

**Attachment A: RECAP FROM THE AUGUST 2014
RETREAT AND DISCUSSION**



City of Manhattan Beach

1400 Highland Avenue
Manhattan Beach, CA 90266

Legislation Text

File #: 14-0418, Version: 1

TO:

Honorable Mayor and Members of the City Council

FROM:

Mark Danaj, City Manager

SUBJECT:

City Council Retreat Outcomes (City Manager Danaj).

ADOPT

RECOMMENDATION:

Staff recommends that the City Council adopt the 2014 Council Retreat Outcomes, including:

- a) Council's expectations of the City Manager;
- b) What the City Manager can expect of the Council;
- c) City Manager's expectations of the Council;
- d) What the Council can expect from the City Manager; and
- e) Attributes of a High-Performing Governing Body.

FISCAL IMPLICATIONS:

There are no fiscal implications associated with the recommended action.

BACKGROUND:

On August 14 and 15, 2014 the City Council, City Manager and City Attorney attended a facilitated City Council Retreat to share perspectives and opinions regarding various aspects of governance, as well as expectations. Consequently, the City Council and City Manager developed a set of mutual expectations, and the City Council directed the City Manager to present this report for formal Council adoption.

The following report provides the results and outcomes from the retreat. The attached documents, represent the compilation of the various mutual expectations developed at the retreat. These will serve as a foundation for building the relationship between the governing body and the City Manager.

DISCUSSION:

With the appointment of a new City Manager, the Council Retreat served as an opportunity for the City Council and City Manager to align and share mutual expectations of each other. The retreat, held over a 2-day period, included a robust agenda and outcomes:

- **Forms of Government:** An overview of different forms of government was provided (Council-Manager and Mayor-Council) to gain an understanding of the implications of the roles and responsibilities of the various players (Council, City Manager, professional staff, and the Community). The Council concluded that the City Manager, as the chief administrative officer,

is accountable to the governing body as a whole.

- **Leadership Styles and Team Profile:** An understanding and appreciation of the various leadership styles and the overall team profile of the governing body and the City Manager was reviewed with a focus on the strengths of each person.
- **Governing Body/City Manager Relationship:** The Council and City Manager discussed and established mutual expectations and obligations of the governing body towards one another and the City Manager, and developed strategic themes that capture the desired future of the community with shorter-term objectives. The concept of a psychological contract was introduced, consisting of expectations and obligations that each party has toward the other. The Council's expectations and obligations of the City Manager are listed in **Attachment 1**. **Attachment 2** includes the City Manager's expectations and obligations of the City Council. It also includes the City Manager's management philosophy. The Council decided to revisit in 3-6 months the expectations/obligations involved in the relationship between Council and the City Manager.
- **High-Performing Governing Body:** The Council also discussed and identified the attributes of a high-performance governing body, and the obstacles to high-performance. They also explored political and administrative perspectives on governing and decision-making. The Council focused on three areas:
 - An understanding of the four political values--representation, efficiency, social equity, and individual rights--that underpin discussion/conflict among issues where "after all the facts are known, we can still disagree over what we ought to do;"
 - An understanding that the lack of formal hierarchy within the governing body raises issues of how City Councilmembers will hold themselves and other Councilmembers accountable for protocols they agree upon; and
 - An understanding of political and administrative frames of logic. The Council also discussed the need for staff and Councilmembers who may act as "bridge builders," helping to translate political and administrative logic and facilitating bridging of the gap between "political acceptability" and "administrative sustainability." **Attachment 3** provides the list of attributes and the number of Councilmembers who chose each item as a priority. Each Councilmember was asked to identify four of the attributes he/she regarded as most important.
- **Next Steps to Strategic Planning:** The Council was asked to identify themes in their responses to a discussion around the following question: "You have been absent from Manhattan Beach for 10 years. You have heard nothing about the city in your absence. You return, and you drive around town observing and you visit with residents. You come away thinking, 'This is perfect; I could not have wished for more.' What have you seen and heard that leads you to this conclusion?"
 - Environment
 - Community/small town feel
 - Respect for city government
 - Contemporary facilities and eco-friendly investments in infrastructure

- Vibrant economy, including Sepulveda corridor.

As a follow-up to the Council Retreat, the City Manager asked the organization to provide a listing of workplan items. The work plan that was discussed on September 30, 2014 by the Council and is meant to serve as an interim document until the ideal strategic planning process is evaluated, selected and executed at a later date. Concurrently, the City Manager will also initiate expanded civic engagement and social media efforts.

Attachments:

1. Council's expectations and obligations of the City Manager
2. City Manager's expectations and obligations of the City Council
3. List of attributes

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.

Attachment C

Attributes of High Performing Governing Body

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