

City Council Adjourned Regular Meeting

City Council Retreat
Tuesday, September 8, 2015
11:30 AM
Police/Fire Conference Room



Mayor Mark Burton
Mayor Pro Tem Tony D'Errico
Councilmember David Lesser
Councilmember Amy Howorth
Councilmember Wayne Powell

Executive Team

Mark Danaj, City Manager
Quinn Barrow, City Attorney

Robert Espinosa, Fire Chief
Teresia Zadroga-Haase, Human Resources Director
Eve R. Irvine, Police Chief
Mark Leyman, Parks & Recreation Director
Bruce Moe, Finance Director

Nadine Nader, Assistant City Manager
Tony Olmos, Public Works Director
Liza Tamura, City Clerk
Marisa Lundstedt, Community
Development Director

MISSION STATEMENT:

The City of Manhattan Beach is dedicated to providing exemplary municipal services, preserving our small beach town character and enhancing the quality of life for our residents, businesses and visitors.

A. CALL MEETING TO ORDER**B. PLEDGE TO THE FLAG****C. ROLL CALL****D. CERTIFICATION OF MEETING NOTICE AND AGENDA POSTING**

I, Tatyana Roujenova-Peltekova, Senior Deputy City Clerk of the City of Manhattan Beach, California, state under penalty of perjury that this notice/agenda was posted on Wednesday, September 2, 2015, on the City's Website and on the bulletin boards of City Hall, Joslyn Community Center and Manhattan Heights.

E. PUBLIC COMMENTS

2 MINUTES PER PERSON

F. RETREAT WELCOME AND CONTEXT SETTING

John Nalbandian/Mark Burton

1. City Council Retreat Documents (Assistant City Manager Nader).

[15-0410](#)

DISCUSS PREVIOUS RETREAT OUTCOMES AND CURRENT OBJECTIVES

Attachments: [Attachment A: Attributes of a High Performing Governing Body](#)
[Attachment B: Mayor/Council Expectations of Each Other](#)
[Attachment C: Council/City Manager Expectations](#)

G. RECAP FROM THE MARCH 2015 RETREAT AND DISCUSSION

John Nalbandian

H. HIGH PERFORMING BOARD BEHAVIORS

John Nalbandian/All

1. Discuss "g"overnance (roles, responsibilities, and processes)
 - Attributes of high performance council-debrief successful issue resolution and one which could have gone better
 - Trustee v. Representative
2. Council expectations of each other
3. Discuss effective management behaviors/practices.

I. MEETING MANAGEMENT

John Nalbandian/Mark Burton/All

- What presently is contributing to effective meeting management? What could you be doing more of? Less of?

J. OTHER ITEMS

K. WRAP-UP

In compliance with the Americans with Disabilities Act (ADA) if you need special assistance to participate in this meeting, you should contact the office of the City Clerk at (310) 802-5056 (voice) or (310) 546-3501 (TTD). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to assure accessibility to this meeting.

Agenda Date: 9/8/2015

TO:

Honorable Mayor and Members of the City Council

THROUGH:

Mark Danaj, City Manager

FROM:

Nadine Nader, Assistant City Manager

SUBJECT:

City Council Retreat Documents (Assistant City Manager Nader).

DISCUSS PREVIOUS RETREAT OUTCOMES AND CURRENT OBJECTIVES

BACKGROUND:

The following report provides a summary of the content of the City Council Retreat, to be held on September 8, 2015.

In August 2014, the City Council held a two-day retreat to discuss several topics, including the mutual expectations of the new City Manager and the City Council. On October 7, 2014 the City Council adopted those expectations, re-affirmed the list of attributes of a high-performing governing body developed during the retreat, and noted the top-five priority areas the City Council discussed regarding dreams and fears.

Another retreat was held on March 12 and March 13, 2015, where multiple topics were discussed in-depth by City Council. The topics addressed included the outcomes from the prior City Council Retreat, the results of the Community Survey and Community Priority Budget Meeting, a discussion on City Council Roles and Responsibilities, an overview of the 2015-2016 Budget, outcomes from the Strategic Planning process, and a dialogue on the major drivers of workload within the City.

DISCUSSION:

As in past retreats, Dr. John Nalbandian will be the facilitator. Dr. Nalbandian is a Professor Emeritus at the School of Public Affairs and Administration (SPAA) at the University of Kansas and has over 30 years of combined experience in the local government sector, both as a prior city council member and his current role as a professor. Dr. Nalbandian has written numerous articles in a variety of academic journals, and has spoken at many conferences world-wide on the topics of professionalism and good governance.

This retreat will have multiple objectives for City Council to consider and discuss, including:

- **Review and Identify the Attributes and Behaviors of High Performing Board**
- **governance (Roles, Responsibilities, Processes)**
 - **Trustee versus Representation**
- **Council Expectations of Each Other**
- **Discuss Effective Management Behaviors and Practices**
- **Meeting Management Changes (Assess Current Status)**

The information and various documents attached to this report are meant as reference materials for the Council to review in preparation for its discussions at the retreat.

Attachments:

Attachment A: Attributes of a High Performing Governing Body

Attachment B: Mayor/Council Expectations of Each Other

Attachment C: Council/City Manager Expectations

Attachment A

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

Attachment B (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

Attachment C

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 C

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.