

OFFICE OF THE CITY CLERK

May 15, 2006

TO: City Council
FROM: City Clerk
SUBJECT: CITY COUNCIL MEETING EFFICIENCY
RECOMMENDATIONS

At the April 24, 2006 Council meeting, Vice Mayor Madison presented oral recommendations from the Ad Hoc Committee. After discussion of the proposed recommendations, Council requested that the matter be agendized in the near future for further discussion, and that the recommendations be presented in writing.

Attached is an excerpt of the April 24 Council minutes on this item, which details in writing the Ad Hoc Committee's recommendations presented at this meeting, and summarizes Council discussion at the meeting.

In addition to the attached minutes, a listing of programs that will be impacted at the Senior Center if Council meetings are held on Thursday evenings is also attached. A 2006 calendar is also attached reflecting Council meetings that have been cancelled this year, or are scheduled to be cancelled, with a few additional cancellation dates suggested by the City Clerk.

At the April 24 meeting, one alternative suggestion in lieu of conducting two meetings per month, with a third scheduled as needed, was to reduce the number of scheduled Monday meetings to allow for at least one meeting per month to be cancelled. In the event Council wishes to further consider that option, a proposed 2007 calendar is also attached prepared by the City Clerk with suggested cancellation dates based on our past regularly cancelled meetings and a few additional suggested cancellation dates for those months where there is typically not a cancellation due to holiday or other event.

Last, a handout distributed on April 24, "Tips for Running Short and Effective Meetings, is also attached.


JANE L. RODRIGUEZ
City Clerk

Attachments

Councilmember Gordo returned at 8:17 p.m.

CONSIDERATION OF CALL FOR REVIEW OF A STAFF DECISION TO THE DESIGN COMMISSION REGARDING A CONSOLIDATED DESIGN REVIEW FOR THE CONSTRUCTION OF A TWO-STORY OFFICE/RETAIL BUILDING (PLAZA GIMALI - 208 EAST ORANGE GROVE BOULEVARD) (Councilmember Gordo)

Councilmember Gordo announced that staff had informed him that concerns regarding parking issues and the type of use involved with the structure can be addressed at the time that the property owner identifies a tenant for the building and/or a problem arises with the adequacy of required parking for the building.

Consequently, Councilmember Gordo withdrew his request for consideration of the call for review and no further action was taken.

APPOINTMENT OF VAHE ATCHABAHIAN TO THE HUMAN RELATIONS COMMISSION (District 2 Nomination)

RESIGNATION OF P. MICHAEL BRADY FROM THE TRANSPORTATION ADVISORY COMMISSION (District 2 Nomination)

RESIGNATION OF CHANNA ARVISO FROM THE NORTHWEST COMMISSION (District 3 Nomination)

It was moved by Councilmember Little, seconded by Councilmember Haderlein, to approve the above appointment and accept the above resignations with regrets. (Motion unanimously carried) (Absent: Councilmember Holden)

CITY COUNCIL MEETING EFFICIENCY RECOMMENDATIONS (Ad Hoc Committee - Vice Mayor Madison, Councilmember Gordo, and Councilmember Little)

Vice Mayor Madison, Chair of the Ad Hoc Committee, provided a background for the Committee's charge and reported on the discussion of ways to improve the efficiency of Council meetings and presented the following proposed changes for consideration:

- move the Council meeting to Thursday evening (notice special meetings on Thursday on an experimental basis for a designated period of time as a trial during summer months)
- schedule two Thursday meetings a month (on the Thursday before a 9/80 Friday work day), with a third Thursday meeting to be scheduled, if necessary, to discuss a single topic or policy issue
- institute a guideline that items will not be taken up after a certain time in the evening, when possible

- reduce the number of total Council meetings held (e.g. schedule a summer recess in August, eliminate meetings held around times when cancellations have occurred in the past)
- research best practices that have been implemented by other governmental bodies
- schedule a Council retreat (in September) after an experimental time period of implementing changes to discuss permanent changes
- make the new City Hall as technologically proficient and user-friendly as possible for the Council and citizens
- begin closed sessions at an earlier time (5:00 p.m.)
- provide Council with closed session materials prior to the meeting, if possible
- notice public hearings for 7:00 p.m.

Vice Mayor Madison noted that some of these changes could be implemented on an experimental basis during the summer months, and the Committee had decided that beginning the public meeting at an earlier time was not appropriate.

Councilmember Gordo outlined constituents' concerns regarding items being discussed at late hours of the evening and resultant negative impacts on accessibility of the public to these late-night discussions.

It was noted that there would be impacts to Senior Center programs if Council changed the day of its meetings to Thursday evening.

The City Clerk noted that Council could implement some changes more quickly, while the change in meeting day could possibly be held until the Council meeting location is back at City Hall. In response to the Committee's request, she distributed a memo from the City Manager dated April 10, 2006 titled "Tips for Running Short and Effective Meetings." The City Clerk outlined the work performed by her office in processing the legislative documents the day after the Council meeting.

The City Manager indicated a report on the technology aspects of City Hall would be presented to the Economic Development and Technology Committee in May 2006, and discussed possible adjustments to scheduling items on the agenda for a reduced amount of meetings.

Discussion followed on the impacts that might result from a change to a Thursday evening Council meeting: the need to modify pre-meeting preparations and post-meeting processes, possible conflicts with the City's 9/80 work schedule, and possible conflicts with scheduling meeting space at the Senior Center in the interim time out of City Hall. The discussion also included concerns regarding taking up agenda items at late

hours in the meeting and carrying over items from one meeting to another if the total number of meetings were reduced.

Councilmember Haderlein suggested written recommendations be submitted to Council for consideration at a future Council meeting to allow the opportunity for public input on the proposed changes.

Councilmember Streater expressed support for presenting written recommendations to Council for discussion, consulting with the Senior Center regarding impacts of the proposed schedule change to Thursday evening on Center programming, and exploring ways to better regulate the time allowed for speakers to participate on an item while the meetings are being held at the Senior Center. She expressed concerns involved with reducing the number of Council meetings and possible impacts on the length of meetings, and with moving the Council meeting to Thursday evening and staff's ability to perform the necessary work related to the meeting. She expressed support for reducing the number of Monday meetings to two or three a month on a trial basis.

Vice Mayor Tyler asked that verification of the number of meetings that will actually be held this year be included with the written recommendations, and expressed concerns regarding Council's ability to complete its workload with a further reduction in the number of scheduled meetings.

The Mayor offered an alternative of reducing the number of scheduled Monday meetings to allow for at least one meeting per month to be cancelled.

By Council consensus, the written recommendations will return to Council at a meeting in the near future.

The Mayor thanked the Ad Hoc Committee members and staff for their work on the task and above recommendations.

RECESS

On order of the Mayor, the regular meeting of the City Council recessed at 9:03 p.m. to the regular meeting of the Community Development Commission.

RECONVENED

On order of the Mayor, the regular meeting of the City Council reconvened at 9:04 p.m. (Absent: Councilmember Holden)

**ORDINANCES – FIRST
READING**

Conduct first reading of "AN ORDINANCE OF THE CITY OF PASADENA AMENDING CHAPTER 10.45 OF THE PASADENA MUNICIPAL CODE BY AMENDING SECTION 10.45.100 (A), CHANGING THE BOUNDARIES OF THE OLD PASADENA PARKING METER ZONE DISTRICT"

Pasadena Senior Center Activities
On Thursdays

Multi-Purpose Room (Council Meeting Room)

Every Thursday – Hispanic Group, 10:30 – 1:30 pm/ongoing	15 – 25 persons
Every Thursday - Senior Curriculum, 2 – 4 pm/ongoing	75 – 100 + persons
Every Thursday - Table Tennis, 5 – 9 pm/ongoing	16 persons
2 nd Thursday – Medicine on Parade, 12 – 2 pm/ongoing	40-60 persons

Arts/Crafts Room (Staff Room)

1st Thursday – Leavitt Pavilion Board Meeting, 4 – 6 pm
Last Thursday – Movies for Hearing Impaired, 2:30 – 4:30 pm/ongoing *new program*

Dance Studio (Council Dinner Room)

Every Thursday – Dance Classes, 4 – 6:15 pm/ongoing 15 -20 persons

If we move the meetings in July and August to every other Thursday beginning at 5 p.m., we would need it on the following dates:

July 13
July 27
August 10
August 24

1. We would impact the Hispanic Group 7/13, 7/27, 8/10, 8/24
2. We would displace Senior Curriculum 7/13, 7/27, 8/10, 8/24
3. We would displace table tennis each of these dates 7/13, 7/27, 8/10, 8/24
4. There would be no impact on current Levitt Pavilion Board Meeting schedule.
5. We would impact Medicine on Parade 7/13, 8/10
6. The movie matinees would be displaced on 7/27
4. The dance classes would be displaced on 7/13, 7/27, 8/10, 8/24

/b
4/20/06

CITY OF PASADENA

CITY COUNCIL MEETING CALENDAR - 2006

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	5	6	7	8	9	10	11	5	6	7	8	9	10	11
8	9	10	11	12	13	14	12	13	14	15	16	17	18	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28					26	27	28	29	30	31	
29	30	31																		
APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1		1	2	3	4	5	6					1	2	3
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	
30																				
JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1			1	2	3	4	5						1	2
2	3	4	5	6	7	8	6	7	8	9	10	11	12	3	4	5	6	7	8	9
9	10	11	12	13	14	15	13	14	15	16	17	18	19	10	11	12	13	14	15	16
16	17	18	19	20	21	22	20	21	22	23	24	25	26	17	18	19	20	21	22	23
23	24	25	26	27	28	29	27	28	29	30	31			24	25	26	27	28	29	30
30	31																			
OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4						1	2
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30
Jan 2 New Years (Observed) Jan 16 Martin Luter King Jr Day Feb 13 Lincoln's Birthday Feb 20 Washington's Birthday May 29 Memorial Day July 4 Independence Day Sep 4 Labor Day							Oct 2 Yom Kippur Nov 10 Veterans Day (Observed) Nov 23 Thanksgiving Day Nov 24 Day after Thanksgiving Dec 25 Christmas Day							COLOR CODE <div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="border: 1px solid black; width: 20px; height: 10px; margin-right: 5px;"></div> Cancelled Meetings or Scheduled to be Cancelled </div> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; width: 20px; height: 10px; margin-right: 5px; background-color: #e0e0e0;"></div> Suggested Additional Cancelled Meetings </div>						

CITY OF PASADENA

CITY COUNCIL MEETING CALENDAR - 2007

JANUARY							FEBRUARY							MARCH							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
	1	2	3	4	5	6						1	2	3					1	2	3
7	8	9	10	11	12	13	4	5	6	7	8	9	10	4	5	6	7	8	9	10	
14	15	16	17	18	19	20	11	12	13	14	15	16	17	11	12	13	14	15	16	17	
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24	
28	29	30	31				25	26	27	28				25	26	27	28	29	30	31	

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7			1	2	3	4	5						1	2
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
29	30						27	28	29	30	31			24	25	26	27	28	29	30

JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4							1
8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30	31	23	24	25	26	27	28	29	
													30							

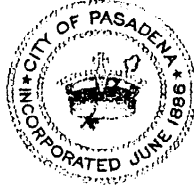
OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3							1
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
28	29	30	31				25	28	27	28	29	30	23	24	25	26	27	28	29	
													30	31						

Jan 1 New Years
 Jan 15 Martin Luter King Jr Day
 Feb 12 Lincoln's Birthday
 Feb 19 Washington's Birthday
 May 28 Memorial Day
 July 4 Independence Day

Sep 3 Labor Day
 Nov 22 Thanksgiving Day
 Nov 23 Day after Thanksgiving
 Dec 25 Christmas Day

COLOR CODE

- Cancelled Meetings or Scheduled to be Cancelled
- Suggested Additional Cancelled Meetings



OFFICE OF THE CITY MANAGER

April 10, 2006

TO: Council Member Madison
Council Member Gordo
Council Member Little

FROM: City Manager

SUBJECT: Tips for Running Short and Effective Meetings

When we met about potential City Council meeting changes, you asked if there were ideas from other cities. The research resulted in a large volume of material, much of it redundant.

We have summarized the ideas on the attached.

A handwritten signature in cursive script, appearing to read "Cynthia J. Kurtz".

CYNTHIA J. KURTZ
City Manager

CJK:ng
Attachment

cc: Wane Rodriquez

City Hall
117 East Colorado Boulevard, 6th Floor
Mailing Address: P.O. Box 7115 • Pasadena 91109-7215
(626) 744-4333 • Fax (626) 744-3921
ckurtz@cityofpasadena.net

4/24/2006
7.B.5.
Handout by staff

TIPS FOR RUNNING SHORT AND EFFECTIVE MEETINGS

Basic Skills for Effective Meetings

- Call meetings only when they are needed.
- Invite only those persons who are needed.
- Know, and focus on, the meeting's purpose.
- Set an agenda and keep the meeting goal-directed. The chairman must control this.
- Begin on time and end on time.
- Set and enforce time limits for discussion of agenda items, but know when to adjust them.
- Keep good minutes but don't be bound by them.
- Follow up on the topics discussed BEFORE the next meeting.

Agenda

- Establish deadlines for requests for agenda items.
- Distribute the agenda and any meeting materials well before the meeting, at least 2-3 days in advance.
- The agenda should be accompanied by a detailed report covering the agenda items. The goal is to avoid surprises. Surprises at city council meetings nearly always reduce efficiency, and may result in arguments and poor decisions. Each council member should make it his/her obligation to read and reflect upon the agenda report BEFORE the meeting. A council member who does not open the agenda packet until the meeting is about to begin is not ready to take the field.
- Keep the agenda specific, not vague. For instance, instead of an agenda item named "Financial Matters", head the item "Financial Matters" and use bullets to identify the specific topics, e.g. Treasurer's report, budget report, payment of bills, etc.
- During the meeting, cover only agenda items, if at all possible.
- For after-hours meetings, it may be beneficial to put items that require concentration and creativity near the top of the agenda, so they can be dealt with while members still have some energy. Any items that are of major concern should be put near the top in case some members have to depart early.
- Another useful tool is the "bell-shaped" agenda structure:
 - a. Minutes
 - b. Announcements
 - c. Easy item(s) – non-controversial
 - d. Moderately difficult item(s)
 - e. Hardest item – latecomers have arrived by this time and early leavers have not yet left
 - f. For discussion only – this may be presented as next meeting's "hardest item"
 - g. Easiest item – end on a positive note of agreement and accomplishment

Meeting Protocol

- Set time limits for discussion, agenda items, presentations, etc. and stick to them. If a subject cannot be adequately presented within the allotted time limit, the presenter should provide all meeting participants with a detailed written document several days prior to the meeting. The presenter may then synopsize the issue at the meeting while staying within the allotted time.
- Overall time limits for each issue should encompass both oral and visual components.
- The chairman should discourage repetitious arguments on the same subject. An individual should be allowed to discuss a specific issue only once, regardless of whether or not the council takes action.
- Ensuring that everyone gets a hearing will almost certainly involve stopping a particular individual from dominating the proceedings. The chairman must be very firm in this regard.
- If the meeting becomes bogged down in discussion of one topic, it may be necessary for the chairman to call for a decision and then move on, but only if the issue has been given an adequate and impartial hearing within the allotted time.
- The chairman should not tolerate unruly behavior or disruption from council members or from citizens. If need be, the chairman should eject such persons from the meeting. Yelling, profanity, ridiculing the speaker, disruptive private conversations while someone is speaking, cell phone use, etc. should not be allowed.

Controlling the Environment

- Meeting room setups can often have a significant effect on how a meeting flows. Some examples:
 1. Theatre arrangement: Rows of seats facing a stage with the chairman at the podium. This arrangement gives the leader great power by position, and keeps participation and interruption by the audience controlled.
 2. "U"-Shaped arrangement: This arrangement suggests equality of the membership, gives no doubt as to who the leader is (s/he sits between the open ends of the U), and offers good visibility for visual aids.
 3. Circle or semi-circle arrangement: This is a democratic arrangement, where the leader sits among the troops and equality is stressed. It offers great visibility by the participants, easy observation of each other's body language, and excellent participation by attendees.

These tips were compiled from documents prepared by a number of city councils, educational institutions, and business training groups.