders are equipped and trained; neighborhood groups walk the streets
- Public and community safety
- Safe, well-maintained neighborhoods
- Safe streets with beat cops and bicycle cops in areas who talk to people
- Streets by your child's school have traffic calming

Green Space, Recreation and Community Events

- Parks in better shape/families enjoying
- Diverse recreation and green space offerings – something for everyone and accessible to everyone
- Enhanced parks and playgrounds with additional amenities and Denison
- Events- like winter and summer events; Metroparks at FH
- Great parks including FH at Metroparks; indoor pool at the Community Center
- A kid friendly city with internship programs , recreation, and community events all year round
- Community Center has one ice rink and one roller rink
- The tree canopy is full and healthy
- Bike lanes allow your family to move easily and safely through the City
- We have a comprehensive climate action plan and a team of people in charge of implementing it – economic, social, environmental, sustainable, resilient and equitable
- Walkability and bikeability - true, safe access - for all forms of transportation - including access for disabled
- Walkable communities with an equal amount of greenspace, tree line streets
- Walkable and bikeable winter and summer – become a silver rating; viewed as the coolest place to live

Arts

- Vibrant Arts Community
- Promotion of proximity to arts, culture
- Promotion of proximity to healthcare

Activating Equity

- Diverse neighborhoods, Boards and commissions, small business, schools
- All residents have been lifted up to a basic standard of living
- Programs to lift people from poverty to jobs to homeownership
- Diversity and inclusion throughout the city
- Equity across the board
- Diversity and equity in city services/projects

Community Culture/"Feel"

- Futuristic
- A true community feel
- The model of its welcome is truly realized
- When you move in you will receive a welcome packet
- Engaged neighbors and groups that work together, communicate, know each other
- Cohesive, supportive neighborhood
- Communities that support each other, work together, lots of community events

City Services/Amenities

- When it snows, level sidewalks will be plowed
- City services, amenities, and infrastructure
- Top notch services- some regionalized for efficiency
- Good city amenities with good service and quick responsiveness
- Services that equal our tax base

The following is a draft three-year vision for Cleveland Heights based on the input of the Council. When developing SMART goals and objectives to turn this vision into reality, the details on the previous three pages will serve as a critically important reference.

Cleveland Heights is a great place to live, work, and play – for everyone and anyone!

Cleveland Heights certainly deserves its reputation as a **creative and forward-thinking city**. Along with that, Cleveland Heights is a **model of a warm and welcoming community** with a growing population approaching 50,000.

Cleveland Heights offers a **wide array of affordable, quality, beautiful housing for everyone's varied needs and price points** – both rental and purchase options. From new housing options for individuals, young families, and seniors to well-maintained and well-loved historic options, all are abundant in Cleveland Heights where your realtor will show you housing in all of our zip codes.

Our bustling business districts from Noble and Taylor to Severance, Cedar Lee, Coventry, and more are full of distinctive, vibrant businesses and restaurants. Small business owners appreciate the dedication to economic development and support of entrepreneurship displayed by our City. You can find practically anything you might need to purchase without leaving the city!

In Cleveland Heights, **we pride ourselves on being a truly cooperative, collaborative, and consensus building government** that operates with full transparency. Being highly responsive to our citizenship is our top priority. The city provides its residents and businesses with top notch city services, some regionalized for efficiency. This includes **ensuring our residents safety** with well-equipped and well trained first responders who really know the community, along with active neighborhood groups committed to citizen involvement.

Along with a full and healthy tree canopy, our great and active parks, and our climate action plan, **we are a city committed to the environment** with a multi-faceted array of walkable and bikeable neighborhoods, programming to encourage both indoor and outdoor recreation, and fitness opportunities for our community members of all ages. And we are **proud of our vibrant Cleveland Heights based arts and culture community** and our proximity to world class museums and performing arts organizations.

We enjoy a **strong partnership with our great schools**, schools that embrace diversity, equity, and inclusion and respond to students' needs compassionately and proactively and the highest level of educational excellence.

Cleveland Heights is about **equity across the board**. We live our commitment to diversity, equity, and inclusion throughout the city and strive to lift up our residents to live their best lives.

Council Working Procedures and Rules Discussion: City Council members and the facilitator all thanked Bill Hanna for the comprehensive materials he provided in advance of the meeting including sample codes of conduct and more. Overall, they found the examples from Evansville and from Oberlin to be especially helpful. Key questions regarding rules to be further discussed at the next retreat session with related notes follow (listed by broad topic).

Working with Directors

- How should the flow of communications back and forth between Directors and Council work?
- We cannot legislate in a vacuum. When we craft legislation, how do we get the input we need from the department(s) the legislation will impact?
- What timing should be followed when we have questions we need to ask directors? How far in advance of needing the information, etc.?
- What are best practices and what guidelines should we follow in order to have respectful, open communication between Council and directors

Council Meetings and Committee Meetings

- For Committee of the Whole, rethink how we work to be most effective and efficient including receiving materials far enough in advance and making the materials as concise as possible
- For all meetings, what can we do so that we are able to receive packets earlier?

Guides for How Council Members Work Together – Decorum and Respect and Education

- All Council members agreed to a “re-set”, a fresh start, in how members communicate and work together including:
 - Prioritize having positive, productive, and respectful working relationships amongst Council Members
 - Develop guidelines for settling differences and maintaining a respectful working relationship amongst Council Members
 - Don’t assume, ask questions; don’t jump to conclusions
 - No confrontational, adversarial behavior towards fellow Council members
 - All committed to broadly sharing information
- Council will review these guidelines/commitments as to how members communicate with one another on a regular basis throughout the year.

- Council will also clarify and regularly review the role and responsibilities of the President and of the Vice president

Need to be discussed at next session as there was not sufficient time for through discussion:

- Events (When Public/When Private?)
- What are the guidelines regarding the use of City proprietary property (logos, etc.)?

In Closing: We commend the Cleveland Heights City Council for proactively addressing and exploring all ways to continue building and strengthening its work for the benefit of the great city of Cleveland Heights and all of its citizens. Please let us know if you have any questions about this report. Again, thank you for the opportunity to support you in this important initiative.

Cleveland Heights City Council Interviews

Thematic Summary of Participant Perceptions

On Saturday, October 1st, 2022, Sally Parker of TimeZero Enterprises (consultant) will facilitate a retreat for Cleveland Heights City Council. In preparation for the retreat, the consultant conducted interviews with all City Council members, the Council Clerk, and the City of Cleveland Heights Law Director. The interviews were conducted to support the consultant in gaining a deeper understanding of individual perspective, perceptions, aspirations, and concerns as such pertain to City Council. All interviews were confidential.

The intention of this document is to highlight key themes that emerged for the consultant from the conversations, overall and by question. In many ways, it provides a more holistic picture of the Council as a whole. This summary does not attempt to reach any conclusions, nor make any recommendations.

As you read through it, pay attention to your own reactions. For instance, is the information consistent or inconsistent with what you expected, with your own experience? What, if anything was surprising for you? Do any of the themes shared cause tension, or negative reaction for you? We invite you to be curious about the reactions you're having and why.

As you digest the contents of the document, ask yourself "What is possible moving forward and what would it take for that possibility to be seeded and take root? What would you build on? What would you release? What would you initiate? Use your imagination. Ask yourself, what you would do if you had a 'magic wand'? Jot down some notes, write some ideas. Creative thinking will foster effective dialogue and productive deliberation at our meeting on Saturday.

I. OVERALL THEMES

1. It appears that all City Council members and representatives are called to their roles by a desire to serve the Cleveland Heights community in the best way they can. It also appears that all aspire to be an effective Council and effective Council members, in service to the community.
2. While Council members and representatives appear to find current group dynamics unproductive and undesirable, particularly among Council members, they also expressed a shared desire to work together cooperatively and collaboratively.
3. There appear to be numerous factors contributing to the current group dynamics, including:
 - a. A lack clarity about the role of City Council and Council members within the new city government. This seems to have created frustration among members and undermined trust within the group.
 - b. A lack of clarity and perhaps lack of acceptance of the way the new city government has been set up and operates.

- c. Certain behaviors (individual and group) that have created division and undermined trust and will to cooperate and collaborate. However, Council members and representatives appears to have a clear and shared sense of the kinds of actions and behaviors that can help build a foundation for a more effective and productive team.

II. THEMES PER QUESTION

A. Why Council members joined and/or representatives chose to participate in City Council.

#1 TO MAKE A DIFFERENCE

Most noted by interviewees as to why they chose to be Council member / work with Council was the desire to make a difference. That included giving back to and doing good for the community and reducing disparities between neighborhoods.

Also noted as reasons for joining:

- To focus on housing
- To foster environmental action and environmental, social, and economic equity
- To be able to work in a spirit of collaboration and cooperation

B. What Council members / representatives find most satisfying or rewarding about being a part of City Council.

#1 BEING IN SERVICE TO THE COMMUNITY

The most noted point of satisfaction associated with being part of City Council was the opportunity to be in service to and help make a difference within the Cleveland Heights community. Nuances within this theme include:

1. Being pragmatic in service to vision.
2. Talking about ideas and being innovated with legislation that would be good for the city.
3. Listening to and then passing legislation that has a positive impact.

#2 CONNECTIONS MADE AND RELATIONSHIPS BUILT

Council members noted how satisfying it has been for them to make connections and build relationships within the community and the council. Some shared a sense of being able to rely on colleagues and others highlighted the satisfaction of partnering and learning from others – within the council and the city.

Also noted by a few was the satisfaction of continuing to learn and gain greater clarity about how things work in the Council, the changes in city government, and the implications of that.

C. What Council members/representatives find most frustrating about being a member and/or part of City Council.

#1 GROUP DYNAMICS

All interviewed shared some level of frustration with the nature of the group dynamics that have emerged within the Council. While specific experiences may vary, all seemed to agree that these dynamics are unproductive, unhealthy, and undesirable. Contributing factors appear to include:

- An inability or unwillingness let go of the past
- Assuming poor intent, hidden agendas, ulterior motives
- Blaming
- Making assumptions and not checking out those assumptions
- Insufficient self-awareness about the impact of individual and collective behavior
- Perceptions that we are too accommodating to the mayor
- Power struggles, bullying, egos, grandstanding, and manipulation
- Poor or inadequate communications resulting in miscommunications and undermining trust
- Territoriality

#2 LACK OF CLARITY AND SHARED AGREEMENT

The second most noted frustration relates to a perceived lack of clarity and shared agreement about the fundamentals of City Council and the role of Council Members. This includes clarity and shared agreement about the role of City Council Members and of City Council, the role of Council leadership, and the new form of city government. Factors that appear to contribute to this frustration include: a lack of formal training and orientation of new board members; a lack of Council rules and protocols; and impeded opportunities to have effective and productive conversations and dialogue.

#3 SENSE OF INACTION AND PRODUCTIVITY LOSS

Both 1 and 2 above seem to be impeding collaboration, which is in turn diminishing a sense of agency and productivity. There is a shared sense that current group dynamics are counter-productive to what Council Members want to be doing and feel they should be doing.

ADDITIONAL FRUSTRATIONS

- Lack of transparency and sense of dishonesty contributing to a lack of trust
- Lack of respect
 - Focusing on things outside of our control at the expense of attending to our work

D. Three words to describe the City Council now and in the future.

The table below attempts to summary and coalesce interviewee responses. I have not included all words used by interviewees. Rather, I have grouped them under headings that, to me, seem to best capture the range of sentiments shared. Of note is that every interviewee used the word 'collaborative' when describing the future Council.

Now	Future
1. Ineffective	1. Collaborative
2. Disorganized	2. One team <i>in service our community</i>
3. Divisive	3. Productive
4. Splintered	4. Assuming good intentions
5. Well intentioned	5. Respectful
6. Young	

E. To foster effective working relationships, what the Council and/or Council members need to start doing, stop doing, and keep doing.

The table below attempts to summarize and coalesce the rich detail shared by those interviewed. On the following page, I have provided additional detail and descriptors to capture the full breadth of responses.

Start	Stop	Keep
1. Being professional	1. Divisiveness	1. Being advocates for the people who elected us.
2. Acting first from the purpose of the Council role	2. Negativity	2. Keep focused on what we can do.
3. Creating conditions for cooperation and collaboration	3. Pettiness	
4. Listening	4. Enabling bad behavior	

E. Additional detail

Start:

1. **BEING PROFESIONAL:** This emerged as the primary theme, focuses on increasing the sense of professionalism within the Council and between Council and other City offices and the community. This includes disagreeing without being disagreeable; being more transparent and sharing key information more readily and in a timely manner; being professional in all communications; getting

materials out sufficiently ahead of meetings; getting clear and consistent direction / guidelines from Council leadership; and respecting the role of Council leadership.

2. CREATING CONDITIONS FOR COOPERATION AND COLLABORATION: This theme combines numerous ways of behaving and being that would contribute to greater cooperation and collaboration, including:

- Extending grace and being willing to let go of the past
- Having difficult conversation
- Focusing on what you are doing well
- Listening to see things from another's point of view and to help find common ground

3. ACTING FIRST FROM THE PURPOSE OF OUR ROLE AS COUNCIL MEMBERS

This also emerged as a primary theme and includes:

- Ensuring and acting from a clear understanding of and vision for your role in this new form of government, as Council members and as a Council.
- Getting rules and protocols in place and following them.
- Being honest and open.
- Trusting council leadership.
- Focusing on what needs to be done.
- Monitoring behavior and acting in the best interest of the Cleveland Heights Community.

Stop:

1. DIVISIVENESS: As a primary theme, this includes stopping:
 - Incivility
 - Talking behind each other's backs
 - Bullying and attacking
 - Fighting over things that have happened in the past
 - Manipulating to push an agenda
2. NEGATIVITY: Stop assuming the worst, making assumptions without checking it out, continuously describing the problem rather than exploring solutions
3. PETINESS: Stop putting ego first and focusing on personalities and personal conflicts.
4. ENABLING BAD BEHAVIOR of individuals and the collective.

Keep:

1. BEING ADVOCATES FOR THE PEOPLE WHO ELECTED US: Remaining diligent and committed to the citizens we serve to support forward motion. Continue to participate and show up.
2. BEING FOCUSED ON WHAT WE CAN DO: Don't let the challenges deter or distract; keep working to pass legislation; use the power we do have to get results.

III. CONCLUSION

Thank you again for the opportunity to meet with each of you and for your generosity in sharing your time, energy, insights, and experiences. I look forward to working together on Saturday, October 1st.

As you reflect on the content in this Thematic Summary, make note of your reactions. What lines up with your experience? What doesn't? What questions do you have? What if anything is surprising? We invite you to be curious about the reactions you're having and why.

Also make note of what you see as possible, as important steps, actions, changes that could support forward motion. Remember, creative thinking fosters effective dialogue and productive deliberation. These in turn support collaboration.

Thank you again and see you on Saturday.

Sally Parker
TimeZero Enterprises, LLC



CITY OF
CLEVELAND
HEIGHTS



TimeZero

Cleveland Heights City Council Retreat 10.01.22



Documentation

Retreat Objectives

Relationships	Help improve the effectiveness of the relationships between council members so that members are better positioned to do the work of Council for the City.
Role	Reach a shared understanding and agreement of the role of City Council and City Council members in service to the Cleveland Heights community and vis-à-vis the new city government.
Rules	Develop and agree to a set of City Council rules that establish parameters and provide guidelines for Council member communications (internal and external), dialogue, deliberations, and decision-making.
Priorities	Time permitting, begin to formulate high level Council priorities, building on the vision recently developed by the Council.

Agenda

- **Getting Started:**
 - Welcome and introductions
 - Retreat purpose, outcomes, process
 - Check-in
 - Shared ground rules / norms
- **Relationships:** Introduce and practice team / relationship building tools to support more positive and effective relationships.
- **Roles:** Reach shared understanding and agreement about:
 - The role of City Council and City Council members in service to the Cleveland Heights community and vis-à-vis the new city government.
 - The role of City Council Leadership in service to the City Council body and vis-à-vis the new city government.
- **Rules:** Establishing a set of City Council rules as guidelines for Council and Council members
- **Closing Out:** Summarizing decisions and outputs and next steps.

Ground Rules

Effective listening: Ask questions to clarify

Communicate with respect: No interruptions, no assumptions

Wait to speak until current speaker finishes by saying “check”

Maintain the right to disagree: Respect others disagreement

Transparency / honesty: Clear answers to questions; no preconceive notions

Be in the moment of today: give the benefit of the doubt

Accept responses of others

Own your own experience

“One-on-one: Talk to each other one-on-one; no hearsay; no rabbit holes

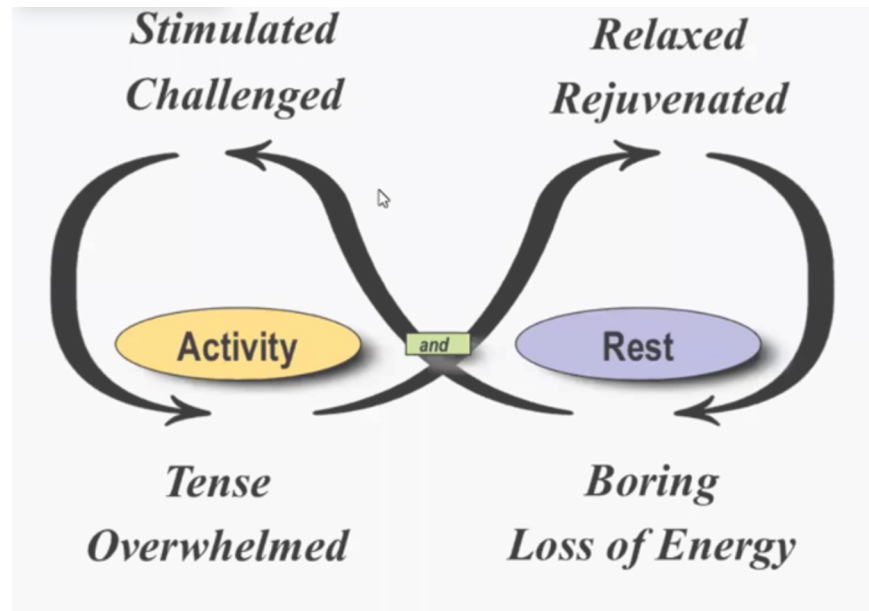
Safe word: Peter Rabbit

Dynamic Tensions

Goals or values that appear to be in conflict but are both essential to achieving a greater purpose. These tensions, also called polarities, live in us (like breathing, activity and rest) and we live in them.

Polarities are NOT problems to solve with EITHER/OR thinking.

They can only be managed with BOTH/AND thinking.



Key Council Dynamic Tensions: Mapping Individual Preferences and Perceived Council Tendencies

Council members agreed that the tensions outlined below are playing and shaping individual experience and group dynamics.

All of us have preferences when it comes to these different tensions. For instance, some may focus more on caring for our part in a bigger whole while others may focus more on taking care of the whole. Some people naturally tend to challenge others while some naturally tend to support others. In either case, one is not better than the other. Both are essential.

Each member reviewed the list to the side and mapped 1) which side of the polarity best reflects their own personal preference and 2) which side reflects what they perceive to be the tendency of the Council as a whole.

Observations of Council members and the consultant are noted on the next page.

More Mechanistic & Individualistic Goals/Values	AND	More Organic & Holistic Goals/Values
**** ***** Attending to Part	* *	Caring for the Whole **** *
**** ***** Being True to Self	** *	Supporting the Council as a Whole **** ***
*** ***** ? Advocacy	*	Inquiry **** *
***** ? *** ? Task	* *	Relationship **** ? **
** ***** Challenge	* *	Support **** *
*** ***** Candor	*	Diplomacy **** ***
***** ***** Lead	*	Empower ? *
**** *** Intent		Impact **** *****

Legend

- * Personal Preference
- * Perceived Tendency of Council

Both goals / value are essential to a healthy, productive group

Observations about Key Tensions

At the level of the Council as a body, there appears to be an imbalance in the following key tensions:

- Leading over empowering
- Attending to parts over caring for the whole
- Advocacy over inquiry
- Challenge over support

These represent areas where the council can strengthen the weaker value to intentionally create a better balance and healthier relationships.

At the level of individual council members, there appears to be an imbalance in these key tensions.

- Leading over empowering
- Task over relationship
- Support over challenge

These represent areas where the council members can focus to intentionally create a more balanced relationships.

Challenge AND Support:

Almost all participants perceive that the Council as a whole focuses more on challenge; however, most participants indicated a personal preference for support.

Role Clarity: Small Group Activity Instructions

Group A: Define the role of City Council and of City Council members in service to the Cleveland Heights community and vis-à-vis the new form of city government.

Group A included:

Melody Joy Hart, Anthony Mattox, Josie Moore, David Russell

Group B: Define the role of Council Leadership in service to the Cleveland Heights community and vis-à-vis the new form of city government.

Group B included:

Craig Cobb, Tony Cuda, Gail Larson

Role Clarity Outputs: City Council and Council Members

Powers granted to Council through the established City Charter and Codified Ordinances establish Council as a check and balance on the City's executive branch:

The work group noted that each of the following should be followed by the place(s) in the charter and/or code where these are established. For reference, roles set forth in either the Charter or Code for Council / Council on page 11.

- Create, consider, amend, and vote on legislation in the form of ordinances and resolutions.
- Assess, oversee, and approve the budget and all budget appropriations
- Appoint members of citizen commissions, boards, and committees, and in other cases approve the mayor's appointments
- Serve as liaisons with citizen commissions, boards, and committees
- Chair and serve as a member of various Council committees
- Approve key administrative hires
- Approve City contracts
- Approve the purchase or sale of City property
- Approve union contracts for City employees
- Ability to override Mayor's veto of Council legislation

Additional roles and responsibilities that Council establishes as expected by residents and each other for ourselves:

- Collaborate with the executive branch
- Collaborate with other Council members and Council as a whole
- Research legislation, policies, and programs independently of information provided by other Council members, the administration, residents, or those the City contracting or considering contracting with
- Give due consideration to legislative ideas or proposals brought forward by the City's citizen advisory committees

Additional roles that Council recognizes as potentially beneficial contributions to our city:

- Be mindful of the boundaries between the administration's responsibilities and Council's responsibilities
- Communicate with residents about what is happening within City Council and the city
- Be responsive to citizen concerns and questions
- Advocate for citizen concerns
- Attend community events
- Take part in the City's community engagement efforts
- Nurture regional relationships

Reference: Council and Council Member Roles per Charter / Code

Charter

- Clear detail procedure for legislative processes
- Have legislation go through committee
- Fill vacancies of council
- Set salaries of council
- Hire and supervise clerk of council
- Appoint, employ, hire, or engage any other employees, consultants, independent contractors, or other persons as it deems necessary for the proper discharge of its duties
- Meet on 1st and 3rd Mondays
- Provide for special meetings
- Determine its rules
- Determine its order of business
- Provide for legislative procedure, form for enactment, levy procedures, public notices, ads
- Every two years elect a President and Vice President of Council

Code

- Fix salaries of Officers and Employees of City
- Approval of Mayor's budget, as amended, if applicable and put forth appropriation ordinance
- Serve as Chair, Vice Chair, and Member of Council Committees, as appointed by President

Role Clarity Outputs: City Council Leadership

For reference, roles set forth in either the Charter or Code for Council President are on on page 13.

Definition

- Lead and preside over meetings
- Set agenda
- Appoint council committees and chairs
- Meet with Mayor to discuss agenda and other city business and act as a liaison between Council and the Mayor
- Act in accordance with our Charter and codified ordinances
- Supervise Clerk of Council

Expectations

- Refer legislation to appropriate committee
- Serve as an advocate for all council members
- Be accessible to all members
- Collaborate with members
- Not exceed authority
- Enforce and follow council rules

Reference: President Roles per Charter / Code

Charter

- Preside over meetings
- Have voice and vote at meetings

Code

- Set Agenda
- Preserve order and decorum, prevent personal reflection
- Confine members in debate to the question

Rules for Council Conduct: By Category

With Council	Staff	Public Agencies	With Public	Unofficial Settings	Boards, Commissions, Committees	Media
<ul style="list-style-type: none"> • Civility, professionalism, decorum in council meetings • Honor role of council leadership in maintaining order and decorum • No personal attacks of any kind • Be compliant with Ohio ethics reporting, review/hearing, violations • Business not personalities. • Conflict mediation process for Conflict Mediation Type and Type 2 • Addressing council issues as a whole • Mediation between 2 council members that impacts success of council function / business 	<ul style="list-style-type: none"> • Treat with respect, professionalism and consideration • Meetings of council committee: • Advise of who will be at meeting • Advise of agenda and information heard? 	<ul style="list-style-type: none"> • Be clear about role: whether acting at behest of city or as an individual resident 	<ul style="list-style-type: none"> • No personal attacks of any kind • Only talk on official council business - objectively and without bias 	<ul style="list-style-type: none"> • Council members shall not discuss other council members with community members or outside of community • Council members shall limit discussion of council with community members to only official council business • Council members shall strive to report any communication about council matters as objectively and fairly as possible • Be clear about role: at behest of city or as resident who is council person 	<ul style="list-style-type: none"> • Boards, council shall not direct or use them for speaking but should act only as a liaison or attendee 	

Rules for Council Conduct: Other Issues / Concerns

Council Leadership	Procedure for preparing and adopting meeting agendas	Clear details procedures for legislative processes
	<ul style="list-style-type: none">• Council president shall provide members with preliminary agenda for their input [date/time] days before council meeting	<ul style="list-style-type: none">• ? legislation through committee• COTW – ask enough information to vote majority

Red text indicates something I could not read.

Practices

- Inactive legislation will be tracked at the bottom of each agenda by Clerk of Council until approved or voted down
- Weekly communication from Council leadership
- Council will respond, through Clerk, if they have an update or solutions or answer to public comments from previous meeting. Will advise resident if the issue is Council purview or has to be referred to the Administration.
- Legislation assigned to committee will be listed on agenda.
- Check in to make sure Council Members have enough information to vote.
- Conduct quarterly meetings of Council to discuss ideas, etc.
- Set date and time of when agenda goes out.



Next Steps

- Consultant to prepare documentation of retreat outputs and submit to Council
- Consultant to conduct follow up session with Council to continue work on Rules and Relationships