



City Council Agenda Special Meeting

Friday, January 17, 2020

9:30 a.m. - 2:00 p.m. - Workshop

Marty Simonoff, Mayor

Steven Vargas, Mayor Pro Tem

Cecilia Hupp, Council Member

Christine Marick, Council Member

Glenn Parker, Council Member

This agenda contains a brief general description of each item Council will consider. The City Clerk has on file copies of written documentation relating to each item of business on this Agenda available for public inspection. Contact the City Clerk's Office at (714) 990-7756 or view the Agenda and related materials on the City's website at www.cityofbrea.net. Materials related to an item on this agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office at 1 Civic Center Circle, Brea, CA during normal business hours. Such documents may also be available on the City's website subject to staff's ability to post documents before the meeting.

Procedures for Addressing the Council

The Council encourages interested people to address this legislative body by making a brief presentation on a public hearing item when the Mayor calls the item or address other items under **Matters from the Audience**. State Law prohibits the City Council from responding to or acting upon matters not listed on this agenda.

The Council encourages free expression of all points of view. To allow all persons the opportunity to speak, please keep your remarks brief. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Council rules prohibit clapping, booing or shouts of approval or disagreement from the audience. PLEASE SILENCE ALL PAGERS, CELL PHONES AND OTHER ELECTRONIC EQUIPMENT WHILE COUNCIL IS IN SESSION. Thank you.

Special Accommodations

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at (714) 990-7757. Notification 48 hours prior to the meeting will enable City staff to make reasonable arrangements to ensure accessibility. (28 CFR 35.102.35.104 ADA Title II)

Important Notice

The City of Brea shows both live broadcasts and replays of City Council Meetings on Brea Cable Channel 3 and over the Internet at www.cityofbrea.net. Your attendance at this public meeting may result in the recording and broadcast of your image and/or voice as previously described.

WORKSHOP
9:30 a.m. - Fire Station #2
200 N. Brea Boulevard, Brea, CA 92821

CALL TO ORDER/ ROLL CALL - COUNCIL

1. **Matters from the audience**

DISCUSSION ITEMS

2. **Council-Executive Staff Workshop**

Attachments

Workbook

ADJOURNMENT

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members

FROM: Bill Gallardo, City Manager

DATE: 01/17/2020

SUBJECT: Council-Executive Staff Workshop

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager

Attachments

Workbook



CITY COUNCIL
&
EXECUTIVE STAFF
WORKSHOP

JANUARY 17, 2020

*Brea Fire Station #2
200 N. Brea Blvd.
Brea, CA 92821*

City Council and Executive Staff Workshop

January 17, 2020

Fire Station # 2

9:30 am to 2:00 pm

Agenda

1. Welcome – Matters from the Audience

2. Staff Goals for Meeting

Council Goals for Meeting

3. Active Listening Presentation

4. Setting Context and Background

- 2019-20 Council Priorities Status Update
- 2019-20 Adopted Budget Projection & Strategies Discussion

5. Going Forward...

- Council Priorities Discussion
- Affordable Housing Discussion
- Discussion of City Payment for Refuse and Water Services

6. Follow-up and Next Steps

Appendices

A. City Council Roles and Norms

B. Exceptional Council for Exceptional Times

2019-2020 CITY COUNCIL PRIORITIES AND PROJECTS

1. Continue to Manage and Pay Down Unfunded Pension Liability and Manage the Other Post Employment Benefits (OPEB)
2. Support Advocacy for Pension Reform and Reducing Workers Compensation Costs
3. Continue Next Steps for Downtown/Central Brea Proactive Planning
4. Prepare to Support the Changing Needs and Interest of a Significant Increase in our Senior Population
5. Determine Future Service Needs and Funding
 - a. Police Department
 - b. Fire Department
 - c. Public Works
6. Continue Master Planning Needs for Parks, Recreation, and Human Services and Cultural Arts
 - a. Continue Engagement of the Community, the Commissions, and the City Council to Complete Master Planning Efforts for Both Parks, Recreation, and Human Services and Cultural Arts
7. Continue Development of the Tracks at Brea Trail
 - a. Facilitate the Tracks' Western Extension Towards La Habra
 - b. Explore Options for Further Trail Enhancements:
 - i. Lighting
 - ii. Walkway Connections
 - iii. Security Cameras
8. Renegotiate Refuse Franchise Agreement with Republic Industries
9. Create a Balanced City Budget (Ongoing)
10. Complete the Transfer of Chevron Property (Birch Hills Golf Course) to the City
11. Complete Discussion with County Regarding State Permit for Olinda-Alpha Landfill
12. Explore and Consider Reclaimed Water Projects
13. Evaluate Emergency Medical Transport

2019-2020 CITY COUNCIL PRIORITIES AND PROJECTS

14. Assess Traffic Impacts of New Development and Efficiencies for the Existing Circulation System
15. Continue to Further Brea/Fullerton Fire Department Partnerships
16. Continue Regional Partnerships with Other Agencies
17. Implement Methods to Improve Employee Relations, Retention, Attraction, and Investment

1. Police Department’s Use of Technology (i.e. Cameras, License Plate Readers, etc.)
2. The Evolving Legal/Legislative Landscape of Organics/Commercial Recycling
3. Implement Youth Development Programs Once Birch Hills Transfer is Complete
4. Work Toward General Plan Goals of Diversity, Inclusivity, and Community
5. Location of Tree Lighting Ceremony

2019-2020 City Council Priorities and Projects Updates

1. Continue to Manage and Pay Down Unfunded Pension Liability and Manage the Other Post Employment Benefits (OPEB)

At the conclusion of the 6/30/19 audit, staff will bring forward a proposal to establish a 115 Trust for OPEB.

2. Support Advocacy for Pension Reform and Reducing Workers Compensation Costs

This is an ongoing effort and staff continues to look for ways to support advocacy for Pension Reform and reducing Workers Compensation costs where possible.

3. Continue Next Steps for Downtown/Central Brea Proactive Planning

City Council's general direction was to move at a pace that allows for more focus on specialty, effective outreach with our residents and business community to obtain more input. When this direction was given, the Council was also hearing more from their constituents about traffic in town. In response, they directed staff to place additional focus on traffic solutions and engagement with our community about this topic. As a result, Community Development staff found the Caltrans ATP grant that has been used to conduct outreach on traffic issues and as a tool to explore alternative transportation options within the community. Staff capacity and current proposed development work programs resulted in staff focusing on these issues as they relate to the Brea Core Plan.

4. Prepare to Support the Changing Needs and Interest of a Significant Increase in our Senior Population

The City of Brea, along with other Orange County community leaders, has continued as an active participant in the Orange County Strategic Plan for Aging (OCSPA) Initiative in developing a long-term strategic plan to prepare Orange County for the growing number of older adults and the future issues they will face. Within the next 15 years, Orange County's senior population will grow by 63%, with Orange County being among the fastest

growing aging counties in America. While there have been multiple efforts to gather data across sectors, this is the first strategic plan since 1998 to identify the areas of greatest need and coordinate multiple resources to address those needs. The plan considers long-term strategic planning, including models for successful aging designed to enable seniors to thrive in the community as they age. Areas of focus include funding, technology, transportation, and communications in support of all planning efforts. The City of Brea is specifically involved with the Housing Subcommittee as well as the Transportation Subcommittee. Staff representatives continue to attend regular meetings to contribute information and weigh in on research data, new ideas, and directional decisions.

The senior transportation services have expanded the on-demand transportation options to better meet the needs of interests and activities outside of the Senior Center. These services include transportation to medical and dental appointments, shopping, additional fitness and wellness related activities, banking and other personal errands, as well as growing cultural and social opportunities.

The senior nutrition services have also expanded in partnership with Meals on Wheels Orange County. Home delivered meals are currently available throughout the City, along with hot lunches served each weekday on a donation basis out of the Senior Center. The menus have developed to better meet growing dietary restrictions, provide higher quality food, offer healthy alternatives, and options based on broader cultural preferences. Surplus food distributions are also regularly scheduled at the Senior Center providing free dry goods, frozen meats, fruit, and produce to the senior community.

5. Determine Future Service Needs and Funding

a. Police Department

The Police Department hired a consultant to prepare a staffing needs analysis, which should be completed in February 2020. The analysis will take under

consideration current data and projected population growth, and based on the analysis, any recommendations for potential staffing changes will be made.

b. Fire Department

Fire Department staff will be evaluating the redeployment plan and the number of Paramedics and associated equipment so that they can maximize the ability to “flex” staffed fire units. This model enables one Paramedic to transport to the hospital, while the remaining crew goes back into service in its first due area as a Paramedic company. The Fire Department will also continue to work with Community Development on the impact to fire and emergency medical services due to upcoming projects. In the coming year, Fir will work on evaluating Emergency Medical Transport.

c. Public Works

With the completion of Blackstone, staff continues working with the Traffic Committee on implementation of the Blackstone/Olinda Ranch Traffic Calming Plan. The Avalon Bay Apartment project required a new traffic controller system to manage peak traffic flow. This system has been installed and its effectiveness is being evaluated. In terms of greater maintenance service needs, with the opening of The Tracks project, staff continues to track actual maintenance costs and assessing efficiencies. This will help project maintenance costs for the Western Extension project currently under the project development and right-of-way acquisition phase. Overall, Public Works will also be reviewing how upcoming private development will impact resources in the future.

d. Administrative Services

Developer Impact Fees represent future development’s share of facilities and capital improvements needed to provide service associated with growth. These fees are updated from time to time in order to keep pace with the cost of future

facilities and capital improvements. Administrative Services in conjunction with other City departments, is currently working on an update to the City's Development Impact Fees. During this fiscal year, staff anticipates finishing the update of Fire Protection and Dispatch Impact Fees for City Council consideration and plans to begin work on an update to the Park Development Fees to include the Parks and Recreations Needs Assessment. Public Works is currently working updating the master plans for water and sewer facilities and upon completion, an update to Water and Sewer Impact Fees is planned.

6. Continue Master Planning Needs for Parks, Recreation, and Human Services and Cultural Arts

a. Continue Engagement of the Community, the Commissions, and the City Council to Complete Master Planning Efforts for Both Parks, Recreation, and Human Services and Cultural Arts

Brea Envisions provided a good starting point on big picture and broad ideas for the future of Parks, Recreation, Human Services and Cultural Arts programming. Community Services staff is evaluating LPA's work on a Needs Assessment specific to Parks, Recreation and Human Services. This unbiased, third party review of Brea's existing programs and facilities and analysis of where the City is falling short will come in handy as staff continues discussions with developers. After the assessment is finalized, staff will follow up with further community engagement. Staff anticipates a presentation to the City Council in early 2020.

Cultural Arts staff is in the initial phase of determining how to pursue a first-ever Master Plan and/or Needs Assessment. Staff will start by reaching out to local arts organizations for feedback on where to begin and will continue to update City Council on the progress.

7. Continue Development of the Tracks at Brea Trail

a. Facilitate the Tracks' Western Extension Towards La Habra

Brea staff continues to work with OCTA, La Habra, and County of Orange on the development of this project. Brea and La Habra submitted grant applications to OCTA under the Bicycle Corridor Improvement Program for right-of-way purchase funds, along with a request for design and construction funds. OCTA has awarded the City of Brea \$2,586,025 for design & right-of-way acquisition for FY 23/24 and \$3,461,513 for construction for FY 24/25. The City's match is approximately \$2,960,000. Brea and La Habra have submitted offers to UP for the purchase of easements. UP responded with comments, and efforts are underway to address those comments. Negotiations towards a purchase price are continuing. All California Environmental Quality Act (CEQA) work has been completed.

b. Explore Options for Further Trail Enhancements:

As part of the Active Transportation Program (ATP) grant that was recently completed, there were a number of potential connections to the Tracks that were identified. The full ATP report is expected to be presented to City Council in January 2020.

8. Renegotiate Refuse Franchise Agreement with Republic Industries

Staff began the process of collecting data from other cities to be used as comparisons to Brea's contract. After discussion of contract terms with City Council, Council directed staff to prepare a Benchmark Survey that will compare Brea's contract to other cities and use it as a basis for negotiations of a contract amendment to "modernize" the refuse agreement. The Benchmark Survey has since been completed. However, given competing negotiation priorities for Commercial Organics Recycling (AB1826), Green Waste Recycling (AB1594) and upcoming additional Organics Recycling (SB1383), renegotiation of franchise agreement has been placed on-hold.

a. Organics & Commercial Recycling

At a Special Meeting on August 5, 2019, City Council selected the Generator Only option for implementation. City Council approved organic recycling rates and an agreement with Republic for these additional services on November 19, 2019. Rates went into effect on November 20, 2019.

Staff is working on implementation of fee increases to address State mandates involving green waste (AB1594) and expanded organics recycling (SB1383).

b. Street Sweeping

Republic may be approached to take over street sweeping as part of a contract “modernization” amendment. These negotiations have not yet taken place. Additionally, a joint RFP between the cities of Brea, Fullerton, and Placentia to contract for street sweeping was issued in June 2018. After review of all information, City Council decided to keep street sweeping in-house and reduce frequency to twice per month under a pilot program for a term of 1 year. The pilot term is set to expire in March 2020. Staff will present a final report after the pilot term expires.

9. Create a Balanced City Budget (Ongoing)

This is an ongoing effort, with staff providing regular updates to the City Council. A balanced budget was adopted in June 2019, for Fiscal Year 2019/2020.

Additionally, the Fiscal year 2019/2020 Adopted Budget included an updated fiscal policy statement regarding the City’s General Fund Reserves. The policy was increased 8% - 10% to a total of 25% of General Fund expenditures to provide a 10% Operating Reserve and a 15% Budget Stabilization Reserve.

The Budget Stabilization Reserve was created to provide resources in the event of temporary or one-time decrease of revenues, such as state subventions; economic

downtown or when one or more of the General Fund's major revenue sources decreases more than 10% until needed expenditure reductions are implemented and is the City's safety net against natural (e.g. fire, earthquake, flood) and catastrophic disasters (e.g. civil unrest, acts of terrorism, airplane crashes).

Whenever the Budget Stabilization Reserve is used, the reserve shall be replenished as soon as possible. Fifty percent or more of available year-end funds may be allocated to replenish the reserves. The Operating Reserve will be funded first, followed by the Budget Stabilization Reserve. In no circumstances shall the total contingency reserve balance drop below 10% of the City's annual operating expenditures.

10. Complete the Transfer of Chevron Property (Birch Hills Golf Course) to the City

The City Council approved the transfer of the Birch Hills Golf Course on October 1, 2019. The golf course transfer was officially recorded on October 24, 2019. Staff is working on a 2nd Amendment to the lease with the golf course operator to assure updated provisions regarding maintenance standards are well defined.

11. Complete Discussion with County Regarding State Permit for Olinda-Alpha Landfill

The City has been meeting with representatives from Orange County Waste & Recycling to discuss the extension of the Olinda Alpha Landfill's Solid Waste Facility Permit. So far, these discussions have resulted in the mutual decision to revise the current agreement between the parties. Each party has identified interests to include in the new agreement, which are currently being reviewed and negotiated. Discussions with the County will continue until the parties reach consensus on the terms of the new agreement.

12. Explore and Consider Reclaimed Water Projects

Staff has been working with Corrollo Engineers on a feasibility study to determine if non-potable water from a Chevron well and from the Thompson Oil site can be reclaimed and used for irrigation purposes. City Council reviewed the report findings showing proposed

reclaimed water facilities at the Birch Hills Golf Course and/or Sports Park. City Council directed staff to also look at Broadrock as a possible water source. Corrollo has completed the additional analysis and an update will be presented to City Council.

13. Evaluate Emergency Medical Transport

Staff will be working on a Request for Proposals for ambulance transport services, along with taking the necessary steps to enable the City to capture state and federal reimbursements for emergency medical services.

14. Assess Traffic Impacts of New Development and Efficiencies for the Existing Circulation System

Traffic impacts of new development are normally assessed during the preparation of the CEQA documents. As part of this analysis, traffic mitigation measures are identified and the developers are conditioned to pay their fair share or construct improvements to minimize their impacts, such as the installation of adaptive signal operations along State College and Birch Street as part of the Brea Place project.

This item will review the current Traffic Impact Fees and Nexus Study to determine if an update is necessary to maximize traffic improvements to address current and future traffic circulation issues. If an update is necessary, a proposed scope-of-work will need to be developed and a Request for Proposals will be issued. The initial assessment is expected to take place in mid to late 2020.

15. Continue to Further Brea/Fullerton Fire Department Partnerships

With the updated Shared Command Staff Agreement finalized and accepted by each city at the end of 2019, Staff will continue to move forward as the managing entity for both organizations.

16. Continue Regional Partnerships with Other Agencies

The City continues to review where regional partnerships can be established, particularly at the North Orange County Cities Coalition (NOCCC) meetings. City Managers and staff from the cities of Brea, Buena Park, Fullerton, La Habra, La Palma, Orange, Placentia, and Yorba Linda meet regularly to discuss local issues and identify potential partnerships. At this time, the following are under consideration:

a. Joint Landscape Maintenance Services

Staff reached out to other North OC Cities to solicit interest in issuing a joint RFP for landscape maintenance of parks and City facilities. La Habra was the only other city interested. The draft RFP has been completed and will be issued in early 2020. Staff expects to recommend an award of contract to City Council in mid-2020.

b. Joint Negotiations with Trash Haulers for SB 1383

Staff is in communication with other cities on possible partnering to address additional State organic recycling requirements per Senate Bill 1383. Partnering may involve working with a single contractor to jointly assess and negotiate a fair rates for these additional services.

c. Joint partnership for SWAT

The City is currently looking into a regional partnership for SWAT.

17. Implement Methods to Improve Employee Relations, Retention, Attraction, and Investment

The City continues to review and evaluate various methods to improve employee relations, retention, attraction, and investment.

GENERAL FUND: FIVE YEAR PROJECTION ASSUMPTIONS

As part of the development of the fiscal year 2019-20 annual budget, the Administrative Services Department updates the Five-Year Projections. The projection serves as a tool to identify financial trends, shortfalls, and issues so that the City can proactively address them.

The goal of the Five-Year Projections is to assess the City's ability over the next five years to:

- ♦ Continue current service levels based upon the City's operational goals;
- ♦ Preserve the City's long-term fiscal health by aligning operating revenues and costs; and
- ♦ Maintain the City's general fund reserves based upon the City's fiscal policies.

It is important to stress that this projection is not a budget. It does not make expenditure decisions but rather highlights the need to prioritize the allocation of City resources. The purpose of the projection is to provide an overview of the City's fiscal health based on various assumptions over the next five years and provide the City Council, departments and residents of Brea a "snapshot" of the City's financial outlook beyond this budget cycle. The five-year projection is intended to serve as a planning tool to bring a long-term perspective to the budget process. The assumptions presented were used in the preparation of the Fiscal Years 2019 to 2024 Five-Year Projections.

GENERAL FUND:

FIVE YEAR PROJECTION ASSUMPTIONS

YEAR END ESTIMATE FISCAL YEAR 2017-18

- ◆ Overall operational growth -0.88%
- ◆ Overall revenue growth -1.44%
 - Sales tax -2.91%
 - Property tax 10.86%
- ◆ Community Center Replacement Funding \$167,000
- ◆ FARP Funding \$600,000

PROJECTED FISCAL YEAR 2018-19

- ◆ Overall operational growth 9.36%*
- ◆ Overall revenue growth 11.73%*
 - Sales tax 15.53% includes one-time amount of \$2.2 million
 - Property tax 7.01%
- ◆ Community Center Replacement Funding \$167,000
- ◆ FARP Funding \$780,000 includes \$180,000 to be reserved for the Birch Hills Golf Course

* Net of Paramedic Services. Shifted revenues and expenditures to Fund 174 in FY 2017-18

PROJECTED FISCAL YEAR 2019-20

- ◆ Overall operational growth 0.49%
- ◆ Overall revenue growth -5.83%
 - Sales tax -8.30%
 - Property tax 6.33%
- ◆ Includes labor negotiation agreements
- ◆ Includes updated PERS Rates

PROJECTED FISCAL YEAR 2019-20 (CON'T)

- ◆ Includes payoff of energy efficiency loan
- ◆ Includes recommended decision packages
- ◆ Community Center Replacement Funding \$167,000
- ◆ FARP Funding \$600,000

PROJECTED FISCAL YEAR 2020-21

- ◆ Overall operational growth 2.50%
- ◆ Overall revenue growth 1.63%
 - Sales tax 0.78%
 - Property tax 3.76%
- ◆ Increased Transient Occupancy Tax (TOT) related to new hotel (est. January 2021)
- ◆ Includes energy efficiency loan payoff savings
- ◆ Community Center Replacement Funding \$167,000
- ◆ FARP Funding \$600,000

PROJECTED FISCAL YEAR 2021-22 THRU FISCAL YEAR 2023-24

- ◆ Average operational growth 2.69%
- ◆ Average revenue growth 2.15%
 - Sales tax 1.61%
 - Property tax 4.17%
- ◆ Includes energy efficiency loan payoff savings
- ◆ Includes full year of TOT revenues related to new hotel
- ◆ Community Center Replacement Funding \$167,000
- ◆ FARP Funding \$600,000

GENERAL FUND:

FIVE YEAR PROJECTIONS

	Final Budget FY 2017-18	Projected Budget FY 2018-19	Projected Budget FY 2019-20	Projected Budget FY 2020-21	Projected Budget FY 2021-22	Projected Budget FY 2022-23	Projected Budget FY 2023-24
Available Beginning Fund Balance	\$0	\$0	\$4,034,243	\$1,685,786	\$1,037,908	\$0	\$0
Revenues	54,008,203	56,918,807	54,612,613	55,811,328	56,903,686	58,215,913	59,522,823
Carryovers/Encumbrances From Reserves	1,137,494	929,451	-	-	-	-	-
Transfers In	1,292,500	1,039,200	844,435	550,000	550,000	550,000	550,000
Total Revenues	56,438,197	58,887,458	55,457,048	56,361,328	57,453,686	58,765,913	60,072,823
Expenditures	53,397,618	50,490,729	52,804,872	54,184,089	55,854,151	57,432,264	58,775,903
Capital Equipment	748,731	1,582,845	414,558	422,849	431,306	439,932	448,731
Carryovers/Encumbrances	929,451	-	-	-	-	-	-
Transfers-Out	66,136	1,995,319	1,298,030	1,290,318	1,288,739	1,336,120	1,363,961
Ongoing Fixed Asset Replacement							
Fixed Asset Replacement Fund	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Brea Community Center	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Birch Hills Golf Course (FARP)	-	180,000	-	-	-	-	-
Total Expenditures	55,908,936	55,015,893	55,284,460	56,664,256	58,341,197	59,975,316	61,355,594
Revenue over Expenses*	529,261	3,871,565	172,588	(302,928)	(887,511)	(1,209,403)	(1,282,771)
Transfer to FARP & OPEB	-	-	-	-	-	-	-
Transfer(to)/from Reserves	(529,261)	162,677	(67,142)	(344,949)	(150,398)	1,209,403	1,282,771
Payoff of energy efficiency loan	-	-	(2,453,903)	-	-	-	-
Available Ending Fund Balance	\$0	\$4,034,243	\$1,685,786	\$1,037,908	\$0	\$0	\$0
Required Reserves							
Operating Reserve 10%	5,590,894	5,501,589	5,528,446	5,666,426	5,834,120	5,997,532	6,135,559
Budget Stabilization Reserve 15%	8,325,757	8,252,384	8,292,669	8,499,638	8,482,342	6,929,639	5,218,967
Total General Fund Reserve as a % of Total Expenditures	13,916,651	13,753,973	13,821,115	14,166,064	14,316,462	12,927,171	11,354,526
	24.89%	25.00%	25.00%	25.00%	24.54%	21.55%	18.51%

City Council Roles and Norms

The team discussed the roles of the Mayor, City Council and City Manager, norms established in the 2016 workshop.

Roles
Mayor's Roles
1. Largely ceremonial role; no more than one vote; no more authority than other Council Members
2. Facilitate effective meetings
3. Provide for even treatment of all City Council Members
4. City spokesperson; figurehead for events
5. Help each of us be heard, engaged
6. Control flow of discussion at meeting
Council's Roles
1. Serve as policy makers, not day-to-day managers
2. Represent City, community
3. Be prepared and up to speed
4. Respond to community
5. Regional representation
6. Make clear when we respond as an individual, that we are not representing the City
7. When receiving email, forward to City Manager or Assistant City Manager (sometimes it's better to talk to an individual sending an email, rather than forward it; check with Mayor or City Manager to see if Mayor or City Manager is already dealing with the issue)
8. Respect staff's time constraints
9. Treat staff with respect
10. Authority only over two people: the City Manager and City Attorney
City Manager's Roles
1. Accountability to Council
2. Run day-to-day operations
3. Hire/fires staff
4. Implement Council policy and strategic plan
5. Ensure accountability of the organization
6. Provide a City presence
7. Let Council know when City Manager will be out of the office and who is in charge
8. Approval authority, but also share with Council what has been approved
9. Present himself to the community in manner that reflects Council (vote/goals)

Norms

At the 2016 workshop, the Council, City Manager and Assistant City Manager identified several norms to enhance the Council's and staff's effectiveness in working together.

Norms
1. Show mutual respect
2. Trust each other
3. Assume good intent
4. Seek clarification
5. Focus on the issue, not the person
6. When debate is over and vote is taken, we move on
7. Focus on the "now"
<i>Communications with staff:</i> Acceptable to communicate for informational purpose to department heads, but not below, in addition to going to the City Manager for information. The Council may not direct staff time. The City Manager may adjust a request based on the amount of time that would be required to gather the information. Council Members are to copy the City Manager on all emails to staff.

Exceptional Council for Exceptional Times: Creating a Governance Culture of Civility and Purpose

Mayors & Council Members
Advanced Leadership Workshop
Friday, June 29, 2018



Effective Councils

Unity of
Purpose

Roles &
Responsibilities

Positive
Governance
Culture

Norms,
Protocols &
Policies

Governance Tools



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Teamwork

- Getting things done for the community as a team makes us all look good
- Accomplishments build relationships...which lead to other successes



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Teamwork

How to get there --

- Play nice, be fair, be patient, be kind, no surprises
- Avoid squabbling and personal attacks
- Maintain a formal decorum and be respectful
- Refer to colleagues with their titles



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Teamwork



- People vote for people and do business with people they like and trust
- Have to now build relationships with you and colleagues to achieve success...
- Civility is key!!!

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Teamwork

Look for connections and intersections

- With your priorities
- With Councilmembers and City Manager (Relationships Matter)
- Work together to develop a support system (Brown Act caution)



Discuss your interests with the City Manager and the Mayor

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You can be a standout Councilmember and a solid team player too!

- City government is a **team sport**.
- It's all about **collaboration, persuasion** and **relationships**.



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Focus on Outcomes

- Be attentive
- Ask clarifying questions
- Let people know you are listening
- Separate people from the problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist of using objective criteria

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Policy versus Management

“Greatness requires
endless change and
adaptation while preserving
core values and purpose.”

Jim Collins “Good to Great”

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City Manager – Council Relationship

- Council sets policy and overall direction
- City manager implements council policy and day-to-day operations and offers policy advice
- In discussions with Manager and Council, find that line and both stay within your area of responsibility

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Council – City Manager Relationship



- Show respect for:
 - Fellow councilmembers
 - Community at large
 - Staff
 - Speakers
 - Press
 - Legislative process

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City Manager – Council Relationship



- Yes it is often more complicated
- But it is best if:
 - The Council is not seen as involved in staff and administrative matters
 - The City Manager is not seen as dominating public decisions

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Councilmember Role

- You cross the line of responsibilities when you start to direct staff to work on your projects
- Unless your City Charter is different, the City Manager, City Attorney, and perhaps the City Clerk, are your only employees
- The Council directs the City Manager and they directs staff - simple chain of command

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Councilmember Role

- Encourage a close relationship and meet with your Manager periodically
- Your manager can be your greatest asset in reaching your goals
- Want to get things done? Ask the Manager, not the staff
- Hold the City Manager accountable for Council goals
- If there is conflict around an individual Councilmember's request, then the Manager needs to work on resolving the conflict
- Do not publicly criticize the City Manager or staff - take up your disappointments privately

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"The Four Cs"

Collaboration

Coherence

Commitment

Consistency

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Examples of Norms

For Council/City Manager Relationships:

- Be respectful and agree to disagree at times
- Keep each other informed through two-way communications
- Staff to provide all viable alternatives and information to help Council make the best possible decisions
- Council will work through the City Manager, or through department heads as the City Manager directs – but no lower than department head

For Councilmember Relationships:

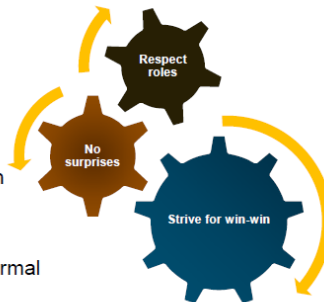
- Be respectful and agree to disagree at times
- Respect that we all want to effectuate positive change
- Communicate with each other, while respecting the Brown Act – avoid surprising our colleagues
- Support the Council's decisions once made

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Examples of Council Norms

- Work together as a body, modeling teamwork and civility for our community
- Communicate through the City Manager
- Demonstrate honesty and integrity in every action
- Share information and avoid surprises
- Disagree agreeably and professionally
- Work for the common good, not personal interest
- Respect the proper roles of elected officials and City staff in ensuring open and effective government
- Prepare in advance of Council meetings and be familiar with issues on the agenda
- Work for win-win -- strive for consensus and seek common ground
- Honor "discussion" before "decisions" – reserving making formal motions until initial discussions have taken place
- Approach the business of governing in a professional manner – conducting business in a way that brings honor to the institution of government

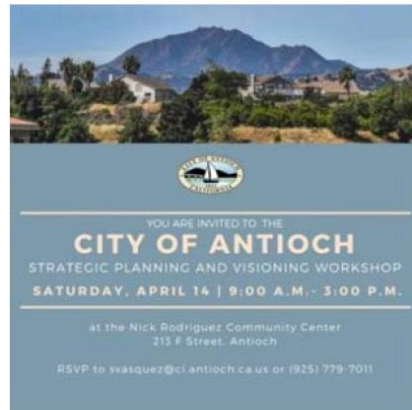


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Study Sessions

- An opportunity to bring special or difficult topics to the council for open discussion in a public setting
- Allow policy-makers to reflect on issues and raise concerns before an item is fully developed into a policy or plan
- Are purposeful, do not require a vote, and are an opportunity to learn and share insight/perspectives on challenges or issues



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Self – Evaluation

Board Governance Survey

Governance Principles and County Values

The Board has established 7 governance principles that guide their behavior. (More information can be found on pages 9 and 16 of the Board Governance Manual.) A workgroup of County employees created a values statement that was adopted by the Board in 2012. Please provide feedback on these two items below. (More information can be found on page 8 of the Board Governance Manual.)

Please indicate your perception of the Board's attainment of the following principles:

	Agree	Somewhat Agree	Disagree	Unable to comment
The Board governs as a team, strategically focused and mission driven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board aligns goals and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board establishes and governs within a culture of respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board governs in an accessible manner, committed to openness and transparency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4
1. UNSATISFACTORY	Inconsistent and/or low quality practice of the majority of the Board or the Board as a whole			
2. COULD BE IMPROVED	Practice somewhat exhibited by some members of the Board or the Board as a whole			
3. SATISFACTORY	Practice often exhibited by some members of the Board or the Board as a whole			
4. EXCELLENT	Consistent and high quality practice of the Board as a whole			

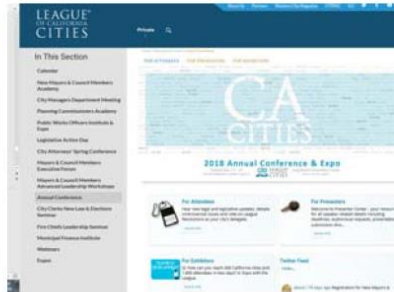
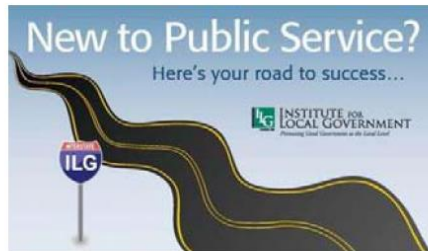
Section I: The Board

#	The Board	(3) Unsatisfactory -- (4) Excellent			
		1	2	3	4
1.	The Board is committed to a common vision.				
2.	Governs as a team, strategically focused and mission driven.				
3.	Governs in a dignified and professional manner, treating everyone with civility and respect.				
4.	Governs in an accessible manner, committed to openness and transparency.				
5.	Governs within a culture of inquiry.				
6.	Governs in a collaborative manner with the community, staff and within the Board.				

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