

City Council / City Manager Expectations

City Council Retreat August 2014

What the 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
 - Ensure 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 City 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

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 with 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 Councilmembers, 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 City 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.

Attributes of High Performing Governing Body
City Council Retreat August 2014

Supporting council members	Attribute
4	Listen as customer service representatives; but act as trustees
4	Council members listen to each other and talk with each other at council meetings; "it is our business meeting"
4	Having process/forums for identifying most important issues and process for dealing with them; set priorities
2	Work as a team within council and between council and staff
2	We are clear on what our work is
1	Accomplish work efficiency and effectively
1	We respond to most important issues
1	Professional demeanor; no rolling eyes, pot shots. Non-verbals and body language reinforce team concept
1	Hold city manager accountable for results
1	Effectively and prudently engages citizens in decision making, policy making, priority setting
	Balance competing interests; compromise

Mayor/City Council Expectations

(as discussed in the March 2015 Retreat)

Mayor Expects/Needs from the City Council

- Feedback from individual council members on meeting management
- Appreciation/respect for the mayor's role and responsibilities
- Support mayor's attempt to facilitate meetings
- Work to foster collaboration and respect among one another
- Be prepared

City Council Expects/Needs from the Mayor

- Facilitate meeting; help move the governing body to a decision/issue resolution in a timely manner; manage the time; focus the council on important issues; try to finish discussion of most important issues by 9:30 in the evening of the council meeting
- Act as ambassador representing whole council at public events and meetings
- Recognize issues that require total governing body action versus those which are subject to mayoral discretion
- Work with staff to manage agenda
- Differentiate in public when speaking for the governing body versus speaking as an individual
- Support council and staff
- Set the tone for the council—follow Roberts Rules of Order
- Respect public comment but do not engage it at council meetings; council meetings are not the time for Q and A between citizen and council/staff that turn into extended back and forth that adds to the meeting time.
- City council members need discretion to make motions when they feel appropriate

If the City Council chooses to set aside time to debrief successful resolution of an issue as suggested earlier, it might also focus on how well it is doing in terms of fulfilling these expectations and could develop expectations of one another.

Expectations and Obligations Governing Body	Senior Staff
<p>I. Expectations elected officials have of staff. What does the governing body expect of staff?</p> <ol style="list-style-type: none"> 1. Keep in mind that each of us (as well as citizens) comes from different backgrounds and experiences. We are not experts. 2. Have the complete financial information for an issue under consideration (e.g., costs, financial impact, compare with other options). 3. Provide unbiased, objective options (more than one). 4. Present options with data and consequences on those issues that don't have one "correct" solution. No recommendations on judgment issues. 5. Don't assume that our questions are a sign of distrust or disrespect. 6. Staff as experts may have an agenda, but temper it. 7. Don't manipulate or maneuver the council. 8. Distinguish between your personal views and as a representative of the city (you as a community member vs. city role). 9. Don't bad-mouth the council. 	<p>II. Expectations staff has of elected officials. What does staff expect of the governing body?</p> <ol style="list-style-type: none"> 1. Trust us (our expertise, passion, commitment to the community). Allow us to educate & respond. 2. Clearly define the problem & direction. Specificity not generalities. 3. Provide reasonable and adequate lead time to explore requests. 4. Speak to us directly for clarification (not through blogs & social media). Double check facts. 5. Don't use staff to strengthen your political positions/views. 6. Respect that staff cannot execute minority positions. 7. Recognize that research, presentations, CCRs, etc. are a lot of work & preparation. Show attention, interest, and respect.
<p>III. Obligations of the governing body to staff. What will the governing body give/contribute to staff?</p> <ol style="list-style-type: none"> 1. Treat staff with respect & acknowledge their expertise. 2. Value staff's commitment, dedication, & expertise. Express our appreciation. 3. Give staff clear direction. 4. Acknowledge their information, even if we may not like it. 5. Not bad-mouth staff in the community. 6. Keep commitments made (e.g., in the budget), but still retain our right to ask questions when a single issue comes up. 7. Come to the meetings prepared. 	<p>IV. Obligations of the staff to the governing body. What will the staff contribute/give to the governing body?</p> <ol style="list-style-type: none"> 1. Not become involved in political partisanship, but be aware of community challenges that council members face. 2. Provide complete, timely information and options, including background and context for accurate, full disclosure. 3. Keep informed of key issues & consequences. 4. Be open-minded & empathetic to change & new ideas. 5. Provide early notification on sensitive issues/problems (no surprises). 6. Listen fully to their concerns and requests; then follow up with appropriate formal or informal tools (don't presume we know). 7. Provide realistic options. 8. Publicly support council's goals.