

**THE CITY OF KENT, OHIO
WORK SESSION
WED., FEBRUARY 20, 2008**

This work session of Kent City Council was called to order by Wayne Wilson, President Pro Tem, in the absence of John Fender, Mayor & President of Council, at 7:23 p.m.

PRESENT: MR. DELEONE, MR. FERRARA, MR. HAWKSLEY, MR. KUHAR, MS. SHAFFER, MR. TURNER, MS. WALLACH, AND MR. WILSON

ALSO PRESENT: D. RULLER, CITY MANAGER; J. SILVER, LAW DIRECTOR; AND S. CHESTNUTWOOD, ACTING CLERK

ABSENT: J. FENDER, MAYOR; MR. AMRHEIN, COUNCIL; AND L. COPLEY, CLERK OF COUNCIL

Pro Tem Wilson said the purpose of this Work Session was to receive information on the Council/Manager relationship. **Dave Ruller, City Manager**, said they would be hearing from Professor Sy Murray of Cleveland State University. Mr. Ruller said he ran into Mr. Murray around the region. He said with the new Council members, it seemed to be a good time to have some training about the Council/Manager form of government. He said Mr. Murray was a long time City Manager, and is well respected. He said Mr. Murray is now teaching and working with elected officials. He said Mr. Murray has done it well.

Mr. Murray said that Mr. Ruller has told him this would not be a "touchy feely" session, and he wanted to feel free to talk WITH them, as opposed to talking TO them. He asked for permission to address them by their first names, and Mr. Wilson said that was acceptable. He asked they call him "Sy," adding his name is "Sylvester," and he does not like that name.

Mr. Murray said when he got his degree, and got his first job as City Manager, he went home to celebrate with his family. He said his father did not finish grade school. He said he told his dad how proud he was because he was a City Manager. He said that his father asked what he does, and he said he plans, organizes, and budgets. He said his father asked what kind of work he does, and he said he was the supervisor of the Police Chief and the Public Works Department. He said his father thought he was a Mayor, and he explained that a Mayor is the chief policy officer, and he was the chief executive officer. He said his father asked how much he made, and when he told him, his father said he still was unsure of what he did, but was proud of him.

Mr. Murray said they wanted to talk about what they do, in words that all can understand and that they are proud of what they do. He asked them to tell him about their margins of win.

Mr. Turner said he had five votes, adding he was appointed by Council about three months earlier. He said he felt it was a landslide. He said he was honored and blessed that members of Council allowed him to become part of the Council group,

Mr. Hawksley said he finished second out of three, and they elected three out of six. He said he had 2314 votes, while Mr. Schultz, who is now deceased, had 2243, and the closest person was 1001. Mr. Murray noted he had a big margin.

Mr. DeLeone said he finished ahead of Mr. Hawksley by 50 votes. Mr. Hawksley noted Mr. DeLeone was first place.

Ms. Wallach said she won 58% to 42%, and ran against an incumbent, adding it was pretty good.

Ms. Shaffer said it was about 65% to 35%, against another Democrat in the primary, and was unopposed in the General Election.

Mr. Kuhar said the first time he ran, he received 60% of the vote, and was unopposed the second time. Mr. Murray noted that was because people recognized he did so well. Mr. Kuhar said they may not have wanted to stick their neck out.

Mr. Ferrara said he received a little more than 60% of the vote. He said it was his third election, adding the second time he was unopposed. He suggested if he followed Mr. Murray's rationale with Mr. Kuhar, maybe he did a bad job.

Mr. Murray asked Mr. Wilson how he did, and Mr. Wilson said he has had no opponent for the last three elections. He said he had two opponents in his first primary, and two opponents in the general election. He said he beat the second place person in the primary by ten votes, who beat the third place guy by ten votes. Mr. Turner noted that the other two candidates were better suited (he was one of them). Mr. Wilson said he won by 2:1 or 3:1 in the General Election.

Mr. Murray said it is important to them how they won. He said it is important to remember that. He asked Mr. Kuhar if he is voting on his own or thinking about those who voted for him, and Mr. Kuhar said he is thinking about the people.

Mr. Murray said their system is about the Council representing the taxpayers. He said they are the ones who are supposed to know what the taxpayers want. He said when they meet as a Council, they are governing. He said it is not an administrative issue, adding it is a decision for the elected Council. He said he hoped they made that decision because of the trust placed in them by those who voted for them. He distributed a "quiz" to them at this time.

He reviewed the quiz at this time. The first one said that elected Council members are directly accountable to the public for the performance of local government. He asked Mr. Kuhar to respond, and Mr. Kuhar said their position is to vote in the best interest of the public. He said they are accountable, indirectly, to the public, but that does not mean they should respond to "squabbling." Mr. Murray asked Mr. Kuhar if he is responsible for what is done at City Hall, and Mr. Kuhar said they are City Hall. He said the elected Council member is accountable to the citizens, not the City Manager. He said the Manager must be cognizant as to what the citizen wants, and his recommendation to Council should be what is best for the City and what the citizens want. He said the Council has to make a decision as to what the citizens feel is acceptable. He said he did not mean individuals when he said citizens, but the entire city.

Mr. Kuhar said he was confusing something. He said Mr. Murray told them they should vote what was best for the citizens, but should also vote for what the citizen wants. Mr. Murray said the citizen should recommend what they think is best, which may or may not be what the citizens want. Mr. Hawksley said the citizens may not agree with Council. He said there will be some votes that the citizens do not like, adding that is a risk they have to take as elected officials. Mr. Murray said that is because they are accountable for the city. He said they vote, knowing that the City is better off.

Mr. Hawksley said he would vote for what he felt was best for the city, even though he may be risking his position of a Council person. He said that ultimately, the citizens may be right and he may quit.

Mr. Ferrara said Mr. Hawksley was correct, in terms of his comment, adding that they vote for what is best for the citizen. He said it is not always an easy decision.

Mr. Murray said that means the City Manager brings them a recommendation that they think is best for the long-term interests of the city. He said if there were fifty people in the audience against it, that means they would still vote against it. Mr. Hawksley said he was sure there was still an opportunity to do that, adding he sees it coming already. Mr. Murray said they say that, although these are the people that put them in office and they are the ones the Council tries to please. He said they are basically saying they are trying to please the people, although they do not understand it.

Mr. Ferrara said that they are saying that fifty people do not speak for the majority. Mr. Murray said if fifty voters come into the hall, they will listen to them.

Mr. Turner said that when a person is elected, they are elected to exercise their judgement. He said that change is based on issues that come before them, and are transitory. He said Council is elected by the public to make their judgment on the issues, as elected officials. He said if Mr. Ruller brought something forward they did not feel comfortable with, they have the responsibility to use their best judgment, regardless of what happens. He said they are responsible to use their best judgment. Mr. Murray commented that Mr. Turner would have that same position, whether there were fifty people or one large taxpayer. Mr. Turner said that includes if Mr. Ruller brings something forward, adding regardless of what Mr. Ruller does, he is still responsible. He said he was elected to be responsible and exercise judgement.

Ms. Shaffer said it is incumbent upon them to get as much information as possible. She said they are privileged to receive information that the public does not have. She said everyone may not have the big picture, adding it helps them make better decisions.

Mr. Wilson said he has lived through the room being full, and voting in the opposite direction. He agreed with Ms. Shaffer that they receive a lot more information than the general public. He said the biggest part is that when the public comes in on an issue, they come in with an emotional tie. He said their job is to not look at the emotions, but to look at whether it is

good or bad for the overall city. He said he is elected by 1/6 of the city, but the reality is 90% of all of his decisions affect the entire City. He said he has to judge what is overall the best thing for the entire City, not just the voters in his ward or just his emotions.

Mr. Kuhar said he understands when someone shows up or calls him, it is because they do not support something and are not the full representation of the ward of the City. He said when he has time, he tries to talk to those who did not show up at City Hall to see their views. He said when he does that, he gets the same responses as though he showed up, or "I don't know, I don't care" opinions. He said it makes it difficult for him to vote for something, when so many people are opposed or do not care. He said if he makes that decision on his own, it is his decision, adding it is confusing him.

Mr. Murray said he heard from others that when the Manager makes the decision, they expect that decision to be unemotional, with all of the data, and the best thing for the community overall. He noted that Mr. Turner said he has the right to disagree. Mr. Murray said that is all right, and Mr. DeLeone noted the Manager is the professional.

Mr. Murray directed their attention to question #3 on the quiz, as to whether politics means doing favors for friends and grandstanding for the media, both of which are bad. Ms. Wallach asked about #2, and Mr. Murray said they were discussing #3. He said if Ms. Wallach wanted to discuss #2, they would do so at this time. He said that #2 says that elected officials believe that administrative staff has no understanding or appreciation of politics, and asked if this was true or false. Everyone indicated it was false.

Mr. Murray moved back to question #3 at this time, and asked if it is a true statement, and Mr. Ferrara said it was not true. Ms. Shaffer said that the part that indicates that doing favors and grandstanding is bad is a true statement. Mr. Ferrara said politics can involve grandstanding and doing favors, but is not supposed to be that way. He said that it is bad, and is not what the job should entail.

Ms. Wallach said that grandstanding for the media is a good thing, at times, if done in a certain way. She said that Senator Obama is grandstanding for the media, and getting what he wants, and Mr. Murray suggested they keep it at a local level. Ms. Wallach said that depending on what they want to accomplish, grandstanding may be a good tactic.

Mr. Hawksley said he did not know what they meant by "Grandstanding", and Mr. Murray said it is a Council member calling the reporter or putting out a press release. He said it means they are letting the newspaper know about a meeting and the topic for discussion. Mr. Hawksley said it is not a good idea, adding their local media is pretty smart and will call up Council to see where they stand. He said that grandstanding is bad.

Mr. Murray asked how they are to let people know what they are doing, and questioned if they should write a report. Mr. Hawksley said they live in a small town, and people know what they are doing. Mr. Wilson said there is a difference between notifying the media and telling them what they are doing. He said in his mind, grandstanding is nothing but self-serving politicians. Mr. Murray asked what he does when he runs for reelection, and Mr. Wilson said he puts up signs. He said he is a politician, adding the City is not a politician. Mr. Murray asked what the signs say, and Mr. Wilson said they read "Elect Wayne Wilson." He said he just has his name and ward, adding he does not put up advertisements.

Mr. Murray asked if Mr. Wilson makes speeches, and Mr. Wilson said he does, adding it is not grandstanding. He said his understanding of grandstanding is him trying to grab the credit for something they all do. He said another example would be to grab the credit for good snow removal. Mr. Murray noted they all agree that is bad.

Mr. Turner said "grandstanding" has a negative connotation, and is self-serving. He said if Mr. Wilson is functioning in the Manager's form of government and letting people know he is doing his job, that is acceptable. He said self-promotion has a negative impact and connotation. He said people are running in different directions, getting away from the team approach of governance.

Mr. Kuhar asked if they are supposed to be a team working together for the betterment of a community, and Mr. Murray said that was correct. He said Council has a full appreciation of the system and how it is supposed to work.

At this time, Mr. Murray asked Ms. Wallach if he could skip #4, and she suggested that everyone would say it is a true statement. He read #4 at this time, "The influence of special interests often inhibits the ability of elected officials and staff to work harmoniously."

Ms. Shaffer said they had to "part out" the response. She questioned the meaning of "special interests", adding that

everyone is a special interest. She said if they just focus on certain groups' needs, to the exclusion of the whole or the benefit of the greater good, they do get into trouble. She said if some elected officials represent just particular groups, that can inhibit their ability to work together. She said it can inhibit their ability.

Mr. Murray asked if they can include the Law Director or City Manager in the discussion, and asked for their comments. Mr. Ruller said he values the input and the opportunity to hear that input. He said the challenge is finding the common ground, after hearing the input. He said there are different ends of the continuum, as far as interests and opinions. Mr. Murray said in other cities, he views the downtown business association as a special interest group. He said it can be the green faction, and the MADD group. He said in Cleveland, and other big cities, it is the top twenty-five businesses who think they bring in the most money and pay the most income tax. He asked if those people have any impact on Council, greater than Mr. and Mrs. Jones. Mr. Hawksley said he understands it to say that these people get between them and their staff, adding that is not what he sees, personally.

Mr. Kuhar said he has only been on Council for two years. He said they have had some pressure on certain issues, including university issues and environmental groups. He said if they did not have that pressure nor if they were involved in their meetings, they may have different outcomes. He said if that is the case, then the statement is true.

Mr. Ferrara said the issue about the largest businesses versus the neighbor next door goes back to what is good for the City. He said it may mean allowing the business person to conduct their business more efficiently and more properly. Mr. Ferrara said he would like to think they would find a compromise. He said they have a tendency to lean toward the good of the City.

Mr. Turner said there can be negative connotations. He said they just may be reflections of organized group interest in a community with diverse views and interests. He said the bottom line is how they function as a buffer. He said they are the immediate exposure, before the administration, so it is the Council's ability to function that decides how the Administration functions. He said it is a question of the function of government, and the integrity of the process.

Mr. Murray said he was very impressed with Council. He looked at Question #5, "Staff should not give privileged information to elected officials because they will likely go straight to the media with it." He asked if that was true or false, and asked if they should be given privileged information. Mr. Hawksley said if they do not trust each other, they cannot do their jobs. Ms. Wallach said they need to make informed decisions. Mr. Wilson asked that they define "privileged information" and Mr. Silver said it would be information that stays in the group. Mr. Murray asked Mr. Ruller to define it, and he deferred to his Law Director. Mr. Murray asked Mr. Silver if he felt that kind of information would stay within the body, and Mr. Silver said he has not had that problem within ten years. He said he has not had any problem with the current Council.

Mr. Wilson said if he missed a Saturday, he used to be able to go to a restaurant and find out what was said. He said it has not been that way in the last eight or ten years.

Mr. Kuhar said he agrees with the rest of Council, somewhat, in that the information does not go to the media. He said the grapevine does work. Mr. Murray said it is accepted for privileged information to not be publicly given, unless there was a need for a vote. He said if there is no need for a vote, the City Manager can keep that information to himself until it is necessary. Mr. Silver said in that context, he would agree.

Mr. Ruller said with the last Council, they wanted to know before something was in the newspaper. He said there is a balance. He said some Council members have more of a tolerance for how late that happens. He said there are some differences among Council members as to how and when they want to be informed.

Mr. Hawksley said it is what they need to know and when they need to know. He said he is fine with reading about something in the newspaper, but some do not like that. Mr. Murray said most elected officials would be highly embarrassed to see something decided and published in the newspaper. Mr. DeLeone said that if something is in the newspaper, they have heard from the Clerk or the Manager via email. He said it may have preceded the newspaper, adding it is there.

Ms. Shaffer said the Manager does take the time to inform them. She said they do not need to know every detail, but if something big occurred, they would expect information. Ms. Wallach said they need to know and be ready for answers in case their constituents have questions. Mr. Wilson said there is no worst feeling than to have a reporter call asking for comments, and not knowing what they are talking about. He said if the information is distributed to the press, in his

opinion, they need to have an idea what it is about.

Mr. Murray said there are certain laws that they and the Manager must follow, and they have to take responsibility. He said that whatever the charter says is the responsibility of Council. He said Council has to make the decisions and not the Manager. Mr. Murray said the Council reports to the citizens at election time.

Mr. Murray said they always hear the words "public policy." He said if they have the privilege of being a senator and are "unelected" next time, they can go to a university and be a professor of public policy. Mr. Murray said that public policy is the framework of purposes and rationale to solve or ameliorate societal problems. He said Council is to make policies that solve problems of society. He said they cannot always solve a problem, which is why he uses the word "Ameliorate", which means to lessen the severity. He said they need to think about that every time they consider making a policy.

Mr. Murray said policies are made in one of three ways. He said it is not done in executive session, or one-on-one with the City Manager. He said it is done by an ordinance, resolution or motion, adding they are all done publicly.

Mr. Murray said the three Ps of government are Policy, Program, and Project. He said that Policy answers the question, "What ought to be." He said there is no wrong answer. He said if they are in the majority, they decide what ought to be, and it did not matter if they were Republican or Democratic. He said there is nothing wrong with that and all ought to appreciate it. He said the majority receives the information, deliberates the information and decides by vote what ought to be done. He said that only elected officials make that decision. He said the Manager and his staff can give them information and alternatives, but Council must make the decision.

Mr. Murray said that nothing happens once the decision is made, as it is a policy decision. He said it has to follow a program, adding they have a program for everything they do. He said that they have a program for safe streets, and asked Ms. Shaffer what "safe streets" mean to her. Ms. Shaffer said they are free of obstructions, and are in fairly good repair.

Mr. Murray asked Mr. Turner what they mean to him, and he said they take on a context of the police department and the safety department. Mr. Murray said they have a program that frames the answer to the policy, and describes the solution. He said they need to know if they want to repair a street or make sure it is safe. He said it must be clear, adding it is the responsibility of the elected officials and the appointed officials. Mr. Murray said the program sets limits, which could include financial limits. Mr. Hawksley noted it creates boundaries for the staff.

Mr. Murray said the project, the last "P", provides the design and the ingredients for the implementation of the program. He said this is totally done by the Administration, but is something that some Councils like to get involved with. He said, as an example, the project is the repaving of Main Street or the rehabilitation of a park. He said the elected officials like to come by and see the work, counting the number of workers and trucks filling the potholes. He said that is not the elected official's responsibility.

Mr. DeLeone said it is not usually the Council doing that, adding they get calls from citizens complaining. Mr. Murray asked what they do when they get that call, and Mr. DeLeone said he does not bother the Manager. He said he will call the Service Director. He said he usually knows the answer. Mr. Murray said it appears the Manager does not mind them calling the Service Director directly. Mr. DeLeone said this is how they have operated previously. He said if it is a big problem, he would go to the Manager. Mr. Hawksley said Mr. DeLeone would not call the Manager saying they have too many guys on a job.

Mr. Murray said the issue is that Mr. DeLeone feels comfortable to call the Public Service Director, questioning the project implementation. He asked Mr. Ruller for his thoughts, and Mr. Ruller said they have an appreciation that those types of questions occur. He said in the perfect world, it would be great if Council was trained with the proper answers. He said he understands they have a need to answer people's questions. He said he appreciated the fact that Mr. DeLeone can coordinate with the Service Director. He said he felt it is working well. Mr. Murray asked if the Department heads feel free to tell him if it is not working, and Mr. Ruller said he believed so. Mr. DeLeone said he would never tell the Director he has too many guys on a job, adding it is not his job.

Mr. Murray said it gets very cumbersome when the appointed officials try to tell them what should be, adding the appointed officials can make recommendations. He said it is also very cumbersome when elected officials try to do the projects. Mr. Ferrara asked if he would discuss when it is appropriate for either party to call the other party on the table. He said that is ultimately the problem, when one is overstepping their bounds. Mr. Murray said he has known managers who have experienced problems that wait until the Executive Session and report it to all members. He said he was a manager, and

would call the individual directly on the phone. Mr. Ferrara asked if he advocates bringing it to someone's attention when it happens, and he said that was correct. He said he advocates doing it in a less conflicted way.

Mr. Ruller said there are members who have some expertise, giving their professions. He said out of a natural desire to participate and contribute, there is a tendency for them to want to contribute their expertise to certain City issues. Mr. Murray said that should come through the Manager. He said if a member of Council has a contribution, they should bring it to the Manager.

Mr. Ferrara asked about emails, and whether he should send them to the Manager, directly, or his secretary, and Mr. Murray said he can send the Manager emails. He said the issue is the content of the emails. Mr. Ferrara said he sent an email about a salt truck backing into a driveway, leaving a lot of salt in the driveway. Mr. Murray asked if they have a policy on complaints and Council referrals, and Mr. Ruller said it is fairly informal. He said the department that receives the complaint is expected to respond. Mr. Murray said it is a small enough city that people know each other. Mr. Ferrara said he thinks it may be better to leave it with the secretary in the future. He said email seems to be viewed differently. Mr. Murray said it is less personal and less demanding. Mr. Ferrara said that could be right, adding he did not see himself as demanding when he calls. He said he does it out of a courtesy.

Mr. Ruller said they passed a policy, prior to his hire date, where one Council member had contacted the Manager so often, that they passed a policy prohibiting it. He said it reached its peak at that point, and became very formal.

Mr. Turner said he started thinking about a slippery slope situation. He said they can start addressing issues in one manner, and then it can slide to another area. He said they end up being too involved. He said they are leaving that judgement to people who may or may not understand they are overstepping the bounds of propriety. He said that is the slippery slope issue. He said how he views something at one time may be viewed as undue influence, based on his position. Mr. Murray said they never want their voice to be the same as "any old citizen." He said the fact they are the elected Council member means their voice should have greater weight with the bureaucracy than that of the elector. Mr. Turner said they do not want to talk that way until they are an official. Mr. Murray said they need to recognize when they do talk, that is how they should interpret it. He said they are not better than the elector, but have earned the right to be a policy maker. He said the bureaucracy should know who they are, adding they do not have to bow to the Council. He said they should respect them speaking. Mr. DeLeone said with the current Administration, if they are overstepping their bounds, they will find out. Mr. Murray asked if he would hold that against them, and Mr. DeLeone said he would not. Mr. Ferrara asked in terms of protocol, if he should send the same email to the secretary, and Mr. Murray deferred to Mr. Ruller. Mr. Ruller said he thinks it is working well, and he would not be stressed about that. He said Mr. Murray is giving them general pointers.

Mr. Murray said if it is important to them that they have to make a personal statement, it is saying to the person on the other end that they do not want any excuses. Mr. Wilson said it is a timing issue. He said if they want something done immediately, they should call the secretary. He said if they were willing to wait a few hours, they can call the Service Director.

Mr. Hawksley said the word "protocol" is good. He said he has learned, the hard way, that they think they are doing a favor, but the staff hears them differently than if they received a call from a citizen. He said they need to be cognizant. Mr. Hawksley said he tries to be a liaison with the citizens, and gives them the name of the department to call, not the department head. He said if they are ultimately not happy, he tells them they can call the City Manager. He said he does not need to be involved unless the City Manager is a real problem, adding that is his protocol.

Ms. Wallach said she got a call from a constituent who was complaining about the potholes at the end of her street. She asked how she should handle that section. At this time, Mr. Murray displayed the five values he felt elected officials should believe in. He said popular sovereignty is the right to have the last word. He said they started the conversation earlier by saying they would support something, even if people did not want it. He said he would suggest that if people do not want it, they need to invest time with the citizens to show them why it is the best thing.

Mr. Murray said the second value is representation, and the people should be represented. He said they may not have voted for the Council member, but ought to feel represented. Ms. Wallach asked if that is true about those who did not vote, and Mr. Murray said that was correct, adding that children should be represented.

Mr. Murray said that pluralism is the right of people to have come together with diverse opinions and to try and get Council to accept it. He said that five people can come together and have the right to petition Council.

Mr. Murray said that accountability is another value. He said the citizens expect them to be accountable. He said they all appreciate transparency, and need transparency on all issues.

Mr. Murray said that the appointed officials should believe in the separation of politics and the Administration, adding that the Administration should not play politics. He said they are not elected, and do not have to do what elected folks do. He said it does not mean they do not listen to the citizens. He said they need to hear the issues. Mr. Murray said he felt Mr. Ruller was smart enough to know the difference.

Mr. Murray said the administrative official has to believe in the intent of Council and the oversight. He said they can fire the Manager with a majority vote at any time, but the Manager has to also appreciate the intent of the policies. He said that with an ordinance, they should not vote against it because an "i" was not dotted or a "t" was not crossed. Mr. Murray reminded them to remember the intent of the policy.

Mr. Murray said the Chief Executive Officer has to be the head of the bureaucracy. He said the Department heads needed to know that is their only boss. He said they know that Council is the Manager's boss, adding that carries some weight, but they cannot assume their jobs are safe if they displease the Manager, but please the Council.

Mr. Murray said the Manager must have professional competency. He said the Manager should be have legally and ethically.

Mr. Murray said they do not want to bog themselves down with another retreat. Mr. Ferrara said that he calls it "paralysis by analysis."

Mr. Murray said they are going to have problems when Council has difficulty making a policy decision or reaching consensus. He said their votes on his quiz show they do not have that problem. He said there will be problems when the Council and/or the administrators begin to focus too much on short term issues and too little time on long term concerns. He said they have to think ahead five or ten years, adding it helps them stay focused.

Mr. Murray said they will have problems when the administrators feel their superior professional knowledge should be the basis for all decisions. He said this occurs when the administrators feel that all of their recommendations must be accepted as fact. He said that although the Manager is the smartest, the Council members are the decision makers. He said they may decide on a decision that is not the smartest. He said it may not be the most optimal decision, but it is the best decision.

Mr. Murray said when the administrators attempt to circumvent the intent of Council when implementing a policy, they have a problem. He said when Council tries to get special services or benefits for individual constituents, they have a problem. Mr. Murray said a lack of communication becomes a problem when both sides are not communicating. He said that the biggest embarrassment is not knowing.

Mr. Murray said they need to provide opportunities for interactions and communication among the elected and appointed staff to ascertain goals, motives, and means, to eliminate surprises. He said it may be helpful to have the Public Works Director tell them directly how they trim trees or deal with snow. He said they need informal early communication in anticipation of new programs and/or problems with current projects. He said if they know the water system needs major overhauls, they need to discuss it early. Mr. Murray said the staff should submit full information that is relevant to the decision to be made. He said staff must never publicly embarrass their elected official, and Mr. DeLeone said it works in the opposite direction also.

Mr. Murray said that Council and the Manager is about change. He said to have change, someone needs to have a vision. He said Council should have the vision. He said when they run for reelection, there is nothing wrong with making promises, as it shows they have a vision. Mr. Murray said that once they have a vision, they need someone who is trained and skilled to carry it out. He said when they have the skills, they need an incentive. He said that most people work because they like to work, but they need an incentive. He said it does not have to be a \$200,000 salary or a private airplane, but must be something to show recognition to the public. He said without vision, they have confusion. He said without skills, they have anxiety. He said if they do not have an action plan, they will have false starts. Mr. Murray said that without resources, like money or equipment, they have frustration. He said without incentive, the change is gradual. He said when they combine vision, skills, incentive, resources, and an action plan together, they get change.

Mr. Turner said they often ask the professionals to bring them the optimum on the information available. He said there is

then the aspect of how to move it along for public consumption. He said it means they either scale back or change. He said it is the political reality of how government functions. Mr. Turner said the Council is immediately exposed to the voter. He said they have an idea of the political calculations as it goes into the implementation of governance. Mr. Turner said, in his mind, there is a good and valid point for politics in this form of government. He said they may not always get the 100% to move something forward, and understand they move something 70%. He said by scaling back, they may do something that is not the total recommendation of the Manager, but the understanding of where they need to be. Mr. Murray said the question they did not ask on the quiz was #8, "Politics has no role in the professional performance of local government". He said it does have a role. Mr. Murray said they should not assume they can have government at any level without politics. He said it does not have to mean doing favors, but is the act of getting a consensus. He said it may be resolving something at the non-optimum level. He said it may not be the perfect solution, but would be a solution that keeps them moving. He said politics is getting a consensus. He said it means they can live with a proposal. Mr. Turner said it is pluralism. Mr. Murray said politics is only bad when people do bad things, such as buying or paying for votes. He said getting consensus is not bad.

Mr. Hawksley said the hard part is expressing that political reality with the staff, adding that is the biggest challenge in their position. Mr. Murray agreed, adding that was the purpose of this meeting. He said management is responsible for managing the finances, managing the personnel, and managing the work design. He said Council adopts a budget that tells the management how much money is available. He said they ought to allow the Manager to implement the budget, writing checks based on available monies. He said the Manager is responsible for the finances. He said they should not ask the Manager to do something when they have not provided the money. He said the Manager is responsible for the human resources, which means the people. Mr. Murray said those people doing the work needs to understand who is their supervisor and the work design. He said the Council decides on what work should be accomplished, and the Manager is responsible to design how it is done.

Mr. Murray said to decide where they can have conflict requires communication. He said they may need to set up protocols to remind themselves how they handle something.

Mr. Murray asked them to fill in the blank, "Tonight would have been a better session if ". Mr. DeLeone suggested it may have been better if the Mayor was present, or if they brought some of their own parameters and rules that they operate under.

Mr. Murray asked Ms. Wallach to fill in the blank. She said Mr. DeLeone is speaking as a seasoned Council person, while she is brand new, having served for two months. She said she needs to know how to respond to constituents, without stepping on people's toes.

Mr. Murray asked Mr. Ferrara to fill in the blank. He said it would have been better if they could have contacted him with scenarios, prior to the meeting, so he could address them in a unanimous format.

Mr. Murray asked Ms. Shaffer to fill in the blank. Ms. Shaffer said she agreed with Mr. Ferrara's thought. She said she has had very little experience, but has watched Council for a while. She said they heard about things. Mr. Murray asked if she was another "two month" person, and she said that was correct. He asked Mr. Turner if he was a "two month" person, and he said he is more like a "two week" person.

Mr. Murray asked Mr. Kuhar to fill in the blank. Mr. Kuhar said it would be better if they had more time on the discussions. Mr. Murray said sometimes it is good to not talk too much.

Mr. Murray asked Mr. Wilson to fill in the blank. Mr. Wilson said it would be better if they had given the four new Council members a chance to go through the class at Kent State, so they would have a chance to get their feet on the ground. He said they may have had more interaction at that point. Mr. Wilson said he thought highly of the program.

Mr. Murray asked Mr. Hawksley to fill in the blank. Mr. Hawksley said he would like more time spent on the definition of policy making, adding that all ten of them have a different grasp. He said he is a big fan of the policy governance model and strategic planning for public policy. He said he supports a deliberate ten year plan.

Mr. Murray asked Mr. Turner to fill in the blank. Mr. Turner said it would be better if Hallie Berry had been the presenter.

Mr. Murray asked Mr. Ruller to fill in the blank. Mr. Ruller said Mr. Murray set it up well, in the interest of time. He said the "next step", where they talk about what Mr. Murray said and how it translates into their routine business, would make it

better. He said at a staff meeting, they discussed how Council works on policy. He said he asked staff if they are taking policy issues or project issues. He said they cannot expect Council to focus on policy, if they are bringing projects forward. He said the staff has the same challenges, adding it may be another session down the road.

Mr. Murray asked Mr. Silver to fill in the blank. Mr. Silver said it would have been nice if Mr. Murray was present four years earlier.

Mr. Murray said Council is an exceptional group of people, in terms of Council and the Administration. He said they do not have these kinds of nice situations in Cuyahoga County. Mr. Hawksley commented if Mr. Murray had been there a few years earlier, he would have a different impression. Mr. Wilson noted that it would have been a different impression a few months earlier.

This work session was adjourned at 8:42 p.m.

Sheri Chestnutwood, Acting Clerk of Council

Wayne A. Wilson, President Pro Tem