

## **Attachment A**

### **Governing Body Expects/Needs from the City Manager in Order for Governing Body to Do Its Work Effectively**

- Overall, accountability, transparency, results
  - Take initiative for managing/leading staff
    - Reward results
    - Focus on goals/objectives
    - Insure right people are in right places
  - Follow the code
  - Keep us fully informed; present fair and complete options
  - Reach out to community/be active in community
  - Open channels of communication with council, staff, and public
  - Meet with us individually
  - Facilitate council discussions/decision making
  - Nurture hard work, pride and integrity as an organizational culture; focus on customer service
  - Tell us what we need to know, not what you think we want to hear
  - Keep council informed about breaking news
  - Ask if you are not clear on our direction

### **What the Governing Body Will Provide to the City Manager in Order for Him to Do His Job Effectively**

- Leadership and unified direction
- Not micro manage staff; work through the city manager
- Be available/provide time
- Trust and support
- Act in a non-partisan fashion
- Seek professional advice and keep an open mind
- Provide introduction/access to community members
- Encourage and provide opportunities for success in his professional development
- Show respect in public and disagree respectfully; do not set up for failure
- Be prepared for council meetings
- Provide institutional knowledge and history as appropriate
- Give credit; develop a culture of praise/recognition
- Be willing to accept critique; being open to feedback
- Be genuine/honest with city manager; share motivations; transparent relationship of mutual trust with city manager
- Be mindful of staff workload
- Permission for city manager to speak truth to power

## **Attachment B**

**What you can count on me to do (*I am human. If you don't see this behavior, please give me the benefit of the doubt and then talk to me about it.*):**

- Treat you with respect.
- Tell you the truth.
- Treat you as partners as well as my employers.
- Establish individual relationships with you to help each of you to be effective Council Members, while remembering that I work for the Council body.
- Help you to be effective collectively as a City Council.
- Act within my comfort zone on Council requests and advise you when a request should go to the full Council.
- Communicate with you to keep you as equally informed as possible.
- Listen to you; seek to understand you, your role and needs.
- Give you the "straight scoop."
- Practice my management tenets (attached).
- Do my personal and professional best.
- Respect your Council-to-Council and Council-to-Constituent relationships.
- Be politically astute but not political.

**What I would like from the Mayor and City Council to be optimally effective:**

- Respect that we have a Council/Manager form of government.
- Allow me to assist in translating your policy interests and priorities to the organization to achieve action.
- Be clear on your direction as a Council body.
- Feel free to interact directly with Senior Staff or their designees on City matters. They are instructed to keep me informed of such contacts and I ask that you do the same. Please do not direct them. (Note: Department Heads are agents of the City Manager, not free agents).
- "Fix the problem-not the blame" to help create a no-blame culture. Acknowledge disappointment in public constructively (scolding occurs out of public view).
- Be sensitive for the need to pace the organization and to focus progress by managing priorities, workload and expectations. Use City processes to add issues and advance interests.
- Help me to know how to best communicate with you as a body; as individuals. These need to be compatible.
- Don't focus on the marginally significant to the detriment of the broader policy discussion and/or implication.
- Trust me to take care of the peripheral items.