CITY COUNCIL WORKSHOP
OCTOBER 12, 2020
6:00 P.M.
New Fairview City Hall
999 Illinois Ln.
New Fairview TX 76078

AGENDA

I.   CALL WORKSHOP TO ORDER:

II.   ROLL CALL:

III.   DISCUSSION ITEMS:

A. Discuss our team roles and how well we fill out an ideal team.

B. Discuss our roles, duties, and responsibilities and how we work together.

C. Discuss the use and payment of the City Attorney and other professional service consultants.

D. Discuss the New Fairview and Fort Worth ETJ agreement.

E. Discuss the auditor and the City's financial system.

F. Discuss the City website.

G. Discuss the City's communication and staffing.

IV.   ADJOURN:

I, the undersigned authority, do hereby certify the above notice of the meeting of the City Council of New Fairview, is a true and correct copy of the said notice that I posted on the official posting place at New Fairview City Hall, FM 407, New Fairview, Texas, a place of convenience and readily accessible to the general public at all times, and said notice posted this 9th day of October 2020 at 7:00 PM at least 72 hours proceeding the meeting time.

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Monica Rodriguez, City Secretary   **SEAL:**

This facility is wheelchair accessible; parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary at city hall 817-638-5366 or fax 817-638-5369 or by email at citysecretary@newfairview.org for further information.

City Council Agenda   **October 12, 2020**

Agenda Item: **Workshop**   **(Discussion)**

Agenda Description:

When hired, the City Administrator was asked what would be accomplished in the first 100 days. As discussed with the Council, a focus on immediate issues, get to know the organization, create and build quality relationships within the organization and the community, and begin the process of developing a vision and mission as well as defining and values of the City (VVM). As with any organization, this requires support from the TOP, the City Council. The Council and City staff need to understand the parameters and expectations, what roles we each play. The ground rules need to be defined, a process outlined, identification of the "owners and stakeholders", and creation of a plan on how we engage them in the process.

The City Administrator has been in the position for approximately two-months, during which time he has been working on projects that were identified as immediate priorities, including: developing the budget, completing the audit, negotiating advantageous agreements with our consulting partners, developing a plan of action for repairing the City streets, review options on long-term planning for water and wastewater, codification of the City ordinances, develop lines of communication and engage with the citizens, as well as a variety of other activities. About a month ago, the City Administrator asked for dates and times to begin the hardest, longest, and most rewarding part of the process, starting the process of developing the City's VVM.

This process will not be completed quickly, it will most likely take over a year to finish the first draft of the VVM. This will include numerous workshops with the Council, open houses and input gathering from community owners and stakeholders, and potentially outside consultants to help us gather, compile, synthesize, and paint the desired state of New Fairview in five, ten, twenty, and fifty years. It's through this process and work product that the City will develop the budget, prioritizing projects and activities, ensuring that we are constantly checking our course to make sure we arrive at our desired destination.

Steven Covey discusses an important/urgent matrix in his book *The Seven Habits of Highly Effective People.* This matrix breaks down activities into the following:

	URGENT	NOT URGENT
IMPORTANT	**Q1 (NECESSITY)** ● Fighting fires...crisis mode ● Reactive, redo, rehash, & review ● Last minute changes ● Late inputs ● Forced decisions ● Unforeseen events	**Q2 (EFFECTIVENESS)** ● Proactive work ● Long-term planning ● High performance ● Productive collaboration ● Team building ● Training & development ● Quality communication
NOT IMPORTANT	**Q3 (DISTRACTION)** ● Low-value but required reports, presentations, conversations ● Needless interruptions ● Non-priority emergencies ● Administrivia	**Q4 (WASTE)** ● Trivial work ● Avoidance activities ● Over-analysis ● Pointless web browsing ● Time wasters

In the workshop packet you will find several pages of summarized information, based upon research, books, and years of experience. Please read through the materials, as this will help us create a common vocabulary and understanding when we are discussing these most important issues. Staff will endeavour to summarize and reduce the content of materials provided to maximize the return on investment, but this will be hard work for the Council, the staff, and the citizens that choose to become engaged in painting the vision of New Fairview.

These items were asked to be added to the agenda:

● Discuss the New Fairview and Fort Worth ETJ agreement.
● Discuss the auditor and the City's financial system.
● Discuss the City website.
● Discuss the City's communication and staffing.

These items were removed from the workshop agenda:

● Discuss the creation and use of a Municipal Development District.
● Discuss the creation and use of Impact Fees.

Attachments:
Team Roles Definitions
Basic Principles of Policy Governance

Team Roles Definitions

Innovator

The innovator is often the creative generator of a team. He or she has a strong imagination and a desire to be original. The innovator prefers to be independent and tends to approach tasks in a scientific way. As a creative individual the innovator may play a crucial role in the way a team approaches tasks and solves problems.

Expert

The expert has the skills and expertise required for the specific task at hand. He or she has a strong focus on the task and may get defensive when others interfere with his or her work. The expert prefers to work alone and team members often have a great deal of trust and confidence in him or her.

Explorer

The explorer is generally an extrovert by nature. He or she is cheerful, gregarious. The explorer is also investigative, interested and curious about things. Because explorers like to improvise and communicate with others, they will have little problem presenting ideas to the team and developing new contacts.

Analyst

The analyst has a tendency to be reserved and critical. The analyst will also react to plans and ideas in a rational and sensible way. He or she will favor a prudent approach to matters and will evaluate them according to their accuracy before acting.

Executive

The executive is sometimes also referred to as the organizer. The executive is generally disciplined and eager to get the job done. He or she is efficient, practical, and systematic. Executives are well organized and diligent, and quickly turn the ideas of a team into concrete actions and practical plans.

Driver

The driver is generally very ambitious and energetic. He or she may appear as impatient and impulsive. The driver is a strong motivator and will challenge others at

crucial times. Although the actions of the driver may sometimes seem somewhat emotional, they do play a crucial role in pushing the team forward to succeed.

Chairperson

The chairperson has a strong coordinating role. With an emphasis on procedures, the chairperson will try to bring and keep the team together. He or she is communicative and deals with the members of the team in a respectful and open-minded way.

Completer

The completer is very conscientious and feels responsible for the team's achievements. Completers are concerned when errors are made and they tend to worry because of their controlling nature. The completer is also known as the finisher because they are most effectively used at the end of a task, to polish and scrutinize the work for errors, subjecting it to the highest standards of quality control.

Team player

The team player is caring, avoids conflicts, and fosters harmony. Being someone who likes to help other people, the team player is generally considered agreeable and friendly. He or she is diplomatic and emphasizes solidarity and team cohesion.

Basic Principles of Policy Governance

condensed from John Carver, Carver Guide Series on Effective Board Governance

Policy Governance is a fundamental redesign of the role of a board, emphasizing values, vision and the empowerment of both board and staff. It is built on ten principles:

The *Trust* in Trusteeship
Simply put, a board governs on behalf of persons who aren't seated at the table.
The primary relationship the board must establish, maintain, clarify, and protect is its relationship with its owners keeping in contact with them, and hearing their voices.

The Board Speaks with One Voice or Not at All
A board is a corporate entity entrusted by its owners with the authority to govern and lead the organization. If the board is to lead, then on each given issue, it must speak with a single voice. The strength of this voice arises from the diversity of viewpoints and intentions its members bring to the board, as well as from the way the board focuses this multiplicity into unity. This one-voice principle doesn't require or imply unanimity. On the contrary, the board must embrace all the diversity it can on behalf of the ownership. Differences among trustees are not only respected, but encouraged. Rarely will a vote be unanimous. Those board members who lose a vote, however, must accept that the board has spoken and that its decision is now to be implemented. The board should not present conflicting messages to its ownership or its staff.

Board Decisions Are Predominantly Policy Decisions
Policy is defined as the value or perspective that underlies action. Board policies express the board's soul, embody the board's beliefs, commitments, values, and visions, and express its wisdom.
The board decides what to have policies about, and to what level of detail it will develop them. Its policies fit into four categories:

> **ENDS** — The board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the board's vision, and the organization's reason for being.

> **EXECUTIVE LIMITATIONS** —The board establishes the boundaries of acceptability within which staff methods and activities can responsibly be left to staff. These policies limit the means by which Ends shall be achieved.

> **BOARD-STAFF LINKAGE** —The board clarifies the manner in which it delegates authority and how it evaluates performance relative to ends and limitations.

> **GOVERNANCE PROCESS** —The board determines its philosophy, its accountability, and the specifics of its own job.
> Except for what belongs in bylaws, these categories of board policy contain everything the board has to say about values and perspectives that underlie all organizational decisions, activities, practices, budgets, and goals.

The Board Formulates Policy by Determining the Broadest Values Before Progressing to More Narrow Ones
Values come in sizes; large values contain ranges within which smaller ones occur, like a nested set. A board

establishes control over large issues with broad policies, and subsequently decides how much further to detail them. Then it delegates further definition to someone else, fully empowering them to do so, and accepting any reasonable interpretation of its policies.

The Board Defines and Delegates, Rather than Reacting and Ratifying

Boards are accustomed to approving plans brought to them by staff. This obstructs staff creativity and agility and weighs down the board with detail. Having board policies in place ahead of time allows board and staff alike to know whether a staff plan is approvable, since all the criteria by which approval is given are clear for everyone to see.

The board does need to be assured that staff plans are within the limits of the board policies — and that reassurance is achieved by policy-focused monitoring though periodic reporting by the staff.

Ends Determination is the Pivotal Duty of Governance

The justification for any body lies in what difference it can make. The board will become more of a think tank for vision than a reviewer of staff decisions and activities. It will focus on outcomes; focus on the reasons for which the organization exists.

An issue is an Ends issue if—and only if—it directly describes what good, for whom, or at what cost. Ends language is never about what the organization will be doing; it is always about what will be different for those it serves. Distinguishing ends from means will enable the board to free itself from trivia, to delegate clearly and powerfully, and to turn its attention to large issues.

The Board Controls Staff Means by Limiting, Rather than Prescribing

The organization's conduct, activities, methods, and practices are its "means" rather than its ends. Board means relate to how the board will organize, structure, and conduct itself in order to accomplish its job. Staff means are the various arrangements and actions needed to accomplish the ends or to safeguard the operations that produce them.

The board's role is one of boundary-setting—specifying in writing which staff means would be unacceptable, not approvable, or off limits. By establishing clear boundaries, the board provides an environment which facilitates staff creativity and encourages action. This key method of means constraint enables a board to govern with fewer pages of pronouncements, less dabbling in details of implementation, and greater accountability.

The Board Explicitly Designs Its Own Products and Process

The board states what it expects of itself, its code of conduct, the way it will plan and control its agenda, and the nature of its linkage with the ownership.

The board commits itself to use internal committees only when they are necessary to help the board get its own job done. At present the Board committees consist of: Audit Committee, Trustee Committee, Policy Governance Committee, and Society Relations Committee.

The Board Forges a Linkage with Management That is Empowering and Safe

Board and Administration constitute a leadership team. Clear differentiation in their roles and responsibilities enable them to fulfill and excel in them, mutually support each other, and influence each other toward ever greater integrity and capability for leadership.

The board has the right to expect performance, honesty, and straightforwardness from its staff. Boards may be understanding about performance, but should never bend an inch on integrity. In turn, the staff expects the board to be clear about the rules and then play by them, to fulfill its own job, and to speak with one voice.

Performance is Monitored Rigorously, but Only Against Policy Criteria

In Policy Governance, monitoring is conducted only against criteria currently stated in ends and limitations policies. When a board adopts the discipline of monitoring only what it has already addressed in policy, it becomes driven to develop all the policies needed. The board will require information that directly addresses existing criteria, and receive relevant monitoring data without having to digest enormous amounts of unnecessary information.