

# City of San Leandro

City Council Retreat

February 25, 2023

Facilitated by: Claire Laughlin

MRG Solutions





# Welcome!

City Manager, Fran Robustelli

A complex network diagram with numerous nodes and connecting lines, rendered in shades of green and black. The nodes vary in size and are interconnected by thin lines, creating a dense web of connections. A dark grey banner is positioned at the bottom of the image, containing the text 'Public Comment'.

Public Comment

# ACCOMPLISHMENTS

SINCE MARCH, 2022



## Update PULL Policy

Council approved update to strategy for unfunded liabilities (PULL plan)

## Completed Equity Plan

Completed a comprehensive diversity, equity, and inclusion plan.

## Vision Zero Adopted

Guiding policy for traffic safety and roadway design.

## Housing Element Approved

2023 Housing Element completed without exception, placing San Leandro among a small group of cities with that distinction

## Climate Action: Trees

\$1.49 million grant obtained and work began to reduce urban temperatures.

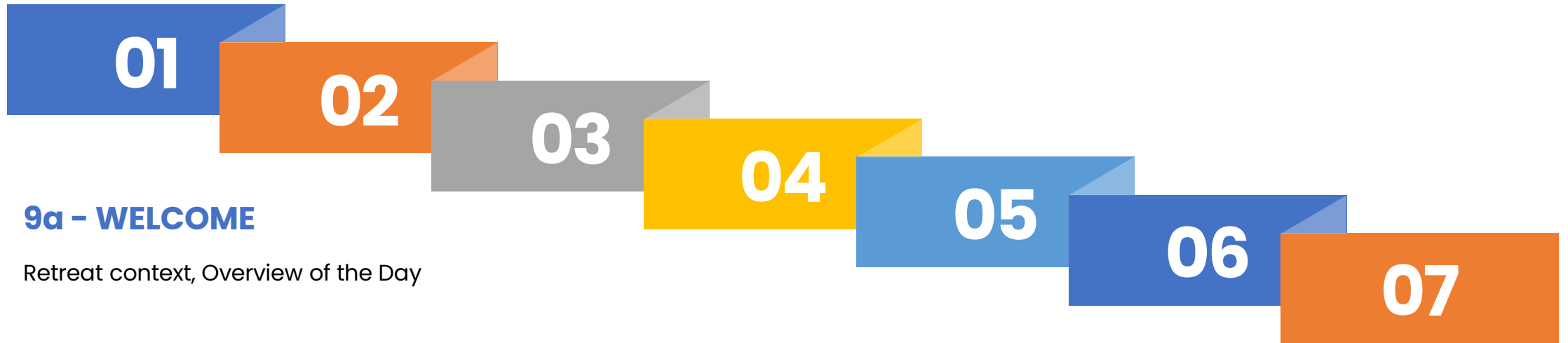


**Discipline is the  
bridge between  
goals and  
accomplishment.**

**Jim Rohn**

# AGENDA

San Leandro City Council Priority Work Session (9a – 4p)



## 9a – WELCOME

Retreat context, Overview of the Day

## 9:30a – COHESION EXERCISE

Claire Laughlin (MRG) led discussion

## 10:35a – BREAK

## 10:45a – FINANCE FORECAST

Finance Director T. Michael Yuen to present on City revenues, long-term forecast.

## 11:45a – CREATING CLARITY

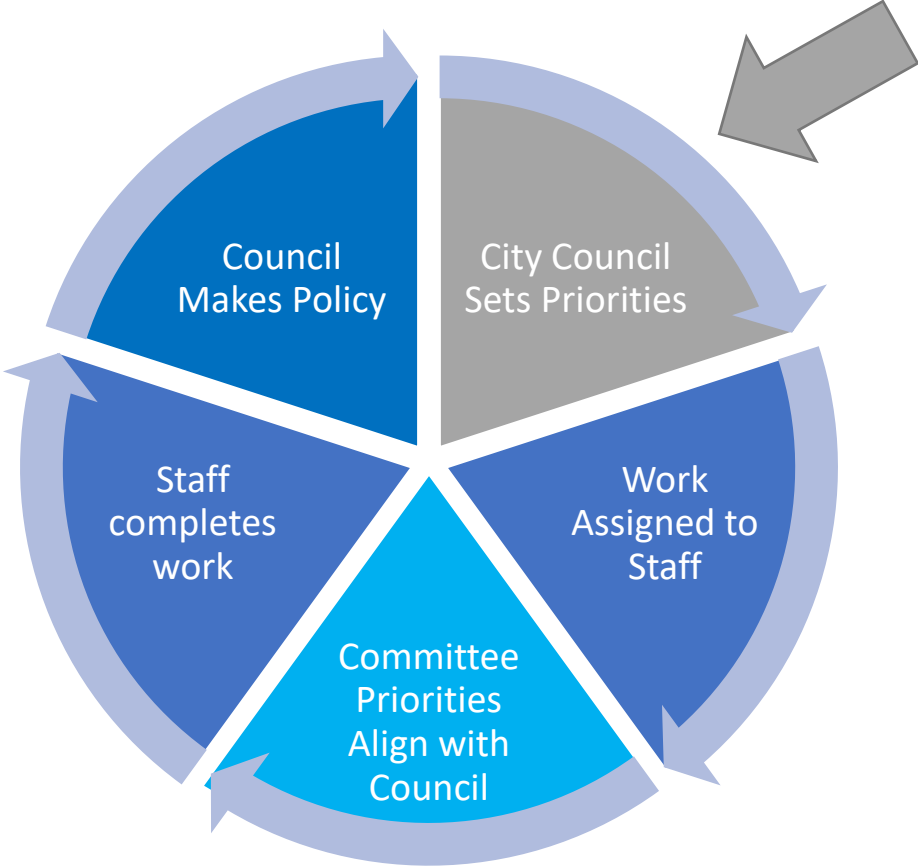
Working Lunch: prioritization by Council through the Dot Voting exercise

## 2:15p – BREAK

## 2:30p – BOND/REVENUES

Finance Presentation

# Priority Setting Cycle



Today we  
will...

- Explore what makes *Good Governance* and the tools and skills of exceptional councils
- Develop *commitments* as a council for working at our best together
- Learn more about the City's long-term forecasting
- Align on the City's top 3 Priority Areas and understand the role of the executive sponsor
- Prioritize the referrals that will move the needle on each priority area
- Understand the “what and how” of revenue generation options, and seek alignment in next steps



# Requests for Participation

- Commit to shared civility
- Stay curious, not judgmental
- Participate and speak your truth
- Ensure everyone gets a turn
- Watch your time
- Practice active listening
- Keep the process going



# Warm-Up

- What would you like FROM the day?
- What are you willing to give TO the day?





How do you hope *this* council is remembered?

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In 2024 and beyond, what legacy will you leave?

How will we  
create *true*  
*success* during  
this council  
term?

- To achieve the best possible outcomes...
  - Work well *together*
  - Work productively with the City Manager
  - Support city staff as they execute against the top priorities that you have identified

# Key Characteristics of Effective Council Members (ILG)

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and take a citywide perspective.

# Successful Council Relationships



# DIALOGUE VS. DEBATE

**Dialogue = Collaborative**  
**Working toward common understanding**

Goal: Finding common ground

Listen to understand, find meaning and seek solutions

Expands and possibly changes points of view

Open to other interpretations

Causes introspection

Remains open minded; doesn't need to be the sole creator of the answer

Defer judgement

**Debate = Oppositional**  
**Attempting to prove each other wrong**

Goal: Winning

Listens to find flaws and to counter the arguments

Affirms your own point of view

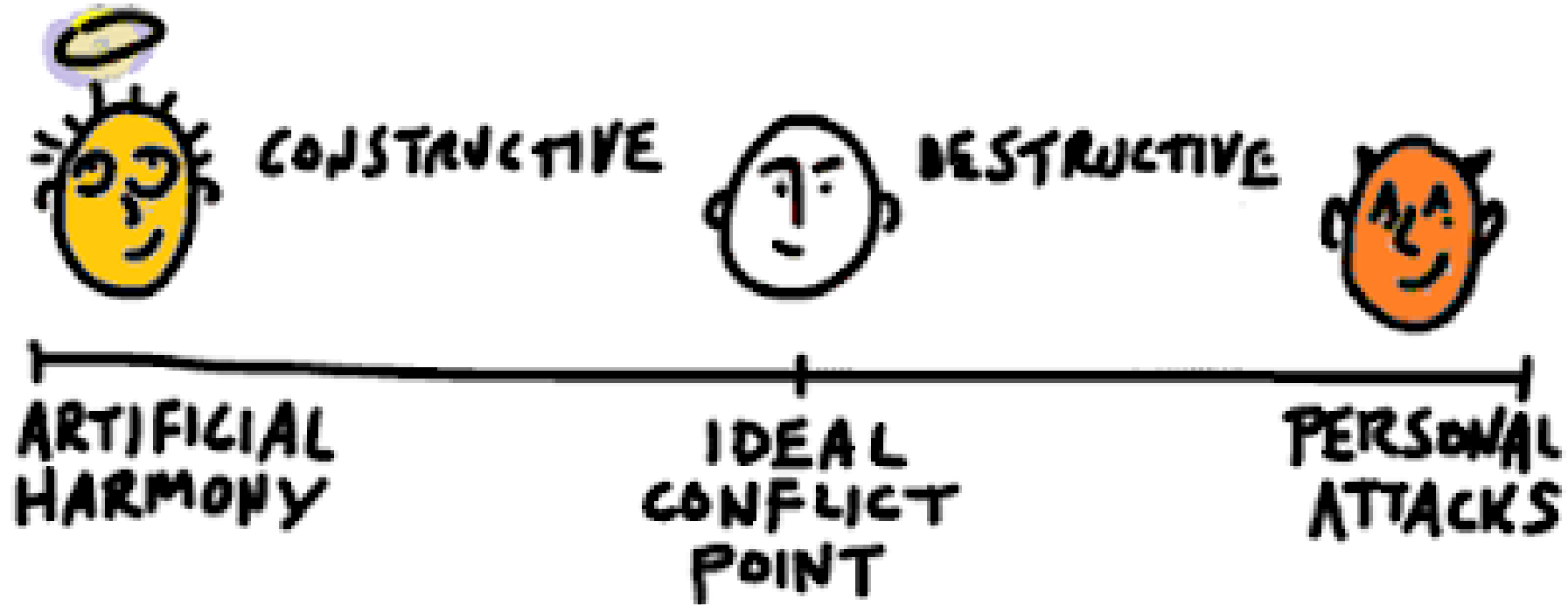
Defends assumptions as truth

Causes critique

Accepts only one right answer. Zero sum game

Judge

# LENCIONI'S CONFLICT CONTINUUM





# Recipe for Productive, Collaborative Dialogue

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- Separate the people from the problem
- Focus on *interests*, not positions
- Invent options for *mutual* gain
- Assume positive intent (Avoid questioning motives)

# Active Listening *in action*

## Summarize

- Repeat key points.
- “I think you are raising three issues here.”

## Mirror

- Repeat speaker words verbatim, deescalating the tone, if needed

## Paraphrase

- Demonstrates speaker was understood
- “It sounds like you are saying..” “Is this what you mean?”

## Learn

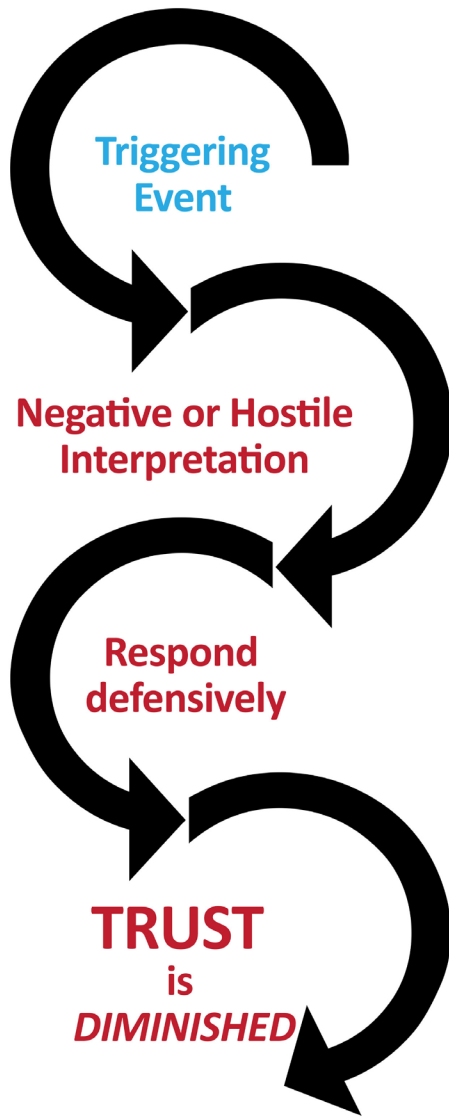
- Draw people out to learn about root causes
- “Can you give me an example?” “Tell me more?” “What do you mean by...?”

# Phrases to use in the moment:

- *I see it differently from my colleague, but I know they, like me are making the decision they are making because they think it is in the best interest of the residents.*
- *What am I missing?*
- *Can we take a break?*
- *I disagree, but I'm listening.*
- *Tell me more.*
- *I see it differently, maybe we can find common ground.*

*“The most expensive thing in the world is **trust**. It can take years to earn and just a matter of seconds to lose ” - Jay Shetty*

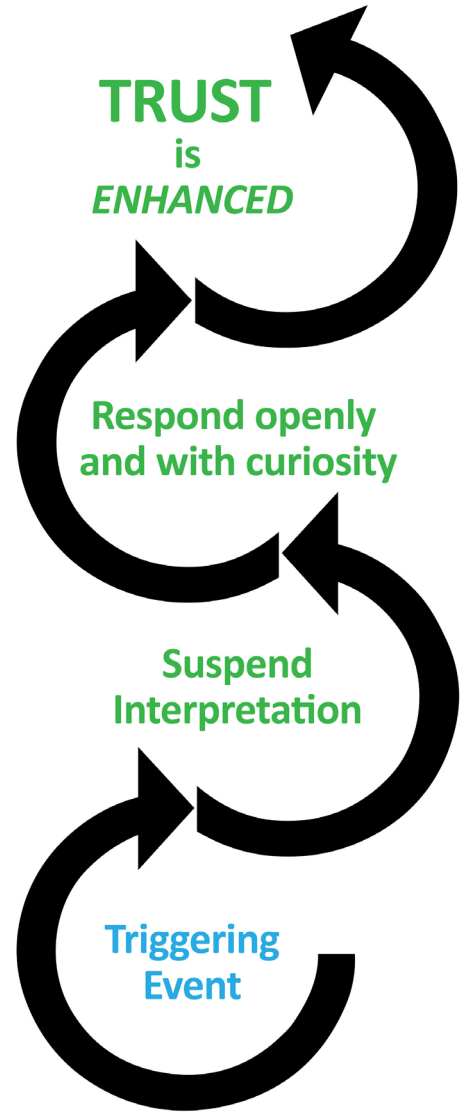
T R U S T



## The **Diminishing** cycle of Trust



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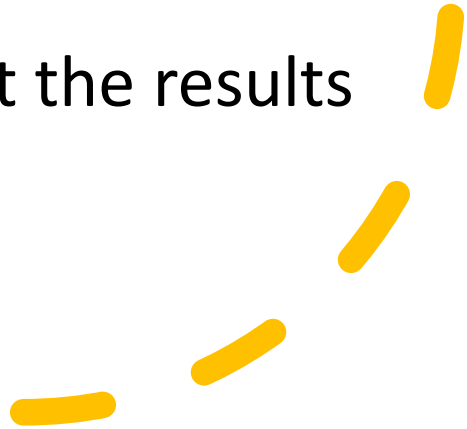
## The **Virtuous** cycle of Trust



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How would  
*you* like to  
work  
together?

Out of all we have discussed...

- What *behaviors* would you like to see and commit to, to develop and support trust?
  - What behaviors help us have dialogue and effective conflict and make thoughtful decisions?
  - What behaviors help us demonstrate our *shared* commitment to our constituents?
  - What behaviors really help us get the results we have promised?
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# Small Group Discussion

- What behaviors will help this council perform at the highest level?
  - Be specific.
  - Prioritize.
  - Which 2-3 behaviors are MOST important?
  - Which are you willing to commit to?
- Prepare a flip chart.
- 10 minutes in group, 3 minutes to present.

A photograph of a breakfast table. On the left, a white coffee cup sits on a saucer. Next to it is a folded newspaper. On the right, a white plate holds several golden-brown pastries. The background is blurred, showing a window with flowers and another white cup. The word "Break" is overlaid in white text in the center.

Break



A modern office meeting room with a large wooden conference table, chairs, a whiteboard, and a brick wall. The room is well-lit and organized, with various office supplies and a potted plant visible.

# Long Term Forecast Presentation

Director of Finance, Michael Yuen

# Focused Action: Prioritization

Working Lunch

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The City  
Manager  
Helps the City  
“Work  
Healthy”

# How to make greater progress?

\*Graphics from Greg McKeown, *Essentialism*



# Remember Covey's Big Rocks?

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Big Rocks First. That's the Only Way it Works.



# Let's Review

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Priority areas • Community Survey • Referrals

# Let's Dot Vote!

3 dots! Vote for your top 3!

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# Pathways to Action

*Which referrals will really move the needle?*

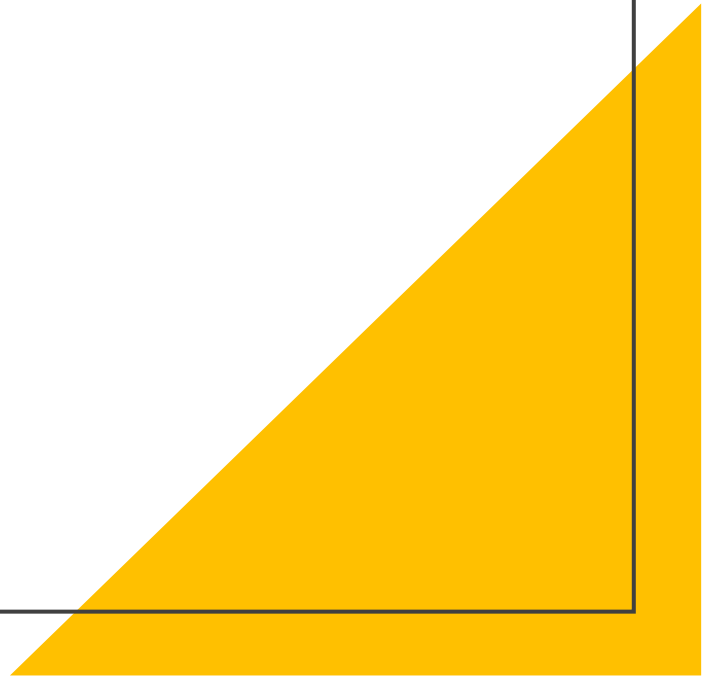
*What is the FIRST action we should take? (What's the WIN?)*

# Executive Sponsorship

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# What does effective Executive Sponsorship look like?

- An Effective Executive Sponsor is a Leader!
- Understands the vision
- Has the authority to align resources around execution
- Demonstrates commitment to the initiative
- Can leverage resources and galvanize others
- Develops a workplan
- Can resolve barriers
- Communicates proactively
- Ensures timely results



A photograph of a breakfast table. On the left, a white coffee cup sits on a saucer. Next to it is a folded newspaper. On the right, a white plate holds several golden-brown pastries. The background is softly blurred, showing a white mug and a vase of flowers. The word "Break" is overlaid in white text in the center of the image.

Break

# Bond / Revenue Discussion

Director of Finance, Michael Yuen

# Closing

- What stands out as a highlight from today?

