

CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION
JULY 19, 1999

The work session began at 5:30 p.m. in the Public Safety Building Community Meeting Room.

Present: Mayor Tomei and Councilors Kappa, King, Lancaster, and Marshall.

Staff present: Assistant City Manager Richards and Interim Public Works Director Swanson.

Information Sharing

1. The group generally discussed the "Audience Participation" portion of the Council agenda and comments that were read into the July 6, 1999, meeting record.
2. **Councilor Kappa** discussed the Environmental Species Act (ESA) and its relationship to transportation and land use planning. Project costs will likely increase to meet federally-required mitigation requirements. There is concern that Metro's 2040 Plan density targets may also be impacted, and he strongly recommended that Milwaukie be actively involved in any discussions.
3. **Councilor Kappa** reviewed Metro Policy Advisory Committee's (MPAC) outreach plans with cities and counties.
4. **Councilor King** discussed the need for the Riverfront Board and the Milwaukie Downtown Development Association (MDDA) to coordinate its efforts in order to come out with a good downtown redevelopment product.
5. The group discussed Mayor Tomei's written response to Cayo's letter submitted after the July 6, 1999, Council meeting.
6. **Councilor Lancaster** was concerned that TCI was making system improvements in the public right-of-way without notifying affected property owners. Many residents have been maintaining the right-of-way and are coming home from work to find that plantings were removed. **Richards** said staff has talked to TCI about contacting its contractors.
7. **Councilor Lancaster** asked why the property insurance premiums had increased. **Richards** said she would get a staff response.

8. **Councilor Lancaster** discussed how the Council could help the Planning Commission achieve its work plan targets. **Richards** said a work session is scheduled with the Commission on August 16 to talk about this type of issue.
9. **Councilor Kappa** said many residents are concerned about the volume of heavy trucks on City streets and recommended increased enforcement on such streets as Lake Road and Washington. Truck volume and weight is creating ruts in the pavement. The group agreed it wanted an update from Chief Collier on training and officers' progress toward enforcement. The Council discussed the Traffic Safety and Transportation Board's (TSTB) role in this and other regional issues.
10. The group discussed upcoming work sessions with the appointed advisory boards and commissions.
11. **Councilor Lancaster** asked if there had been a response from the ACLU regarding the Council's questions about Municipal Code Chapter 2.04.290.B that came up during discussion of the draft communication agreement. **Councilor Kappa** reported that the ACLU had not contacted him. The group discussed the feasibility of having the City Attorney prepare an opinion.
12. **Councilor Lancaster** was concerned with how the City was communicating with the local police force and referred to the dispatch services issue.

Open Community Forum

Keith Wright, 5066 SE Rainbow Lane, spoke regarding the City's construction contracts. He urged the City to consider adding a bid specification that a contractor had to be a state certified training agent. The benefits would be increased commitment to the community by supporting apprenticeship programs. These programs help strengthen the economy and result in higher quality and more efficient construction. Awarding contracts to the lowest bidder does not necessarily result in greater future benefits for the community. A state certified training agent is registered with the State of Oregon. He indicated he was a business agent for the Brick Layers Union.

The group was interested in looking at this type of specification, and **Wright** said he would provide the City Council with additional information and a sample bid specification from the City of Portland.

Councilor Kappa commented that former Councilor Knudson was involved with a building trades apprenticeship program.

Councilor Lancaster asked if there was an additional overhead cost for this type of training program.

Wright responded the expense would likely be reflected in additional overhead. Most of the trades provide this type of program which also promotes apprenticeship and training of women and minorities. He agreed to forward additional information to City Manager Bartlett.

Councilor Lancaster believed a void was developing in the skilled trades and felt Wright's suggestion might be in the City's interest.

Councilor King agreed this suggestion carried social responsibility considerations.

Councilor Marshall was concerned about creating a union/non-union issue.

David Aschenbrenner spoke representing himself and wanted to clarify the issue of the Traffic Safety and Transportation Board's (TSTB) motions. He specifically addressed the motion having to do with the Board's reviewing all traffic control device requests. He explained the Board wanted status reports from staff on issues that affected it. He did not believe the intent was for the TSTB to review all requests since that would probably slow the process. The Board feels it needs this type of information when citizens ask about the status of their requests. It is not a matter of looking over staff's shoulder; it is more an issue of being better informed about the types of requests that are being processed. He added that these were his views and not necessarily those of the Board.

Councilor Marshall added that this information would also help the Board get sense of patterns and trends to help make decisions on future actions.

Aschenbrenner also explained that the motions were coming before the City Council in this manner because of the time lapse between the meeting, the Board's approving the minutes, and distribution in the Council packet. This was intended to be informational since most motions do not require Council action.

Traffic Safety and Transportation Board (TSTB) Motions

Swanson discussed the June 14 Traffic Safety and Transportation Board (TSTB) motions. One of the motions had to do with the 32nd Avenue project and the three proposed raised crosswalks. The Board strongly recommended that staff identify additional fiscal year 1999/2000 funding for additional speed humps on 32nd Avenue from Johnson Creek Blvd. to Harrison Street. Staff had explained there were funds for three raised crosswalks in FY 1999/2000, and additional funding for traffic calming projects would have to be considered the following year.

The group discussed the Ardenwald NDA vote on this issue, and **Richards** indicated the NDA concurred with the TSTB.

Councilor King was sure the Ardenwald NDA would be pleased with three raised crosswalks.

Councilor Kappa said it seemed from his reading of the minutes that there was a confusion between speed humps and raised cross walks.

Swanson said three raised crosswalks were scheduled, but the issue of the full project with six speed humps or none at all needed to be resolved. The rest of the street improvement project is ready to begin, so eliminating the three raised crosswalks may be the only solution unless the traffic calming issue is resolved.

Richards, Ardenwald NDA liaison, said the membership made a motion that it would only support the full project.

Councilor Marshall expressed concern that ongoing conflicts result in nothing getting done. He asked the cost of each speed hump.

Swanson believed the cost was about \$4,000 each depending on the installation method. Staff made project adjustments so the raised crosswalks could be included, but, because the parties involved have not resolved the issue, the project is currently moving forward without them. The crosswalks can be included if the Council gives that direction within the next few days.

It was moved by Councilor Marshall and seconded by Councilor King to include three raised crosswalks in the 32nd Avenue project.

Mayor Tomei agreed that it would be an injustice not to include the three raised crosswalks, but at the same time, she was concerned that the City Council would be accused of not listening to the neighborhood. Council's immediate concern is the children's safety, but the Ardenwald NDA is not scheduled for a general membership meeting until September. The proposed crosswalks will certainly slow traffic and are located where children cross 32nd Avenue to get to Ardenwald Elementary School.

Councilor Kappa supported staff's recommendation that it continue to work with the NDA prior to finalizing the project.

Swanson felt the situation was confusing because there was a lot of discussion going on outside of the normal NDA and TSTB meetings. He understood from M. Bennett that the project does not include the raised crosswalks because the "full project vs. three" issue has not been resolved. If the City Council directs staff to include the three raised crosswalks, then it will happen. It seemed reasonable for the City to commit to looking at additional traffic control devices in future budgets.

Councilor Lancaster asked why there was an all or nothing position? He suspected the neighborhood felt that if it did not hold out for the full project now that funding would be a long time coming for the remainder of the project.

Swanson understood Stone's point to be that the improvements should not be embarked upon unless it was for the full project. Staff identified a certain amount of dollars and what could be done with that amount of money. Each party has its point, but there needs to be a resolution.

Councilor King believed the need was the greatest where the children cross 32nd Avenue to get to and from Ardenwald Elementary School.

Richards said the Ardenwald NDA motion was to support the full project.

Councilor Kappa understood there was some confusion about terminology and how speed bumps, speed humps, and raised crosswalks compared.

Swanson said a raised crosswalk is about five-feet wide and elevated about four inches above the level of the road.

Councilor King asked if the Ardenwald NDA executive board could meet and vote on the issue.

Richards responded that the board could meet and vote, but it would not have the same weight as the entire NDA voting on the issue.

Councilor Marshall believed the City Council needed to make the decision. He supported the raised crosswalk with speed humps at appropriately engineered distances. This would be a positive step toward both ensuring child safety and also evaluating of the traffic calming device. At the very least, the proposed project would help slow traffic.

Councilor Lancaster felt, based on clear traffic engineering guidelines, the City should take action to have a positive impact on the neighborhood. If three raised crosswalks can be installed now, then why wait? The City has the money now, so he believed the changes should be made. He added that this was a heavy pedestrian neighborhood.

Councilor Kappa thought it was important to install the raised crosswalks and treat speed humps separately.

The City Council directed staff to move forward with the three raised crosswalks with the stipulation that it will look at the feasibility of installing additional speed humps in the next fiscal year.

Swanson said the TSTB has completed its work on the Neighborhood Traffic Management Plan (NTMP), and it will be before the City Council for adoption on August 17.

The next TSTB motion related to marking the 40- and 44-foot Johnson Creek Blvd. rights-of-way. **Swanson** said the marking will be done, and the City of Portland will meet with residents to help them interpret what the markings mean.

Swanson pointed out a draft letter for the Mayor's signature explaining that the City Council reviews minutes of all boards and commissions and that it will not necessarily change its procedure for one board.

The group discussed the Johnson Creek Blvd. marking process.

Councilor Marshall did not wish to act on any more of the motions because it did not seem to be good management. It appeared the Board was trying to change the process without asking the Council. He recommended the Board prepare a proposal for Council consideration if it wished to change the process.

Councilor Lancaster understood from Aschenbrenner that the motion update was for information only, and the City Council was not expected to respond to each one.

The group agreed that there should be more than one motion per page and that the TSTB should consider the tone of the document.

Swanson summarized that the City Council did not have a problem if the TSTB wanted to transmit information outside the regular minutes.

Councilor Marshall urged that the City Council charge the Board with involving itself with regional issues.

Councilor Lancaster discussed the Metro South Corridor Transportation information. He was annoyed that this seemed to be a whole new study at the cost of \$1.67 million. Metro is putting up \$1.5 million with the difference being made by local matches. He believed this study could be based on previously-collected data.

Councilor Kappa said that was a Regional Transportation System (RTP) issue.

Councilor Lancaster suggested the TSTB do some research to find out this new study impacts the City of Milwaukie.

Councilor Marshall suggested that the TSTB get involved in the McLoughlin Boulevard Corridor issue to find out how it fits with riverfront/downtown development plans.

Swanson summarized Council direction: involve the TSTB with the south element of the RTP to determine how it impacts the City of Milwaukie and find out why it costs so much. The TSTB members also had questions about planning group appointments. He asked Council to clarify its direction on the McLoughlin Boulevard issue.

Councilor Marshall said he hoped the TSTB would look at all the regional transportation issues that impact Milwaukie neighborhoods. Involve the Board with the RTP, McLoughlin Boulevard, truck traffic, bus service, heavy rail, and citizen education. He wanted the Board to look at issues broader than speed humps.

Councilor Kappa said Milwaukie needs to know how the RTP will impact the community. He recommended the TSTB monitor timelines and provide the Council with any necessary feedback including points at which Council needed to make an official comment. The Endangered Species Act will impact the City, and he wanted information on how much that would cost. Milwaukie and North Clackamas County need to be at the table when decisions are made at Metro.

The group discussed work session circumstances under which it was appropriate to invite audience members to the table to provide input on issues.

Swanson pointed out the TSTB's schedule was restrictive in that it meets only once a month.

Mayor Tomei asked if it would be more feasible to form subcommittees.

Swanson recommended he work with the TSTB and M. Bennett to prepare a proposal for Council consideration in August.

Councilor Kappa understood that the RTP was scheduled for Metro Council adoption about January 2000, and perhaps the Council could consider appointing a short-term, specialized board dedicated to this project. He felt strongly that McLoughlin Boulevard and the riverfront project should be assigned the highest priority.

Council Team Building Session

Swanson reviewed the ICMA publication "*Working Together*" and asked Council what schedule it wanted to pursue.

The group discussed including staff, boards and commissions, and neighborhood representatives. **Swanson** sensed that the Council wanted to expand the teambuilding sessions. The group was willing to use the ICMA training manual.

Based on Councilor Lancaster's recommendation, the group agreed to focus first on the executive management team, and then bring in the NDA and advisory board chairs. They also acknowledged the need to train key community people in addition to addressing how the City Council interacts both publicly and privately.

The group agreed to tentatively schedule the first full-day session for September 18 with a second session on October 9 with NDA and board and commission representatives.

Council Photos

The group agreed that Contemporary Images would take the Council photos.

Audience Participation and Speaking at Work Sessions

The group agreed that work session audience participation should be discussed in the teambuilding sessions. **Richards** summarized the discussion: the Council will determine as a group if individuals or small interest groups would be included on the agenda. The decision would not be up to one Councilmember. They also agreed it will be important to publicize the process under which people would have to operate.

Tree Removal on Boyd Street

Councilor King was concerned that the State of Oregon was taking a Boyd Street resident to court because his very large tree interfered with microwave transmissions. **Richards** said she would do some research on the issue.

Oregon Natural Step

Councilor King was interested in having Oregon Natural Step make a brief work session presentation. The group agreed that two members could attend an upcoming breakfast to determine if the organization should be asked to address Council at a work session.

Vision and Mission Statements

The group discussed the process involved in revisiting the City's vision and mission statements.

Mayor Tomei announced that the City Council would meet in executive session pursuant to ORS 192.660 (f) and (h) to discuss exempt public records and real property transactions.

The work session ended at 8:30 p.m.

Pat DuVal
Pat DuVal, Recorder

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION AGENDA
JULY 19, 1999**

Milwaukie Public Safety Building

Community Meeting Room
3200 SE Harrison

WORK SESSION – 5:30 p.m.

Discussion Items:

	<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
1.	5:30 p.m.	Information Sharing	Group
2.	6:00 p.m.	Open Community Forum	Group
3.	6:30 p.m.	Traffic Safety and Transportation Board (TSTB) Motions	Mike Swanson
4.	7:00 p.m.	Council Teamwork Sessions	Mike Swanson

The Council may vote in work session on non-legislative issues.

At the end of the work session, the Council may hold an Executive Session under the authority of Oregon Revised Statutes 192.660 as needed.

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TO: Milwaukie City Council

VIA: Dan Bartlett, City Manager *DB*

FROM: Martha Bennett, Assistant City Manager *MB*

SUBJECT: Motions from June 14, 1999 Traffic Safety and Transportation Board Meeting

DATE: June 23, 1999 for July 6, 1999 Meeting

Action Requested

Council direction on a response to the TSTB motions from their June 14, 1999 meeting. Staff recommends that you inform the TSTB that you received their transmission, provide feedback on the one motion that needs Council response, and inform the TSTB that in general you will not be providing response unless you feel a particular motion requires Council action.

Background

At your last meeting, you received copies of four motions that the Traffic Safety and Transportation Board transmitted for your consideration. The four motions and the possible response are outlined below. The first motion probably needs Council response fairly quickly. One of the other motions will be coming to you for consideration in August. The other two motions can be handled administratively.

This motion transmittal form is a new procedure that the TSTB members have implemented. This is being done in addition to the transmittal of their regular minutes (staff understands that the TSTB has expressed frustration about times when minutes have not been transmitted). Staff recommends that you authorize the Mayor to send a letter to the TSTB that responds to the motion related to Johnson Creek Boulevard and also asks that the TSTB be understanding if the Council does not respond formally to every motion that comes from the TSTB, since some motions do not require Council action. Alternatively, you could direct staff to prepare a formal response to all motions for your consideration. This alternative would likely be time consuming and would not necessarily result in improved policy or decision-making.

Motion #1. The TSTB moved that the Public Works Department mark the boundaries of the proposed Johnson Creek Boulevard Phase III Improvement project, both the 40-foot design and the 44-foot design.

Recommended Response. Staff agrees that it would clarify the impact of the Johnson Creek Boulevard Project if we marked the actual impact on each of the effected properties between 36th and 46th Avenues. Staff would recommend two modifications to the TSTB's request. First, because the 44-foot improvement is the only option that has been designed, it's the only option we are able to stake at this time. If the roadway were redesigned to 40 feet, there would be some places (mostly in Portland) where we would still have to move the road because of unstable soils, so we could not accurately mark a 40-foot section. Marking the 44-foot section would provide information on the maximum impact of this project on individual properties.

Second, staff recommends that we not mark the properties until after we have scheduled additional worksessions and neighborhood meetings. Once we mark the properties, we will need to provide immediate information to the residents to immediately respond to concerns related to the markings. Staff recommends that we hold a work session in the fall on this project that involves Portland, ODOT, Milwaukie, and other agencies (such as Clackamas County and Metro) to ensure that we can better answer neighborhood questions.

If the Council agrees with staff recommendation, we will draft a letter to the TSTB with the Mayor's signature outlining this approach to the TSTB. We will come back to you with proposed dates in the month of August.

Motion #2. The raise crosswalks/speed humps on 32nd Avenue be brought before the TSTB for further comment before the City Council approves the project.

Recommended Response. Council action is not needed. The speed humps are included in the 1999 Overlay project, which the Council approved before the TSTB meeting on June 14. In other words, it will likely not come back to Council for further action. At the same time, it is our practice on Neighborhood Traffic Management and School Trip Safety Projects to work with the neighborhood and affected parties to ensure the project meets local needs. Staff has placed the speed humps on the July 6 TSTB agenda for discussion and we intend to continue to work with the Ardenwald neighborhood to identify concerns before they are installed.

Motion #3. The TSTB review all traffic control device requests prior to recommendation and implementation by staff.

Recommended Response. Council action is not needed. Currently, all traffic control requests are decided by the City Manager. The current process is that engineering staff reviews requests, analyzes the traffic impacts, and makes a recommendation to the City Manager. Staff understands the TSTB's desire to review the requests, and we are open to reviewing how the TSTB can provide input on the recommendation. The major

constraint is we try to respond to requests within 30 days, so residents get a timely response to their requests. The TSTB will only have one meeting, in general, to review proposals. This is a constraint we should be able to resolve working with the TSTB.

Motion #4. The TSTB will submit the final version of the Neighborhood Traffic Management Program (NTMP) to the Council and recommend the City Council adopt the TSTB's proposed amendments.

Recommended Response. Council action is scheduled for August 17. At the conclusion of the June 14, TSTB meeting, the TSTB completed their work on the NTMP and adopted a number of changes to the draft NTMP. The group made changes at the actual meeting, and the last version the TSTB saw included staff and Board notes in the margins. Staff will be taking a final, completed revision to them for ratification at their July 6 meeting. Assuming TSTB adoption of this version, we will be bringing the policy changes to you for adoption at your August 17, 1999 regular session. The TSTB members can then discuss their recommendation directly with Council.

⊗ By-laws & ~~Ordinance~~
Ordinance

Traffic Safety and Transportation Board

Motion to City Council

Transmittal Form

DATE 6/14/99 FAX # _____

TO Pat DuVal ACTION REQUESTED _____

CC file REPLY BY _____

FROM Connie Ware TOTAL NO. OF PAGES _____

Wisner MOVED that:

The Public Works Department mark the boundaries
of the proposed Johnson Creek Blvd. Improvement
Ph. II Project - both the 40' design and the 44'
alternate design - as requested by the TSTB and
the Neighborhood District Association (NDA) and
approved by the former Public Works Director

SECONDED by Aschenbrenner; motion passed unanimously.

Traffic Safety and Transportation Board

Motion to City Council

Transmittal Form

DATE 6/14/99 FAX # _____

TO Pat DuVal ACTION REQUESTED _____

CC file REPLY BY _____

FROM Connie Ware TOTAL NO. OF PAGES _____

Wisner MOVED that:

The raised crosswalks/speed bumps on 32nd Avenue project be brought before the TSTB for further comment before City Council approves the project.

Schierholz SECONDED the motion, which passed unanimously.

III. C. 7

Traffic Safety and Transportation Board

Motion to City Council

Transmittal Form

DATE 6/14/99 FAX # _____

TO Pat DuVal ACTION REQUESTED _____

CC file REPLY BY _____

FROM Connie Ware TOTAL NO. OF PAGES _____

Proposed by Aschenbrenner:

TSTB submit the final version of the Neighborhood
 Traffic Management Program (NTMP) Policy, and
 recommend that City Council adopt the Policy with
 TSTB's proposed amendments.

Seconded by Wisner: approved unanimously.

*we have the
 amendments +
 Martha says
 Rob will do the
 revision next week*

Traffic Safety and Transportation Board

Motion to City Council

Transmittal Form

DATE 6/14/99 FAX # _____

TO Pat DuVal ACTION REQUESTED _____

CC file REPLY BY _____

FROM Connie Ware TOTAL NO. OF PAGES _____

Chair Stone MOVED that:

The Traffic Safety and Transportation Board (TSTB
 review all traffic control device requests prior
 to recommendation and implementation by staff.

Grasley SECONDED; motion passed unanimously.

Chair Stone noted that this motion was passed the first time at the
 October 19, 1998 regular meeting of the TSTB.

Traffic Safety and Transportation Board

Motion to City Council

Transmittal Form

DATE 7/6/99 FAX # _____

TO Mayor & City Council ACTION REQUESTED _____

CC Dan Bartlett, City Manager REPLY BY _____

FROM _____ TOTAL NO. OF PAGES 1

Gene Covey MOVED to adopt the following motion:

We as a Board feel that the proposed project to place three
speed bumps on 32nd Avenue within the school zone in August
1999 does not adequately address the issue of safety or neighborhood
livability. In compliance with the Ardenwald/Johnson Creek
Neighborhood Association (AJCNA) request and the Ardenwald
Pedestrian Safety Task Force 1995 recommendation to speed
bump the entire length of 32nd Avenue, we strongly recommend that
additional funding be identified to place speed bumps on 32nd
Avenue from Johnson Creek Blvd. to Harrison Street. We recommend
this project be constructed during the same construction season
as the 1999/2000 Street Overlay Project.

Jim Schierholz SECONDED the motion. Stone, Covey, Grasley, and Schierholz
voted AYE. There were no votes NAY; David Aschenbrenner abstained.

TO: Dan Bartlett
FROM: Mike Swanson
DATE: June 29, 1999
RE: Teamwork Sessions

I would like to suggest using Working together: A Guide for Elected and Appointed Officials as a workbook/guide for the sessions. It is jointly produced by the National League of Cities and the International City/County Management Association.

The structure of the workbook lends itself to a series of 2-3 hour sessions that could be scheduled in the evening. Each of the first three chapters stands alone and provides a moderate amount of reading and exercises. The attendees could review and complete the material prior to each meeting, freeing up the meeting for discussions and exercises.

The workbook provides a framework which allows us flexibility to structure the sessions as we see fit. I suggest that I meet with the Council either as a group or individually in order to assure that their ideas are incorporated into the sessions. If I meet with them as a group, it could be in a scheduled worksession. If individual meetings are desired, I could arrange them soon with the Mayor and each Councilor.

The Key to Successful Relationships Between Elected and Appointed Officials

To build and maintain a sense of community, ensure a responsive local government, and bring about change, elected and appointed officials must develop a solid working relationship to accomplish the vital tasks of local government. But, before *positive* change can happen, a *positive* working relationship must exist. To achieve cohesiveness, the lines of communication must be open. Local government officials need to deal with diverse perspectives, difficult community issues, and compromise on issues.

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- Explaining current and emerging trends in the nature of the relationship between elected and appointed officials
- Helping you assess your own relationship with your elected officials
- Helping appointed and elected officials understand each other's perspectives
- Providing practical strategies and tips from colleagues.

Working Together

A Guide for Elected and Appointed Officials

Who Will Benefit From *Working Together: A Guide for Elected and Appointed Officials*?

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- Assistant city and county chief administrative officers
- Elected officials
- Human resource and personnel directors
- Trainers and facilitators
- Academics interested in council-manager relations.

Learn On Your Own Time—At Your Own Pace

ICMA and the National League of Cities (NLC) collaborated to develop *Working Together: A Guide for Elected and Appointed Officials* to provide their members with practical information and ideas on fostering successful working relationships between elected and appointed officials. The flexible format allows you to use the workbook on your own as a self-study tool, or as a group-training program with your local government's officials.

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a wide variety of team activities to incorporate into your retreats, work sessions, and other group training sessions.

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Working Together: A Guide for Elected and Appointed Officials provides you with a structure to build stronger relationships and work more effectively with one another. This training workbook features:

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- Information on the new and emerging roles of elected and appointed officials
- Practical advice from a current city manager and council member
- The ten habits of highly effective councils
- Warning signs that indicate when relationships may be in trouble, through the eyes of elected and appointed officials
- Proven strategies for building and maintaining a good working relationship
- A variety of team-building exercises, problem-solving techniques, and decision-making methods to use during work sessions, retreats, or other group training sessions.

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In addition to being used individually, *Working Together: A Guide for Elected and Appointed Officials* can also form the basis of retreats, work sessions, or other group training. ICMA and NLC have received many requests from appointed and elected officials, human resource directors, and training officers for advice on planning retreats and workshops. Now this single new training workbook gives local government facilitators an essential tool to design and deliver retreats and workshops. By purchasing this workbook, you can save your community hundreds of dollars that might otherwise be spent on outside consultants and trainers!


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- The workbook content provides the lecture materials.
- The questions throughout the workbook can be used for large or small group discussions.
- Small groups can complete the activities.
- The team-building exercises, problem-solving techniques, and decision-making methods can also be incorporated into your live presentations.

If you are thinking about using this workbook during a retreat, workshop, or other group course, please let us know and we will send you a free preview package. To order a free preview package, write to: The ICMA University, 777 North Capitol Street, NE, Washington, D.C. 20002-4201; fax to: 202/962-3500; or e-mail to: jflores@icma.org.



The ICMA University is a comprehensive delivery system for professional development offerings in eight groups of practices that are considered essential for local government. *Working Together: A Guide for Elected and Appointed Officials* is designed to enhance knowledge, skills, and abilities in Group 2 (Policy Facilitation).



The International City/County Management Association (ICMA), founded in 1914, is the professional and educational association of more than 8,000 chief appointed administrators serving cities, counties, regional councils, and other local governments throughout the world.

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Working Together A Guide for Elected and Appointed Officials

Contents

Workbook Overview Questionnaire and Action Plan

Chapter 1 Understanding Roles and Responsibilities

The local government reform movement
A new model for elected and appointed officials
Identifying new roles

Chapter 2 Understanding and Appreciating Different Perspectives

The elected official's perspective
The appointed official's perspective
Building bridges

Chapter 3 Self Assessment and Strategies for Improvement

Performing important tasks
Effective elected bodies
When relationships are in trouble
Strategies to try
Implementing strategies

Chapter 4 Team Activities to Enhance Relationships

The elements of effective teams
Team-building activities
Problem-solving techniques
Reaching a decision
1999. 99 pages. *Training Workbook (42442)*, \$40.00 for one copy for ICMA members; \$50.00 for one copy for nonmembers; \$36.00, 2-6 copies; \$32.00, 7 or more copies

Building Citizen Involvement: Strategies for Local Government

This training workbook, developed jointly by ICMA and the National League of Cities (NLC), is designed to give elected and appointed local government officials the information, tools, and skills needed to be effective in promoting citizen involvement and community problem solving. It:

- Outlines the building blocks for creating a collaborative environment
- Explores your changing leadership role in this environment
- Shows how to engage citizens in policy making
- Provides examples of new techniques and programs used successfully by local governments.

This cost-effective, indispensable workbook is packed with checklists, exercises, questions for reflection, diagrams demonstrating processes, charts, and action plans. Perfect for either individual or group training, it is designed to meet the needs of local government officials and staff at all levels as well as neighborhood/citizen groups.

1997. *Training Workbook (41296)*, ICMA members \$40.00; nonmembers \$50.00; 2-6 copies, \$36.00 each; 7 or more copies, \$32.00 each

Media Relations for Local Government: Communicating for Results

This workbook is designed to help local government elected officials, administrators, and staff develop the knowledge and skills needed to work effectively with media representatives, communicate with the public, and develop a positive relationship with the media. Learn:

- How the news media operate
- What makes a news story
- What to say (and not say) during an interview