



Legislation Text

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TO:

Honorable Mayor and Members of the City Council

THROUGH:

John Jalili, Interim City Manager

FROM:

Strategic Planning & Policy Governance Subcommittee
David C. Biggs, Senior Management Analyst

SUBJECT:

Update on Policy Governance Initiative and Authorize Request for Proposals for Professional Services (Senior Management Analyst Biggs).

RECEIVE THIS REPORT AND AUTHORIZE

RECOMMENDATION:

Receive an update on the Policy Governance initiative from the Strategic Planning and Policy Governance Subcommittee and Authorize a Request for Proposal for Professional Services.

FISCAL IMPLICATIONS:

None as a result of this action. The retention of a firm to provide the services contemplated in the Request for Proposals will require an appropriation of funds. It is anticipated that this appropriation would be made from the Council Contingency Fund.

BACKGROUND:

On October 1, 2013, Council Members Tony D'Errico and Wayne Powell were appointed to the Strategic Planning & Policy Governance Subcommittee. Subsequently, on November 19, 2013, the Subcommittee provided a report to the City Council on the policy governance model and the next generation of strategic planning. Since that time the Subcommittee has been continuing its efforts to develop a framework to move the policy governance initiative forward.

DISCUSSION:

The John Carver Policy Governance model was developed to help governing boards in the private sector, local government, and non-profits, become more effective and accountable to their "owners." In the case of local government, the "owners" are the residents and other stakeholders. The model has been used with great success in many organizations and provides a governing body with framework to focus on establishing the goals and objectives for the organization and the desired results, setting policy, and ensuring the achievement of these aims. The Policy Governance model is well aligned with the Council/Manager form of government under which the City of Manhattan Beach and most other cities operate. The City Manager is charged with ensuring the accomplishment of the City Council's established goals and priorities within clearly articulated executive limitations, this being a hallmark of the Policy Governance model. And, within those limitations, the City Manager is

able to determine the means by which the desired results will be achieved. Regular reports by the Chief Administrative Officer (City Manager) and the monitoring of progress by the Governing Board (City Council) is a key characteristic of the Policy Governance model.

Since the last update, the Subcommittee has:

- Continued to research the policy governance model;
- Identified cities in which the model has been implemented;
- Developed a proposed scope of work for a Request for Proposals process to secure the expertise and technical assistance needed to implement the Policy Governance initiative;
- Identified firms able to professional assistance needed; and,
- Determined the best way to launch the Policy Governance initiative and the framework to use that as the foundation for the next generation of strategic planning and the regular development of annual work programs for the staff.

The draft Request for Proposal (RFP) for Professional Services(Attachment 1) has been developed and is proposed to be released subject to City Council approval in order to secure the professional assistance needed to launch the Policy Governance Initiative. The RFP solicits proposals from firms interested in:

- Guiding the City Council and the city organization in implementing a Policy Governance model;
- Assisting in the education process of developing a shared understanding of Policy Governance for City Council, city staff and the public;
- Assisting in developing methodologies to institutionalize Policy Governance in the city's organizational culture to ensure its sustainability;
- Providing on-going assistance as needed.

The scope of services would be provided over an initial two year term and would include:

- Educate the City Council, City Manager, senior staff and the community on the values of Policy Governance and associated model;
- Assist in the definition of roles, responsibilities, and expectations among and between the City Council, its members, the City Manager and staff;
- Encourage and foster substantial and quality public engagement throughout policy governance.
- Facilitate development of the City Council Governance Policies, Council/Management Delegation, Executive Limitations, and Ends;
- Assist in the development of agreed upon measures and metrics for success;
- Provide technical assistance to management in developing the Means and Monitoring reports or other mechanisms to provide regular feedback to the City Council and community;
- Provide on-going facilitation and coaching to ensure Policy Governance becomes part of the organizational culture.

It is anticipated that the proposals from responding firms would also include their suggestions and revisions to the scope which they believe would result in the best approach to accomplish the goals identified. The RFP would be sent the firms identified on the attached list (Attachment 2), will be posted on the City's website, and responses will be reviewed by the Subcommittee upon receipt. The Subcommittee will recommend a firm to the City Council based upon the review of the proposed

scope of work, firm qualifications, and prior experience, especially with local governments.

The launch of the Policy Governance initiative is expected to provide multiple benefits including providing the City Council with a framework to develop more effective working relationships, enhanced role clarity, and shared expectations for the City Council as the governing body. These benefits will accrue even if the Policy Governance model is not fully implemented and only the initial phases are completed. However, the full implementation of the Policy Governance model in a form which is based on the unique attributes and characteristics of Manhattan Beach holds the most promise for highly effective and accountable governance.

CONCLUSION:

The Strategic Planning & Policy Governance Subcommittee recommends that the City Council move forward with the implementation of the Policy Governance initiative based on the report provided and that the Request for Proposal for Professional Services be authorized for distribution.

Attachments

1. Draft Request for Proposals for Professional Services
2. List of Policy Governance Firms